

Partnering for Quality with Private Providers

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Partnering for Quality

- Professionals working in criminal justice are increasingly confronted with diverse problems. Solutions to issues such as mental health, pervasive drug addiction, jail and prison crowding, and offender reentry place significant demands on the court system.

Partnering for Quality

- No single entity can address these problems independently. Building alliances within one's own field is critical. BUT to forge effective collaborative relationships with other public and private agencies is vital for the justice system clients we serve.

Partnering for Quality

- We in the justice system are not accustomed to partnerships; we exist in a legal system that is adversarial in nature and that we believe has worked.

Why not now?

Partnering for Quality

- We compete for existing funds that are often in short supply
- Agencies overlap services
- Elected officials often change
- Contradictory agencies' missions

Keys to Successful Partnerships!

- Defining and articulating a common outcome;
- Establishing mutually reinforcing or joint strategies to achieve the outcome;
- Identifying and addressing needs by leveraging resources;
- Agreeing upon agency roles and responsibilities;

Keys to Successful Partnerships!

- Establishing compatible policies, procedures, and other means to operate across agency boundaries;
- Developing mechanisms to monitor, evaluate, and report the results of collaborative efforts;
- Reinforcing agency accountability for collaborative efforts through agency plans and reports; and
- Reinforcing individual accountability for collaborative efforts through agency performance management systems.

A common outcome

- Unified Mission/belief in the changes that are necessary in the support of EBP/PEI to achieve a mutual and beneficial outcome.
(Mission or vision statement)

Establish joint strategies

- strategies help in aligning the partner agencies' practices, core processes, and resources to accomplish the common outcome. (Goals & Objectives)

Identify and Address Needs by Leveraging Resources

- Partners should identify all resources they can bring to the table to help sustain the partnership. Evaluate the strengths and weaknesses of each partner. (examples: authority vs. treatment)

Agree on Roles & Responsibilities

- Partner agencies should work together to define and agree on their respective roles and responsibilities, including how the collaborative effort will be led.

(Team approach, established meeting times, exchange/dialogue & allow for adaptation) MOU or Contracts.

P & P, & Other Means to Operate across Agency Boundaries

- To facilitate partnerships, agencies need to address the compatibility of standards, policies, procedures, and data systems that will be used in “Quality Partnerships”.

Develop Mechanisms to Monitor, Evaluate, and Report Results

- Reporting on these activities can help key decision makers within the agencies, as well as clients and stakeholders, to obtain feedback for improving both policy and operational effectiveness.

(Data driven evaluation of partnership)

Agency Accountability for Partnership Efforts through Agency Plans & Reports

- Partnerships can use their strategic/annual strategic plans as tools to drive partnerships with other agencies & establish complementary goals and strategies for achieving results. Plans can also reinforce accountability for the partnership by aligning agency goals & strategies with those of the collaborative efforts. Accountability for collaboration is reinforced through public reporting of agency results.

Reinforce Individual Accountability for Collaborative Efforts through Performance Management Systems

- Organizations use their performance management systems to strengthen accountability for results, specifically by placing greater emphasis on fostering the necessary partnerships both within and across organizational boundaries to achieve maximum results

Most Successful Partnerships in Corrections

- Problem Solving Courts: Drug Courts, Reentry Courts, Mental Health Courts, etc.

Resources

- TeamWork: What Must Go Right/What Can Go Wrong, Newbury Park, CA: Sage Publications (1989)]
- [Results-Oriented Government: Practices That Can Help Enhance and Sustain Collaboration Among Federal Agencies](#) NIC 10-31-06
- BLUEPRINT FOR BUILDING EVIDENCE-BASEDCOMMUNITY PARTNERSHIPS IN CORRECTIONS NIC July 2005