

# STRATEGIC PLAN

January 1, 2019 - December 31, 2022



## MICHIGAN DEPARTMENT OF CORRECTIONS

**Committed to Protect, Dedicated to Success**



## Mission

We create a safer Michigan by holding offenders accountable while promoting their success.

## Vision



We will continue to be the leader in corrections by transforming lives through innovation and dedication.



## Values

- INTEGRITY:** Doing the right thing for the right reasons.
- TEAMWORK:** Working together to get the job done.
- LEADERSHIP:** Inspiring others to accomplish the mission.
- EXCELLENCE:** Maintaining the highest standards in your professional and personal life.
- RESPECT:** Treating others as you would like to be treated.
- LOYALTY:** Demonstrating commitment and dedication to the organization and to each other.



# Letter from the director

It is no secret that Michigan is a national leader in corrections. In the past five years we've made great strides in our efforts to transform the lives of offenders, uphold our commitment to public safety and create a work environment that supports you and your professional growth. We have accomplished so much that we can be proud of, but our work does not end here. We will continue to challenge ourselves to do better and find new ways to improve the lives of those we serve. The goals and objectives you will find on the following pages of this strategic plan lay out our road map for the future. It details where we are going and how we will get there. It is an ambitious plan, and I am confident that by keeping our mission and goals in mind, we will continue to accomplish great things in the years ahead.

**Heidi Washington**

Director

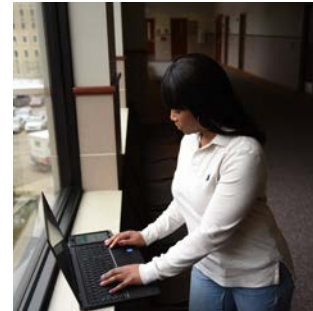


**Heidi Washington**  
**Director**

# Goal 1



## Invest in our employees



### Objective 1.1

**Enhance recruitment strategies and incentives to attract and retain quality staff with a target date of September 30, 2019.**

The MDOC recognizes that recruiting and retaining staff is critically important to the achievement of our mission and vision. Several job classifications pose challenges for recruitment and retention such as corrections officers, health care professionals, and licensed tradespeople. Potential strategies and incentives to attract and retain quality staff have been identified through the Effective Process Improvement and Communication (EPIC) and Lean Process Improvement teams. The Recruitment Division will implement approved strategies and incentives for attracting and retaining talent.

### Objective 1.2

**Establish a Wellness Unit to address overall employee well-being with a target date of June 30, 2019.**

The best law enforcement agencies provide resources to manage occupational stress that impacts employee well-being on and off the job. Occupational stress in the corrections environment can contribute to PTSD, alcoholism, suicide and other devastating issues. The MDOC will establish a Wellness Unit that incorporates confidential professional services such as the Traumatic Incident Stress Management (TISM) team, Peer Support Programs and Chaplain Services to help employees achieve a healthy work-life balance.



**Establish a new employee academy for non-custody employees with a target date of December 31, 2019.**

All new employees need appropriate classroom-based training to properly prepare them for working in a corrections environment. This training is best delivered in an academy setting where each employee interacts face-to-face with experienced corrections professionals. The training division will establish a formal new non-custody academy training plan to prepare new employees for working in corrections.

**Establish a formalized mentoring program for staff with a target date of March 31, 2020.**

Employees are our greatest asset; therefore, actively mentoring them is crucial to personal development and positive growth. Mentoring employees increases their sense of ownership, loyalty and engagement. It is also a great tool for fostering overall career development for both the employee and the mentor that can last a professional lifetime. Effective mentoring can take place in a variety of forms, incorporating both formal and informal components. Historically, some form of mentoring has occurred within the department; however, a more formalized mentoring program will have the ability to aid in the growth and success of all employees. The training division will establish a formal mentoring program to help foster professional development.





# Goal 2



## Promote a culture that fosters success for everyone

### Objective 2.1

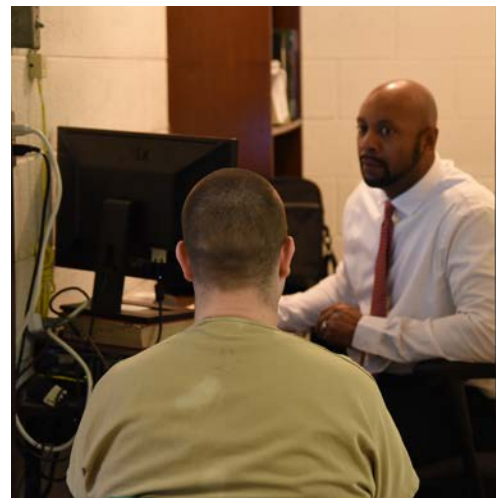
**Establish a coaching model to improve interactions with offenders with a target date of December 31, 2020.**

The interactions all MDOC staff have with offenders will impact their long-term success. Utilizing a “coaching style” will empower all staff to think differently about their professional role and use their expertise to model pro-social behavior and transform the lives of offenders. To ensure all staff are able to effectively utilize this coaching model approach, the department will continue with the roll out of the Motivational Interviewing (MI) training and evidence-based supervision tools.

### Objective 2.2

**Become a trauma-informed department with a target date of June 30, 2020.**

Trauma is a very costly public health problem occurring as a result of violence, abuse, and other emotionally harmful experiences. By nature, correctional environments are often trauma-inducing. The MDOC realizes the impact of trauma on both staff and offenders and will take steps to become a trauma-informed department. Becoming trauma-informed means that we understand the signs and symptoms of trauma and the potential paths to recovery. When trauma-informed principles are added to the environment, triggers and re-traumatization are minimized, critical incidents are reduced and the use of restraints/segregation is decreased. The MDOC will establish a multi-disciplinary team to focus on integrating knowledge about trauma into policies, procedures, and practices to direct our interactions for a more positive outcome and to actively resist re-traumatization.





# Enhance

## Objective 2.3

**Explore ways to refine the department's employee disciplinary process with a target date of December 31, 2019.**

It is crucial that department policies and work rules are enforced for the safety of staff, offenders and the public, but it is also important to conduct a review to ensure these policies are reviewed so employees continue to meet the overall objectives and mission of the department. The MDOC will establish an Effective Process Improvement and Communications (EPIC) team to explore ways to refine the department's employee disciplinary process. This will include a review of the employee handbook and department work rules, along with disciplinary procedures and related policies.

## Objective 2.4

**Define a team and process for ongoing technology review that will enhance staff and offender success with a target date of March 31, 2020.**

A key aspect of being a correctional leader is ensuring that the department is continually on the cutting edge of technology that simplifies tasks, improves operations and prepares offenders for long-term success. It is imperative that future technological change be driven by the needs and input of staff, which is why the MDOC will create a collaborative team that will serve as a Technology Advisory Group, bringing input from their work areas, while identifying emerging technologies and practices that will place Michigan at the forefront of correctional technology.



## Goal 3

# Improve communication and collaboration in offender management and care

### Objective 3.1

**Provide continuous case management from conviction through discharge with a target date of December 31, 2022.**

The MDOC's offender case management data systems have grown and evolved over the last three decades attempting to keep pace with the times. Staff currently use multiple data systems to accomplish offender case management and care, often re-entering the same information into each data system to perform their duties. The combination of separate but connected data systems are restricting staff communication and collaboration due to the lack of full integration. Implementing the new Corrections Offender Management System (COMS) over the next four years will allow the MDOC to overhaul its fragmented case management system. It will replace it with a continuous case management system that provides staff with a seamless view of offender risks and needs from conviction through successful reentry.

### Objective 3.2

**Develop a communication pathway for relevant information sharing between all administrations and stakeholders with a target date of December 31, 2022.**

Historically, the MDOC has operated in silos, despite the Correctional Facilities Administration (CFA), Field Operations Administration (FOA), Budget and Operations Administration (BOA) and the Executive Administration each contributing to offender management and success. Implementing COMS and replacing multiple legacy data systems in phases over the next four years will allow the MDOC to improve communications and offender hand off capabilities between administrations by sharing a single offender case management record, instead of case fragments spread across multiple data systems.





# Collaboration

## Objective 3.3

**Redefine the roles and responsibilities of staff pertaining to mentoring, care and case management of offenders with a target date of December 31, 2019.**

The MDOC will redefine the roles and responsibilities of staff, specifically prison counselors, assistant resident unit supervisors, and resident unit managers. This is to ensure the primary focus of the prison counselors and assistant resident unit supervisors is on the case management of offenders. Case management is defined as the collaborative process of assessment, planning, care coordination, evaluation and advocacy for the options and services which best meet the offender's needs. Collaboration will take place through the universal use of department electronic databases to create plans and document offender progress. Additionally, staff who work directly with offenders will begin to receive training in Motivational Interviewing to enable them to enhance their mentoring skills for prisoner success. An EPIC team will be created to establish a formal plan.



# Goal 4

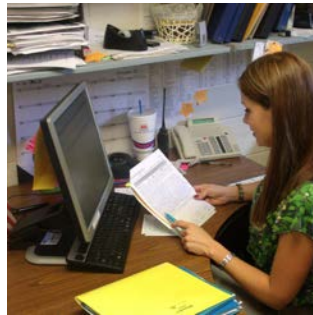


## Transform the offender classification systems to align risk, placement and program needs

### Objective 4.1

**Create a program and security classification continuum that outlines placement, from reception to parole, with the target date of September 30, 2022.**

The MDOC will formulate a comprehensive internal action plan to effectively align the use of department beds, while customizing security and program classifications to generate a roadmap for prisoner placement from reception through discharge. An EPIC team will be created to establish a formal plan to create a program and security classification continuum.





# Transform

## Objective 4.2

**Align department resources with offenders' risks and needs with a target date of September 30, 2022.**

In order to efficiently, effectively, and safely deliver prisoner programming and treatment, the MDOC must ensure that it aligns resources with the needs of a dynamic prisoner population. The department will conduct a comprehensive review of prisoner-dependent aspects of its operation, including beds by custody level, special use beds, programming, education, and healthcare to ensure department resources appropriately match prisoner needs. In addition, the MDOC will develop protocols for continuously monitoring the changing needs of the prisoner population to ensure the necessary resources are in place to support the MDOC's mission of offender success.



## Objective 4.3

**Re-evaluate and employ assessment instruments with a focus on reducing offender risk with a target date of September 30, 2020.**

Programming is a key element in providing offenders with the tools they need to successfully return to society. Our risk assessment instruments help identify offender needs and the programs that will meet those needs. The MDOC recognizes that risk assessment instruments are continually updated and refined. Evaluation of our risk-assessment instruments will ensure that the department is continuing to employ the best evidence-based practices and remains a leader in the field of corrections.



# Goal 5



## Develop and implement strategies to effectively manage special populations

### Objective 5.1

**Establish a comprehensive action plan for the care and management of the mentally ill, aging, and disabled offender populations with a target date of September 30, 2021.**

Caring for offenders with medical and mental health diagnoses and disabilities is challenging in a correctional environment. The MDOC recognizes the need to expand appropriate housing facilities, staffing resources, and equipment necessary to manage these special populations. A multi-disciplinary workgroup will be established and charged with researching and recommending potential facility physical plant changes, identifying and resolving custody concerns, and researching and identifying clinical resources. These clinical resources may include staffing and equipment that may be necessary to provide a safe living environment for the aging and medically frail, mentally ill, and disabled offenders where their needs can be met.

### Objective 5.2

**Continue to safely reduce the use of segregation with a target date of June 30, 2019.**

The MDOC will continue to develop and implement safe alternatives to segregation housing. The Assistant Deputy Director of Operations will develop a measurable plan to monitor the segregation population, long-term segregation and specialized housing to ensure proper placement.





# Manage

## Objective 5.3

**Expand strategies to better and more consistently manage Security Threat Groups with a target date of March 31, 2021.**

The MDOC shall review the current strategies for the management of Security Threat Groups (STGs), otherwise known as gangs. Gang activity and membership are constantly evolving; therefore, continuous review of both internal and external best practices and incorporating the most effective methods to identify, track, manage, and sanction to deter this activity is required. An EPIC team will be created to establish a formal plan for the consistent management of Security Threat Groups.

## Objective 5.4

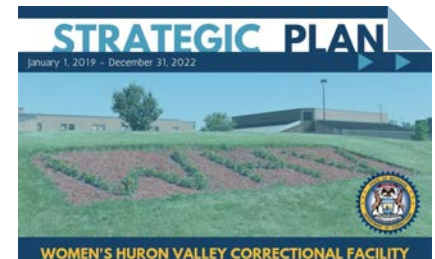
**Further develop strategies to manage the transgender population with a target date of December 31, 2020.**

Transgender and other gender non-conforming offenders present unique management challenges for correctional institutions. The MDOC has developed policy and procedure for the management of prisoners; however, additional strategies need to be developed for the management of transgender and gender non-conforming offenders both in prison and on parole or probation, along with training for staff. The MDOC will develop a multi-disciplinary team to review current policy and procedures and will develop additional strategies to safely manage and care for this population.

## Objective 5.5

**Implement the Women's Huron Valley strategic plan with a target date of December 31, 2022.**

In 2018, a Gender Informed Practice Assessment (GIPA) of the Women's Huron Valley Correctional Facility (WHV) was conducted, and from that, a strategic plan specific to the facility was created. That plan builds from the strengths and areas of improvement identified by the GIPA and encompasses and centers around making WHV a facility that is gender responsive, trauma-informed and evidence-based. The facility will also focus on recruiting and retaining well-trained staff, providing offenders with programs and opportunities to promote success, including the new Vocational Village, and ensuring there are high-quality physical and behavioral health services. MDOC leadership will assist and ensure the facility meets its goals and objectives contained in the plan.





# Goal 6



## Expand opportunities to achieve offender success for long-term public safety

### Objective 6.1

**Evaluate the effectiveness of offender programs and supervision strategies with a target date of March 31, 2022.**

To remain a national leader in corrections and to ensure there is true adherence to evidence-based practices, it is critical that MDOC programming and supervision practices are regularly evaluated. The department is statutorily required to adopt evidence-based supervision practices and it is important that program curriculum and supervision strategies that have not been independently analyzed in Michigan by institutions of higher education or other qualified expert organizations be reviewed. The department will work to obtain outcome data, develop strategic partnerships with the expert community and commit resources to research innovative and emerging national corrections best practices.

### Objective 6.2

**Develop and implement a Medication Assisted Treatment program with a target date of June 30, 2020.**

The opioid epidemic has increased the incidents of drugs in the prison system and overdose deaths in the community. To address this epidemic, the MDOC will develop and implement a Medication Assisted Treatment (MAT) program that may include the use of methadone, buprenorphine, and naltrexone as treatment regimens for offenders in prison and on parole/probation. MAT has been shown to reduce cravings for opioid and alcohol disorders. MAT along with additional substance abuse treatment services increases the likelihood of long-term recovery and may reduce recidivism. The team will develop a design and implementation plan for comprehensive substance use disorders treatment, including MAT, in consultation and collaboration with potential funders, partners and stakeholders, such as Michigan Department of Health and Human Services.





# Achieve

## Objective 6.3

**Expand the opportunities to foster offender success with a target date of September 30, 2019.**

The MDOC is committed to protecting the public by providing offenders with positive opportunities for change and growth. Personal enrichment through education and other key programs is the nucleus of these efforts. Research demonstrates that a positive support system is crucial for offenders returning home. The MDOC shall assist by fostering family strategies and promoting positive relationships for successful family and community reintegration. The department shall form a diverse team of professionals to develop approaches for continued success as we lead the nation in Offender Success.



# Goal 7



## Enhance field supervision strategies

### Objective 7.1

**Establish a mentoring program for parolees with a target date of September 30, 2020.**

Mentors provide offenders the opportunity to change, encourage them during difficult times, model positive behavior and help develop pro-social and problem-solving skills. The department is committed to providing mentorship to parolees returning home, who are lacking this critical support system. To better align with evidence-based principles around mentorship, the Field Operations Administration (FOA) will develop a plan to accomplish this objective.



### Objective 7.2

**Further develop risk-based strategies to guide recommendations, supervision and resources with a target date of December 31, 2021.**

The MDOC has implemented several strategies designed to target and reduce offender risk. However, additional development is needed in guiding the recommendations of field agents, utilization of agency resources and community supervision. The MDOC will develop evidence-based strategies to ensure recommendations to the courts and parole board, application of resources, and the supervision of offenders in the community, is guided by offender-specific risk.





# Expand

## Objective 7.3

**Expand investment in female offender programs with a target date of June 30, 2020.**

The MDOC will expand its investment in community-based female offender programs, while acknowledging gender-based differences and the pathways through which females enter the criminal justice system. The department and local partners will provide services with an emphasis on addressing trauma and cognitive issues by utilizing evidence-based guiding principles specifically designed for the supervision and sanctioning of female offenders. Programs will address risks and needs, while providing social support systems with a primary focus on achieving offender success.

## Objective 7.4

**Apply the offender success model to probation with a target date of March 31, 2021.**

To build upon the many achievements of the Offender Success model, the MDOC will explore avenues to address offender needs and skill development, and generate opportunities for long-term self-sufficiency for probationers. The MDOC will work with the judiciary, various community partners, and the Legislature to accomplish this objective with the goal of having an individual's first contact with the criminal justice system be their last.





