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## Staff Perceptions on Organizational Change and Its Impact on Occupational Participation in Institutional Settings

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# Staff Perceptions on Organizational Change and Its Impact on Occupational Participation in Institutional Settings

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## BACKGROUND

**Organizational change**, primarily in institutional settings, is necessary to prevent institutionalization as well as to reach the goals of the organizations. In the case of correctional facilities, these goals are retribution, deterrence, incapacitation, and rehabilitation (Kifer et al., 2003). To support these goals, correctional facilities use restrictive measures such as occupational deprivation. These measures make up a part of that organization's culture, which are often in place to ensure safety and order, prevent violence, maintain control, reduce gang influence, and protect other endangered offenders (Mears, 2016). However, being unable to engage in the simplest of occupations then contributes to situations where institutionalized individuals are more likely to participate in these phenomena (Whiteford, 1997).

## PURPOSE

To understand how organizational culture impacts occupational participation in institutional settings and use this data to promote successful change management in institutional setting to meet the occupational needs of individuals and goals of the organization.

## PROJECT OBJECTIVES

- ❖ Identify barriers to occupational participation in institutional settings through interviews with current and past correctional staff members
- ❖ Identify organizational change management in correctional facilities through interviews with current and past correctional staff members
- ❖ Administer the Organizational Measures Survey on correctional staff participants

## METHODS

Qualitative research study using convenience sampling.

### Research Methods:

- 1:1 virtual semi-structured interviews with past and present correctional staff members.

Each interview was transcribed and coded using Dedoose Software. Codes were analyzed for themes that represent the perceptions and experiences shared across the sampled population. Thematic analysis followed Braun and Clarke's (2006) approach.

### Site Observations:

- 4 in person site observations at a variety of institutional settings
  - Community reentry program
  - Private graduate university
  - Adolescent residential facility
  - Residential/community setting for adults with developmental disabilities

## PRELIMINARY RESULTS

Thus far, **4** interviews have been completed with **1** current correctional staff member and **3** past staff members. **3** of the participants' associated facilities were in Southern California and **1** was in Northwestern Florida.

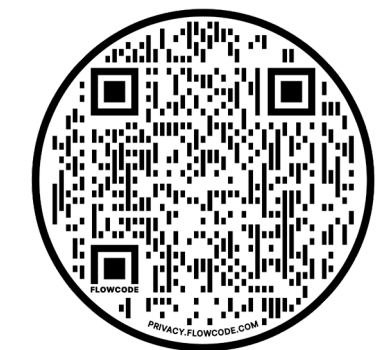
### Job Positions Held

- |                        |                          |
|------------------------|--------------------------|
| • Probations           | • Captain                |
| • Correctional Officer | • Deputy Secretary       |
| • Correctional Officer | • Secretary              |
| • Deputy Sheriff       | • Administrative Trainer |
| • Sergeant             |                          |

### Types of Correctional Facilities

- County Jails
- Medium Security State Prison
- Juvenile Detention Center

Scan for References:



### Development of Learning Modules:

- Live session for future OTD students proposing change & working within an organizational culture

## DISCUSSION & NEXT STEPS

- Administer Organizational Measures Survey on correctional staff participants to determine **organizational culture & organizational readiness** to change (Taxman et al., 2006).
- Occupational therapy has a unique skillset to act as change agents
- Inform organizational change beyond correctional settings

## How Does Organizational Change Impact Occupational Participation in Correctional Facilities?



### Prioritization of the value of safety and security

*"So everything is so regimented it limits the flexibility you have on what you can do because there's such time restrictions and security aspects that go into everything that happens in that prison."*

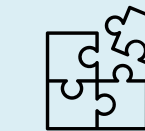
*"... safety and security is first and foremost and making sure you're keeping not only the inmates, the staff, but ultimately you have a responsibility to make sure you keep the citizens within those communities safe."*



### Buy-in From Staff & Inmates

*"It's hard getting them to understand that you are giving them a mechanism and a bridge so that once they are out they can be a law abiding successful citizen in the state outside of prison."*

*"I think allowing your employees to have that input, remember they are the ones working in these units right?"*



### Unmet Staffing Needs

*"It's been difficult in the fact that you have to get more staff and you have to get more funding and we all know how it goes when you try to get more funding."*

*"I proposed that we [change] and it got shot down so I just gave up. It is very frustrating."*