

2023

Effect of Family Engagement on the Behavioral Health of Mentally Ill Offenders

Jessica Rae Horn
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Psychiatric and Mental Health Commons](#), and the [Social Work Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Management & Human Potential

This is to certify that the doctoral study by

Jessica Horn

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. James Brown, Committee Chairperson, Psychology Faculty
Dr. Cherry Sawyerr, Committee Member, Psychology Faculty
Dr. Aundrea Harris, University Reviewer, Psychology Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2023

Abstract

Effect of Family Engagement on the Behavioral Health of Mentally Ill Offenders

by

Jessica Horn

MSW, University of Toledo, 2008

BSW, University of Toledo, 2007

Doctoral Study Proposal in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Psychology in Behavioral Health Leadership

Walden University

August 2023

Abstract

In the United States, 40% of incarcerated individuals have been diagnosed with a mental health disorder, but they often lack the support system needed to navigate their incarceration. This study addressed ways to understand how family engagement opportunities can improve the behavioral health of mentally ill offenders. Specifically, five research questions were used to explore the degree to which the practice of family engagement was understood as a method for providing support to mentally ill incarcerated individuals. The study followed the Baldrige Framework of Excellence to identify current organizational leadership and management issues that can help reach its goals, improve results, and become more competitive. Several forms of data were used for this analysis including an interview with the bureau chief of mental health. Other data sources included internal and external organizational websites, secondary sources, policies and procedures, and public sources. Organization X's Road map, the executive budget, an annual report, and a range of other secondary sources were also reviewed. The results of this study revealed that family members, staff, and peer supporters had an active role during the family engagement process. The results also revealed that the organization continued building community partnerships for offenders who had medical and mental health needs and were returning to the community. The workforce continued improving the operational needs of Organization X. The organization must work on different strategies to recruit and sustain employees within the organization. Research could be used for positive change by administrators to improve the outcomes for offenders.

Effect of Family Engagement on the Behavioral Health of Mentally Ill Offenders

by

Jessica Horn

MSW, University of Toledo, 2008

BSW, University of Toledo, 2007

Doctoral Study Proposal in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Psychology in Behavioral Health Leadership

Walden University

August 2023

Acknowledgments

I want to acknowledge all the individuals who assisted me throughout my journey, to all the people at Walden University, including my chair Dr. James Brown, and the second committee member Dr. Cherry Sawyerr. I would also like to thank my URR, Dr. Frederica-Noble, who pushed me to take a deeper look into my document and make the recommended changes she suggested to get me to this point.

I want to say thank you to my family for supporting me throughout this process as I worked to complete this study program. I wanted to say a special thank you to my husband, who always steps in to assist wherever needed to make our household run smoothly. He is truly my better half and keeps me grounded.

I also want to thank the ladies within my classroom who have been with me since quarter one. Support through those text messages allowed me to vent when needed and encouraged me to push forward even when I did not want to do so. To those ladies, they will always be remembered as a voice of reason when I did not want to hear it.

Lastly, I want to thank Jehovah for allowing me to reach this level in my education. This is the most humbling experience I have endured throughout my secular career. This dream has been a long time for me.

Table of Contents

List of Figures	iv
Section 1a: The Behavioral Health Organization	1
Practice Problem	1
Purpose.....	3
Significance.....	4
Summary and Transition	5
Section 1b: Organizational Profile	7
Organizational Profile and Key Factors.....	8
Services, Mission, Vision, Values, and Core Competencies	10
Workforce Profile	10
Assets and Regulatory Requirements	13
Organizational Structure	16
Clients, Other Customers, and Stakeholders.....	18
Competitive Environment	20
Suppliers and Partners.....	22
Organization’s Strategic Context and Performance Improvement System	26
Organizational Background and Context.....	30
Summary and Transition	35
Section 2: Background and Approach—Leadership Strategy and Assessment.....	36
Supporting Literature	37
Sources of Evidence.....	39

Leadership Strategy and Assessment	40
Clients/Population Served.....	50
Workforce and Operations.....	55
Analytical Strategy.....	71
Archival and Operational Data	79
Evidence Generated for Doctoral Study	80
Summary and Transition	82
Section 3: Measurement, Analysis, and Knowledge Management Components of the Organization	83
Analysis of Organization X.....	83
Knowledge Management	97
Summary	109
Section 4: Results–Analysis, Implications, and Preparation of Findings	110
Analysis, Results, and Implications	111
Research Question 1.....	111
Research Question 2.....	112
Research Question 3.....	113
Research Question 4.....	114
Research Question 5.....	115
Themes	115
Organizational Results	117
Implications Resulting from Individuals, Organizations, and Communities	144

Implications of Social Change	145
Strengths and Limitations of the Study.....	146
Strengths.....	146
Limitations	147
Section 5: Recommendations and Conclusions	150
Recommendations.....	150
Family Member Involvement.....	150
Employees’ Role	151
Peer Supporters	152
Health Care Recommendations.....	152
Workforce Recommendations.....	153
Recommendations for Future Studies.....	154
Summary	154
References.....	156
Appendix: Interview Questions	166

List of Tables

Table 1. Comparison of Officers Based on Sex and Race..... 134

List of Figures

Figure 1. Organization X 2021 Audit Standards	119
Figure 2. Organization X Rule Infraction Board Trends for the State.....	121
Figure 3. Organization X 2020 Top 5 RIB Rule Infractions	121
Figure 4. Organization X Chronic Care Issues that were Addressed in 2020	127
Figure 5. Comparison of the Correctional Officer Overtime Between 2019 and 2020..	133
Figure 6. Vacancy Rates for Correctional Officers by Level	135
Figure 7. Types of Separation in 2020	138
Figure 8. Organization X General Revenue Funds for 2021	142
Figure 9. Organization X Non-General Revenue Funds for 2021	143

Section 1a: The Behavioral Health Organization

Organization X is a state correctional facility that manages incarcerated offenders. It is intended to protect the community and reduce recidivism. Its mission and vision statement are the director's goals in partnership with the district. Organization X is committed to promoting four core values to support the changes being implemented by the director:

- Take care of our staff; they will transform our offenders.
- One team, one purpose.
- Civility toward all.
- Hope is one job.

Organization X's overall structure consists of 27 prisons and three juvenile facilities. There is a division within the Organization X health care office that offers many programs to incarcerated individuals, including behavioral health treatment in an inpatient and outpatient setting. This treatment includes psychotherapy, psycho-educational programs, activity therapy, trauma treatment and interventions, psychotropic services, and crisis services tailored to the offender's treatment needs.

Practice Problem

The practice problem identified by the behavioral health leader (BHL) focused on the lack of inmate family engagement for clients within the organization. The way an offender behaves while incarcerated may be impacted by the absence of a direct support structure (Folk et al, 2019). Offenders with a supportive relationship while incarcerated can have a different incarcerated experience than those who lack family engagement

(Folk et al., 2019). Lack of family engagement has been found to have adverse effects on mentally ill offenders (Adams, 1992; Lakey & Cronin, 2008). The National Institute of Corrections (NIC) and other partners have implemented programs known as The Family Connections in Correctional Facilities Project and Model Practices for Parents in Prisons or Jails: Reducing Barriers to Family Connections to build engagement between offenders and their families (Cuthrell et al., 2018). One model that emphasizes the importance of the supporting network is the NIC Building Partnerships & Innovative Practices, a program embedded in the Family Connections Project (NIC, 2021). This project helps to keep children connected to their incarcerated family members.

Family engagement is essential to expand within the prison system to provide added support for mentally ill offenders. Mentally ill offenders can benefit from support because they struggle with mental illness in prison. Reliable support involves developing a solid foundational relationship with families in the community who will provide needed help during the offender's incarceration. Family involvement is an essential supporting element throughout someone's incarceration (De Claire & Dixon, 2017). Family engagement starts with an offender's incarceration and should last until they leave prison (Cochran, 2014). Family engagement involves social networks, including biological family members, community providers, peer support, or religious affiliates. Separation from children and other family members could exacerbate mental health issues among prisoners (Brown & Bloom, 2009). Research has also shown that people with strong social support networks often have higher moral fiber and resilience, enabling them to preserve positive feelings despite adversity (Huang, 2020, p. 6).

Correctional employees' involvement in family engagement is essential in building the offender's support system. Mental health correctional employees can provide directions to help offenders increase their family engagement. Offenders who experience trauma often have complex needs that must be addressed simultaneously. These challenges include barriers to treatment during and after incarceration and the risk of recidivism for those with a shortage of family support (Belknap et al., 2016). Therefore, jail and prison employees must understand the importance of family support for current and formerly incarcerated individuals. Lack of family support has been cited as an ongoing concern within Organization X. Improvements must be made to create a more stable engagement platform between the offenders and their support system. The research questions that will help guide this study include:

- RQ 1: What makes family engagement so important for mentally ill offenders within a behavioral health setting in this organization?
- RQ 2: How can family engagement influence an offender's behavior (role) while in prison?
- RQ 3: How are families important when it comes to family engagement efforts for offenders?
- RQ 4: How are behavioral health staff involved in family engagement efforts, and what does that look like?
- RQ 5: How would some offenders be resistant to family engagement?

Purpose

This study was conducted to explore Organization X's ability to improve family

engagement for mentally ill offenders through solid support systems. The state institutions house over 50,000 offenders. According to the Organization X website, at least 10,500 offenders are considered mentally ill. Organization X could implement policies and procedures to provide directions on increasing family engagement in prison. The focus of the study is to increase the BHL's understanding of how clinicians can increase family engagement for mentally ill offenders. It will offer the organization an opportunity to increase the support system for mentally ill offenders by allowing them to communicate with family members more through phone calls, visitations, or social events. The goal of this study was to explore how the transition of incarcerated individuals back to the community is affected when they receive social support during their incarceration. I reviewed previous studies on family support and offenders, family engagement calls, surveys, and any additional collaborative information this organization provides. Some sources included current family engagement programs, previous research conducted by the agency, other scholarly journals, and in-depth interviews with the BHL while examining other family engagement programs throughout the United States for offenders.

Significance

This study is significant because it will help improve offenders and family engagement. According to the social support theory, emotional support can decrease the likelihood of offenders committing crimes (Kurt-Butler, 2017). The emotional support given by family can provide the unconditional love, empathy, trust, and care that an offender needs throughout their incarceration. This study can help the organization

establish a positive plan of social support that helps offenders and the clinical team communicate with offenders' families to involve them in their mental health progress. This change can assist offenders with how to continue their relationship with family members while incarcerated. Offenders speaking with their families more regularly helps build their social engagement, and communication can positively impact their mental status while incarcerated. Some family dynamics are dysfunctional, and some offenders may perceive nonfamily members as social support, which can affect offenders' well-being (Wang, 2019).

Effective behavioral health, organizational practice, and leadership are essential in this environment because the safety of all employees and offenders is essential. When offenders feel like they have someone to answer to while being incarcerated, they are more willing to engage with employees and families appropriately. This is important to this case study because having a solid social support system helps offenders feel good about themselves and maintain their resilience in the face of adversity (Huang, 2020). By fostering strong support networks between offenders and families and giving families a chance to learn about the offender's mental state, this study can lead to beneficial social change.

Summary and Transition

The case study addressed how Organization X can incorporate new strategies to support offenders with a solid support system. The project can establish a better understanding of how family engagement can be improved for mentally ill offenders within a prison system, which can allow other prison agencies to incorporate beneficial

family support practices for offenders with mental illnesses. Organization X can create a way to improve family engagement within their facility through discounted phone calls, family events, and family engagement in treatment. The organization can also assess the level of social support offenders have with their families when they come to prison and then a year later to see if their social support has changed. Section 1b will examine the organizational profile of the organization and identifies key factors that could further support this study. The organizational background and context will also be explored further in the next section.

Section 1b: Organizational Profile

The specific organizational problem addressed through this study is understanding how family engagement can improve the behavioral health of mentally ill offenders. This can create more opportunities for family engagement within the prison system for mentally ill offenders. Although jail is a lonely environment, permitting visits from either supportive or unsupportive family members can improve the chances of a successful return to society (Meyers et al., 2017). Offenders with a strong support system tend to lead more resilient and self-accepting lives throughout incarceration (Huang, 2020). Creating opportunities to increase family engagement can facilitate a more therapeutic alliance between offenders, family members, community supporters, and clinicians. Providing opportunities for offenders can help them through their hardships and isolation while in prison and during their transition.

This qualitative case study focused on the behavioral health care organization's ability to improve family engagement for mentally ill offenders by encouraging the development of solid support systems. The current family engagement practices for mentally ill offenders can improve by increasing communication with their support network through phone calls, visitation, treatment, or events that bring family members together. The case study addressed offenders with limited support or no family who wants to provide them with that support during this process. Organization X seeks to expand added support to offenders of this vulnerable population. This will help Organization X show that having supportive networks in the community could benefit an offender during their incarcerated time and when they go home. Questions for this study

are as follows:

RQ 1: What makes family engagement so important for mentally ill offenders within a behavioral health setting in this organization?

RQ 2: How can family engagement influence an offender's behavior (role) while in prison?

RQ 3: How are families important when it comes to family engagement efforts for offenders?

RQ 4: How are behavioral health staff involved in family engagement efforts, and what does that look like?

RQ 5: How would some offenders be resistant to family engagement?

Organizational Profile and Key Factors

The practice problem is the lack of family engagement within a prison system for mentally ill offenders. Organization X is looking to understand how family engagement can improve the behavioral health of mentally ill offenders. Organization X made the family engagement process a priority in 2018 when it initiated strategies to address family efforts throughout state prisons. The way an offender behaves while incarcerated may be impacted by the absence of a direct support structure. Offenders with a strong support system tend to lead more resilient and self-accepting lives throughout incarceration (Huang, 2020). Mentally ill offenders' benefit from solid support because of their struggles with their mental illness in prison.

The essential areas in the Baldrige framework that were most useful for addressing this practice problem were the focus on strategy and customers. This can

provide Organization X with an opportunity to change its family engagement process to help offenders improve communication and social support from their families and external support systems. The Baldrige Framework can help Organization X reach its goals to improve this service area for the mentally ill offenders it serves.

A strategic plan will need to be generated so that improvements in communication can take place. This improvement plan will include critical participants, social events, and short-term/long-term goals to make communication for all offenders more easily accessible and essential in the treatment and personally. Family time, the attempt to bond and re-establish relationships between the children and families of the incarcerated, declarations of family responsibility during prison visits, and messages of reform where the visits provided an opportunity for change in the family dynamic show that families experiencing incarceration with their loved one can develop some form of social support through visitation (Tasca et al., 2016). Utilizing family visitation helps to create a level of normalcy amongst family members despite the confinement of a parent (Tasca et al., 2016).

This study will allow Organization X to look at initiatives it has already taken to improve communication for offenders and others to support them. When examining critical factors from a customer perspective, previous data that has been researched to help offenders improve their social engagement with families in the past may have to be revisited. In utilizing previous data, it could help the organization build upon the work they have already started to improve the communication of offenders and their families.

Services, Mission, Vision, Values, and Core Competencies

Organization X is focused on protecting the overall community of the state. Its mission, in collaboration with its vision, is to reduce recidivism. It was the director's goal to partner with the community. Organization X is grounded in four core values to support the changes the director was willing to make: take care of our staff; they will transform our offenders, one team, one purpose, civility toward all, and hope is one job.

Organization X's health care office offers many programs to incarcerated individuals, including behavioral health treatment in an inpatient and outpatient setting. According to the Organization X website this treatment includes psychotherapy, psycho-educational programs, activity therapy, trauma treatment and interventions, psychotropic services, and crisis services tailored to the offender's treatment need.

Workforce Profile

Organization X has several layers of workplace profiles and is an administrative department of a state government. The government highly regulates this type of organization. The hiring process for these government jobs can be long. The employee will undergo several rounds of interviewing and training before being placed in their hired position. The agency offers full-time, part-time, and contract positions. According to the Organization X career website, position descriptions vary from available job positions, custody staff, mental health staff, medical staff, business staff, parole, education, unit management, and penal industries. Several benefits are listed on Indeed.com to working for a state agency, including work-life balance, fair pay, job security, and opportunities for advancement. A government's fiscal policies influence the

type of jobs and benefits an employee will be given. When this organization creates a fiscal budget for the year, they hope to get that budget from the government to pay for its operating expenses. Funding can influence the hiring process, benefits, and services used by that organization. In the past, this organization has frozen the hiring process and halted numerous services due to budget constraints.

Organization X's annual report document online revealed that the workforce took a hit during the pandemic with maintaining operational staff. Since several employees were affected by COVID-19, many positions were left unfilled and non-operational. The annual report online revealed that one of the most significant workforces that felt the effect of the pandemic was the correctional officers. There were instances where they were required to work several shifts back-to-back. This led to Organization X bringing in the national guard to keep up with the daily operations. The health and safety of this agency was the director's number one priority throughout COVID-19. The pandemic's unprecedented challenges changed how the director implemented policies and procedures to maintain the safety and health of all employees and offenders (BHL, personal communication, March 4, 2022). Some implemented policies included a pandemic response procedure and an incarcerated and employee vaccine administration guideline. The organization implemented additional procedures for health and safety requirements for this agency including optional flu vaccinations, tuberculosis testing, weekly COVID-19 testing for non-vaccinated employees, and training for engaging violent offenders. The agency has specialty areas for medical and mental health, supervisors, and the central office monitor medication to administer it appropriately.

According to the Organization X website, the organization's workforce and employee group consists of 12,000 state employees in this agency. Organization X's demographics comprised 68.9% males and 31.1% females. This racial composition is 78.5% Caucasian, 18.5% Black, and 3.0% Other. This workforce comprises 6,238 correctional officers, 525 parole officers, and 811 vacancies. The educational requirements for many of these jobs range from a high school diploma to a doctoral degree. Some positions offered through this organization require specific academic training, including medical, mental health, and education. Some key drivers support this organization's mission and vision, including values and purpose for our psychological and physical well-being offered through an employee assistance program (EAP). and professional training. The director's mission observed the fairness and safety of all employees throughout the pandemic. Learning and development opportunities are present through our enterprise learning management system (ELM) system. The whole work environment is about the safety and security of our staff, inmates, and community.

On Organization X's workforce website, bargaining units consist of the Service Employees International Union (SEIU) 1199, American Federation of State, County and Municipal Employees (AFCME), and Exempt staff. It has contracts with these bargaining units that they negotiate during the year or annual renewal. The correction officers choose many work posts based on union seniority with the AFCME. Organization X has several unique health and safety requirements to maintain workplace safety and environmental mandate policies. It uses a particular incident reporting system that monitors any incident, which seriously threatens the health, safety, and security of a person or facility. There are

several categories in which incidents could occur, including escapes, deaths, significant disturbances, organized protests, and many more. Organization X requires all employees to undergo special training to work in a prison. This training can include unarmed self-defense, cardiopulmonary resuscitation (CPR), and de-escalation techniques. All the information described in this section is available on the workforce development website for Organization X.

Assets and Regulatory Requirements

In Organization X there are 27 state prisons, including three juvenile facilities and three private prisons. The main headquarters of this organization is in the state capital. One of the prison facilities is a central hospital for all offenders. According to the behavioral health operation document six residential treatment units within the prison system house the severest mentally ill offenders. According to the Organization X website, one facility within the prison houses all mentally retarded and developmental delay/disabilities (MRDD) inmates who cannot function in the general population. This facility is known as the Sugar Creek Developmental Unit. Organization X also has a state headquarters in the state's capital, the leading office for all executive staff, including the agency director and director of all departments within the prison system.

The technology used by this organization is constantly evolving and covers various systems. According to the organization's internal website, this technology includes hardware and software management, leads and access control, boundary security, information technology (IT) internal and external project management processes, internet, electronic mail, and online IT services. The incarcerated individuals

also have access to information technology that helps them communicate with their family members. Telecommunication services allow offenders to share on tablets instead of just wall phones. According to Organization X, it was added to the telecommunication service policy that employees are allowed to carry cell phones, and due to this, there is a personal smartphone plan to make sure teams are using phones for business reasons only.

When addressing the security of our institution, there are technological systems in place for that. According to the internal website, these plans include information technology, contingency plan and security incident, and technology security plan. There are many technological systems within Organization X that employees do not have access to; therefore, special requests must be made to access this information for mental health records, medical records, financials, and inmate incarceration information.

According to the Organization X main website, it is a state agency and is regulated by the laws and regulations implemented by their state legislature. The governor of the state handpicks the director, who will run the agency throughout the state. The organization's director has the authority to manage and direct the organization's total operations and establish such rules and regulations as the director prescribes.

Another primary regulatory requirement for protecting incarcerated offenders' privacy regarding their mental health and medical treatment includes Health Insurance Portability and Accountability Act (HIPAA, 2022). Behavioral health and medical care are covered entities of HIPAA even in prison. HIPAA forces employees to protect sensitive and private information about offenders without written consent. It allows prisons to obtain and protect the health information of offenders within their system,

mainly when the needed treatment occurs. According to the state Laws and Administrative Rules (2008), offenders also have privacy rules enabling them to exercise some protections otherwise approved in regulations. Organization X researched states they are not a HIPAA-covered entity. According to Organization X's business operation manual a business associate agreement with other public agencies provides technical and physical safeguards to comply with applicable privacy laws protecting information received and transmitted under those agreements. Therefore, the release of relevant health information complies with HIPAA. The state provides a next of kin law that allows specific information to be released in an emergency with an offender. Documentation must reflect the nature of the reviewed data even when this occurs.

In the state where this organization is located, the Federal Occupational Safety and Health Administration (OSHA, 1992) does not cover state and local government workers. Workplace safety and environmental mandate policies guide the organization director in managing this organization. According to the organization's internal website, these online policies include tobacco-free workplace, respirator use, fire prevention, health and safety inspections, safety and health committee, confined spaces, the control of hazardous energy-lockout/tagout, hazardous communications, and chemical control guidelines.

In the internal management audit policy online, Organization X is accredited by the American Correctional Association (ACA) and audited yearly to maintain accreditation standards. Organization X conducts an internal and external audit to ensure that all prisons maintain the standards required by law and policy. According to the

internal management audit policy online, the audit conducts a formal observation and evaluation of facility programs, operations, physical conditions, and practices to determine a level of compliance with recognized and accepted standards, policies, and mandates. According to Organization X's website, they receive additional monitoring over the welfare of inmates through the Correctional Institution Inspection Committee (CIIC, 2023). On the chief inspector's website, the offenders also have an internal grievance system that the institution inspector and chief inspector monitor. Offenders who are disabled in the institution have access to American Disabilities Act (ADA, 2022). services. Offenders who are victims of sexual assault have access to the prison rape elimination act (PREA) to report any violations. The health care service delivery is supervised by the Bureau of Medical Services (BOMS), which is responsible for monitoring the delivery of health care services to all inmates incarcerated within the state.

Organizational Structure

Organization X's structure for this research is a correctional setting. These correctional settings are state agencies that are overseen by the director. On the organization website, the director of Organization X receives directions from the governor of our state. The leadership used within this organization is top-down. Since the agency has over 27 institutions, each institution's leadership is set up similarly. The director gives directions to her executive employee within the administration building. The executive team pushes the information down to all the prisons within the state on what changes may help improve the organization. One similar factor is that each prison's leadership is established such as the administrative departments with several layers of

bureau chiefs, wardens, deputy wardens, managers, and supervisors (The second key finding of the organizations is that there are several layers of leadership that information must be disseminated down from the top before it reaches the line staff (BHL, personal communication, March 4, 2022). Sometimes this information can become lost and retracted because the message was inaccurate.

The reporting relationships among the governance board, senior leaders, and parent organization is as follows. The director has full power and authority in supervising and controlling the department's affairs (Organization Xd, 2021). She is known as the chief administrative officer (Organization Xd, 2021). The director disseminates her decisions to the directors of each department, who inform the regionals of their departments. Those regionals share the information with the institution wardens and managers. When examining Organization X's correctional healthcare and fiscal operations, the departments are divided into three subareas: administration, medical, and behavioral health (Organization X, 2021). Each of these subareas has a director responsible for each of those departments. According to Organization X's internal website, the role of a Behavioral Health Operations Director is to establish internal and external relationships with stakeholders. The relationship between the director of the prisons and senior leaders is essential because they must all work together for the welfare of the departments. She oversees the administrative duties of the Behavioral Health Departments within the prison. She oversees new initiatives and policies established for the mental health department (BHL, personal communication, March 4, 2022). She manages the 3 Mental Health Regionals who oversee the mental health departments

among the 27 prisons (BHL, personal communication, March 4, 2022). The Medical Operations Director is in a similar position as the Behavioral Health Operations director, who leads the medical and dental care provided to incarcerated offenders (BHL, personal communication, March 4, 2022).

Clients, Other Customers, and Stakeholders

Since the implementation of holistic services, Organization X started providing client-center services for incarcerated offenders. According to Organization X's holistic services website, these services promote individualized focus of the mind, body, and spirit of each incarcerated person (Organization Xr, 2022). The holistic website states that offenders who are incarcerated within the correctional settings are provided these wrap-around services that are client-focused. Other customers with this organization could include previously incarcerated offenders or employees who previously worked within the prison system to discuss the quality of services they felt offenders had. The offenders are housed within the prison system of our state. Several stakeholders represent the prison system (BHL, personal communication, March 4, 2022). There are internal and external stakeholders. Some internal stakeholders include the governor, director, and correctional employee staff (BHL, personal communication, March 4, 2022). External stakeholders include offender advocacy groups such as CIIC and political figures who run the criminal justice system, media/news, victims of crimes, and families (BHL, personal communication, March 4, 2022).

According to the website medical operations Organization X's health care services are expected to improve our patient's health while providing excellent medical

care. The medical services website also states that it looks to promote optimal wellness by identifying and treating health problems. According to the medical operations department in Organization X, they promote comprehensive, compassionate, quality, professional healthcare through education, provision of resources, clinical oversight, and administrative support (Organization Xg, 2022). The offenders' prison treatment expectations are restricted compared to behavioral health settings since security and safety must always be considered. Clients in this system have a right to be treated with dignity and human rights. The clients must have access to medical and mental healthcare, no excessive force provided by the employee or other offenders, and the right to one's religion, sex, and gender (Umpierre, n.d.).

The market segment for Organization X consists of offenders. According to the prison population below 50,000 for the third consecutive year document, offenders are divided into several categories: male and female, juvenile or adult, and security levels (LSC, 2020). Therefore, these factors will determine where the offender is placed in prison. The offenders in this situation and their families are potential customers. Since the goal is to increase family engagement among the offenders, this is the group we want to work with to create a buy-in for making changes to their family dynamic. Organization X has an external and internal stakeholder group and the Bureau of Mental Health Services within the organization. The Office of legal affairs (OLA), which works with external stakeholders, monitors the progress of the proposed legislation within our state and advises the organization on implications and changes to the law that could impact the organization's budget (OLA, 2008). The BHL for the Bureau of Mental Health Services

collaborates with stakeholders for her department (BHL, Personal Communication, March 4, 2022). These stakeholders include the state department of mental health services, the parole board, external hospitals, community providers, and family members. Each segment of this organization has a different purpose and expectation of engaging the customers and stakeholders individually.

Competitive Environment

Organization X's competitive position appears strong currently as it has no competitive partners being a state agency that provides services for incarcerated offenders. According to the state auditor (2020), Organization X is funded by state funding to provide the needed services for all offenders. Organization X's director must set goals to improve the sustainability of the provided services. This is helpful to the practice problem identified as the director has listed improving family engagement as a priority during her leadership. In hope to expand this idea by improving family engagement and support among mentally ill offenders. When it comes to improving the mental health of incarcerated offenders, the agency can create Family engagement programs and services that will bring families and offenders together.

Organization X's relative size and growth in the healthcare industry are ongoing. The Director of Mental Health Services is looking to provide opportunities for clinical employees to be hired or move up in leadership to help the mental health department grow and become its best service provider. Currently, one of the institutions is understaffed in its mental health department. This has put a strain on the services provided at that prison. Still, the director has provided opportunities for other clinical

employees to assist in this need by providing mental health services over the computer. This is not the only strain that Organization X is experiencing. According to Organization X internal resources, there is a strong need for correctional employees and healthcare staff. According to Organization X's annual report (2021), 60 healthcare positions are needed, and over 800 correctional posts have an ongoing posting that needs to be filled.

Organization X has a strong team and community collaboration with employees and other organizations outside of the institution (BHL personal communication, March 4, 2022). On the Organization X website, there is a career page where internal or external employees could seek out opportunities for different jobs within the organization that they may be interested in promoting or moving into. In the organization policy, an equal employment opportunity (EEO) is the absence of partiality in employment treatment based on a protected class, so that the right of all persons to work and advance based on merit, ability, and potential is maintained (EEO, 2022). The equal employment opportunity policy Organization X promotes has a Professional Alliance of Correctional Employees (PACE) program that will allow an employee to shadow another to see if that position is of interest to them. The PACE program is divided into three sections, the pace application, the pace protégé packet, and the pace mentor packet.

These community partnerships work well with mentally ill offenders transitioning to the community and need that added service and support. With the establishment of these partnerships, these offenders can obtain housing, mental health appointments in the community, consent from their families, insurance, and any additional services. One

researcher found that prison is an isolating place but connecting with unsupportive and supportive families can increase the likelihood of a successful transition to the community (Galetta et al, 2021). Since some offenders can be repeated offenders, they often burn bridges with people who want to support them but are constantly being put in a position to deal with them coming in and out of prison.

Organization X does not appear to have any specific fundamental changes affecting its competitive situation. The primary critical data sources available within this organization include the internal website, peer-reviewed literature, potential usage of administrative data, surveys, and reviewing of previous lawsuits that challenged mental healthcare in this state. Key sources of comparative data that are available outside of the organization would be comparing the healthcare industry in prison to this state with another one. This can be conducted by reviewing surveys and peer-reviewed literature. There are limitations to any surveys provided within a prison system because there must be certain steps taken to engage this population, given their environment. Since surveys are self-reported, there may be discrepancies in what offender's share based on their own personal bias.

Suppliers and Partners

Organization X is a state agency that houses incarcerated offenders. Organization X is affiliated with the Department of Administrative Services (DAS), which practices purchasing products, supplies, and services. Through the procurement process, the organization identifies a need, completes a purchase, and ends with the closeout of a contract (DAS, 2019). According to the state procurement manual for 2019, the

Procurement Lifecycle organizes the procurement process into a series of steps from the time the state entity first identifies the need (DAS, 2019). The process consists of Procurement planning, contract administration, and solicitation of awards. The purchasing state agency initiates the procurement process. Before the state agency considers other suppliers, the agency is required to determine if the first and second requisites of procurement programs provide the supplies or services that are being purchased.

According to DAS (2019), state agencies are required to work directly with the applicable requisite programs or submit a Request to Purchase to the Department of Administrative Services. Some suppliers provide services for incarcerated offenders as well. These suppliers include Keefe Group/Access Securepaks, Union Supply Direct, and Walkenhorst for offenders. There are suppliers for the administrative staff, including office supplies and other services. They are approved vendors authorized to provide food and sundry services for the inmate. Some of these programs and partnerships include Frantz filters, P.I. & I Motor Exp, Parkfield insulation, Coffee crafters, Dick master ford, JMax enterprises, and many more. Much of this information can be in Organization X Business Operations Manual for 2022.

On the workforce development website, Organization X is affiliated with many partners in the state. The Office of Enterprise Development (OED) within this organization has active programs and partnerships with different companies in the state. O.E.D. 's mission is to reduce the idleness of inmates through the creation of training programs and jobs for inmates and restored citizens through partnerships with private

sector businesses. OED collaborates with various state agencies to expand the number of partnerships with private sector businesses with the primary goal of developing training for inmates in transferable job skills and providing job opportunities for restored citizens. On the OED internal website within the organization, the OED Advisory Board serves as an objective review and approval body for business proposals submitted to OED Organization X and has community partners for reentry services for all offenders. Organization X uses a community and faith-based model for addressing offender reentry. The collaboration is between several community partners, including corrections, juvenile youth services, the governor's office, and previously incarcerated individuals.

Under the policy acquisitions and contract compliance on the organization's internal website Organization X also looks to do business with Minority Business Enterprise (MBE), and Encouraging Diversity, Growth, and Equity (EDGE) programs enable consideration of specific social and economic factors when making purchases. The MBE program has requirements of its own to be utilized, including poor groups including minorities, and citizenship/certification status for residents in our state.

On the organization, medical service website the healthcare for offenders in this state is provided in several layers. Each prison within the state has a basic level of care provided through infirmaries at each institution. These infirmaries are employees with a combination of civil service and contract health employees. The healthcare team at each institution manages the day-to-day healthcare services of each offender. The institution has partnered with two skilled nursing facilities to care for the needs of their elderly population that need long-term care. Organization X also has a third level of health care

available through a partnership with a state hospital to provide emergency room and inpatient hospital services and advanced surgeries and diagnostic assessments for offenders. There is no competition between this organization and others for providing care because it is a prison, but Organization X looks to improve its quality of care for those offenders within their care.

The Office of Enterprise is the main communication gateway for partners in Organization X. The state agency or the Department of Administrative communicates directly with suppliers. Communication can occur through meetings, emails, phone, or fax if needed. During the reviewing process of all bids during the procurement process, suppliers are not allowed to communicate with the evaluation board.

Organization X presents opportunities that contribute to innovations of services and technologies through partnerships. When it comes to reducing offenders' idle time opportunities are created to partner with community agencies to complete projects needed in the community. These opportunities help offenders to build skills and give back to those in need. Suppliers contribute to a prison setting through the advancement of their technology. Other technologies that can improve an offender's quality of life include video visits and electronic messaging to their families or support systems. Suppliers also provide innovations to improve the safety of Organization X through cameras, scanners, sensors, and radiofrequency to monitor traffic within the institution. During the COVID-19 pandemic, to continue improving the health care delivery and increase maintenance services of healthcare providers, video appointments over the computer were established to assist with facilitating the appropriate services needed for all offenders. Computers,

scanners, phones, and faxes are technological devices that must advance as the need of the prison grows.

The choice of procurement method is a critical decision when purchasing a supply or service. In this state, the law dictates which method must be used for purchasing, but DAS and the purchasing state agency can determine some situations of purchasing. Purchases not exceeding \$500 require quotations from at least two potential suppliers. The state agency can make purchases directly from a vendor for less than 25,000. Any purchases not exceeding 25,000 require written quotations from at least three potential sources responding to this organization (DAS, 2019). All purchases over 25,000 must be forwarded to the Department of Administrative Services, Office of State Purchasing, or Office of Information Technology for determination of procurement method (DAS, 2019). The Office of State Purchasing may do 1 of 4 things:

- Issue a Competitive Sealed Bid (CSB)
- Issue a Request for Proposal (RFP)
- Issue an Invitation to Bid (ITB)
- Grant a Release and Permit to authorize the procurement under the direct spending authority of the agency. Purchases of over 50,000 require prior approval of the Controlling Board and/or without bid on the agency's behalf by the Department of Administrative Services.

Organization's Strategic Context and Performance Improvement System

On Organization X Bureau of Research and Evaluation webpage it provides information support, population analysis, and findings from operational policy and

correctional programming to managing officers and policymakers (Organization Xp, 2022). On the webpage of Organization X office of programming development and evaluation the Bureau compiles and summarizes the performance metrics and administrative data for specialized and routine reporting purposes. These reports can help improve the overall operational need for Organization X and the offenders it serves. According to the 2015 Strategic Capital Master Plan at the beginning of a national assessment for the cost of reoffending offenders and the cost of incarcerating mentally ill offenders (Organization Xj, 2015).

Based on what the government decides the expenditure going to be and the needs of Organization X will determine how much funds will be used for these needs. According to the performance review policy (2020), performance improvement plans determine the need for required funding to make changes to Organization X. Some of these changes can be made with infrastructures, employment needs, operational needs, and future investments for Organization X. Another way Organization X monitors its performance is by allowing a performance team of auditors to come and assess it as a resource to improve their overall operational efficiency and service delivery (Organization Xad, 2020). Organization X can use the results of the performance audit to improve the overall operational needs of Organization X.

In areas of healthcare, Organization X has successfully implemented practices to improve the healthcare services of all offenders. In March of 1995, Organization X successfully implemented telemedicine to help improve communication and continuity of care while decreasing transportation for offenders who needed outside the care of the

institution. Three main organizations are a part of this linkage system. Shortly after, the institution started to see an increase in medical costs for offenders. The institution implemented a co-pay process to curb the rising cost of medical care. This money was drawn directly from the offender's personal accounts. The fee is assessed based on the medical need, and no offender is turned away from services if he is unable to pay this fee. This feeling is not included in behavioral health services.

This organization has undergone several operational changes over the last year and throughout the pandemic. In the annual report the director stated, "There was not a single part of our operations that did not feel the strain of the pandemic in some form or fashion" The first operational change was policies that were implemented during the pandemic to keep employees safe. Then as employees started to get sick and be off, the national guard was brought in to continue the operations of many institutions. This assisted with the operational needs of an organization but also required other employees to assist the national guard while completing their own work.

According to the state revised code 5120 on Organization X website the organization has a societal responsibility to keep prisons and communities safe in a collaborative effort with the criminal justice system. According to Organization X annual report in 2021 this organization managed to reduce its inmate population by 6,000 offenders (Organization Xa, 2021). This left 42,963 offenders within the prison system. The efforts would not have occurred without the collaborative efforts of community partners and Organization X staff. The increased support of family and community services can assist in the successful transition of all mentally ill offenders.

The workforce of this organization has become competitive with other job providers even more throughout the pandemic. According to the annual report of 2021 there are currently 811 parole and correctional officer vacancies within this organization. Organization X must now compete with other agencies that have higher wages, better benefits, and the safety of their employees does not have to be a consideration. Through an internal email that was sent out in 2022 Organization X conducted a pilot of allowing line employees to carry cell phones throughout the institution. One concern that officers often expressed is the inability to contact their families when they were mandated to work over. Allowing the employee to be able to contact their families when they have mandated shifts helps to secure communication between families and home life. On indeed.com one concern that was expressed by former employees was the poor morale in a prison setting and the depressive environment that employees were subject to. Most reviews about this organization revealed that Organization X offered good pay, secure health insurance, and room for advancement.

Organization X follows performance management best practices processes. Performance Management is a systematic process that, when followed from start to finish, will help create a nurturing performance-based culture in which each employee's individual goals and performance expectations are aligned with the agency's objectives (DAS, 2017). Performance management provides Raters an ongoing opportunity to address what the employee does well and point out areas of improvement (DAS, 2017). Performance management is an important avenue toward engaging employees in outcome-based work that aligns with the agency's mission and ensures that employees

are developing into superior contributors to the State's workforce (DAS, 2017).

According to the performance review policy (2020) Organization X also conducts performance improvement reviews by reviewing standards and audit information monthly. There are two forms of standards that Organization X uses to review the quality of services and work provided to the offenders. The first standard that is reviewed monthly is a state standard. The second standard that takes place over a 3-year audit year is an ACA. Both standards affect the quality of work that all employees require. When a standard is not being met, Organization X will implement a corrective action plan to address the problem. The behavioral health department has an administrator that monitors the standards monthly and reports the changes to the Mental Health Administrator to be addressed ongoingly (BHL, personal communication, March 4, 2022). These are some steps Organization X takes to ensure that organization performance is constantly improving.

Organizational Background and Context

Organization X's need for this study is important because mentally ill offenders need to have added support to increase their engagement with family. After reviewing internal documents including the Insights from the field to improve family engagement opportunities for inmate's survey review, one can see that the director has made efforts to improve family engagement for the offenders, but no specific plan has involved the mentally ill population (Organization Xt, 2019). Given this vulnerable population, they need more assistance connecting with family and resources in the community. One way Organization X can move forward with engaging customers and serving their needs is by

helping offenders build relationships with their family members to improve their family engagement opportunities. Song et al. (2018) revealed that inmates who had more family contacts throughout their incarceration noted improvements to their family relationships. These changes were often reflected positively in their relationships with their children.

Offenders can maintain structured relationships with their families through consistent visits during incarceration (Jardine, 2018). In some cases, relationships were actively maintained throughout imprisonment by traditional engagements. These opportunities allow the family structure to be continuous despite imprisonment. This research can be an effective tool for this case study because, despite the levels and challenges that families experience to seeing their loved ones incarcerated, it shows the importance of having support throughout one's imprisonment.

The problem being addressed for this organization is looking to understand how family engagement can improve the behavioral health of mentally ill offenders. According to Organization X webpage the prison system in this state has nearly 50,000 offenders, with at least 10,500 of them being diagnosed with a mental illness. Some of these mentally ill offenders are held in inpatient settings known as the Residential Treatment Unit (RTU) (Organization Xv, n.d.). According to Organization X residential treatment unit policy of 2019 these units were established for severely mentally ill offenders who cannot function in the general population (Organization Xad, 2019). These units are managed by the Bureau of Behavioral Health Services within the prison setting.

In the residential treatment policy (2019), each RTU is established to house a specific number of mentally ill offenders based on space in the cell blocks (Organization

Xad, 2019). The Bureau of Behavioral Health Services has also established Day Treatment Programs (DTP) for mentally ill offenders who no longer need intensive treatment in an RTU. The standard of support for offenders in prison has caused some concern for staff, offenders, and their families. As offenders move from incarceration to the community, they often need supportive services to help them remain compliant with treatment and services. Under the transfer and discharge of the mental health caseload policy (2022) when incarcerated individuals on the mental health caseload are transferred from one institution to another, or released to the community, the appropriate mental health records/information at the sending institution accompany the individuals to the receiving institution or the community. The policy also established procedures for clinically and appropriately discharging offenders from mental health care to the appropriate community provider with added support.

One department within Organization X is known as the Bureau of Behavioral Health Services. According to Organization X website (2020) this department ensures access to quality care that eliminates needless suffering, improves the functioning of the offender, and increases safety. Organization X's overall strategic vision for mental health services is to provide a service system that is consistent with mental health services in the community. The director of Organization X has sought to make family engagement even more of a priority by revitalizing visiting, establishing the family advisory council, and reducing communication costs for offenders and their families. The mentally ill offenders within this organization will need these services a step further where family engagement and community involvement will help with a successful transition after their release.

In searching through the organization database organizational terms used for this doctoral study include offender/felon, family, director, operations, security, and community safety. According to the state Laws and Administrative Rules (2021) the term offender represents an individual who is incarcerated for a specific crime and is set to serve a minimum of 6 months within the prison system. These individuals may be eligible for parole or have long-term incarcerations. Family represents the support system these offenders have in the community. According to the organization website the term director represents the leadership of Organization X and the lead directors within departments of Organization X. Some of these employees work in the central office known as OSC. According to the central office operations policy (2018) the Operation Support Center (OSC) is responsible for providing quality leadership and services to all areas of operation in the prison system and collaboratively with stakeholders. These areas include security, programs, and resource management while protecting all prison employees and offenders' safety, security, and humanity. This doctoral study is relevant to the doctoral study because there is a better understanding of the operational functioning of this organization and its consideration for safety and security when addressing a problem.

While reviewing the LBO analysis of enacted budget online it revealed that Organization X's fiscal resource planning is established through the executive budget. The executive budget recommends a total of 4.1 billion dollars for the 2022 fiscal year. According to the Organization X analysis of the executive budget most of the funds generated for this organization and appropriated from the General Revenue Fund (GRF)

and Non-General Revenue Funds. The expenditure usually covers the cost of utilities, payroll, programs, property, staff, and offender services. Personal services/payroll constitutes the largest biennial spending category accounting for 61%, or \$2.5 billion, to support an estimated total employee of 11,715 (LSC, 2022).

In reviewing the annual report (2021) the department operates a system consisting of 27 prisons that house a daily population of approximately 44,000 offenders and manage approximately 32,000 additional offenders who are under community supervision by the Adult Parole Authority. According to the annual budget for 2022, a budget of 217,541,300 dollars was allocated for medical services through the general revenue fund. Under the state Laws and Administrative Rules (OLA) website, the codes that are written enforce how these prisons stay compliant with behavioral health policies and laws (OLA, 2014). The OLA policies are published on their effective dates and shared with needed organizations. The OLA policies are reviewed annually and applied to Organization X policies, which are easily accessible to all employees in this setting. All levels of care, including mental, medical, and dental, must be available for offenders in an incarcerated setting or referred to appropriate setting providers.

According to a study conducted by the Department of Justice's Bureau of Justice Statistics nearly 50% of offenders suffer from a mental illness (Kte'pi, 2021). In linking this study to a practice problem, it will show that when a mentally ill offender is incarcerated, he immediately loses his physical support due to the separation that is created by the incarceration (Cohen, 2008; O'Keefe & Schnell, 2007). Offenders are now in a position where their family support becomes limited because of the physical distance.

This can influence how their mental illness will adjust or exasperate due to the social distance between family members. In these situations, the added support now becomes the responsibility of the correctional employee and the linkage from the correctional employee back to their family members. This ongoing issue is a problem that must be addressed in all jails when an offender is taken away from his natural support surrounding (NIC, 2009).

Summary and Transition

In the previous sections, we focused on Organization X Profile and Key Factors and this document's Organizational Background and Context. This case study is being conducted to determine how Organization X can improve family engagement for their offenders. It utilizes the Baldrige Framework to determine what fundamental factors are appropriate in addressing this practice problem. The overview of this organization has many contributing factors and possibilities for addressing this need. Section 2 will focus on the Background and Approach-Leadership Strategy and Clients that will contribute even more to his practice problem.

Section 2: Background and Approach—Leadership Strategy and Assessment

The situation that prompted this research was the BHL identified the lack of family engagement as a problem for mentally ill offenders. This prompted the director of Organization X to take a more active role in establishing family engagement opportunities for offenders. The director of this organization appears to have a transformational leadership style, responding to individual followers' needs by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization (Bass et al, 2006). Under her leadership style, the organization provides opportunities for others to develop their leadership skills through mentorship programs and skill-building activities that are offered through the organization. When the director was looking to establish core values for Organization X, she provided an opportunity for employees to share their values and phrases that could be applied to the new values she was creating for Organization X.

The current leadership sees family engagement as a principal factor in the influence of offenders' incarceration and thereafter. The way an offender behaves while incarcerated may be impacted by the absence of a direct support structure. Organization X sent out a survey to gather data on employees' perceptions of current family engagement programs in terms of quality, effectiveness, and future direction. According to Organization X roadmap, leadership invested in this initiative by transforming visiting rooms, adding family transportation to visits, re-initiating family worship after COVID-19, and developing a family forum and advisory committee. The social contributions of this leadership look to improve the environment of the prison by keeping it safe through

incorporating efforts to improve family engagement. The director is responsible for carrying out the overall mission of this organization to reduce recidivism. On the director's webpage, the role of leadership within this organization is to maintain the safety and security of all offenders, staff, and community partners. Organization X will utilize policies and procedures to provide directions on how to increase family engagement in prison.

The focus of this study will provide opportunities for clinicians to improve communication between family members and offenders during treatment. It will offer offenders the opportunity to increase their support system by communicating with family members through phone calls, visitations, or social events. This study will show the benefits of how an incarcerated individual can have a more successful transition back to the community when they have the support they need throughout their incarceration.

Supporting Literature

Search strategy

The keywords included *mental illness and prison, family involvement and prisoner, prison and inmates and family involvement, support programs, parent-child relations, family relations, support, help, and care with family guidance, and family network. Some additional terms that were used to search this topic include behavioral healthcare and family engagement, behavioral health programs in correctional facilities, behavioral health and prisons, spouses and prisoners, family support, social support and incarcerated offenders, mentally ill prisoners, support person, and family engagement and offenders.* One ongoing phrase that was placed in the search engines included "How

does employees' support influences individuals in prison?" Leadership influences which employees should participate actively in the family engagement project by communicating critical decisions and needs for organizational change in this case. The databases searched for this practice problem included the Public Health Database (ProQuest), Sage Pub, Google Scholar, and LexisNexis.

Organization X's approach to family engagement

The director of Organization X understands the importance of family engagement and has made it a priority to incorporate it into Organization X's current goals. In reviewing Organization X's survey on family engagement, family support was an important factor for all offenders including those who are mentally ill. Most of the 791 respondents perceived the offering of family engagement programs/events to be beneficial. Strong family bonds in jail reduce the sorrow experienced by family members who are separated from them (Department of Justice, 2017). Relationships between family members and offenders may also lower recidivism (Green et al., 2016). Implementing family-friendly initiatives to develop open communication between offenders and their children can be a starting point. These initiatives include videoconferencing for families who cannot make it to the prison as well as more children-friendly visitation rooms and positive activities that children can engage in along with educating offenders on how to communicate routinely with their children (Shlafer et al., 2009). Children of incarcerated parents will be supported by corrections staff and available mentors (COIP, n.d.). These efforts help to strengthen family ties between offenders and their children.

Previous research on family engagement

Previous research on family engagement has shown mixed results on family engagement's influence on offenders. Offenders' ties to their families can help them be resilient in resettlement toward post-release goals, as bonding between families and offenders assists them with coping with life stressors (Markson et al., 2015). During the reintegration process, the different forms of family support have an impact on all areas of an offender's life (Mowen et al., 2019). However, data from a surveying prisoner crime reduction survey showed that strong family ties when entering prison may not always result in successful resettlement after release (Brunton-Smith et al., 2017). Even when support is provided by families there is no guarantee that an offender will still have an attachment to those supporting him. It is even more important for the prison to create opportunities to support family engagement while their loved one is incarcerated. Social support can influence an offender's ability to manage risk factors while incarcerated (Fahmy, 2021). Family contact while incarcerated can be established through in-person visits, telephone calls, and writing letters (Folk et al., 2019). Families that stay connected to offenders during imprisonment actively maintained healthy relationships during their incarceration (Jardine, 2018). Support provided by outside partners also shows how relationships can be maintained even in a prison institution (Bowers, 2008).

Sources of Evidence

For the planned research design, several Behavioral Health Leadership resources are available for this study. The data resources will help gain insight into the practice problem of how to improve family engagement between offenders and their family

members. The BHL will be my main person of contact who can conduct interviews, answer phone calls, or emails, and the research proceeds. By reviewing previous qualitative studies on family support and offenders. Then any comprehensive data that has been collected by the agency in the past such as surveys or suggestions to address problems within Organization X on family engagement will be reviewed.

Secondary data was also collected by the internal system on the intranet. Internal data included in this study involved a prior survey summary, policies and procedures, Organization X website, internal communication through email and interviews, organizational charts, and standards of employee conduct personnel book and prior survey. Collection of the data that has been researched will help to address the practice problem because research amongst other studies has revealed the importance of family support to incarcerated offenders. It has been revealed that family support can affect many areas of an offender's incarceration including emotional, mental, and physical. There are negative reactions that can be attributed to the offender's behavior including reoffending, feelings of loneliness or isolation, and increased risk factors. External data sources included reports and other governmental sites on other websites regarding this case study.

Leadership Strategy and Assessment

During an interview with the BHL, she discussed how the governor sets the agency's direction depending on their political party and whom he chooses for leadership over Organization X (BHL, personal communication, June 1, 2022). Future initiatives can be born out of the governor's office or emerge from the governor's direction of

where he wants to see corrections go. The state governor has created projects in the past to Expedite Pardon Projects to give qualifying applicants one-on-one application assistance and allows them to bypass the waitlist of pardon consideration for early release. Projects such as these show the influence of the governor in the state and how he affects offenders' lives. So, therefore, when the governor sets a new initiative for state prisons this puts the Organization X director in motion to accomplish the governor's plan. Some of the changes occur because of ongoing organizational issues, political powers, or the governor's interest. Our current governor has a background in the criminal justice system, so much of his influence is based on his experience with the Attorney General's Office. The governor's vested interest in corrections is an added layer of resource for Organization X's needs. The director appointed in this leadership position understands the expectations of the governor and filters down these expectations to her senior leaders along with any initiatives she wants to pursue. The senior leaders then find a way to make the new initiatives reality for the director and governor. The senior leader is looking to change the culture within corrections and how it is viewed by inmates, staff, and family members of offenders.

Organization X's leadership has a combination of transformational and strategic leadership. Organization X works as a collective force to promote its vision while devising a strategic plan to make it happen (BHL, personal communication, June 1, 2022). Leaders aim to develop innovations to change the lives of the offenders they serve (BHL, personal communication, June 1, 2022). The change that will affect the practice problem identified is the transformation and treatment of our incarcerated individuals.

This will assist with improving the family engagement between mentally ill offenders and their support system. The director is integrated into setting her tone for Organization X (BHL, personal communication, June 1, 2022). The influence of the pandemic has shifted Organization X's vision requiring them to adjust any newly identified needs. The director draws her vision out through a road map (BHL, personal communication, June 1, 2022). When examining the roadmap, every department intercepts with one another. This organization is the product of the road map that the director is building, and the governor initiated. The road map is an accountability document that the director and upper management employee are responsible for helping evolve as goals are met (BHL, personal communication, June 1, 2022). The director is fully involved in her organization and has ongoing meetings with the BHL to see how the road map is progressing in mental health (BHL, personal communication, June 1, 2022). The director must look at what is working and what needs to be changed while making changes accordingly.

While interviewing the BHL (BHL, personal communication, June 1, 2022), she was asked, how do senior leaders' actions demonstrate their commitment to legal and ethical behavior? She stated, "One word that sticks out to me is Silent Affirmation" if you don't speak up, then you are saying a behavior is ok (BHL, personal communication, June 1, 2022). The BHL must address unethical behaviors that are questionable by correctional staff. The BHL is consistent and knowledgeable about her role in Organization X and knows she must be trusted in the decisions she makes for the Mental Health Department (BHL, personal communication, June 1, 2022). There are several factors guiding the ethical and legal practice of Organization X that the BHL must observe. The BHL must

know the direction that the agency is headed (BHL, personal communication, June 1, 2022). The BHL meets with legal services every other week to discuss hot topics that affect current issues within mental health (BHL, personal communication, June 1, 2022). Legal services approach policies and protocols with executive employees before passing them down to front-line employees. The BHL is familiar with the clinical boards of all her disciplined staff (BHL, personal communication, June 1, 2022). The BHL will reach out to individual boards if she is concerned about an employee's actions (BHL, personal communication, June 1, 2022). The BHL is familiar with the privacy acts that protect a patient's personal information through HIPAA. The most important thing to do is not silently affirm negative behavior (BHL, personal communication, June 1, 2022). Any behavior that will affect an employee, patient, or property will be addressed as these behaviors pose a risk to Organization X. The BHL exhibits behavior as a leader that is appropriate professional in the eyes of the director and state that governs the agency (BHL, personal communication, June 1, 2022).

Communication is the hardest thing in this organization, and how Organization X does it successfully can be challenging (BHL, personal communication, June 1, 2022). Organization X uses different means of communication to engage their staff, including email, phone calls, Teams meetings, or in-person communication. The BHL encourages its managers to push information discussed in mental health leadership meetings down to their employees to maintain transparency (BHL, personal communication, June 1, 2022). The BHL mentions not having a statewide email for all her mental health staff, but that is something she wants to do in the future (BHL, personal communication, June 1, 2022).

Everyone should operate from the same information. Regional managers are encouraged to go to all employee meetings in corrections. The BHL also wants to be able to visit all her institutions that house mentally ill offenders so that she can answer questions in the field from a mental provider who may not understand Organization X's new initiatives (BHL, personal communication, June 1, 2022). The BHL looks for ways to engage the mental health field strategically without overwhelming its employees with all the new policies and practices. The director of corrections pulls the leadership team in including the BHL for a meeting before she sends the information out to the field of corrections. Site visits are an important way to engage people in the field (BHL, personal communication, June 1, 2022). The BHL communicates with other organizations throughout the state to build a partnership or collaborate with services for the inmate population (BHL, personal communication, June 1, 2022).

According to the Organization X website on jpay inmates are given access to Jpay which is a Vendor for Technology Services. Jpay partners with Organization X to provide phone, media, and email services for incarcerated inmates (Organization Xu, 2022). The director's office will generate a Jpay blast to send information to offenders as needed. Employees are made aware of the information being released first so they can answer any questions the offenders may have. When Jpay blast is released to offenders from Organization X it is usually about updating policies or services that are coming or being stopped.

Senior leaders create an environment for success by working towards organizational goals and adjusting when needed. The BHL looks to promote its staff's

workforce by providing opportunities for frontline employees to participate in leadership-building opportunities through shadowing, interim positions, or leadership training opportunities (BHL, personal communication, June 1, 2022). The BHL wants mental health positions in corrections to be viewed as a long-term career rather than short-term employment (BHL, personal communication, June 1, 2022). Organization X participates in succession planning by creating opportunities when positions need to be filled by looking inwardly for candidates. This allows candidates within Organization X who can fill these positions to move on. This is a good opportunity for employees to show how well they perform in those positions. When employers recognize employees as being potential candidates for the vacant position, they are more inclined to remain with Organization X versus not. The BHL promotes her leadership by letting people know how she feels about them (BHL, personal communication, June 1, 2022). The BHL believes leadership being present is an important factor when working through legal and ethical issues (BHL, personal communication, June 1, 2022). People need to see leadership positions as an opportunity to make changes as they move along in their careers.

Organization X being researched implements strategies to support the Director's new policy issues. The specific strategic plan is brought together on a roadmap. The purpose of the roadmap is to bring all strategic goals within the agency under one umbrella. The strategic imperatives and approved program goals and objectives on the roadmap occur through the integration of planning and budgeting, in accordance with guidance from the Office of Budget and Management and Office of Administration

(OBM, 2022). Program Administrators have the flexibility within the principles of sound fiscal management to dispense resources necessary to meet program goals and objectives. The Program Administrators are responsible for communicating their strategic goals with the director and the budget for their goals as well. The Director provides the final approval for all strategies that will be implemented during their role as director. According to the Organization X website a Bureau of Planning and Evaluation was created to provide quality assistance and information to decision-makers and policymakers within and outside the Department in the areas of program planning, implementation, and evaluation as well as supporting the strategic planning for Organization X.

Organization X's director uses the roadmap and the annual report to see Organization X's progress. The annual report is an evolving document to help Organization X move along. It will help identify needed actions to reach the director's goals. The document forces accountability for Organization X's progress throughout the annual year. Organization X conducts performance evaluations to set the expectations of projects and initiatives that need to be moved along. The Behavioral Health Department utilizes the indicators and strategic goals. The indicators are an opportunity to guide what is going on in the field and an opportunity for Mental Health Managers to focus on what their institution is working on. Indicators are a check and balance system. This will create a focal point to improve Organization X's performance to reach the intended goal.

Organization X uses several ways to implement strategies and identify key strategic challenges that it is experiencing. Organization X uses a Strategic Capital

Master Plan (2015) at the beginning of a national assessment to determine the cost of reoffending offenders and the cost of incarcerating mentally ill offenders. Based on what the government decides, the expenditure will be, and Organization X's needs will determine how much funds will be used for these needs (BHL, personal communication, June 1, 2022). Performance improvement plans determine the need for required funding to make changes to Organization X (Organization Xad, 2020). Some of these changes include infrastructure, employment needs, operational needs, and future investments. Another way Organization X monitors its performance is by allowing a performance team of auditors to come and assess it as a resource to improve their overall operational efficiency and service delivery (Organization Xad, 2020). Organization X can use the results of the performance audit to improve the overall operational needs of Organization X. Several key strategic challenges can pose barriers to Organization X's strategic plans (BHL, personal communication, June 1, 2022). Some challenges include limited funding, employee and inmate safety, employee loss, and overcrowded prisons (BHL, personal communication, June 1, 2022). When these challenges pose a risk to Organization X's functioning, the leadership must look at how to fill in the gaps to keep this organization going (BHL, personal communication, June 1, 2022).

Organization X's key long-term and short-term action plans consist of how the budget plan is for the fiscal year. Organization X looks at its strategic goals from the previous year to determine what has been accomplished and what needs to be continued on the strategic plan (BHL, personal communication, May 4, 2022). Organization X then poses a budget to the governor's office and then waits to see if it is approved or not

(BHL, personal communication, May 4, 2022). Depending on the approval status of the budget from the governor's office will then determine how their strategic goal will proceed during the next fiscal year. If Organization X does not get full approval for their requested budget, then it will have to change or take some goals off its strategic plan. An example of this is when the pandemic happened, and each department had to re-evaluate its goals to determine how it would adjust to providing service through the pandemic or terminate specific projects on the strategic plan (BHL, personal communication, May 4, 2022). There are separate budget lines for the General Revenue Fund and Maintenance and Infrastructure. Organization X ensures the availability of funding for the action plan by including it in their GRF when requesting an annual budget.

The BHL noted that evidence used to support the short- and long-term plans of Organization X includes project plans, protocols, and policies that enforce the overall plans (BHL, personal communication, May 4, 2022). Organization X uses pilot projects that allow them to learn from the short and long-term planned experiences while they move forward to a more permanent position with the pilot projects (BHL, personal communication, May 4, 2022). Once the pilot project is adopted it is added into policy and protocol to ensure that it has longevity within Organization X. Organization X then supports the buy-in from employees by actively communicating the new plans and sharing with employees what they are trying to achieve while doing so (BHL, personal communication, May 4, 2022).

The Key Performance Indicator that Organization X uses to track the success of action plans is audit standards and audit observations (BHL, personal communication,

May 4, 2022). Audit observations are trial standards that are being used to prepare employees for what is to come during a regular audit standard. The observation helps employees become assimilated with what Organization X is looking to implement during their audit seasons. The BHL stated that Organization X's strategic plans are laid out per quarter. Organization X also uses specific, measurable, attainable, relevant, and time-bound (SMART) goals for their strategic plans (BHL, personal communication, May 4, 2022). The BHL stated that her own strategic goals are tied to her performance evaluations (BHL, personal communication, May 4, 2022). During an interview, the BHK noted that the strategic goals within Organization X are tied back to the individual who is responsible for deploying and overseeing the implementation of that plan (BHL, personal communication, May 4, 2022).

The performance projections for short- and long-term horizons for mental health come from Continuous Quality Improvement (CQI). Shortell et al (1998) describes CQI as a concept that aims to continuously improve the procedures used to deliver goods and services that meet the expectations of customers. In the mental health department, CQI help to examine questions on how Organization X is doing with caseloads, employee ratios, and outcomes tied to self-injurious behavior and suicide (BHL, personal communication, April 25, 2022). Organization X trends watch numbers for individuals who go on suicide watch. The director of Organization X utilizes dashboards for pulling and extracting data for outcomes. The director uses outcomes to determine how one program is interacting with another. Depending on the service area will determine which outcome is used between metrics or standards. According to standard documents, the

audit standards only must be 80% compliant for Organization X to pass but that means 20% improvement is needed. Organization X utilizes all of these to determine if their policies and protocols are strong enough to sustain Organization X's Road map and strategic plan.

In one BHL interview, she noted that Organization X establishes and implements modified action plans if circumstances require a shift in plans through a continuous quality review cycle (BHL, personal communication, April 25, 2022). Organization X is constantly shifting and evolving to stay on top of the strategic plan by reviewing its quarterly (BHL, personal communication, April 25, 2022). The strategic plan is an evolving roadmap where the goal can be added or taken away if Organization X no longer needs it (BHL, personal communication, April 25, 2022). If strategic goals on the roadmap cannot be achieved the way Organization X plan, then that goal will be edited to make a more achievable action plan. By doing this Organization X continues to evolve its strategic goals to meet the needs of Organization X.

Clients/Population Served

Organization X has a unique way in which they obtain client information. Given the multitude of services that this organization offers they provide offenders with an opportunity to give feedback through their Jpay system. The Jpay is an electronic email system that allows offenders to communicate with their families or other correctional staff. Organization X will initiate a survey to measure the severity of a need. An organization such as this may have an offender feel apprehensive about providing feedback to employees regarding specific issues because of concerns of retaliation or

being labeled as someone who is an informer or betraying other offenders. Then a survey is sent out asking for offender feedback about a specific topic or issues that have been identified by Organization X. Surveys are commonly distributed to the offender population through their technological system. From these surveys, each department creates a plan to address the issue with follow-up.

On the organization website under reception summary when offenders initially enter the prison system, they enter through a reception center. The reception center is where an employee conducts intakes on all offenders entering or reentering the prison system. During this process the offender's area is initially engaged and evaluated for past criminal history, mental and medical needs, and previous social history. Organization X utilizes several ways in which they listen to, interact with, and observe clients to obtain actionable information. While interviewing the BHL it was noted that employees of Organization X obtain actionable information through 1:1 session with offenders, during inmate grievance processes, and ad hoc committees (BHL, personal communication, June 1, 2022). The ad hoc committees are brought into Organization X to address specific issues. When an ad hoc committee comes into the prison system they will meet with offenders directly to discuss issues that are relevant to them (BHL, personal communication, June 1, 2022). This is an opportunity for offenders to give feedback on issues they have experienced within the prison itself. The ad hoc committee will usually provide Organization X with a report regarding its findings to determine what steps will need to be taken to address these issues.

Organization X determines client satisfaction, dissatisfaction, and engagement by

reviewing feedback from surveys and the grievance process ongoingly. Organization X also uses feedback provided from the ad hoc committee to determine what future goals and changes are needed for improvement (BHL, personal communication, June 1, 2022). Organization X also has a constituent hotline that allows offenders' family members to express their own concerns about the offender or organization as well.

According to the BHL Organization X does not obtain information on client's satisfaction relative to other organizations (BHL, personal communication on June 1, 2022). There is no direct comparison between all prisons because they are all state agencies. There is no natural comparison within the prison system because they are all One team, One purpose. This is one of Organization X's core values.

Organization X determines programs and service offerings based on the current population's needs. Organization X believes in providing person-centered care to help people achieve optimal wellness and build a foundation on which they can maximize their potential. Organization X uses a holistic approach that removes barriers to care and promotes effective service delivery. According to the behavioral health operations website the incarcerated patient is at the center of treatment development, ensuring an individualized approach to treatment. In the United States, nearly 356,000 offenders that are incarcerated suffer from a mental illness (TAC, 2014). As correctional populations have grown, they have been forced to confront the myriad of problems that the individuals bring into the system (Cropsey et al. 2007). Individuals in prison with a mental illness are at a disadvantage in maintaining stabilization without appropriate treatment, therefore requiring the prison system to change their service offerings to meet

the needs of this growing population. On the Organization X website, there is a list of services that are offered in the prison including outpatient, residential treatment unit, day treatment program, and crisis stabilization. According to the behavioral health of operations website Organization X has also implemented specialized treatment to meet these service needs. Services include individual and group psychotherapy, psycho-educational programs, activity therapy, trauma treatment and interventions, psychotropic medications, crisis services, and re-entry planning and support tailored to the individual's treatment plan (Organization Xb, 2022). This organization has also included evidence-based groups that have been tested and proven effective even in a prison setting. Some of these evidence-based groups include Illness Management & Recovery, Dialectical Behavioral Therapy, Depression, Anger Management, and Seeking Safety. Each of these groups is specialized in addressing the needs of the mental health population in a prison setting.

According to the office of holistic services website Organization X assist offenders with seeking information and support by putting up flyers around the prison, sending out Jpay blast, having open office hours, and allowing employees and family members to make referrals to mental health treatment for services of incarcerated offenders (Organization Xr, 2022). Organization X also holds a Holistic Fair to promote mental health treatment within the prison. The Holistic Fair is a collaboration with other service providers within Organization X. The Holistic Fair provides information to offenders to let them know what services including mental health care are provided within a prison setting.

The client groups for this organization are already predetermined since it is in a prison setting. According to the behavioral health operations document all offenders have access to mental health treatment or other treatment areas as needed (Organization Xb, 2022). Services within the correctional setting continue to expand as the needs of offenders grow. Examples of these needs include the push for expanding family support to aid in the incarceration of the offender.

Organization X builds and maintains clients by focusing on each of their individual needs. According to the behavioral health operations document the incarcerated patient is at the center of treatment development, ensuring an individualized approach to treatment is an important factor. All clinicians are expected to communicate with the offenders in a professional manner that helps to build a rapport within the working relationship. Concerns that offenders may bring up during individual sessions related to institutional or personal needs should be addressed within a timely manner. It is important for clinicians to understand offenders' goals during their treatment. This will require the clinician to be open minded in what the offender is willing to work on toward addressing his mental health. The clinician must be willing to call the clients on their lack of effort to engage in treatment when it seems they are not participating ongoingly.

According to the chief inspector's website for Organization X, it manages offender complaints through a grievance and informal complaint process (Organization Xq, 2022). The grievance procedure is a way for offenders to voice their concerns throughout their incarceration. The concerns could be stimulated by how they are treated, living arrangements, employee and inmates' complaints, rules, policies, and procedures.

By using the grievance and informal process many complaints can be resolved or corrected. When an offender makes a complaint through this process the receiving employee has between 7 to 10 days to address the complaint (Organization Xq, 2022). According to the chief inspector's website if the complaint is not addressed by the employee within that time, then the offender can send a kite to the Institutional Inspector to address the complaint further (Organization Xq, 2022). When the offender sends the kite to the Inspector, after not receiving a response from staff, the offender can ask for a Notification of a Grievance Process. The Inspector always recommends that employees address offenders' complaints at the lowest level so that they do not get referred to the Chief Inspectors Office. The final step in the Grievance process is when the offender can file an appeal to the chief inspector. This is the final stage of complaint before an offender may file a lawsuit against Organization X.

Workforce and Operations

The purpose of this qualitative case study or benchmarking study is to explore the behavioral healthcare organization's ability to improve family engagement for mentally ill offenders through strong support systems. The research questions that will guide this study include:

RQ1: What makes family engagement so important for mentally ill offenders within a behavioral health setting in this organization?

RQ2: How can family engagement influence an offender's behavior (role) while in prison?

RQ3: How are families important when it comes to family engagement efforts for

offenders?

RQ4: How are behavioral health staff involved in family engagement efforts, and what does that look like?

RQ5: How would some offenders be resistant to family engagement?

These research questions help to investigate how the BHL can assist Organization X in improving practices to increase family engagement throughout Organization X. The sources of evidence for this study continues to be gathered through BHL interviews, internal intranet, and external internet, along with peer review journals and organizational policies. The BHL interviews can assist in understanding the interviewee's subjective opinion on the practice problem identified. The interview questions are open-ended so that in-depth information can be gathered. The internal intranet allows for information within Organization X website to be gathered for this research. The external internet allows for collaborative information from other organizations that have a similar practice problem to be gathered. Peer reviewed journals are being used in this research as they are publishing studies that have been based on skillfully done experimentation, making valid conclusions. Organizational policies provide a road map for the day-to-day operations of Organization X. The policies being viewed will show what efforts have been made previously to address the practice problem being researched. The sources will help to further expand this practice problem and assist Organization X with finding ways to address and understanding the importance of family engagement even more.

Organization X has contributed many efforts to build an effective and supportive workforce. One way Organization X sustains its workforce capabilities is through yearly

e-learnings that our employee is expected to complete. As the environment and culture of Organization X starts to change then new E-learning are addressed to these annual trainings each year. Organization X is flexible with how these trainings are completed because some are in-person while others are online. Organization X has also provided overtime opportunities for employees who are unable to complete E-learnings on duty to do so at home on their off time while getting paid.

Workforce capacity refers to your organization's ability to ensure sufficient staffing levels to carry out its work processes and successfully deliver health care services to patients including the ability to meet seasonal or varying demands levels (Baldrige Framework, 2017). The Office of Human Resources is responsible for the recruitment, assessment, hiring, training, fair labor practices, promotions, and retention of corrections professionals. Organization X is composed of 2 bureaus, Bureau of Personnel and Bureau of Labor Relations. There is also a training academy to get new employees acclimated to the correctional system. There are close to 12,000 state employees in this department. Most of this workforce is made up of 6,238 correctional officers, 525 parole officers, and 811 vacancies. The educational requirements for many of these jobs are from a high school diploma to a doctoral degree. Some positions that are offered through this organization require specific educational training for those positions including medical, mental health, and education. One way in which Organization X reaches its capacity levels is through the hiring process and the incentive process for overtime. The recent challenges of finding employees who are qualified to provide mental health services to offenders. Organization X has reached out to other mental health employees

throughout the state and to cover shortages in different prisons. Since treatment practices have changed to more online services this has been an easier transition for some mental health employees to cover shortages. Organization X offers time and ½ and bonuses for employees who are willing to provide the additional coverage. There are several benefits listed on indeed.com of why individuals chose to work for a state agency including work-life balance, pay and benefits, job security and advancement, management, and culture.

According to the BHL the way Organization X recruits, hires, places, and retains new employee members is through a variety of ways. According to Organization X's (2021) website The Office of Human Resources is responsible for the recruitment, assessment, hiring, training, fair labor practices, promotions, and retention of corrections professionals (Organization X, 2022). It is composed of the Bureau of Personnel, Bureau of Labor Relations, and the Corrections Training Academy (Organization X, 2022).

While interviewing the BHL it was noted that Organization X uses the state website to post any positions that are available throughout the state agency. Then Organizational leaders will attend career and school fairs to attract interns. Organization X sends out magazines to post positions within healthcare or will use state board websites to recruit upcoming licensees or licensed staff. Organization X utilizes social media for vacancies along with creating videos to show how it is to work in a correctional setting. The training manager for mental health started holding Event Bright talks the last Friday of the month to showcase correctional careers throughout the state. For Organization X to hire new employees they utilize recruitment and retention for small facilities that have a challenging time getting professionals into their institutions. There is school and training

reimbursement offered through monetary supplements and health shortage dollars to recruit new hires to work in a facility that is struggling with hiring staff. Organization X also tries to appeal to the clinical professionals by offering free CEU in house or providing reimbursement if conducted offsite.

Organization X prepares its employees for changing capability/capacity needs by trying to roll things out in an organized manner with communication of sharing the purpose of why they are changing things. An example of rolling out a new mission change throughout Organization X. Organization X attempts to educate, train, and implement the new mission when possible. Organization X tries to involve the field or at least let them know clearly what is going on. Organization X often has issues that occur quickly and need to implement a change in policy and protocol to address those issues.

Organization X has contributed many efforts to build an effective and supportive workforce. According to the Baldrige Framework (2017) workforce capability refers to your organization's ability to carry out its work processes through its people knowledge, skills, abilities, and competencies. One way that my organization sustains its capabilities is through yearly e-learnings that employees are expected to complete. As the environment and culture of Organization X starts to change then new E-learning are addressed to these annual trainings each year. Organization X is flexible with how these trainings are completed because some are in-person while others are online. Organization X has also provided overtime opportunities for employees who are unable to complete E-learnings on duty to do so at home on their off time while getting paid.

Organization X's approach for building an effective and supportive workforce

gives me greater insight into my practice problem because it shows the effort Organization X is willing to make to support its evolving workforce despite all conditions that create change. This is important for the hands-on care that will be needed to expand family engagement amongst the prison setting. Solman (2016) shares that planning for and delivering healthcare that meets patients' and their families' evolving needs requires an atmosphere that appreciates and promotes person-centered practice. Staff members must be aware of their own and others' contributions to the creation of such an atmosphere. An individual who takes the lead in planning a patient's care may change, depending on the individual's needs and staff's ability to help reach those needs. Organization X always seeks feedback from its employees when it's seeking to change policies or procedures for the betterment of Organization X and its clients. Low staffing levels have affected the security levels of organizations. An example of this occurred when offenders who are security level 3's were downgraded to security level 2's because of employee availability at other institutions. Sometimes leadership must make changes for emergent issues and when this occurs leadership attempts to explain those changes afterwards with the hope of gaining buy-in from the frontline staff.

Organization X manages its employees from a global standpoint. Organization X is a union-based based agency that has union involvement for negotiating contracts or disciplinary actions taken against an employee. A unionized work environment allows employees the ability to negotiate conditions within an organization. It allows labor unions to work on behalf of the employees while employees pay collective bargaining fees from their checks. The first prison guards known as the New York Corrections

Officers Benevolent Association unionized in the 1950s. There are several benefits to being a union employee within this organization including more generous health benefits, workplace safety being the number one priority, higher wages, and a union representative when needed. Organization X utilizes union procedures to resolve employee issues.

Organization X has a Department of Labor, Employee Standards of Conduct, Position Descriptions, and Rules that all employees must follow. Organization X provides a training academy for new hires or returning employees that have left corrections.

Organization X Department of Labor helps leadership to understand how employee is going to be utilized. If employees must be disciplined, then leaders are aware of how to address these issues through personnel. Position descriptions and performance evaluations help leaders to understand what is expected from their staff. Leaders could recognize their employee for positive performance, which the BHL feels is underutilized. Leaders know all this information in advance because of the system that is set up within Organization X.

For Organization X to ensure workplace health, security, and accessibility for its workforce Organization X added an ADA Coordinator, Diversity of Quality and Inclusion Coordinator, Employee Service Team, and Safety and Health Committees at local institutions. The Governor focused on Diversity and Inclusion in the workplace being a key component of belongingness. Organization X added Diversity and Inclusion to its Road map and employee performance evaluations to be ranked as one of the institutions core components. In the employee's performance evaluation, it describes Diversity and Inclusion as the "displaying and developing understanding of individual

differences and viewpoints and the impact of each on the workplace and how we serve others” (Organization X, 2022). It describes diversity as the human variety of experiences, identities, and perspectives that our employees bring to state employment (Organization X, 2022). Inclusion is the practice of understanding and applying diversity to improve work culture and influence the way we serve in our state (Organization X, 2022). Training for Diversity and Inclusions was added to staff’s E-learning to reinforce the importance of this movement from the governor’s office. Organization X is trying to create a system of evolving and cultural support. The Diversity of Quality and Inclusion office is trying to evolve as much as the American Disability Act process.

By removing barriers that may impede people with impairments from working to their full capacity, workplace accessibility increases productivity. Under the Disabilities Right Law Title 1 employees have the right to seek accommodation at Organization X where they work for their disability. This will require an employee to disclose their disability to a potential or current employer for that accommodation to be provided. According to internal information Organization X will offer accommodation for employees with disabilities including ramps for entrance or building built with one level entries. Organization X has also contributed to assisted technological services for employees who may be experiencing hearing loss or vision loss. This organization could provide magnifiers for employees who experience vision loss and sign language interpreters for hearing loss. The ADA prohibits any form of discrimination against someone with a disability and requires an employer to make reasonable accommodations to support someone with a disability. The ADA Coordinators oversee the ADA process in

the prison by making sure Organization X is compliant with the regulations that guide that, Title.

Organization X initiated an Employee Peer Support Program in April 2018. The purpose of this policy is to establish a confidential internal employee peer support program for all employees and their families (Organization X, 2022). The employee Peer Support Program provides support for employees and their families to help prevent or lessen the potential negative impact of stress upon an employee. A trained peer may provide mental and emotional support through one-on-one discussion, education, family support, and post critical incident or event follow up (Organization X, 2022).

Organization X Director will appoint the peer support team coordinator who shall provide oversight of the Peer Support Program. The Peer Support Program shall maintain five peer support teams consisting of selected and trained peer support team members from each facility and APA region. Through the Employee Peer Support Program, they also provide additional support through Employee Service Poster Campaign, Wellness Wednesday Webinars, Inspirational Quotes, Domestic Violence in the Workplace, Suicide Prevention, LGBTQ movement, Employee Wellness Rooms, and Employee Recognitions.

Organization X has a Safety and health Committee within each institution. The Safety and Health Committee shall be of equal representation between labor and management in accordance with union contracts. The safety and health coordinator shall serve as an advisor to the committee and shall not be considered as a member of the committee (Organization X, 2018). The general responsibility of each Safety and Health

Committee will be to provide staff, inmates, contractors, interns, and volunteers with a safe and healthful work setting by recognizing hazards, recommending abatement of hazards, and recommending and providing education programs for employees and offenders (Organization X, 2018).

Organization X supports its employees via benefits by offering traditional medical and prescription coverage, vision, dental, and behavioral health benefits that employees can be a part of. The benefits are offered through a healthcare company known as Medical Mutual. Organization X medical benefits conducts a campaign known as Take Charge, Live Well to encourage employees to take control over their own health. The employees who participate in this Take Charge, Live Well program are given monetary rewards up to 300.00. The insurance programs available through the State offer steady sources of income for you and your family in the event of unexpected situations. The insurances include Life insurance, Disability, and Workers Compensation. The State offers generous holiday and leave benefits to permanent employees. In addition to accrued vacation, sick and personal leave, there are several other leave benefits for which employees may be eligible. There are financial planning options for employees through Credit Unions, Deferred Comp, OPERS, and a College Advantage Plan. There are three tax savings programs including childcare voucher, commuter benefits, and Flexible Spending Accounts. Organization X also provides family and lifestyle resources such as caregiver resources, employee discounts to state events, employee assistance programs, and employee spouses can also receive monetary benefits for participating in Take Charge Live Well Program.

Organization X is set up with many policies that affect all areas of Organization X. The director wants to make sure that policies support the organization's goals. When the policies are updated do they continue to benefit the employee within the agency. Despite the number of policies Organization X writes, Organization X strives to make sure that proper training is done on the policies and do employees understand the policies. From a leadership standpoint, those individuals that write the policies want to make sure that what they are conveying down to employees makes the most sense. Sometimes leadership offers opportunities for employees to give feedback on new policies being considered or updated.

Workforce engagement fosters a culture characterized by open communication, high performance, and an engaged workforce. The culture of Organization X is constantly evolving. In mental health one of the key components is open communication between the middle managers and their employees. When Mental Health Managers attend leadership meetings, they are responsible for disseminating information back to the institutional staff. Since Organization X is so large across the state, making sure that information reaches the right person is an important job for everyone. When employees are not made aware of changes, there is a risk of becoming resentful towards leadership. Leadership tries to communicate through different platforms including meetings by video conferences, emails, phone calls, or face to face dialogues. Open communication is a continuous working process for all service areas in Organization X.

The workforce engagement fosters a culture of high performance and expectations through the government leadership. Executive employees within Organization X have

been removed from their positions due to poor job performance. The director of Organization X has allowed employees in leadership positions to fall back to other positions when they are not performing well. Wardens at different prison facilities understand the message of the director and the expectations of high job performance for all employees in leadership and other positions. There is already an expectation that all mental health employees will perform at the highest level of professionalism.

A call to action to comes from the organizations roadmap that guides the vision of Organization X. Position descriptions let people know the expectations of the job they are applying for and how they fit into the vision of Organization X. Performance evaluations and supervision are so important in monitoring employees' job performance. When an employee is not meeting the expectations of their job, they are held accountable for the work they are underperforming in. A leader must not silently affirm this behavior from any employee because if they will come to accept their lack of work as acceptable job performance. According to the BHL ineffective work is among the leading issues inside of Organization X (BHL, personal communication, June 1, 2022).

The workforce keeps their employees engaged by allowing them to be a part of the changes that are to come (BHL, personal communication, June 1, 2022). Employees have been given opportunities to provide feedback through surveys or small groups on hot topics being discussed throughout Organization X. Through these collaborative efforts between leadership and frontline employees there have been resolutions to many issues. The director always tries to stay ahead of new and evolving topics that could potentially affect the prison system (BHL, personal communication, June 1, 2022). By

including employees' thoughts and feelings then this could increase the buy-in from employees and their willingness to make the changes needed to sustain Organization X vision.

According to Baldrige (2017) drivers of workforce engagement refer to the drivers of workforce members' commitment, both emotional and intellectual, to accomplishing Organization X's work, mission, and vision. Organization X determines key drivers of staff engagement by promoting supervisors in various service areas that are committed to accomplishing Organization X work, mission, and vision statement. In mental health the expectation is that all regionals will make sure these practices are being carried out during their site visits with mental health staff. According to the BHL she is aware that members of the regional staff were not consistent in conducting their site visits which impacted them monitoring the workforce engagement of their clinical staff (BHL, personal communication, June 1, 2022). The BHL acknowledged that site visits are important for engaging staff in their own environment (BHL, personal communication, June 1, 2022). It's important that regionals take the opportunity to see what staff need in the field, how staff feel about the work they're doing, and what assistance leadership can provide them to further accomplish Organization X's work. Organization X uses a lot of data to determine their drivers from what's working and what is not working. This data is monitored from different areas through Organization X including informal complaints, employee surveys, and call offs. This data shows a lot about an institution and employees wanting to come to work. Organization X tries to trend nationwide as well, although leadership determines many of the key drivers are more important to consider. One recent

change that occurred within the institution was the employees' abilities to carry their own cell phones. Leadership listened when employees expressed a need to contact their family especially when they were mandated to work over. Organization X understood that employees connecting with their families when they worked 16-hour days was important to them. If the leadership did not consider this request, then Organization X could risk losing valuable employees that help Organization X run.

Organization X assesses staff engagement through a formal process of using surveys to obtain feedback in the field of what changes leadership is trying to make. From these surveys new initiatives or pilot programs have been implemented. The feedback provided by employees helps to determine if something is working or not.

Another way Organization X assesses staff engagement is through Exit Interviews. The purpose of an exit interview is to assess the overall employee experience within Organization X and identify opportunities to improve retention and engagement (Muller, 2020). Organization X's Office of Human Resources is responsible for the recruitment, assessment, hiring, training, fair labor practices, promotions, and retention of corrections professionals (Organization X, 2022). Organization X also provides its employees with a Standard of Conduct book that they must sign when they pursue employment with Organization X. In the Standards of Conduct book, it addresses absenteeism, grievances, safety, and productivity for professional staff. Organization X assesses and improves workforce engagement by establishing goals to engage staff either virtually or in-person. Organization X uses email to send out mass surveys when seeking feedback from the field. When pilot programs are being considered throughout

Organization X employees are asked to engage leadership to assist with these pilot programs being developed. These are a few ways Organization X assesses workforce engagement.

It is the policy of Organization X to require employees to complete the minimum number of in-service training hours as determined by the American Correctional Association annually, following their first year of employment (Organization X, 2021). The effort is to enhance employee professionalism, proficiency, and development. Prior to a facility or region's annual training plan development, the training officer and local TAC shall review results of Organization X's annual needs assessment or a site-specific needs assessment (Organization X, 2021). This helps to determine what training may benefit the site. The learning and development system supports Organization X's needs and personal development through various programs including ELM and Relias system. The Relias system provides an opportunity for staff to receive additional training in various service areas. Employees may be allowed the opportunity to further enhance their skills by attending training in addition to that described in the training plan (Organization X, 2021). Each professional area shall offer to employees' information relating to developmental opportunities to enhance employee knowledge and skills, seeking to keep them current on the latest and most relevant issues, practices, and techniques to enhance their performance (Organization X, 2021). Mental Health employees are required to complete twelve (12) hours of continuing education or staff development courses in clinical skills annually.

Organization X evaluates the effectiveness of its learning development by

attaching a survey to each training that staff are responsible for taking (Organization X, 2022). From those surveys management determines which training is the most effective and which training should be removed. The roadmap created by Organization X drives the training and development of all employees. The director of Organization X looks at the numbers to determine which training courses are effective for staff and which training is holding staff back. From those numbers Organization X will decide how to build future training from there. The director is open to people's opinions about the training that is being taught yearly as staff can become complacent in what they are learning.

According to the BHL Organization X is so large that there are many ways for employees to be promoted as future leaders. Organization X recognizes there are some individuals within their organization that never want to be promoted. Organization X strives to allow individuals to grow as professionals even if they are not promoted. These professional growths include training opportunities for specialty areas such as dialectical behavioral therapy (DBT), Motivational Interviewing, and other evidence based trainings. For those who do want to promote Organization X offers leadership training opportunities. These opportunities could involve allowing frontline professionals to take on intern supervision of interns to develop supervision. Employees also can shadow individuals in leadership positions to see if promoting is something they really want to do.

The focus of the PACE is to promote a positive work environment for correctional employees by fostering both personal and professional development through the Professional Development/Cross-Training Mentorship Program (Organization X,

2016). The Professional Career Service Professional Alliance for Correctional Employees (PACE), Tuition Reimbursement, Educational Leave and Professional Development Courses, through the Correction Training Academy (CTA) (Organization X, 2016). This PACE program is offered once a year for a 6-month period.

Analytical Strategy

The research study followed a qualitative process to understand how improving family engagement for mentally ill offenders through strong support systems can impact their social adjustment while in prison and through re-entry. A case study was most effective because it allowed me to triangulate data, which helped to synthesize the information acquired through the BHL interview, information through the internal system, review of survey outputs, and peer-reviewed literature.

I conducted interviews with the BHL after obtaining informed consent about the concerns within Organization X. The BHL provided related topics of issues regarding their organization. I also inquired to see if other employees would be available to participate in this case study, if other participants are allowed by the institution review board (IRB). Next I examined the current family engagement practices within Organization X and what policies guide them. I also reviewed Organization X's survey that captured employees' viewpoints on how they felt about family engagement efforts within Organization X. These suggestions can have an impact on how mentally ill offenders may need more assistance in engaging with their own families and supportive networks. Organization X can start to examine new strategies or initiatives to improve their family engagement efforts. Staff can be recruited to be a part of a subcommittee that

develops goals to support offenders' efforts to engage their family more. The subcommittee could consider improving visiting, increasing family calls, holding family nights, or involving staff in connecting offenders with their families in all these efforts.

I also examined other prison institutions that have implemented family engagement programs to see how they have evolved and improve the quality of support that these offenders need. After all suggestions are thought out a strategic plan should be developed in detail of how this new initiative will be implemented within Organization X. This strategic plan should include the viewpoints of the subcommittee members, BHL, selective offenders, and possibly family members who want to be involved in these offenders' lives. This strategic plan will be added to the organization's roadmap as a long-term goal for Organization X to build on.

Organization X builds an effective and supportive workforce environment by identifying the needs of Organization X and addressing how they affect Organization X. Their current workforce has a shortage of mental health staff throughout the state. One way Organization X is looking to build their workforce environment is by building and developing future leaders within Organization X. Organization X is doing this by providing future leaders training courses that focus on leadership, a PACE program for professional development, and opportunities for front line employees to provide decisions on policy changes that are to come. When individuals are promoted to new supervisor positions, they are required to take new supervisor training for 2 weeks and they complete their executive leadership when recommended by the prison's warden. These opportunities are important to sustain good leadership within Organization X that can

supervise staff to work toward Organization X mission, values, and goals. Organization X has worked to recruit new employees to Organization X by taking on interns, providing informational training to college students to learn about different job opportunities within corrections, and Organization X offers competitive pay to other organizations. One new opportunity they have implemented for new recruits to tour the institutions before they commit to working within them.

Organization X continues to address retention issues by recognizing the safety, health, and wellness of the environment employees work in. The correctional setting that employees are willing to work in a stressful and violent environment. New or current employees that work in this environment have responsibility in learning the safety measures provided by Organization X to keep everyone safe. Leadership in this environment knows the importance of providing staff with training to be safe while working in this environment. Security in prison maintains the overall security of Organization X through its corrections officer, lieutenants, captain, and majors. The security staff provide training that includes unarmed self-defense, spider monitoring which allows employees to press a button to trigger help if they need assistance, and off-hook alarms. The security correctional staff also wear cameras to deter misbehavior of offenders they are supervising.

Staff misconduct can result in a higher turnover rate which can impact the number of services being provided in a prison setting along with increase workloads for those who remain. New orientee staff are sent to a correctional training academy for 3 weeks to learn the fundamentals of working in a prison setting. Employees are informed of

behaviors that could lead to misconduct or possible criminal charges. These behaviors include engaging in inappropriate relationships or bringing drugs into the institution. Organization X continues to address these ethical issues through staff training and open dialogues of misconduct. According to Russo et al (2018) corrections staff are not sufficiently aware of the legal liabilities associated with their actions or inactions. It is Organization X's responsibility to continue to reinforce appropriate behavior between employees and staff. Staff within this organization are responsible for signing the standards of conduct which they are responsible for abiding by. The overall goal of any staff in corrections is to maintain appropriate conduct while enforcing rules and regulations that guide employee's protection.

Organization X continues to assess the workforce environment by staying ahead of political issues that affect the prison system. One recent example of this is Organization X implementing policies on how the lesbian gays bisexual and transgender (LGBTQ) movement is going to affect employees and clients within Organization X. Leadership needed to consider what training is needed for staff to meet this population's needs. The shift in this for mental health was the development of a new screening tool, the emphasis on using he/she/they pronouns, along with being concipient on addressing the clients on how they want to be addressed. Continued assessment of how Organization X is going to address the workforce environment while addressing the client needs is always evolving.

Organization X engages its staff to achieve a high-performance work environment through several phases. Organization X seeks to select, promote, and retain personnel

based on merit and specified qualifications, without regard to race, sex, sexual orientation, gender identity, national origin, disability, religion, age, military status, or color (Organization X, 2016). Employees who choose to work for this organization are paid based on a step rate. When employees transfer over from other departments their current rate usually stays the same or is increased based on the new position that has started. Exempt and nonexempt employees with previous employment with the state or any political subdivision of the state, county, city, village, or state university are eligible to receive credit for prior service. Prior service may count toward longevity and vacation accrual (Organization X, 2016). State employees are offered 11 paid holidays per year. Eligible employees may also apply for Salary Continuation when they are unable to work due to a work-related injury or illness (Organization X, 2016). Employees approved for Salary Continuation, in lieu Occupational Injury Leave or Workers' Compensation Leave, will be eligible to receive 100% of their wages for a lost time Workers' Compensation Claim (Organization X, 2016).

Organization X strives to reward individuals for their dedication and capabilities through expressions of appreciation, favorable performance evaluations, and various Employee of the Month Programs. The central office will hold recognition ceremonies during the first six months of the year. Employees receive service pins and other acknowledgments during these occasions. When employees are recognized for the work they do, they are more motivated to help Organization X achieve its actions plans by providing services to help reduce the recidivism of offenders coming back to prison.

One of the values statements written by this organization is "Take care of our

staff; they will transform our offenders.” The director has prioritized the welfare of her employees throughout the pandemic. Organization X believes we are an agency dedicated to protecting the citizens by ensuring those who are under our supervision are made better by our actions (Organization X, 2020). This is achieved by positive interaction with those we supervise, holistic approaches to human services, evidence-based programming, family engagement, and good security practices which create safe environments to live and work (Organization X, 2020). Organization X designs, manages, and improves its key services and work processes by first maintaining a safe and secure environment for all employees, visitors, contractors, and offenders. Organization X achieves this by managing and securing the behavior of all offenders throughout the state. The overall mission of Organization X is to reduce recidivism. To do this all employees must be unified in maintaining the safety and security of Organization X. One key factor to doing this is by providing direct supervision over all offenders. Providing this form of supervision can help deter behaviors such as violence, intimidation, extortion, or misconduct.

This organization manages and improves its key services by developing short term and long-term goals. Organizations will continue to change as they experience internal and external pressures from state governments, societal changes, institutional needs, and population change. Organization X utilizes the feedback from their employees to see how these changes are impacting their workforce environment. The pandemic is an example of how the institution adapted different strategies to meet the needs of employees and the offenders they supervise. Organization X continues to evolve and

examine how it can prioritize future needs with current obligations.

Employees who are currently in leadership positions improve key services by working on change efforts that are assigned to them by the director. These goals are linked to their performance evaluations that can leverage Organization X by changing its current practices. The leader looks at where the current goal is now and writes down ways in which it can be improved. These goals are placed on Organization X roadmap as something each leader will work on over the year. The leader will examine roadblocks and issues that may interfere in this goal's progress. The leader can find new ways to resolve the issue or create a new plan to modify the goal that Organization X is trying to reach. Each leader meets with the director on an annual basis to determine if that goal remains, is dropped, or changed. The goal will continue if Organization X determines it is improving its service areas.

The two most effective ways of how Organization X ensures effective management are through survey analysis, open communication, and data that is pulled off the dashboard. Any corrections that needed to be made had to fall within the parameters of operation during the pandemic. Any initiatives that were considered prior to the pandemic had to be revised or revisited later. The pandemic changed the daily operations of Organization X during the pandemic and how they provided services to inmates while keeping everyone safe. During the pandemic 146 people lost their lives including 11 staff and 135 offenders. Organization X was recognized by the American Civil Liberties Union (ACLU) as being a pioneer in publicly reporting COVID-19 data from within its facilities. The director of this organization took full initiative in implementing mass and

frequent testing of staff and offenders. The director enforced the need for wearing masks and was the pioneer in becoming vaccinated early on. The director also implemented virtual meetings for new hires during orientations and current staff meetings to maintain appropriate safety distance. Along with these practices the director provided staff with care packages to take care of themselves and their families.

After COVID-19 became rapid throughout the facility's protocols and targeted initiatives became a priority to help deal with the pandemic. A trauma support line was implemented to help provide comfort and referral to services when needed. Organization X created a mothers' program to allow breastfeeding mothers to pump during work hours. The initiation of Wellness Rooms was created throughout Organization X to allow employees who were involved in crisis situations some relief while still on shift. Organization X Expanded Supportive Services for staff as well. Staff members were given the option to be trained in Trauma Informed Care Training and Crisis Intervention Training to support the needs of their colleagues at different institutions. The director continues to invest in her employees in many ways. In the 2021 Roadmap many investment opportunities were given to staff to provide them with the support they need during this pandemic. One investment included the implementation of the Diversity, Equity, and Inclusion operations of Organization X. The DEI in this organization represents a diverse group of individuals from different genders or races to be involved in the development of programs and policies throughout Organization X. The DEI Matrix created a living document, monitoring progress and including items that impact minorities (Organization X, 2022). The DEI Assessment designed and implemented new

systems to help Organization X move further under these guidelines.

Archival and Operational Data

The nature of the information found was located between the context of Organization X, the BHL, internal and external websites, other governmental websites, and peer reviewed journals. The qualitative study focused on interviewing the BHL for the most relevant organizational information along with using the internal website. The practice problem focused on the way an offender behaves while incarcerated may be impacted by the absence of a direct support structure. The cause of the problem stems from mentally ill offenders' minimal or non-existent engagement with families. The information provided for the practice problem enforced why it is important to improve the family engagement among mentally ill offenders. Organization X started the process by looking at the offenders from a general population perspective, but special consideration should be made to accommodate offenders who are mentally ill with limited social engagement with family or outside supporters.

The survey asked staff for input about family engagement programs and events for inmates within Organization X. The Survey Monkey that was sent out captured 924 responses; 791 surveys proved to include usable survey information regarding employee perceptions of current Family Engagement programs in terms of quality, effectiveness, etc., as well as employee perceptions regarding the most promising future directions. The vast majority of the 791 respondents perceive the offering of family engagement programs/events to be beneficial. The overall validity of that survey identified several themes that needed to be addressed. These themes were issues raised at the Family

Advisory Council Meeting in July of 2019. From these themes, more effort is needed by mental health professionals and security staff to assist with family engagement activities/opportunities for offenders. When reviewing literature some of the limitations with this data revealed family engagement from a general perspective versus the perspective of mentally ill offenders. This means that certain situations may require assistance for mentally ill residents to build their support system in the community. A limitation of the study was the researcher's permission to only speak with one organizational person who is identified as the BHL. The BHL provides written and verbal consent to be interviewed and recorded. Written consent was provided by email. Secondary data sources were acquired through internal websites or external websites. The Research Department for Organization X made access to internal sources possible.

Evidence Generated for Doctoral Study

The sources of archival data for this study included the BHL, internal data such as policies and procedures, family engagement surveys, and organizational charts. All information was provided through an electronic system either internally or externally. Organization X was given a copy of the purpose of the study, prospectus proposal, consent form, and interview questions. The individual who will contribute to the information being collected will be the BHL for Organization X. The BHL will be the only active participant in this study. The BHL was selected due to their position within Organization X. The BHL is the Behavioral Health Operations Director. The assistance provided by the BHL will help to answer the 5 important questions listed below.

RQ1: What makes family engagement so important for mentally ill offenders within

a behavioral health setting in this organization?

RQ2: How can family engagement influence an offender's behavior (role) while in prison?

RQ3: How are families important when it comes to family engagement efforts for offenders?

RQ4: How are behavioral health staff involved in family engagement efforts, and what does that look like?

RQ5: How would some offenders be resistant to family engagement?

The techniques used to collect the evidence in an organization include internal documents, peer-reviewed journals, and reviewing the survey summary over family engagement that was collected by Organization X. As the study moved through the Baldrige Framework this quarter other topics of the study were explored including the Leadership section on 3/6/2022, Governance and Societal Responsibilities on 3/10/2022, Strategy Development on 3/17/2022, Strategy Implementation on 3/23/2022, Client information on 4/1/2022, and Client Engagement and Relationships on 4/11/2022. There were ongoing interviews with the BHL that took place on 3/4/2022, 3/16/2022, 4/25/2022, 5/4/2022, and 6/1/2022. The BHL signed an informal consent to engage in the interviewing process. The interview questions stem from the weekly assignment questions being presented each week and upcoming weeks. Historical data was utilized through the secondary data of the family engagement survey that was submitted throughout Organization X in 2018. The summary provided a summation of the employees' feedback on how family engagement could be improved within Organization

X. The survey utilization could be duplicated for future feedback on this issue once initiatives are implemented to improve the family engagement process. The internal data provided by Organization X and peer-reviewed research could be best practices in undergoing this study within Organization X even further.

Summary and Transition

In the current section, we focused on Workforce Environment, Workforce Engagement, and Analysis Structure. This case study moves forwards by considering ways in which family engagement can be improved within Organization X. The Baldrige Framework is the fundamental developing factor for his case study. The BHL provided much informative information during an interview with her on April 25th, 2022, regarding the listed sections. All the secondary information received from peer-reviewed journals, internal and external websites, and other data forms have helped gather all the needed information. Organization X's approach to building an effective and supportive workforce provides greater insight into my practice problem because it shows the effort Organization X is willing to make to support its evolving workforce despite all conditions that create change. Organization X always seeks feedback from its employees when it's seeking to change policies or procedures for the betterment of Organization X. Organization X works to promote within or provide leadership opportunities for staff to build their skills in leadership. The next section will focus on the Analysis of Organization X and the Knowledge Management Components of Organization X. Section 3 explores the Health Care Analysis and Process Results, Client Results, Workforce Results, and Leadership and Governance Results.

Section 3: Measurement, Analysis, and Knowledge Management Components of the Organization

The practice problem is the lack of family engagement within Organization X. The way an offender behaves while incarcerated may be impacted by the absence of a direct support structure (Folk et al., 2019). Organization X's understanding of how family engagement can improve the behavioral health of mentally ill offenders is an important factor to seek out. The research questions that guided this study include:

- RQ 1: What makes family engagement so important for mentally ill offenders within a behavioral health setting in this organization?
- RQ 2: How can family engagement influence an offender's behavior (role) while in prison?
- RQ 3: How are families important when it comes to family engagement efforts for offenders?
- RQ 4: How are behavioral health staff involved in family engagement efforts, and what does that look like?
- RQ 5: How would some offenders be resistant to family engagement?

Analysis of Organization X

Intro to analysis

The Baldrige Excellence Framework was used to guide the analysis in this study. A qualitative research approach involves collecting and analyzing data to reveal new insights into a problem, generating new ideas for future research (Young & Rabiner, 2015). This research study was used to understand how to improve family engagement

for mentally ill offenders through strong support systems. The data collection included interviews from the BHL, internal policies, and government and organizational websites. Other evidence was provided by peer-reviewed journals on the importance of social relationships for offenders throughout their incarceration. Organization X can use information from other prisons or BHO organizations to enhance their family engagement efforts for mentally ill offenders. Organization X's website provides information on how their behavioral health operations provide a wide range of interventions and methodologies designed to meet the dynamic needs of their patient population.

Addressing barriers through training

Organization X attempts to build an effective and supportive workforce by identifying some of their current barriers and potential barriers. According to Organization X's roadmap, the organization has built a workforce that supports the ever-changing environment that affects the prison setting. For instance, Organization X's leadership training policy supports ongoing training opportunities and leadership building opportunities for staff to expand their behavioral health care experience in a prison setting, equipping staff with the training they need to work effectively. This training is provided through an online-based learning system known as Enterprise Learning Management System (ELM). Organization X also has connections with other state agencies that expand their employees' training. Further, Organization X tries to remain transparent with issues that could affect the services that employees provide or their work positions (BHL, personal communication, May 4, 2022). Organization X is trying to

increase transparency throughout Organization X by auditing, by auditing everyone on the same standards, cite visits, and using performance evaluations and indicators of what an employee should be doing. Organization X also encourages teamwork among employees.

Ensuring effective management

According to the employee handbook, Organization X ensures effective management of operations by practicing from a motto of “fair, firm, and consistent always.” This motto means if all offenders are treated the same way without any of them receiving special treatment from staff, then this keeps conflict down between offender and employee. According to the employee handbook, employees must actively communicate with offenders with accurate information and professionalism. The employees of Organization X model the example of how they want they want the offenders to behave, and this form of practice starts from leadership (BHL, personal communication, May 4, 2022). When employees do not model appropriate behavior within Organization X, they can compromise the security and safety of all employees and offenders.

Supporting mental health needs of offenders

According to the company documents, Organization X’s effective and supportive work environment meets the needs of mentally ill offenders. Organization X recognizes that much of the mental health services, health care, or workforce development is for those in the community and not always in alignment with those who are incarcerated. Thus, Organization X has created environments within the facility that reach a hospital

level of care inside of the prison. This level of care is a specialized housing unit within the institution that facilitates a secure treatment environment and onsite care from a multidisciplinary team consisting of psychiatrists, nurse practitioners, psychologists, social workers, nurses, and other specialized mental health professionals. Organization X's employees are also trained in many subject areas to assist with treatment for these offenders. According to the behavioral health operation policy online these services include medication management, crisis intervention, psychoeducational groups, and individual counseling. Further, Organization X uses interns from community partnerships who have an interest in the criminal justice system and specifically behavioral health care (BHL, personal communication, May 4, 2022). Interns are a benefit for Organization X because they can become long-term employees. Organization X memorandums of understanding (MOUs) with colleges throughout the state and even beyond for interns looking to get placement in prison settings.

Programs in Organization X

In addition to training and effective management, Organization X uses programs that are evidence based for human services departments and unit management duties. According to the BHL, Organization X does not create its own practices but complies with other evidence-based programs. All these areas are monitored through Organization X to make sure they are compliant with all protocols and policies through audit standards, performance indicators, and utilization of staff feedback on surveys. Organization X uses feedback from staff to determine what programs are needed. Organization X looks at the successes of those programs to determine if further research is needed to determine the

appropriateness for that population. Organization X has partnered with outside agencies to see if programs offered in the community could be beneficial within a prison setting as well. When Organization X uses research to adjust work processes for employees this opportunity brings value to their organization. If

Standards and policies in Organization X

Organization X designs its programs/services and work processes to meet standard care requirements. Organization X is a member of the American Correctional Association, which is an organization with set standards that looks to improving the justice system. Organization X works under the state's revised code and governor's office. Organization X does nationwide benchmarking on what is known about supportive correctional practices (BHL, personal communication, May 4, 2022).

Organization X uses survey research to determine how areas of doing especially when it comes to new populations such as transgender individuals. Organization X benchmarks and follows news regarding lawsuits in other state prisons that have failed to meet the needs of specific populations. Organization X uses law and new policy changes to determine how to avoid litigation.

Phases of developing initiatives

During the analysis phase of a new initiative Organization X will determine what changes are occurring throughout the country in prison settings either from legal disputes or legislative practices that are going to affect the needs of their department (BHL, personal communication, May 4, 2022). Organization X will then design a program or initiative to meet those needs (BHL, personal communication, May 4, 2022).

Organization X will solicit the Bureau of Research to see what studies have been conducted on these topic areas (BHL, personal communication, May 4, 2022). From this point Organization X will create a pilot program to meet the needs for this new initiative (BHL, personal communication, May 4, 2022). Organization X will begin to gather more data as the program is evolving to determine what is and what is not working (BHL, personal communication, May 4, 2022). From the interpretation of this data, Organization X will modify the pilot program to meet the needs of the clients being served. Once Organization X has implemented an effective program for those needs, they will include that service in their observations to be evaluated ongoingly (BHL, personal communication, May 4, 2022). After full implementation of the service program, it will become a permanent standard on the ACA document (BHL, personal communication, May 4, 2022).

With COVID-19, Organization X started looking at ways they could mimic the community in an institutional setting. Organization X started to mirror opportunities in the community to give offenders the full experience if they were out. According to the BHL, one way Organization X mirror opportunities in the community was by lessening the cost of calls that offenders made to their family and friends (BHL, personal communication, May 4, 2022). Organization X understood the importance of family bonds and how that social support could influence an offender's behavior and time served. For offenders who worked within the institution as cleaners they were known as porters but if they worked in the community they would be known as janitors. Therefore, the janitorial apprenticeship was developed to help offenders understand the role of

employment as a janitor.

Organization supports innovation

Organization X supports innovation by enhancing the relationship between all key services groups and employees within Organization X. Innovation has become a necessary condition to bring change in the thinking and practices of the public sector workforce (Khan et al, 2019). Some innovations that are implemented are agency specific or state specific. By coming up with something original or trying something new, employees can have an impact on innovation. By involving employees, they help to remove barriers that may impact the offenders within Organization X. For mentally ill offenders' one-way employees influence innovation by supporting meaningful relationships between offenders and their families. By increasing family engagement in a prison setting the employees are helping offenders build supportive networks while in prison and through their release. Organization X choosing to address the importance of family engagement for all offenders is the first step in showing that this is an issue. Organization X has created a roadmap that places all departments within Organization X on an innovative path to improve the services and treatment within each department area.

Further discussion on innovation

Another innovative partnership that Organization X has is with its union employees. The union's members are categorized into three groups. The BHL reported one being present at a union meeting and the questions being asked were directed at DAS and OBM. The BHL stated Organization X could not unilaterally make those decisions and those decisions required the influence of other departments as well. BHL recognizes

this could become frustrating for employees at times. The BHL reports one challenge that Organization X experiences is that Organization X does not control all the dynamics of their organization. Some decisions can be influenced by other groups. These factors could impose unwanted decisions that Organization X did not consider or what at that time.

Other factors that could challenge innovations within Organization X could include policy changes, ACA standards updates, budgets cuts, and governmental influences. The current governor of the state has much influence on what Organization X will pursue as far as agency goals as he chooses who Organization X director will be based on different factors. These factors include years of experience, group affiliations, roles in leadership, and ability to accomplish organizational goals established by governmental leadership. Leaders who are successful in these areas have a stronger influence on developing ways to expand innovations within this organization. The director of Organization X has much influence over the innovations that could potentially take place when it comes to her leadership staff. The director looks for employees who are open, collaborative, and confident in what they do. The director has removed employees from leadership positions who are not proactively influencing innovation within their departments.

Organization X has also started to dissemble its main support offices in the central part of the state and has allowed certain positions to work remotely or at other prison locations. This saves on building costs and expenses, along with travel expenses for some of their staff. These are just some ways in which innovation has been a strength and challenge for this organization.

Policies and protocols in Organization X

According to the BHL Organization X key work processes are their policies and protocols while supporting Organization X mission. Security is the main component when taking care of those who are incarcerated (BHL, personal communication, May 4, 2022). The design and delivery of health care services, contact with patients and other clients, support important job activities. After security, programming and rehabilitation would be the other main factors of this organization and all the work that goes along with that because of its being such a large organization. According to the BHL, the main key work processes include identification, training, and evaluation. Organization X must be continuously moving to determine when issues arise and are not working. All the key work processes need to be rooted in communication and transparency throughout Organization X. The day-to-day operations of Organization X takes a lot of collaborative work between security, unit management, and treatment providers. Safety is everyone's number one priority. Security staff work to maintain order and safety amongst the offenders within the institutions. The work processes are in alignment with Organization X overall mission to reduce recidivism because all areas of the prison work together with the same mission and vision in line.

Organization X has a considerable number of clients to consider when attempting to address their expectations. Organization X has offenders that are incarcerated, under supervision, outside entities groups, and volunteers. The most important clients are those who are currently incarcerated and have expectations on the form of services and programs that area provided to them. According to the BHL (BHL, personal

communication, May 4, 2022) Organization X conducts ad hoc meetings with offenders quarterly. When site visits occur the Quality Assurance Coordinator takes the feedback that was given by offenders at the Ad Hoc meeting and shares it with leadership staff. Organization X allows offenders to express their appreciation and their concerns through the kite system and grievance procedure & process. Organization X addresses and considers each offender's expectations by looking at their recidivism rates as well. When the director is out doing site visits, the focus is not only on staff interactions but offenders' interactions as well. Organization X looks to see if they are meeting the incarcerated offenders' expectations by looking at how many refusals to lock are occurring and why offenders are refusing to lock. The director examines how many assaults are occurring inside of institutions and how many offenders are going out to the hospital for self-injurious behaviors for mental health. Organization X also uses the data and the research to determine the culture of each prison. Organization X looks to see if they are creating a culture of change and opportunity for the offenders who are incarcerated. All efforts of feedback are considered when Organization X is looking to improve the services it provides.

According to the BHL Organization X determines its key support processes through a layering system that provides added support towards work expectations, training for staff, a safe and secure environment where employees feel supported, budgetary supports for needed resources, or support for offenders from their family or a needed service (BHL, personal communication, May 4, 2022). Organization X is constantly evaluating what they need to make a goal work and how they can tie in the

resources to accomplish that whether it is staff training or staff support, communication, or technology enhancement. Organization X looks at these areas as it evolves and sometimes realizes pieces are missing and need to be layered in in-order to work. The BHL stated it is so important that when leadership is pushing a new initiative forward that they layered resources to help employees make this new initiative successful.

Organization X manages supply chains through the Office of Administration and Organization X itself. Organization X has a full policy on the procurement life cycle of how purchases are made. Some purchases require special consideration due to the cost of the item and security concerns of Organization X. The Office of Administration assists with purchase orders and contracts. Organization X uses a blended approach on how they manage their true supplies through purchase orders and contracts. There is a process for purchasing items, procuring items, taking inventory, and making sure the supplier gets paid after the purchase is received by Organization X. Employees are frequently responsible for employees in the business office and warehouse to make sure purchases are distributed to the correct department and paid fully. The procurement policy also discusses when part of an order is received and how adjustment in payment will be made to the supplier if the item missing cannot be supplemented. Organization X had to get creative in managing their supplies through vendors and securing enough supplies for Organization X. Organization X uses a state Penal Industry which provides supplies that Organization X can secure locally. The procurement policy that is used to supply Organization X is a well-established written policy that helps employees know how to purchase items they will need to complete their daily assignments. Having this

information is vital to this study because there may be events planned to assist with the Family Engagement events within Organization X to bring families closer together.

Preventing rework and errors, minimizing the expenses of inspections, tests, and process or performance audits, where necessary, are all ways that an organization can reduce total costs. Poor employee performance can have a financial impact on Organization X whether it results in the death of an offender or the poor clinical judgment of a clinician. Through ongoing training and preventative practices, Organization X works to negate financial costs later. Organization X's initiative to stay ahead of this issue is imperative for the protection of the offenders and other staff.

Another way Organization X controls its costs is by getting their set budget approved every two years through the governor's office (BHL, personal communication, May 4, 2022). Once the governor approves Organization X's budget then the budget is controlled by its fixed limit. Organization X receives funding through the General Revenue Fund and Line-Item Budget for Healthcare services, staffing levels, medication, supplies, maintenance, and equipment. Each prison and its department heads have a set budget allocated to them of how much they can use but each department head has a director who can use their budget as well (BHL, personal communication, May 4, 2022). An example of this would be if the Behavioral Health Operation Director chose to utilize the funding within the mental health department at the prison for a statewide cost, they would be able to do so. One recent purchase like this was due to the increase in suicide watches over the state therefore, more suicide gowns and blankets were needed to cover the offenders going on crisis watch (BHL, personal communication, May 4, 2022).

Unfortunately, if the departments do not use all their budget the directors from each department return that money back to Organization X to settle all the debts at the end of the fiscal year (BHL, personal communication, May 4, 2022). Organization X departments are on a biennium (two-year budget) and Organization X is in the process of closing out the fiscal year in June 2022.

Organization X manages its work with 3rd party vendors by partnering with the state agencies Department of Mental Health and Addiction Services for pharmacy services and Fusion for the Electronic Healthcare Record. All work with 3rd party vendors is managed through purchase orders or contracts with Fusion to determine how much will be spent by Organization X for these services. All prices listed on the contracts are agreed upon. Organization X also contracts with an agency called InGenesis (2021) an agency that manages thousands of employees, including pioneering clinical healthcare, first responders and life science professionals seeking full-time, contingent, or per-diem employment opportunities. Organization X does not make independent decisions on how money is utilized. Instead, they follow the state process of utilizing money through OBM because it is a state agency.

Organization X provides a safe operating environment by first placing a Health and Safety Coordinator and Health and Safety Committee at every prison. There is a Health and Safety Regional at the Central Office as well. According to Onpage (2022) Critical incident management (CIM) defines the alignment of company operations, services, and functions to manage high-priority assets and situations. In corrections that could include all prison staff, outside police, sheriffs, or emergency services.

Organization X prepares itself for disasters and emergencies by doing mock CIM training. Coordinated responses by multiple teams is an important factor in these incidents. This could also mean notifying local communities if the incident leaves the prison setting. Organization X also has a staff training aimed at reducing rearrest (STARR) team to promote safety and security of a prison if one was ever taken over by offenders. Organization X has (MOUs) with outside emergency response agencies such as fire and ambulance who would respond to an emergency at the prison. Employees are trained in CPR, fire safety, health safety, unarmed self-defense, and emergency response to keep Organization X safe. According to the BHL, not all employees are trained in CPR, but the majority are. Medical staff are required to respond to emergencies in less than four minutes (BHL, personal communication, May 4, 2022).

Organization X has an IT department who does a lot of protection for Organization X. There are nine policies that guide the technological aspect of Organization X. These technology policies include Access to Information Technology, Security Standards, Risk Assessments, Security Plan, Security Assessment and Authorization and many more. Organization X has its own system access request forms to ensure that only certain people are authorized to have access to specific items. The employee must have been approved by the subject matter expert to gain access to that area that maintains medical or mental health information. The policy guiding the system access request is Information Technology Security Assessment and Authorization. There is a phish ware button on the email system that employees contact the IT department immediately to determine if the email is legit or not. Organization X requires its

employees to take a yearly training course that focuses on cybersecurity, health information and protecting security information within Organization X.

Knowledge Management

According to the BHL most data about Organization X is collected through the Bureau of Research and Evaluation (BHL, personal communication, May 4, 2022).

According to Organization X bureau of research website the mission of that bureau is to provide information support, population analysis, and findings from operational policy and correctional program assessment to agency managing officers, policy makers, and the broader criminal justice community (Organization Xp, 2022). The Bureau compiles and summarizes performance and social climate metrics and administrative data for specialized and routine reporting purposes to describe offender populations, recidivism patterns, and improve operational management (Organization X, 2022). The Bureau is responsible for conducting legislative impact analysis, prison populations forecasting, and risk classification studies (Organization X, 2022). Managing information can require a significant commitment of resources as the sources of data and information grow dramatically (Baldrige Criteria Commentary, 2021). The research staff within this organization is used within a variety of capacities to expand upon these studies and validate their accuracy.

Organization X uses the Electronic Healthcare Record to track daily operations and overall performance of their clinical staff. The EHR provides Organization X with information about how many severely mentally ill offenders there are incarcerated throughout the state and how many offenders are on each MH provider's caseload. The

EHR can generate data to see how many offenders are being seen daily by their providers and routinely throughout the state. One example of this is the expectation put on Advanced Level Providers (ALP) who are expected to meet 50% of their service hours daily. This gives Organization X an opportunity to see how many clients their psychiatrist and nurse practitioners are seeing daily. The EHR is not used for cost productivity as the MH providers do not bill for services. This data provides Organization X with an outline of the overall job performance of all MH providers. When MH providers are not meeting the expectations of their job performance by the data that is generated, they could be put on a performance improvement plan to improve their work performance. Data can be used to create a Continuous Quality Improvement plan that encourages the behavioral healthcare team to ask how well their department is doing and how they can improve what they are doing. According to the BHL, numbers and data are the foundation of business under the macro and micro level of Organization X (BHL, personal communication, May 4, 2022).

Organization X effectively measures organizational performance through the establishment of the roadmap. The roadmap allows Organization X to have a clear understanding of what direction they are moving in. Organization X will establish strategic goals to reach these expectations. Organization X will have a clear understanding of what needs to be measured first and implement strategies to make those changes happen. Finally, Organization X will make sure everything aligns with the overall goals established by the director.

Organization X tracks progress on achieving strategic objectives and action plans

by making sure that the goals placed on their Roadmap are transparent with the state's expectations of Organization X. When it comes to budgeting Organization X makes sure that their budget aligns with what the governor wants to see from Organization X since it is a state agency. Organization X conducts annual meetings and monthly meetings to make sure all departments are reaching the parameters of Organization X goals. When Organization X realizes that some goals are not being met then they will adjust the objectives to meet those goals expectations or remove them from the roadmap. The Bureau of Research plays a key part in the monitoring and evaluation of results for Organizational goals. By doing this it allows Organization X to make decisions based on the results of the organization's progress towards their goals.

According to the BHL (personal communication, May 4, 2022) as part of the ACA Organization X can track data that is trending statewide through other Department of Corrections (DOC). Organization X focuses on lawsuits that are being pursued through different states to gather which direction those cases are going (BHL, personal communication, May 4, 2022). According to the BHL the latest healthcare trend is surrounding the healthcare of transgender individuals in prison settings and their ability to receive adequate care while their incarcerated including hormone treatment related to their gender changes (BHL, personal communication, May 4, 2022). The BHL is on a distribution list statewide with other individuals in her position to put out surveys and questions statewide to see how they are managing trending issues within the prison setting. Organization X leans on these collaborative efforts because best practices come from collaborative decisions and collaborative information with other organizations.

Organization X also conducts needs and risk assessment to determine what evidence-based practices are needed to address these needs. The decision-making processes allow Organization X to select and effectively use comparative data to determine the appropriate resolution for those needs (BHL, personal communication, May 4, 2022). Evidence-based practices in a correctional setting help to decipher what programming and strategies can lead to improved correctional outcomes for offenders. Organization X is mindful of what is occurring in other Department of Corrections including Federal Prisons and they look to them as well to see how they are addressing ongoing trends.

The key organizational performance measures from a financial perspective are not based on profit due to Organization X being a state agency but are based on general revenue fund (GRF) and federal funds to cover the operational cost of Organization X (Organization Xf, 2021). Federal funds are offered through grants and entitlements. The annual report reveals that Organization X budget covers utility cost, payroll, and expenditures of all inmates. The General Revenue Fund covers operational costs and other expenditures (Organization Xf, 2021). The non-general revenue fund covers the Penal Industries and other expenditures not covered under GRF (Organization Xf, 2021). In the annual report (2022) the short-term financial measures for this organization include employee wages and material needs for Organization X. The long-term financial measures for this organization include providing adequate healthcare services comparable to the community, yearly cost of an offender's incarceration, and operational services.

Organization X uses more comparative data with other DOC versus market data. However, the market data becomes valuable to Organization X when they are looking for

bids and quotes for maintenance projects that need to be done within Organization X.

Organization X has a business opportunities web page where it periodically solicits competitive bids. Organization X will also use market data to determine the financial cost of future research projects by obtaining bids or requested proposals (Organization Xh, 2022). When Organization X must use market data for supporting services for their offenders, they will compare suicide rates in the community versus suicide rates in the prison or evidence-based programs used in the community that could be brought into the prison (BHL, personal communication, May 4, 2022).

The voice-of-the-client within Organization X is heard through many factors including Ad-hoc meetings, kite and grievance procedure, and word of mouth from the clients served within this organization. The Ad-Hoc meetings allow the offenders and staff to discuss specific needs within Organization X that impact them. The CQI program shall facilitate spontaneous ad hoc groups of both inmates and staff to solicit feedback regarding medical services in an institution. The group setting shall be unstructured, allowing participants to voice whatever concerns or comments they may have regarding institutional medical services (Organization X, 2022). The patient group shall consist of at least ten inmates; five that are enrolled in some type of chronic disease clinic and five that are not. The institution shall randomly select inmates for this group (Organization X, 2022). The staff group shall consist of at least three staff members from different disciplines. The policy requires that at least. The offender meets with the Institutional Inspector and Quality Improvement Coordinator (QIC) to address a specific concern within Organization X. The QIC shall conduct at least one patient group and one staff

group each quarter of the calendar year. The QIC shall review comments and concerns from both groups at the next CQI committee. Utilizing CQI process and principles, the committee shall analyze and determine what, if any, interventions are indicated (Organization X, 2022).

Another way that voice-of-the-client is utilized is when the central office is conducting site visits at each institution. During these site visits staff are gathering information through interactions with offenders to determine if the services being offered to these offenders are services that are helpful or not. The offenders are the end users of the services being offered to them and during site visits the central office wants to know if these services are effective or should they be modified.

How does Organization X ensure that its performance-measurement system can respond to rapid/unexpected change? According to the BHL in a system such as theirs, the dynamic of Organization X is always changing and evolving to meet the needs of its changing system (BHL, personal communication, May 4, 2022). The forward focus of the road map sometimes needs to be modified to reach Organization X's end goal (BHL, personal communication, May 4, 2022) Organization X will mark steps on the roadmap to make sure they have tools in place to support their overall goal. When Organization X adds a goal to the roadmap Organization X makes sure the goal supports the overall mission of Organization X (BHL, personal communication, May 4, 2022). Each department's strategic goals are placed on the roadmap as a center point to guide the way in which Organization X is moving. The communication established within Organization X is an important factor when change happens. One way to assist with unexpected

changes is by gaining the buy-in of the employees and offenders when these changes take place (BHL, personal communication, May 4, 2022). Organizations that relinquish decision making to employees when changes are happening can allow employees the opportunities to make better decisions that will affect them (BHL, personal communication, May 4, 2022). This will allow employees to feel some level of responsibility when those changes occur. The overall goal when changes occur within Organization X is for everyone to be able to adapt to an evolving system (BHL, personal communication, May 4, 2022).

Organization X projects its future performance through the roadmap and annual reports. The roadmap is the overarching goal of Organization X and requires all service areas to incorporate a strategic plan under the roadmap. Organization X will benchmark specific goals and then report on the progress of those goals during organizational meetings (BHL, personal communication, May 4, 2022). According to the BHL Organization X is always looking ahead either through ongoing research, collected data, or by examining the progress made by established goals (BHL, personal communication, May 4, 2022). Once the goals are established Organization X can continue to examine the needs for future performance areas.

Organization X utilizes an annual report that provides an in-depth review of some of the most critical functions of the agency, ranging from prisons to community operations, education to reentry, staffing to population, and more (Organization X, 2019). The annual report helps to identify early warning signs for future performance areas within Organization X. These early warning signs could also be exposed through needs

assessments that are conducted every 180 days by the Unit Management Teams throughout the prisons (Organization Xak, 2020). The needs assessment can measure offenders risk factors and determine what additional needs they must reduce their recidivism of returning to prison (Organization Xak, 2020). Goals are set for the years coming based on the needs identified. Goals are set by calendar year and fiscal year. Some goals within Organization X are tied to budgeting and financial support which are fiscal year goals. Some goals are tied to strategic plans and those are calendar year goals (BHL, personal communication, May 4, 2022). From the needs assessment future goals could be categorized as fiscal or calendar year goals (BHL, personal communication, May 4, 2022). From these findings performance reviews help to establish future improvement plans for developing innovative ways to reach future goals through the ongoing generated annual report, roadmap, and strategic goals (BHL, personal communication, May 4, 2022).

The National Institutes of Standards and Technology [NIST, n.d.] explains in this section Organization X aims to improve efficiency and effectiveness through the quality and availability of organizational data and information. Managing information on the other hand involves the commitment of resources as information grows in Organization X (NIST, n.d.). According to Organization X electronic health record utilization and responsibilities policy (2022) it manages information and knowledge assets in a platform known as the intranet and client information in an electronic healthcare record (EHR) known as Fusion. The information placed on this internal intranet system lists policies, procedures, and updated information that all state employees for this organization have

access to. The private information listed on the EHR is only accessible to mental health, sex offender services, medical services, and recovery services. When clinicians meet with these offenders the information shared with clinical staff is protected within the system. As clients participate in treatment within the prison system, they are offered opportunities to provide feedback regarding services through their own grievance, kite system, and Ad Hoc meetings. Leadership can review the feedback or issues provided by offenders as an opportunity to improve specific service areas. These are valuable tools to help offenders get the services they need and help Organization X improve the services they provide. Organization X utilizes its knowledge assets through an E-Learning system as well. Staff are expected to complete 12 hours of mental health training each year along with additional training that is listed on the E-Learning system. This organization is looking to improve how it manages information and knowledge assets (BHL, personal communication, May 4, 2022). Organization X has changed its EHR twice over the last 10 years and plans on upgrading in the future. Building and managing knowledge assets are essential for generating value for your stakeholder's competitive edge.

Organization X uses knowledge and resources to embed learning in operations from the top down. The director of Organization X shares information from the top down effectively through organizational emails and videos to inform all state employees of what is trending within Organization X (BHL, personal communication, May 4, 2022). There is an internal system known as the intranet where all organizational information is placed on it for everyone to view. This internal system also allows employees to provide feedback when policies are being implemented or updated. Knowledge management

should focus on the knowledge that your people need to do their work; improve processes, products, and services; and innovate to add value for the customer and your organization (Baldrige Criteria Commentary, 2021). New employees are encouraged to pose questions about Organization X to build their own knowledge in it (BHL, personal communication, May 4, 2022). Organizational leaders have a responsibility of knowledge sharing especially through organizational changes so that those new strategies can be implemented into practice (BHL, personal communication, May 4, 2022). Organization X creates a space for sharing knowledge through emails, virtual meetings, phone services, shared offices, and designated rooms for staff meetings. The continuous technological advancement within Organization X helps to stimulate knowledge sharing among all the clients being served within Organization X (BHL, personal communication, May 4, 2022). Implementing knowledge sharing within this organization stimulates more employee engagement. Organization X has not had to solicit outside expertise to build their knowledge sharing amongst Organization X (BHL, personal communication, May 4, 2022).

Most national public health data collection systems exclude persons in prisons and do not record information about previous involvement in the criminal justice system, such as the number of arrests and incarcerations or how much time was spent on probation and parole (Ahalt et al, 2012). Organization X verifies and ensures the quality of organizational data through its research department by gathering accurate, relevant, complete, and consistent data relevant to the topic being explored (Organization Xp, 2022). When data is collected on incarcerated offenders there must be a clear and

reasonable nexus for using this population with a manner of maintaining the appropriate standards of privacy and confidentiality (Organization Xp, 2022). Any data that would be used for an intended program would have to be evidence based and have complete information for Organization X to move forward. Organization X uses data that is updated to date and addresses the issues going on in corrections today. Since Organization X is part of the American Correctional Association Organization X must abide by the standards set forth when using data to establish new organizational initiatives.

According to Baldrige Excellence Framework (2017), information technology systems include, for example, physical devices and systems (hardware); software platforms and applications; externally based information systems, such as those stored in the cloud or outside your organization's control; and the data and information stored within them. Organization X ensures the availability of organizational data by keeping updating their technology on a regular basis. The system being updated regularly helps to maintain the security of Organization X and client information. Input to security update comes from multiple policies, standards, departments, users, and external organizations. On Organization X's internal intranet when the computer systems are running slow there is a stop light that is visual to staff that shows how slow the system is running. It also gives the updates to when systems have been restored. Employees can email or call the help desk to report any technological issues. Organization X EHR system has a separate help line to address those issues. All institutions within the state have IT personnel who can be contacted when computer issues arise as well.

Organization X has an established Bureau of Information and Technology Services (BITS) to maintain an IT security plan describing the information security controls used to safeguard Organization X systems and data (Organization Xk, 2022). The IT security plan details both security tools and measures administered to protect the data within Organization X. The IT security plans list Organization X information systems including system owners, data owners, data classifications, vendors, Department of Administrative Services (DAS) and Operation of Information Technology (OIT) contacts, as appropriate system specific security requirements, System location, and Security controls specific or unique to the system (Organization Xk, 2022). When an employee becomes aware that their password or computer has been compromised, they must make their supervisor aware of the situation and complete a service ticket to deactivate their reset their access to the computer system. They are also required to complete an Incident Report that details what took place on their computer. In the event of an emergency Organization X has a backup generator to keep the buildings with lighting and certain devices online for security purposes. The computer system remains idle during the crisis however the phones are on in case of any additional emergencies at the institutions. Organization X follows the National Institute of Standards and Technology when it comes to establishing policies for technology within this organization.

Summary

In this current section the focus was on Analysis of Organization X and Knowledge Management Components of Organization X. The Baldrige Framework is the fundamental developing factor for his case study. The BHL provided much informative information during an interview with her on June 1st, 2022, regarding the listed sections. All the secondary information received from peer reviewed journals, internal and external websites, and other data forms have been helpful in gathering all needed information. In conducting the Analysis of Organization X, we can identify areas of concerns within Organization X and what needs to be done to reach those concerns. This helps Organization X gather finances and resources to address those areas of concern. In the Knowledge Management section, we focused on building and managing organizational knowledge within Organization X.

Section 4: Results–Analysis, Implications, and Preparation of Findings

Organization X has a significant responsibility in understanding how family engagement can improve the behavioral health of mentally ill offenders. One aspect that may interfere with this goal is gathering the support from family members to sustain a supporting system for offenders throughout their incarceration. Leaders are responsible for creating opportunities for offenders to be able to connect with their families either through MH treatment, visitation, phone calls, or family events. Organization X would want the buy-in from their employee to make this process successful for the offender they serve. Thus, it is important to understand how behavioral healthcare leaders can impact the role their employees play in affecting the family dynamic of their offenders' lives. This doctoral study allowed me the opportunity to explore the BHO, programs and service offerings, mission, vision, and client population. The research questions were answered through policies and procedures, client satisfaction practices, staff-engagement surveys and overview on family engagement, peer-reviewed journals, and internal and external websites. Based on interviews with the BHL and secondary collateral information themes were identified concerning the organization's understanding of family engagement and how it can continue to improve.

In this section an analysis, results, and implications will be described. I will provide an answer and overview of the five research questions. The implications for the organization and its prospect for social change will also be addressed.

Analysis, Results, and Implications

The research study took on a qualitative process to understand how improving family engagement for mentally ill offenders through strong support systems can impact their social adjustment while in prison and through re-entry. Triangulating data helped to synthesize the information acquired through the BHL interview, information through the internal system, review of survey outputs, and peer-reviewed literature. Organization X has provided an array of opportunities to increase family engagement efforts within its organization. All offenders can participate in family engagement efforts throughout the organization. Organization X offers family engagement efforts through several efforts including transforming visiting rooms, providing transportation for incarcerated offenders families, and providing video visits for individuals who cannot make it to the facilities. These results addressed five research questions that established the analysis for this study.

Research Question 1

When the BHL was asked “how important is family engagement as part of providing programs for incarcerated individuals with mental illness?” she acknowledged that it was “extremely important” (BHL, personal communication, June 1, 2022). Her response further supports the need for family engagement, which affirms the research that was done previously by this institution. Organization X found family engagement to be an important factor when they conducted a survey in 2018 to gather data on employees’ perceptions of current family engagement programs in terms of quality, effectiveness, and future direction. From these surveys the organization made changes to their family

engagement efforts by transforming visiting rooms, adding family transportation to visits, re-initiating family worship after COVID-19, and developing a family forum and advisory committee. Since the implementation of holistic services, Organization X started providing client-center services for incarcerated offenders. The research gathered support this RQ due to the ongoing efforts of the expansion of family engagement. These initiatives are great starting points for the organization to begin the work toward expanding family engagement with their facilities and with families of incarcerated individuals.

Research Question 2

RQ 2: How can family engagement influence an offender's behavior (role) while in prison? During an interview with the BHL I asked, "can you describe one or two key benefits of making family engagement accessible to mentally ill incarcerated offenders?" The BHL stated the first key benefit would be a decline in infractions compared with those incarcerated offenders who have no family engagement. This could improve the safety and security of the organization in a positive way by having fewer negative contacts with security staff. Organization X takes the safety and security of their organization seriously. This is achieved by positive interaction with those they supervise, holistic approaches to human services, evidence-based programming, family engagement, and good security practices that create safe environments to live and work.

This qualitative study revealed that lack of family support can affect many areas of an offender's incarceration including emotional, mental, and physical needs. There are negative reactions that can be attributed to the offender's behavior including reoffending,

feelings loneliness or isolation, and increase risk factors (Comfort, 2009; Folk et al., 2019; Huang et al., 2020). Organization X puts out an annual report on acts of violence within the institution. Given the latest inclines on the acts of violence the organization must always be prepared to manage the safety and security of their organizations. While Organization X reviews acts of violence, they provide the holistic services needed to meet the needs of these mentally ill offenders. External data sources included reports and other governmental sites on other websites regarding this case study help to address this research question.

Research Question 3

RQ 3: How are families so important when it comes to family engagement efforts for offenders? During an interview with the BHL I asked the interview question, “What should the offender, family, and staff expect to do, in order to maintain family engagement?” Her response in reference to the family’s role was to be an added support throughout the offender’s incarceration. BHL noted how families are providers of social, economic, emotional, and physical support during visits. The families keep the offender in touch with the community. By having added family support, it helps supplement the programming that’s already being conducted in the organization.

Offenders who maintain family relationships throughout prison have a continuous presence of family stability throughout their incarceration. This continuous stability is maintained through visits, phone calls, and family programs. Family members can provide a sense of security for incarcerated offenders. When family engagement is not present, it can disrupt how they do their time in prison. Therefore, organizations that

actively seek out ways to assist offenders with staying connected to families has a stronger contribution in their mental health and prison behavior. Families are an incentive for offenders to maintain some level of normalcy throughout their incarceration. Implementing family-friendly initiatives to develop open communication between offenders and their children can be a starting point. According to the organization's roadmap, more child-friendly visitation rooms, and positive activities that children can engage in are being offered.

Research Question 4

RQ 4: How are behavioral health staff involved in family engagement efforts, and what does that look like? For mentally ill offenders' one-way employees influence innovation is by supporting meaningful relationships between offenders and their families. These efforts will look different based on the prison system implementing practices. During an interview with the BHL I asked, "How frequently do you work with your direct reports to develop a strategy to expand family engagement?" The BHL noted "frequently" working with direct reports to develop strategies to expand family engagement. Then the BHL was asked "How important do the mental health clinicians feel about utilizing family engagement as part of the treatment plan for mentally ill offenders?" The BHL indicated it was "extremely important" for mental health clinicians to utilize family engagement as part of the treatment plan come. She further explained what the clinician's role would be like during the family engagement process. Clinicians will initiate families to be involved in the release process of the offender including the

addressing housing, mental health appointments, Medicaid insurance, transportation, and other needs.

Research Question 5

RQ 5: How would some offenders be resistant to family engagement? Though trying to remove barriers is key in promoting engagement, there is a lack of data regarding the specific reasons for offenders not participating in family engagement. For example, offenders often suffer from diagnosis of psychosis, depression, or severe mood swings. This could lead to poor functioning in a prison setting. Offenders who enter a prison setting who may have been homeless or displaced already lack the support needed to endure their incarceration. Tolerance from offender families that have dealt with these individuals in and out of prison can continuously impact the type of support they need through another incarceration. Although these research questions are the foundation of this qualitative study, I would make further recommendations for the BHL to explore resistance even more.

Themes

With this case study I was able to utilize the NVivo software to help me identify and organize themes in this study. NVivo software was able to transcribe the three recordings of the conducted interviews along with any written emails provided by the BHL. It provided three specific themes in relationship to topic words for all interviews and emails: workforce, family engagement, and initiatives.

Theme 1: Families

The term *families* emerged as an ongoing theme due to the discussion surrounding family engagement throughout the interview questions. There have been ongoing concerns expressed about family engagement efforts involving mentally ill offenders. During an interview with the BHL she discussed mental health protocols that could guide the family engagement process between staff and families. Having staff involved in the family engagement process could be beneficial for the organization as they can report if their efforts to speak with families on behalf of the offender is working or not. This helps the workforce keep their employees engaged by allowing them to be a part of the changes that are to come (BHL, personal communication, June 1, 2022).

Theme 2: Workforce

During three interviews the term *workforce* was used 34 times. The BHL correlated the workforce with staff shortages, supportive workforce environment, and workforce engagement. The BHL noted how the lack of staff could hinder the efforts of family engagement amongst employees and offenders. Having vacancies for 811 staff in this organization could increase the challenges of connecting offenders with families. When analyzing the data, this notion was prevalent when discussing workforce difficulties.

Theme 3: Initiatives

The term *initiatives* refer to the ongoing efforts the organization is making to improve their institutions. There were concerns expressed about what efforts it would take to make the family engagement process a success. Implementing family-friendly

initiatives to develop open communication between offenders and their children can be a starting point. These initiatives include videoconferencing for families who cannot make it to the prison. During an interview with the BHL, she discussed how the governor sets the agency's direction depending on their political party and whom he chooses for leadership over Organization X. Future initiatives can be led by the governor. This idea is consistent across the data when discussing efforts that are needed to implement family engagement. This demonstrated the significance of the practice problem and the aim of this doctoral study.

Organizational Results

Healthcare Results

The health care results from Organization X revealed that the organization looks to provide excellent healthcare while promoting optimal wellness among all its offenders. Organization X has spent years trying to improve their health care services for all the offenders in the state through research and development strategies. The key performance indicators used to track the success of an action plan are through audit standards and auditor observations, which must have a percentage of 80% or higher to pass (BHL, personal communication, June 1, 2022). The performance projections for short- and long-term horizons continue to be monitored through CQI and if changes are not made then a performance improvement plan is implemented (BHL, personal communication, June 1, 2022). The director continues to utilize information from the dashboard to access these improvements, but the information is not readily available to others for review. Each time the organization was tied up into legal issues within the court system regarding medical

needs or services, the organization sought out new developmental strategies that improved those service areas (BHL, personal communication, June 1, 2022). The current performance indicators that help improve client's health care include adding services in early preventative care, adding better quality food for health purposes, and being able to attend chronic care on a regular basis for ongoing issues such as hypertension or diabetes is very important. For offenders who struggle with a mental illness, it is important that their mental illness is treated on a regular basis throughout their incarceration. Severally mentally ill offenders are also placed in the proper housing unit that can meet their needs. This organization works hard to stay ahead of the trends and issues that could impact clients within the organization negatively. The expectations of offender's treatment in prisons are restricted compared to other behavioral healthcare settings in the sense that security and safety must always be considered first in this environment. Organization X encourages ongoing training for staff to stay updated on trends that could impact on the services they provide. This includes new medical treatments or interventions that are cost effective and better services. Organization X incorporate evidence-based treatments for mentally ill offenders that are grounded in CBT therapy.

Organization Compliance Results

Organization X is accredited by the ACA and is audited yearly to maintain accreditation standards. Organization X conducts an internal and external audit to ensure all prisons maintain the standards required by law and policies. One way client satisfaction can be linked to a service area is through the Internal Management Audit Team. The IMA monitors the standards of all institutions throughout the state and

recently one institution was at 100% compliance for mandatory standards, 99% compliance with non-mandatory standards, and 95% compliant with state standards (BHL, personal communication, June 1, 2022). When these audits are passed then the organization maintains its ACA accreditation. When examining this it shows that the organization takes pride in maintaining the standards of its work and quality of care for the offenders' services. When Organization X does not reach its standard goals, they implement a performance improvement plan to reach that organization. The performance improvement plan can address any service area within the organization except for the building standard. Since buildings within the organization were built in 1980 the standard that specifies certain spaces should measure at a specific foot, never pass standards of today. Below is an overview of the 2021 audit standards.

Figure 1

Organization X 2021 Audit Standards

FACILITY	ACA/PREA AUDIT DATE	SCORE Mandatory/Non-Mandatory
RCI	March 8-12, 2021	100%/ 99.6 %
BeCI	March 15-19, 2021	100% /99.8%
AOCI	March 22-26, 2021	100%/99.6%
DCI	March 29 - April 2, 2021	100%/99.8%
CRC	April 5-9, 2021	100%/99.8%
ManCI	April 12-16, 2021	100%/99.6%
SOCF	April 19-23, 2021	100%/99.3%
NCI	April 26-30, 2021	100%/100%
MaCI	May 10-14, 2021	100%/98%
MCI	May 17-21, 2021	100%/98.1%
FMC	May 24-28, 2021	100%/100%
LaECI*	May 24-26, 2021	100%/99.3%

Safety and Security Results

Organization X has an Incident Reporting and Notification policy that provides an opportunity for all incidents or situations that are unexpected or non-routine to be reported on an incident form. These incidents could include affects to staff health or safety, Breach or threat to security, disruptions within the institutions or other facilities, or other serious wrongdoing actions. All incident reports written must be submitted to the appropriate designee for processing by the next business day. Each incident report is provided to the institution's Warden for review with the Executive Team to facilitate information sharing. Organization X has a very organized process for disseminating information to the appropriate department. Organization X takes the safety and emergency of their facilities seriously. Organization X takes the safety and security of their institutions seriously. Organization X puts out an annual report on acts of violence within the institution. Given the latest inclines on the acts of violence the organization must always be prepared to manage the safety and security of their organizations. See Figures 2 and 3.

Figure 2

Organization X Rule Infraction Board Trends for the State

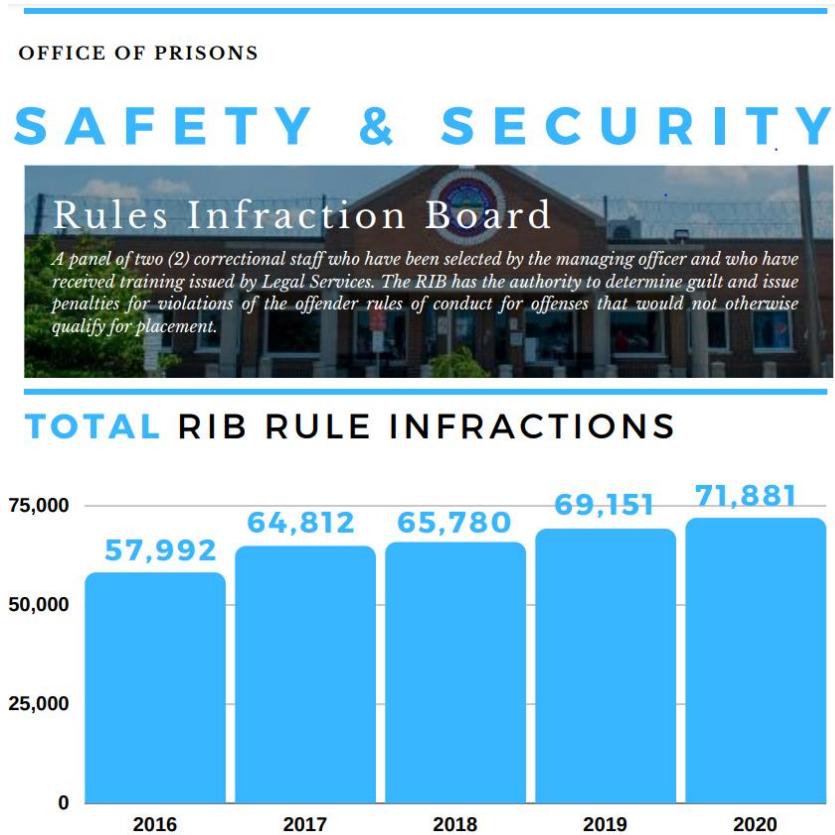
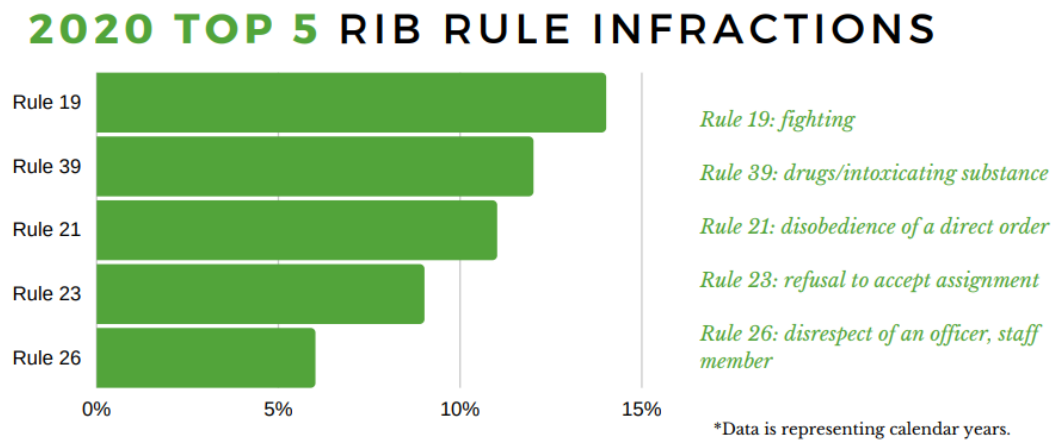


Figure 3

Organization X 2020 Top 5 RIB Rule Infractions



Health and Safety Results

Organization X has several policies and standards written to maintain workplace health and safety. Organization X does not directly operate under the federal O.S.H.A regulation but has health and safety protocols in place to keep their employees safe. Organization X requires all employees to complete health and safety training yearly, which helps them to stay updated to date on health and safety protocols. Organization X further maintains the safety and security of staff through the usage of cameras, drones, and drug dogs to deter unwanted behavior from all of those in corrections. Since 2018, the organization has increased the number of fixed cameras by 484. In 2022, 1,000 additional cameras will be added to cover more blind spots. The correctional staff have also started wearing body cameras to capture the behaviors of offenders and staff. Organization X does a good job ensuring that their employee is aware of the practices utilized by the organization to keep everyone safe. Organization X proves to be adaptable when a global disruption or security threat affects the way it does business.

Supply Chain Results

Organization X has a detailed process of how their supply chain operates. The process is written out through the organization policy with specific steps to follow depending on what materials are being purchased for the organization. Organization X utilizes a procurement process to obtain supplies from designated vendors. The organization has community partnerships with other state agencies to obtain supplies as well. Organization X has utilized Minority Business Enterprises to secure supplies from local suppliers who meet certain standards throughout the state. Working with these

businesses allows the organization to build community partnerships even further. The results of the supply chain reveal that the organization has an effective system on how to make purchases from other business entities. Since this organization's primary customers are the offenders, they engage in supply chain transactions through approved vendors as well.

Programs and Services

Organization X programs and services are analyzed through open interviews with the BHL and internal and external website reviews. Organization X offers several service areas including medical, mental health, recovery, and sex offender programs. Daily operations of the institutions are tracked through shift reports, EHR documents for offenders, and monthly standards. Organization X is not a competitive environment amongst its institutions because it works to stay ahead of the trends of other prison environments across different states. Success of the agency relies on reaching strategic goals that are listed on the roadmap while providing quality service through the work they do. There is a strong desire for the organization to reach its job capacity of hiring qualified staff to complete the job duties expected by the organization and state.

Client-Focused Results

According to Baldrige Excellence Framework (2017-2018) results should provide key information about your organizational performance, demonstrate use of organizational knowledge, and provide the operational basis for customer-focused results and financial and market results. Based on the evidence collected Organization X has strategies implemented to track the healthcare results of patients within their

organization. These results reflect the mental health and medical care that these offenders receive. Organization X in this case study utilizes several platforms to gather information from offenders regarding services they receive. Some of these platforms include surveys, jpay, Ad Hoc Meetings, standards and protocols, and informal grievances process. From this information the organization can identify areas for improvement that are needed within the prison system. One benefit of receiving information from multiple platforms is that information could be gathered from a method that the offender is the most comfortable with reporting. Outcome measures reflect the impact of services that offenders are receiving. These services can be identified as effective or ineffective for the population being served. Leaders within this system gather information off the organization dashboard to determine its effectiveness within the organization. The dashboard is not a system readily available to all staff but available to most department heads or leaders. According to the BHL the dashboard is a starting point for where services begin and how they can improve with future initiative plans (BHL, personal communication, May 4, 2022). If leaders recognize that additional information is needed for a topic area the organization could research the information through the Bureau of Research and Evaluation or solicit this task to a consultant group to explore even further.

Data is collected with the intention of expecting their service areas to provide the best quality of care for the offenders they serve. This quality of care could be compromised if the organization continues to have a shortage of correctional or healthcare employees. This can create more work for the staff who remain causing more stress and increase their workload to the point where quality services could be

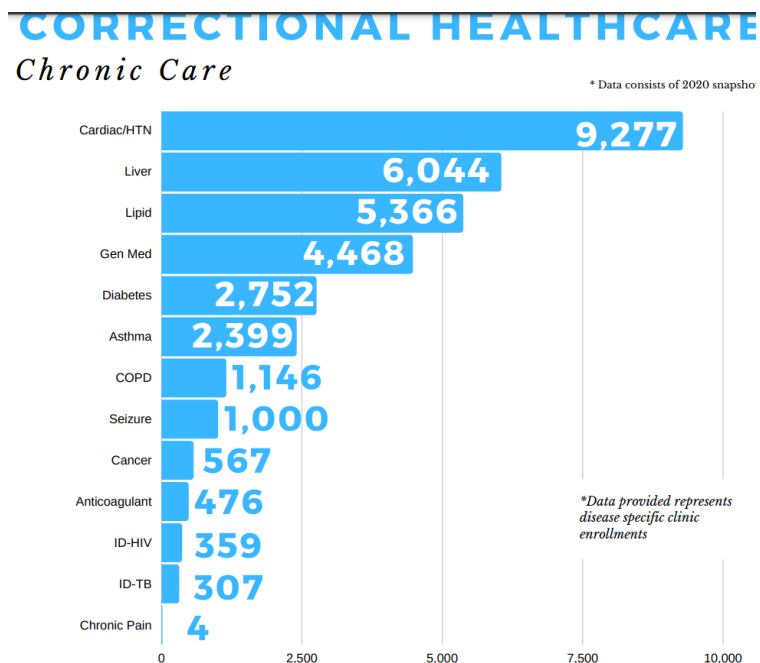
compromised. The continuation of being understaffed could cause the employees that remain to transfer out to other institutions or leave the organization altogether.

Organization X current program offering for medical care include “a system of managed care that includes primary care physicians, a standardized drug formulary, pre-authorization of non-mandatory medical treatments, utilization review of hospital expenditures, capitated physician contract rates, negotiated discounts on hospital services and medical co-pay fees” (Organization Xg, 2022). Organization X continues to “promote optimal wellness through identification and treatment of health problems, while providing patient education associated with health conditions and disease prevention” (Organization Xg, 2022). While the organization programs offering for mental health care include Services include individual and group psychotherapy, psycho-educational programs, activity therapy, trauma treatment and interventions, psychotropic medications, crisis services, and re-entry planning, and support tailored to the individual’s treatment plan. This organization has experienced legal issues in the past regarding the quality of care for lack of services that the offenders felt they were not receiving. Through these legal battles the organizations have made vast improvements in providing quality services for their offenders. Some of these improvements include implementing preventive measures for early screening of medical issues, responding to dental and emergency care in a more sufficient time. Organization X worked to increase the number of qualified employees to address the growing needs of an ageing population. Organization X also included medical services for some of its chronic care offenders including asthma, diabetes, high-cholesterol, HIV, cardiac/hypertension, seizure disorders, TB, and general

medicine disorders. Even when offenders are admitted to the local infirmaries at the institution, they are required to be within constant eyesight of a medical professional. According to the organization Roadmap, in 2021 the organization achieved National Quality Healthcare Measures by benchmarking their comprehensive diabetes care outcome measures on a national level. This elevation helped the organization exceed the community in providing care for this population and is looking to expand their benchmarking to more chronic medical conditions in 2022 (Organization Xg, 2022). All these measures were taken to improve the quality of services that offenders needed throughout their incarceration. From the results of previous legal issues, it shows that improvement can be made within the prison system to improve their quality of services for all offenders. One theme that emerged out of this analysis is the ability to do comparative surveys between institutions on offenders' viewpoints about behavioral health and medical practices at different institutions. This could help with managing the offenders' expectations with treatment when they are sent from one institution to another for care. Transparency can stop any misconceptions the offender may have about the quality of care or the care that they are entitled to within the organization's parameters. Figure 4 presents a list of chronic care issues that the organization addresses in 2020.

Figure 4

Organization X Chronic Care Issues that were Addressed in 2020



Initiatives in the past that the organization has worked to address the family engagement in the past there is still a much-needed understanding of how the behavioral health organization can improve its family engagement strategies to include more of a streamlined system for mentally ill offenders, families, and employees. Organization X has tried to incorporate a support person in the treatment of offenders who are mentally ill; however, sometimes those supporting relationships are difficult to rely on due to past family strains, the offender's mental illness, or economic hardships that prevent family members from being active supporters. According to Organization X Roadmap of 2020 the organization strives to improve the family engagement process of an offender's incarceration by remodeling visiting rooms, creating a family advisory committee, and adding family transportation. Although these are good initiatives more understanding is

needed by the behavioral health organization to improve the family engagement process for mentally ill offenders.

Organization X in the past has utilized a CIIC committee to evaluate customer satisfaction of offenders within their facility. "The CIIC administers surveys to samples of adult and juvenile inmates and correctional staff as part of the CIIC's regular inspections of adult and juvenile correctional facilities across the state" (CIIC, 2016). This committee audits prisons and youth facilities in this state. It works under the Legislative Service Commission. It performs biennial inspections and evaluations across all state facilities. The two most effective ways of how the organization ensures effective client results is through survey analysis, open communication, needs assessments, standard results and data that is pulled off the dashboard (BHL, personal communication, May 4, 2022). Organization X director utilizes this information to help create plans that improve the services for the clients who are incarcerated. Other ways in which this data could be obtained is through the organizations Bureau of Research and Evaluation. Most staff are not privileged by this information as it is mainly available for leadership. However, on the external internet there is information regarding past survey results from committee members of CIIC who conduct audits on the prisons and youth facilities. The dashboard that carries much of the organizational information on client satisfaction can be beneficial for future initiatives if incorporated. Burek et al, (2016) noted the easiest and most straightforward approach to gauge the social atmosphere in prisons is through inmate surveys. The CIIC recognizes the inmate survey design, administration, and analyses are difficult and involve methodological problems that derive directly from

correctional structures and social environments that are inherently regimented and coercive (Burek et al, 2016). This coercive action could occur through staff influence on offender surveys or staff awareness of this committee being present and altering their own behavior through the evaluation.

Workforce-Focused Results

From reviewing the work process results organization X conducted a needs assessment in December of 2021. A multidisciplinary team consisting of program and clinical service providers from every department collaborated to discuss the services from each respective area. Each department head detailed important changes from the previous year and enhancements for the upcoming year. Upon review of the needs assessment, it was reported that incarcerated adults from each housing unit were provided a survey that addressed all service areas rendered by the institution. The surveys determined if the incarcerated adult needs are being met within their institution. The ability for offenders to engage in specific programming could be based on time left for them to serve. These programs include re-entry, evidenced based, or other programming areas. The needs assessment revealed that most service areas were over 85% satisfied by the offender population (Organization Xam, 2021). The needs assessment also provided an opportunity for department heads to evaluate the services being provided and make plans for future improvements. The results could be comparative to other institutions' needs assessment however due to limited access to those a comparison could not be fully examined at this time. Organization X strives to provide high quality service to all its offenders. Organization X controls its costs for these service areas by getting a pre-

approved budget for a fixed 2 years.

Organization X continues to address client complaints through the JPay system and grievance process. The grievance process seems to be a valuable tool in allowing offenders to access departments that they have complaints about. The Jpay system has been updated to allow offenders to search by department directly or service areas to make sure their complaints get to the right person.

Client satisfaction is an important factor to this organization as they have had evaluations conducted in the past from outsiders such as CIIC to evaluate the prison environment in its entirety. Although offenders' satisfaction surveys are not linked to cost reimbursement, it is just as important that offenders feel their needs are being met to alleviate any future legal obligations that the organization could be responsible for. According to the BHL the organization does not obtain information on client satisfaction relative to other organizations (BHL, personal communication, May 4, 2022).

The workforce information needed for this section was gathered through personal communication with BHL, the internal intranet system, policies, standards, and annual reports. The information shows that the organization has a supportive workforce and effective workforce for the most part. Organization X encourages employees to participate in ongoing training and collaboration opportunities with other departments. Organization X works from a top-down leadership approach in which all information released from the central office must be disseminated-down to all staff effectively. The organization's leaders hold monthly meetings to discuss upcoming or ongoing issues. This information is disseminated down to the institution's leadership staff and then to the

front-line workers. An interview with the BHL revealed how communication is so important within this organization especially when trying to promote employees to step into new leadership roles (BHL, personal communication, May 4, 2022).

This organization continues to expand its workforce through ongoing training, professional growth opportunities including promotions, and performance evaluations. The demand for positions within this organization is high however “Due to the nature of their work, correctional staff are a high-risk population for experiencing burnout” (Keinan, G., Maslach-Pines, 2007). During COVID-19 there was an influx of correction officers being demanded to work overtime more than 2 times per week which often resulted in them spending less time at home and more time within the prison facilities. The burnout amongst correctional staff could be seen throughout the organization. In one study "approximately 48% of healthcare workers and 32% of correctional officers reported mild to severe depressive symptoms, 37% reported mild to severe anxiety symptoms, 47% of healthcare workers and 57% of correctional officers reported symptoms of burnout, and 50% of healthcare workers and 45% of correctional officers reported post-traumatic stress symptoms” (Burhanullah et al, 2021). Leadership recognizes the impact of COVID-19 on their correctional staff and decided to implement strategies to help employees cope during this time. Organization X implemented a COVID-19 19 (40) hour paid leave that paid employees out at 100% when they were off sick with COVID-19 (USDOL, 2020). Organization X paid a hazardous duty pay supplement that each employee received based on the hazardous level of each institution during the pandemic.

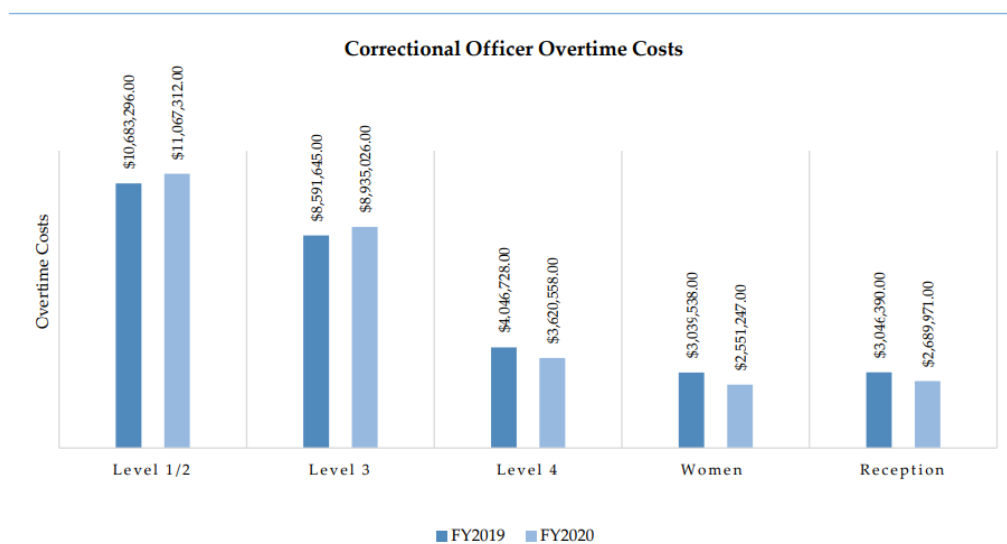
During COVID-19 the organization looked to improve its workload processes by considering how COVID-19 was affecting its employees and their workloads. The organization worked to simplify the internal job process and determine which job classification could work from home or hybrid during COVID-19. In doing this the hope was to help decrease the transmission of COVID-19 throughout employees. This organizational change allows the organization to see how employees had the ability to be productive from home without utilizing building space and the cost for full-time services could change the organizational structure. This opportunity was not a consideration for job duties that provided direct treatment to offenders but available to other job classifications. This result from the effectiveness and efficiency of this organizational structuring was a turning point in how the prison system could do business from informal practices.

Organization X created a new age workforce by allowing all employees to carry their cell phones to communicate with their families when they were mandated to stay over. This did not occur without some restrictions on phone use during work time. Organization X created a Wellness room where correctional employees could go when they needed a break from their post or were experiencing some increased levels of stress. Organization X continues to promote staff wellness by encouraging staff to take care of themselves so they can take care of the offenders and their families. It became more important for leadership during this time to understand the psychological impact that COVID-19 was having on its employees and their families. The correctional staff needed to know that they were being supported and heard by leadership during this pandemic.

The amount of overtime paid out to correction officers for overtime shows the intensity of work levels that they were experiencing between 2019 and 2020. The operational cost for overtime for correction officers is listed in Figure 5.

Figure 5

Comparison of the Correctional Officer Overtime Between 2019 and 2020



Organization X's ability to carry out staff capabilities is high. Organization X thrives on making sure their correctional staff have the training and resources they need to perform their jobs effectively. This training involves E-learning, CPR, Gun/OC training recertifications, and for clinical and medical staff CEU hours are offered to continue education. Organization X is flexible with the hours their employee obtains the needed hours yearly to remain a state employee.

Organization X maintains its work capacity through a variety of strategies to recruit employees. According to the BHL, the organization is working hard to attract and retain employees within the organization (BHL, personal communication, May 4, 2022).

This is due to the benefits that are provided by state employers including training opportunities, job diversity, job development opportunities which allow you to train or shadow other job positions within the organization. The organization uses the state website to post any positions that are available throughout the state agency. Then the organizational leaders will attend career and school fairs to attract interns. Organization X sends out magazines to post positions within healthcare or will use state board websites to recruit upcoming licensees or licensed staff. Organization X utilizes social media for vacancies along with creating videos to show how it is to work in a correctional setting. The training manager for mental health started holding “Event Bright” talks on the last Friday of the month to showcase correctional careers throughout the state. For Organization X to hire a new employee they utilize recruitment and retention for small facilities that have a hard time getting professionals into their institutions. After reviewing the July 2022 Monthly Fact Sheet there are a total of 11058 employees within the organization. This includes 5790 correction officers, 544 Parole Officers, 1073 Healthcare Staff, and 532 Operational Support Staff (Organization Xan, 2022).

Table 1

Comparison of Officers Based on Sex and Race

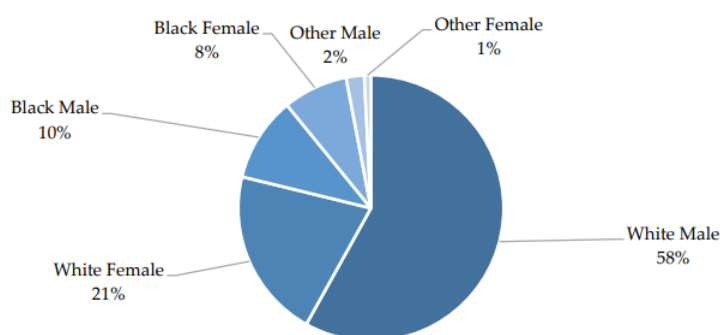
	Male staff	Female staff	Male officers CO/PO	Female officers CO/PO
Race				
White	6,233	2,376	3,962	869
Black	1,168	913	817	444
Other	268	100	188	54
Total	7,669	3,389	4,967	1,367

Note. Total staff = 11,058

The organization is still working to ensure sufficient staffing levels throughout its institutions by various means including recruiting, attending college fair, utilizing different websites and word of mouth from one employee to another especially for promotions. Figure 6 shows the vacancy rates collected for 2020 and staff demographics.

Figure 6

Vacancy Rates for Correctional Officers by Level



Organization X behavioral healthcare department continues to utilize clinical staff from all over the state to fulfill work shortages (BHL, personal communication, May 4, 2022). Most of the tasks assigned to these employees are conducted via-teams unless the employee works close to another institution. There are benefits for union employees to be paid overtime, but the culture of exempt employees getting overtime is not always expected. Organization X prepares its employees for changing capability and capacity needs by disseminating information in an organized manner through communication sharing. Organization X admits that some new initiatives must occur before disseminating the information down due to federal or governmental regulations (BHL, personal communication, May 4, 2022). The leadership attempts to involve employees in

the field as much as possible. Organization X continues to strive and deliver healthcare services throughout the urgency of the pandemic.

The results of the workforce climate within the organization revealed that the organization works to ensure the health, security, and accessibility of services for their employees. The leadership provides their employees with training to be safe while working in a prison environment. All new hires are expected to complete the NEO training courses before stepping into any prison setting. Organization X addresses the security aspect by providing training that includes unarmed self-defense, spider monitoring which allows employees to press a button to trigger help if they need assistance, body worn cameras and off-hook alarms. Organization X has implemented many improvements plans to change the workforce climate within the organization by adding an American Disability Act Coordinator (ADA), Diversity of Quality and Inclusion Coordinator, Employee Service Team, and Safety and Health Committees at local institutions (Organization X internal website, 2022). Organization X has an ongoing Employee Peer Support Program that provides programs for their employees and families. The benefits provided by the organization are standard benefits including medical, dental, vision, life insurance, disability insurance, and workers compensation. Organization X provides paid sick leave, personal leave, and vacation leave. Employees are also given the opportunity to earn cash payout for taking charge of their own health.

In reviewing the work climate from past employees within this organization on indeed.com. It revealed that some positive aspects of the work environment included good pay and benefits. The negative feedback on indeed.com revealed understaffing and

overworked by correctional officers, inclusive work environment which the organization has worked on, trust within colleagues, and sense of belonging (culture of the organization). The current director has addressed some of these concerns through her core statement of “One team, one purpose.” To make the work environment more inclusive the organization has added an employee goal to staff’s evaluation for “Diversity of Quality and Inclusion.” Organization X continues to improve barriers that are described by previous employees to enhance the work climate of corrections.

In reviewing the workforce engagement within this large organization, much effort on part of leadership and employees must take place to maintain clear and open communication. Organization X utilizes several communication platforms to involve their employees in changes throughout the organization. The platforms include Teams, phone calls, emails, or face to face dialogues. One of the cons that was listed by previous employees on indeed.com was a lack of work-life balance by this organization. This can create an unhealthy level of stress in an environment that is already stressful to work in. This contributing factor can affect the employee’s family life and cause mental health problems if left untreated. Organization X does offer PTO to counteract this work life balance when needed.

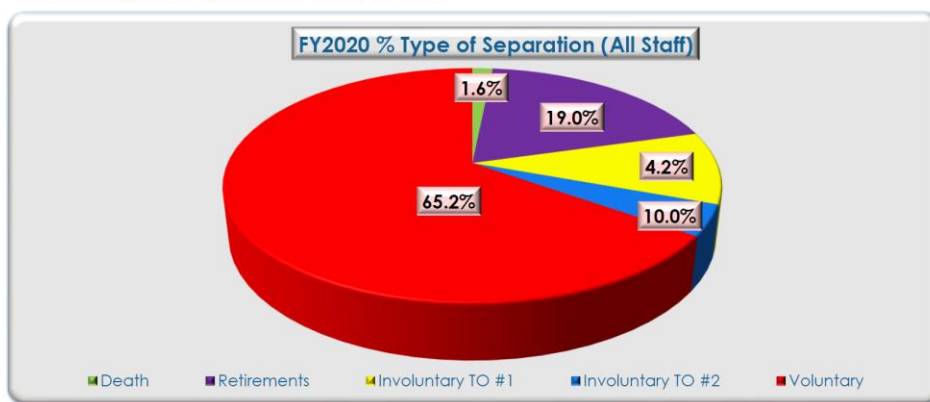
The workforce engagement amongst members in leadership positions within the organization is the representation of the organization. Employees in leadership positions have been removed or demoted to previous positions due to poor job performance. The director sets a clear expectation of high job performance amongst her leadership staff and models high performance within the organization. The BHL stated “ineffective work is

probably one of the biggest issues inside of the organization because people resent those who do not work hard, or people will join those who don't work hard" (BHL, personal communication, May 4, 2022). It is the responsibility of leadership that when an employee is under-performing, steps are taken to address those performance issues and recorded in the employee's evaluation. A performance improvement plan is implemented to help employees improve their work performance before other measures are taken. Organization X has employee standards of conduct and policies that guide their work performance. In reviewing the organizations separation report for employees in 2020. It is noted the 1,583 people left the organization (Organization Xi, 2020). Many of the separations were voluntary at 1032, 301 of them retired, 158 were probationary removals, and 25 of them were due to deaths (Organization Xi, 2020). The remainders of separation were due to disability removals or separations (see Figure 7).

Figure 7

Types of Separation in 2020

Chart A.1: Types of Separations FY2020 - All Staff



One key driver that drove workforce engagement was the promotion of supervisors and employees in various service areas that are committed to accomplishing

the organization's work, mission, and vision statement. Supervisors that are promoted to regional leadership positions are expected to conduct site visits from their employees in the field. This appeared to be an issue that was identified by the BHL with a previous regional not conducting site visits regularly. This lack of supervision could create a communication gap between leadership and front-line employees. When the BHL was looking to hire a new regional she made it clear on the expectations of that position providing engagement with staff in the field to see what their needs were and what they needed from leadership.

Another key driver that evaluated workforce engagement was through the organizations various data sources which are monitored through informal complaints, employee surveys, dashboard, and call offs. Organization X periodically sends out survey monkeys to gain feedback from employees and supervisors on new initiatives they are considering implementing. The survey monkey also gathers information from a group known as Correctional Institution Inspection Committee (CIIC) to determine how our organization is doing. The last CIIC inspection was conducted on this organization in 2020. It reviewed different services areas within the organization. The CIIC composes a report following each prison inspection and rates the above areas, based on observations, interviews, data review, and survey results. The inspections included the safety and security, health and wellbeing, fair treatment, rehabilitation and re-entry, and fiscal accountability. In reviewing the CIIC reported it revealed that most prison ranked Good or Exceptional compared to their previous year. These forms of improvement show that improving workforce engagement can assist in the operational needs of the organization.

Organization X has a good system in place for hiring and promoting employees throughout the organization. The policies that guide this system include Nepotism in the workplace, Position descriptions and Minimal Qualifications, Procedures for Recruitment Review and Selection, Correction Officer Promotions, Background Investigations, and Temporary or probationary periods of employment (Organization Xai, 2023).

Organization X is still looking to fill positions within their organization. The correctional officer positions seem to be the most wanted positions throughout the organizations as their turnover rate is often. Organization X has a mandated system in place for when correctional officers or correctional staff have been required to stay over. This information is outlined in the employee handbook under absenteeism and an employee can receive a written reprimand or removal from employment if mandates are repeatedly refused. It seems that since COVID-19 has declined within the organization the mandates do not appear as often which raises morale within the organization.

Organizational Leadership and Governance Results

From reviewing the BHL interviews, the results of senior leaders' communication and engagement with staff and clients is an ongoing effort from leadership. The large organization fosters a culture characterized by open communication through many platforms. The director will often conduct videos or write letters that are disseminated through email to share updated information with all employees. The leaders work to push information down to their staff and clients as well. The BHL admitted that sometimes communication can get lost, but it is the responsibility of managers to help their employees understand the communication being shared (BHL, personal communication,

June 1, 2022). All employees utilize email, phone calls, teams, and face to face contacts with employees and clients. Organization X leaders also provide opportunities for employees to give feedback through surveys or group discussion when new topics are being considered. These collaborations efforts between leadership and frontline help to resolve issues within the organization. Employee engagement can also be utilized in a more formal process through surveys. Through surveys leadership can obtain feedback from the field of what is working for employees and what is not, for them to do their jobs.

Organizations Financial and Marketplace Performance Results

Annual reports for the 2021 fiscal year were reviewed online to see the financial cost of the organization. The BHL reported that each department within the organization must submit a 2-year budget of what they think their services areas would need. Based on those budgets that are submitted and the direction of the organization Roadmap, would determine what new initiatives or projects would be pursued that fiscal year (BHL, personal communication, May 4, 2022). Organization X overall budget is generated through General Revenue Fund (GRF) and Non-general revenue fund (NGRF).

According to the 2021 annual report the GRF covered institutional operations budget of \$1,105,832,411.00 and an expenditure of \$704,239,901. The NGRF Coronavirus Relief funding covered \$107,364,734, while Penal Industries accrued a balance of \$34,777,853, and other expenditures of \$16,538,323 (Organization X, 2021). Organization X appears to be in good financial standing going into the new fiscal year. Organization X does not have to directly market itself being a state agency. It does consider the viewpoints of its stakeholders before pursuing new pilot projects or initiatives. Organization X promotes

its services to the client within the organization such as mental health, medical, recovery, and sex offender services. On the organization website people in the community can see what services are being provided to offenders based on the prison they are incarcerated at. Organization X with partnership with outside entities to offer offenders the opportunity to participate in projects that could benefit a community need. See Figures 8 and 9 for full details of the GRF and NGRF chart.

Figure 8

Organization X General Revenue Funds for 2021

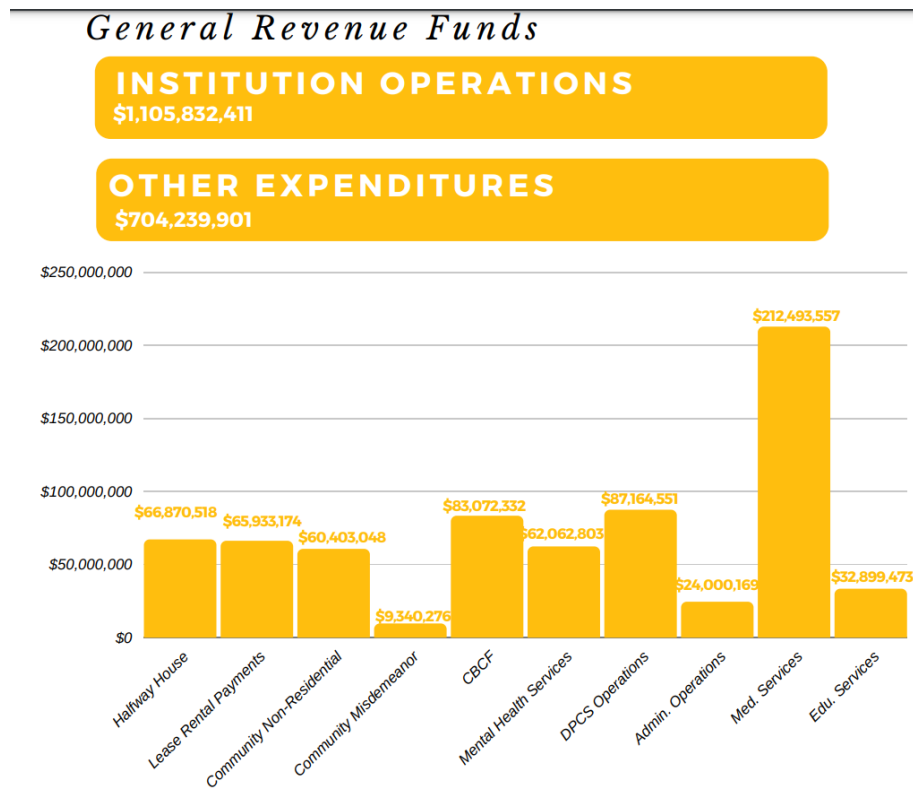
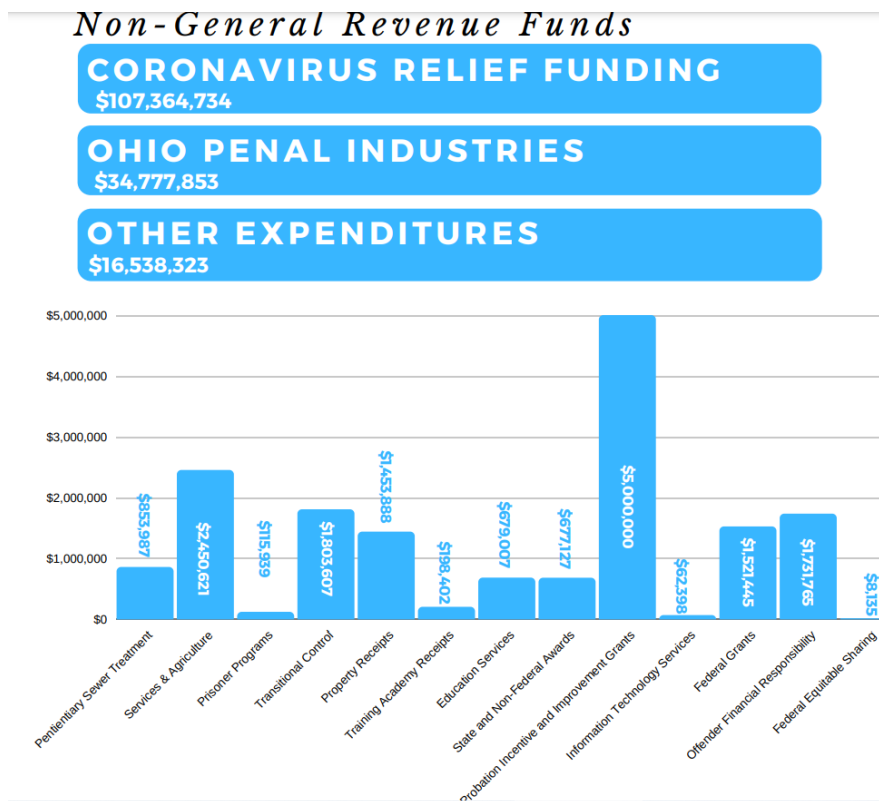


Figure 9

Organization X Non-General Revenue Funds for 2021



Audit Standards Results

Organization X is legally regulated by the States revised code. Organization X is a state agency that’s overseen by the governor’s office. The governor delegates a director who has full power and authority in the supervision of the organization’s affair.

Employees are expected to follow local policies, procedures, and work rules that impact how they respond when needed. The accreditation results are regulated by the ACA. The ACA is a national accreditation agency that provides accreditation to this organization every 3 years. During year 1 and 2 the organization will conduct internal management audits to make sure they are on track to being accredited by the ACA during year 3. The

accreditation is achieved through a series of reviewed documents, evaluations, and audits. The ACA standards examine the operations of all areas within the prison system. One of the institutions that conducted an internal management audit between May 17, 2022, and May 19, 2022, had scores of mandatory 100%, non-mandatory-99%, and State standards – 95%.

Organization X has a full policy that addresses the ethics within their organization. The policy includes ethical issues surrounding monetary value, conflicts of interest, ethics laws, Honorarium, Improper sourcing's of materials, public contracts, and public officials or organizational employees. The state ethics laws promote the public interest and support confidence by prohibiting public employees from engaging in acts that support private business matters (Organization Xao, 2023). Employees who have access to confidential information are prohibited from disclosing or using that information in any form. Organization X provides ethics training for new employee orientation and yearly in-service training. All employees are required to sign the standards of conduct. Organization X has a Chief Legal Counsel who serves as the Chief Ethics Officer that provides advisement based on the statues of the Ethics Commission Advisory Opinions and Governors orders (Organization Xao, 2020).

Implications Resulting from Individuals, Organizations, and Communities

According to a leadership interview and review of the organizations website, challenges to individuals, organizations, communities, and systems are the result of staff burnout from being understaffed or not having enough staff to perform the duties needed for specializes services such as mental health, medical, and recovery services. The

ongoing mandating of correctional officers and correctional employees during the COVID-19 pandemic showed the importance of having adequate staff levels. During the height of the pandemic the national guard was brought in to fill the roles of correctional staff due to staff being out for COVID-19 and previous low staffing levels. Therefore, the organization looks to keep its staffing levels high even through a pandemic crisis.

Organization X does this by reaching out to job applicants through different platforms and promoting those who want to be promoted within the organization for roles in leadership. Organization X reassures these individuals success in leadership positions by requiring them to take New Supervisor or Employment Trainings and equipping them with the tools they need for success either through mentorship or open communication with those who already are in leadership. If an employee is found to be unsatisfactory in their advanced position, the receiving institution may remove the employee or demote the employee to a status of their previous position.

Implications of Social Change

The social change that could be impacted by this qualitative study is potential growth for building social supportive networks that could assist mentally ill offenders with having a successful transition to the community. This could help to reduce their likelihood of homelessness, reincarceration, or inability to adjust to societal norms effectively. Mentally ill offenders could establish a strong network with family while they are incarcerated which could help to improve many factors of their lives including their relationships, motivation for change, medication compliance, and willingness to engage correctional staff for a successful re-entry. Understanding how family

engagement can improve the behavioral health of mentally ill offenders is important to this organization. The more engaged staff are with helping offenders successfully connect with family could impact the safety and security of the organization as well. Offenders look forward to engaging in social programs that would allow them to see their families continuously. Therefore, they will not engage in any behaviors that will compromise throughout their incarceration. Family engagement is a needed support used to help offenders work towards their release goals. The lack of family engagement has been an ongoing discussion with this organization over the last few years and by implementing policy or protocol to guide family engagement efforts this could help facilitate a successful re-entry back into the community. Individuals incarcerated in prison often rely heavily on family support during reentry (Naser & La Vigne, 2006).

Strengths and Limitations of the Study

Strengths

This study exhibits strength within several areas of it including the amount of data available to this organization system that helped to further explore this practice problem. Data was collected from the BHL and within the internal website. Data collected help to understanding how family engagement can improve the behavioral health of mentally ill offenders. Saturation occurred through ongoing interviews with the BHL. While reviewing internal documents, external documents, policies, protocols, annual reports, and the Roadmap, I was able to gather data to help triangulate generalities about this research. This information helped to answer research questions that were established for this study. Utilizing the Baldrige Framework helped to explore the organization's

healthcare services that it offers by asking three questions “Is your organization doing as well as it could? How do you know? What and how should your organization improve or change?” (Baldrige Framework, 2017-2018) The questions helped to explore how the organization could improve its overall services to meet the needs of the organization and its clientele.

Limitations

The first limitation in this study was the interview with the BHL captured only one perspective of the practice problem. Further interviews from a variety of leaders could have expanded the practice problem even more. The perspective of the study was driven from what the leader said and other data sources within the organization. Understanding the impact of family engagement from one institution could be limited in this research study. It would be more of a benefit to correlate this research with other state prisons to see what family engagement opportunities they provide. It would also be beneficial to include the prison population and their family’s feedback on family engagement since that opportunity was not available. Gathering the family’s perspective on family engagement can help to establish ways offenders and their families can be brought together in a correctional setting.

The second limitation with this study would be my own bias involved in this since I currently work for Organization X. I practiced reflexivity to assist with this dynamic and continuously reviewed myself to ensure I was as unbiased as possible during the interview and data-review process (Rubin & Rubin, 2012). Other steps were taken to validate the BHL responses to the questions being asked so that my own interpretation

and bias did not interfere in the interviewing process. This limitation is still a challenge as I can see how the family engagement process has been unfolding slowly within the organization.

An unintended outcome that was discovered by the organization director is her Transformational Leadership Style. She encourages all employees within the organization to think beyond themselves and consider the needs of those they work with and work for. Her leadership efforts allowed her to value and listen to her employees attentively. Opportunities of mentorship were provided for employees who wanted to move up in leadership. The director also demonstrated roles as a servant in her leadership position as well. According to Greenleaf (2002) Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants (Greenleaf, 2002)? The director demonstrated servant acts when COVID-19 first entered the prison system she implements mass precautions to protect the welfare of the employees and offenders within the prison system. The director put the needs of her employees first helping to spark personal and professional growth amongst all those who worked within the organization.

This section addressed the review analysis, results and implications of this study while synthesizing the data collected on Organization X. Each section focused on how the organization can understand how family engagement can improve the behavioral health of mentally ill offenders. An identification of many factors that emerged throughout this research revealed several common factors on reasons why family engagement needed to be addressed throughout this organization and its impact of the

mentally ill offenders. The factors led to the strengths and limitations being discussed throughout this research study.

The final section will discuss several recommendations to help Organization X understand how family engagement can improve the behavioral health of mentally ill offenders. Specific recommendation will focus on assisting employees in understanding their role in connecting families with these offenders and implement programs or initiatives to expand the family engagement process. Future research considerations will be discussed to help behavioral healthcare leaders understand their impact and support of family engagement initiatives needed to help these offenders throughout their incarceration.

Section 5: Recommendations and Conclusions

The practice problem focused on understanding how the behavioral health organization can improve its family engagement strategies to include more of a streamlined system for mentally ill offenders, families, and employees. Five research questions were addressed to explore this practice problem:

- RQ 1: What makes family engagement so important for mentally ill offenders within a behavioral health setting in this organization?
- RQ 2: How can family engagement influence an offender's behavior (role) while in prison?
- RQ 3: How are families so important when it comes to family engagement efforts for offenders?
- RQ 4: How are behavioral health staff involved in family engagement efforts, and what does that look like?
- RQ 5: How would some offenders be resistant to family engagement?

What was discovered through this process is that the organization has made efforts in the past to improve family engagement but can continue to improve.

Recommendations

Family Member Involvement

One recommendation to the BHL would be to include family members in the treatment process of offenders who are mentally ill. By doing this the organization can start to include families directly in the strategy process to work on how their needs can be met to bring family involvement more into a prison setting. This could start from their

initial incarceration. By doing this the offender can gain the support needed from their family to help them transition throughout their incarceration. The BHL could have offenders and their families complete a survey that measures the closeness of their family relationship from the beginning of their incarceration to the end. The BHL could also solicit data from the family members to determine how they could be involved throughout the offender's incarceration. When family events take place appropriate boundaries will have to be monitored closely so that the safety and security of the organization will not be impacted.

Employees' Role

The second recommendation that would be made to BHL would be to consider the staff's role during this process. Employees are going to need procedures that guide their work boundaries when involving families. These procedures will guide initial and ending calls, treatment team, family events, and visitation meetings. Mentally ill offenders who are housed on specialized units have leverage in family involvement as their family members can call directly into the unit to speak with staff directly. In an outpatient setting it may require more work for employees to schedule meeting times between the offender and their family members. In creating this level of involvement with family members confidentiality will have to be maintained and practiced between family and offender, with the guidance of the employee. This will include the release of information being signed, informed consents, and next-of-kin communication. Given the current work that the organization is doing it is notable that they are moving in the right direction, with some continued improvements.

Peer Supporters

The third recommendation would be implementing peer supporters from the organization who were also involved in the family support process could be a benefactor for new offenders coming in. The peer supporters along with employees could assist offenders with identifying meaningful reasonings behind having their family involved throughout their incarcerations. Organization X has started to encourage institutions to implement peer support programs to assist offenders now because of the benefits of having that added support even outside of their families.

Health Care Recommendations

While reviewing the health care of the organization it is visible that the organization looks to provide excellent healthcare while promoting optimal wellness. The fourth recommendation is that the organization continue building community partnerships for offenders who have medical and mental health needs and are returning to the community. The more community and family involvement in an offender's life upon transition, the stronger their basic support is. Mentally ill offenders have complex needs while in prison and those needs do not change upon releases. Therefore, the best lead the organization can provide them is linking them with all the services they need prior to release to secure appointments for their medical and mental health needs. Open discussion with mental health agencies in the community, medical partners, human service departments and other voluntary agencies can help to reduce the recidivism of those incarcerated. During the organization's annual medical and mental health fairs community partners should be brought into the prison to discuss resources in the

community. Organization X's re-entry department works to develop grants that address offenders' immediate needs upon release, but other efforts are needed to increase their success back to the community.

Workforce Recommendations

One workforce recommendation is to continue improving the operational needs of Organization X. Maintaining employees seems to be a trending issue within this organization where 1,583 individuals left the organization for various reasons in 2020. Therefore, the organization must work on different strategies to recruit and sustain employees within the organization. Organization X has a 3-week training process that all new employees must attend before they start working within the organization. Sometimes this training academy can take several weeks, which can become a deterrent for new employees. Finding a more flexible way to bring that training to new employees online could expedite the training process. When new employees are unable to get into the training academy within a short time frame other employment opportunities could become available during the waiting process. Given the shortage in correctional officers and other line staff the timeframe from recruitment to facility placement needs to be shortened even more. Other factors that could contribute to workforce engagement are to increase hourly wages for staff. Other public service positions can compete with this current organization. Therefore, increased wages, flex schedules, and additional benefits could further help this organization compete with sustaining employees. Qualified mental health staff are paid at different rates based on their position within the organization however some adjustments could be made for staff who have similar educational levels to

level the playing range. An example of this would in master level psych assistant versus master level social workers who are independently licensed. When staffing levels are adequate then more employees will be available to engage in the family process.

Recommendations for Future Studies

The research completed with Organization X is the first step in understanding how family engagement can improve the behavioral health of mentally ill offenders. A next step would be to work with leaders from different areas within the organization who work with offenders and can assist them with building stronger family connections. This step could influence a more thorough process of understanding the importance of family engagement within a prison setting and how leaders can influence the growth of this needed support system. It may be beneficial to create a comparative study with other prisons mentally ill offenders to see how they engage their families throughout their incarceration. This may lead to understanding how leaders within the organization can influence family engagement efforts between staff's assistance and offenders' willingness to participate. In the comparative study a survey could be constructed and offered to offenders to ask how their family support is and what influences their closeness throughout their incarceration. A similar survey could be conducted for employees to identify the current family engagement efforts within their organization. This is a way to see what family engagement efforts are currently being provided and what could be added to this organization.

Summary

This study provided an opportunity to explore the family engagement process in a

prison setting. Organization X demonstrates valuable opportunities for staff to assist in the engagement process to bring families and offenders together. The organization has worked since 2018 to implement new initiatives for this organizational goal. The programs and services provided for these incarcerated individuals show how the organization values their overall mental, emotional, and physical health. Being a part of evaluating this process has given me a greater appreciation of the work these individuals do in this organization.

References

- Americans with Disabilities Act. (2022). Introduction to the Americans with Disabilities Act. Retrieved from webpage <https://www.ada.gov/topics/intro-to-ada/>
- Ahalt C., Binswanger I. A., Steinman M., Tulsy J., & Williams B. A. (2012). Confined to ignorance: The absence of prisoner information from nationally representative health data sets. *Journal of General Internal Medicine*, 27(2), 160–166.
- Bass, B., & Riggio. R. (2006). *Transformational Leadership: Vol. 2nd ed.* Psychology Press.
- Belknap, J., Lynch. S., & DeHart, D. (2016). Jail employee members' views on jailed women's mental health, trauma, offending, rehabilitation, and reentry. *The Prison Journal*, 96(1), 79–101.
<https://journals.sagepub.com/doi/pdf/10.1177/0032885515605485>
- Brown, M., & Bloom, B. (2009). Reentry and renegotiating motherhood: maternal identity and success on parole. *Crimean & Delinquency*, 55(2), 313–336.
- Brunton-Smith, I. (2017). The effects of prisoner attachment to family on re-entry outcomes: A longitudinal assessment. *British Journal of Criminology*, 57(2), 463–482.
- Burek, M., Liederbach, J., & Bridges, J. (2016). A study of Ohio's correctional institution inspection committee's (CIIC) Inmate Surveys. *Ohio Consortium of Crime Sciences*.
<https://services.dps.ohio.gov/OCCS/Pages/Public/Reports/FinalReportCIIC.pdf>
- Bureau of Community Sanctions. (2020). Community-based correctional facility grant

manual. Retrieved December 21, 2022, from

https://ohioauditor.gov/references/docs/CBCF_Grant_Manual.pdf

Burhanullahl, M. H., Rollings-Mazza, P., Galecki, J., Van Wert, M., Weber, T., & Malik,

M. (2022). The mental health of staff at correctional facilities in the United States during the COVID-19 pandemic. *Frontiers in Psychiatry*. Retrieved from

<https://www.frontiersin.org/articles/10.3389/fpsy.2021.767385/full>

Centers for Disease Control and Prevention. (2022). Health Insurance Portability and Accountability Act of 1996 (HIPAA).

<https://www.cdc.gov/phlp/publications/topic/hipaa.html>

CIIC. (2023) Correctional institution inspection committee. *A joint committee of the Ohio general assembly*. Retrieved from

<https://www.ciic.state.oh.us/assets/reports/1168.pdf>

Cochran, J. C. (2014). Breaches in the wall: Imprisonment, social support, and

recidivism. *Journal of Research in Crime and Delinquency*, 51, 200–229.

Cohen, F. (2008). Beyond the seriously mentally ill. *Criminal Justice and Behavior*, 35(8), 911-1087.

<https://journals.sagepub.com/doi/epdf/10.1177/0093854808317569>

Children of Incarcerated Parents. (n.d.). Tips sheet for mentors: Supporting children who have an incarcerated parent. [https://youth.gov/sites/default/files/COIP-FactSheet-](https://youth.gov/sites/default/files/COIP-FactSheet-Mentor.pdf)

[Mentor.pdf](https://youth.gov/sites/default/files/COIP-FactSheet-Mentor.pdf)

Coley, W., Green, D., & Craig, H. (2020). Biennial report.

<https://www.ciic.state.oh.us/assets/reports/151.pdf>

- Comfort, M. (2009). *Doing time together: Love and family in the shadow of the prison*. University of Chicago Press. <https://doi.org/10.7208/9780226114682>
- Cropsey, K. L., Wexler, H. K., Melnick, G., Taxman, F. S., & Grossman, D. W. (2007). Specialized prisons and services: Results from a national survey. *National Library of Medicine*. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2350234/>
- Cuthrell, H., Sexton, T., Correa, N., & Charles, P. (2018). The family connections in correctional facilities project. *National Institute of Corrections*. <https://nicic.gov/news-media/media-releases/pilot-sites-family-connections-correctional-facilities-project>
- Department of Administrative Services. (2019). *State of Ohio Procurement Manual*. Retrieved August 2, 2022, from <https://das.ohio.gov>
- Department of Justice. (2017). Prison reform: Reducing recidivism by strengthening the federal Bureau of Prisons. *The United States Department of Justice Archives*. <https://www.justice.gov/archives/prison-reform>
- Disability Rights Ohio. (n.d.). Guide to the grievance process in Ohio prisons. <https://www.disabilityrightsohio.org/grievance-process-ohio-prisons>
- Equal Employment Opportunity. (2022). Anti-discrimination and Anti-harassment policy. <https://intra/policies/518.pdf>
- Fahmy, C. (2021). First weeks out: Social support stability and health among formerly incarcerated men. *Social Science and Medicine* 282. <https://www.journals.elsevier.com/social-science-and-medicine>
- Farmer, L. (2019). The importance of strengthening prisoners' family ties to prevent

reoffending and reducing intergenerational crime. *Ministry of Justice*. Retrieved from <https://www.scie-socialcareonline.org.uk/the-importance-of-strengthening-prisoners-family-ties-to-prevent-reoffending-and-reduce-intergenerational-crime/r/a110f00000RCtviAAD>

Folk, J.B., Stuewig, J., Mashek, D., Tangney, J.P., & Grossmann, J., (2019). Behind bars but connected to the family: evidence for the benefits of family contact during incarceration. *Fam. Psychol.* 1–13. <https://doi.org/10.1037/fam0000520>.

Galetta, E., Fagan, T., Shapiro, D., & Walker. (2021). Societal reentry of prison inmates with mental illness: Obstacles, programs, and best practices. *J Correct Healthcare*. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9041384/>

GDRL. (2022). Guide to disability rights law. Retrieved from <https://beta.ada.gov/resources/disability-rights-guide/>

Greenleaf, R. K. (2002). *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. (25th-anniversary ed.). New York: Paulist Press

Huang, Y., Wu, R., Wu, J., Yang, Q., Zheng, S., & Wu, K., (2020). Psychological resilience, self-acceptance, perceived social support and their associations with mental health of incarcerated offenders in China. *Asian Journal of Psychiatry*. Vol. 52.

InGenesis. (2021). Timeless commitment to caring. Retrieved from <https://www.ingenesis.com/>

Jardine, C. (2018). Constructing and maintaining family in the context of imprisonment. *The British Journal of Criminology*. 58(1): 114-131.

Johnson, J. (2017). Leadership and transformational change. *American Jails*, 31(1), 4-80.

Retrieved from

<https://eds.p.ebscohost.com/eds/pdfviewer/pdfviewer?vid=14&sid=52cd9153-4ac4-492b-8d56-df3b60d68283%40redis>

Keinan, G., Maslach-Pines, A. (2007). Stress and burnout among prison personnel: Sources, outcomes, and intervention strategies. *Criminal Justice and Behavior*, 34, 380–398.

King, B. M., Linette, D., Donohue-Smith, M., & Zane, R. W. (2019). Relationship between perceived nurse caring and patient satisfaction in patients in a psychiatric acute care setting. *Journal of Psychosocial Nursing & Mental Health Services*, 57(7), 29-38

Kte'pi, B. (2021). Mental illness in prison. Salem Press Encyclopedia. Retrieved from <https://eds.s.ebscohost.com/eds/detail/detail?vid=1&sid=6e442c7b-68fe-4520-b4e4451eedd29d8c%40redis&bdata=JkF1dGhUeXBIPXNoaWImc2l0ZT1lZHMtbGI2ZSZzY29wZT1zaXRI#AN=148527093&db=ers>

Kort-Butler, L. (2017). Social support theory. *The Encyclopedia of Juvenile Delinquency and Justice*. Retrieved from <https://doi.org/10.1002/9781118524275.ejdj0066>

Lakey, B., & Cronin, A. (2008). Low social support and major depression: Research, theory, and methodological issues. In K. S. Dobson & D. J. A. Dozois (Eds.), *Risk factors in depression* (pp. 385–408). San Diego, CA: Elsevier.

LSC. (2020). Prison population below 50,000 for third consecutive year. Retrieved from <https://www.lsc.ohio.gov/documents/reference/current/ohiofacts/2020/Justiceand>

PublicSafetySystems.pdf

LSC. (2022). Ohio Laws & Administrative Rules. Retrieved from

<https://codes.ohio.gov/ohio-administrative-code/rule-5120:1-10-09>

Markson L, Lösel F, Souza K, Lanskey C. Male prisoners' family relationships and

resilience in resettlement. *Criminology & Criminal Justice*. 2015;15(4):423-441.

doi:10.1177/1748895814566287

McCarthy, D. (2019). Can family-prisoner relationships ever improve during

incarceration examining the primary caregivers of incarcerated young men? *The British Journal of Criminology*. 59(2): 378-395.

Miles B, Huberman AM. (2009) *Qualitative data analysis*. Thousand Oaks (CA): Sage Publications Ltd.

Muller, D. (2020). The importance of exit interviews [10 Reasons to Conduct Them].

Retrieved from <https://www.hracity.com/blog/importance-of-exit-interviews>

Naser, R., & La Vigne, N. (2006). Family members experiences with incarceration and

re-entry. *Western Criminology Review*. 7(2), 20-31. Retrieved from

http://www.antonioacasella.eu/nume/naser_reentry_2006.pdf

National Institute of Standards and Technology. (2021). Baldrige criteria for performance excellence categories and items. *U.S. Department of Commerce*. Retrieved from

<https://www.nist.gov/baldrige/baldrige-criteria-commentary>

National Institute of Standards and Technology. (2017). Baldrige excellence framework (healthcare): A systems approach to improving your organization's performance.

U.S. Department of Commerce

- National Institutes of Standards and Technology. (n.d.). *Baldrige performance excellence program*. Retrieved January 26, 2022, from <https://www.nist.gov/baldrige/baldrige-criteria-commentary>
- NIC. (2009). The mentally ill in jail: Whose problem is it anyway? Retrieved from <https://nicic.gov/mentally-ill-jail-whose-problem-it-anyway-satelliteinternet-broadcast>
- NIC. (2021). Model practices for parents in prisons or jails: Building partnerships and innovative practices. *Family Connections Series*. Retrieved from <https://nicic.gov/model-practices-parents-prisons-and-jails-building-partnerships-and-innovative-practices>
- OBM. Office of Budget and Management. Retrieved from <https://obm.ohio.gov/>
- Ohio Laws & Administrative Rules (OLA). 2008. Exchange or release of relevant information about sexual predators and habitual sex offenders. 2950.02 (2008). <https://codes.ohio.gov/ohio-revised-code/section-2950.02>
- Ohio Laws & Administrative Rules (OLA). 2014 Retrieved from <https://codes.ohio.gov/ohio-administrative-code/rule-5120:1-8-09>
- Ohio Laws & Administrative Rules (OLA). 2019. Definite Prison Terms. Retrieved from <https://codes.ohio.gov/ohio-revised-code/section-2929.14>
- O'Keefe, M. & Schnell, M. (2007). Offenders with mental illness in the correctional system. *Journal of Offender Rehabilitation*. Retrieved from <https://eds.p.ebscohost.com/eds/pdfviewer/pdfviewer?vid=1&sid=9fb7ca85-d8e4-4447-a500-876a8b8f9a52%40redis>

- Onpage. (2022). What is critical incident management? Retrieved from <https://www.onpage.com/critical-incident-management>
- OSHA. (1992). Occupational Safety and Health Administration. Retrieved from <https://www.osha.gov/laws-regs/standardinterpretations/1992-12-16-1>
- Pettus-Davis, C., Doherty, E.E., Veeh, C., Drymon, C., 2017. Deterioration of Post incarceration social support for emerging adults. *Criminal Justice and Behavior*. 44 (10),1317–1339. <https://doi.org/10.1177/0093854817721936>.
- Rubin, H. J., & Rubin, I. S. (2012). *Qualitative interviewing: The art of hearing data* (3rd ed.). Thousand Oaks, CA: SAGE Publications.
- Rudnick, J. D. (2007). Transformational leadership: Model encourages leaders to transcend personal ambition. *Health Progress*, 88(3), 36-40.
- Russo, J., Woods, D., Drake, G., & Jackson B. (2018). Building a high-quality Correction workforce: Identifying challenges and needs. *National Institute of Justice*. Retrieved from https://www.rand.org/content/dam/rand/pubs/research_reports/RR2300/RR2386/RAND_RR2386.pdf
- Schaller, L. (2019-2022). The ADA: Paving the way for assistive technology. National Disability Institute. Retrieved from <https://www.nationaldisabilityinstitute.org/blog/the-ada-paving-the-way-for-assistive-technology/>
- Shlafer, R. J., Poehlmann, J., Coffino, B., & Hanneman, A. (2009). Mentoring children with incarcerated parents: Implications for research, practice, and policy. *Family*

Relations, **58**, 507– 519. Retrieved from

<https://onlinelibrary.wiley.com/doi/10.1111/j.1741-3729.2009.00571.x>

Shortell, M. & Bennett, C. (1998). Assessing the impact of continuous quality

improvement: what makes improvement on clinical practice: What it will take.

Millbank Quarterly. Vol. 76 Issue 4, p 593. Retrieved from

<https://eds.s.ebscohost.com/eds/pdfviewer/pdfviewer?vid=6&sid=e213f7e7-5f6c-44fa-896a-c534d4957fed%40redis>

Solman, A. (2016). What is the place of interprofessional education in supporting the

continuum of care for patients? *International Practice Development Journal*, Vol 6

(1-2). Retrieved from

<https://eds.s.ebscohost.com/eds/pdfviewer/pdfviewer?vid=3&sid=ff4b94a9-c8f8-472b-b831-eea95eaa4018%40redis>

Song, H., Woo, Y., Lee, H., & Cochran, J. (2018). The Dynamics of intra-family

relationships During incarceration and the implications for children of

incarcerated Parents. *International Journal of Offender Therapy and Comparative*

Criminology. Vol 62. Retrieved from

<https://journals.sagepub.com/doi/epub/10.1177/0306624X18755481>

TAC. (2014). How many individuals with serious mental illness are in jails or prisons?

Retrieved from

<https://www.treatmentadvocacycenter.org/storage/documents/backgrounders/how%20many%20individuals%20with%20serious%20mental%20illness%20are%20in%20jails%20and%20prisons%20final.pdf>

Umpierre, M. (n.d.). Ch. 5 Rights and responsibilities of youth, families, and staff.

National Institute of Corrections. Retrieved December 21, 2022, from

<https://info.nicic.gov/dtg/print/11>

USDOL. (2020). Families First Coronavirus Response Act: Employee Paid Leave.

Retrieved from <https://www.dol.gov/agencies/whd/pandemic/ffcra-employee-paid-leave>

Wang, L. (2021). Research roundup: The positive impacts of family contact for

incarcerated people and their families. Retrieved December 21, 2022, from

https://www.prisonpolicy.org/blog/2021/12/21/family_contact/

Young, A. & Rabiner, D. (2015). Racial/ethnic differences in parent-reported barriers to accessing children's health services. *Psychological Services*, 12(3). 267-273.

Retrieved from <https://doi.org/10.1037.a0038707>

Appendix: Interview Questions

1. Can you describe an example of something you have done as the Bureau Chief of Mental Health Chief to carry out the mission of the organization.

2. How important is family engagement as part of providing programs for incarcerated individuals with mental illness?

- Not Important
- A Little Important
- Somewhat Important
- Extremely Important

3. Can you describe one or two key benefits of making family engagement accessible to mentally ill incarcerated offenders?

(a)

(b)

4. How frequently do you work with your direct reports to develop a strategy to expand family engagement?

- Never
- Rarely
- Sometimes
- Frequently

5. How important do the mental health clinicians feel about utilizing family engagement as part of the treatment plan for mentally ill offenders?

- Not Important
- A Little Important
- Somewhat Important
- Extremely Important

6. How important is family engagement as a long-term part of treatment through the

transition back into the community?

- Not Important
- A Little Important
- Somewhat Important
- Extremely Important

Explain why:

7. What should the offender, family, and staff expect to do, in order to maintain family engagement?

- 8 In your opinion, how important is family engagement with assuring the successful release of offenders diagnosed with a mental illness?

- Not Important
- A Little Important
- Somewhat Important
- Extremely Important

Explain why:

9. How important do you think family engagement is for preventing recidivism?

- Not Important
- A Little Important
- Somewhat Important
- Extremely Important

Explain why:

10. In what ways can a commitment towards maintaining legal and ethical behaviors be demonstrated?

11. How can an environment be created to assure the current and future success of family engagement programming now and in the future?

12. How is organizational data/information used to track daily operations and overall performance?

13. How does the organization use findings from performance reviews to develop priorities for improvement and innovation?

14. How has the organization prepared itself to ensure that its performance-measurement system can respond to rapid/unexpected change?

15. How is the organization able to project its future performance?
