

New Directions in Corrections: “Healing Corrections”

NIC Virtual Conference
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Healing Corrections

- **Harold Clarke, Director
Virginia Department of Corrections**



History





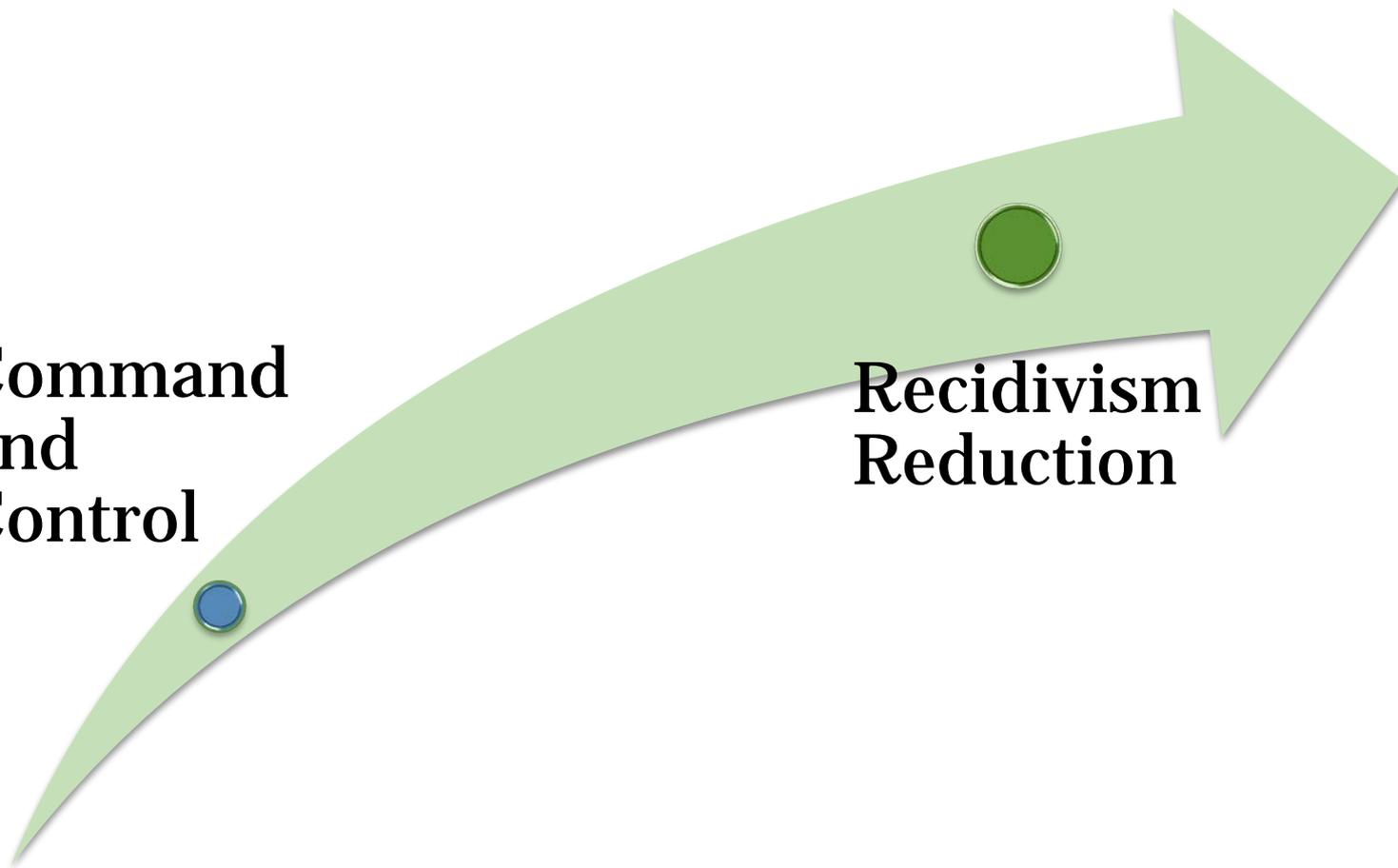
The Healing Environment

Is purposefully created by the way we work together and treat each other, encouraging all to use their initiative to make positive, progressive changes to improve lives. It is safe, respectful, and ethical-where people are both supported and challenged to be accountable for their actions.

Culture Change

**Command
and
Control**

**Recidivism
Reduction**



Culture Change

Four Guiding Principles

- Improving safety of the public, staff and persons in our care
- Agency structure and culture must be addressed for any change to be sustained
- Science and research must be followed for outcomes to be achieved
- Engaging all staff and stakeholders in the process is critical for lasting success.

Measuring Culture Change

Measure perceptions 42% response

Assess changes 37% response

Survey in confidence 39% response

Organizational Development

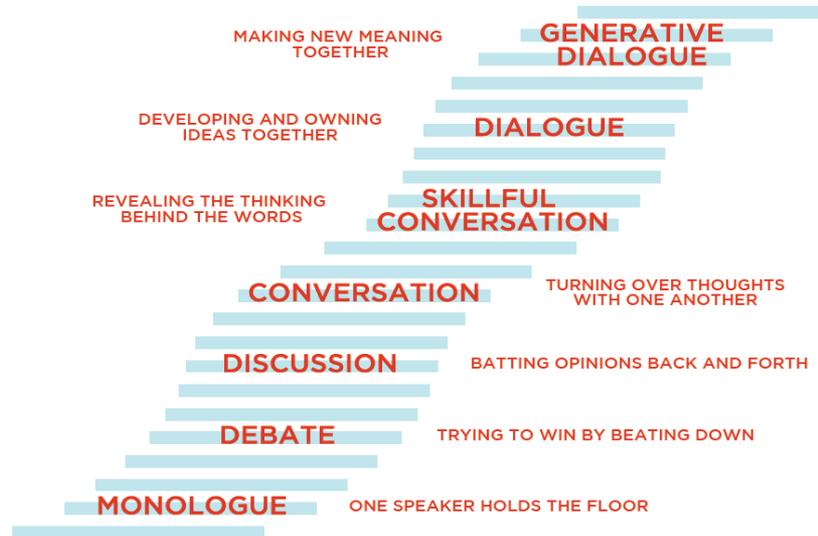
- **Setting a new vision**
 - Shared Readings
 - Dialogue
- **Reorganization**
 - Enlarging Executive Staff
 - Extended Leadership Teams
 - Establish Healing Environment Council and Healing Environment Initiatives in each unit
 - Establish Diversity Council
- **Using Future Search and Strategic Planning**

Dialogue

- Executive and Management training
- Check-In and Check-Out
- Practices, Mode and Actions
- Dialogue Practitioner Coaches and Dialogue Practitioner Trainers- 84 trained total
- Offender Re-settlement journey

DIALOGIC MODES

Many people limit themselves by using only one or two of the Modes to engage people. How about you?



Each of the Modes of Talking and Thinking Together...

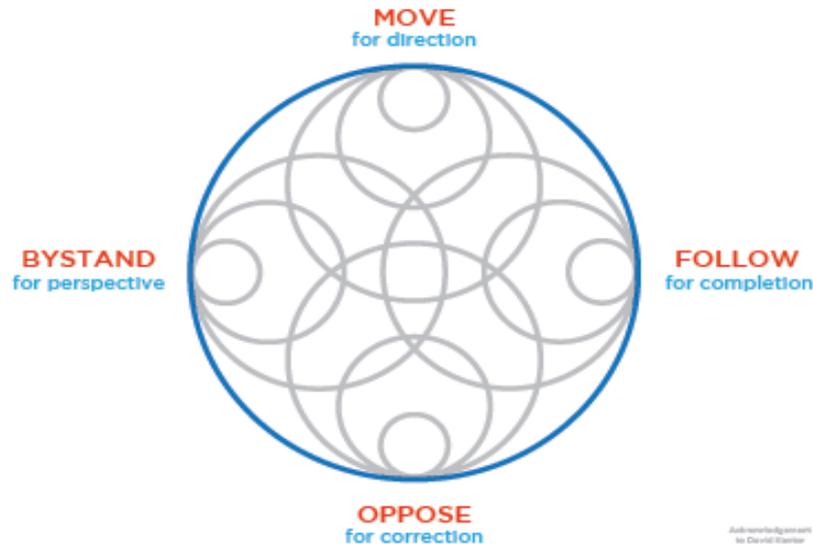
...engage people differently, from the basic mode of monologue to the more skillful levels of Dialogue. All are needed, but at different times, for different levels of engagement and for different purposes.

Dialogue is a mode of talking and thinking together that...

...helps people to find a common understanding and a common purpose. The decisions and actions that result from good dialogue make common sense to everyone involved. Good dialogue requires a set of simple and practical skills that can easily be learned and bettered with practice. In dialogue people express their own views, needs and aspirations, listen to others, agree and disagree with one another, support and challenge each other, become aware of their own assumptions and impact on others, come to appreciate diversity and to accommodate differences in ways that may not have been obvious at first. With the benefit of dialogue it is possible to undertake participatory change with people rather than imposing change by doing it to people. Change of this kind is sustainable over time because it feels right and is based on collective common sense.

DIALOGIC ACTIONS

Have you ever wondered what to do when a conversation is simply not working?



Use the Dialogic Actions when conversations...

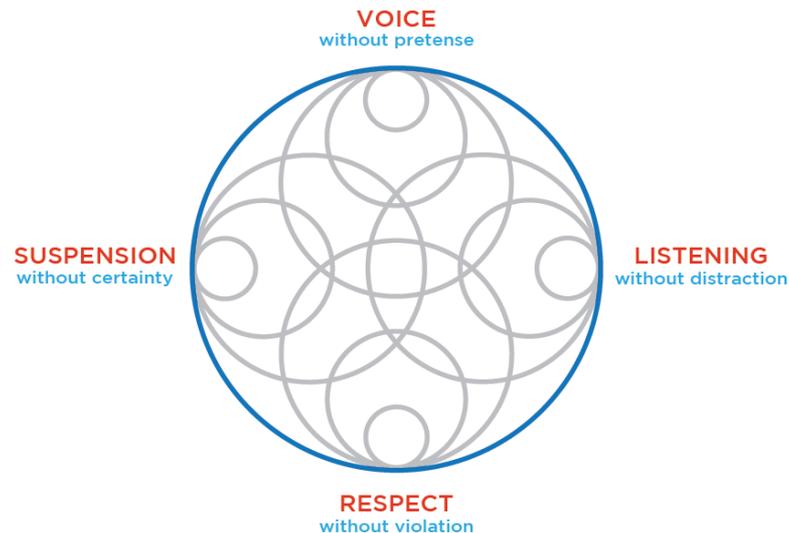
...take too long to get to the point, become arguments, are superficial, are cyclic and repetitive in nature, lack closure, have little direction, lack inquiry, are indecisive, lack perspective or are simply not working.

Dialogue is a mode of talking and thinking together that...

...helps people to find a common understanding and a common purpose. The decisions and actions that result from good dialogue make common sense to everyone involved. Good dialogue requires a set of simple and practical skills that can easily be learned and bettered with practice. In dialogue people express their own views, needs and aspirations, listen to others, agree and disagree with one another, support and challenge each other, become aware of their own assumptions and impact on others, come to appreciate diversity and to accommodate differences in ways that may not have been obvious at first. With the benefit of dialogue it is possible to undertake participatory change with people rather than imposing change by doing it to people. Change of this kind is sustainable over time because it feels right and is based on collective common sense.

DIALOGIC PRACTICES

Did you know that it is impossible to have a high quality conversation without these practices?



However good you are, if you practice you will get better...

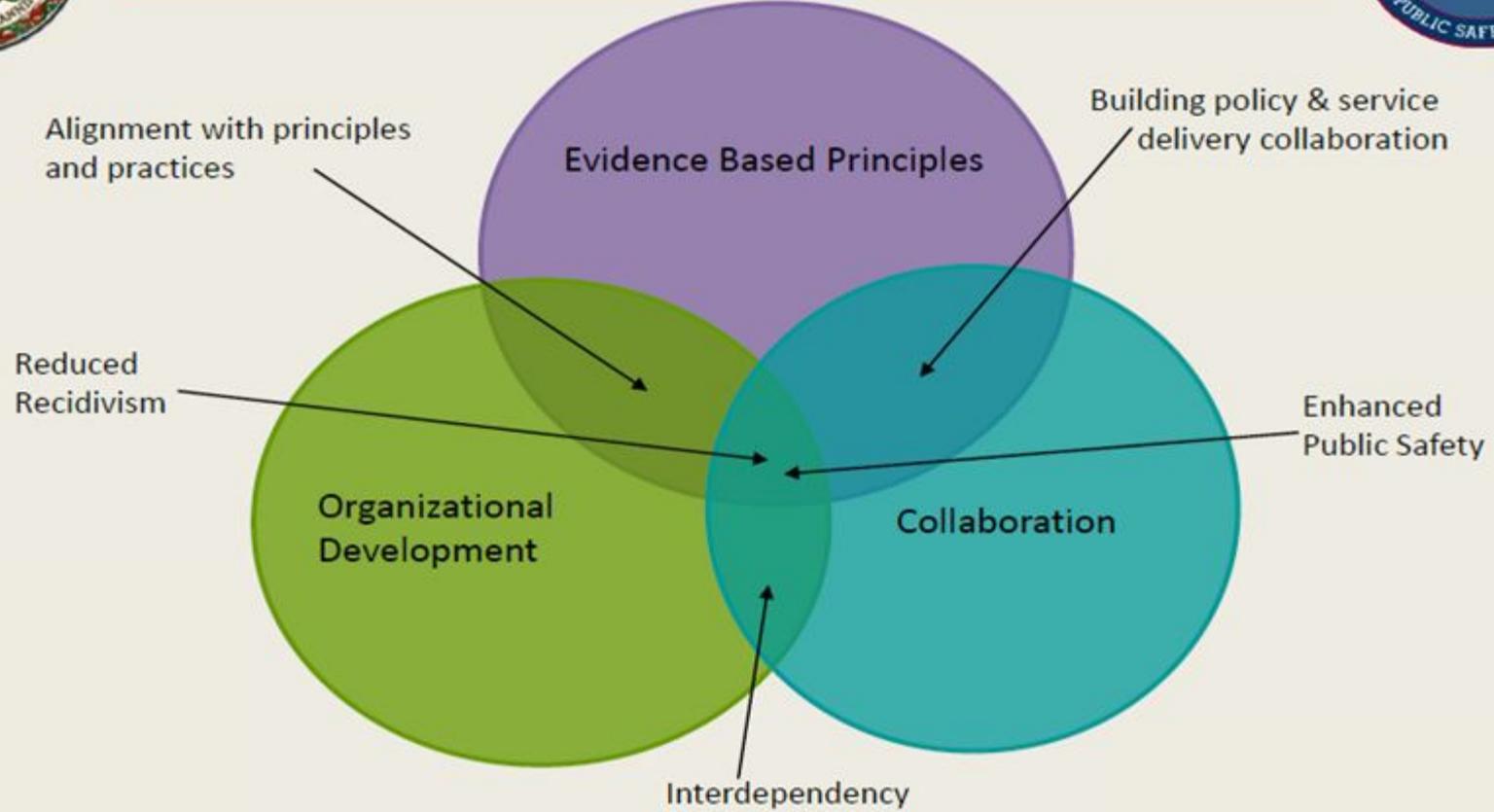
The atmosphere within which people talk and think together is dependant on the Dialogic Practices. Deepening the practices makes the atmosphere richer and more conducive to thinking well together by making a stronger container.

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Integrated Model for Re-entry



Developed as a Collaboration between NIC & CJI Partners



Empowerment Model



Celebrate Accomplishments

Environment

Leadership Domain

- Shared Vision
- Model the Way

Allow others to

- Challenge the Process
- Enable People to Act
- Create Safety

**Empowerment
Ambassadors**

Knowledge

Collaborative Domain

- Policies
- Procedures
- Shared Reading
- Acquired Skills
- New Concepts
- Exposure to New Ideas

Individuals

Individuals' Domain

- Passion
- Commitment
- Professionalism
- Caring
- Desire
- Growth

Evidence Based Practices for Offender Change

- Evidence Based Practices in Community Corrections and Prisons
- Administrative Segregation Step Down Program
- Risk and Needs Assessment and Reentry Case Planning
- Re-entry Programs such as Thinking for a Change, cognitive communities and work programs
- Learning Teams and Unit Management

Innovative Collaboration & Partnerships

- **Successful re-entry requires partnerships with other stakeholders at the policy and service-delivery level.**
- **Transition and reentry do not occur within corrections but within the community.**
- **Partnership with other agencies and non-profits provide services both within prisons and in the community post release.**



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