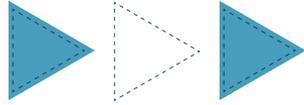


STRATEGIC PLAN

January 1, 2019 - December 31, 2022



WOMEN'S HURON VALLEY CORRECTIONAL FACILITY



Letter from the Director



Heidi E. Washington
Director

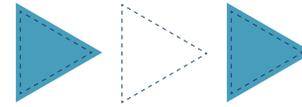
In corrections, we cannot have a one-size-fits-all approach to Offender Success. Our mission to improve the lives of those we supervise through education, training and behavioral therapy, must also meet the specific needs of individuals to ensure their long-term success.

That's why in 2018 we launched a Gender Informed Practice Assessment at Women's Huron Valley Correctional Facility and put our focus on the unique needs of female offenders. That assessment, and our work to learn what we're doing well and what we can improve upon, led to the creation of this Strategic Plan.

It is designed to make sure the facility offers programs and care that is gender-responsive, trauma-informed and evidence-based. It also focuses on the needs and professional development of our dedicated and valuable staff at Women's Huron Valley Correctional Facility.

Inside these pages you will find our roadmap for the future of the facility and plans to build upon our successes in the years to come.

Letter from the Warden



Mission

We seamlessly employ gender-responsive and trauma-informed practices from intake through each prisoner's return to the community, ensuring offender success and safer communities.

Vision

Empowering staff, embracing our diverse backgrounds and inspiring all to achieve their highest potential through innovation and teamwork.

The ability for the Women's Huron Valley Correctional Facility to achieve the mission of the Department and the facility rests equally upon every employee. The recent Gender Informed Practice Assessment provided a thorough review of our great accomplishments and identified opportunities for improvement as the only correctional facility for female offenders in the state of Michigan.

The strategic plan, developed through that assessment, identified specific goals and objectives to achieve success and maximize our contribution toward offender success. Every great team must understand the mission and vision of the organization to achieve their goals.

The first order of business was to clarify the mission and vision statements for the facility, which will serve as our values as we progress through the strategic plan.



Shawn Brewer
Warden

GOAL 1

PROVIDE OFFENDERS WITH PROGRAMS AND OPPORTUNITIES TO PROMOTE SUCCESS

Objective 1.1 Complete a continuous survey of relevant and available programs to maximize offender success with a target date of July 1, 2019.

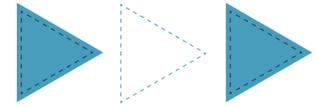
Women's Huron Valley Correctional Facility recognizes the importance of providing relevant and meaningful programs to maximize offender success. The Program Department will complete a continuous survey with offenders and evaluate that against community standards to effectively prepare offenders for their successful transition back into society, resulting in a lower recidivism rate.

Objective 1.2 Offer timely evidence-based and gender-responsive programs and services to all eligible offenders with a target date of October 1, 2019.

Offenders are entitled to receive recommended evidence-based and gender-responsive programs and services. The team at Women's Huron Valley is committed to ensuring offenders receive these programs and services in a timely manner to ensure they are as prepared as possible as they approach their earliest release date.



Opportunities

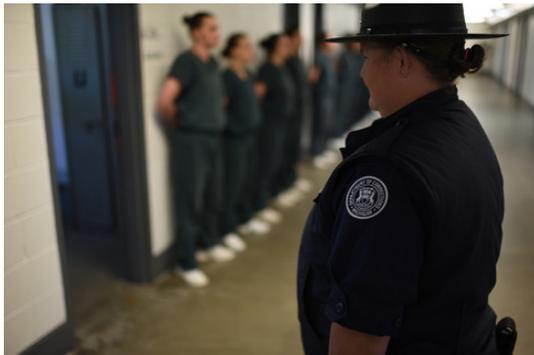


Objective 1.3 Leverage technology to enhance staff ability to impact offender success with a target date of April 1, 2020.

The facility currently uses many forms of technology to help staff positively impact offender success. The facility is committed to researching new technology in all areas.

Objective 1.4 Conduct an annual space review to maximize productive use of spaces for core programming, educational opportunities, elective programming and volunteer activities with a target date of April 1, 2021.

As the only state correctional facility for female offenders, we must offer the maximum number of programs and activities to meet the needs of the offender population. To do this in both an efficient and effective manner, we are committed to conducting annual reviews of space to meet the needs of evidence-based, gender-responsive, and relevant programs to further our mission to maximize offender success.



GOAL 2

RECRUIT AND RETAIN PROFESSIONAL, WELL-TRAINED STAFF IN ALL DISCIPLINES

Objective 2.1 Continue with aggressive recruitment efforts to maintain adequate staffing levels with a target date of January 1, 2020.

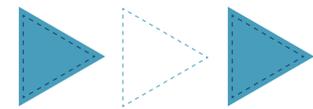
The Michigan Department of Corrections and Women's Huron Valley Correctional Facility realize the importance of active and continuous marketing and recruitment to attract a viable professional workforce in all departments. We will actively engage with recruitment to achieve desired staffing levels and dedicate resources to the recruitment division to achieve that goal.

Objective 2.2 Maintain staff mentoring and job-shadowing and have a mentoring program training updated with a target date of July 1, 2020.

Effective staff mentoring and support via peer interaction and job-shadowing opportunities is essential in retaining a viable and professionally-trained workforce. Women's Huron Valley is committed to ensuring each new employee has a personal mentor during their first two years of employment. The facility will also provide job-shadowing opportunities for all staff to ensure they are successful in their careers with the department.



Develop



Objective 2.3 Improve employee engagement and promote professional development with a target date of October 1, 2021.

The Michigan Department of Corrections maintains an effective facility employee engagement and professional development effort focused on all staff. The facility is committed to continuously encouraging employee participation in statewide employee engagement surveys and completing effective action plans from those surveys to ensure we are promoting professional development for all staff.

Objective 2.4 Establish coaching tools and a framework to support all staff in the use of learned skills with a target date of April 1, 2022.

Women's Huron Valley is committed to continuing to provide formal mentoring training to all staff, which will include effective coaching tools, as part of the annual training requirements. It is our goal to begin including this training in the training plan for the 2019-20 year.



GOAL 3

PROVIDE TRAINING WHICH IS EVIDENCE-BASED, GENDER-RESPONSIVE, AND TRAUMA-INFORMED

Objective 3.1 Make certain approved training plans are evidence-based, trauma-informed, and gender-responsive with a target date of October 1, 2019.

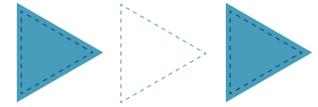
Women's Huron Valley is committed to ensuring approved training plans contain evidence-based, trauma-informed and gender-responsive programs for all staff. The Warden and Human Resource Developers will collaboratively review training plans on an annual basis for compliance.

Objective 3.2 Maintain quality assurance for training delivered, while ensuring the fidelity of each program with a target date of October 1, 2020.

Training-approved programs are only effective when the content is delivered in a consistent and trustworthy dependable manner. Women's Huron Valley administration is committed to being available during training sessions to oversee delivered programs, be available for staff, and work collaboratively with the Regional Human Resource Developer in providing quality assurance.



Training



Objective 3.3 Establish an approved training module for Motivational Interviewing for all staff to complete with a target date of July 1, 2022.

Motivational Interviewing is a powerful means to interact with other persons, offenders and staff alike, to effect positive change. Women's Huron Valley has dedicated staff to serve as train-the-trainers who will work with additional staff to facilitate this program for all employees. It is our vision that all staff will be successfully trained in Motivational Interviewing by July 1, 2022. All newly-hired staff will complete the module within the first 90 days of employment.



GOAL 4

IMPROVE PHYSICAL PLANT AND LIVING ENVIRONMENTS

Objective 4.1 Establish a committee to review, prioritize and implement the five-year maintenance projects with a target date of July 1, 2019.

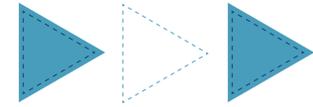
Identifying and prioritizing maintenance projects requires the collaboration of staff from all departments. The facility will establish a maintenance committee which will attend bi-weekly maintenance meetings to discuss ongoing projects, and will review major projects ensuring the facility is providing a safe, effective, and productive environment for staff and offenders. The maintenance committee will be created by July 1, 2019 and will meet at least four times annually to remain focused on the goals of the committee.

Objective 4.2 Ensure necessary improvements and repairs are completed both effectively and efficiently with a target date of July 1, 2021.

Necessary repairs and improvements must be completed in a cost-effective, efficient, and logical manner. The facility is committed to reviewing all requests for improvements or repairs on a weekly basis to ensure timely completion using available resources.



Maintain



Objective 4.3 Develop a beautification committee and a plan to identify areas necessary to improve the overall living and working environment with a target date of January 1, 2022.

The ability to continually improve the overall working and living environment requires a detailed plan and staff to fully understand the plan. The facility is committed to creating a plan identifying these areas and resources prior to the fall of 2019. That plan will be incorporated into existing maintenance projects, considered during future maintenance repair planning and reviewed at least annually. The plan will be shared with staff regularly to ensure we remain focused on those improvements.



GOAL 5

ENSURE HIGH QUALITY OF PHYSICAL AND BEHAVIORAL HEALTH CARE SERVICES

Objective 5.1 Ensure high quality physical and behavioral health services by increasing integrated care and aligning with community standards of care with a target date of April 1, 2020.

Educating prisoners on health maintenance, wellness and hygiene is important in order to maximize health outcomes and improve overall well-being. Health care staff will use a health care peer support and recovery coach program, printed material, videos and one-on-one or group training to help women meet their nutritional and physical health goals.

Objective 5.2 Fully utilize gender-informed principles and practices in all behavioral health services, while meeting or exceeding community best practices for treatment of behavioral and mental health disorders with a target date of October 1, 2020.

It is important for health care staff to receive training regarding gender-informed principles and practices, as well as documentation standards to ensure accountability. Health care is committed to ensuring the ongoing integration of gender-informed practices and the establishment of certified peer support specialist groups.



GOAL 6

ENSURE ALL POLICIES ARE GENDER-RESPONSIVE AND TRAUMA-INFORMED

Objective 6.1 Complete a review of all department policy directives and facility operating procedures to ensure they are both gender-responsive and trauma-informed by April 1, 2020.

All staff must have clear, concise and consistent operating procedures to ensure every function is performed with fidelity. The facility is committed to completing a comprehensive review of all operating procedures to ensure they are both gender-responsive and trauma-informed by April 1, 2020.

Objective 6.2 Ensure the Operating Procedure Committee submits gender-responsive and trauma-informed recommendations for policy directive changes with a target date of July 1, 2020.

Women's Huron Valley has an Operating Procedure Committee, which meets monthly. The objective of this committee is to ensure procedures are compliant with Administrative Rules, Policy Directives and other regulations. The Operating Procedure Committee will submit recommendations to the Policy Division of the Michigan Department of Corrections.



GOAL 7

ESTABLISH A VOCATIONAL VILLAGE FOR FEMALE OFFENDERS

Objective 7.1 Participate in and oversee the construction, development and completion of the WHV Vocational Village with a target date of January 1, 2020.

Offering relevant vocational trades to offenders is essential in our continued efforts to reduce recidivism and improve offender success. The design of the new Vocational Village was a collaborative effort with design professionals, educational professionals, and facility administration. The groundbreaking for the Vocational Village at Women's Huron Valley took place on Nov. 19, 2018 and construction is underway, with a tentative completion date of November 2019.

Objective 7.2 Create and implement a selection criterion and educational-community environment for Vocational Village students with a target date of July 1, 2019.

The concept of a Vocational Village is built on the foundation of effective selection of eligible offenders, embracing the educational community by creating a safe environment for students dedicated to improving themselves. The facility is committed to creating a committee to continuously review the selection criteria and environment with a goal of maximizing the selection of the best candidates and rewarding positive behavior with minimal distractions.

Objective 7.3 Interact with employers to assist women in securing employment prior to release with a target date of January 1, 2021.

Offenders are most successful when they return to society when they gain meaningful employment, helping prevent recidivism. Facility Administration and Offender Success staff are committed to working closely with potential employers with a goal of securing employment offers for every Vocational Village student prior to release.



VOCATIONAL VILLAGE



