

REVEALING RESEARCH & EVALUATION (RREV)

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PERFORMANCE, RESEARCH AND EVALUATION (PREV) UNIT

Community Corrections and Corporate Programs Division

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This issue highlights the research and evaluation of the Integrated Offender Management (IOM) pilot project implemented at Alouette Correctional Centre for Women (ACCW), Nanaimo Correction Centre (NCC), and Fraser Regional Correctional Centre (FRCC).

Integrated Offender Management (IOM) - The case for working together

Photo 2: 2008 IOM Team Case Co-ordinators.



Back row (l to r): Pamela Audley, Stephenie Lewis, Shawn Guerrier, Dale Prokop, and John Kay.

Front row (l to r): Martina Cahill, Shawna Bubenko, Melanie Mortenson, and Noreen Carver.

Absent from 2008 team photo: Karen Davidson

Photo 3: IOM Project Managers



Left: Teri DuTemple (Adult Custody)
Right: Kerrie Reay (Community Corrections).

Backgrounder

Transitioning from life inside a correctional centre to living in the community can be difficult, especially for those with high needs and are a significant risk to reoffend. To support offenders in their goal of an offence free life, the Integrated Offender Management (IOM) pilot project started in 2006.

Each IOM team engages offenders in planning, developing and implementing case plans. They also use motivational interviewing techniques to engage offenders in long-term change.

IOM Goals

1. Improve the reintegration of the offender into the community; and
2. Reduce reoffending with proven practices, adhering to risk, needs, and responsivity (RNR) principles.

The IOM program provides an environment where custody and community staff work collaboratively with the offender to develop a comprehensive and integrated case plan. This plan addresses the offender's criminogenic factors and needs while in custody, during the reintegration period into the community, and while residing in the community.

IOM Extras

In addition, they assist offenders in their move away from negative attitudes and beliefs to making positive changes in their life. Such positive changes includes the use of pro-social supports, as well as, environments and lifestyles that will assist them in their reintegration to the community.

The IOM teams consists of Custody and Community Case Coordinators, Deputy-Wardens, and Local Managers. The IOM teams are led by the two project managers.

Integrated Offender Management (IOM) – Evaluation Highlights:

Impact of IOM on Reoffending

The Performance, Research and Evaluation Unit evaluated IOM to determine the impact of the pilot project on the reduction of reoffending. The three stage evaluation included: 1) a preliminary impact analysis in 2009; 2) a full impact analysis in 2010; and 3) a qualitative evaluation including focus groups and a survey to assess front line perceptions of IOM.

Sample Selection

The study examined reoffending rates for 504 IOM participants (513 matched comparisons) over the period of Oct 18, 2006 to April 10th, 2010. The 504 IOM participants included 94 from NCC, 218 from ACCW, and 192 from FRCC. The comparison group (non-IOM) was matched with the IOM participants group according to the IOM eligibility criteria:

- ◆ A minimum stay in custody of 90 days at ACCW, and 120 days at NCC and FRCC.
- ◆ A minimum of six months community supervision following release from custody;
- ◆ A previous community or custody sentence; and
- ◆ An overall high risk and high needs assessment rating.

Analysis Structure

The impact analysis looked at different follow up periods (3, 6, 12, and 18-months after custody release).

IOM Participants

The average age was early thirties with grade ten or less education. The majority were Caucasian, 23% Aboriginal (19% of the comparison group).

The majority, 73% of the IOM group had a previous jail sentence within two years of their index offence (67% of the comparison group). Nearly all, 92% of the IOM group were rated as high risk by the CRNA (63% of the comparison group).

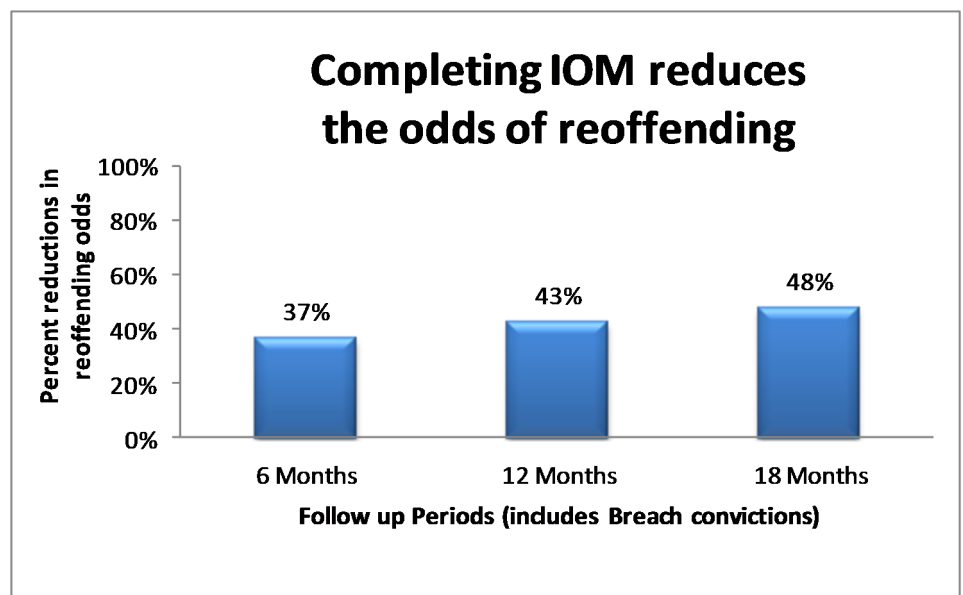
These differences between participant characteristics in the IOM and comparison groups were adjusted for in the analysis (see full report available on ICON for details).

Results

The average reoffending rate for IOM participants at all three centres was 17% at 3 months after release, 29% at 6 months, 51% at 12 months and 61% at 18-months following their release from custody.

We compared these rates to the non-IOM group using a variety of statistical methods. The results show that completing IOM significantly reduces the odds of recidivating: 37% less at the six 6-month follow up, 43% less at 12-months, and 48% less at 18-months (see Figure 1).

Photo 1: Stephenie Lewis working with an inmate at FRCC.



Integrated Offender Management (IOM) – Impact Analysis Further Findings

Additional Questions

To further understand the impact of IOM, we examined the program results by centre, how the results might change if we excluded administrative offences such as breaches of probation, and we also conducted focus groups and a survey.

By Centre

When we examined the centres separately, individuals who completed IOM at FRCC reoffended significantly less than those who did not take the program: 58% less at 3-months, 56% at 6-months, 50% at 12-months, and 55% at 18-months.

For NCC, IOM participants reoffended significantly less at 18-months.

When ACCW was analyzed separately, there were no significant differences between the IOM participants and the comparison group (see below for different results when breaches are excluded).

All Centres (No Breaches)

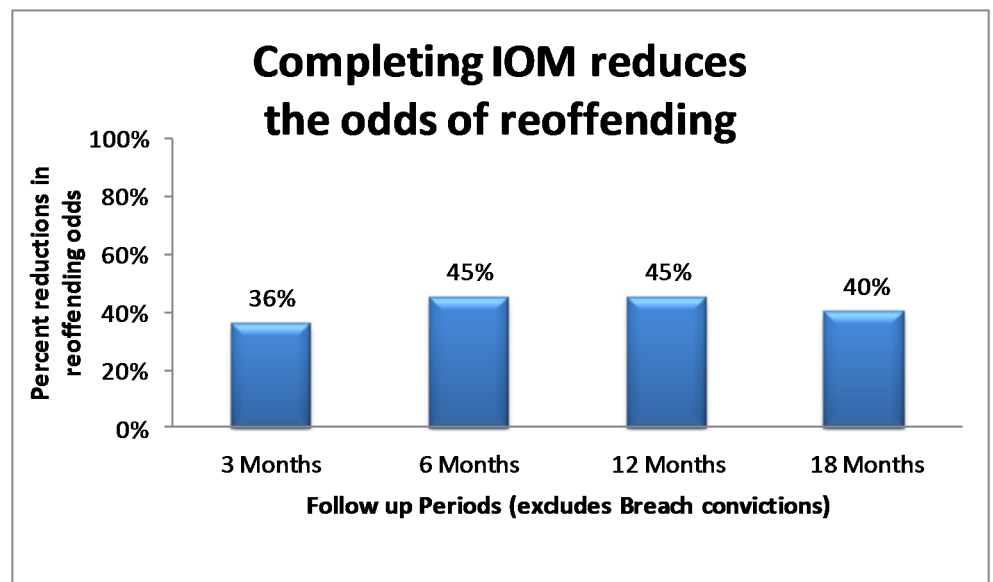
When breaches were excluded in the analyses, the average reoffending rate for IOM participants at all three centres was 11% at 3 months after release, 20% at 6 months, 40% at 12 months, and 54% at 18-months.

The results show that the IOM participants reoffended significantly less at all the follow up periods: 36% less at 3-months, 45% less at 6-months, 45% less at 12-months and a 40% reduction at 18-months.

By Centre (No Breaches)

When examined separately, individuals who completed IOM at ACCW reoffended significantly less than those who did not take the program: 54% less at 3-months follow up, 56% less at 6-months, 55% less at 12-months, and 44% at the 18-months.

For FRCC, only the 6-month follow up showed significant reductions in recidivism. For NCC, no significant reductions in reoffending occurred.



In summary, medium and high risk offenders who complete IOM reoffend significantly less !

Questions for the PREv:

Q. What is the difference between quantitative and qualitative data?

A. Quantitative data are numbers and statistics. Qualitative data are words, pictures or objects.

Q. What is a focus group?

A. Focus groups are structured small group interviews “focused” in two ways:

1. People being interviewed are similar in terms of demographics and in sharing a common topic-related interest.
2. Discussion on a particular topic is guided by a set of focused questions known as a “discussion guide”.

Integrated Offender Management (IOM) – Qualitative Analysis:

Focus Groups and Survey

The PREv unit conducted focus groups with case coordinators and web-based surveys with community probation officer between September and October 2010. The purpose of this qualitative study was to (a) understand the findings of the impact analysis, (b) identify the IOM benefits to clients and implementation issues and challenges, and (c) solicit suggestions for improvement.

Nine case coordinators participated in the three focus groups and a 107 community probation officers completed the web-based survey. The following are the highlights, see the full report on ICON for more information.

IOM Benefits for clients

- ◆ Helps clients gain a sense of accountability, a more positive view of self.
- ◆ Provides access to resources, sets goals for staff to work on with the offenders.
- ◆ Increased level of independence.
- ◆ An opportunity to work one on one with clients on strengths.
- ◆ Collaboration with clients and across divisions.

IOM Implementation Challenges

- ◆ Lack of appropriate housing.
- ◆ Resources required.

Suggested Improvements

- ◆ Provide Outreach workers.
- ◆ Promote IOM and get everyone onboard.
- ◆ Communication and information sharing between IOM teams, POs and external service providers.
- ◆ IOM Coordinator staff selection criteria.



IOM Next Steps

- ◆ The IOM impact analysis was presented to SMC in spring 2011 and has received full endorsement. The report was finalized in fall 2011.
- ◆ IOM will conclude at NCC facilitating NCC's enhanced focus on the very successful Guthrie House Therapeutic Community.
- ◆ IOM has connected with the Housing Initiative Project (HIP) to identify and support offenders who are homeless or at risk of homelessness when they leave the custody centre.
- ◆ Project management continues, plans for expansion to VIRCC are in progress.
- ◆ For the full report, see the PREv CorrPoint site and ICON (Tools → Branch Plans and Publications).

The Performance, Research and Evaluation (PREv) Unit

Contact us! If you have comments, questions, or ideas about this publication, please contact:

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