Desert Waters
Correctional Outreach

The Corrections Profession: Safety and Sanity

Presented by:

Caterina Spinaris, Ph.D.
Michael Denhof, Ph.D.
Gregory Morton, B.A.

DEPARTMENT OF JUSTICE · NATIONAL INSTITUTE OF CORRECTIONS
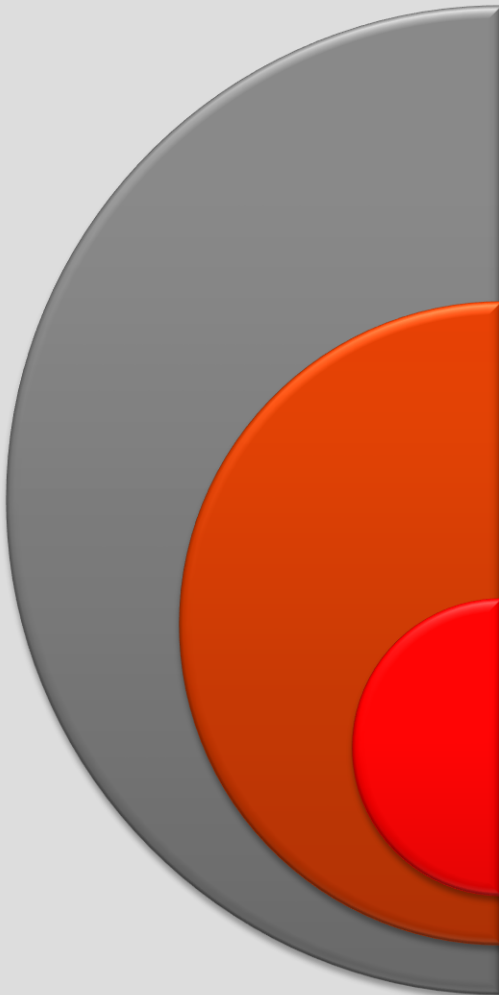
Part 2

Presenters

Caterina Spinaris, Ph.D.,
Executive Director, Desert Waters
Correctional Outreach (DWCO)
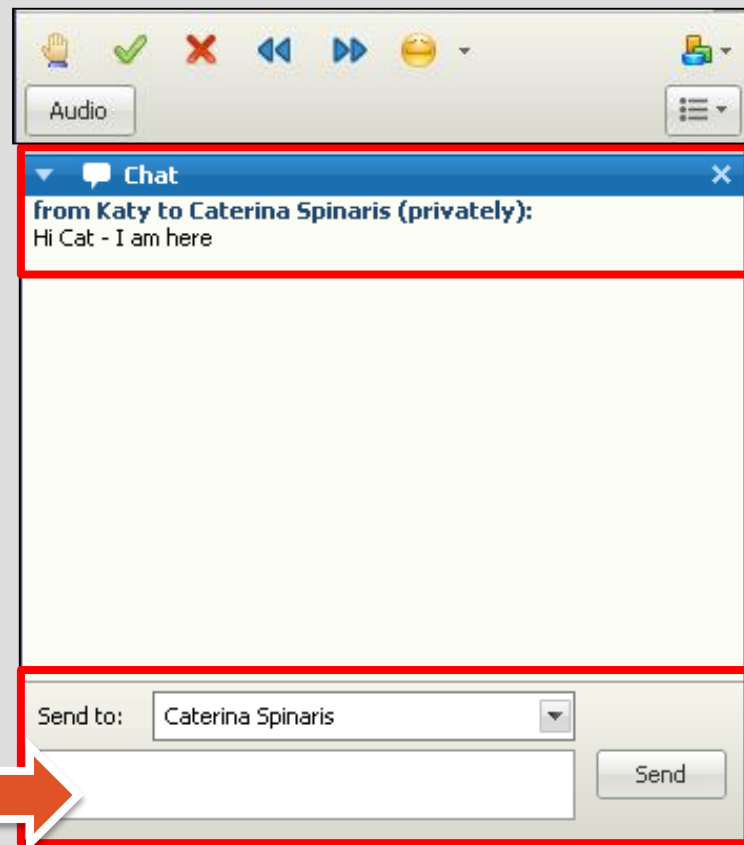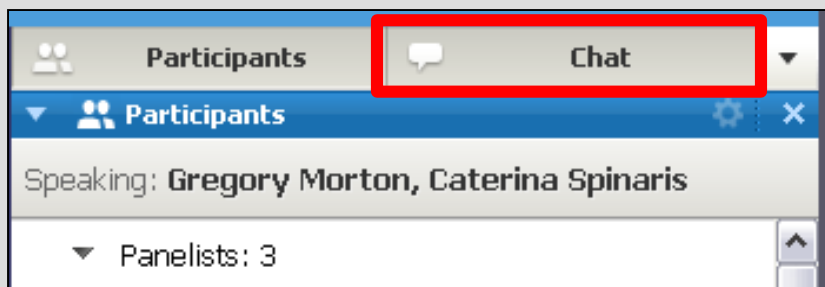
Michael Denhof, Ph.D.,
Director of Research, DWCO

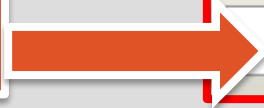Gregory Morton, B.A.,
Training Director, DWCO

Virtual Classroom Orientation

Click Chat above the participant list to open the Chat window

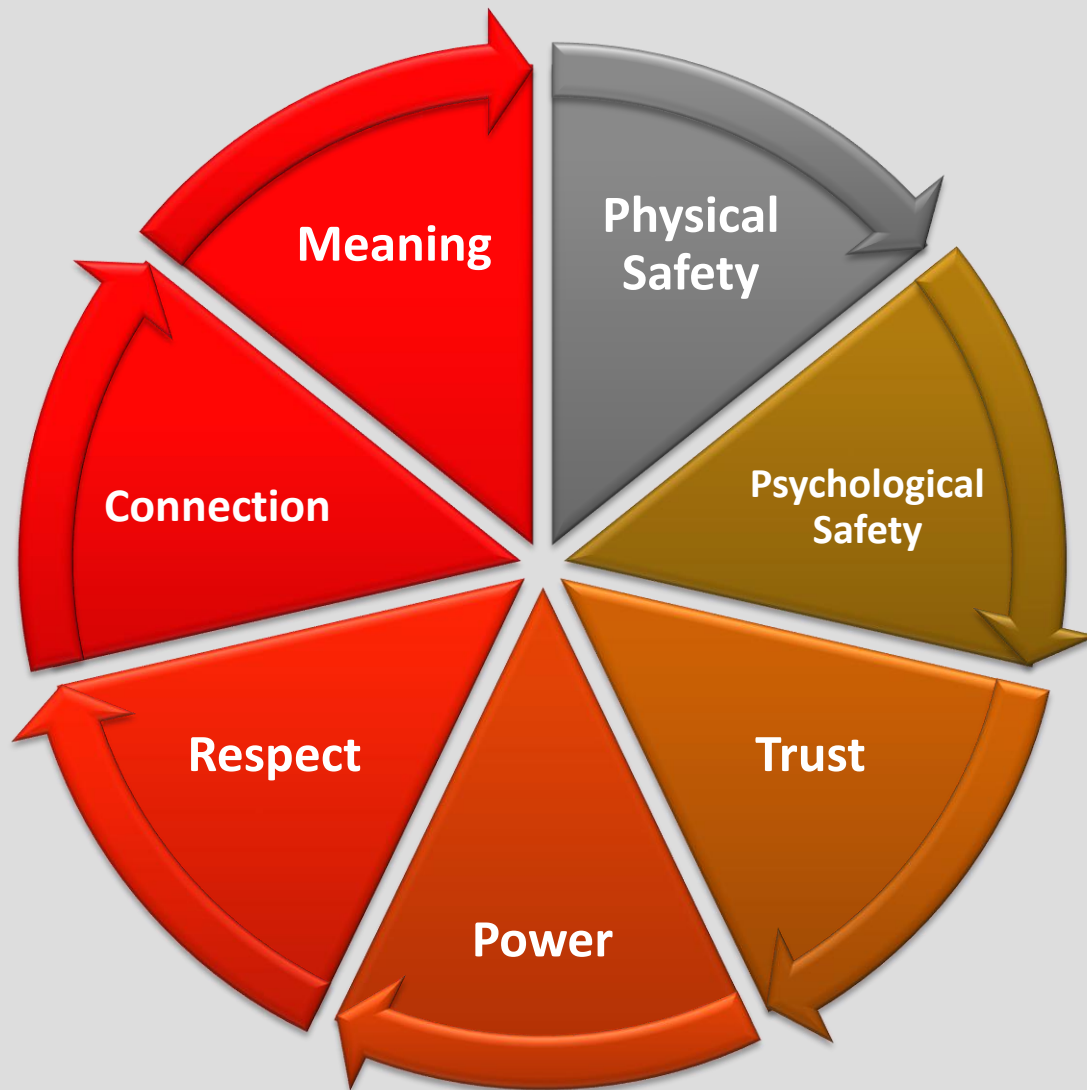Type questions or provide feedback to the presenter from the chat window.

How Did You/Can You Promote These Key Workplace Dimensions?

- Physical Safety
- Psychological Safety
- Trust
- Power
- Respect
- Connection
- Meaning

Webinar Objectives
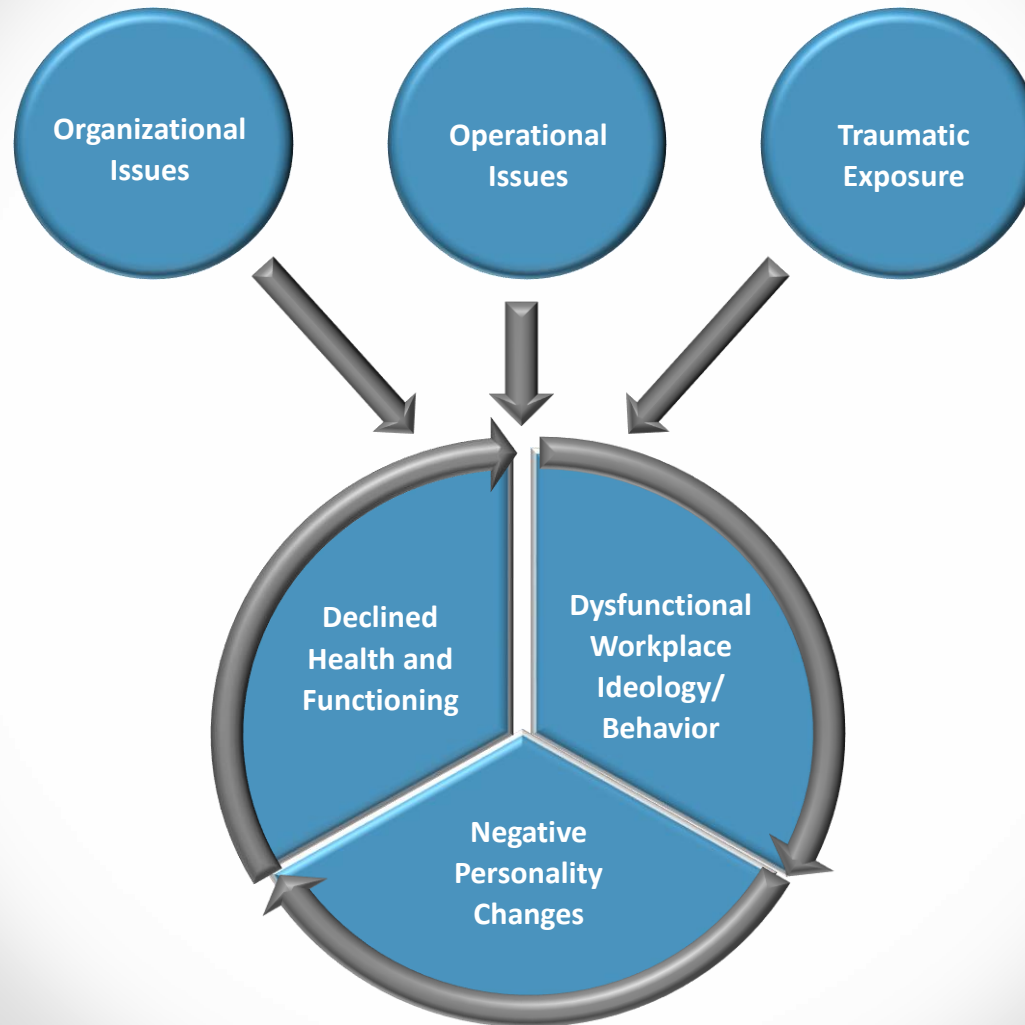
Describe the concept of Corrections Fulfillment.

Present the basics of a data-driven, evidence-based approach to addressing Corrections Fatigue.

Present corrections-specific resources to address Corrections Fatigue and promote Corrections Fulfillment.

What is Corrections Fulfillment?

Post-traumatic growth

Increased job satisfaction & well-being

Corrections Fatigue reduction

Corrections Fulfillment

The cumulative positive transformative effect of implementing multiple, converging strategies and mechanisms to minimize Corrections Fatigue and facilitate staff movement toward increased job satisfaction, well-being, and professional and personal growth, including post-traumatic growth.

"My wife and I reconciled ….."

"Now that I understand how …."

"I can feel the change at work…. "

"If you are blessed, your friends and family…."

Phases of a Model Agency Response for Enhancing Workplace Culture

Inform

Assess

Evaluate

Plan

Implement

Re-assess
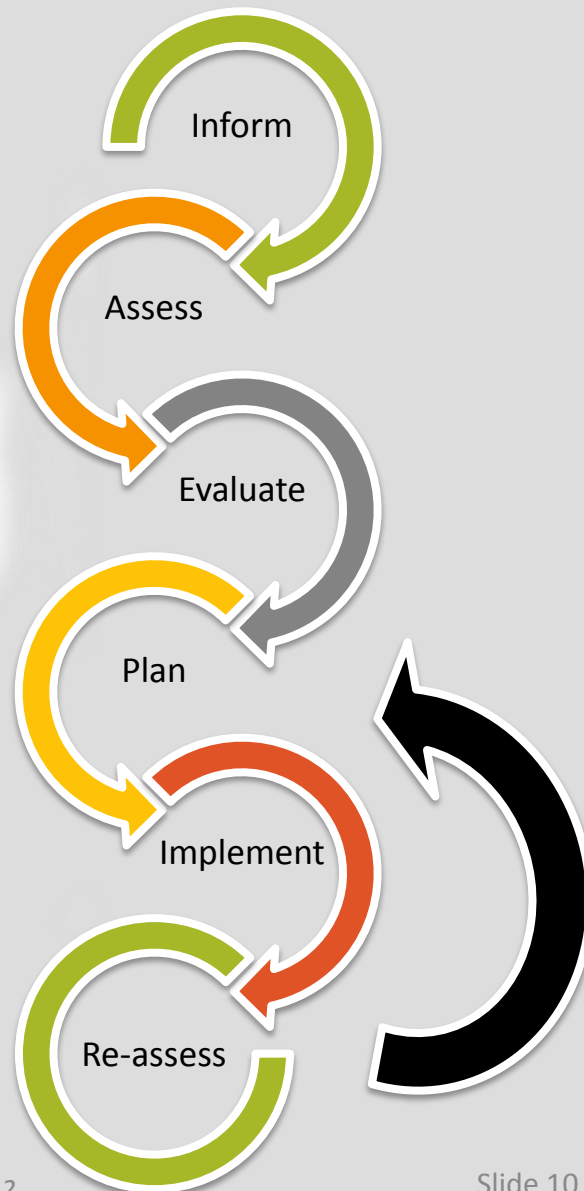
Process Model to Enhance Workplace Culture

Inform

Educate decision-makers about Corrections Fatigue and its consequences, and about available interventions and resources to lessen its presence and increase staff fulfillment.

Inform - Options

20% of corrections employees score in the HIGH Corrections Fatigue range (Denhof & Spinaris, 2014)

Corrections Fatigue affects staff health and functioning

Courses, interventions, educational materials, and resources address the issue

Both top–down (organizational) and bottom-up (individual) strategies are needed

Process Model to Enhance Workplace Culture

Assess

Assess for Corrections Fatigue and identify areas to target for improvement, as needed. Use a data-driven/evidence-based approach (e.g., CFSA-V5 or other quantitative assessment approach that allows for comparison with objective criteria and/or national baselines.)

Corrections-specific Assessments

Assess

Corrections Fatigue Status Assessment Version 5 (CFSA-V5)

Click **HERE** for additional research information

Violence, Injury & Death Exposure Scale (VIDES)
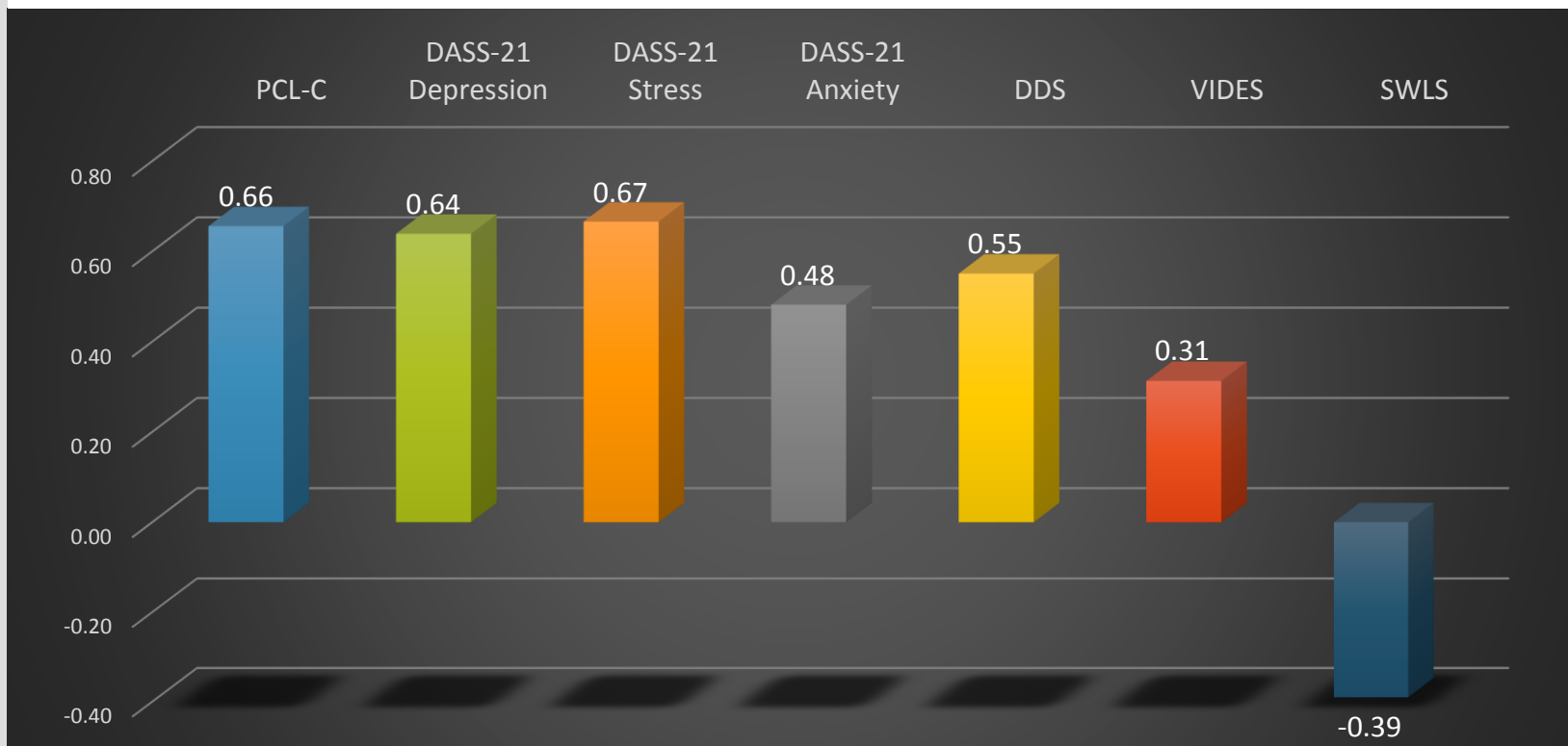
Click **HERE** for additional research information

Depression Danger Scale (DDS)

Click **HERE** for additional research information

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Slide 14

CFSA-V5 Relationship to Other Measures

Relationship Between CFSA Overall Score and Various Concurrent Measures

Bar chart showing correlations:
- PCL-C: 0.66
- DASS-21 Depression: 0.64
- DASS-21 Stress: 0.67
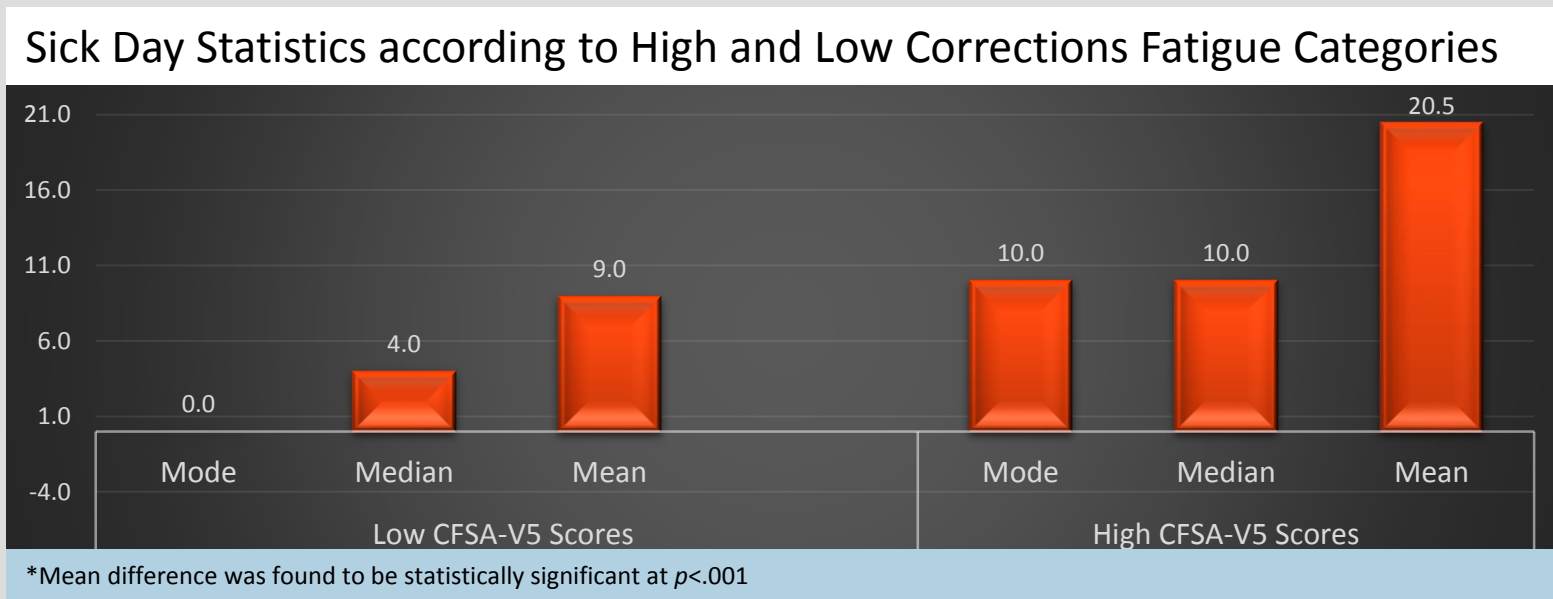- DASS-21 Anxiety: 0.48
- DDS: 0.55
- VIDES: 0.31
- SWLS: -0.39

*All Pearson Correlations statistically significant at $p<.001$; N=592

The CFSA-V5 has demonstrated strong and conceptually appropriate relations to a range of independent health-related measures.

Click **HERE** for additional research information

CFSA-V5 and Sick Days

Sick Day Statistics according to High and Low Corrections Fatigue Categories

	Low CFSA-V5 Scores			High CFSA-V5 Scores		
	Mode	Median	Mean	Mode	Median	Mean
Value	0.0	4.0	9.0	10.0	10.0	20.5

*Mean difference was found to be statistically significant at $p<.001$

Corrections professionals scoring HIGH on the CFSA accounted for 36% of total sick days reported by all participants in the total sample.
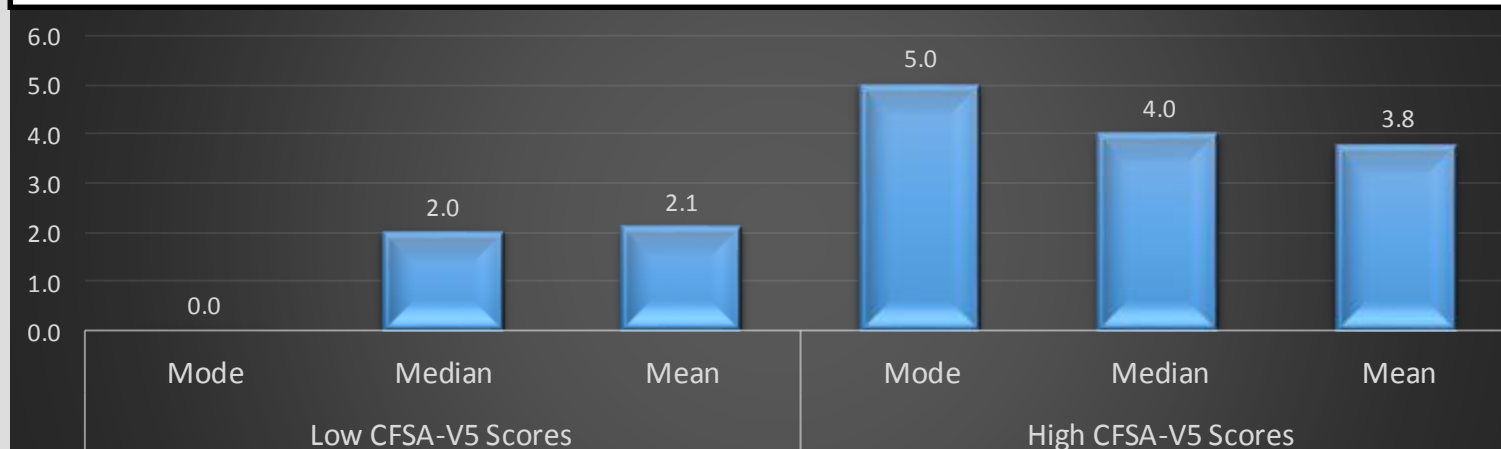
Click **HERE** for additional research information

CFSA-V5 and Health Conditions

Relationship Between CFSA-V5 Total Score and Number of Different Health Conditions Reported (last 12 Months)

Bar chart showing:

	Low CFSA-V5 Scores			High CFSA-V5 Scores		
	Mode	Median	Mean	Mode	Median	Mean
Value	0.0	2.0	2.1	5.0	4.0	3.8

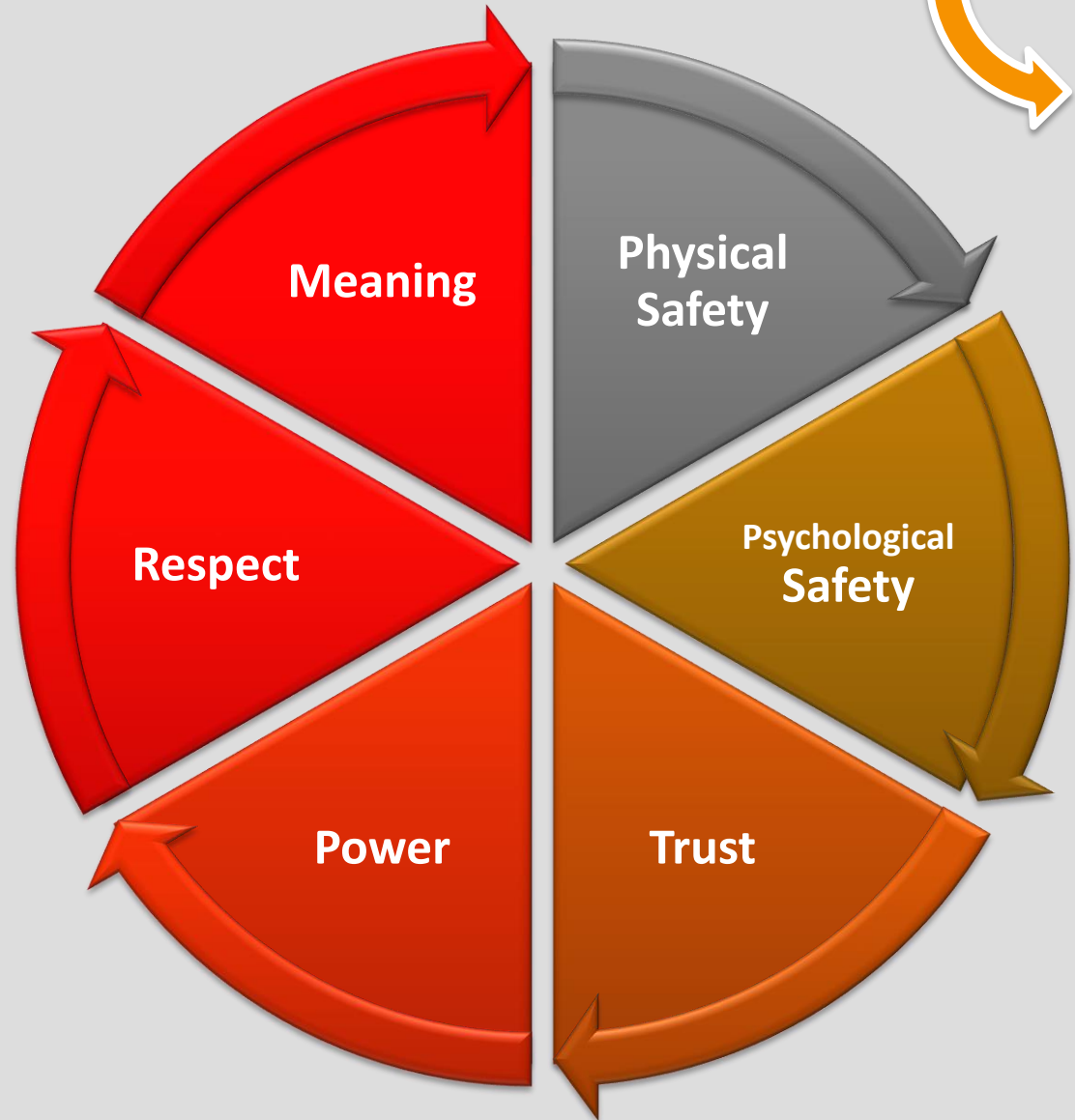*Mean difference was found to be statistically significant at $p<.001$

Corrections professionals scoring HIGH on the CFSA reported suffering approximately twice as many different health conditions as did Individuals Scoring LOW.

Click **HERE** for additional research information

CFSA Scale & 7 Dimensions

Assess

1. **Behavioral Functioning**
2. **Psychological Safety**
3. **Peer Supportiveness**
4. **Leader Supportiveness**
5. **Meaning**
6. **Morale**
7. **Staff Reliability**
8. **Frustration Tolerance**
9. **Outlook/Disposition**

- Meaning
- Physical Safety
- Psychological Safety
- Trust
- Power
- Respect

Process Model to Enhance Workplace Culture

Evaluate

Administrators evaluate the suitability of existing programs and resources to address identified areas to be targeted for improvement.

Evaluate

Data-driven information

Existing Programs & Resources

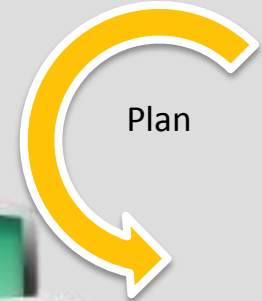Existing Policies

Process Model to Enhance Workplace Culture

Plan

Plan implementation of best-choice interventions, solutions, and/or improvement efforts to address areas of need and/or that leverage areas of strength. Consider policy changes if necessary.

Plan

Programs

Timeline

Target groups

Training Logistics

Attendance Policy

Class Size

Resources

New Policies

Process Model to Enhance Workplace Culture

Implement

Roll out solutions, interventions, improvement effort plans and any related policy changes that target areas of need. Converging and multiple strategies are encouraged.

Examples of Organizational Strategies - Trainings

Implement

Depending on assessment results, trainings on:

Dealing with critical incidents
- *(Psychological First Aid)*

Traumatic Stress for Probation and Parole Officers
- *(KSL Research, Training & Consultation, LLC)*

Resilience-promoting coping strategies
- *(Everly; Seligman; RAND; DWCO)*

Positive leadership strategies
- *(Cameron)*

Emotional/Social intelligence skills
- (self-regulation and relationship management) *(Bar-On; Goleman, DWCO)*
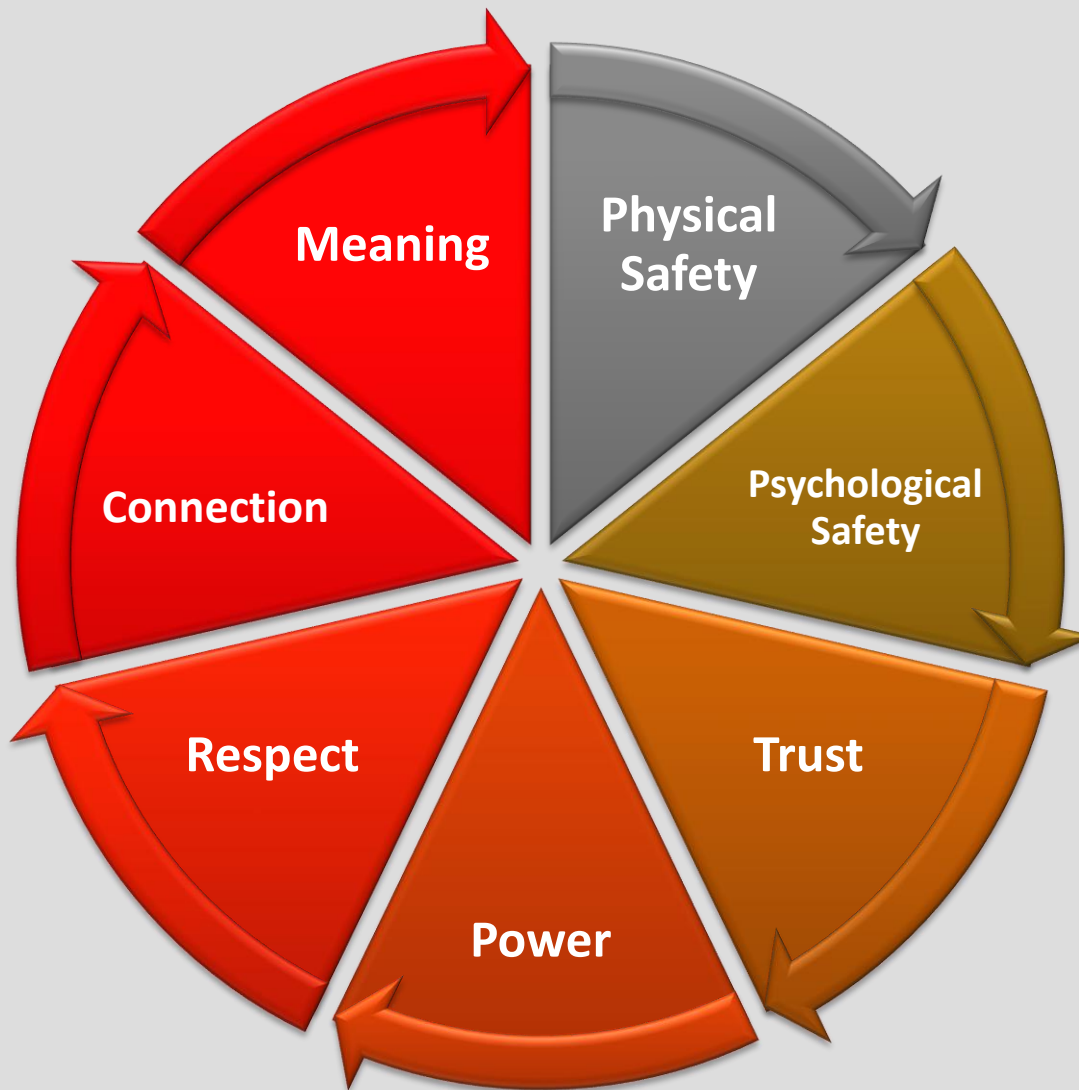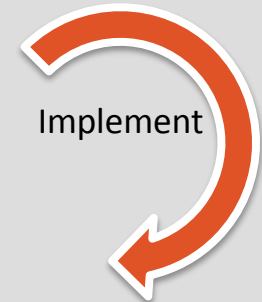
From Corrections Fatigue to Fulfillment
- *(DWCO)*

Examples of Organizational Strategies
Repeated Skills Practice

- Web-based and other interventions to reinforce new learning through practice of skills taught (e.g., Everly; DWCO's 7x7 Plan)

- Two versions:
  - supervisors / administrators
  - line staff

Organizing Solution Implementation

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Examples of Individual Self-care Strategies and Resources

Typical De-stressing Strategies

Examples of Individual Strategies
Self-care ABC's

Implement

A Awareness

B Balance

C Connection

D Discipline

Adapted from Saakvitne & Pearlman, 1996

F A M I L Y

RESORCES

Implement

Employee Assistance Programs

Peer supporters

Mentors

Field Training Officers

Chaplains

Educational materials

Online resources

Family member education and support

Community-based resources

Implement

Emotional Survival for Law Enforcement training, DVD course and book (2002). By Gilmartin

Research papers by DWCO

Book: *Doing Prison Work.* (2004). By Crawley.

Book: *The Road Back to Wellness: Workplace Stress, Burnout and Trauma in Corrections.* (2000). By Fisher

Book: *The Manager's Guide To Stress, Burnout & Trauma In The Corrections Workplace.* (2001). By Fisher

Booklet: *Staying Well: Strategies for Corrections Staff.* (2008). By Spinaris

Workbook: *Processing Corrections Work.* (2013). By Spinaris & Morton

Process Model to Enhance Workplace Culture

Re-assess

Re-assess Corrections Fatigue periodically (every 6 to 12 months), using a data-driven/evidence-based approach. Check for progress in targeted areas and make adjustments as needed with the goal of reducing and deterring Corrections Fatigue.

Plan

Implement

Re-assess
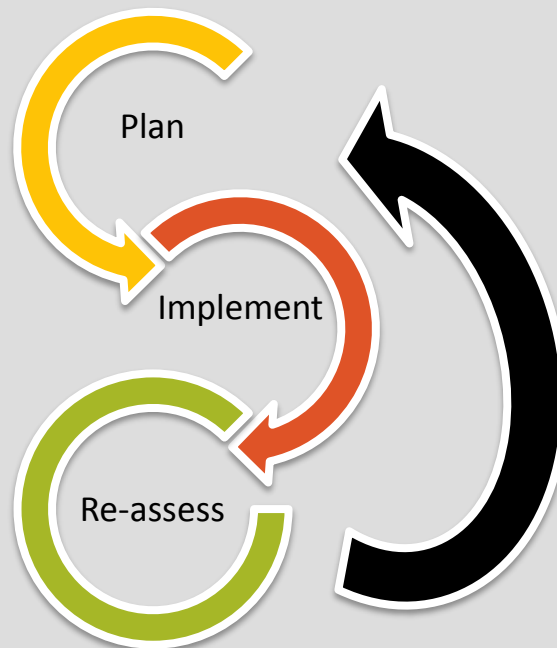
In Conclusion

Corrections Fatigue is a common and stubborn set of problems for correctional environments. It must be approached in the most data-driven/evidence-based way possible, such as through quantitative measurement of contributing factors.

Corrections Fulfillment can be promoted through the implementation of individual and organizational strategies.

For corrections workplace cultures to be moved from Fatigue to Fulfillment in a sustainable fashion, assessment, planning and solution implementation need to be ongoing, continual processes that are monitored and adjusted periodically.

Closing/Questions

Caterina Spinaris, Ph.D.
Michael Denhof, Ph.D.
Gregory Morton, B.A.

http://desertwaters.com

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Theoretical Process Model
of Corrections Fatigue

Prepared by Denhof and Spinaris (2014)

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