

CORRECTIONAL INSTITUTION INSPECTION COMMITTEE

INSPECTION REPORT

INSTITUTION: Pickaway Correctional Institution and Pickaway Correctional Camp

DATE OF INSPECTION: October 16, 2003

TYPE OF INSPECTION: Unannounced

CIIC MEMBERS AND CIIC STAFF PRESENT: Senator Mark Mallory, Chair
Shirley Pope, Director
Daniel Cox, Inspector
Gregory Geisler, Inspector

INSTITUTION STAFF PRESENT:

Warden, William Tanner, and Deputy Warden of Special Services, Rodger Roddy, accompanied the CIIC group on the entire inspection of Pickaway Correctional Camp and Pickaway Correctional Institution. However, both stepped out of the conference room during the CIIC discussion with those attending Major Bradley's weekly Shift Supervisors' meeting at the Pickaway Correctional Institution. While at Pickaway Correctional Camp, Health Care Administrator, Karen Stanforth, accompanied the group during the inspection of the Frazier Health Center. The CIIC group also spoke with Correctional Officers and treatment staff at the Frazier Health Center. During the inspection of Pickaway Correctional Institution, the CIIC group also met with Deputy Warden of Operations, Drew Hildebrand, Administrative Assistant, Kathleen Kaiser, Major Bradley, Unit Manager Thomas, Case Manager Boley and Shift Supervisors.

AREAS/ACTIVITIES INCLUDED IN INSPECTION:

Pickaway Correctional Camp:

Entry Building
Frazier Health Center including Dialysis Unit, Wards and general meal period
Main kitchen and Inmate Dining Room during general meal period

Pickaway Correctional Institution:

Entry Building	Community Service Room
Food Services	Visiting Room
Substance Abuse Program including OASIS	Shift Supervisors' meeting
Honor Bay	General housing dorms
Drug Testing	Meeting with Warden

ATTENDANCE AT GENERAL MEAL PERIOD:**Pickaway Correctional Camp:**

Observed food line and preparation of food trays at the Frazier Health Center.
Observed main kitchen and general meal period in Inmate Dining Room.

Pickaway Correctional Institution:

Observed food line.
Ate food from the main food line in the Warden's office.

ATTENDANCE AT REHABILITATIVE OR EDUCATIONAL PROGRAM:

OASIS Therapeutic Community Program
Traditional Substance Abuse Treatment Program

INSTITUTION OVERVIEW:

The Pickaway Correctional Institution (PCI) was opened by the Ohio Department of Rehabilitation and Correction (ODRC) in 1984. Originally, the institution was owned and operated by the Ohio Department of Mental Retardation. According to the ODRC website, PCI is located on 1,803 acres, and houses a total inmate population of 2,173 men, including 1,175 White, 954 Black, 33 Hispanic and 11 other inmates. The institution is accredited by the American Correctional Association and is classified as a Level One (formerly known as minimum) security facility. However, the security classifications of the inmates at PCI include Level One and Level Two (formerly known as medium) security. Further, the Frazier Health Center, which is located on the grounds of the Pickaway Correctional Camp, serves inmates of all classifications, Level One through Level Five.

The institution has an annual operating budget for FY 2004 totaling \$49,752,726. The annual cost per inmate is \$21,596.98, with a daily cost per inmate of \$59.17. According to the ODRC website, PCI and PCC have a combined staff of 488, including 246 security staff. However, during the inspection, it was relayed that staff total 576 plus additional contract nurses. It was also relayed that they have 18 Correctional Officer vacancies, which cannot be filled because the Officers are on disability and could return to work.

Programs at PCI include:

Ohio Penal Industries:

Print Shop	State vehicle service center
Furniture refinishing shop	Panel system

Vocational:

Environmental management	Commercial art
Administrative office technology	

Educational:

Literacy unit	Adult Basic Education
Pre-GED	GED
Hocking College	

Community Service:

County brush and tree clearing	Farm renovation
YMCA furniture refinishing	Statehouse general labor and clerical work
State litter pick-up	Homeless shelter laundry services
Day care playground construction	High school stadium renovation
City park renovation	

Unique Programs:

OASIS is a six to 12 month voluntary residential program that uses the therapeutic community model to provide alcohol and other substance abuse treatment. The program promotes pro-social behavior, attitudes, and values as a method to stay drug and alcohol free and to eliminate anti-social behaviors. Participants make each other aware of negative behaviors and habits, and work toward making positive changes.

OASIS employs professionally trained counselors, including former inmates who were addicts or alcoholics. PCI has one of four therapeutic communities in the Ohio prison system. They are collaborative efforts between the ODRC and Ohio Department of Alcohol and Drug Addiction Services. The other programs exist at Grafton Correctional Institution, Belmont Correctional Institution and Ohio Reformatory for Women.

Who R U? Group:

The eight-week program is offered at least three times per year for ten to twelve participants who meet for two hours per week. Topics include personality types, strengths and weaknesses, self-perception, personal responsibility, attitude, communication skills, job readiness, and a "Staying Out" session.

Construction Projects:

A meat packing plant will be built on the PCI site at a reported cost of \$8.4 million. In addition, two dorms are under construction on the PCI site, which will house 500 inmates each. Construction costs were reported to be \$5 million each. However, Central Office staff reported that the dorms are being built with federal funds.

PICKAWAY CORRECTIONAL CAMP

Site, Population and Staffing:

The Pickaway Correctional Camp is located on the grounds of the former Orient Correctional Institution, which closed in April of 2002. Based on data posted in the Warden's office at Pickaway Correctional Institution, of the 528 beds at the Pickaway Correctional Camp as of October 15, 2003, there were 496 inmates at the Camp. During the inspection, it was reported that the site currently houses 528 inmates, with 200 in general population, 110 in the Frazier Health Center, and the remainder in the medical step-down unit, 10 E1, formerly known as the Limited Duty Unit. Building 10 E also provides general population housing on the second floor, known as 10 E2. In addition, 9 E dorm is used for inmates who are assigned jobs to work outside the fence. The dorm has a bed capacity of 175. Currently, the yard, 9 E dorm, 10 E building, and Frazier Health Center are open and staffed. As of November 25, 2003, the population was distributed as follows:

<u>Building</u>	<u>Population</u>
10 E1	102
10 E2	142
9 E	155
Frazier Health Center	95
Total	494

Male inmates come to the Frazier Health Center from throughout the prison system and include inmates in all classifications. Of the ten housing units on the site, five were reportedly totally refurbished just prior to OCI's closing. Though vacant, ongoing maintenance is required to prevent deterioration. Recently, three additional maintenance worker positions have reportedly been approved for PCI and PCC.

Staffing includes ten officers on each of three shifts. It was reported that Pickaway Correctional Institution and Pickaway Correctional Camp have a total of 576 staff plus contract nurses to fill in for the 22 nurse vacancies. Inability to compete with the pay scale for nurses in the private sector and the overall shortage of nurses in the community were cited as the reasons for the vacancies.

The Pickaway Correctional Camp is considered one unit of the Pickaway Correctional Institution under the Unit Management System. The two top staff on the site are reported to be the Unit Manager, Gary Brunt, and Health Care Administrator, Karen Stanforth. The site also has two Correctional Counselors and two Case Managers.

PCC Entry/Exit:

On arrival, the entry doors were open, but no Officer was present. When an Officer arrived, he phoned his Supervisor of the CIIC's arrival, and advised that the Warden and Deputy Warden would escort the group. Following the phone call, the group walked through the metal detector. It was sensitive enough to pick up metal eyeglass frames and metal in a pair of shoes. CIIC identification was checked and the Officer applied a hand stamp to each member of the group. Hand stamps were not checked on exit from the facility. Approximately 30 minutes after the Officer's phone call, the Warden and Special Services Deputy Warden arrived from Pickaway Correctional Institution to accompany the group during the inspection.

Frazier Health Center (FHC):

The Frazier Health Center was the first central medical facility for the Ohio prison system. In spite of the construction of the newer Corrections Medical Center, the Frazier Health Center continues to function as a central medical facility, providing a Dialysis Unit for inmates throughout the prison system, as well as in-patient wards specializing in either acute care or chronic, long term care.

FHC Security Staffing:

In addition to one Correctional Counselor, Frazier Health Center has one Officer assigned to the first floor and one to the second floor.

FHC Dialysis Unit:

The Dialysis Unit currently serves 54 inmates in all security classifications, including Death Row. The Unit is equipped with 15 new dialysis machines at a reported cost of \$15,000 each. Two additional machines have reportedly been requested.

FHC Wards:

The CIIC group visited the Dialysis Unit and many of the wards, primarily those housing long term, chronic care patients. It was reported that FHC has 12 inmate workers, including those assigned to clean the wards and bath areas.

FHC Laundry Services:

An inmate spoke to the CIIC group regarding his job assignment pertaining to laundry services. He reported that clean sheets are provided weekly and blankets are currently laundered monthly. He noted a shortage of blankets and the goal of providing clean blankets weekly.

FHC Food Services:

Food for the patients is prepared in the main kitchen on the Pickaway Correctional Camp site and then brought into the Frazier Health Center. The CIIC group observed the food set-up with inmates gathered outside the door waiting for their trays. The meal consisted of noodles, mandarin oranges, lettuce salad, beef stew and rolls.

PICKAWAY CORRECTIONAL INSTITUTION (PCI)

Population:

Based on information posted in the Warden's office, as of October 15, 2003, and excluding the number of inmates at the Pickaway Correctional Camp, PCI population and bed capacity are as follows:

<u>Unit</u>	<u>Inmates</u>	<u>Beds</u>
A	507	535
C	452	480
D	537	557
Total	1,496	1,572

Shift Supervisors' Meeting:

The CIIC group spoke to staff gathered in a conference room for the weekly Shift Supervisors' meeting with the Major. The advantages of maintaining good communication between the Supervisors through the weekly meetings was said to outweigh the cost of overtime. The Warden and Deputy Warden stepped out of the room while Supervisors spoke to the CIIC group.

OASIS Program:

The CIIC group visited the housing and program area of the OASIS program. Program staff and participants spoke to the group about the program. It was reported that the program has 150 beds, is funded by the Ohio Department of Alcohol and Drug Addiction Services, and has been operational at PCI for six years. Staff noted that inmates enter the program voluntarily through an initial request to OASIS staff. It was reported that most of the inmates who request entry into the program are selected. However, some of the

mentally ill are screened out due to not taking their medication. The program length was reported to be a minimum of six to nine months.

Winners' Circle:

OASIS staff and participants relayed that the Winners' Circle groups in the community can help the inmates to succeed after their release from prison. According to the pamphlet on the subject, Winners' Circle groups provide a means for ex-offenders to live safe, sober, crime free lives. Sponsored by the Ohio Department of Drug and Alcohol Addiction Services, groups meet on a weekly basis for one to one and one half hours to discuss life challenges unique to those who have been released from prison.

Traditional Substance Abuse Program:

The CIIC group visited a classroom of participants in the ten-week substance abuse treatment program, termed "Come to Believe." The program is an alternative for those who are not interested in the structured OASIS program or for those who do not have enough time to complete the longer OASIS program.

Staff relayed that inmates receive class instruction four days per week from 1:30 PM to 4:40 PM. In addition, inmates attend a morning group session at 8:00 AM.

Annual Urine Drug Test:

A large number of inmates were quietly watching television in one program room, waiting to be called for a urine drug test. Staff relayed that annually, ten percent of the population is tested, and their testing was in process. Reportedly, less than one percent of Pickaway Correctional Institution's population has tested positive for drug use.

"Crayons to Computers" Program:

CIIC visited the Pickaway Correctional Institution's Community Service Room where the Crayons to Computers program operates. Inmates compile stacks of math flash cards to be used by Columbus and other public school systems.

Visiting Room:

The CIIC observed the visiting room and outdoor picnic table visiting area. There was also an area indoors for no contact visits in which glass separates the inmate from their visitor.

FINDINGS AND RECOMMENDATIONS

Staffing:

There are conflicting views regarding the extent to which PCI and PCC are adequately staffed. Based on the inspection, the Pickaway Correctional Camp appears to be understaffed, not only in security and program staff at the Frazier Health Center, but also in security staff in the entry/exit building. However, except for the 22 nurse position vacancies, there are reportedly no staff vacancies at the Pickaway Correctional Camp. All posts and positions approved by Central Office are reportedly filled.

In regard to the Frazier Health Center, the security staffing is reportedly no different than it was prior to the closing of the Orient Correctional Institution. The Frazier Health Center serves all classification levels including Death Row. However, their medical condition reportedly counters any perceived need for additional security. With Orient Correctional Institution's closure, the Frazier Health Center no longer has a large support staff in close proximity, who can routinely communicate, supervise and immediately assist in times of need. It appears that the Pickaway Correctional Camp site is staffed like other true minimum camps, which require minimum staffing and supervision. However, the Pickaway Correctional Camp is not a true minimum camp. The land area, buildings, and occupied housing of 9 E Dorm, 10 E Building, and the Frazier Health Center which includes high security inmates, require far more security staff than a true minimum camp.

According to one PCI security staff person, with the closure of the Orient Correctional Institution, PCI took over a major portion of the OCI operation. He added that only 18 Officers are available through PCI to do what OCI reportedly did with 35 to 38 Officers. Further, according to the staff person, PCI is 20 Officers short of their Table of Organization.

According to this Officer, PCI is experiencing the "worst of times," with an "unsafe atmosphere" that is "increasingly dangerous and unsafe." However, from what was observed during the inspection, PCI showed all indications of providing a safe, secure environment. Staff members showed no signs of low morale, but rather were friendly, upbeat, and positive. Inmates showed no signs of tension, but rather were observed as attentive to programs and other positive activities. Further, from what was observed, the top staff appeared to have good rapport with inmates and staff. There was evidence that top staff frequently get out and about the compound, and are accessible to line staff and the inmates. Although the PCI environment has in the past been viewed as somewhat depressing to CIIC inspection participants, that clearly was not the case in this instance.

If the views of the security staff person referenced above are shared by others, there is a need to improve communication between PCI security staff and PCI administrative staff, and between PCI security staff and Central Office. The Officer cited the need for more staff, and "input from the frontline staff" in order to bring about improvements in the safety and security of the institution. It is strongly recommended that a method be

devised to encourage written input from individual security and non-security staff members, regarding problems and solutions to improve conditions or operations. Improved communication would benefit the administration by countering the alleged “exclusion” of staff input, whether real or perceived.

PCC Entry Building Security:

There were serious concerns about the operation of the entry building of the Pickaway Correctional Camp. The CIIC group entered the open front doors to find no Correctional Officer present at the security screening post or metal detector. Two additional security posts were also unmanned, one which used to be a post for an Officer to check hand stamps on exit, and one security point in front of the glass enclosed security post in which two Officers were seated. When an Officer arrived, members of the group were properly processed including metal detector screening and receipt of hand stamps. However, no check of hand stamps was made on exit. A serious security review of the entry building is recommended to identify and correct deficiencies relevant to practices, policies, procedures, and/or staffing.

Frazier Health Center

Sanitation and Maintenance:

The Frazier Health Center bath and restrooms in the wards are reportedly cleaned daily by inmate workers. However, most of the bath areas were found to be unsatisfactory regarding cleanliness. For example, cups and used, wet washcloths were found scattered around the tub or sits bath. It was recommended to the Warden that inmate workers increase the frequency of cleaning the bathrooms from once daily to twice daily. In addition, staff should improve direct supervision of workers to ensure that the areas are properly clean.

Dirt build-up was observed on the exterior vents and air duct system. In one ward, insulation was observed hanging from the ceiling. Several sprinkler heads were “gummed-up” and in need of cleaning or repair. One shower was unable to be used due to a broken shower handle.

The Dialysis Unit:

The FHC Dialysis Unit appeared cramped and crowded. Water from a leaking pipe was observed, without a non-slip mat. Priority should be given to maintenance in this area. The possibility of converting another larger area of FHC for dialysis use should be considered. In the interim, improvements in the environment should be made by giving more attention to cleanliness in the area. Wall art, similar to the art found in the PCI visiting room, would also improve the environment.

FHC Patient Activities:

Staff cited an example of an inmate who made a positive turnaround in attitude and behavior after being given a job assignment ensuring that all patients are provided with clean bedding. One inmate was observed singing and playing the guitar, and two others were making a quilt as a community service project. However, the remaining ambulatory patients were watching television or were idle, sitting or laying in bed. Efforts should be made to develop an array of activities for all the patients in the wards, including those confined either to wheelchairs or bed. There is only one Activity Therapist for all of Pickaway Correctional Camp and Pickaway Correctional Institution. If an additional Therapist position is approved, the new staff person could work exclusively with the FHC patients. An array of activities could be developed for the FHC patients, which would benefit their mental and physical health. Consideration should be given to creating inmate job assignments to assist in the development of programs and activities typically in place in hospitals and nursing homes. Expansion of community service projects to be done by FHC patients should also be pursued. Like the inmate whose attitude and behavior improved as a result of a job assignment, staff would benefit from the improved attitude and behavior of other inmate patients.

FHC Medical Complaints:

One medical staff person relayed that access to emergency services is “slow.” No additional detail or comments were received on the subject. If in fact such access is a problem, immediate efforts should be made to address this extremely critical area.

Based on inmate comments, there are problems with delays in medical treatment, delays in receiving ear and eye exams, and delays in receiving eyeglasses and dentures. According to staff, delays in receiving dentures have improved from the past. Regarding other delays, one staff person recommended that ODRC convert to performance-based contracts to effectively eliminate delays. In a subsequent inspection of the Richland Correctional Institution, CIIC received information from the Dentist that dentures are made at the OPI shop at the London Correctional Institution, and that it only takes three to four weeks for the dentures to be made.

Efforts should be made to determine if in fact there are unreasonable delays in the above referenced and other areas of medical treatment and services. If such problems are identified, serious efforts should be made to address such problems. Where applicable, conversion to performance-based contracts should be considered.

Inmates complained that the Doctor reportedly “does not listen” when they try to relay medical problems. One commented that when he told the Doctor that his medication is not working, he was told to “send a kite.” A kite is a written form of communication between inmates and staff.

FHC Staff Communication, Continuity and Consistency:

According to one non-security FHC staff person, since OCI's closure, communication between medical and security staff has "deteriorated," and the "continuity is not here." It was reported that the Unit Manager and the Health Care Administrator are the top two staff on site at the Pickaway Correctional Camp. Although the CIIC did not spend time with the Unit Manager, extensive time was spent with the Health Care Administrator, Karen Stanforth. From all indications, her positive personality, caring attitude, dedication, and high credentials make her a valuable asset to FHC. It is recommended that the Health Care Administrator and the Major work together to improve communication between security and medical staff at FHC. .

PCC/PCI Contract Nurses:

The 22 nurse vacancies currently filled by contract agency nurses may contribute to the reported lack of communication and continuity between security and medical staff. The number of vacancies was attributed by PCI staff to the inability to attract nurses, an inability to compete with the pay scale in the private sector, and the overall shortage of nurses. The need for more aggressive ODRC recruitment efforts to fill nursing positions statewide is recommended. The number of contract nurses at PCC and PCI appear to have contributed to discord between security and medical staff at PCI.

One security staff person at PCI reported that he observed an inmate explain to a contract nurse how to treat his wounds and where to get the supplies because she was reportedly unfamiliar. Contract nurses were referred to as costly and reportedly "creating a very unsafe environment at PCI." The same security staff person described the PCI Medical Department as "dirty, loose and unsupervised."

A review should be made of the extent to which there are aggressive ODRC recruitment efforts in place to fill nurse vacancies at PCI, PCC and other Ohio prisons. If use of contract agencies is not only more costly, but also negatively impacts multiple aspects of institutional operations, priority should be given to identifying ways and means to replace contract nurses by filling ODRC nurse vacancies.

OSU Hospital Delays:

A Shift Supervisor at PCI relayed frustration with the discrepancy between appointment times at OSU Hospital and the time that inmates are actually seen. Officers who transport and escort the inmates are reportedly required to be at the Hospital at 9:00 am. However, it was reported that the inmates are the last to be seen. As a result, Officers spend hours at the Hospital waiting for the inmate to be seen, when they would otherwise be available to fill posts on the prison site.

Since this problem is likely to be affecting other prisons as well, it is recommended that staff of the ODRC Office of Health Care determine the facts and contact the appropriate OSU Hospital staff to address the concerns to ensure that inmates will in fact be seen at

the scheduled appointment time. If OSU Hospital wants the inmates to be seen after the non-inmate patients, the appointment times should be scheduled accordingly.

The problem is again one that could have easily been resolved through communication between security and medical staff. It is strongly recommended that a review be made to determine ways and means to improve the lines of communication between medical and security staff, and that a plan be implemented so that identified problems can be brought to the attention of those in a position to resolve them.

OSU Hospital Referrals:

One PCI Shift Supervisor reported that the PCI Doctor refers inmates to OSU Hospital for minor injuries, even "hang nails." He added, "Something must be done." Reportedly, such referrals are a means to prevent litigation. The ODRC Medical Director, Dr. Bruce Martin, has the authority to establish and monitor guidelines for institution physicians to ensure that referrals to specialists and outside hospital care are necessary and appropriate. Therefore, it is recommended that the ODRC Medical Director conduct such a review of the referral guidelines and decisions, and take any corrective action warranted.

The institution Medical Director has the authority to make medical decisions regarding diagnosis and treatment, not the security staff. However, the referral issue is another matter, which could have been reviewed and resolved through communication between security staff and medical staff, and/or by communication between institution medical staff and Central Office medical staff. It is a further indication of the need for improved communication, not only between institutional medical and security staff, but also between institutional medical staff and Central Office medical staff.

Food Services:

There were no concerns regarding food services based on observation of the general meal period at FHC. The trays provided an appetizing, balanced meal. Hot food was served hot and cold food was served cold.

The PCC main kitchen was amazingly clean considering that the meal had just been prepared for transport to FHC and for serving on the main food line in the inmate dining room.

The CIIC observed the inmate workers' restroom off the main kitchen. A sign was posted on the wall, which read, "Please wash your hands." However, the soap dispenser was empty. Food Services staff stated that workers wash their hands so often that the soap runs out fast. Staff assured the CIIC that the dispenser would be refilled promptly.

Inmates and one civilian worker serving food from the food line were wearing gloves. However, the civilian was observed touching his hair and nose, then placing food with his hand directly on the food tray. Although the same food was served in the inmate dining room and at the Frazier Health Center, the FHC food trays appeared far more appetizing than the trays served in the inmate dining room.

Main line civilian food service workers must supervise inmate workers and be positive examples for the inmate workers regarding sanitary practices relevant to food handling. The care and manner in which food trays are prepared can make a major difference in the overall appearance of the meal being served. That care is regarded as the reason for positive observations regarding the FHC trays, and the less than appetizing appearance of the main line food trays.

Pickaway Correctional Institution Dorms:

Dorms were found to be clean and orderly, especially areas occupied by OASIS program residents, where foot lockers, shoes, etc., were neatly in place, reflecting the structure of the program.

Substance Abuse Programs:

The OASIS Program is regarded as a special highlight of PCI. The inmate participants who spoke about the program's effectiveness appeared to be sincere in relaying its positive life changing impact. For years, the OASIS Program only existed at PCI and the Ohio Reformatory for Women. The CIIC group was pleased to know that it is also available at Belmont Correctional Institution and Grafton Correctional Institution. It is recommended that the program be expanded further, to ensure availability to inmates in higher security institutions.

The inmates in the traditional substance abuse program who spoke to the CIIC group, believed that the program was better suited to their needs than the OASIS Program. Clearly, OASIS participation is and must remain voluntary in order to be effective. Further, for those who do not have enough time to complete the longer OASIS Program, the traditional program provides an alternative.

PCI Visiting Room:

The visiting room was clean, orderly and provided a pleasant environment. Inmates and visitors, whether in the visiting room or seated at the picnic tables outdoors, appeared to be relaxed and to be enjoying their visits.

PCI Recreation Yard:

PCI staff relayed that recreation is an effective means to prevent fights and disturbances among the inmate population. In terms of future needs, it was noted that the two dorms under construction will significantly reduce the size of the recreation yard. It is recommended that due consideration be given to ensuring that adequate recreation space is available to maximize the potential of recreation activities in managing the inmate population.