



2019 National Symposium on Corrections Worker Health

Program and Speaker Biographies

National Corrections Collaborative

Center for the Promotion of Health in the New England Workplace

University of Massachusetts Lowell

Suffolk University

Boston, MA

August 1, 2019



2019 National Symposium on Corrections Worker Health

8:00AM **Breakfast and Check-in**

8:30AM **Welcome from the Symposium Planning Team**

Mazen El Ghaziri, Ph.D, MPH, RN, Assistant Professor, UMass Lowell

Lisa Jaegers, Ph.D, OTR/L, Assistant Professor, Saint Louis University

Carlos Monteiro, Ph.D Assistant Professor, Suffolk University

8:40AM **Welcome & Opening Remarks**

Sheriff Peter J. Koutoujian, Middlesex Sheriff's Office

8:50AM **Background on National Corrections Collaborative**

Martin Cherniack, MD, MPH, Professor of Medicine, UCONN Health

9:00AM **Updates from the National Institute for Occupational Safety and Health**

Paula L. Grubb, Ph.D. Work Organization & Stress Team, NIOSH

9:10AM **Updates from the National Institute of Justice**

Angela Moore, Ph.D, Senior Science Advisor, NIJ, U.S. Dept of Justice

9:20AM ***Panels on Intervention Models for Improving CO Health and Well-Being***

9:20AM ***Panel 1- Corrections Officers: Health Challenges of Life as a CO***

Facilitator - **Mazen El Ghaziri**, Ph.D, MPH, RN, Assistant Professor, UMass Lowell

Aaron Lichwalla - Connecticut Department of Correction

Lieutenant Mike Kelley - Middlesex Sheriff's Office Peer Support Program

Deb Sahd - Special Assistant to the Secretary, Pennsylvania Department of Correction's Wellness Initiatives

Brian Dawe - Founder, American Correctional Officer Intelligence Network

Andy Potter - Executive Director & One Voice Founder, Michigan Corrections Organization

10:10AM **Break**

10:25AM ***Panel 2 - Intersectionality of Restorative Justice and Workplace Health***

Facilitator - **Lisa Jaegers**, Ph.D OTR/L, Assistant Professor, Saint Louis University

Alex Frank - Vera Institute of Justice (Restoring Promise)

Scott Erfe - District Administrator, Connecticut Department of Correction

Lisa Jaegers - Saint Louis University Transformative Justice Initiative: Bridging reentry/transition services with workplace health

11:15AM ***Presentation 1 - Correctional Officer Suicide in Massachusetts***

Natasha A. Frost, Ph.D., Associate Dean and Professor, Northeastern University

Carlos Monteiro, Ph.D Assistant Professor, Suffolk University

11:35AM ***Presentation 2 – Perspectives on Correctional Officer Health***

Caterina Spinaris, Ph.D, LPC, Director, Desert Waters Correctional Outreach

11:50AM **Overview and Logistics for Afternoon Round Tables**

Mazen El Ghaziri, Ph.D, MPH, RN, Assistant Professor, UMass Lowell

2019 National Symposium on Corrections Worker Health

12:00PM

Break for Lunch

1:00PM

Round table presentations and discussions
20-minute sessions at each table; choose 3

- Table 1 Labor-management joint approaches to health, safety, & wellness
Martin Cherniack, MD, MPH, Professor of Medicine, UCONN Health
- Table 2 Substance use and workforce-led interventions
Carlos Monteiro, Ph.D, Assistant Professor, Suffolk University
- Table 3 Interventions to support CO family life and work-life balance including shift work and extended hours
Mazen El Ghaziri, Ph.D, MPH, RN, Assistant Professor, UMass Lowell
- Table 4 Identifying CO critical incidents and addressing mental health including post-traumatic stress
Lisa Jaegers, Ph.D OTR/L, Assistant Professor, Saint Louis University
- Table 5 Issues around using services such as Employee Assistance Programs (EAP) for CO stress-related and other problems
Matthew Brennan, M.P.H, Project Coordinator, UCONN Health
- Table 6 Health Improvement Through Employee Control - HITEC Peer Mentoring Toolkit
Sara Namazi, Ph.D. Post-doctoral Fellow, UCONN Health

2:15PM

Roundtable Reports - Five-minute summaries from each round table discussion

3:00PM

Break

3:15PM

Panel 3 - Leading change: Perspectives from Correctional Administrators

Facilitator - **Martin Cherniack**, MD, MPH, Professor of Medicine, UCONN Health

Cheryl Cepelak - Deputy Commissioner, Connecticut Department of Correction

Scott Lennon - Assistant Superintendent /Human Resources Director, Middlesex Sheriff's Office

Lisa Peterson - Clinical Director, North Dakota Department of Corrections and Rehabilitation

Anne Precythe - Director of Missouri Department of Corrections

4:00PM

Closing Remarks- What's next?

Cheryl Cepelak - Deputy Commissioner, Connecticut Department of Correction

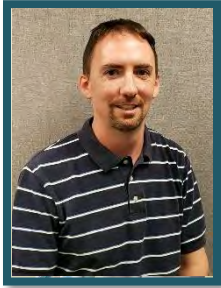
4:15PM

Symposium Evaluation / Feedback

The Center for the Promotion of Health in the New England Workplace is supported by Grant Number 1 U19 OH008857 from the National Institute for Occupational Safety and Health. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of NIOSH.

2019 National Symposium on Corrections Worker Health

Speaker Biographies



Matthew Brennan, M.P.H. is a Research Associate in the Division of Occupational and Environmental Medicine at UConn Health. He has served in a variety of research positions at UConn Health for the past fifteen years and has experience implementing, coordinating and overseeing community-based behavioral health studies with focuses ranging from addiction disorders to medication adherence and exercise reinforcement.

In January 2018, he assumed the position of Project Manager for the Health Improvements Through Employee Control (HITEC) project that focuses on addressing workplace factors that impact correctional employees' health and well-being. In addition, he is the UConn Health Coordinator for the Center of Promotion of Health in the New England Workplace (CPH-NEW), a Total Worker Health Center for Excellence funded by the National Institute for Occupational Safety and Health (NIOSH).



Deputy Commissioner Cheryl Cepelak's career with the State of Connecticut has seen her expertise utilized in a number of important assignments with several different agencies in the beginning of 1988. She has served with the Department of Administrative Services, the University of Connecticut Health Center in Organization and Staff Development (OSD) and currently is the Deputy Commissioner of Administration at the Department of Correction, overseeing Human Resources; Training; IT; Affirmative Action; Best Practices; Fiscal; Facilities Maintenance; Food Services; Health Services; and Correctional Enterprises.

Cheryl has extensive experience in the areas of performance management, coaching, facilitation, strategic planning and change management. She has taught numerous classes in these areas, notably instructing for IPMA-HR's, IPMA-HR

Managing Employee Performance as a Human Resources Business Partner; CT's Aspiring Leaders program, Strategic Planning and MBTI classes; along with consulting and facilitating leadership and strategic planning sessions for IPMA; Susan G. Komen CT Affiliate; and various state agencies.

Deputy Commissioner Cepelak earned a Bachelor of Science degree from the University of Connecticut in 1986 and a Master of Science in Organizational Leadership from Quinnipiac University in 2012. She has also completed the Quality Management Certificate and Project Management Programs at the Rensselaer Institute at Hartford. She has experience using the Malcolm Baldrige Criteria for Performance Excellence and is certified by Career Systems International to facilitate career development, coaching skills and retention strategy workshops. She has also achieved the qualifications necessary to administer the Myers-Briggs Type Indicator.

Deputy Commissioner Cepelak has been a member of the International Public Management Association for Human Resource professionals (IPMA-HR) since 1999 and in 2007, received the IPMA-HR designation, Certified Specialist, Organizational & Employee Development.

2019 National Symposium on Corrections Worker Health

Speaker Biographies



Dr. Martin Cherniack is an occupational medicine physician and Professor of Medicine at the University of Connecticut Health Center (UCHC). He has worked as an academic physician and investigator for the past 32 years, beginning his career at NIOSH and subsequently serving as a faculty member in the Department of Medicine at Yale Medical School from 1986-1995.

Since coming to UCHC as Director of the Ergonomics Technology Center, he has had his primary appointments in the Department of Medicine and secondary appointments in public health and the School of Engineering. He has worked principally on work related musculo-skeletal diseases and concentrated clinically on management of chronic disease in the working population. In more recent years, he has been engaged

in translational research, combining biomedical and social sciences with the goal of developing preventive health interventions for general implementation.

Since 2006, he has been the co-director of the Center for the Promotion of Health in the New England Workplace (CPH-NEW), a NIOSH-funded Center of Excellence for Total Worker Health® research. He has been the director of domestic and international studies on hand-arm vibration, the physiology of aging of the workforce, integrated interventions in manufacturing and public sector work forces, ergonomic tool development, and radiation related health effects at Chernobyl.



Brian Dawe started his career as a state Correctional Officer at MCI Norfolk in 1982. He earned his Bachelor of Science degree in Criminal Justice from the University of Massachusetts and in 1991 was recipient of the Book Award as the top student in his field. In 2000 he was inducted into the Eastern United States International Martial Arts Association Hall of Fame for a "Lifetime Achievement in Law Enforcement". In 2010 he was inducted into the American Correctional Officer Hall of Fame.

He is the founder of ACOIN, the American Correctional Officer Intelligence Network dedicated to sharing best practices in corrections. He is also the Treasurer for the non-profit public charity National Medal of Honor Foundation honoring our nations corrections professionals.

In 2005 he testified as an expert witness before Attorney General Janet Reno's National Commission on Safety and Abuse in America's prisons. He has testified at Yale University, the Minnesota School of Law, the Parliament of Ontario Canada and in numerous legal and legislative venues as a corrections expert.

In 1989 he co-founded the Massachusetts Correctional Officers Federated Union. As an Officer and Executive Board member he saw firsthand the trauma's staff face. In 2009 he started researching PTSD and its impacts on Correctional Officers. In 2011 he assisted Dr. Caterina Spinari and Desert Waters Outreach in the first scientific study of PTSD among Correctional staff. He is currently working with organizations in six states to enact Presumptive PTSD Workers Compensation coverage for 1st Responders.

2019 National Symposium on Corrections Worker Health

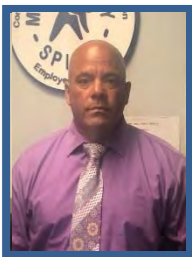
Speaker Biographies



Dr. Mazen El Ghaziri currently an Assistant Professor at the Susan and Alan Solomont School of Nursing, Zuckerberg College of Health Sciences at the University of Massachusetts Lowell. He is an Investigator at the Center for the Promotion of Health in the New England Workplace (CPH-NEW), Faculty Affiliate at the Center for Correctional Health Networks (CCHNet), and coordinator of the National Corrections Collaborative (NCC). His area of interest is workplace violence across different sectors in the workforce, focused on opportunities for primary and secondary prevention through attention to the organization of work and the work environment. Mazen has also recently begun comparing gender differences in exposure to and effects of this workplace hazard.

Mazen's interests in correctional officers' health and wellness, the nursing workforce, and the aging workforce have all meshed with the cross-disciplinary approaches that were introduced at UConn. Mazen's research training to date includes rigorous research courses within the PhD curriculum in statistics, research design, executive healthcare leadership, ergonomics, and organizational psychology.

Mazen was previously the Magnet Coordinator for the 1st Magnet-designated facility in the Middle East (Lebanon) and a cabinet member of the Order of Nurses in Lebanon. Mazen served as one of the University of Maryland, Baltimore President's Fellows for the year 2012-2013, tackling the issue of civility as a core instructional value, and also served as the President of the Nursing Doctoral Student Organization. Mazen is a member of the American Nurses Association, Sigma Theta Tau International Pi Chapter, the American Public Health Association, and he was instrumental in establishing the Maryland Chapter of the American Assembly of Men in Nursing. Mazen was the recipient of the University of Maryland Alumni Association Award for Outstanding PhD Graduate, and was nominated by the University of Maryland School of Nursing for the American Associations of Colleges of Nursing Excellence in Advancing Nursing Science Award.



Scott Erfe, District 2 Administrator, has served as a public servant for over 30 years with the Connecticut Department of Correction beginning his career as a Correctional Officer at the age of 19 at the former Montville Correctional Center located in Uncasville, Connecticut.

During his first year as an Officer, Scott became a member of the (CERT) Connecticut Emergency Response Team and the Riot Control Response Team. Interested in various aspects the agency had to offer, Scott became a Firearms Instructor for new and existing Officers providing training in Behavior Management and PR – 24 Baton Training to name a few.

Scott was promoted to the rank of Lieutenant at the Brooklyn Correctional Institution, and took a lateral position at the Corrigan Correctional Institution. While in the rank of Lieutenant, Scott was actively involved in extra facility functions to include Armory Supervisor, Segregation Supervisor and Intel Supervisor. During this time Scott was chosen to be a member of the newly formed Special Operations Group, the correctional version of SWAT, where he would rise to the rank of Alpha Stack Leader.

2019 National Symposium on Corrections Worker Health

Speaker Biographies

Scott was promoted to the rank of Captain at the York Correctional Institution in 1998, the only facility that detains incarcerated females, both pre-trial and sentenced. His roles as a Captain included Shift Commander, Administrative Captain, as well as Unit Manager.

In 2003 Scott was promoted to the rank of Major of the Operations Division at the Hartford Correctional Center, a male pre-trial intake facility. In this role he supervised all Custody staff and had complete oversight all security measures at the institution. He would become the Deputy Warden and then Warden of the Hartford Correctional Center.

Because of his leadership ability, he was selected to become the Warden of the Corrigan Radgowski Correctional Center, overseeing three facilities that had been merged into one. Once again, because of his leadership and vision, Commissioner Semple moved him to the Cheshire Correctional Institution where he remained until Commissioner Cook promoted him to the rank of District 2 Administrator in 2019.

In his current position as the District 2 Administrator, he oversees 7 seven Correctional Facilities including management of the four (4) Jail systems, Carl Robinson CI, Northern CI and York CI.



Alex Frank is the Project Director of the Restoring Promise Initiative in Vera's Center on Youth Justice. Restoring Promise works to disrupt the American prison system by centering accountability, healing, hope, and racial equity in prison reform. Alex has a track record of bringing innovation into the field of justice reform. She has spearheaded strategies to engage both young adults and system leaders within the intersection of addressing mass incarceration, institutional violence, and restorative justice, through a racial justice lens. Alex works to strategically and collaboratively scale multi-layered projects that include fund raising, policy and practice change, research, and capacity building. In addition, Alex works with formerly and currently incarcerated people to ensure that all efforts and solutions center the resilience, cultural identity and human dignity they deserve.

Prior to joining Vera, Alex was part of the Juvenile Justice Strategy Group at the Annie E. Casey Foundation where she worked to close youth prisons, and to develop the foundation's national strategy for partnering with incarcerated and formerly incarcerated people and their families in reform—the people most impacted by the justice system. Alex's work at the New York City Department of Probation, at the Suffolk County Jail in Boston, as well as her personal experience with the justice system shaped her interests in justice reform. Alex holds a Master's in social work from New York University, and a Bachelor's in holistic psychology from Lesley University.

2019 National Symposium on Corrections Worker Health

Speaker Biographies



Dr. Natasha Frost, PhD, is a professor in the School of Criminology and Criminal Justice at Northeastern University in Boston, Massachusetts, where she also currently serves as associate dean of graduate studies in the College of Social Sciences and Humanities. Professor Frost earned a bachelor's degree in psychology from Northeastern University (1997) and a PhD in criminal justice from the City University of New York's Graduate School and University Center (2004). Professor Frost's research focus on the causes and effects of mass incarceration. She has served as a consultant for the Massachusetts State Parole Board and has conducted correctional program assessment and recidivism studies for the Middlesex and Norfolk County Sheriff's Offices. Professor Frost is currently working collaboratively with the Massachusetts Department of Correction on research related to officer wellbeing. In 2016, Professor Frost was awarded federal funding from the National Institute of Justice to study the many impacts of correctional officer suicide, with a specific focus on its impacts on the officer's families, friends, co-workers and supervisors and on the well-being of those who continue to work in correctional settings.



Dr. Paula L. Grubb Dr. Paula Grubb is a Research Psychologist at the National Institute for Occupational Safety and Health (NIOSH) in the Division of Science Integration. She is a member of the NIOSH Public Safety Sector Council which guides Institute research on first responders including fire service, EMS/paramedics, law enforcement, corrections, and wildland fire fighting, and she is the team lead for the Corrections sub-sector. Dr. Grubb has over 25 years of experience with occupational safety and health research and her areas of expertise include workplace violence, bullying and harassment, job stress, psychosocial and work organization factors, health equity, and intervention strategies for underserved populations and high-risk occupations. She is the principal investigator on a large project assessing employer practices and barriers to Total Worker Health (TWH).

Her most recent work involves identifying risks and developing promising practices and educational materials for first responders and opioid overdose and exposure situations. Dr. Grubb is a member of the NIOSH Opioid Working Groups on Workplace Integration and Research Gaps.



Dr. Lisa Jaegers is Assistant Professor at Saint Louis University (SLU) in the Department of Occupational Science & Occupational Therapy, Doisy College of Health Sciences. She holds a secondary appointment in SLU's School of Social Work, College for Public Health and Social Justice. Her work has focused on employee health since 2001 with applications of the evidence-based strategy Total Worker Health® in correctional workplaces since 2014. Jaegers is co-director of the SLU Health Criminology Research Consortium, an interdisciplinary effort to improve effectiveness of prevention, clinical intervention and policy in the criminal justice system.

2019 National Symposium on Corrections Worker Health

Speaker Biographies

Within the SLU Transformative Justice Initiative, Jaegers seeks system change to improve correctional worker health and community reentry efforts. Previously funded by the Healthier Workforce Center of the Midwest with the National Institute for Occupational Safety and Health, Jaegers' workplace studies include participatory needs assessment, health promotion interventions, and health etiology. In partnership with the Missouri Department of Corrections, Jaegers has studied worker health needs and co-studied vocational interests among women to inform reentry programming. In collaboration with the City of St. Louis Division of Corrections, Jaegers oversees SLU's Occupational Therapy Transition and Integration Services (OTTIS) and works with Fuse Corps on pre-trial reform. She serves as a strategic partner with a variety of community initiatives including St. Louis Alliance for Reentry (STAR), Re-Entry Community Linkages (RE-LINK), and Mission: St. Louis' Employment and Community Health as One (EACH1).

Jaegers is chairperson of the Work and Industry Special Interest Section for the American Occupational Therapy Association and member of the National Corrections Collaborative. She holds undergraduate degrees in Occupational Therapy and Psychology from Maryville University and completed her doctoral studies in Public Health with an emphasis in Behavioral Science and Health Education at SLU's College for Public Health and Social Justice.



Lt. Michael Kelley, of Middlesex Sheriff's Office, started his career with the Middlesex Sheriff's Office in 1995 as a corrections officer working a variety of shifts. He served on the Middlesex Sheriff's Office SWAT, and Tactical Response team and was assigned to the Warrant Apprehension Unit. Lt Kelley also served on the both the Framingham Police Street Crimes Unit and Drug Task Force. In 2009 Lt Kelley returned to the Middlesex Sheriff's Office where he was placed into the K-9 academy. Lt Kelley is certified in patrol, narcotics and explosives detection. Lt Kelley is on the NEMLEC School Treat Assessment and Response team which responds to critical incidents at schools. He is the current Peer Team Coordinator for the Middlesex Sheriff's Office and is certified In Critical Incident Stress Management and is trained in Peer Support.



Sheriff Peter Koutoujian has overseen the transformation of the Middlesex Sheriff's Office – one of the nation's oldest – into one of the country's premier public safety agencies, known for its innovation and professional excellence during the past eight years in office.

During his tenure, Sheriff Koutoujian has initiated several landmark programs. These include a medication assisted treatment program recognized as a Center of Excellence by the National Institute of Corrections (NIC); the Housing Unit for Military Veterans (HUMV) that has been the focus of stories by the Washington Examiner and Vice News Tonight; and a unique unit for young adult offenders that has been called "one of the most important criminal justice reform experiments in the country" by the Boston Globe.

2019 National Symposium on Corrections Worker Health

Speaker Biographies

Sheriff Koutoujian and his office have also been national leaders in addressing the issue of correctional officer wellness, bringing together 300 correctional professionals in Lowell, Massachusetts in 2012 for one of the first national summits on the issue. Their work also led to the publication of the Office of Justice Programs (OJP) Diagnostic Center's Correctional Officer Wellness and Safety Literature Review in 2013.

In addition to his leadership at the Middlesex Sheriff's Office, Sheriff Koutoujian is a founding member of Law Enforcement Leaders to Reduce Crime & Incarceration, and serves as President of the Massachusetts Sheriffs' Association (MSA) and Vice President of the Major County Sheriffs of America (MCSA).



Scott Lennon has been with the Middlesex Sheriff's Office for over eight years and has been an invaluable member of senior management for the duration of his time in the office, first as Internal Auditor then Assistant Budget Director. In both roles, Scott provided guidance and leadership that has resulted in increased efficiencies and cost saving measures for the MSO. In December, 2017, Scott assumed the role of Director of Human Resources for the agency. One of the first initiatives Scott spearheaded as Director was to lead the transition to a new Employee Assistance Program (EAP) provider, working with Lieutenant Michael Kelley and the Peer Support team at the Sheriff's Office. In addition to his work at the Middlesex Sheriff's Office, Scott spent 14 years in various audit management capacities in the MA State Auditor's Office. Scott also has extensive public sector senior leadership

experience. Scott served as the President of the Newton City Council from 2010 to 2017 and acted as the chief liaison from Newton City government to the Newton City Council on all matters.



Aaron Lichwalla has been a Correction Officer for 17 years with the Connecticut Department of Correction (DOC). He currently works at the Manson Youth Institution in Cheshire.

Aaron is a member of AFSCME Local 387, which represents Cheshire Correctional Complex Employees. He has served on Local 387's Executive Board for 9 years, representing the union in numerous capacities. Aaron is currently assigned to the agency's newly developed Employee Assistance Unit (EAU). This unit is comprised of mostly correctional officers and supervisors who assist staff primarily with substance abuse and/or mental health issues. The EAU is a model peer-based support unit that has been credited with drastically improving, and in some cases, saving the lives of front-line correction staff.

Additionally, Aaron works closely with staff from the University of Connecticut Health Center on a promising project known as HITEC II (Health Improvement Through Employee Control), a union-led initiative that has received funding from the National Institution for Occupational Safety and Health (NIOSH). The ultimate goal of the HITEC II program is to help staff better cope with post-incident stress that they are exposed to in the line of duty. Aaron assisted in creating a design team at the Manson Youth Institution where the HITEC II team is currently implementing an intervention as part of its broader mission to improve occupational safety and health within Connecticut's prison system.

2019 National Symposium on Corrections Worker Health

Speaker Biographies



Bob Marra has worked in health care for 45 years as a senior administrator at Boston City Hospital and the Boston Health Plan, statewide organizer and educator for Health Care for All and community health manager for Cambridge Health Alliance.

His close connection to corrections began in the beautiful Hudson River town of Coxsackie, NY when several of his close relatives were hired in 1938 at the opening of the New York State Vocational Institution at Coxsackie, intended to be the model youth prison for America.

While a third year medical student at Michigan State, Bob helped the psychiatry department plan a new training program for the corrections officers at the State Prison of Southern Michigan at Jackson.

He is presently retired from health care and working part-time as a reentry case manager at the Middlesex County House of Corrections for Cambridge Health Alliance and the Somerville Police. He regularly visits two friends in MA prisons with life sentences, one a former rugby teammate.

This past June he distributed the Michigan Corrections Organization's (SEIU, Local 526M) "One Voice: Uniting Corrections" paper on involving corrections officers in criminal justice reform to 18 police departments and 45 civilians on his 1600-mile bicycle ride from Boston to Laurel, Nebraska. He will continue his distribution on Part 2 of his ride next June, from Oregon to Nebraska.

Bob received an M.B.A. from Boston College and attended Michigan State and Harvard medical schools.



Dr. Carlos Monteiro is an assistant professor in the Sociology Department at Suffolk University. Before joining Suffolk, he was a senior research associate at the Institute on Race and Justice at Northeastern University's School of Criminology and Criminal Justice. Carlos's research focuses largely on corrections and reentry. Currently he is also the co-principal investigator and project director on two National Institute of Justice funded studies on Correctional Officer Wellbeing, with specific emphases on stress and suicide. Dr. Monteiro earned his bachelor's degree in criminal justice from Westfield State University. He also earned a master of education degree from the University of Connecticut before completing his Ph.D. in criminology and justice policy at Northeastern University. With combined expertise in education and criminal justice policy, Carlos's research have long centered on the factors affecting access to, and quality of, education for young adults of color.

Today, his scholarly interests are still tied to race, ethnicity, and educational access, but particularly as those interact to produce disparate outcomes across the criminal justice system and within corrections specifically.

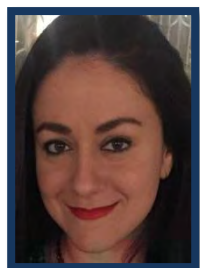
2019 National Symposium on Corrections Worker Health

Speaker Biographies



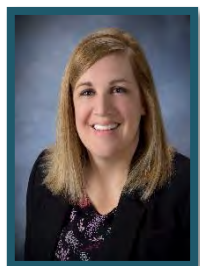
Dr. Angela Moore serves as a Senior Science Advisor at the National Institute of Justice (NIJ), U.S. Department of Justice. Prior to her current appointment, Dr. Moore served as Division Director for Justice Systems Research, overseeing NIJ's social and behavioral science research on policing, courts, corrections, reentry, drugs and crime, tribal crime and justice, and violence against women.

She co-founded NIJ's Violence Against Women Research and Evaluation Program in 1998. Dr. Moore's research interests include interpersonal violence, violence against women, police response to intimate partner violence, and wrongful conviction. She received her Ph.D. in Criminology from the University of Maryland, College Park, and her B.S. and M.P.A. degrees from the Pennsylvania State University.



Dr. Sara Namazi recently received her PhD in public health and works as a graduate assistant at UConn Health in the Division of Occupational and Environmental Medicine. She also has a graduate certificate in occupational health psychology. Her primary research interests include occupational health psychology and using community-based participatory research techniques to address occupational health disparities. Additionally, she is interested in the adverse effects of work-family conflict, extended and irregular work hours, and trauma exposure at work on workers mental and physical health. Sara's previous work focused on the development, implementation, and evaluation of an indoor air quality intervention for correctional employees, as well as a healthy sleep intervention for correctional supervisors in Connecticut Department of Correction. She also serves as a co advisor of a Design Team consisting of members from the Correctional Supervisors

Council, whose goal is to improve the health and working conditions of the correctional supervisor population in Connecticut through community-based participatory action research techniques. Moreover, she is the advisor for a Design Team of correctional officer union representatives working to reduce the mental health stressors of correctional employees in Connecticut. Sara also serves as the Data Manager on the Retaining Employment and Talent After Injury/Illness Network (RETAIN -CT) project and assists in data management, collection and program evaluation.



Dr. Lisa Peterson is a licensed psychologist who received her Ph.D. in clinical psychology from the University of North Dakota in 2011. Dr. Peterson currently serves as Clinical Director for the North Dakota Department of Corrections and Rehabilitation, where she oversees behavioral health services. Dr. Peterson specializes in motivational enhancement, cognitive-behavioral therapy, and correctional program management. In her current position, she has worked extensively in implementing evidence-based correctional practices and programming. Her passion lies in smart, effective criminal justice reform that creates safer and healthier communities (in and outside the walls) and includes access to vital behavioral healthcare resources. Dr. Peterson received the 2017 Governor's Award for Excellence in Public Service-Frontier Award for Continuous Learning and Innovation.

2019 National Symposium on Corrections Worker Health

Speaker Biographies



Andy Potter is a 30-year veteran of the Michigan Department of Corrections (MDOC) and the Executive Director of the Michigan Corrections Organization (MCO), a public-sector union located throughout the State of Michigan.

Andy joined the corrections department in 1989 and worked at the Oaks Correctional Facility and the Handlon Michigan Training Unit, where he held several elected chapter positions. He was elected to the MCO State Executive Board in 2004 and became State Vice President in 2005. Over his career, he has held gubernatorial appointments on several task forces including an appointment to the Michigan Corrections Officers Training Council from 2004 – 2013.

Since 2015, he has served as MCO's Executive Director and led the restructuring of MCO's staff and operations. During his time as Executive Director, he has spearheaded several new initiatives to revolutionize member engagement within the union.

In June of 2019, he was appointed as an SEIU International Vice President. He also holds the title of President of the SEIU Michigan State Council.

In addition, he is the founder of One Voice, a national campaign that brings corrections officers together with criminal justice reform leaders and other stakeholders to experiment with ways of building bridges and unearthing common ground issues in order to better inform the policies, approach, and narrative of criminal justice reform.



Director Anne L. Precythe is the director of the Missouri Department of Corrections. Missouri Governor Eric R. Greitens nominated Anne L. Precythe to the Director of the Department of Corrections on December 23, 2016. The nomination was confirmed on February 9, 2017. Precythe became the seventh director to lead the department since Corrections became its own cabinet-level state agency in 1981.

As Director of Corrections, Precythe is responsible for the 21 adult correctional facilities, six community supervision centers, a community release center, and more than 40 probation and parole offices across the State of Missouri. This includes more than 11,000 staff, 59,000 probationers and parolees, and more than 30,000 inmates.

Precythe brings over 30 years of service as a corrections professional into her role as director. Before becoming to the Missouri Department of Corrections, Precythe served as the Director of Community Corrections in the North Carolina Department of Public Safety.

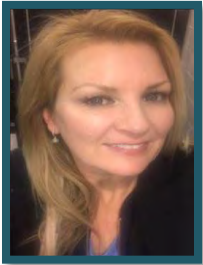
Anne L. Precythe began her career with the Division of Community Corrections in North Carolina as a Probation/Parole Officer in Duplin County in 1988. During her career in North Carolina she served in many capacities and was appointed the first female Director of Community Corrections in 2013.

Anne has served on various councils and commissions throughout her career. She was a long standing member of the North Carolina Probation/Parole Association and continues to support the Correctional Peace Officer Foundation. In 2015, Anne was appointed by United States Attorney, Eric Holder to the National Institute of Corrections Advisory Board, representing all of Community Corrections across the country. In 2018, Director Precythe was elected to serve on the Executive Committee of the Association of State Correctional Administrators. In 2019, Director Precythe was invited to serve on the Council of State Governments Advisory Board.

Anne is married with two married daughters and three grandsons.

2019 National Symposium on Corrections Worker Health

Speaker Biographies



Deb Sahd's 31-year correctional career began with the opening of a new prototypical facility in 1988. She was promoted to Central Office in 1996 in an administrative capacity with the Deputy Secretaries, Executive Deputy Secretaries and Secretaries. She is currently the Special Assistant to Secretary of Corrections John Wetzel.

Beyond multiple project management, she also leads the wellness effort for the agency working to coordinate and address wellness needs for over 18,000 staff comprised of Corrections, Bureau of Community Corrections and Probation and Parole Board. Working with BetaGov, the committee suggests randomized controlled trials for the benefit of staff and the agency. Serves as chair of the wellness committee of the Association of Women

Executives in Corrections (AWEC) of which she is also a member and is honored to be the liaison for the First and Second Ladies of Pennsylvania to support their interest in the Criminal Justice System and reform.

She oversees the Grievance Office that manages the grievances for the Corrections population and is the Agency VC Coordinator working with the courts and Immigration to ensure innovative best practices and policies are in place.

She was key in the development of a pilot program to provide efficient attorney client phone access to ensure confidentiality and improve efficiencies of staff resources which has been implemented successfully statewide as well as virtual visitation for inmate family funeral and end of life visits. She also suggested a virtual reality pilot project through BetaGov for seriously mentally ill inmates which has had great success to date with marked inmate behavioral improvements and positive impact on staff resources.

Honored to have traveled with the PA DOC team to Scandinavia in 2019 for a three-country prison tour of their best practices for implementation in PA with a focus on staff wellness.

A Pennsylvania College of Art and Design graduate and the proprietor of a pastry company.



Dr. Caterina Spinaris, Ph.D., LPC, is the founding director of Desert Waters Correctional Outreach, a Colorado-based 501(c)(3) corporation established in 2003 with the mission to promote the occupational, personal and family well-being of the corrections workforce through the provision of evidence-informed resources, solutions, and support. She is a licensed professional counselor in the State of Colorado with 34 years of clinical experience. She holds M.Sc. and Ph.D. degrees in Psychology from the University of Calgary, Canada, and an M.A. in Counseling Psychology from Lesley University. For the past 19 years, Caterina's passion has been designing evidence-informed educational wellness materials for corrections agencies. Her corrections research interests include resilience-promoting behaviors, post-traumatic stress, and Corrections Fatigue—a term she coined in 2000 to denote the cumulative negative effects of operational, organizational, and traumatic stressors associated with corrections work. Caterina authored the books, "Staying Well: Strategies for Corrections Staff," and "More on Staying Well: More Strategies for Corrections Staff." She co-authored the e book, "Processing Corrections Work: A Workbook to Combat Corrections Fatigue and Increase Corrections Fulfillment." She is also the editor of the book series, "Passing It Along: Wisdom from Corrections Staff," and of Desert Waters' monthly e-zine, the Correctional Oasis. In 2014, Caterina received the Harry Tinsley Award from the Colorado Criminal Justice Association for outstanding achievement in the field of criminal justice, and in 2016, the course "From Corrections Fatigue to Fulfillment™," which Caterina authored, received the Commercial Product award of excellence by the International Association of Correctional Training Personnel.



CPH-NEW

Center for the Promotion of Health
in the New England Workplace



Background on National Corrections Collaborative

Martin Cherniack, MD, MPH

Co-Director, CPH-NEW

UConn Health

Farmington, CT

CPH-NEW is a NIOSH Center for Excellence in *Total Worker Health*®

www.uml.edu/cph-new

UConn



NCC Symposia: Themes and Objectives



SECOND NATIONAL SYMPOSIUM for CORRECTIONAL WORKER HEALTH in ST LOUIS, MO SLU Law School 100 N Tucker Blvd, St. Louis, MO 63101



The Center for the Promotion of Health in the New England Workplace (CPH-NEW) in collaboration with Saint Louis University invites you to join correctional leaders, correctional officers (COs), and university researchers to advance research, programs, and policies for correctional officer health and wellness.



- Solicitation of interest
- Academic representation
- Introduce research areas to NIJ and NIOSH
- Establish baseline statistics and priorities
- Professionally oriented attendance
- Review of new and cutting edge programs
- Practitioners and best practices
- Review new CO health programs
- Reform initiatives
- Research and practice collaboraitons



www.uml.edu/cph-new

UConn



2014 Topic Areas

- Fatigue Management
- Work Family Balance
- Juvenile Corrections
- Ergonomic Solutions
- Org Culture Research
- Intervention Effectiveness
- Suicide, Stress, PTSD
- Improving Safety and Fitness
- Roles of NIOSH and NIJ
- Integrated TWH programs

2017 Topic Areas

- The *Total Worker Health* approach in corrections
- Interstate comparisons of CO health
- Interventions directed to critical incidents, PTSD, and mental health
- Support CO family life and CO work-life balance
- Peer-to-Peer CO support programs
- EAPs and other services for CO stress
- Labor-management joint problem solving
- Workforce-led efforts to deal with substance misuse

2019 Topic Areas

- Applying the Total Worker Health® approach in corrections
- Organizational culture & barriers to wellness
- Mental health, stress & suicide
- Critical Incidents including trauma and assaults in corrections
- Economic impact of worksite wellness
- Labor-management joint approaches to health, safety, & wellness
- National networking & collaboration

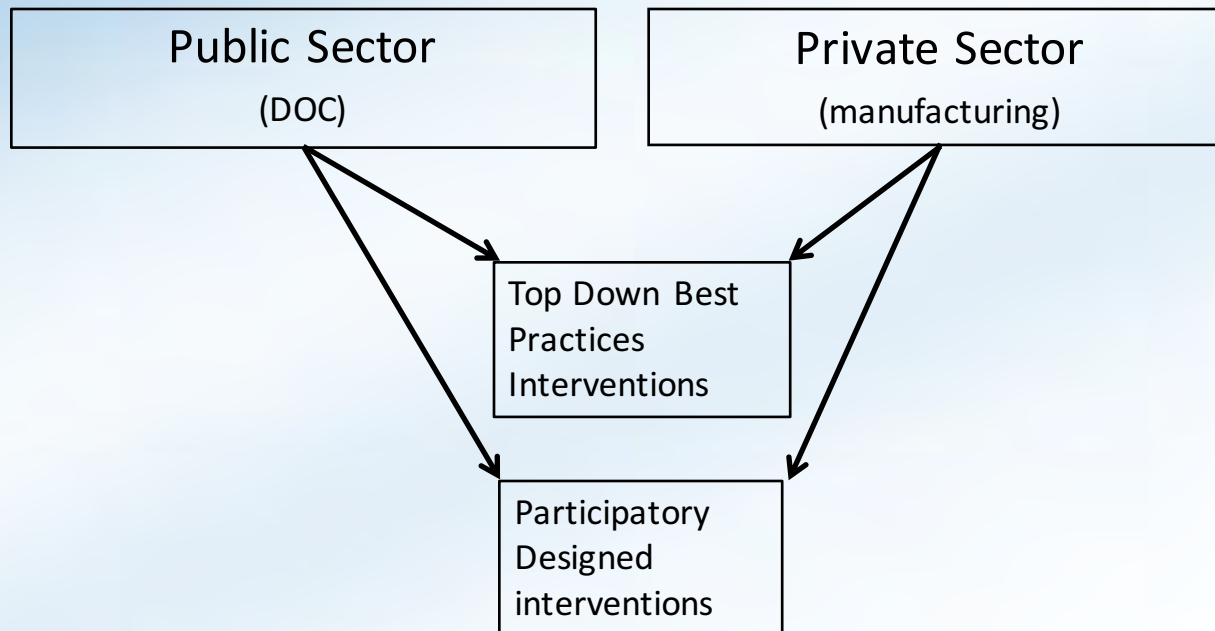


www.uml.edu/cph-new

UConn



Health Improvement through Employee Control (HITEC)



HITEC at DOC in Connecticut

HITEC 1	2016-2011	Comparison to top-down best practices with participatory action
HITEC 2	2012-2016	Comparison of CO-led Design Team (DT) with labor-management Kaizen Team
HITEC 3	2016-	Union DT-led Interventions (mental health)



www.uml.edu/cph-new

UConn



Participatory Action Research (PAR)

PAR seeks to understand and improve the world by changing it.

PAR differs from conventional research in 3 ways.

1. It focuses on research to enable action
2. Power relationships are deliberately shared between the researcher and the **stakeholders**
3. Actively involves **the stakeholders** in the full scope of the research process.



Baum et al. J Epidemiol Community Health. Oct 2006

cphnew.uchc.edu

UConn



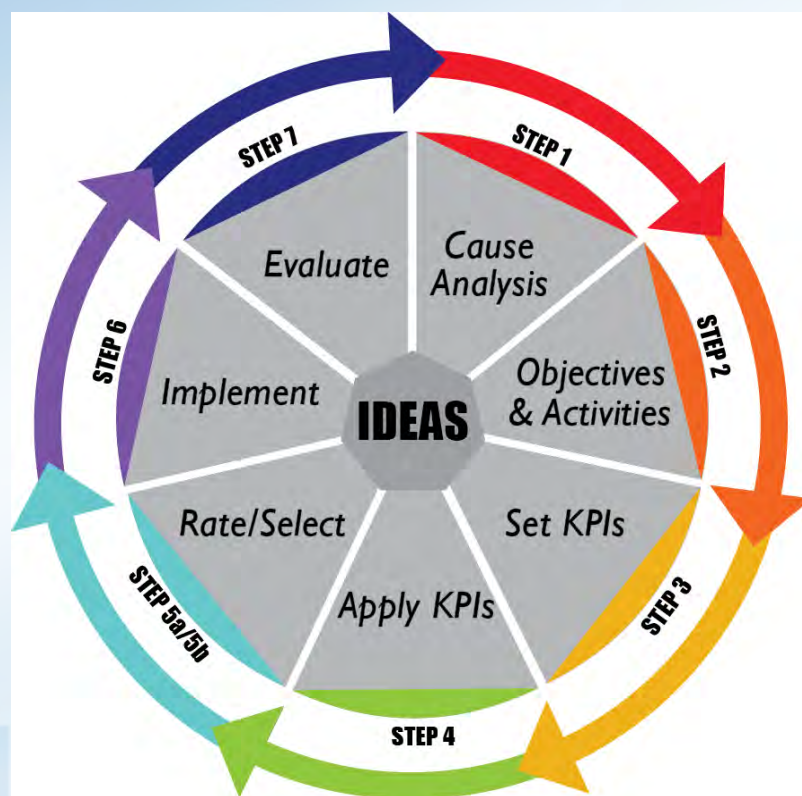
IDEAS Tool

- HITEC uses the Intervention Design and Analysis Scorecard (IDEAS), a Research-to-Practice (R2P) tool developed by the Center for the Promotion of Health in the New England Workplace (CPH-NEW)
- A 7-step planning process to design interventions
- Examine root causes of safety & health problems
- Develop a “business case” for proposed interventions, which are presented to a **Site Steering Committee**



Intervention, Design, and Analysis Scorecard: *a participatory intervention planning method*

Designing interventions with IDEAS is an iterative process



www.uml.edu/cph-new

Step 1

Understanding the problem

Step 2

Creating full set of possible solutions

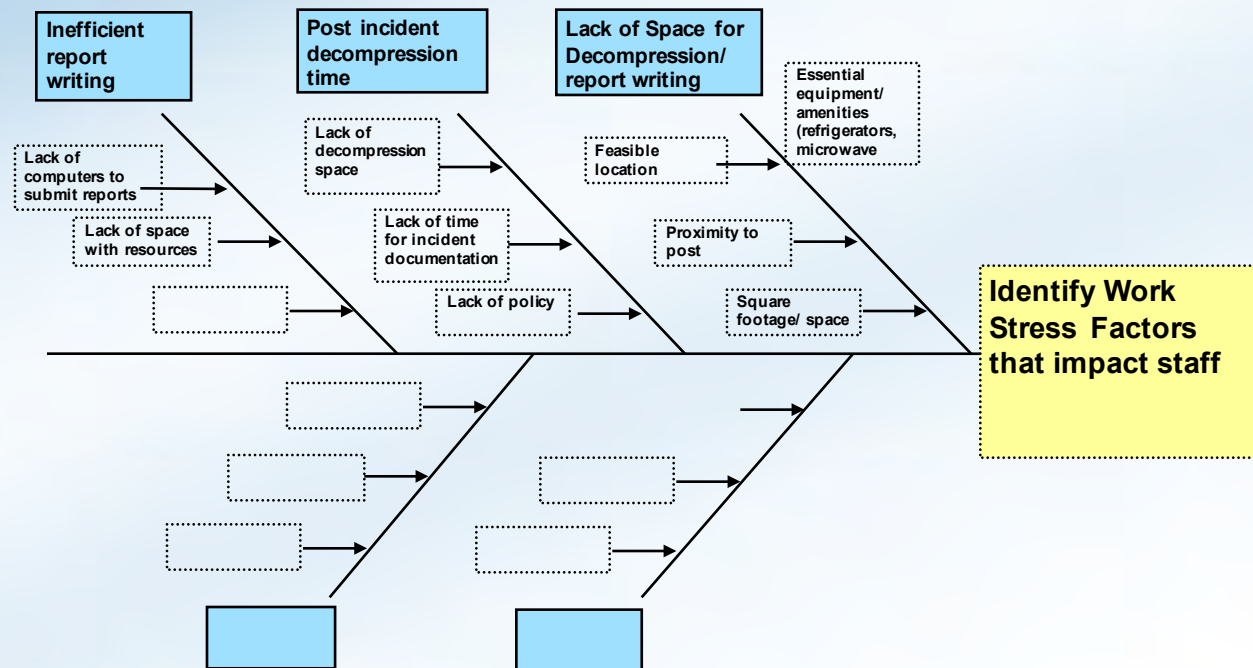
Steps 3,4

Analyzing costs, benefits, barriers
Formulate alternatives

Step 5

Rating, selecting best option

Step 1: Fishbone Diagram: Identify Health & Safety Problem/Issue and Contributing Factors



Contacts & Acknowledgements

University of Massachusetts Lowell

Sandy Sun, Center Administrator

Email: Sandy_Sun@uml.edu

Tel: 978-934-3268

CPH-NEW general email:

cphnew@uml.edu

CPH-NEW main website:

www.uml.edu/cph-new

Healthy Workplace

Participatory Program Website:

www.uml.edu/cphnewtoolkit

University of Connecticut

UConn Health, Farmington, CT

UConn Storrs, Mansfield, CT

University of Connecticut

CPH-NEW website:

<http://h.uconn.edu/cph-new>

The Center for the Promotion of Health in the New England Workplace is supported by Grant Number 1 U19 OH008857 from the U.S. National Institute for Occupational Safety and Health. This content is solely the responsibility of the authors and does not necessarily represent the official views of NIOSH.



www.uml.edu/cph-new

UConn



NIOSH Public Safety Sector Corrections Goals and the Total Worker Health™ Approach

Paula L. Grubb, Ph.D.
Research Psychologist

*National Institute for Occupational Safety and Health
Division of Science Integration*

National Institute for Occupational Safety and Health (NIOSH)

- Occupational Safety and Health Act of 1970
- Conduct research and make recommendations to improve worker safety and health

NIOSH Mission

To provide leadership in research to prevent work-related illness, injury, disability, and death.

What We Do

- Basic and Applied Research
- Interdisciplinary/Multi-Disciplinary Research
- Epidemiology
- Field Studies
- Laboratory Studies
- Engineering Controls
- Personal Protective Equipment (PPE)
- Exposure Assessment

National Occupational Research Agenda (NORA) Sector Programs

- Agriculture, Forestry, Fishing
- Construction
- Healthcare and Social Assistance
- Manufacturing
- Mining
- Oil and Gas Extraction
- Services
- **Public Safety**
- Wholesale-Retail Trade
- Transportation, Warehousing, and Utilities

Public Safety Sector Program

- Identify the research, information, and actions most urgently needed to prevent occupational illnesses, injuries and fatalities among public safety and emergency response workers.

Public Safety Sector Program

- Firefighters
- Emergency Medical Services (EMS)
- Law Enforcement
- **Corrections**
- Wildland Fire Services

Public Safety Sector Objectives

- Reduce Cardiovascular Disease, Cancer, and Other Chronic Diseases
- Reduce Infection Disease Transmission
- Reduce Musculoskeletal Disorders
- Reduce Motor Vehicle Injuries
- Reduce Workplace Violence
- Promote Healthy Work Design and Well-Being
- Improve Surveillance
- Improve Resilience/Preparedness

Correctional Officers

- Increased Job Demands
 - Increasing Inmate Population
 - Staffing shortages
 - High turnover
- Highest number of injuries that resulted in days away from work
 - Assaults
 - Restraining inmates
- 4 times higher rates of days away from work for non-fatal injuries

Correctional Officers Stressors

- Public Perception
- Considered Low-Level Occupation
- Violence Backdrop
- Hours of Work/Mandatory Overtime
- Inmate Contact and Behavior
- Overcrowding/Understaffing
- Exposure to Disease, Biological Agents

Priority Research Areas for Correctional Workers

- Mental Health
 - Depression
 - Suicide
 - Substance Use/Misuse
- Exposure to Traumatic Events
- Workplace Violence
- Work-Family Balance
- Cardiovascular Disease

Total Worker Health (TWH)

Policies, programs, & practices that integrate **protection** from work-related safety & health hazards with promotion of injury & illness **prevention efforts** to advance **worker well-being**

Total Worker Health (TWH)

Keep Workers Safe

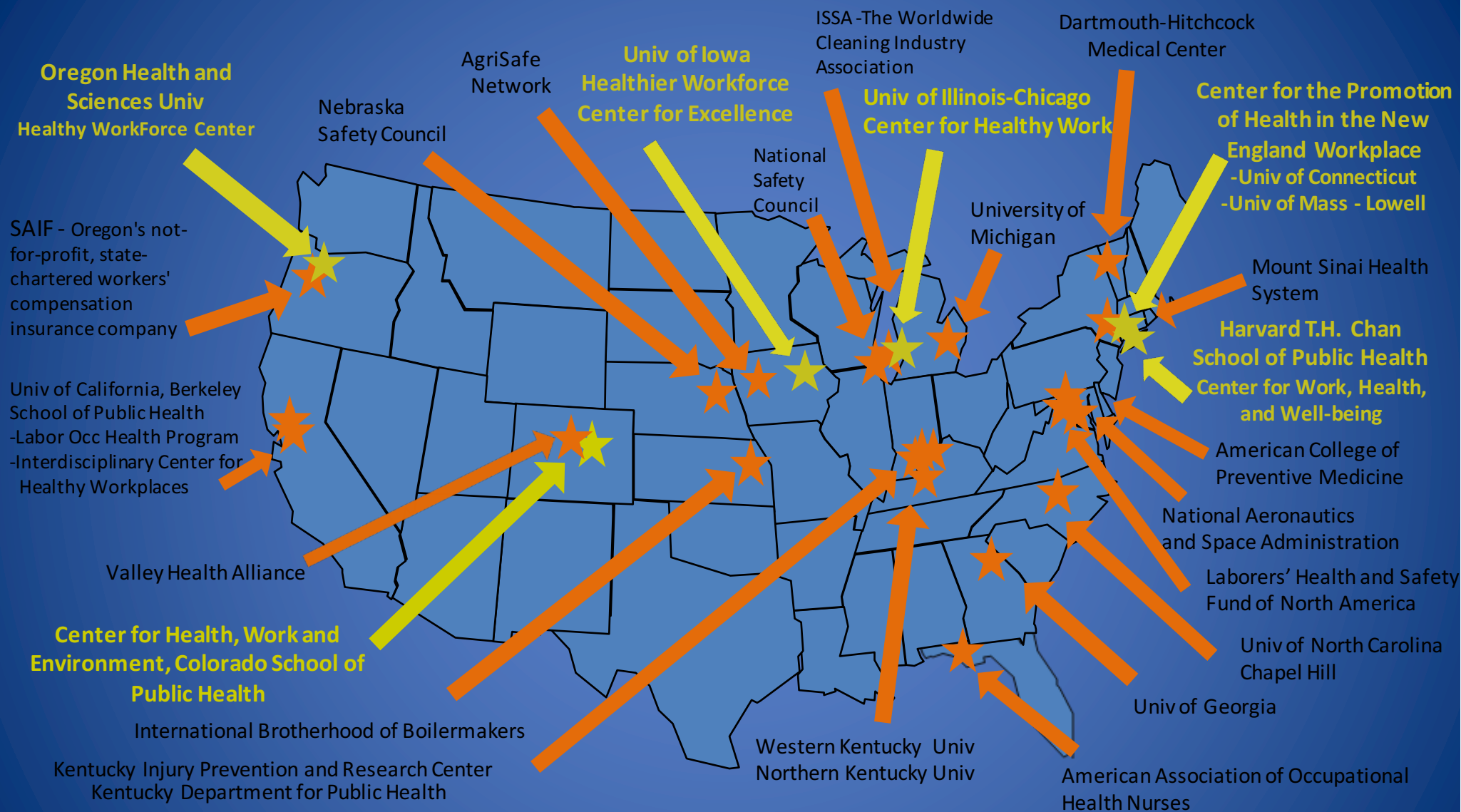


**Establish Workplace Policies, Practices, and
Programs that Improve Health**

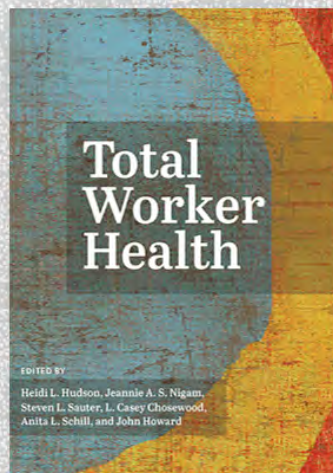


Create Worker Well-Being

Centers of Excellence and TWH Affiliates



(Affiliates recently added: Industrial Minerals Association - North America; the University of Buffalo, Eskinazi Health System and the National Security Administration)



New Publication: *Edited Volume on Total Worker Health*

Edited by Heidi L. Hudson, Jeannie A. S. Nigam,
Steven L. Sauter, L. Casey Chosewood, Anita L.
Schill, and John Howard

Contact

- Paula L. Grubb, Ph.D.

NIOSH

Division of Science Integration

Social Science Training Research Branch

PLG4@CDC.GOV

Corrections Research at the National Institute of Justice

3rd National Symposium on Corrections Worker Health
August 1, 2019

Angela Moore, Ph.D.
Senior Science Advisor



NIJ

Presentation Summary

- Agency Overview
 - Office of Justice Programs
 - National Institute of Justice
- Corrections Research
- Safety, Health, and Wellness
- Research and Development Process



NIJ

OJP Bureaus and Offices



Office of the Assistant
Attorney General



Bureau of Justice
Assistance



Bureau of Justice
Statistics



National Institute of
Justice



Office of Juvenile
Justice and
Delinquency
Prevention



Office for Victims of
Crime



Office of Sex Offender
Sentencing,
Monitoring,
Apprehending,
Registering, and
Tracking



NIJ

NIJ Mission Statement

“The National Institute of Justice — the research, development and evaluation agency of the U.S. Department of Justice — **is dedicated to** *improving knowledge and understanding of crime and justice issues through science.* NIJ provides objective and independent knowledge and tools to inform the decision-making of criminal and juvenile justice communities to reduce crime and advance justice, particularly at the state and local levels.”

We accomplish our mission through the "Listen, Learn, Inform" model — we "listen" to the needs of the field; "learn" ways to meet those needs by funding research, development, and evaluation projects; and then "inform" the field of what we learned.



Office of Investigative & Forensic Sciences (OIFS)

- Improves the quality and practice of forensic science through innovative solutions that support research and development, testing and evaluation, technology, and information exchange.

Office of Research, Evaluation and Technology (ORET)

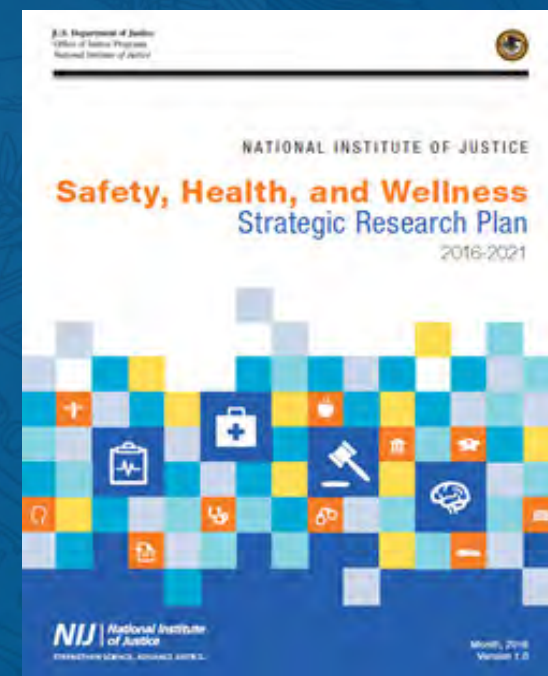
- Develops, conducts, directs and supervises social and behavioral science research and evaluation activities across a wide variety of issues. Manages technology research and development, development of technical standards, testing, and technology assistance to state, local, and tribal law enforcement and corrections agencies.

Corrections Research

- Institutional corrections (Prisons and Jails)
- Community corrections
 - Focus on reentry
- **Correctional (and police) officer safety, health and wellness**
 - **Priority of the DOJ administration**

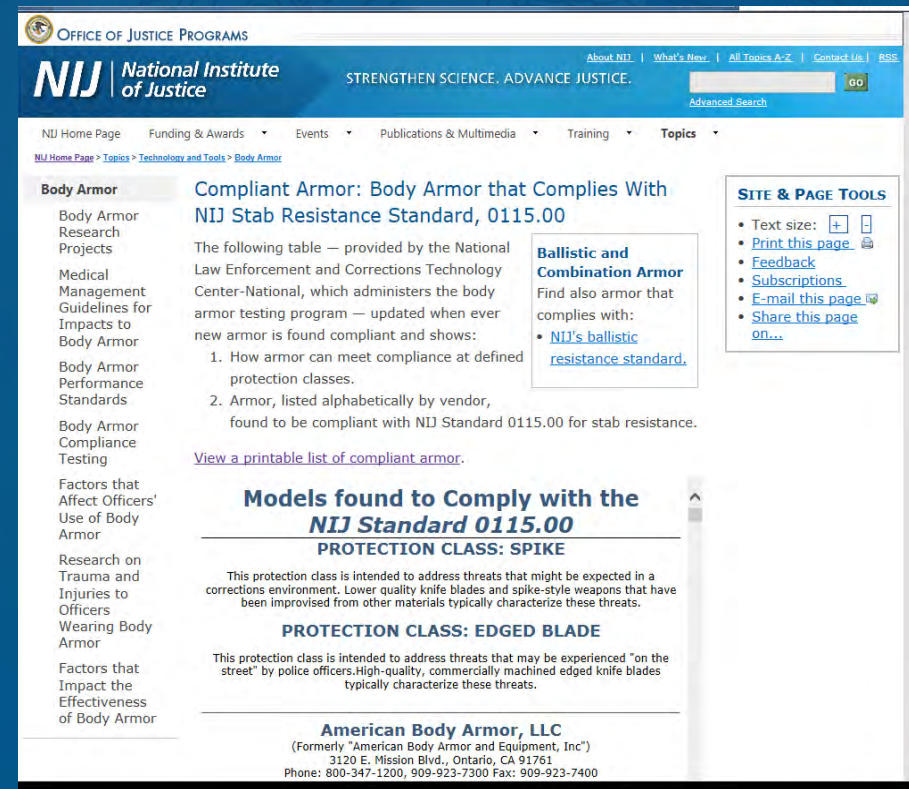
Safety, Health, and Wellness Strategic Plan

- Interdisciplinary effort focusing comprehensively on the safety, health, and wellness of all individuals in the criminal justice system
- Divided into two main priorities:
 - Research to promote safety
 - Research to promote health and wellness



Safety, Health, and Wellness Corrections Projects and Programs

- Effects of Mindfulness-Based Stress Reduction in Correctional Offices
- Defining the Impact of Stress and Traumatic Events on Correctional Officers
- Physiological and Psychological Responses to Critical Incidents among Correctional officers



The screenshot displays the National Institute of Justice (NIJ) website, specifically the 'Body Armor' page. The header includes the NIJ logo and the tagline 'STRENGTHEN SCIENCE. ADVANCE JUSTICE.' Below the header, a navigation menu lists various topics. The main content area is titled 'Compliant Armor: Body Armor that Complies With NIJ Stab Resistance Standard, 0115.00'. It provides information about the National Law Enforcement and Corrections Technology Center-National's armor testing program. A table lists compliant armor models, categorized by protection class: SPIKE and EDGED BLADE. The page also includes a sidebar with 'Body Armor' links and a 'SITE & PAGE TOOLS' section with options like 'Text size', 'Print this page', 'Feedback', 'Subscriptions', 'E-mail this page', and 'Share this page on...'. At the bottom, contact information for American Body Armor, LLC is provided.

Body Armor

- Body Armor Research Projects
- Medical Management Guidelines for Impacts to Body Armor
- Body Armor Performance Standards
- Body Armor Compliance Testing
- Factors that Affect Officers' Use of Body Armor
- Research on Trauma and Injuries to Officers Wearing Body Armor
- Factors that Impact the Effectiveness of Body Armor

Compliant Armor: Body Armor that Complies With NIJ Stab Resistance Standard, 0115.00

The following table — provided by the National Law Enforcement and Corrections Technology Center-National, which administers the body armor testing program — updated when ever new armor is found compliant and shows:

1. How armor can meet compliance at defined protection classes.
2. Armor, listed alphabetically by vendor, found to be compliant with NIJ Standard 0115.00 for stab resistance.

[View a printable list of compliant armor.](#)

Models found to Comply with the NIJ Standard 0115.00

PROTECTION CLASS: SPIKE

This protection class is intended to address threats that might be expected in a corrections environment. Lower quality knife blades and spike-style weapons that have been improvised from other materials typically characterize these threats.

PROTECTION CLASS: EDGED BLADE

This protection class is intended to address threats that may be experienced "on the street" by police officers. High-quality, commercially machined edged knife blades typically characterize these threats.

American Body Armor, LLC
(Formerly "American Body Armor and Equipment, Inc")
3120 E. Mission Blvd., Ontario, CA 91761
Phone: 800-347-1200, 909-923-7300 Fax: 909-923-7400

SITE & PAGE TOOLS

- Text size: [+](#) [-](#)
- [Print this page.](#)
- [Feedback](#)
- [Subscriptions](#)
- [E-mail this page](#)
- [Share this page on...](#)

Safety, Health, and Wellness Corrections Projects and Programs (cont'd)

- The Impacts of Restrictive Housing on Inmate Behavior, Mental, Health and Recidivism, and Prison Systems and Personnel
- The Impact of Correctional Officer Suicide on the Institutional Environment and on the Well-being of Correctional Employees
- Altering Administrative Segregation for Inmates and Staff: A Mixed-Methods Analysis of the Effects of Living and Working in Restrictive Housing

NIJ's Research and Development Process



NIJ

Contact Information:

Angela Moore, Ph.D.
National Institute of Justice

Angela.Moore.Parmley@ojp.usdoj.gov

202.307.0145

www.NIJ.gov

www.NIJ.gov/funding

www.CrimeSolutions.gov



NIJ

Connecticut Department of Correction



EMPLOYEE WELLNESS INITIATIVES

2019 National Symposium Corrections Worker Health – Panel 3 –
Leading change: Perspectives from Correctional Administrators

August 1, 2019 - Boston, Massachusetts



Correctional suicides: Doing time takes its toll

"We spend a lot of time focusing on the mental health of our inmates, but not enough time focusing on the mental health of the people who are caring for them" 4/19/13



Concerns rise over corrections officers' stress, depression

DOC working to enhance suicide prevention program

Updated: 11:48 PM EST Nov 19, 2015



Prison Officers Need Help, but They Won't Ask for It

By [Oscar Lopez](#) On 5/27/14



Public Safety

Reduce Recidivism and Prevent Criminal Activity in our Community and be an active partner in the state's criminal justice, public safety and emergency response/disaster relief systems.

Wellness

Reduce Trauma and its effects throughout the system.

Efficiency

Maximize the utility of limited resources, increase and enhance collaboration, productivity and efficiencies and achieve operational and procedural consistency between DOC facilities and between DOC and its partners.

Wellness

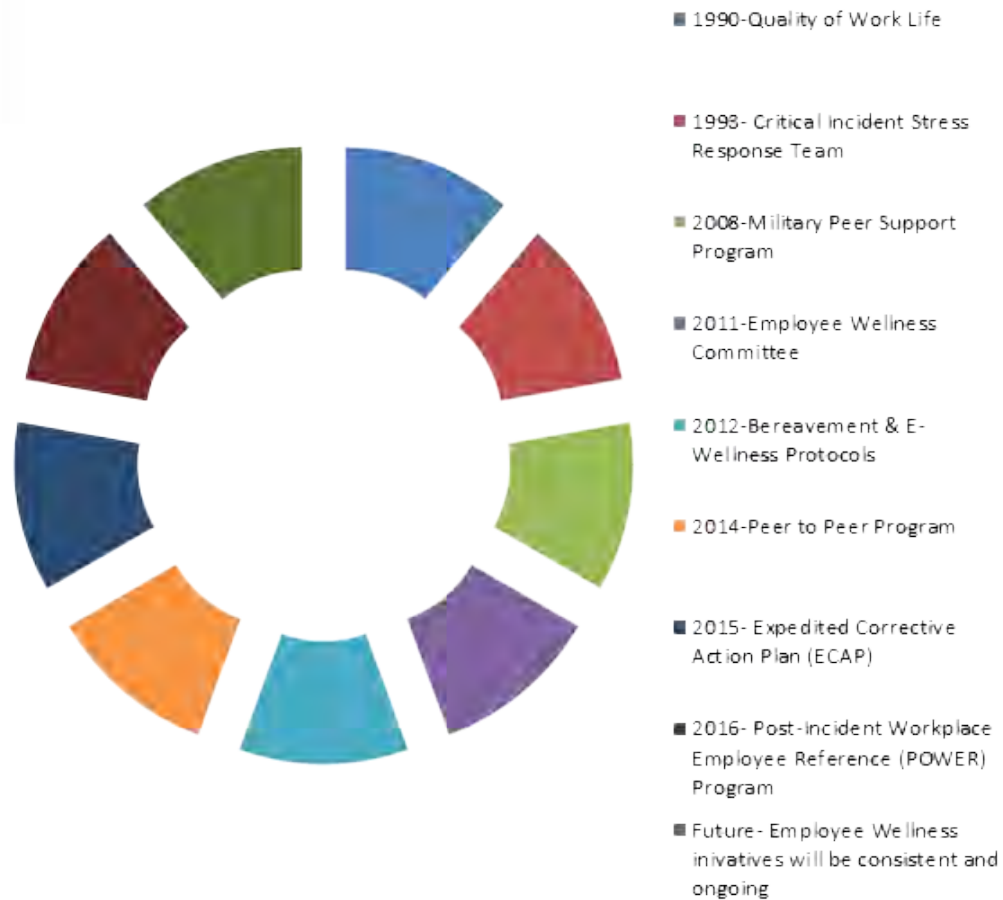
Reduce Trauma and
its effects
throughout the
system.



Time to break the barrier.....



Connecticut Department of Correction E-Wellness Continuum



What are we doing?

Employee Assistance Program
Critical Incident Response Team
On-site fitness gyms
Training
Wellness Committee
Employee Appreciation Activities
Mindfulness Sessions
Yoga
Peer to Peer Program
Mental Clarity & Wellness Techniques
Correctional Fatigue-to-Fulfillment Program
Post-Incident Debrief
Wellness Bulletin Boards



Facebook page
Military Peer Support
Health Screenings
Health Survey/Assessments
Health Coaching
Wellness/Fitness Challenges
Suicide Prevention Training
Break/Meditation Rooms
K9 First Responders
Family Day
Email blasts
Monthly Newsletter

Quality of Work Life Committees – QWL

- Since 1990 - Each facility has had a QWL
- Consist of a variety of employee ranks/ job titles
- Gives employees a chance to unwind from a very stressful work environment

Critical Incident Stress Response Team

- Mission – Provide support to staff adversely affected by traumatic event
- Since the mid 1990's.
- Activated after serious assaults, deaths, and suicides (staff or inmate).
- On average activated 1-2 times per month.

Critical Military Peer Support Program

- Mission – Provide support to DoC staff service members during all phases of deployment, including transition back to work.
- Created in 2008.
- Members communicate with deployed staff and their families.
- Send care packages.
- Annual picnic.

Employee Wellness Committee

- Created in 2011 following an increase in staff suicides.
- Comprised of a wide range of staff including: wardens, human resource staff and front line officers.
- Focus is on addressing issues facing correction officers, i.e. substance abuse, suicide, depression, domestic violence etc.

HITEC - Health Improvement Through Employee Control

- ▶ University of CT-based research program
- ▶ 2006 – present
- ▶ Collaboration of academic professionals and DOC
- ▶ Labor-management approaches to risk reduction & health improvement

Peer to Peer Mentoring Program

- Created in 2014 to foster mentor-mentee relationships.
- Developed in conjunction with grant funded UCONN Health Center study.
- Collected blood pressure and body fat data.
- Results – those with mentors were “healthier.”

Expedited Corrective Action Plan

- Designed to expedite and streamline implementation of disciplinary actions for certain employee infractions.
- Launched in 2015 as the result of a LEAN project aimed at impacting both the Efficiency and Wellness components of the DoC's Strategic Plan.

The POWER Program

- The POWER Card was created to provide valuable reference information to employee affected by significant trauma.
- Feedback from recuperating employees experiencing challenges finding the help they needed, was the impetus for this initiative.

Connecticut Department of Correction Employee Assistance Unit (EAU)

- ▶ The Employee Assistance Unit is a resource for referrals for addiction and mental health issues
- ▶ It is available to all CT DOC employees and their families comprised of Union and Administrative Staff
- ▶ The program is confidential and the focus is on employee wellness and well being

WHAT IS EAU?

**It is a resource for all
CT DOC employees and
their families.**



It's Free.

It's Confidential.



CHAMPI

CORRECTIONAL HEALTH & AWARENESS MADE PRACTICAL

CHAMP is an employee wellness-centered program designed to increase the Health and Wellness of the agency's staff by offering a variety of classes in fitness and nutrition. These classes will not only teach staff how to live healthier lives, but it will also teach them how to make it practical for their lifestyle. This program will allow you to participate in medical seminars and social activities outside scheduled classes. Some of the activities in this program include:

YOGA

This class helps you gain strength and flexibility, while increasing resilience against any potential injuries.

KICK-BOXING

This involves multiple exercises, and each exercise will be timed for max repetitions within that time. This style of training is ideal for beginners up to advanced athletes due to opportunities in exercise modifications and the fact that your work rate will be dictated by what you can accomplish within the allotted time. It's a fun, motivating class that will never get old.

NUTRITION

Meal preparation, along with how to cook meals, will be discussed, as well as sampling some delicious foods.

For more information, please go to: [website](#) or [Facebook page](#) Or Contact: Lt. Matias, Maloney Training Facility

Future Employee Initiatives





Discussion /
Questions?

Dynamic Security



Engage Staff in a Meaningful Way



North Dakota Prison Officials Think Outside The Box To Revamp Solitary Confinement

July 21, 2018 - 9:01 AM ET
Heard on Morning Edition



CHERYL CORLEY





We Really Are All Human





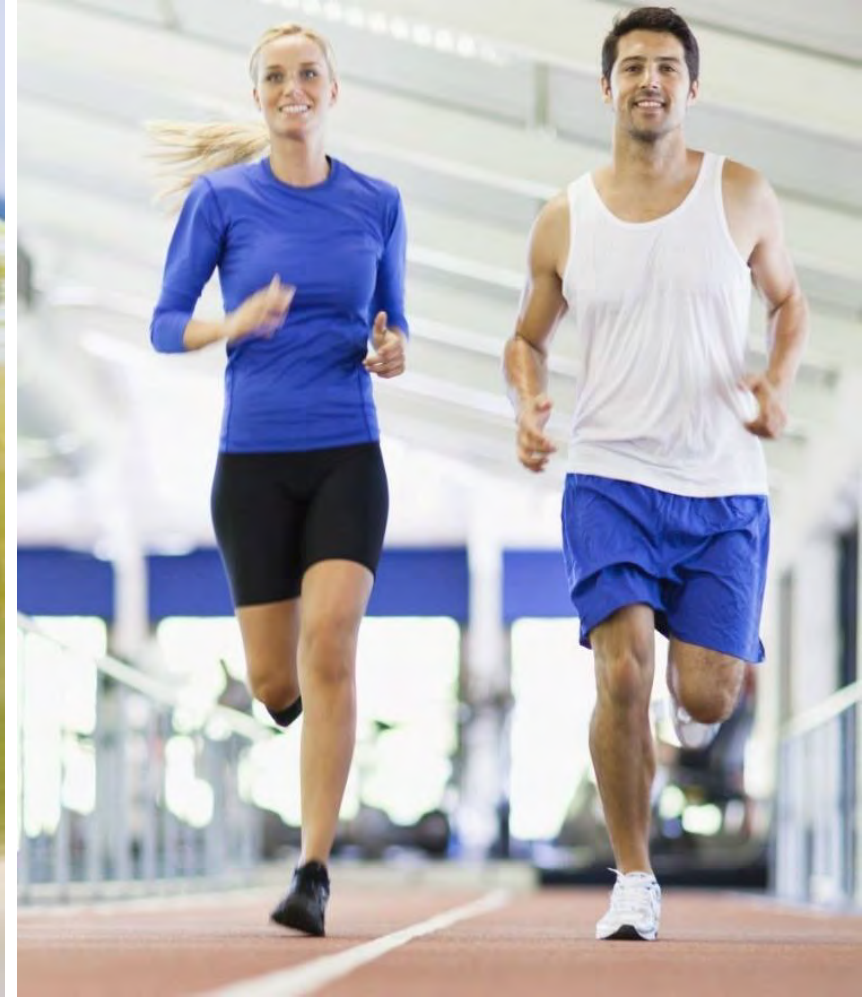
“We get recognized for positive behavior through a "PBR", but I don't think the same courtesy is returned.” written by A Resident



Stay the Course







PERSPECTIVES ON CORRECTIONAL OFFICER HEALTH




CATERINA SPINARIS, PHD, LPC
DESERT WATERS CORRECTIONAL OUTREACH

MANDATORY OVERTIME AND CHRONIC PARTIAL SLEEP DEPRIVATION A FORMIDABLE FOE HIDING IN PLAIN SIGHT



Desert Waters
Correctional Outreach

A NOT UNCOMMON SITUATION IN CORRECTIONS

6 hours ago • 

Anyone else working ridiculously long hours. We are show short handed in our state, we are all working mandatory 16 hour days. 6 days. I love what I do but man, it takes a toll. I've been doing this for 3 years.

   20

22 Comments

 Like

 Comment

IN THEIR OWN WORDS

- *“Employees who are working double shifts and/or shifts 7 days a week, particularly in a corrections environment which is a **DANGEROUS** environment, are in **survival mode**. They are not eager and ready to engage with their clientele to promote healing and reduce future criminal behaviors.*
- *I don’t care who you are, how young you are, or how much education you have to do this work, **your body and mind can’t overcome the strain of this type of schedule** to be engaged in this type of program.”*

Susan Jones, PhD, Warden (Retired)

SLEEP

- ***Non-negotiable BIOLOGICAL/PHYSIOLOGICAL NECESSITY***
- Affects:
 - brain function
 - physical health
 - mental health

IN THEIR OWN WORDS

- *“Mandatory overtime makes me feel like I am **running at half speed with no hope of getting caught up**. It is even worse if I have had something planned or it occurs on a holiday. The more it happens, the worse it gets. **I am not sure you ever mentally recover. It is always worse the next time it happens, no matter the time in between.** It is one of the reasons I left custody even though I am less safe in my current assignment. It is also **one of the reasons that officers resign.**”*

Anonymous

INSUFFICIENT SLEEP OUTCOMES

- ***Cognitive impairments:*** attention, reaction time, executive function, working memory
- ***Mood disturbances:*** irritability, anxiety, depression
- ***Behavioral disturbances:*** interpersonal conflict, combativeness, excessive use of force
- ***Physical symptoms/disease:*** increased inflammation (associated with obesity, diabetes, heart disease, some cancers, elevated mortality risk); low energy; Alzheimer-like neuron changes

IN THEIR OWN WORDS

- *“You are not mentally prepared to work for 16 hours. It is hard to work 16 hours and then get up again the next morning prepared to deal with the inmate population. You have to be able to quickly diffuse situations. I also have not brought enough food to have two meals, so **I begin feeling sluggish.** Imagine the effects after 16 hours of dealing with various personalities. **Tempers flare. Things that would not normally bother you are enhanced ten times and incidents get out of control quickly.**”*

Anonymous

SLEEP DEPRIVATION = ALCOHOL INTOXICATION

HOURS AWAKE	EFFECTS ON DRIVING BAC EQUIVALENT
18	0.05%
24	0.10%

https://www.cdc.gov/sleep/about_sleep/drowsy_driving.html

BAC = Blood Alcohol Content

IN THEIR OWN WORDS

- *“Due to mandatory overtime I don't get to see my family, as I often have to work 16 hours. My commute home is a challenge to stay awake. **I have almost fallen asleep behind the wheel.** When I get home I try to go to sleep right away because I get up 5-6 hours later, sometimes less, because I am too wired to sleep due to stress and due to drinking caffeinated beverages throughout the night to stay alert. When I am mandated I am not able to take my nighttime medication, so I fall behind in my schedule in taking my daytime meds. **My health deteriorates. I am tired and irritable. At work, I am not as alert as I want to be, fighting off sleep and fatigue.** I can be doing a back to back mandatory or maybe get one day in between. At times I have to call in sick to get some rest.”*

Anonymous

INSUFFICIENT SLEEP & MENTAL HEALTH SYMPTOMS

- **Insufficient sleep is strongly associated with mental health symptoms**
- **A dose-response relationship** exists between insufficient sleep and reported mental health symptoms

N=110,496 college students, including 8462 varsity athletes

Ramsey, T., Athey, A., Ellis, J., Tubbs, A., Turner, R., Killgore, W. D. S., Warlick, C., Alfonso-Miller, P., and Grandner, M. A. (2019). Dose-response relationship between insufficient sleep and mental health symptoms in collegiate student athletes and non-athletes. SLEEP, 42 (Abstract Supplement): A362.

INSUFFICIENT SLEEP & MENTAL HEALTH SYMPTOMS

REPORTED SYMPTOMS	SYMPTOM RISK INCREASE per each additional night of insufficient sleep
Depressed mood	21%
Hopelessness & anger	24%
Anxiety & desire to self-harm	25%
Functional problems	28%
Thoughts of suicide	28%

N=110,496

Ramsey et al., 2019

IN THEIR OWN WORDS

- *“Correctional Officers are stressed out and stretched as thin as they can go. Officers are burned out and unhealthy and suffer because **we are not allowed sufficient time to decompress. We feel like hostages.** We feel like no one is listening, and that administration does not care, and that there is no end, no relief in sight.*
- ***Some will quit. Some will make grave errors in judgment.** And some will stay and keep fighting. But all of them, **all of us, are wearing thin.** If I feel like I am drowning, if I feel like I am in a situation that is never going to change, how can I get better? At some point you just have to let go and swallow the water.”*

Corporal William Young

IN THEIR OWN WORDS

- *“It doesn't matter what type of resources you have in place for your staff if they can't go home when they want to. You can tell me to hydrate and meditate and suggest that I eat better and run more, but **after working back to back 16 hour shifts all I want to do is sit on my porch and talk to my family for 15 minutes before I have to sleep for 4 hours and go do it all over again.**”*
- *You don't have to recognize me as a first responder, **just figure out a way that I can go home at the end of my shift.** Recognize that I am **doing a very dangerous and thankless job on 3-4 hours of sleep.** Understand that **I have been on my feet for 16 hours and I have been awake for 30.** Understand that **we only care about one thing, and that one thing is going home.”***

Corporal William Young

CONCLUSIONS

- Across the nation, custody staff often suffer from chronic partial sleep deprivation due to being mandated to work overtime on a regular and long-term basis.
- This practice impairs staff's physical and mental health and functioning.
- To maintain the safety and security of institutions, and to promote the well-being of custody staff, corrections agencies MUST figure out ways to decrease the use of mandatory overtime.

Health Improvement Through Employee Control (HITEC) Project

Manson Youth Institution Design Team

Presenter: Aaron Lichwalla

August 1, 2019



www.uml.edu/cph-new



UConn



Implementation of Design Team

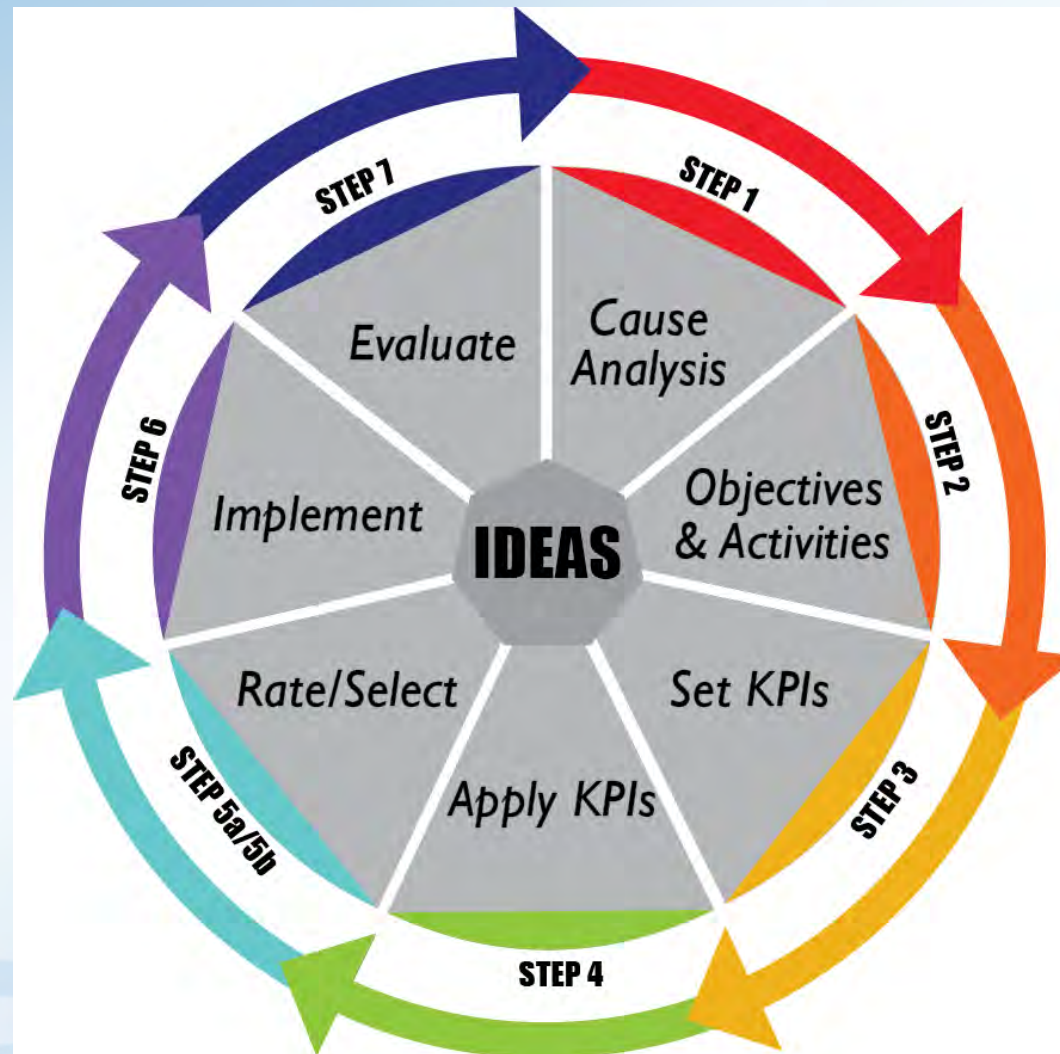
- ▶ Identify Facility
- ▶ Recruit members for the Design Team
- ▶ Coordinate logistics: day, time, meeting area
- ▶ Training on IDEAS process

Manson Youth Institution Design Team

Meeting Location	Maloney Center for Training and Staff Development
Design Team Focus	Identify and Mitigate Work Stress Factors
Structures	<p>The Design Team consists of 9 NP-4 Correctional staff members who participate in 2 hour meetings twice a month, co-facilitated by two of their members and advised by UConn Staff.</p> <p>The Facility Steering Committee consists of supervisors (Wardens, Deputy Wardens and Captains), Union Representatives and the DT Facilitators.</p>
Consultation with Clinical Expert	Video Conference with Clinical Psychologist Dr. Monnica Williams (April 18 th 2018)
Timeline	<p>Orientation: Dec 21, 2017</p> <p>IDEAS Training: Jan 19, 2018</p> <p>First Design Team meeting: Jan 24, 2018</p> <p>Presentation to Facility Steering Committee: Nov 19, 2018</p>

Intervention, Design, and Analysis Scorecard: *a participatory intervention planning method*

Designing interventions with IDEAS is an iterative process



Step 1

Understanding the problem

Step 2

Creating full set of possible solutions

Steps 3,4

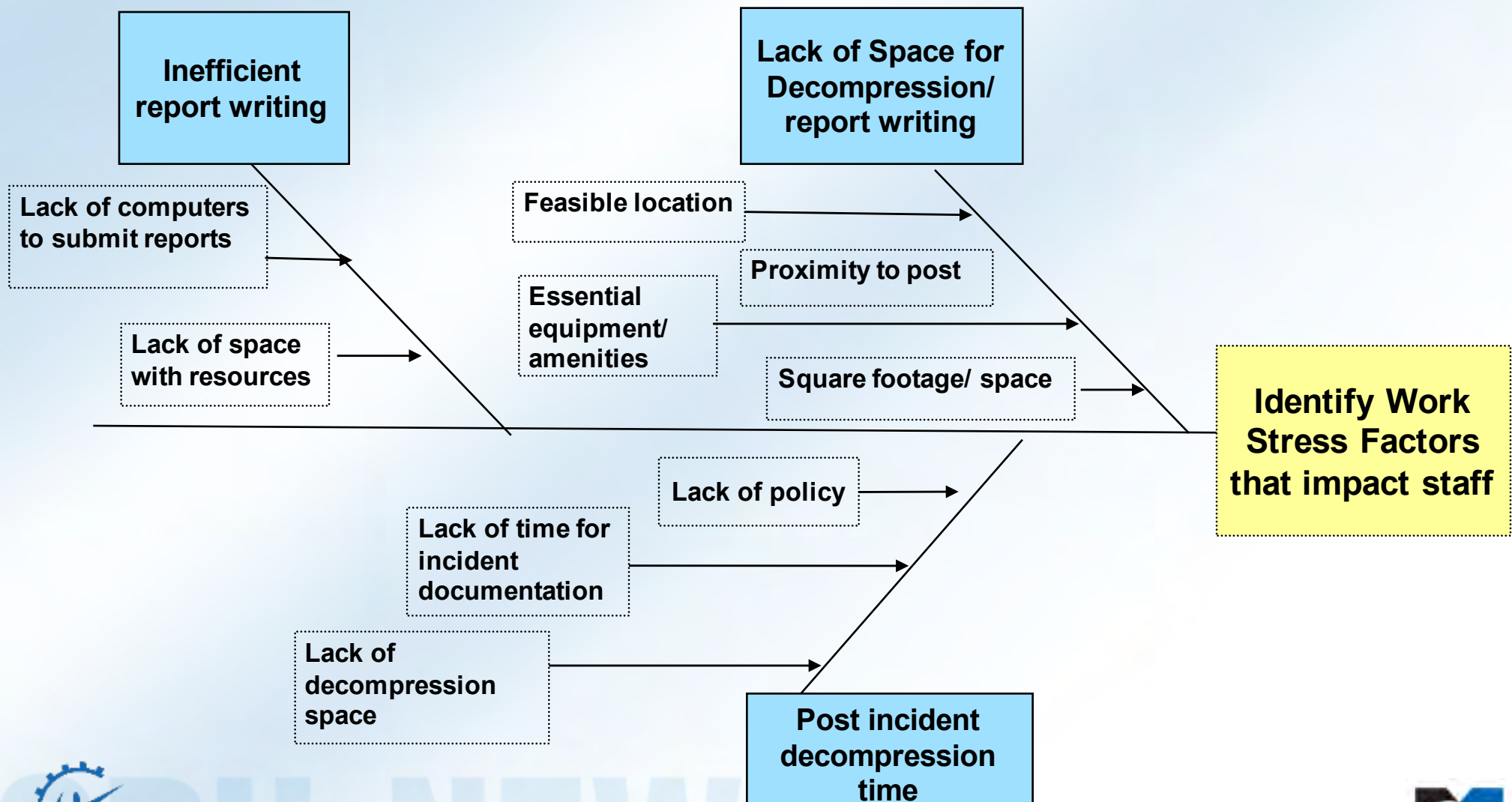
Analyzing costs, benefits, barriers
Formulate alternatives

Step 5

Rating, selecting best option

www.uml.edu/cph-new

Step 1: Fishbone Diagram: Identify Health & Safety Problem/Issue and Contributing Factors



IDEAS Steps 2-4

Step 2:

- ▶ Create a major health and safety objective: *Mitigate Work Stress / Post-Incident Stress Exposure*
- ▶ Develop solutions and specific activities

Step 3:

- ▶ Identify criteria for selection and evaluation of activities

Step 4:

- ▶ Evaluate the solution and activities (Step 2) with the selection criteria (Step 3)

Step 5A: Package and Rate Interventions

Intervention Package

1. Create a space for decompression:

Build or lease a new structure in a central location that includes:

- Computers with secure internet and printers
- Feasible location closer to post and response location
- Bathroom and Kitchenette
- Space for table/chairs and couch
- Efficient and relaxing set up with nice decorations
- TV to be connected to outside world

2. Improve post incident decompression and recovery time

- Strategies/tools for post incident stress
- Training and education about incidents
- Create policy to address decompression time

3. Create an efficient area for report writing

- Training for supervisors and staff for report writing
- Policy to relieve officers for report writing

IDEAS Steps 5B-7

Step 5B:

- ▶ Facility Steering Committee rates the proposed interventions

Step 6:

- ▶ Design Team works with Steering Committee to Implement the interventions (ongoing)

Step 7:

- ▶ Develop and Evaluation Plan (ongoing)

Challenges and Successes

Challenges

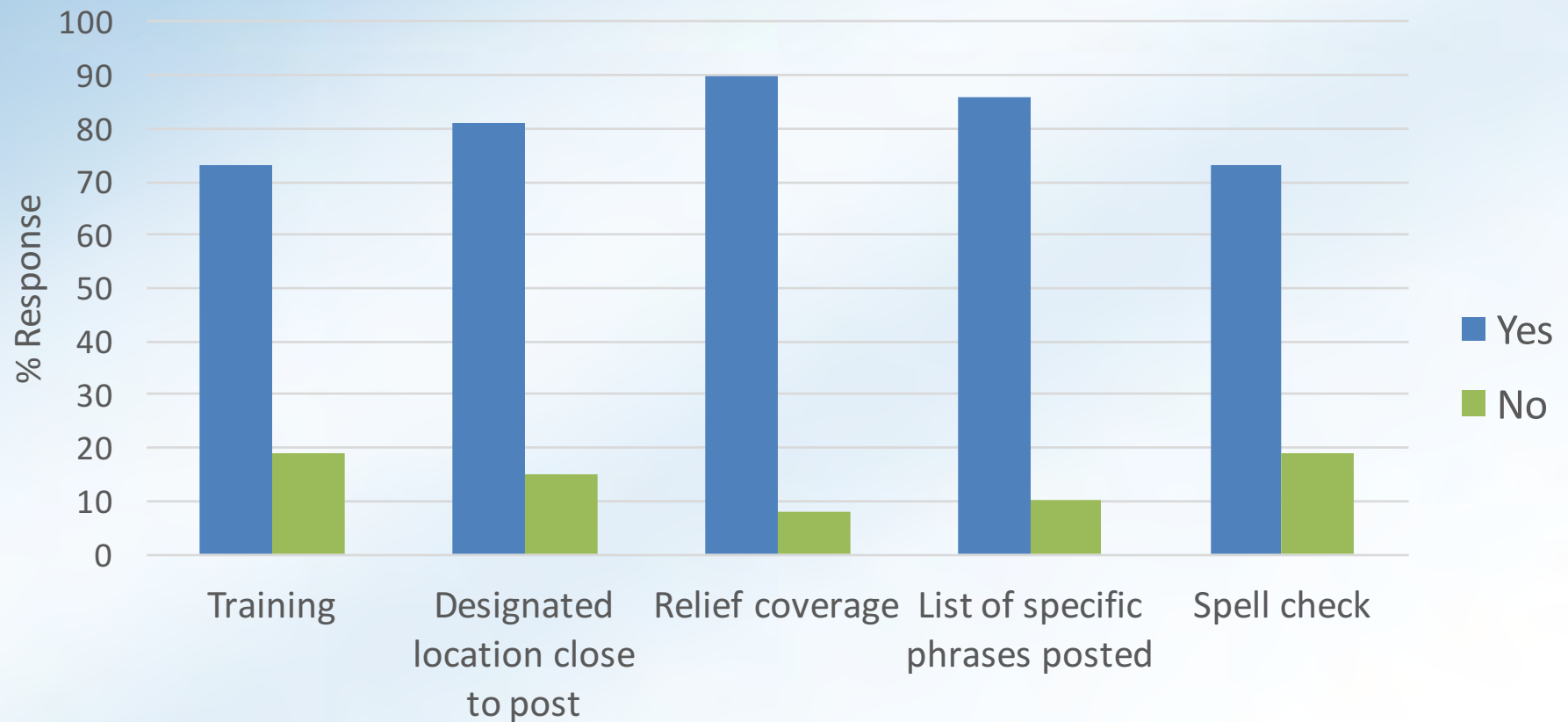
- ▶ Changes in Design Team and Facility Steering Committee membership
 - Recruitment and retraining of new members
- ▶ Change focus half way through because of incidents

Successes

- ▶ Agency and Facility buy in
- ▶ Facility Mental Health Wellness Fair
- ▶ Development and implementation of a pre-intervention survey (N=166 of 283 staff members)

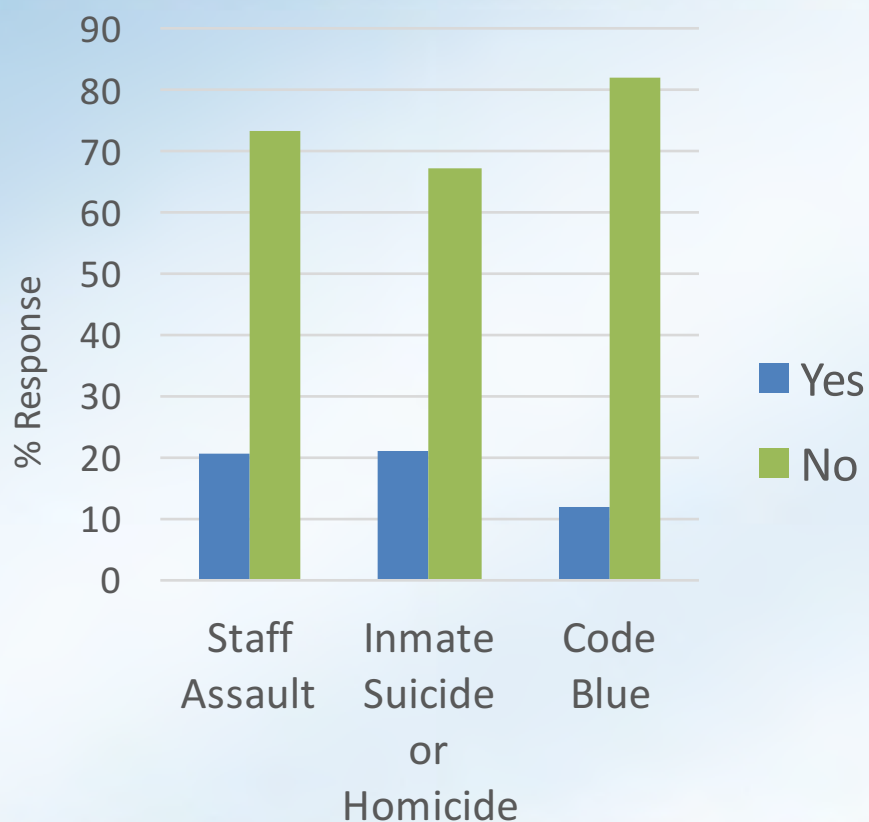
Design Team Survey Results

Which of the following resources could benefit report writing at your facility?

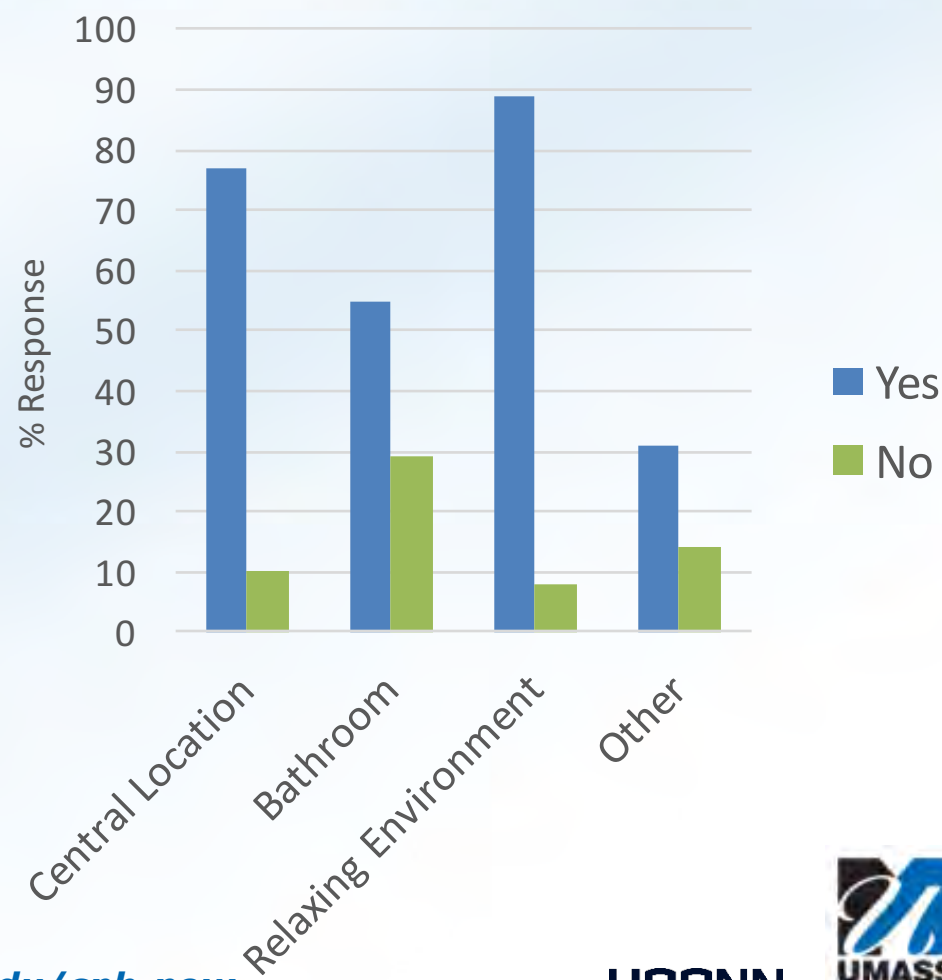


Design Team Survey Results

Decompression Time following Critical Incidents



Expectations for a Decompression Area



Design Team Survey

- ▶ “There is no designated area to write the report...couple of places that have become common, but these don’t always have a computer or other resources to write them.”
- ▶ “More often than not, inmates seem to take precedence over staff...”
- ▶ “...the phone rings constantly after a code... you’re not completely thorough with your incident report because of the pressure to finish”

Design Team Survey

- ▶ “We have to just continue on as if nothing transpired, strange human reaction to ignore.”
- ▶ “...codes are called and/or cleared school continues and we at times have to work in an area contaminated after use of chemical agent”
- ▶ “...still movement within the facility which allows for more codes and stressors of having to respond in the right state of mind.”

Contacts & Acknowledgements

University of Massachusetts Lowell

Sandy Sun, Center Administrator

Email: Sandy_Sun@uml.edu

Tel: 978-934-3268

CPH-NEW general email:

cphnew@uml.edu

CPH-NEW main website:

www.uml.edu/cph-new

Healthy Workplace

Participatory Program Website:

www.uml.edu/cphnewtoolkit

University of Connecticut

UConn Health, Farmington, CT

UConn Storrs, Mansfield, CT

University of Connecticut

CPH-NEW website:

<http://h.uconn.edu/cph-new>

Contact: **Matt Brennan**, Project
Manager

Email: brennan@uchc.edu

Tel: 860-679-2110

The Center for the Promotion of Health in the New England Workplace is supported by Grant Number 1 U19 OH008857 from the U.S. National Institute for Occupational Safety and Health. This content is solely the responsibility of the authors and does not necessarily represent the official views of NIOSH.



www.uml.edu/cph-new

UConn



2019 National Symposium on Corrections Worker Health

SUFFOLK UNIVERSITY

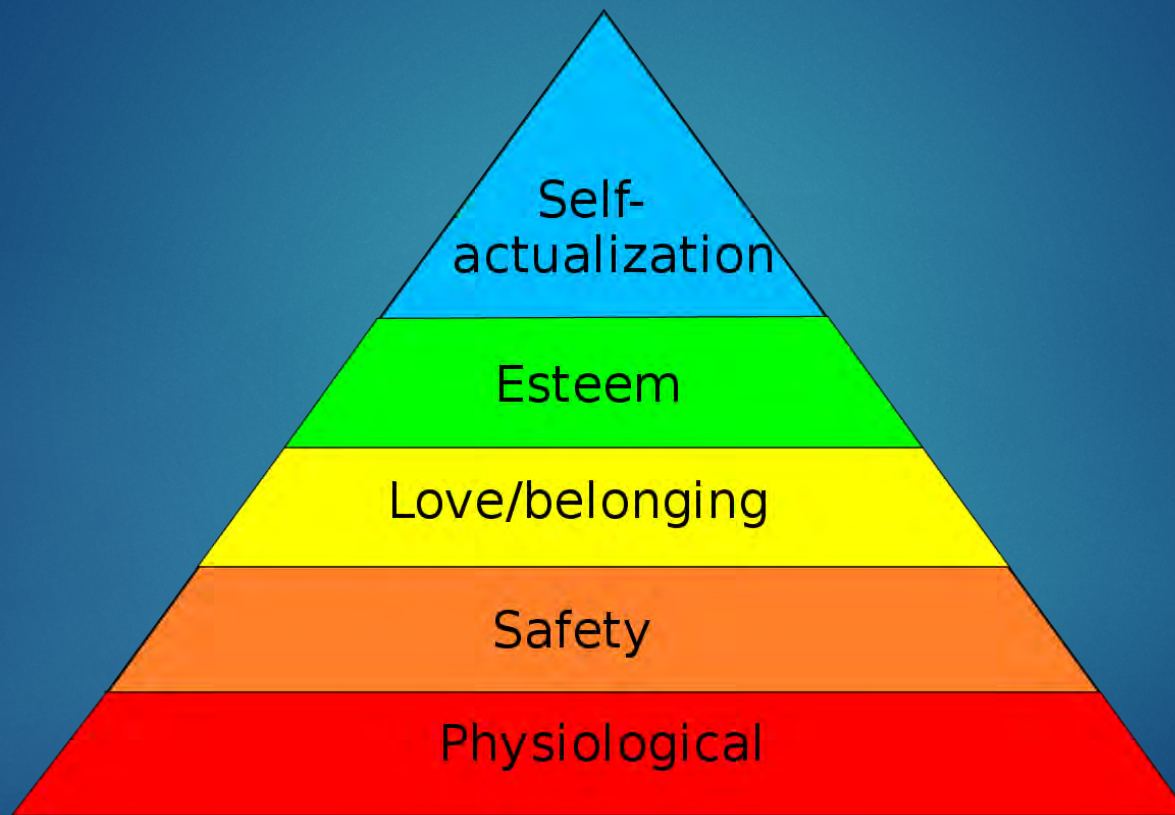


Enlightenment is when
the **wave** realizes *it* is the
OCEAN.

Thich Nhat Hanh

YOU MATTER

Maslow's Hierarchy of Needs



Staff Health Care Resources

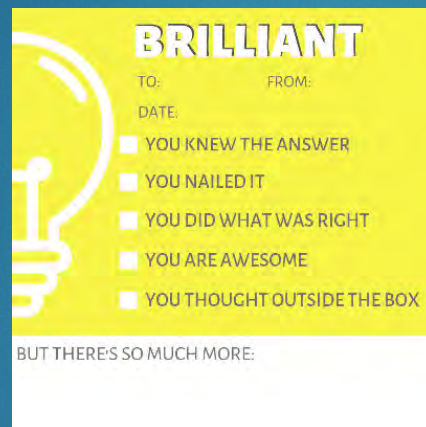
- ▶ Get Healthy
- ▶ 2018 Staff Suicides
- ▶ 2018 SEAP Cases: 2829/18,000 employees: Anxiety, workplace, marital/primary relationships, legal, family issues, depression – all other data is confidential
- ▶ www.liveandworkwell.org
 - ▶ *Customizing for corrections and parole staff: for staff and families*
- ▶ Psychologist visits:
 - ▶ Virtually or in person for all staff– first three free, then \$15 each
 - ▶ COs: Commonwealth shall provide fully paid coverage for six psychotherapy visits per contract year for each employee in H1 (Corrections Officers) by the employee's choice.
- ▶ Trauma counselor/OVA trauma position through grant

Psychology Reviews

- ▶ General Considerations: The Personality Assessment Inventory (PAI) and Minnesota Multiphasic Personality Inventory (MMPI) have been used extensively in employee screening, and these tests can provide employers with potentially valuable information regarding prospective staff members.
- ▶ The PA Civil Service Commission and Department agreed to use the PAI and MMPI-2 personnel screening system for hiring practices.
- ▶ We also incorporate other safeguards for correctional officer well-being, especially for those that work in Restrictive Housing Units, Special Management Units, Secure Residential Treatment Units, Behavioral Management Units, and other highly stressful and restrictive units. This includes annual evaluations conducted by Psychologists to ensure continued fitness for the assignment.

Morale Survey

- ▶ Appreciation Counts at Supervisory Levels: Morale Survey



BRILLIANT

TO: _____ FROM: _____

DATE: _____

☐ YOU KNEW THE ANSWER

☐ YOU NAILED IT

☐ YOU DID WHAT WAS RIGHT

☐ YOU ARE AWESOME

☐ YOU THOUGHT OUTSIDE THE BOX

BUT THERE'S SO MUCH MORE: _____

- ▶ Appreciation Neuropathways and Dr. Gabor Mate Concepts
- ▶ Childhood trauma and lack of attention/love
- ▶ *Catch the stones that people throw at each other*

Staff Support Efforts

- ▶ COVER/POWER: Code Blue/Training and grassroots support
- ▶ CISM for Corrections, Community Corrections and Parole
- ▶ BetaGov: www.betagov.org
 - ▶ Chill space, VR, binaural beats, therapy dogs, ODR COA, anti-fatigue mats, standing desk
 - ▶ Safer spaces: Violence reduction, green sheets
 - ▶ Lavender spritz, Vitamin D, goldfish
- ▶ Go Fund Me
- ▶ Pearson: Education effort
- ▶ Wellness Committee: Fitness, Balance, Environment

BETAGOV

BetaGov
The Marron Institute of Urban Management
New York University
60 Fifth Avenue, 2nd Fl.
New York, NY 10011
betagov.org

A photograph of a man sitting on a large rock by a river, looking out at a forested cliff. The man is seen from the back, wearing a dark t-shirt and shorts. The river flows in the foreground, and the cliff is covered in dense green trees. The scene is peaceful and natural.

Mindfulness Training for Corrections Staff

*Using mindfulness training to improve wellbeing
in prison and parole staff*

Agency:

Pennsylvania Department of Corrections (PADOC) Board of Probation and Parole (PBPP)

Trial Duration:

11/12/18–12/10/18

Pracademic*: Debra Sahd, PADOC

Context

Mindfulness training has shown promise for wellness in many occupations, however, no published literature exists on its use for corrections staff.

Key Finding

The mindfulness group showed improvements compared to the control group in several post-intervention outcome measures.

*BetaGov trains agency personnel to become research-savvy "Pracademics" who lead trials.

Background

Supervising justice-involved people is stressful, whether in incarceration settings or in the community. The demands of the profession contribute to depression, poor physical health, family conflict, and decreased life/job satisfaction. There is increasing awareness of the benefits of staff-wellness programs that provide instruction on healthy lifestyle choices such as yoga, exercise, nutrition, and meditation. Mindfulness meditation is increasingly being used as a strategy for promoting wellness in many populations. Mindfulness focuses on techniques for quieting the mind and becoming aware of things as they are. The program may help to regulate an individual's response to stress. PADOC tested the benefits of a mindfulness-training program for staff working both in prisons and in the community.

Trial Design

Staff volunteers were randomly assigned to the intervention group (mindfulness training, $n=35$) or to the control group (no mindfulness training, $n=21$). Mindfulness training was provided by staff from the Brain Performance Institute. The intervention group attended four weekly sessions at the PADOC training academy in November and December, 2018. The sessions included active group discussions, facilitated discussions, experiential exercises, video content, text materials, and visual aids. The control group was told that they may get the intervention in the future, but were asked to complete questionnaires. Standardized questionnaires were administered to both the intervention and control groups before the intervention began (Time 1) and after it ended (Time

2) and addressed global health, mind-wandering, mindfulness, sleep, emotional distress/anger, fatigue, perceived stress, positive and negative affect, alcohol use, organizational and operational stress, and job burnout. The intervention group completed Time 1 questionnaires at the first mindfulness session, whereas the control group completed either a hard-copy or an internet version during the same period. Similar administration methods were used for the Time 2 questionnaires and all responses were entered into a data spreadsheet for analyses.

Results

Statistically significant Time 2 differences were documented between the intervention and control groups, reflecting better outcomes for the mindfulness group, all at $p<0.05$. Specifically, these measures are the Five Facet Mindfulness Questionnaire, Fatigue Survey, Connor-Davidson Resilience Scale, and the positive subscale of the Positive and Negative Affect Schedule (PANAS). No significant differences were found for the other measures: PROMIS (Patient-Reported Outcomes Measurement Information System) Global Health, PROMIS Sleep Disturbance, PROMIS Anger, PROMIS Alcohol Use, NIH Toolbox Perceived Stress Survey, Organizational Police Stress Questionnaire, Operational Police Stress Questionnaire, Oldenburg Burnout Inventory, and the negative subscale of the Positive and Negative Affect Score (PANAS). Not all measures of wellness used in this trial improved; it may be that mindfulness training addresses only some aspects of wellness. This small pilot suggests the potential of mindfulness training for improving several functional domains.

Plato's Allegory of the Cave



Little Scandinavia: SCI-Chester

- ▶ Staff exchange with imbedding to replicate and customize their system for reduction in recidivism and staff wellness improved outcomes.
- ▶ “Rehabilitation aimed for reentry and reduction in recidivism” Tia Kennerly
- ▶ “I believe it gave us a sense of purpose not punishment” Superintendent Marirosa Lamas
- ▶ Support for this project provided by:
 - ▶ Arnold Ventures
 - ▶ SVT
- ▶ Research by Drexel University and the University of Oslo

“The greatest violence
reduction tool is
communication.”

Denmark Officer

Yield Theory

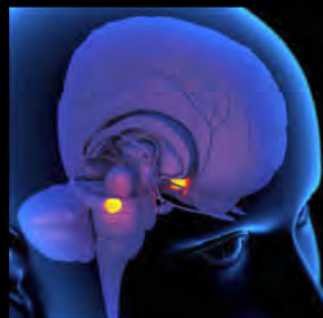




Christian Conte, Ph.D.

Yield Theory: Communicate to be heard

- Fight or flight response
- Higher-level thinking response



3 Core Actions

Listen
Validate
Explore options



VALIDATE

- Validate until you “drain” the limbic system (i.e., until the other person feels heard)



EXPLORE OPTIONS when people are ready to hear them

- Emotions & defensiveness
- Options, ideas, & solutions



Dr. Conte skillfully entered SCI Greene and addressed staff from a variety of classifications (both uniform and non-uniform).

Dr. Conte's unique approach with all staff enabled **frank and meaningful discussions regarding communication, boundary setting** and overall professional conduct that not only **promotes diffusing potentially problematic situations** but also **emphasizing teachable moments** throughout the course of a typical day.

The long lasting impact of his involvement will be a catalyst for ongoing growth and professionalism at all levels associated within the correctional environment.

Robert D. Gilmore, Superintendent

The Sandwich Approach to Implementation

- ▶ Correctional health and wellness is a multi-pronged approach addressing it from each side of the organization – top and bottom (administration and practitioners) for the wellness of the agency and those who are bravely in her care.
- ▶ Ownership and buy-in by the practitioners in the agency is key to the success, longevity and critical adjustments for the implementation of any project or idea.

THE MAN IN THE ARENA

It is not the critic who counts;
not the man who points out how the strong man stumbles,
or where the doer of deeds could have done them better.
The credit belongs to the man who is actually in the arena,
whose face is marred by dust and sweat and blood;
who strives valiantly; who errs, who comes short again and again,
because there is no effort without error and shortcoming;
but who does actually strive to do the deeds;
who knows great enthusiasms, the great devotions;
who spends himself in a worthy cause;
who at the best knows in the end the triumph of high achievement,
and who at the worst, if he fails, at least fails while daring greatly,
so that his place shall never be with those cold
and timid souls who neither know victory nor defeat.

- Theodore Roosevelt



Enlightenment is when
the **wave** realizes *it* is the
OCEAN.

Thich Nhat Hanh

YOU MATTER

Correctional Officer Suicide and Officer Wellbeing

Natasha A. Frost, Ph.D.
Northeastern University

Carlos Monteiro, Ph.D.
Suffolk University

Officer Suicide and Wellbeing Research

Project Title: *The Impact of Correctional Officer Suicide on the Institutional Environment and on the Wellbeing of Correctional Employees*

Funding Agency:
U.S. Department of
Justice, National Institute
of Justice (NIJ)

NIJ Award #:
2016-MU-MU-0010

Research Partners:
Northeastern and Suffolk
(Frost and Monteiro)

MA DOC

MCOFU

Riverside Community Care

Sobering news on spiking suicide rates reveal a public health crisis that cannot be ignored



Source: <https://www.bostonglobe.com/opinion/editorials/2018/06/08/sobering-news-spiking-suicide-rates-reveal-public-health-crisis-that-cannot-ignored/7QAQhiTPLwhx6yxUoNIMXJ/story.html>

A Need for Further Research

Occupationally, 'protective service' employees (police, fire, corrections) have high rates of suicide.

Between 2010 and 2015, **at least 19** current or former correctional officers employed by the MA Department of Correction (MA DOC) died by suicide.

Suicide rate among MA DOC correctional officers 92.9 **per** 100,000 officers. Massachusetts has one of the nation's lowest rates at 10.4 **per** 100,000

TABLE 2. Rates of suicide per 100,000 population, by sex, and ranked overall by Standard Occupation Classification (SOC) group — 17 states, 2012* w/MA DOC rate 2010-2015

Occupational group	Overall	Male	Female
MA DOC (average 2010-2015)	92.9	–	–
Farming, fishing, and forestry	84.5	90.5	— ^t
Construction and extraction	53.3	52.5	–
Installation, maintenance, and repair	47.9	47.5	–
Production	34.5	39.5	10.8
Architecture and engineering	32.2	36.3	–
Protective service	30.5	34.1	14.1

Correctional Officer Suicide and Wellbeing

Study Objectives

Develop a nuanced understanding of the context within which CO suicide occurs.

Better understand the many impacts of correctional officer suicide.

*Assess the **effects** of fatalities on the institutional environment and on the wellbeing of the correctional staff working in correctional facilities.*

*Identify **risk factors** for anxiety depression, and suicidal ideation.*

*Understand how the structure; function, and composition of officers' **social networks** might be related to suicide ideation and indicators of wellbeing.*

Correctional Officer Suicide and Wellbeing: Phase One



Goal

To **develop a rich understanding** of the personal, occupational, and institutional factors that can lead to officer suicide and to identify risk factors for suicidal ideation and to describe the many impacts of officer suicide.



Method

Rich qualitative case studies involving:

- * background research
- * personnel file reviews
- * administration focus groups
- * family and friend interviews
- * colleague interviews

2010 f f f

39, 44, 62

2011



24, 49, 50, 57

2012



43, 44

2013



23, 39, 44, 47, 50, 50

2014



25, 48, 32

2015



33

Officer Suicides: 2010 - 2015

Suicides among MA DOC employees have occurred across all ranks, early in the career and post-retirement, and across varied correctional settings, but officer suicides have concentrated at three facilities (MCI-CJ, SBCC, and BSH)

- Average Age: 41 (range: 23 - 61); Average Years of Service: 15 (range <1 - 32)
- Rank (12 Officers; 3 Sergeants; 2 Captains; 2 Deputy Supt+)
- 14 had worked at a single facility (5 had worked at multiple facilities)
- 14 died from gunshot wounds, 2 died by hanging, 3 died of drug overdoses
- 1 Homlcldc-Sulclde / 1 Attempted Homlcldc-Sulclde

Phase One Case Studies



- Reviewed all 19 personnel files in their entirety
- Pulled work histories, including sick and leave time payroll reports
- Pulled all incident, disciplinary reports written, and grievances
- Requested police reports (15 received, 2 refusals, 2 still outstanding)
- Reviewed death certificates where available (14 available)
- Requested criminal history data from DCJIS
- Contact from family/friends of 15 of the 19 officers
 - Interviews w/ (often multiple) members of 12 officer families/close friends

Preliminary Analyses of Qualitative Case Study Data

- Interviewed 36 family members and close friends of 12 of the 19 officers...
 - Family/friend interviews were the most valuable source of information
- 8 of the 19 (42%) were veterans
- 14 of the 19 (74%) were not married at the time of their death
 - 8 of the 19 had never married
- 10 of the officers had children at the time of their death
 - custody issues emerged as particularly acute in several of the cases
- 13 of the 19 (2/3) had criminal justice system contact.
 - Some pre-employment, some since employed at the DOC
 - Very few convictions (typically arraignments for OUI)

Case Studies: Alcohol Use/Abuse

*Many had histories of substance use/abuse...
And alcohol abuse in particular was raised repeatedly*

- “Within a month after leaving military, he learned his best friend died and he began drinking again”
- “We were heavy drinkers, both would stay out until 2-3 AM every day possible.”
- “I walked in the door and her was standing at the counter kind of fiddling with what looked like some sort of medication and I remember looking at his eyes and his pupil were just massive they were like black holes.”

Emerging Themes: Mental Health

*Just over half had experienced mental health issues...
typically anxiety and/or depression.*

- “He spent a long amount of hours on that couch, I remember, we started noticing a lot of him not changing out of his sweat pants, and staying on the couch, and eating boxes of cereal a day.”
- “Suffered from clinical depression as a child. And he attempted suicide @ age 10.”
- “Took anti depressants, not sure how often. At some point the meds weren’t working as well and his depression started affecting his work.”
- “He would barely say a few words to me in that last year, and we were like always buddy, buddy and like friends and everything.”

Emerging Themes: Chronic Pain

*Just over half had indicators of chronic pain...
Often, but not always, related to an injury at work.*

- “from the beginning he was on very low pain meds. It was nothing really to be honest. I think probably the last 5 years of his career it got really really bad, to me. It was changing his personality, there was the sleep disturbances, very strange behavior.”
- “he constantly said that his feet were always hurting at work, that was his big thing his feet were always hurting at work it didn’t matter what he did, he was always trying to find comfort in his socks, inserts in his shoes.”

Correctional Officer Suicide and Wellbeing: Phase Two



Goal

To **assess the impact** of the suicides on the correctional environment and to assess the wellbeing of correctional officers.

To understand how the structure, function, and composition of officers' social networks might be related to suicide ideation and indicators of wellbeing.



Method

Intensive individual interviews with (and assessments of) up to 300 randomly selected correctional personnel in Massachusetts across all MA DOC facilities.

****** Additional interviews with volunteers and those who personally knew officers who have died by suicide

Acknowledgment

With special thanks to all officers, families, friends, and correctional staff who have contributed to this research

Intersectionality of Restorative Justice and Workplace Health

2019 National Symposium on
Corrections Worker Health

PANEL

Alex Frank - Vera Institute of Justice,
Restoring Promise

Scott Erfe - District Administrator,
Connecticut Department of Correction

Lisa Jaegers - Saint Louis University
Transformative Justice Initiative



Vera
INSTITUTE OF JUSTICE



SAINT LOUIS
UNIVERSITY™

Bridging reentry / transition services with workplace health

2019 National Symposium on
Corrections Worker Health

Lisa Jaegers, PhD, OTR/L, FAOTA

Saint Louis University

Department of Occupational Science & Therapy

Doisy College of Health Sciences

School of Social Work

College for Public Health & Social Justice

Transformative Justice Initiative

Occupational Therapy Transition & Integration Services (OTTIS)

Health Criminology Research Consortium



**SAINT LOUIS
UNIVERSITY™**

Research Support

- Healthier Workforce Center of the Midwest (HWC) at the University of Iowa: By Cooperative Agreement No. U19OH008868 from the Centers for Disease Control and Prevention (CDC) / National Institute for Occupational Safety and Health (NIOSH). The contents are solely the responsibility of the author(s) and do not necessarily represent the official views of the CDC, NIOSH, or the HWC.
- Hammond Institute, Lindenwood University



TRANSFORMATIVE JUSTICE INITIATIVE

Corrections Workplace
Health



Transition
Philosophy



The groundwork started in
2008 by Dr. Karen F. Barney
and has continued since with
TJI, OTTIS, and collaborations
across the area.

Occupational Therapy Transition &
Integration Services
OTTIS



Health
Promotion

TJI: http://bit.ly/tji_slul

© 2018 Slidfabric.com All rights reserved.

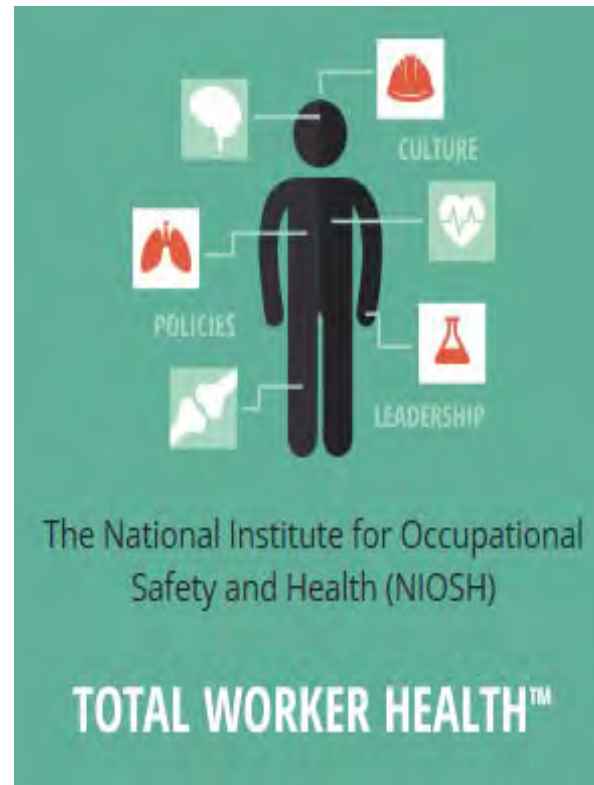
SAINT LOUIS UNIVERSITY™



TJI
Transformative
Justice Initiative
OTTIS
Occupational Therapy
Transition & Integration
Services

Total Worker Health[®]

A **strategy**...policies, programs, and practices within the workplace that focus on advancing the **safety, health and well-being** of the workforce may be helpful for **individuals, their families, communities, employers** and the economy as a whole.





What's going on in corrections workplace health?

SAINT LOUIS UNIVERSITY™



TJI
Transformative
Justice Initiative

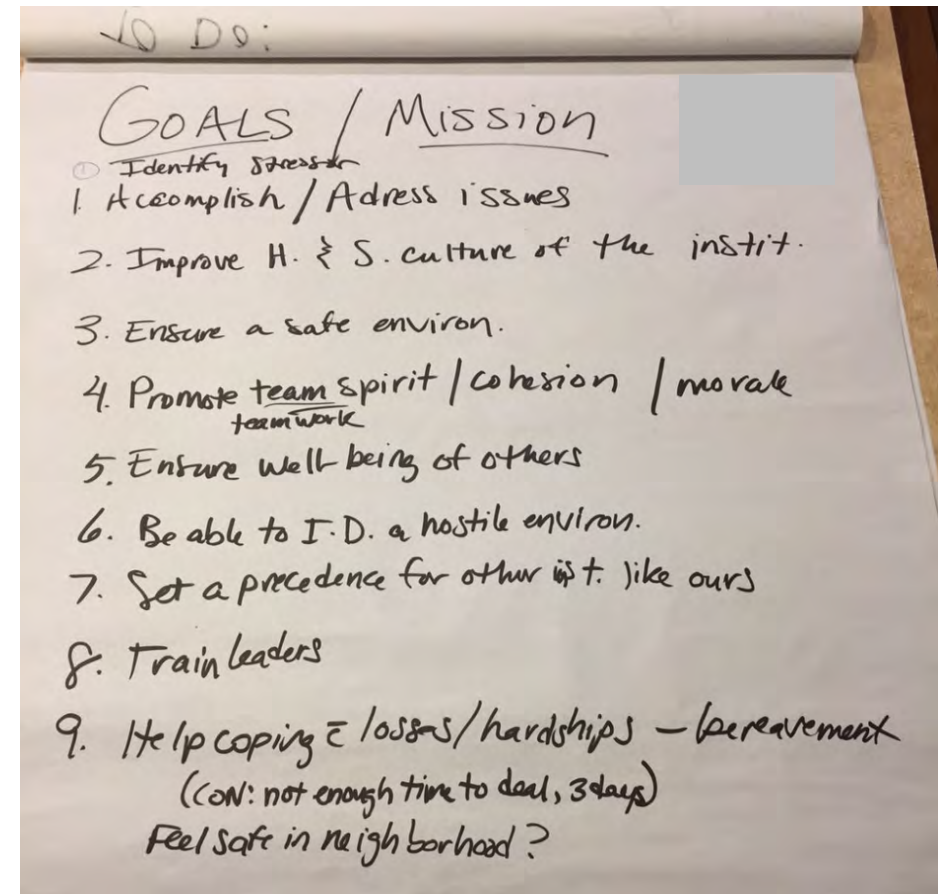
OTTIS
Occupational Therapy
Transition & Integration
Services

Participatory Research Process

Example agenda:

- Provide study background
- Discuss workplace health
 - Strengths, weaknesses
- Review survey
 - Prioritize domains of interest

Example of team discussion notes



234
Saint Louis University @ Work Survey

Please check your answer and fill in the blank where appropriate.

Choose your primary work location.

- ☐ CJC - City Justice Center
- ☐ MSI - Medium Security Institution
- ☐ Other, please describe _____

What is your current job class at the Jail?

- ☐ Correctional Officer
- ☐ Lieutenant
- ☐ Captain
- ☐ Other, please describe _____

How many years have you worked in the City of St. Louis Corrections? If less than months.

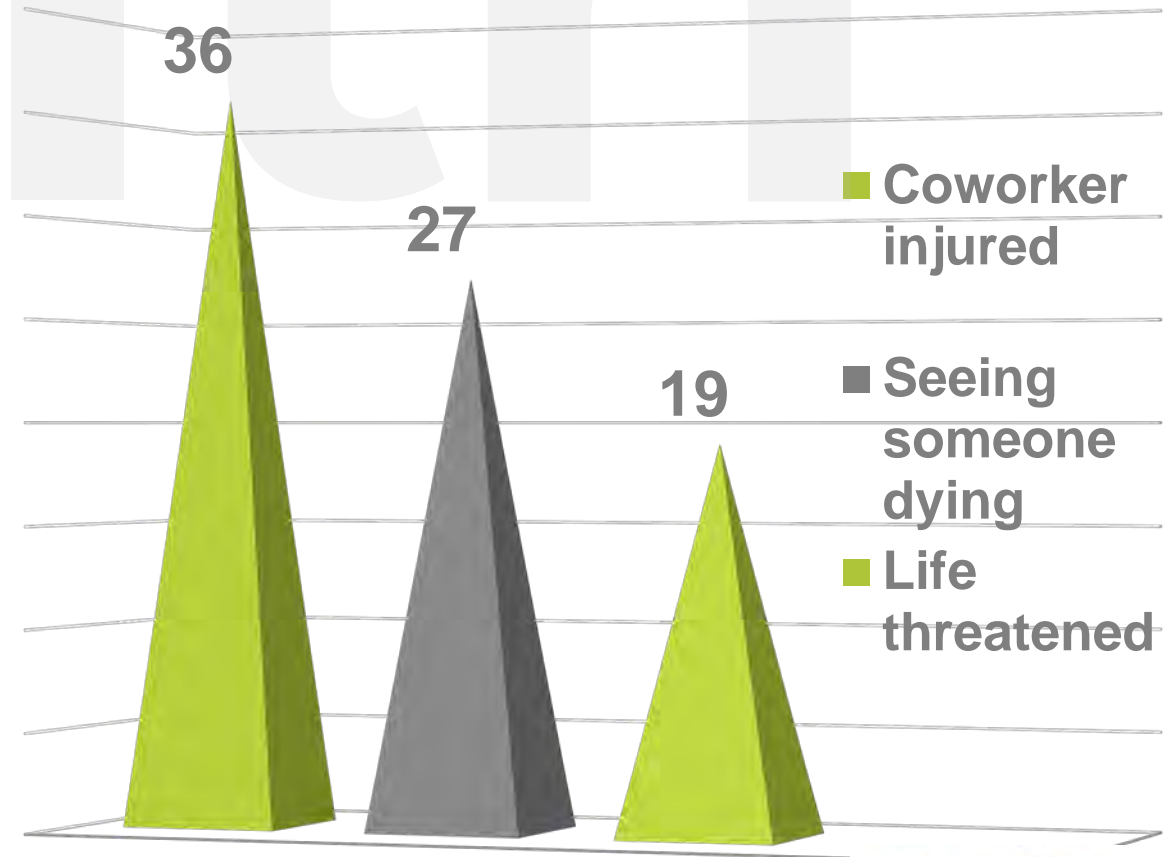
_____ years _____ months

Experiencing critical incidents

Direct and indirect
(bystander) experiences
with trauma.

59% of workers reported
experiencing a critical
incident.

[Jaegers, El Ghaziri, Cherniack research]



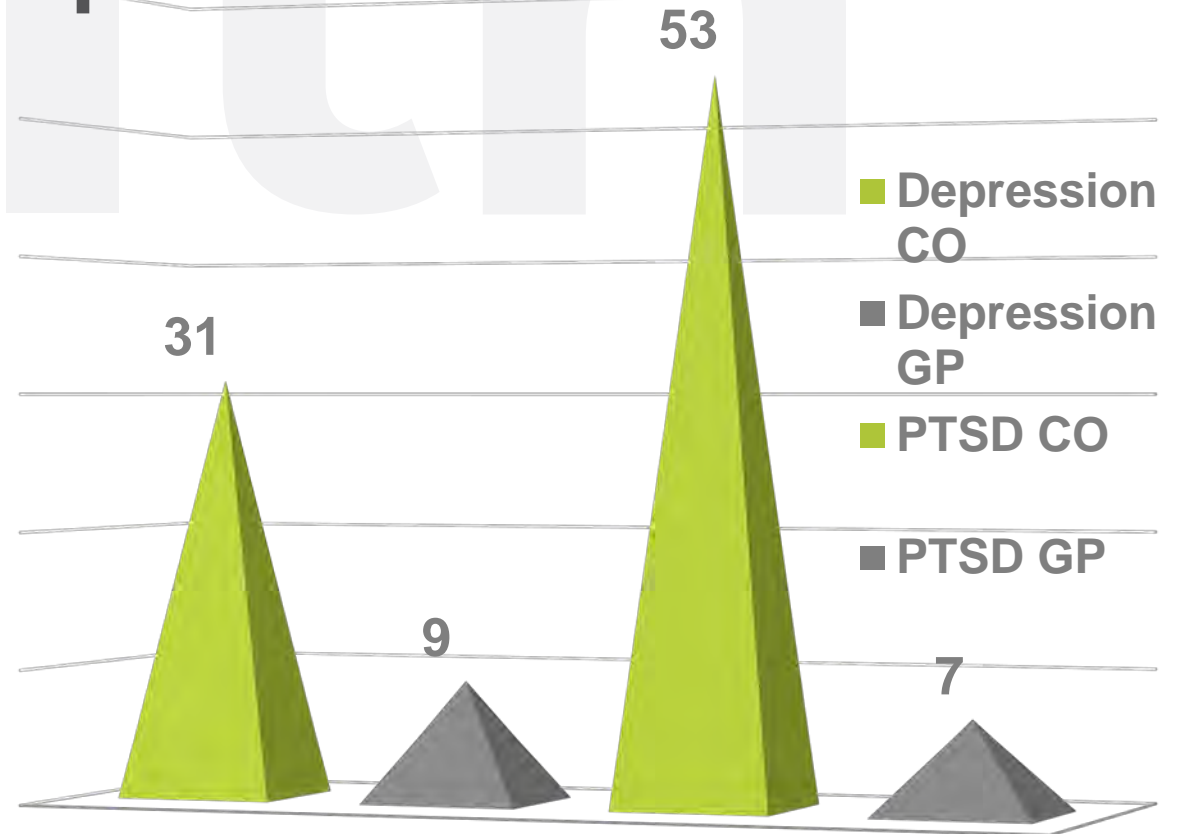
SAINT LOUIS UNIVERSITY™



TJI
Transformative
Justice Initiative
OTTIS
Occupational Therapy
Transition & Integration
Services

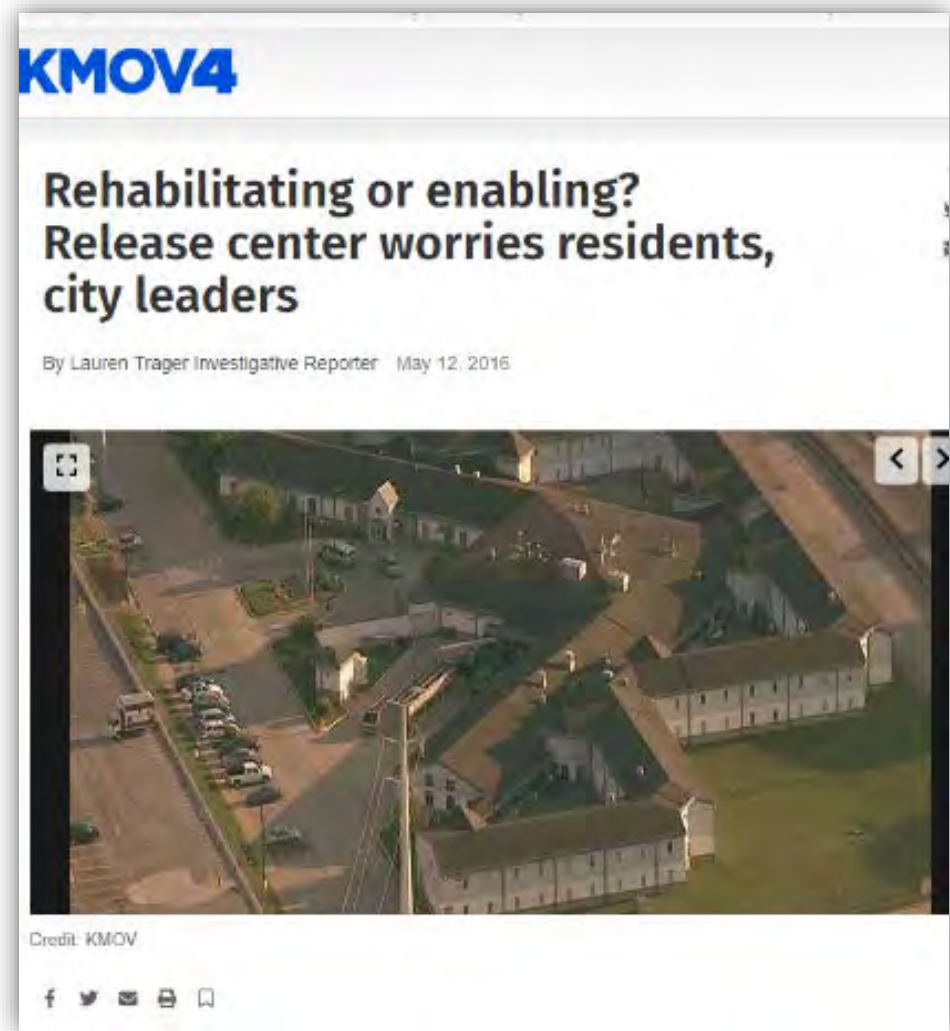
We have a workplace health issue..

Rates of **depression** and **posttraumatic stress disorder symptoms** are far higher for correctional officers than the general population and other workers.^{1,2}



Transition Center of St. Louis, Missouri Dept. of Corrections

Context



Transition Center of St. Louis, Missouri Dept. of Corrections



Our Mission

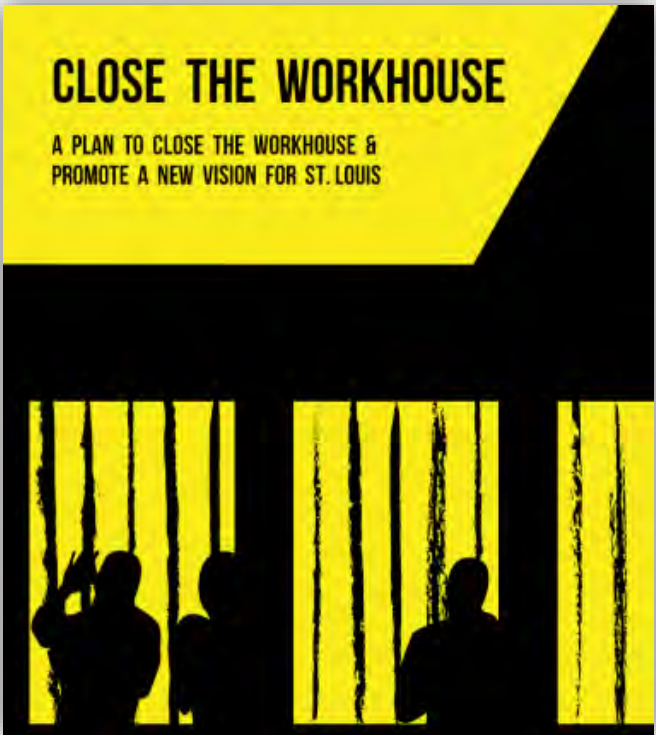
To provide residents the skills and knowledge to successfully transition into the community to live a civil, sober and productive life.



Concerns	Solutions
Unable to use personal cell phone or email	<ul style="list-style-type: none"> Establish an emergency phone line number to share with staff family and friends.
Division between security and non-security staff	<ul style="list-style-type: none"> Started “town hall” meetings with all staff. Showcase staff roles. Job shadowing procedures reviewed, increased communication, multiple employees participated. Team reports the divide is closing, getting better. Still need work on overall procedures.
New employees not aware of expectations, roles of security and non-security.	<ul style="list-style-type: none"> Added information to new employee orientation.
Hallway safety is a concern, many residents congregate in the halls awaiting appointments.	<ul style="list-style-type: none"> Implemented a sign-up list for appointments. Utilize the duty officer’s role to relay messages to probation and parole officers. Check case notes to verify resident requests. Trained new officers how to look up conduct violations. Medical is also offering open sick call time. Team reports hallway crowding has decreased. The solutions have not created extra work.

City of St. Louis, Division of Corrections

Context



City of St. Louis, Division of Corrections

ST. LOUIS POST-DISPATCH

NewsObitsBusinessSportsGo!

76°

LAW AND ORDER

Fewer people in St. Louis jails, city's top prosecutor tells town hall meeting

By Rachel Rice St. Louis Post-Dispatch Jul 19, 2019

SUBSCRIBE FOR 99¢



St. Louis Circuit Attorney Kimberly M. Gardner, right, greets Lenna Gilmore of Normandy on Thursday, July 18, 2019 before a presentation of her new criminal reform program in the auditorium of the Richard A. Chalfetz School of Business at St. Louis University. Gilmore's son was murdered. Photo by Christian Gooden, cgooden@post-dispatch.com

ST. LOUIS • Circuit Attorney Kimberly M. Gardner cited a falling crime rate and decreased incarceration rates in proclaiming her approach to criminal justice a success at a town hall meeting Thursday evening despite recent controversy her office has faced.

Since Jan. 1, there are 207 fewer people locked up in the City Justice Center and the Medium Security Institution, also known as the Workhouse, according to Gardner's office.

Total crime has fallen 15% since 2015, according to the Circuit Attorney's Office, and violent crime has fallen 9% since 2016 year to date.

f

t

h

e

p

ST. LOUIS POST-DISPATCH

NewsObitsBusinessSportsGo!

74°

Adidas NMD R1I Feel Like Pablo HatAdidas NMD R1 ColorAir Jordan 1 Retro High OG GS 'Turbo Green'

LAW AND ORDER

Judge rules that St. Louis jails can't hold inmates who can't pay

By Robert Patrick St. Louis Post-Dispatch Jun 12, 2019

SUBSCRIBE FOR 99¢



St. Louis Corrections Commissioner Dale Glass and Public Safety Director Jimmie Edwards talk to reporters after a March 14, 2019, hearing at the Medium Security Institution, also known as the workhouse.

ST. LOUIS — A federal judge on Tuesday barred St. Louis jails from holding inmates simply because they can't pay bail. She granted class action status to inmates who sued.

U.S. District Judge Audrey Fleissig's [ruling](#) gives officials a week to hold new detention hearings for current inmates in the city's two jails and says new arrestees must have a hearing within 48 hours of their arrest. Inmates can still be held, Fleissig wrote, if they are a danger to the community or if there is no other way to



Federal lawsuit calls St. Louis cash bail system unconstitutional

The suit challenges the city's cash bail system.

f

t

h

e

p

Stltoday.com

14

Success Stories^{3,4}



SAINT LOUIS UNIVERSITY'S
3RD ANNUAL
HEALTH CRIMINOLOGY
RESEARCH SYMPOSIUM &
PRACTITIONER DAY

Friday, October 4, 2019

- **Register:** http://bit.ly/hcrc_2019register
- **Light breakfast & lunch provided**
- **No Fee**



Updates on Twitter
[@SLUHCRC](https://twitter.com/SLUHCRC)



Intersections...

[Social Ecological Levels]

Policy (city / county / state)

Community / Society
(general public / neighborhood / services)

Institutional (jail / prison)

Interpersonal
(supervisor, workgroup, facility residents)

Intrapersonal (worker / resident)



Problem-solving together [TWH] shows promise for making a greater impact on **workplace health** and criminal justice issues.

Technical Notes

1. Jaegers LA, Matthieu M, Werth P, Ahmad SO, Barnidge E, Vaughn MG. (in press). **Stressed out: Predictors of depression among jail officers and deputies.** *The Prison Journal*.
2. Jaegers LA, Matthieu M, Vaughn MG, Werth P, Katz IM, Ahmad SO. (2019, publish ahead of print). **Posttraumatic stress disorder and job burnout among jail officers.** *Journal of Occupational and Environmental Medicine*. doi: 10.1097/JOM.0000000000001600
3. Jaegers LA, Ahmad SO, Scheetz G, Bixler E, Nadimpalli S, Barnidge E, Werth P, Vaughn MG, Matthieu M. (in review). **Total Worker Health® Needs Assessment to Identify Workplace Mental Health Interventions in Rural and Urban Jails.** *American Journal of Occupational Therapy*.
4. Jaegers LA, Skinner E, Conners B, Hayes C, West-Bruce S, Vaughn MG, Barney KF. (in press). **Implementation Evaluation of the Jail-based Occupational Therapy Transition and Integration Services (OTTIS) Program.** *American Journal of Occupational Therapy*.



TJI

Transformative
Justice Initiative

OTTIS

Occupational Therapy
Transition & Integration
Services

SAINT LOUIS UNIVERSITY™



Thank you

Lisa Jaegers, PhD, OTR/L, FAOTA

Ljaegers@slu.edu

Saint Louis University

Department of Occupational Science & Therapy

Doisy College of Health Sciences

School of Social Work

College for Public Health & Social Justice

Transformative Justice Initiative

Occupational Therapy Transition & Integration Services (OTTIS)

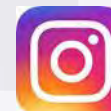
Health Criminology Research Consortium



[linkedin.com/in/
lisa-jaegers](https://www.linkedin.com/in/lisa-jaegers)



[@slu_osot](https://twitter.com/slu_osot)
[@sluhcrc](https://twitter.com/sluhcrc)



[instagram.com/slu_osot](https://www.instagram.com/slu_osot)



[facebook.com/SLUOSOT](https://www.facebook.com/SLUOSOT)