

# Maine Model of Corrections

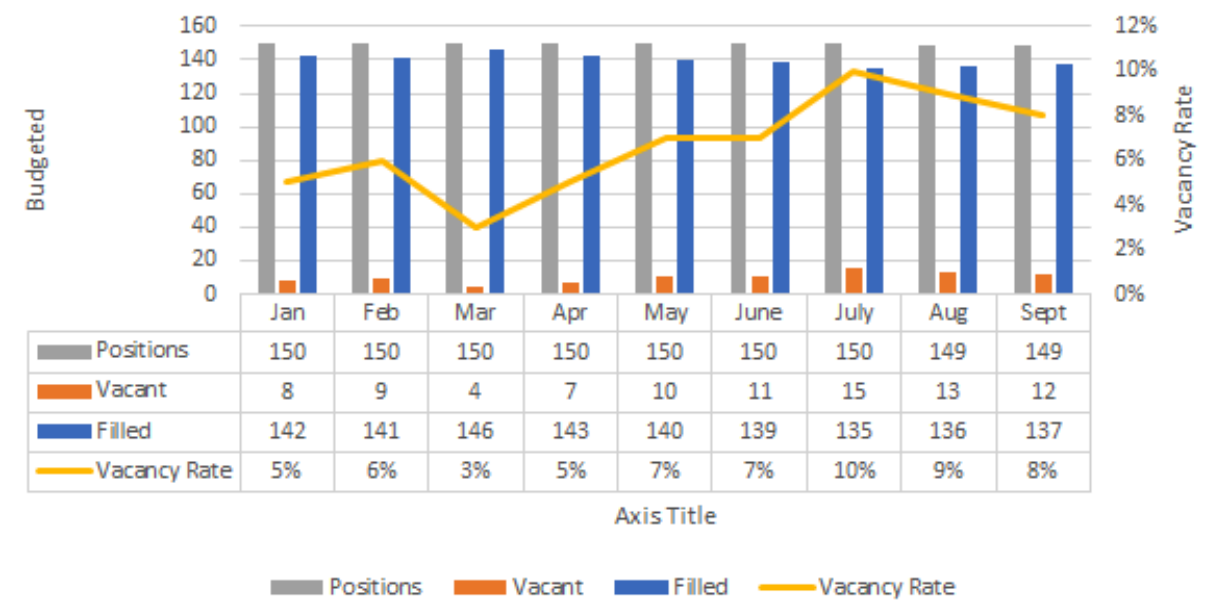
Scott Landry  
Associate  
Commissioner  
NRTI 10/8/2024



# National Vacancy Rates

39%

2024 Monthly Starting CO Vacancy Rates - MCC



## Maine's Adult Vacancy Rates – August 2024

- \* Maine Correctional Center 8%
- \* Maine State Prison 12%
- \* Mountain View Correctional Facility 5%

# What's going on?



## Why are Correctional agencies struggling to keep positions filled?



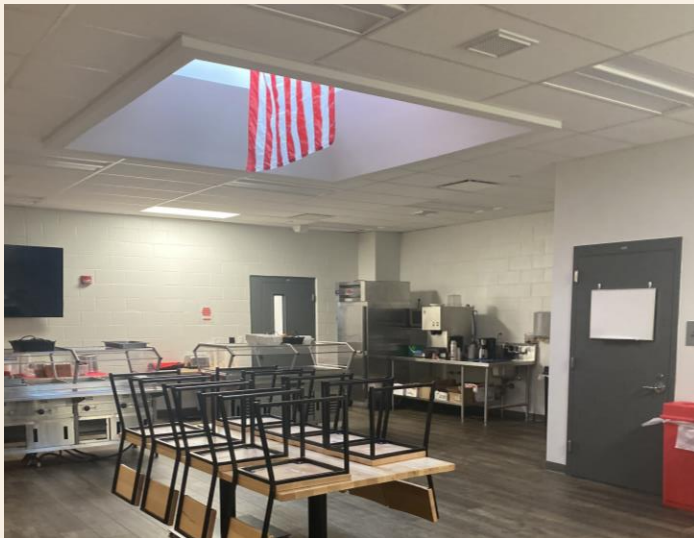
# Does it have to be like this?

## RECRUITMENT STRATEGY

- To recruit staff to corrections jobs, we need to re-invent corrections work to something that is fulfilling and desirable.



# Prison in Maine



# Where we started... (2014)

FRONTLINE - Solitary Nation



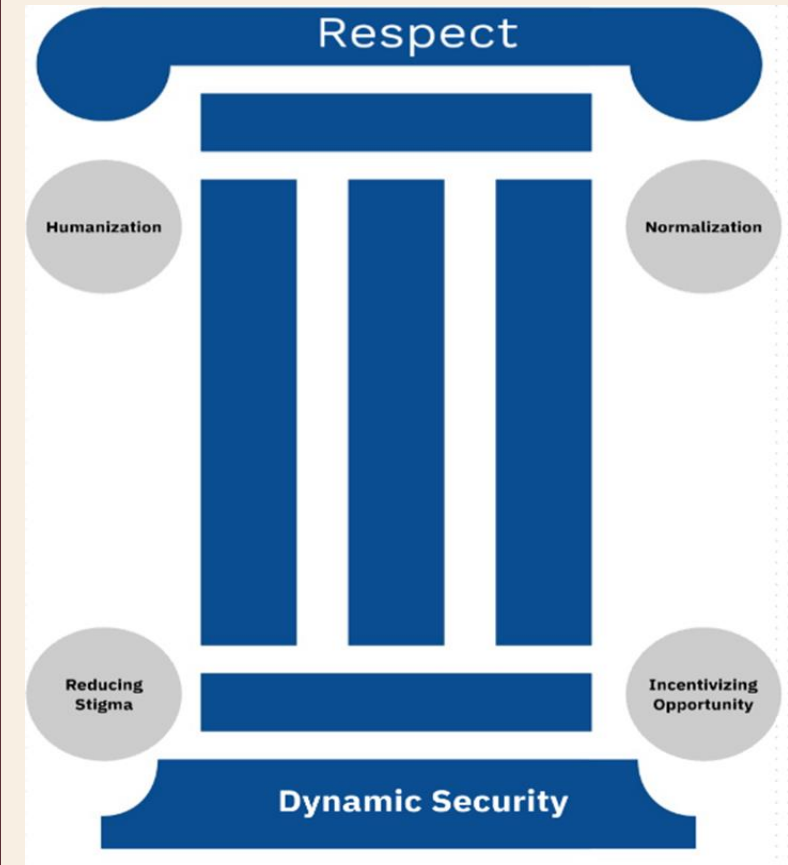
# Maine Changed Its Approach



# Maine Model of Corrections

Supported by Respect for all & applying Dynamic Security Principles, model has 4 main components:

- Humanization
- Normalization
- Reducing Stigma
- Incentivizing Opportunity



# The Journey



## Attempts at Reform

- \* Restrictive Housing
- \* Use of Force
- \* Increasing Programs to Reduce Recidivism

Only marginal success... why?

# Prison Fellowship & Warden Exchange Program (Reimagining Corrections)



**III | FOURTH PURPOSE**

# Simply Put: What We Were Doing Wasn't Working

## WHY NOT?

- The reason was "us"
- We needed to make some changes – and to do so, we had to start by looking at ourselves...

## QUESTIONS

- What has the field of Corrections taught us about how the work ought to be done?
- Has it worked?

“ We but mirror the world. All the tendencies present in the outer world are to be found in the world of our body. If we could change ourselves, the tendencies in the world would also change. As a man changes his own nature, so does the attitude of the world change towards him. This is the divine mystery supreme. A wonderful thing it is and the source of our happiness. We need not wait to see what others do.”


– Mahatma Gandhi

**Joseph** Ranseth

*Speaker, Author, Transformationist*

MAINE MODEL OF CORRECTIONS

# Self-Examination

- Do we view residents as people who deserve some “agency” in decisions that affect them?
  - Do we view residents as having value to add to the community – inside and out?
  - What does it mean to grant another person respect and dignity? Do we see residents as having equal value and worth as human beings?
- 
- What biases/assumptions do we make that hold us back? E.g. Do we make decisions to protect against the worst possible outcome or the best? What happens when things go wrong?

# Importance of Vision: What & Why

- \*People fear change.
- \*The need to “picture” what it could look like to safely imagine things a different way.
- \*The need to feel respected enough to be informed about why changes are coming and voice thoughts and concerns.



# What is Our Mission?



## FORMER

- To reduce the likelihood that adult and juvenile offenders will reoffend by providing practices, programs, and services that are evidence based and that hold offenders accountable.

## CURRENT

- To make our communities safer by reducing harm through supportive intervention, empowering change and restoring lives.

# Alignment to Agency Mission

- \* **Language Matters**
- \* Medication for Substance Use Disorder
- \* Resident Education and Technology
- \* Agriculture and Farm to Table
- \* Facility Design
- \* Training to a new way
- \* Staff Support Spaces

## Language Matters in Corrections

- Corrections is now catching on
  - Wellness and outcomes are connected to language, meaning, and practices = **humanization**
  - Staff: wellness, peer support, professional development communications, policy, and building rapport
  - Residents: person-first/focused, wellness goals, communications, building rapport
  - SUD treatment, mental health services, reentry, and community building



Maine Department of Corrections

CLA Winter Conference

## Implementing Destigmatizing Language

- MDOC's Language Matters Campaign
  - Learned from our women's services division
  - Partnership with McLean Hospital – deconstructing stigma
    - <https://deconstructingstigma.org/medoc>
  - Informally adjusted language using internal champions
  - Philosophical realignment
  - Launched "language matters" campaign
  - Began official policy edits
  - Revised training curricula

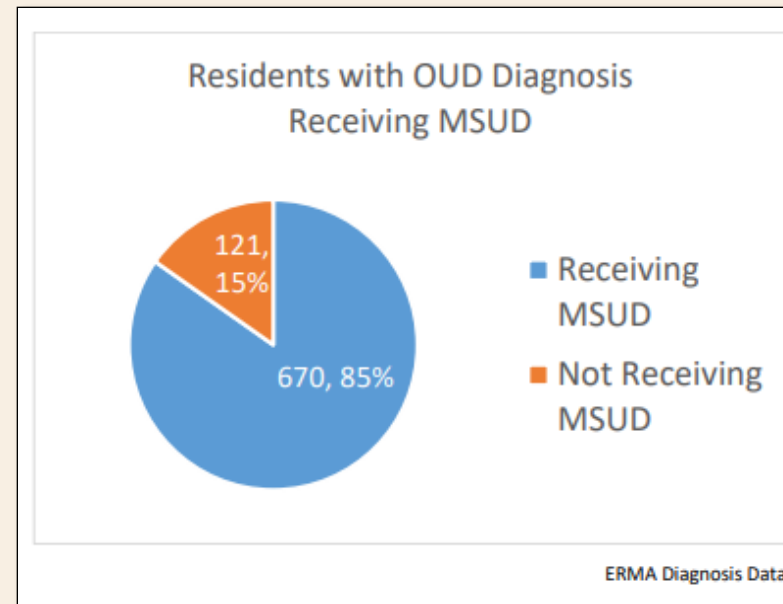
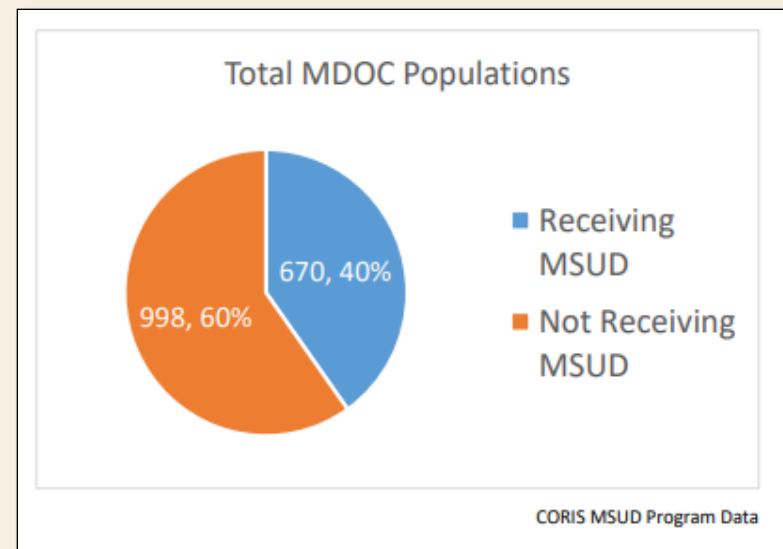


Maine Department of Corrections

2022 Warden Exchange

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- \* **Facility Design**
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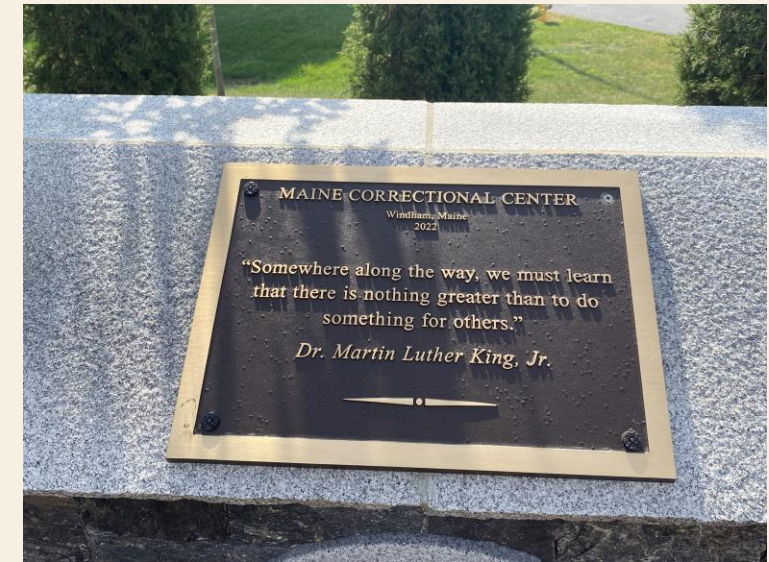
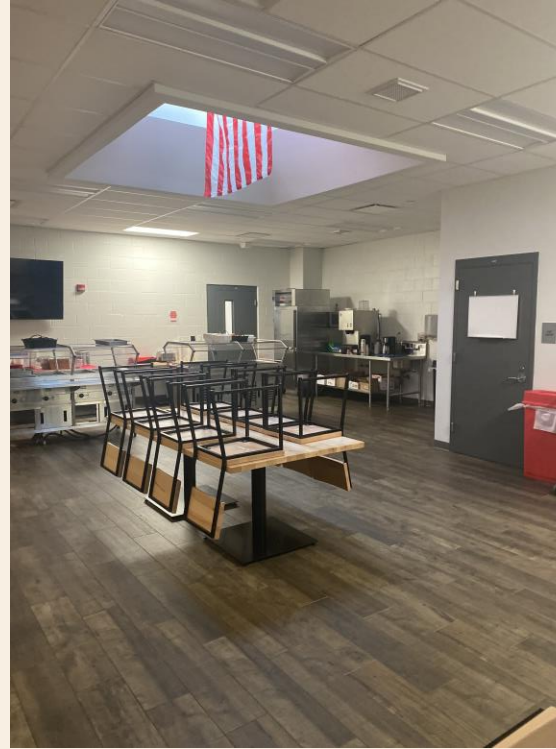
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# CULTURE



Staff  
Culture

Resident  
Culture

Unified  
Culture

# Leading Team Towards Change

- \* **Overcoming fear (Restrictive Housing)**
- \* Developing understanding (MSUD)
- \* Empowering staff and residents
- \* Collaborative Planning – “Earned Living Units”
- \* Resident Advisory Councils
- \* Changing Culture / Challenge cynicism, build trust
- \* Staff Benefits (wellness, work climate, fulfillment)
- \* Training with respectful messaging to senior staff

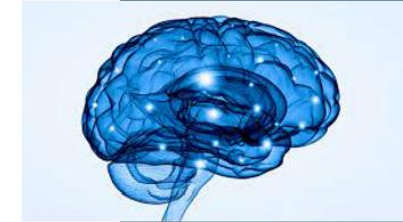


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## The Neurobiology of OUD

- Opioid receptors are a part of the body's natural endorphin system.
- Endorphins are chemicals our bodies release to help reduce our experience of pain and they can also contribute to euphoric feelings.
- Opioid use leads to an above-normal release of endorphins, and the brain's strong draw toward euphoria drives repeated and continued use of opioids.
- Without opioids, a person experiences withdrawal and feels unhappy or uneasy and physically ill, only feeling normal by taking opioids again.



## 3 myths about medication-assisted treatment

### 1. MAT increases the risk of overdose

Studies have shown that individuals who were not receiving MAT had over eight times the risk of overdose mortality when compared to those who were receiving MAT

### 2. MAT is only effective in the short-term

MAT can be used in both short-term and long-term treatment for those living with OUD. Depending on the individual and the circumstances of their recovery, MAT can be safe and effective for months, years or even a lifetime.

### 3. MAT simply trades one addiction for another

All medications used in MAT programs are approved by the FDA and are safe and effective when taken as prescribed by a doctor. These medications help to reduce the cravings and withdrawal symptoms individuals experience as a result of OUD and are combined with other support mechanisms to constitute a “whole patient” approach.

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*Making our communities safer by reducing harm through supportive intervention, empowering change and restoring lives.*



Accountability, Respect, Integrity, Teamwork, and Commitment

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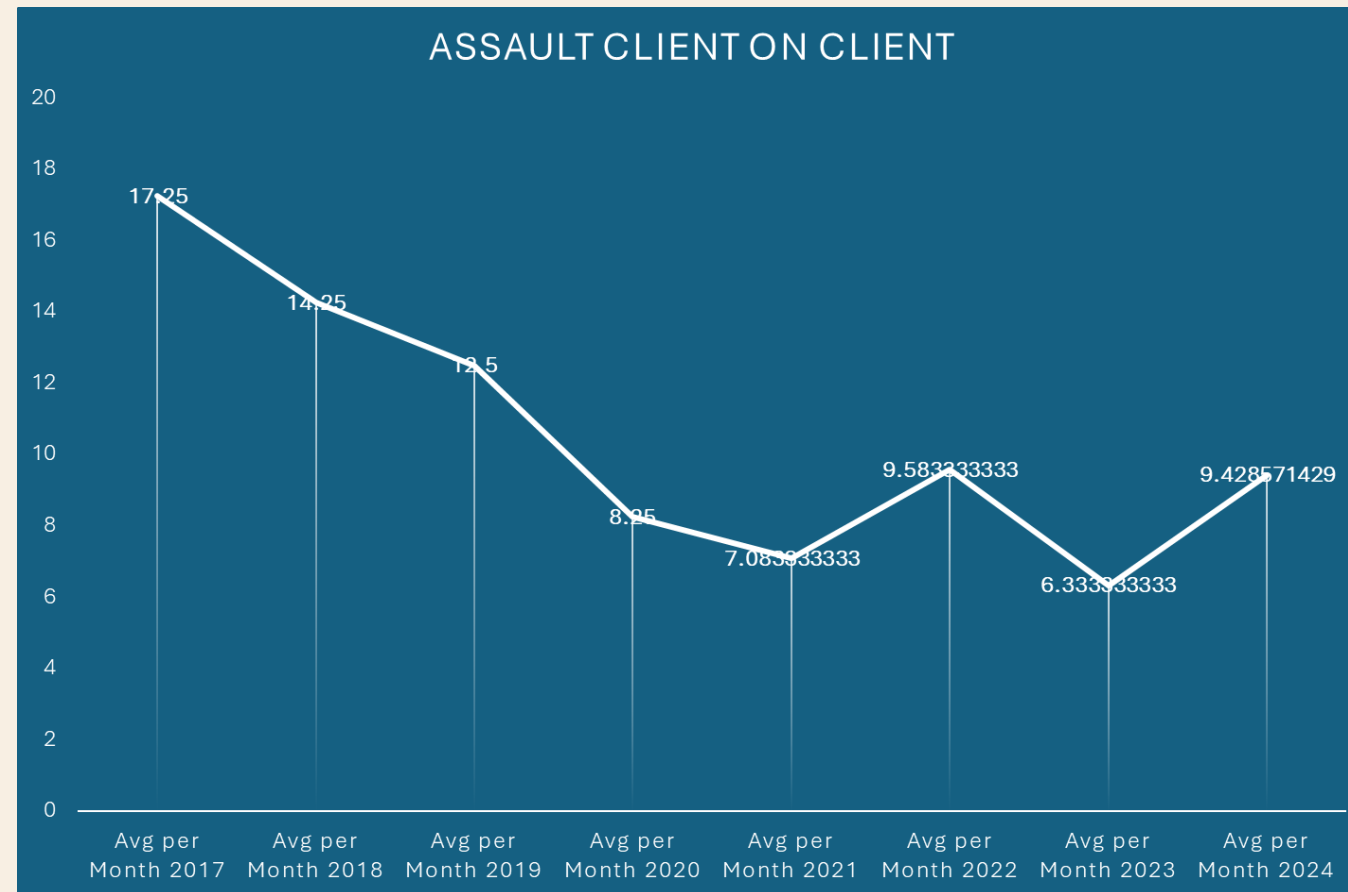


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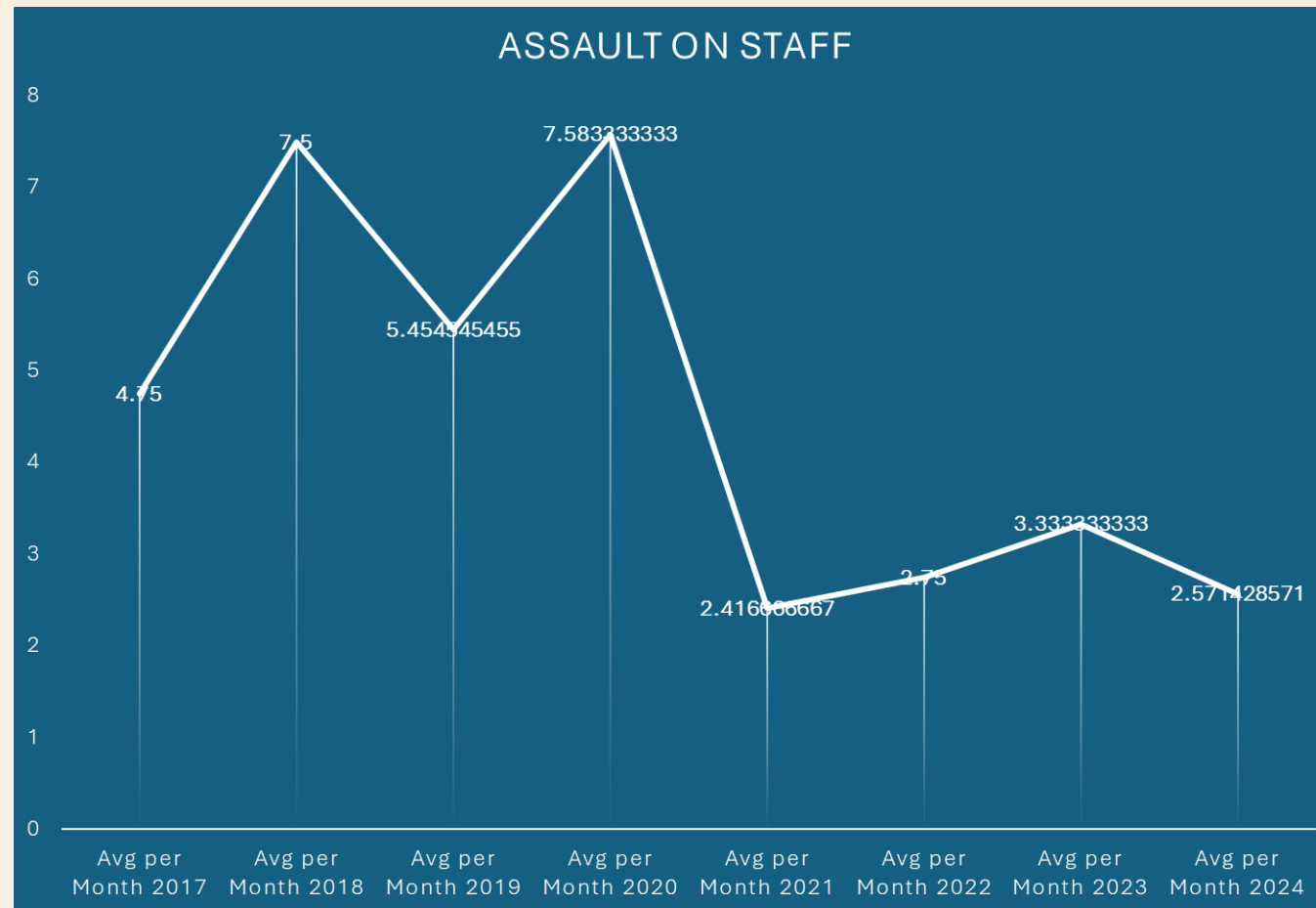
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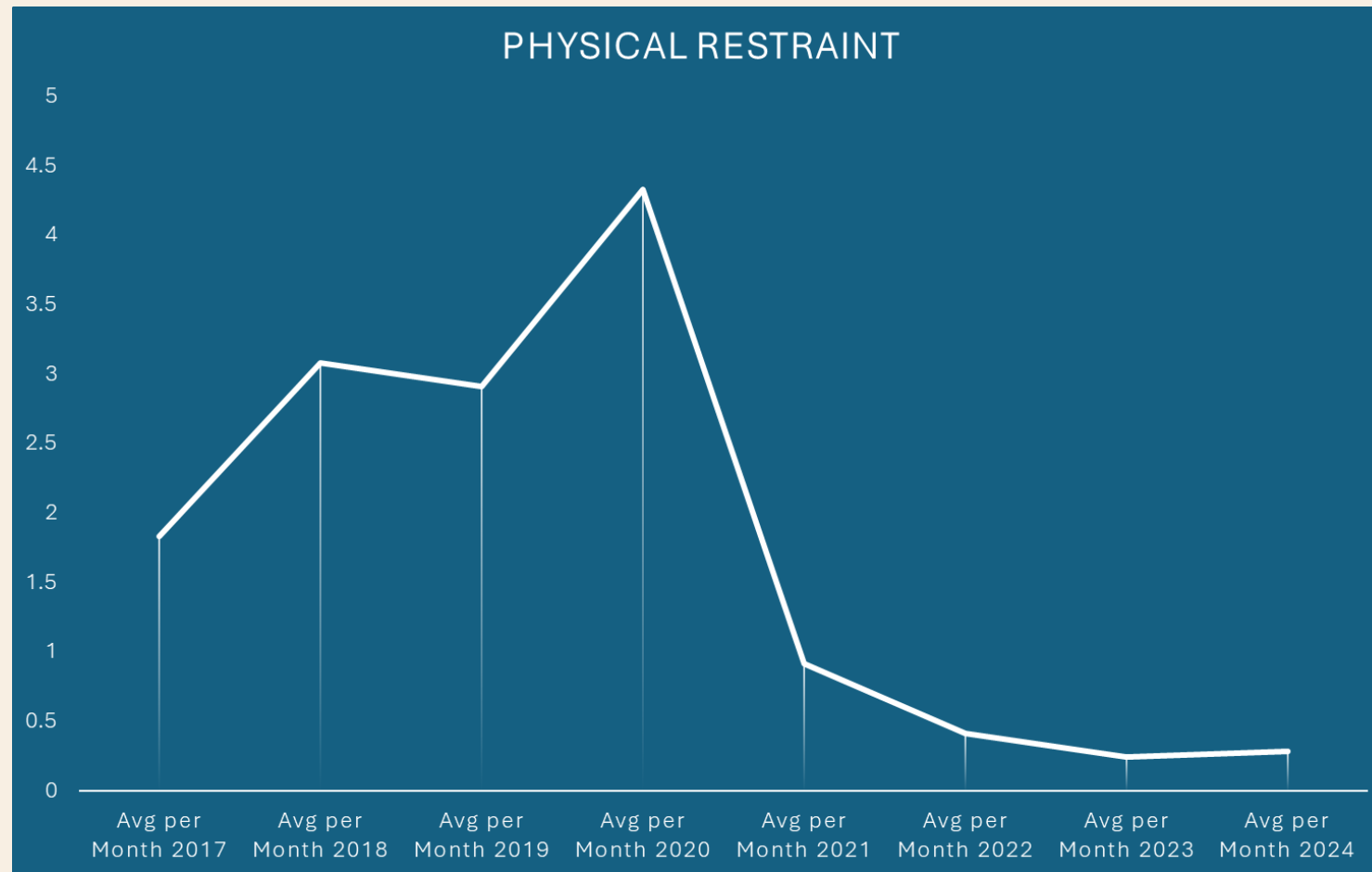
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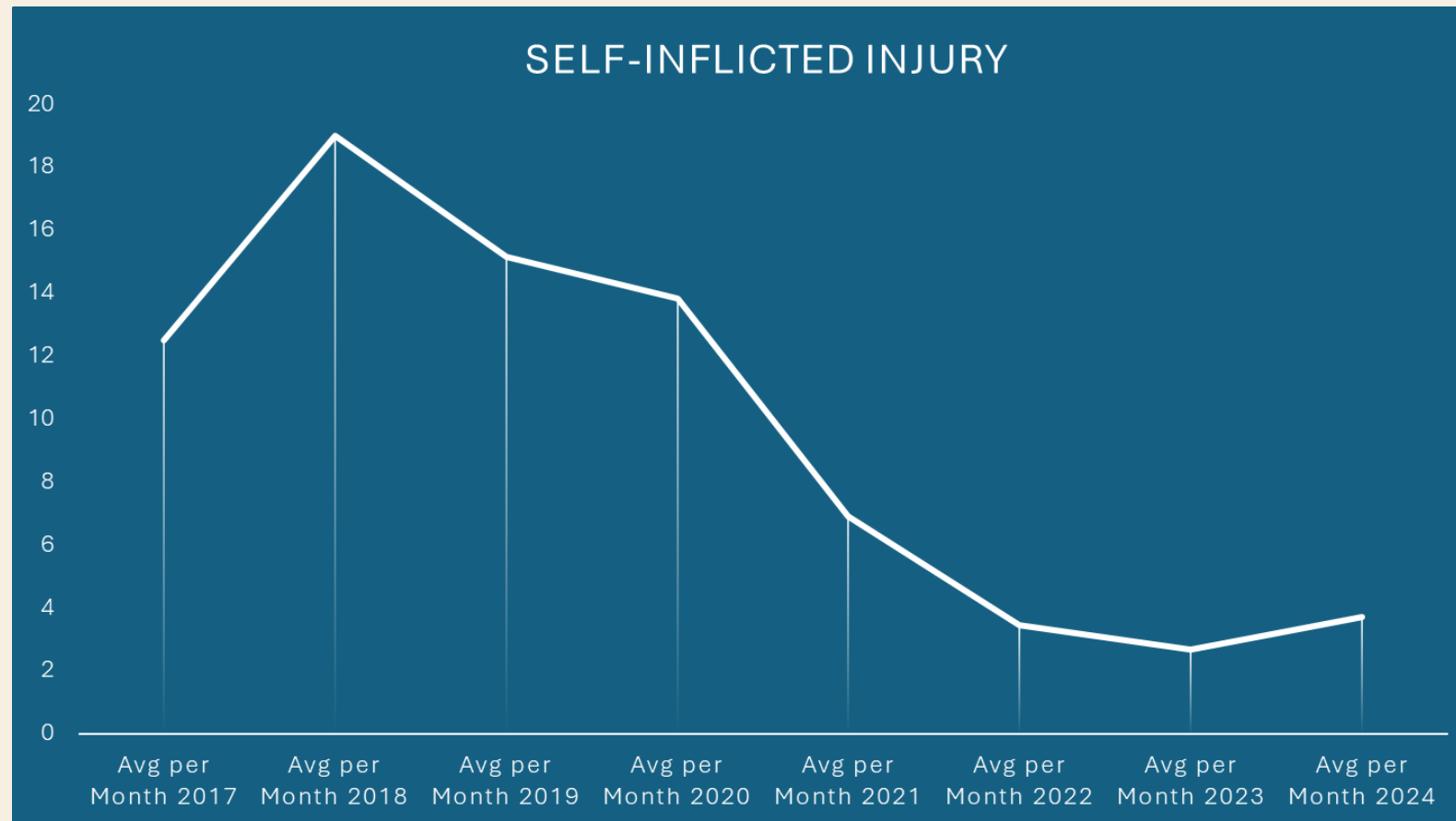
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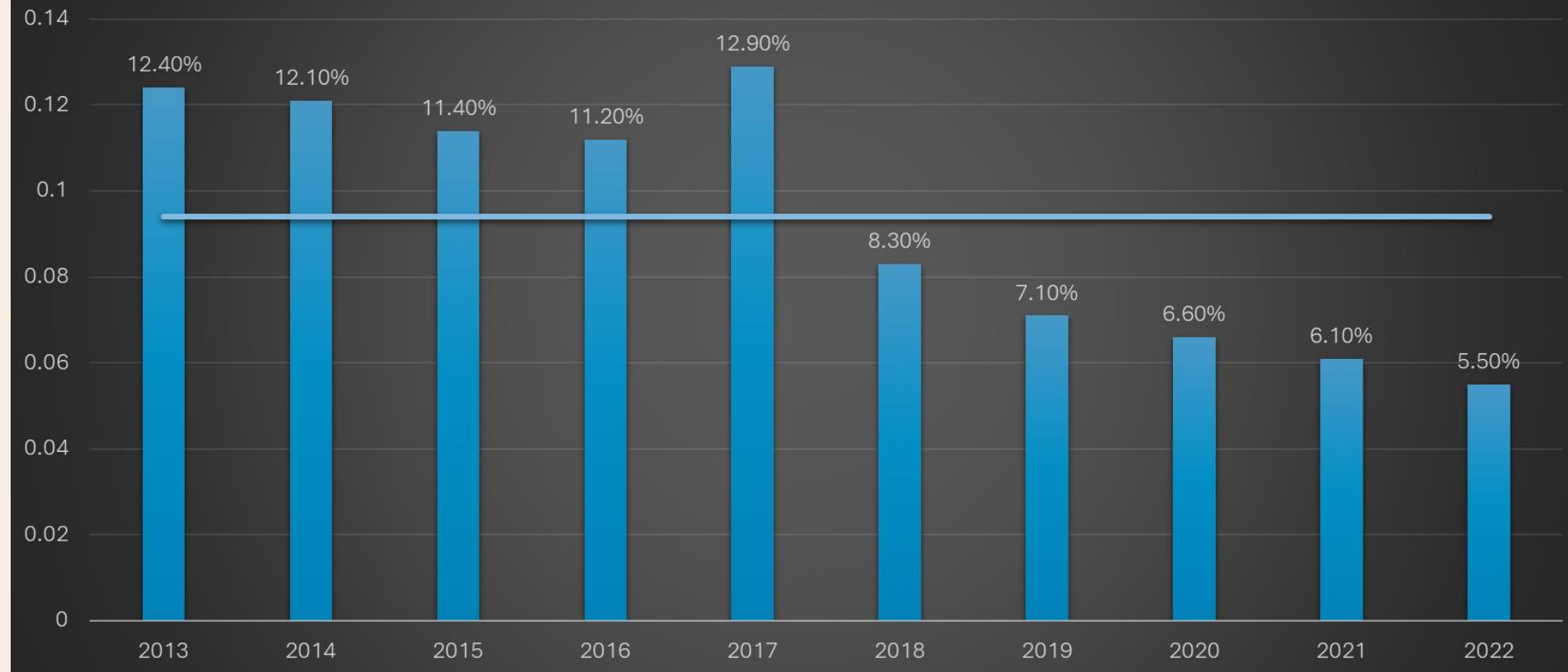
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## One Year Return to Custody Rate



# Protecting the progress...



- \* **A shift toward new values and culture created Maine Model – and it can shift back.**
- \* **Leadership, policy, always striving for better**
- \* **Training, training, training**
- \* **Accountability – with teeth if necessary**
- \* **Remembering what matters most – people, relationships, values**
- \* **Preventing “drift” and confronting hold-outs**
- \* **Willingness to take risks but also make course corrections.**

# Servant Leadership in Corrections



# Traditional Correctional Leadership

## Authoritarian leadership characteristics

- Leader holds all authority and responsibility.
- Clear hierarchies with well-defined chain of command.
- Subordinates have limited autonomy.
- Strict adherence to rules and protocols.
- Little to no room for flexibility.



ILLUSTRATION: ID-WORK/GETTY IMAGES  
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[See Source.](#)

# Are there Advantages of Authoritarian Style??

**In keeping with  
paramilitary  
traditions / Rank  
/ Authority**

**Works well for  
Crisis  
Responses / ICS  
/ Life Safety**

***Appearance of  
control, order,  
structure***

# How is Corrections Work Under Maine Model different?

- \* **Relational (but with boundaries)**
- \* **More Officer discretion**
- \* **Staff need to operate more in the gray / critical thinking / interdisciplinary**
- \* **Maintaining a health culture and norms versus addressing problems**

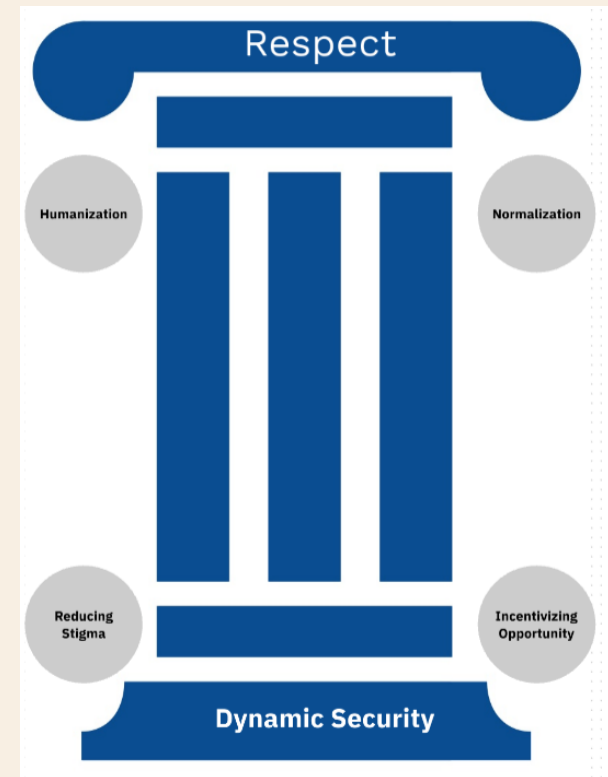
# How is Corrections Work Under Maine Model different?

- \* **Officer attitude, modeling, professionalism are more important**
- \* **Staff Wellness and retention is directly related to supervision style. Need to care for staff as “people”**
- \* **Shift away from crisis management toward managing and supporting**

# Maine's Conclusion – Authoritarian Leadership is not compatible with Maine Model of Corrections



**VS.**



## Other Observations...

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**Younger generation supervisors & staff less comfortable with authoritarian model**

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**Many staff struggle with interpersonal communication, especially conversations they fear might provoke a negative response.**

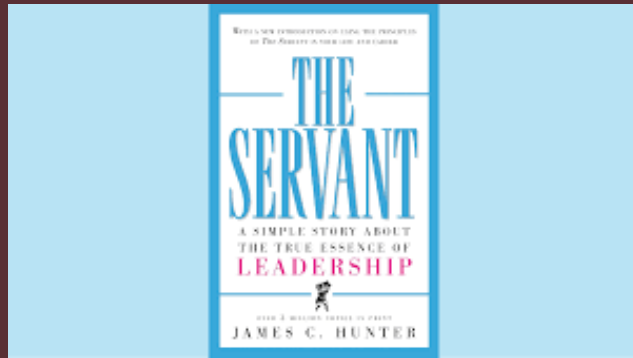
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**Power / Control dynamic of Authoritarian model is not good for residents or staff. (Ego's / Turf / Protectionism / Competition / Self First)**

# Choosing a Leadership Model

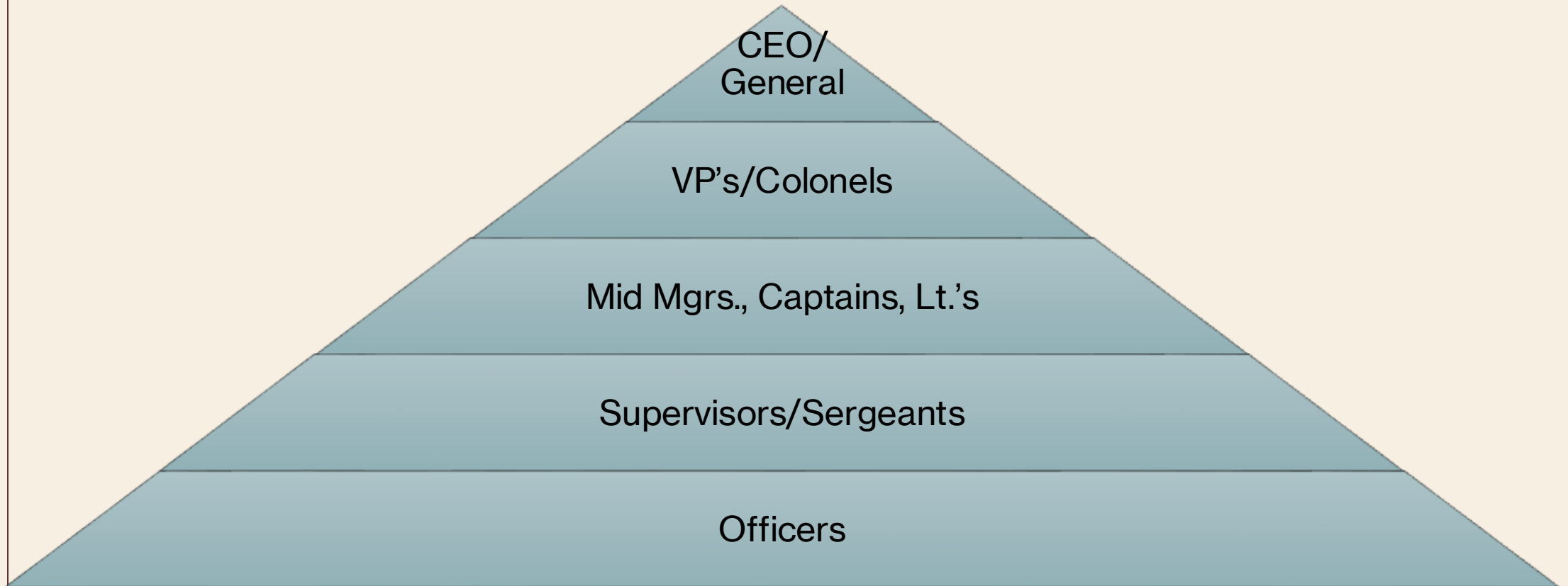
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# Finding a Way that Fits

# Old Paradigm



Customer / Enemy

**Who is the  
customer?**

\* **Client / Resident / Prisoner /  
Inmate ???**

**Have we  
viewed them  
as the  
enemy?**

\* **The Public ???**

# New Paradigm

Customer

Associates (Employees)

Supervisors

Middle Managers

Vice Presidents

CEO

# Characteristics of Servant Leadership

- \* Organization is oriented to serve the client/customer.
- \* For Maine Model correctional approach, the resident is the customer and it does matter what they think / feel.
- \* Supervisors of all levels need to meet the needs of their staff and remove obstacles for them.
- \* Servant Leadership is NOT – letting people do whatever they want. Supervisors serve the “needs” not the “wants” and still have expectations, standards, and a disciplined workforce.
- \* Humility > Pride & Ego

# Servant Leadership and Authority

**LEADERSHIP:** "The skill of influencing people to work enthusiastically toward goals identified as being for the common good" (The Servant p. 77)



**AUTHORITY:** "The skill of getting people to willingly do your will because of your personal influence" (p. 79)

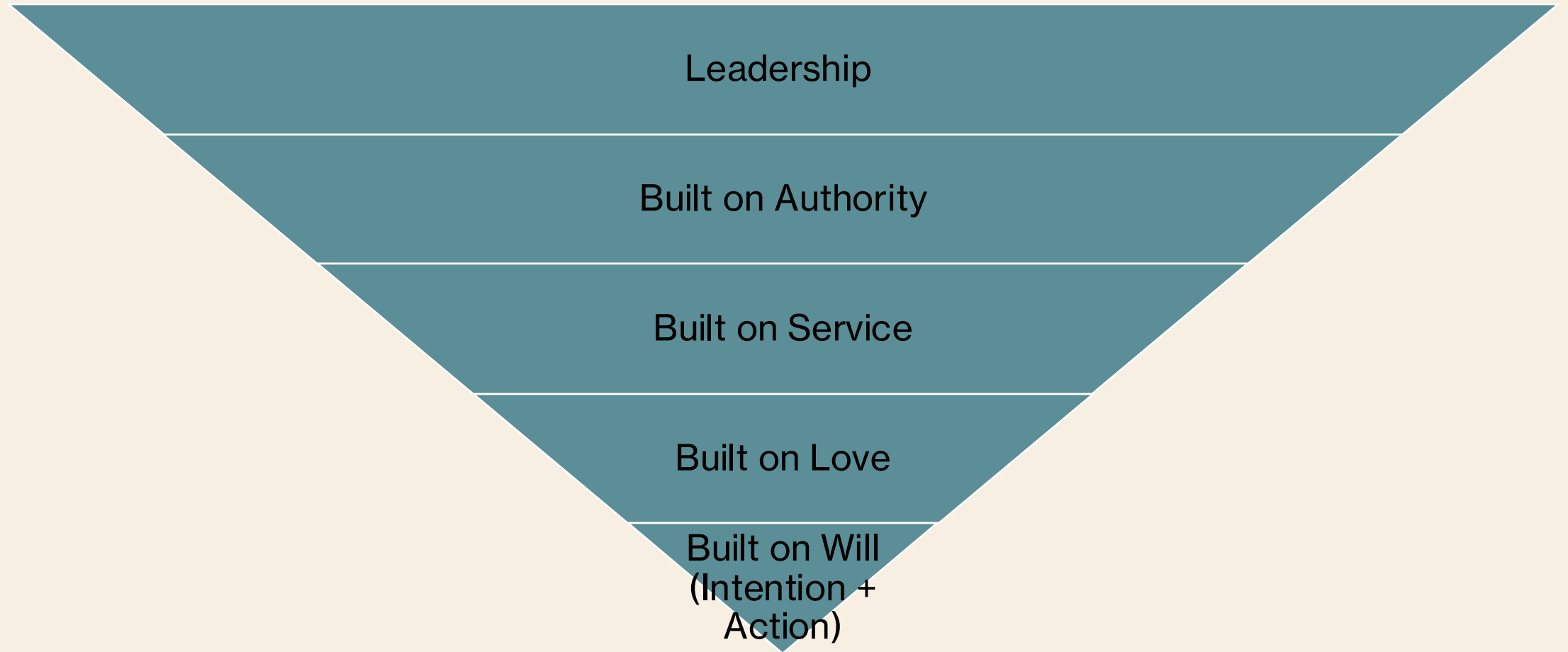


"Leadership is built on service & sacrifice." (rather than power/control)



Personal or social credit.

# Servant Leadership Model



AUTHORITY & LEADERSHIP	AGAPE LOVE
<ul style="list-style-type: none"><li>• Honest, trustworthy</li><li>• Good role model</li><li>• Caring</li><li>• Committed</li><li>• Good Listener</li><li>• Holds people accountable</li><li>• Treats people with respect</li><li>• Gives encouragement</li><li>• Positive, enthusiastic attitude</li><li>• Appreciates people</li></ul> <p>(Emotional Intelligence)</p>	<ul style="list-style-type: none"><li>• Patience</li><li>• Kindness</li><li>• Humility</li><li>• Respectfulness</li><li>• Selflessness</li><li>• Forgiveness</li><li>• Honesty</li><li>• Commitment</li></ul>

# Servant Leadership in Summary

"Leadership is not about personality, possessions, or charisma, but all about who you **are** as a person."

***Can Leadership be Learned?***

# Thank You

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[Maine.gov/Corrections](https://Maine.gov/Corrections)

