1. Problems:
2. Lack of motivation
3. Unmet hygiene factors
4. Lack of opportunities for growth
5. Lack of leadership/ good role model
6. Inmates had a lack of motivation to improve their lifestyle
7. Structural problems in the org?
8. {Parker} [longest] Brainstorm **possible solutions to the problem.** Take some time to generate a sizeable quantity of solutions, and don’t evaluate them until you’ve generated a sizeable amount.
9. Transformational Leadership (coach as a good role model)
10. Increased resources
11. Restructure the organization
12. Growth opportunities
13. (compare to outside resources and different prison systems)
14. (other potential solutions)
15. References to Norwegian Prisons

* “The main problem was a lack of opportunities for growth resulting in low motivation”
* “concepts of motivation and growth are already defined in previous section”

We’ll now begin to explore potential solutions to the recidivism problem of inmates. From different levels of perspective, it is possible to identify organizational solutions at the individual, managerial, cultural, and structural levels.

For the individuals,

* providing a good role model able to influence through referent power might be a good consideration.
* They needed a Leader, not more managers because managers are much more ingrained in the past (the inmates offences) while leaders are focused on their future potential. (Tannenbaum & Schmidt)

For managerial,

* providing growth opportunities and reducing hygiene factors.

For cultural, the establishment of team dynamics, organizational values, and purpose

For structural,

* The creation of a network of interprofessional practices (Norway paper)
* Design elements of organizations (textbooks)
  + Elements of organizational structure
    - Formalization
      * There needs to be a shift in the standards of behaviour as evidenced by the (Norway Paper)
        + Further supported by concepts of cultural values and organizational purpose (textbook)

“We need a transformational leader to bring about structural changes in Formalization to produce a shift in standards of organization behaviour (culture, values), which allows for the provision of growth opportunities and social rehabilitation for inmates.”

**Possible solutions to the problem**:

1. Transformational Leadership (coach as a good role model)
   1. Ref: textbook
2. Increased resources (reduce hygene factors) / The creation of a Network of Interprofessional

Practices

* 1. Ref: hertz, textbook

1. Growth Opportunities
   1. Ref: Hertz, textbook
2. Restructure the organization
   1. Ref: Textbook
3. (compare to outside resources and different prison systems)
4. (other potential solutions)
5. References to Norwegian Prisons

“Norwegian prisons have comparatively low reoffending rates (20%; Fazel & Wolf, [2015](https://www-tandfonline-com.ezproxy.library.uvic.ca/doi/full/10.1080/13561820.2021.1922365)) and exceptional attitudes to the humane treatment and rehabilitation of prisoners (Pratt, [2008](https://www-tandfonline-com.ezproxy.library.uvic.ca/doi/full/10.1080/13561820.2021.1922365); Ugelvik, [2016](https://www-tandfonline-com.ezproxy.library.uvic.ca/doi/full/10.1080/13561820.2021.1922365)). Openness to rehabilitation

“

Many prisoners struggle to reintegrate into society due to Inadequate support of needs. This puts prisoners at risk of reoffending and not reintegrating into society. Supporting prisoners is an interprofessional practice where many agencies/professionals overlap to systematically bring services together to support individuals.

“Poor prisoner physical and mental health, substance misuse, and homelessness require a wide range of specialized support to address these complex problems prior to release (Cramer, [2014](https://www-tandfonline-com.ezproxy.library.uvic.ca/doi/full/10.1080/13561820.2021.1922365)). Many prisoners struggle to reintegrate into society due to individual permutations of these needs (Larsen et al., [2019](https://www-tandfonline-com.ezproxy.library.uvic.ca/doi/full/10.1080/13561820.2021.1922365)). Inadequate support to address these needs puts prisoners at risk of reoffending (Skeem & Peterson, [2011](https://www-tandfonline-com.ezproxy.library.uvic.ca/doi/full/10.1080/13561820.2021.1922365)Skeem, J., & Peterson, J. (2011). *Major risk factors for recidivism among offenders with mental illness: Report prepared for the Council of State Governments (CSG)*. Risk-Resilience Research, University of California, Berkeley. <http://riskreduction.soceco.uci.edu/index.php/publications-all/published-risk-assessments/> [[Google Scholar]](http://scholar.google.com.ezproxy.library.uvic.ca/scholar_lookup?hl=en&publication_year=2011&author=J.+Skeem&author=J.+Peterson&title=Major+risk+factors+for+recidivism+among+offenders+with+mental+illness%3A+Report+prepared+for+the+Council+of+State+Governments+%28CSG%29)). Supporting prisoners is an interprofessional practice where many agencies/professionals overlap in their work and collaborate.

Interprofessional practice is the action of systematically bringing services together to support individuals (Claiborne & Lawson, [2005](https://www-tandfonline-com.ezproxy.library.uvic.ca/doi/full/10.1080/13561820.2021.1922365)). It encompasses integration (or the structural dimensions of service delivery; Ahgren & Axelsson, [2005](https://www-tandfonline-com.ezproxy.library.uvic.ca/doi/full/10.1080/13561820.2021.1922365)) and collaborative interpersonal and interprofessional relationships working within these integration systems (Reeves et al., [2018](https://www-tandfonline-com.ezproxy.library.uvic.ca/doi/full/10.1080/13561820.2021.1922365)). Interprofessional practices encompass the concept of collaboration, coordination, networks, and teamwork (Dow et al., [2017](https://www-tandfonline-com.ezproxy.library.uvic.ca/doi/full/10.1080/13561820.2021.1922365); Reeves et al., [2018](https://www-tandfonline-com.ezproxy.library.uvic.ca/doi/full/10.1080/13561820.2021.1922365)).”

Refs:

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