

**PROGRAM IMPLEMENTATION GUIDE**  
**THINKING FOR A CHANGE**

In August 2008 Ramsey County Adult Field Services authorized the use of Thinking for a Change Program with voluntary support from agents and supervisors. There were two facilitator trainings conducted in the Fall of 2009 and Summer of 2010 that bore a total of 6 facilitators (5 of which are active). Through their efforts, the Adult Division has completed 11 cycles of T4C with a completion rate of approximately 70% of those referred. Based on the early indications of the recent Ramsey County recidivism study conducted, T4C is an effective intervention for the offenders under supervision within the Adult Division.

The evaluation department has recently completed a recidivism analysis of the offender graduates from cycles of T4C that have a year or more time post graduation. The following is a breakdown of the findings of the analysis:

*See Addendum #1*

This fostered a need to analyze the potential for expanding the program throughout the division with formal financial and administrative support. The following is a projection of the number of offenders who could potentially be referred into the T4C program.

***Assumptions and parameters for determining clients that would be eligible and appropriate for T4C.***

- Initial population: Clients that had at least one case newly opened in supervision in 2010. There were 6,585 clients that had a new case opened in supervision in 2010.
- Based upon the offices/units where T4C referrals tend to come from, clients must have been supervised in a Field Office (800, South, or Park), Spruce East, Spruce North, or the Domestic Abuse Unit.
- The client must have been sentenced to at least 1 year of supervision on that case.
- The client must have an LSI-R assessment that was done by a Ramsey County agent.
- In order to ensure the assessment is reasonably timely, up to date, and reflective of the offender's level of risk and needs, only those clients who had an LSI-R done within one year before starting on supervision OR within one year after starting supervision were selected. If a client had multiple assessments, the most recent one was selected. The assessment can be of any type (initial, first reassessment) so long as it was posted to S<sup>3</sup> by the agent. 1,326 clients met these initial Unit and LSI-R "conditions" for program eligibility.
- Client must have been assessed as "high risk" i.e. scoring 25 or above on the LSI-R. **761** of these 1,326 clients or 57% scored 25 or higher on the LSI-R.

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*Planning and Evaluation Analyst*

Due to the potential demand, beginning in 2012 16 staff will complete the 32-hour *Thinking for a Change Facilitator Training*.

The Adult Field Services Division is committed to ensuring the success of the program through proper training of staff, accessibility to training materials and continual quality assurance practices to maintain the integrity of

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the program. This Implementation Guide serves as a roadmap for successfully implementing the program in the Adult Field Services.

It is the strategy of the Ramsey County Adult Field Services Division to utilize *Thinking for a Change* as its primary cognitive skills curricula for offenders with an LSI-R score of 25 or higher supervised by non specialized field units. This reference guide provides information and guidance for implementing, sustaining and monitoring the program to ensure that program integrity is maintained.

**A. Program Requirements**

1. All units unless specifically exempted by the Adult Field Services Directors will make referrals into the *Thinking for a Change* program.
2. All units will ensure that at least two (2) staff members are trained to facilitate the program on a consistent basis.
3. The Unit Supervisor in collaboration with the T4C coordinator shall be responsible for the implementation of the T4C program within his/her unit. They will work to create an annual unit schedule that meets staffing needs.
4. The T4C program consists of 25 sessions that must be offered in sequence. It can be offered 2-3 times per week for 1.5 – 2 hours each session. Specific days, time and location will be determined by each unit. Class size must be no larger than 15 participants.
5. Aftercare procedures should be arranged whenever possible for offenders who successfully complete the program to provide continuous dosage of skill building beyond the graduation date.
6. Initially, facilitators should co-facilitate a program at least once before conducting the program in solo. Whenever feasible, two facilitators should be used to conduct one program. Staff awaiting an opening for a T4C facilitator training may serve under the guidance and supervision of a trained facilitator as an apprentice.
7. No changes in program content should be made without approval from the T4C coordinator. All program content must be offered in order and with no alteration. Any changes to program content will be made and communicated by the National Institute of Corrections.
8. All units, unless specifically exempted, will have the T4C program in place by \_\_\_\_\_.

**B. Thinking for a Change Facilitator Selection and Training**

1. The Unit Supervisor will identify staff members who will facilitate the T4C program and submit their names to the T4C coordinator. When choosing staff to facilitate the program, the following characteristics and requirements apply:
  - a. Believes program participants can change;
  - b. Does not easily become frustrated by participants or workload;
  - c. Is firm, but fair as well as nonjudgmental;
  - d. Is consistent when interacting with participants;
  - e. Can communicate in a effective manner (e.g. calm, even voice tone);
  - f. Has an understanding of cognitive behavioral interventions.

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2. Staff members selected to facilitate the program are required to attend the 32 hour facilitator training and must forward a certificate of completion to division director.
  - a. Facilitator training must be conducted by a Trainer certified as a facilitator trainer for the *Thinking for a Change* curriculum.
3. Selection and documentation of program participation must be done in accordance with all program protocols. The criteria for referral is as follows:

**When considering an offender for referral to Thinking for a Change please consider the following criteria:**

- Offender should have an LSI-R score of 25 or higher.
- Offender must be functionally literate with a reasonable ability to read and write.
- Offenders who have displayed or assessed deficiencies with:
  - Impulsivity
  - Problem solving skill
  - Social interaction
  - Communication with others
  - Self-control
  - Reasoning

In addition, offenders who have high risk factors in the following LSI-R domains:

- Attitudes/Orientation
- Companions
- Family/Marital
- Peer/Companions

Offender must be fully aware of the expectations and commitment required to complete the course prior to class. No active and or untreated mental illness. No uncontrolled chemical abuse.

Offenders will be prioritized into group as follows:

- Risk Level (overall risk score)
- Domain risk level (Attitudes/Orientation taking precedence)
- Remaining supervision time

**C. Program Oversight**

- Unit supervisors will conduct a minimum of 6 debriefing session (per cycle) with unit facilitators to discuss program progress, attendance issues, facilitator collaboration, etc.
- These meeting will be documented and the reports forwards to T4C coordinator and Division manager.

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- Peer review staff and or designated quality control specialist will meet after each CQI observation (3 times per cycle) to discuss results of observations and coaching points discussed with current facilitators

**D. Program Coordination and Report**

- Each unit clerk will act as the information/material coordinator for the T4C program run within their unit.
- The unit clerk will be responsible for :
  - Recording referrals made from unit staff
  - Keeping a ledger of attendance for each cycle for each cycle of the program run in their unit
  - Creating and maintaining a roster for each cycle of the program run in their unit
  - Ordering supplies such as flip charts and markers
  - Making copies of session material
  - Reporting attendance and discharge reports to referring agents and unit supervisor
  - Forwarding all program documentation to Evaluation unit for tracking
  - Creating certificates for graduates

**E. Quality Assurance**

- Using information submitted on the Facilitator Evaluation and Facilitator Observation forms, and also through Student Manager registration, the T4C coordinator will maintain a log of all staff trained as facilitators for the program.
- In order to maintain program integrity and offer meaningful and continuous feedback and assistance to facilitators, quality assurance procedures include a monitoring protocol and pre and post testing procedures. The Quality Assurance protocols are as follows:
  - Random Observations, conducted by the quality control agent, of session during each of the program concepts. (3 per cycle)
  - Scoring of facilitators, using the Facilitator Observation form and Scoring Guide.
  - Feedback provided to facilitators based on observations.
  - Establishment of Peer Review teams within the current facilitators. (Proposed as program matures)
- In coordination with the Unit Supervisors and the T4C Coordinator, individuals identified as peer reviewers will conduct quality assurance visits with T4C facilitators. The completed forms shall be shared with the program facilitator(s), supervisor and forwarded to the T4C coordinator or designee for enhancement training and tracking purposes.

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This proposal has budgetary implications. The following is a projection of those implications.

**Costs of Proposal**

**Included Units**

- Spruce Tree North
- Spruce Tree South
- Spruce Tree East
- Domestic Abuse
- Park 300
- 800

**Excluded Units**

- Probation Reporting Center
- Intake
- Spruce Tree West
- Restitution
- DWI

<b><u>No. Staff</u></b>	<b><u>Training Hours</u></b>	<b><u>Program Hours (3 sessions per year)</u></b>	<b><u>Total hours and Cost</u></b>
2 per unit (12 total)	32 per individual 384 hours (one time event)	87.5 (3.5 per session: prep, delivery, debriefing) 262.5 annually per staff  Approximately 13% of regularly scheduled time	119.5 (initial year per)  Approximately 525 hours of staff time annually per unit.  Approximately \$20475 annual budget for staff time per unit. (at the rate of \$39 per hour)  Total Projected Cost:  \$122850 annually for division implementation

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<u>No. Supervisor</u>	<u>Hourly Commitment per cycle (w/ Staff)</u>	<u>Hourly Commitment per cycle (w/ QA review)</u>	<u>Total Hours and Costs</u>
1 per unit	4 meeting (1 hour per)	3 debriefings (1 hour per)	21 hours total commitment per
(6 total)	4 hours per cycle	3 hours per cycle	
	12 hours annually	9 hours total	Approximately \$924 per supervisor annually (at the rate of \$44 per hour)
			\$5544 annually for division implementation

<u>No. Quality Control officers</u>	<u>Hours of observation/feedback</u>	<u>Hours debriefing</u>	<u>Total Hours and costs</u>
1 Division Content Expert	9 hours per cycle (162 total hours annually)	3 debriefings (1 hour per)	12 hour total per cycle
(T4C Coordinator)		3 hours per cycle	216 hours total annually
	Includes:	54 hours total annually	Approximately \$8424 (at the rate of \$39 per hour)
	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Feedback</li> <li>• Documentation</li> </ul>		

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<u>No. Unit Clerk Process Coordinator</u>	<u>Hours of tracking</u>	<u>Hours of reporting</u>	<u>Total hours</u>
1 Clerk per unit (6)	3 hours per cycle (54 hours)	2 Hours per cycle (36 hours)	5 hours total per cycle
	<ul style="list-style-type: none"> <li>• Creating roster</li> <li>• Making copies</li> <li>• Ordering supplies</li> </ul>	<ul style="list-style-type: none"> <li>• Forwarding attendance</li> <li>• Forwarding documentation</li> <li>• Creating and filing certificates</li> </ul>	90 hours total annually
			Approximately \$2070 (at the rate of \$23 per hour)

<u>Total Staff</u>	<u>Total Hours</u>	<u>Total Per Staff</u>	<u>Total Sum Cost</u>
Facilitators (12)	3150	\$122850	\$131388 annually
Supervisors (6)	126	\$5544	
Quality Control (1)	216	\$924	
Clerk Typist 3 (6)	90	\$2070	

<u>Material</u>	<u>Costs Per Cycle</u>	<u>Total Annual</u>	<u>Total Material Cost</u>
Folders (2 sets)	\$37 per	\$666	\$3780
Markers (2 sets)	\$15.98 per	\$288	
Flip Charts (2 Sets)	\$157 per	\$2826	
Copying Cost	TBD		
<b><u>Total Annual Costs for Proposal</u></b>	<b>\$135168</b>		

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Potential Impact of this proposal:

Based on the completion rate of T4C programs run from August of 2008 to June of 2010, the completion rate for participants is approximately 70%. This estimate is the basis for the following projections.

<u>No. of sessions</u>	<u>Projected annual referrals</u>	<u>Projected annual completion</u>	<u>Average Cost per Offender Referral</u>
18 (3 per unit)	270	189	<u>Approximately \$500.62 per</u>

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