

## Commissioner's Directive 711 - Draft

- Everyone working with inmates in a SIU will work collaboratively to ensure inmates are provided with opportunities to be out of their cell and to interact with others for the minimum required time and to assist and support the successful return of an inmate to a mainstream inmate population.

## What does this “culture of intervention” look like?

- Criminal justice does not need to be solely punitive; it can also be formative
- “Supportive Authority”:
  - **We are determined to enforce the laws (includes policies and institutional rules)**
  - **We offer you a genuine opportunity to change and take part in society**
  - **We respect your capacity to make your own choices**

## Acknowledging where offenders are at...

- Many offenders grew up in environments that were not supportive, caring, or safe.
  
- “Institutionalization”
  - Offenders readily adapt to their environment
  - This adaptation contributes to a kind of “post-incarceration” effect when released
  - Key features of the prison environment can lead to negative personality changes and behavioural adaptations (i.e. anxiety, suspicion, aggression, manipulation, etc.)

## What does this look like day-to-day?

- Although these coping skills are formally taught in Correctional Programs there are ways to motivate and cue inmates to put this skills into practice during day to day interactions
  - This is where Motivational Interviewing (MI) skills can come in handy...
    - Use MI to encourage inmates to use the formal coping strategies taught during program delivery
    - MI is a proved, evidence based, successful intervention approach for facilitating positive behaviour change
    - MI can get inmates to buy in and build **motivation for initial change** while CBT can address the maladaptive thinking that leads to maladaptive behaviours which leads to **sustained change**



## What Does this look like day to day?

- MI is not just a collection of techniques;  
*it is a way of interacting with people*
  
- The ***spirit*** of MI is centered around 4 interrelated elements:
  - Partnership
  - Acceptance
  - Compassion
  - Evocation

# What do staff bring to the table?

- How are you feeling? (i.e. irritated, impatient, positive mood, negative mood, etc.)
- Am I overreacting because of another unrelated factor (i.e. stress, illness, preoccupation with another problem, etc.)
- Bias
  - Do I have a preconceived idea of who this person is based on arbitrary factors (i.e. type of offence, religion, race, etc.)?

## Making the change to “Intervention Focused” while staying “Security minded”

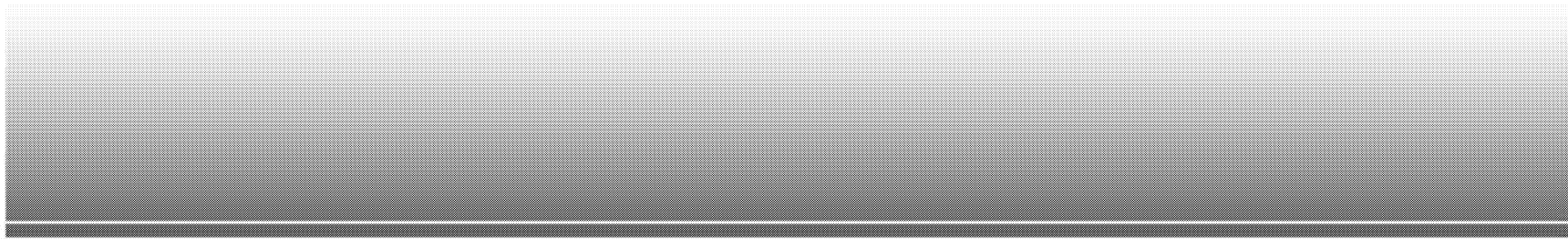
### Key things to remember...

- Real change does not happen because an external force is applied
- Be aware of personal internal factors that could be negatively affecting how you perceive the behaviour of others
- Each offender will *decide* to change or to continue to break the law
- In acknowledging that offenders have freedom of choice, we are not giving them anything that they don't already have
- Providing offenders with an empathetic, collaborative, and supportive environment where we exercise “supportive authority” does not diminish our enforcement of the law *but...*

Continued...

*It does mean we have to change our thinking:*

To see offenders as fellow human beings and to provide genuine opportunities to change and to chose to take part in society.



# The SIU Team: Roles and Responsibilities

# Staffing Model

- Additional resources were secured for the SIU (shared with Enhanced Support House)
  - Behavioural Counsellors
  - Occupational Therapists/Social Workers
  - Primary Workers
- Existing positions with roles and responsibilities related to the SIU/ESH
  - MIIS
  - CMIIS

## The SIU Multidisciplinary Team

- Other staff resources that form part of the IDT depending on the individual needs of the inmates in the SIU:
  - Parole Officers
  - Correctional Program Officer
  - Social Program Officer
  - Aboriginal Liaison Officer
  - Elders
  - Spiritual Advisors/Chaplains
  - Others as required

# Team Roles and Responsibilities

- All staff on SIU's are responsible for:
  - The safe operation of the unit
  - Ensuring that the mandate of providing inmates with opportunities to engage in interventions and meaningful interaction is met daily.
- The role of all SIU team members is to work together to:
  - Ensure a safe and secure environment where interventions can safely occur.
  - Ensure all legal obligations are met
  - Assist the team in coordinating the activities/routines (eg: video-visitation, private calls to legal counsel, yard time-management, etc., interventions)
  - Complete threat risk assessment tools to determine association for yard, interventions etc



# A Day in the Life

- Staff consultations will assist in the development of SIU routines. During the course of a day, an inmate may:
  - Interact with Primary Workers and Correctional Managers
  - Meet with a Parole Officer
  - Participate in correctional programs/interventions
  - Attend individual counselling sessions with Elders, Chaplain
  - Work with an Aboriginal Liaison Officer or volunteers
  - Indoor/outdoor exercise
  - Work with Behavioural Counsellors, Occupational Therapists, and Social Workers
  - Engage with other inmates where possible
  - Engage with health care staff
- A secure environment to ensure the above activities are provided safely for staff and inmates is key to the successful implementation of SIUs. Primary Workers and Correctional Managers are key to this.

# Interventions

- **Behavioural Counsellors**
  - Dialectical Behaviour Therapy
  - The Necessary Tools
  - Life Skills
  - Anger Management
  - Psycho Education Groups
  - Coaching and problem solving etc.
- **Occupational Therapists**
  - Self-care
  - Daily Skills
  - Coping
  - Leisure activities

## Team Roles - Manager, Intensive Intervention Strategy (MIIS)

- Works with the CMIS to develop the daily routine for the SIU
- Direct supervisor for behavioural counsellors
- Functional supervisor for primary workers
- Provides advice and training to institutional staff and management on case management and interventions (i.e. correctional and social programs) strategies
- Leads or participates as a member in the Institutional Structured Intervention Unit Case Review Committee (SIUCRC).
- Initiates and maintains contacts with other institutional staff (including Health Services), regional headquarters staff, Independent External Decision Makers, Parole Board of Canada, and representatives of community organizations

## Team Roles - Correctional Manager, Intensive Intervention Strategy (CMIIS)

- In concert with the MIIS develops and manages the daily schedule
- Supervises primary workers assigned to the SIU
- Ensures that the environment within the SIU supports the effective delivery of interventions
- Ensures the completion and approves Threat Risk Assessments in consultation with the SIO and SIU staff
- Ensures that daily movements facilitated by SIU primary workers are recorded in the SIU – LTE application

# Team Roles – Primary Workers (PW)

- Facilitate inmate movement to activity and intervention areas (on and off unit), showers, visits, etc.
- Interact with SIU inmates to motivate and encourage participation in activities and interventions and to model prosocial and appropriate behaviour
- Work to de-escalate inmates, control situations and maintain a safe environment through the use of dynamic and static security measures
- Accurately record inmate movements through the use of the SIU – LTE mobile and desktop applications
- Monitor and advise the MIIS and the CMIIS of inmates who may not reach their *minimum* of 4 hours out of cell/ 2 hours meaningful contact
- Monitor inmate behaviour and report any behaviours which may indicate a decompensation of mental health and report this to health care staff (i.e. decline in proper hygiene, refusal to engage in activities for a prolonged period of time, changes in eating habits, etc.)

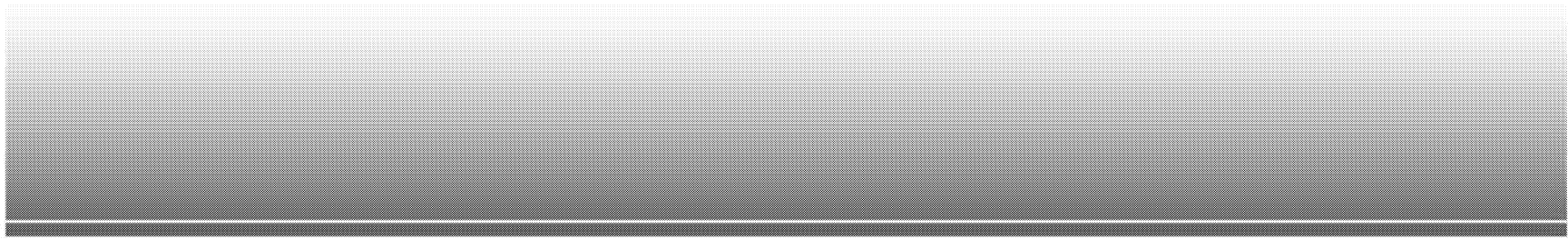
# Team Roles – Behavioural Counsellors (BCs)

- Work as part of the Interdisciplinary team to establish, promote and maintain a therapeutic/supportive environment
- Deliver and supervise group and individual skills training sessions to assist SIU inmates in managing their mental health
- Provide interventions to group and individuals. These may include, but are not limited to The Necessary Tools, modules of DBT, Life Skills, Anger Management, Psycho education groups, coaching and problem-solving etc.
- Apprise management, interdisciplinary team members, including mental health professionals and others of offenders need for mental health and behaviour intervention
- Initiate, facilitate and supervise various personal development activities
- Deliver lessons and co-ordinates activities designed to reinforce skills and personal development objectives to assist with reintegration to mainstream population

# Team Roles

## Healthcare Professionals

- Will be responsible for to making recommendations to the Institutional Head to alter conditions of confinement or release individuals from SIU for health reasons where implementing recommendations can improve health.
  - Includes review mechanisms both within and external to the Service for instances where the institutional head does not implement the recommendations.
- Complete daily health care visits to SIU.
- Complete mental health assessments both at intake and on transfer to a SIU
- Monitor and address inmate health care concerns
- Administration of medication as required
- Act as patient advocates



# Mental Health Services in the SIU and ESH



## SIU & ESH

- The SIUs will function similarly to the men's SIUs and focus on providing individualized interventions to assist inmates in returning to the mainstream population.
- The ESH is to maintain the women in mainstream population by providing extra support to reintegrate to their regular living unit.
- Health Services will provide service to both the ESH and SIU with a primary focus on SIU offenders. Legislation requires daily visits to the SIU (to be determine by the chiefs of mental and clinical services).
- Services to the ESH will be based on treatment plans.

# IDT

- An inter-disciplinary team approach will be utilized in the ESH as this encourages flexibility and creativity. The team will plan and coordinate interventions, program participation and service delivery while ensuring dynamic security and the involvement of a sufficient number of staff working with the women to create an environment that serves to foster participation in programming and interventions.



## Role of Mental Health Services

The addition of an OT and/or SW will assist in providing supportive interventions as part of an interdisciplinary team. These resources are primarily to support women transferred to an SIU but will also work with women moved into the ESH.

# Mental Health Services

- Mental Health services will be delivered per the Integrated Mental Health Guidelines and will require the informed and voluntary consent of the woman. Women referred for service will be assessed per the Guidelines and individual treatment plans developed accordingly. Interventions may be delivered individually or in group format as needed.

# Mental Health Services

- Reporting to the Chief of Mental Health Services, the additional resource of an OT/SW will assist with addressing the health needs of women housed in SIUs and/or ESHs.

# Interventions

- Interventions may include for example, the assessment of occupational performance, assessment of need for assistive technology, assessment for sensory integration modulation, treatment plans based on physical limitations, clinical discharge planning, mental health status assessments, mental health screening and triage, crisis intervention, assessment for risk of suicide and self-injury and skill development.
- Health promotion and preventative activities may include education and counselling on a broad range of topics related to psychosocial rehabilitation and physical and mental well-being of clients.

# Security Considerations: How stay *Security Minded* while being Interventions Focused



## What does being “Security Minded” mean?

- Employing robust **dynamic security**:

***Definition:** Regular and consistent interactions with offenders and timely analysis of information and sharing through observations and communication as well as proactive practices that mitigate security incidents.*

*Dynamic security is the action that contributes to the development of professional, positive relationships between staff and offenders, and is a key tool to assess an offender’s adjustment and stability.*

- The objective of Dynamic Security is **to optimize safety and security through constructive interactions** between all staff and offenders, through the **sharing of information**.



## How do we meet that objective?

- Dynamic Security contributes to the safety of the institution through preventative measures and information sharing/gathering.
- Strong Links between Engagement and Intervention Model (EIM), Dynamic Security, and Communication.
- Knowing an inmate's past (or normal) behaviour assists in predicting/assessing current behaviour.
- Dynamic Security also refers to practices that act in a **proactive** manner to prevent or minimize incidents that jeopardize the safety and security of the institution.

## How do we meet that objective?

- **Fostering constructive relationships:** Dynamic Security involves regular interaction and communication with offenders. It provides opportunities for staff to develop *levels of rapport, respect and trust*
- Dynamic Security involves **regular, constructive and consistent interaction with inmates** and **timely analysis** of information and sharing through **observations and communication**.
- Dynamic Security depends on an **alert group of staff** who:
  - **interact** with and get to **know** inmates;
  - foster positive staff-inmate interactions and **rapport-building**;
  - promote fair treatment and act professionally;
  - encourage positive behaviors while addressing negative behaviors;
  - ensure that inmates are **engaged in constructive and purposeful activities** that contribute to inmates' future reintegration into society.

## How do we meet that objective?

- Dynamic security is the **responsibility of ALL staff**;

Through working, and communicating together to minimize security issues **before** they become a crisis.



# EIM – Guiding Principles

1. Preservation of life
2. Interdisciplinary teamwork
3. CSC mission & values
4. Necessary & proportionate
5. Leadership

# Staff Safety and the Engagement and Intervention Model (EIM)

## Engagement & Intervention Strategies

- Dynamic security and staff presence
- Communication
- Isolate, contain and control
- Controlled non-intervention
- First aid/health assessment
- Health care intervention
- Tactical intervention and manoeuvring
- Interdisciplinary team and any person who has a good rapport with the offender



## Assessing the Situation

- The offender's body language, tone of voice, are they making threats, etc.
- The offenders mental state and ability to understand direction
- Are their objects in the room that could be used as weapons
- The number of visible or possible weapons
- Exits or escape routes
- The number of offenders
- Are other staff present
- Other factors



# Risk Evaluation

*Risk evaluation is the process used to determine the significance of that risk and apply the **AIM** factors.*

- **Ability**
- **Intent**
- **Means**

## **Levels of Risk:**

- Low: No imminent harm
- Moderate: Potential for harm
- High: Imminent severe harm



## Risk Evaluation – Staff Perception

- How a staff member sees or perceives a situation is, in part, a function of the personal characteristics he or she brings to the situation.
- Some factors may interact with situational factors and behaviour categories to affect how the staff member perceives and ultimately assesses and responds to a situation.





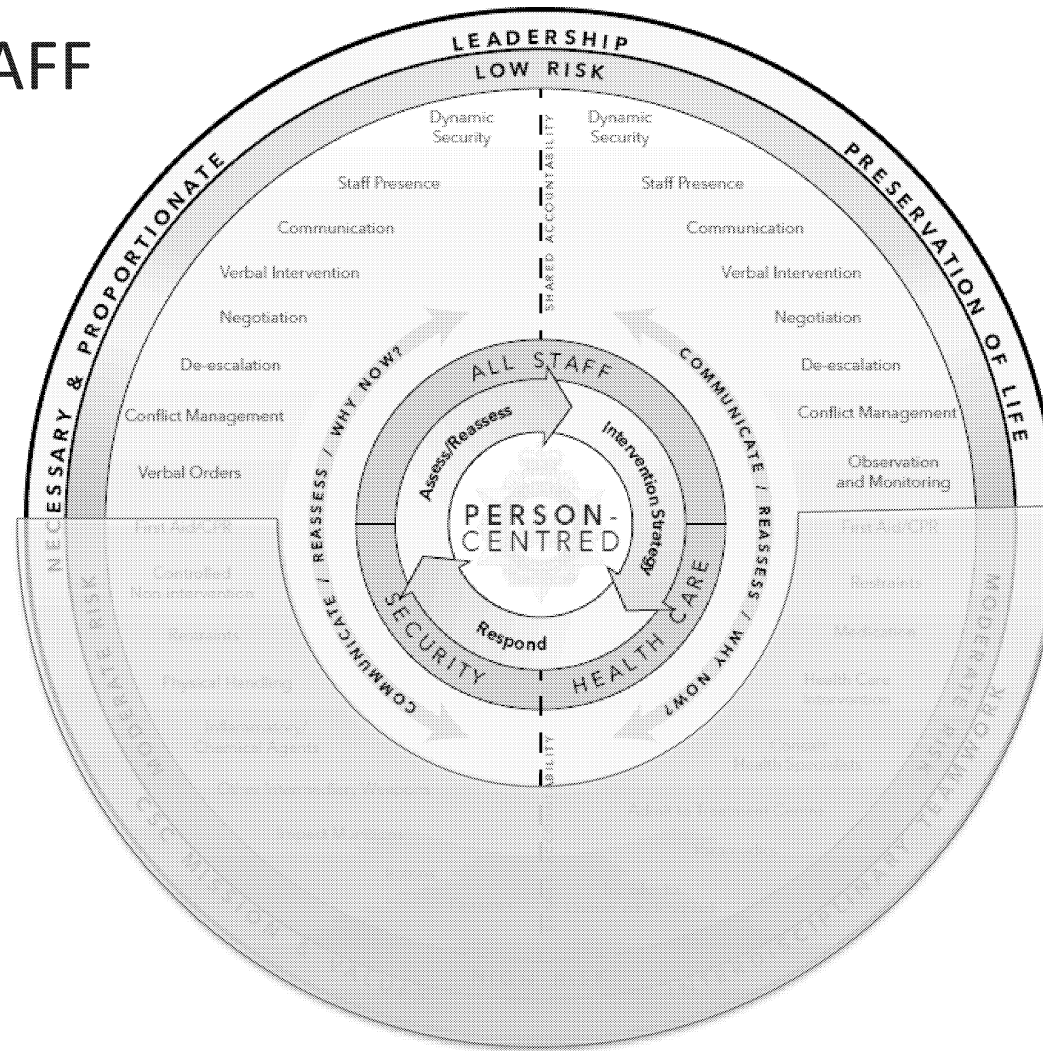
## Risk Evaluation – Staff Perception

### Strategies for maintaining self-control:

- Be aware of the importance and value of maintaining self-control
- Avoid triggering resistive behaviours in the subject
- Recognize your potential “hot buttons”
- Recognize those internal signals that indicate that your emotions are rising.
- Use a short period of silence to get your emotions under control before continuing your response.
- Create some distance and time before responding further.
- Set limits on unacceptable behavior that is elevating your emotions.

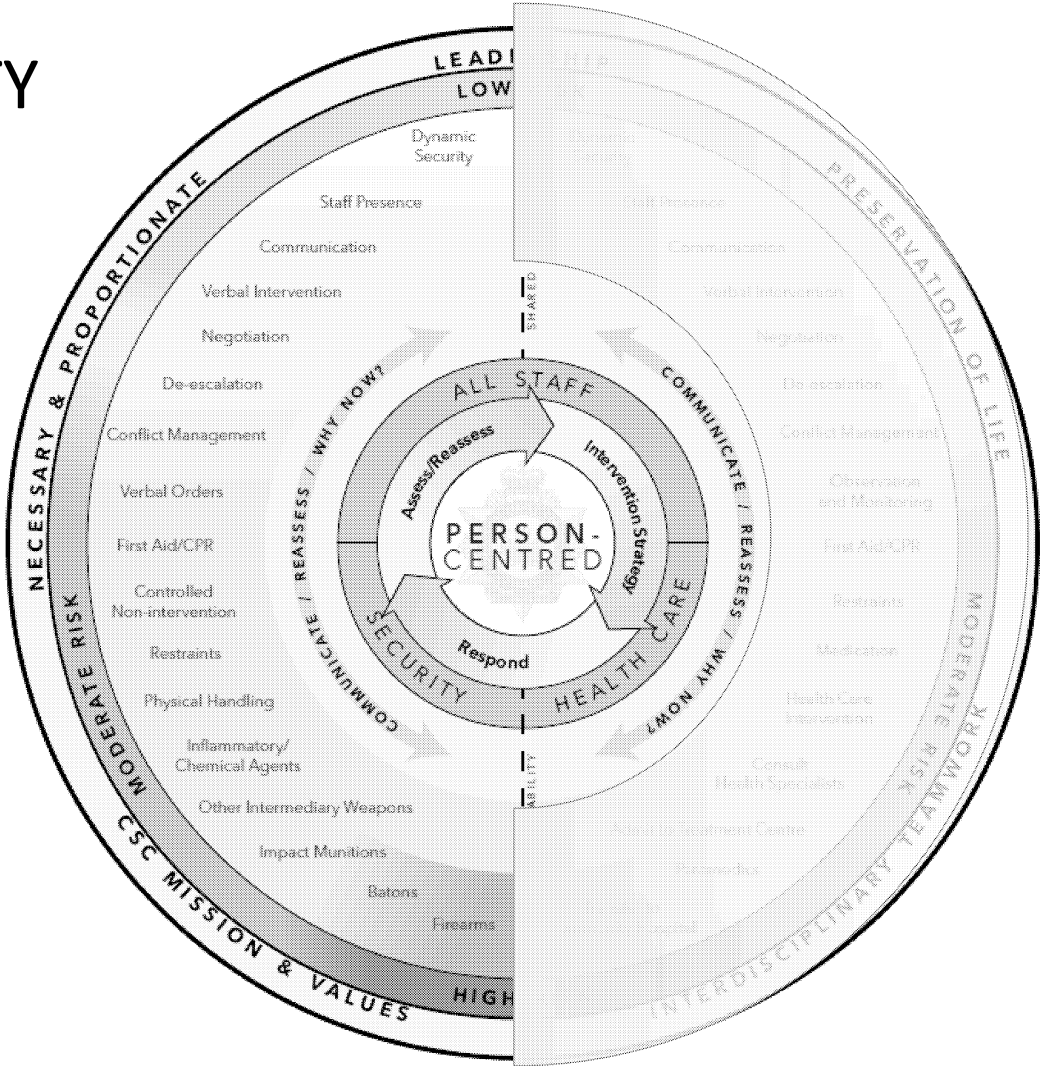
# Staff Safety and the Engagement and Intervention Model (EIM)

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# Staff Safety and the Engagement and Intervention Model (EIM)

## SERURITY





# Communication Skills

Communication refers to the use of:

- Verbal intervention;
- Conflict-Resolution;
- Conflict Management;
- Verbal Orders;
- Physical Presence;
- Non-Verbal Cues.



## Process Skills

When faced with a potential situation or one that is in the initial stages of escalation use the following skills:

1. Diffuse the situation
2. Create a Cooperative Climate;
3. Active Listening;
4. Collaborative Problem-Solving;
5. Protect Your Personal Safety;
6. Know When to Disengage.



# 1. Defuse

When responding to a conflict or crisis situation, your verbal and non-verbal behaviours will likely influence the subject in one of two ways:

- By de-escalating the subject's emotional state
- By escalating the subject's emotional state



## 2. Create a Cooperative Climate

- A climate of cooperation is created when staff respond to the conflict situation from a cooperation versus a competitive approach.

### 3. Active Listening

One of the most effective defusing skills is active listening.







## 4. Collaborative Problem-Solving

- The offender may find it difficult to disagree with a solution that he/she helped create.
- By using predominately open-ended questions rather than closed questions you avoid giving the impression of an interrogation.



## 5. Protect Your Personal Safety

Factors that will help you maintain personal safety:

- 1) Awareness of verbal and non-verbal signals reflecting a potential increase in risk to personal safety;
- 2) Assessment environmental factors;
- 3) Be mindful of you body positioning



## 6. Knowing When to Disengage

- There will be some situations where it will be appropriate for you to disengage from the conflict/crisis intervention.
- This will be the case when situational factors and subject behaviours pose an imminent risk to your safety or to the safety of others.
- You should :
  1. Disengage and withdraw to safety;
  2. Summon assistance;

# Threat Risk Assessments

- Purpose of the SIU-TRA is to assess risk ***solely*** related to the SIU
  - **It is NOT meant to address:**
    - Movement/ escorts outside of the institution
    - Incompatible or association issues outside of the SIU population
  
- SIU TRAs are meant to be ***dynamic***
  - They are not a “one-and-done” assessment
  - Will be reviewed daily when there is the use of barriers or restraints
  - Should be reviewed when there are major shifts in population, case dynamics (i.e. program completion) or in response to a new security incident

## Commissioner's Directive 711 - Draft

- The CMIIS, will ensure a SIU Threat Risk Assessment is completed for each inmate to determine inmate associations and movement.
- Any imposition of barriers and/or restraints for inmates transferred to a SIU:
  - a) be supported through completion of a SIU Threat Risk Assessment (SIU-TRA) and provide notification to the Institutional Head
  - b) identify the specific risk the inmate presents as well as the barriers and/or restraints required to mitigate the risk.
- Where barriers and/or restraints are imposed, a daily review must be completed to confirm the need for continued use, to amend the use or type of barrier or restraint or to discontinue the use.

# Guidelines 711-1 - Draft

## SIU Threat-Risk Assessment

- The CMIIS will:
  - a) ensure a SIU-TRA is completed in the LTE-SIU Module no later than the first working day following an inmate's transfer to a SIU
  - b) where recommended through the SIU-TRA, authorize the use of barriers and/or restraints.
- If the CMIIS authorizes the use of barriers and/or restraints, they will immediately notify the Institutional Head of the decision or, if during non-regular working hours, on the next working day.