

20
YEARS

HELPING CORRECTIONAL AGENCIES BUILD A MORE ENGAGED WORKFORCE

CORRECTIONAL OASIS

A Desert Waters Publication

MARCH 2023

From The Director's Desk

The Iceberg That Can Sink The
Correctional Titanic*

Research Bench: Job Design And
Intrinsic Motivation Pt.2

Inmate Insight

Lost And Found

Seeds Planted



Volume:20
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A non-profit for the health of correctional agencies, staff and families

FROM THE DIRECTOR'S DESK

After 20 years in the trenches with correctional staff of all ranks and disciplines, it is pure joy to me to see that staff wellness is assuming a front-and-center position in terms of administrators' goals.

Several facts are coming increasingly more in focus, and indisputably so, reinforcing these efforts.

1. The "nature of the beast" of correctional work tends to be toxic - especially for custody/security staff, and at least the way correctional work is most often conducted in the United States, tends to be toxic. What are often inescapable conditions of correctional work meet the criteria of a "perfect storm," resulting in the unraveling of staff's physical, psychological, and spiritual health. Anyone who ignores or downplays that reality does so at the peril of all correctional stakeholders - staff, justice-involved persons, families of both of these parties, and the communities where staff live and where there are correctional institutions.

2. Governments' and correctional agencies' rehabilitation goals for justice-involved persons cannot be accomplished well with staff who themselves are not well - staff who are themselves in need of recovery and healing. A carpenter cannot build good-quality cabinets with damaged tools. Malfunctioning staff are not likely to consistently be firm, fair, and consistent, let alone patient, caring, and appropriately engaged in interpersonal interactions with the justice-involved persons and other staff.

3. Staff need to be assured that their physical safety is a priority to legislators, their agencies, and the public. In a Maslow's hierarchy of needs fashion, staff who perceive that their physical safety is compromised are not likely to want to invest in others' wellbeing, and they may not even be able to do so well if they tried.

4. And as it often happens in life, various significant "players" involved in staff wellbeing are interrelated - have a "chicken-egg" relationship. Healthy staff create healthy work environments where justice-involved persons experience conditions that preserve human dignity and promote improvement, personal growth, and healing - rehabilitation. And positive, meaningful interactions of staff with justice-involved persons in humane environments feed back into staff's health by promoting and supporting staff's health and wellbeing.

These are reasons why correctional staff wellness needs to be prioritized and pursued relentlessly on every front.

Let us continue on this path, for the sake of everyone concerned.

Caterina Spinaris



2023 Online Training Schedule


- **3rd Wed of the month, Mar-Dec** – The Supportive Correctional Supervisor™
- **May 2-5 & 8-10** – Improving the Well-being of Corrections Professionals: Understanding, Acknowledging, and Overcoming Traumatic Stress™
- **Jun 5-9** – Towards Corrections Fulfillment: For New Staff™
- **Jul 10-14** – Correctional Family Wellness™ (For Families™ & Staff™)
- **Sep 11-15 & 18-19** – From Corrections Fatigue to Fulfillment™
- **Oct 23-27 & 30-31** – True Grit: Building Resilience in Corrections Professionals™
- **Nov 6-10** – Towards Corrections Fulfillment: For New Staff™
- **Nov 27-30 & Dec 1** – Correctional Family Wellness™ (For Families™ & Staff™)
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THE ICEBERG THAT CAN SINK THE CORRECTIONAL TITANIC*

BY CATERINA SPINARIS, PHD, LPC



Sometimes, the real threat is hiding in plain sight, evading our attention while we're engrossed in the assumption that we are plowing ahead safely towards our destination.

In correctional work environments, there is a very real threat, a threat which has been grave for years, relentlessly grinding staff down, and extremely so since 2020. This threat is undermining the foundation of correctional operations while hiding in plain sight, because it is accepted "as the way things are" in correctional work environments today.

This threat is equivalent to the iceberg that sank the Titanic. And we have less excuses for not addressing it head on, because it is much more visible than the actual iceberg was to the crew of the hapless Titanic.

The Correctional Iceberg

I pose to you that the correctional iceberg that is threatening to sink the correctional Titanic is staff's relentless partial chronic sleep deprivation.

Due to dire nationwide correctional staff shortages, with agencies operating with frighteningly high levels of staff vacancies, custody/security staff (and perhaps medical employees) may work mandatory overtime several times weekly, for months and even years on end.¹

The result is that these employees may sleep on average for 3-4 hours per 24-hour period several days each week, much less than the recommended 7+ hours.² These sleeping conditions constitute partial chronic sleep deprivation.

This type of sleep deprivation is partial, as opposed to being complete, because staff can still get some sleep in a 24-hour period. And it is chronic, because it goes on for months, and even for years.

These living conditions constitute a mission-critical threat on two levels, as they involve the deleterious impact of partial chronic sleep deprivation on: (1) staff's health, and (2) their functioning.

We are not even addressing the equally as important issue of sleep quality here. We are only looking at quantity of sleep time in this article. And we are not addressing the detrimental outcomes of excessive mandatory overtime and the associated sleep deprivation on staff's family life.

1. Impact on Staff's Health

Sleep is a biological necessity for body organs to function properly, and, because of that, it is an indisputable essential for physical and psychological health and functioning.

A recent study³ reported that, for 50-year old participants, sleeping 5 hours or less per night was associated with a disconcerting 30% increase in their risk of developing serious multiple chronic diseases over time than for those who slept at least 7 hours per night. For 70-year old participants, that risk rose to a devastating 40%.

Participants in that study were found to be at higher risk for developing diseases such as diabetes, cancer, coronary heart disease, stroke, heart failure, chronic obstructive pulmonary disease, chronic kidney disease, liver disease, depression, arthritis, dementia, and Parkinson's disease. These are not new findings. They merely expand on a plethora of prior data on the subject of consequences of insufficient sleep.^{4,5}

Moreover, the Universal Declaration of Human Rights, Article 25, 1948, of the United Nations, states that people have a "right to a standard of living adequate for [their] health and well-being." And the World Health Organization, in its 1946 Constitution, states that "[t]he enjoyment of the highest attainable standard of health is one of the fundamental rights of every human being."

Could the partial chronic sleep deprivation of correctional staff due to their working conditions border on a human rights violation, in addition to being a serious detriment to their physical and psychological health?⁶

2. Impact on Staff's Functioning

When we are significantly sleep deprived, parts of our brain go into sleep mode even while the rest of our brain is awake.⁷ An apt way to describe this would be that, when we are sleep deprived, "We are not running on all eight cylinders." Our eyes may be open, and we may be standing up, but important parts of our thinking brain are succumbing to microbursts of sleep.

It is no surprise then that partial chronic sleep deprivation is also associated with cognitive impairments, such as the ability to pay attention, react to stimuli, plan, problem-solve, reason our way through decision-making processes, and remember information. Partial chronic sleep deprivation is associated with deterioration of mood and impulse control, as well. Another recent study reinforced these types of concerns in relation to shift work of correctional employees.⁸

What this means is that essentially correctional agencies may be staffed with cognitively and emotionally compromised employees who are quite possibly also becoming progressively more unwell physically, due to partial chronic sleep deprivation.

Staff talk about struggling to fight off "brain fog" and "cobwebs in their brain" due to their suffering from insufficient sleep, acknowledging that sometimes they forget to perform steps essential for the facility's security, such as locking a door, or they do not make rounds as they are supposed to do, because they are exhausted. Other staff report tripping and falling down stairs or running into walls, due to not being fully awake, or being unable to resist falling asleep at their desks. To compensate, some staff sleep in their cars after their shifts or rent a motel room instead of trying to drive home, because they know that they are unable to stay awake, in spite of how many cups of coffee or energy drinks they may consume. Staff even mention that incarcerated individuals in their care notice the staff's extreme fatigue, and tell them that they feel unsafe because of that, and because of the ongoing short staffing.

And tragically, we periodically receive news from across the nation of staff who have been killed or who became paralyzed, invalids for life, due to motor vehicle accidents, or who killed others in motor vehicle crashes while on their way home after yet another mandated double shift.

Recently an administrator exclaimed to me during our meeting, "We are working our people to death! Your job is not supposed to kill you!"

And yet these functionally impaired employees are tasked with highly challenging work duties that are difficult to perform well even under the best of circumstances. At times they have to make critical, even life-and-death decisions. They are expected to implement interpersonal skills to deescalate tensions, and to promote prosocial behaviors and rehabilitative practices with incarcerated persons, such as active listening and motivational interviewing. These tasks require presence of mind, sound judgment, cognitive flexibility, capacity for empathy, and self-control, which we know are impaired due to partial chronic sleep deprivation.

As the saying goes, “You can’t get blood out of a turnip.” We cannot expect flawless professional conduct and skillful interpersonal interactions from sleep deprived staff, at least not on a consistent basis. How many excessive uses of force or other preventable clashes may have been exacerbated by exhausted staff whose self-control “brakes” failed due to sleep deprivation, in similar ways to their failing to apply their vehicles’ brakes while driving home after yet another double shift?

And the negative ripple effects of staff’s malfunctioning on the job are much broader than individual exchanges and isolated facilities. As was shared with us, “when you factor in the non-correctional/non-mission-directed interactions that staff have with offenders as a result of this intense fatigue, you are now impacting 2,000,000 people and their families beyond the 400,000+ staff and their families. In other words, our communities.”⁹

What Can Be Done?

We realize that many correctional administrators across the nation agonize over these horrific realities which are outside of their control, and are doing whatever is in their professional power and in their budgets to reverse these working conditions for their subordinates.

Yet, in spite of their tireless and creative efforts, they may be unable to attract applicants for their correctional positions (thus further requiring current employees to work overtime). Or they succeed in hiring new staff, but are unable to keep them for reasons which can range from low pay and benefits to abusive workforce cultures to staff feeling fundamentally unsafe on the job.

So, what may be viable answers to this threat looming over correctional systems, so that staff’s sleep deprivation does not end up being the iceberg that sinks the correctional Titanic?

Here are three suggestions that are easy to discuss, but which will take much strategizing and investing in order to make them succeed for the long haul.

1. ***Continue to determinedly prioritize the hiring of additional employees to decrease the continual necessity for mandated overtime shifts.***

This can be facilitated through notable increases in pay and benefits, including paid time off, hiring bonuses, and retention bonuses. To be able to attract new employees, correctional agencies must be able to compete with other employers, especially other law enforcement agencies, as opposed to being viewed by new hires merely as a stepping stone on their way to law enforcement agencies that pay better and that provide better benefits.

2. ***Improve the workplace culture to increase the likelihood of retaining employees.***

I personally know good employees who left correctional agencies due to harassment by other staff that remained unchecked, due to some staff's unprofessional ways of treating the incarcerated, and due to supervisors' unsupportive or antagonistic leadership styles.

Improvements must target what Desert Waters calls staff's Big 7 needs – physical safety, psychological safety, trust, power, respect, connection and meaning.

Culture improvement efforts are definitely a marathon endeavor, and not a sprint, and require administrative commitment, financial investment, and systematic strategizing.

One way that such efforts can be engaged in is through training that targets the health of the workforce cultures. This type of culture-shaping training needs to be customized to address correctional culture issues for both frontline staff and supervisors, as both have a vital role to play in shaping their culture.

And these efforts cannot be based on a “one and done” approach. Rather, such trainings must be periodic and repetitive, implementing regular “hands on” activities and practical interventions, and accompanied by “quality control” evaluations that assess workforce culture improvement. Yes, that is a lot of work, but it is much preferable to staff's current working conditions and their potential consequences.

3. ***Establish policies that are commensurate with recent changes in the management of the incarcerated to increase staff's perception of their physical safety, and, by doing so, increase the likelihood of retaining employees.***

Criminal justice reform is desperately needed in the United States. It is needed to improve living conditions for the incarcerated. It is needed to improve the outcomes of incarceration. And it is needed to improve the health of correctional environments for all stakeholders.

A look into the [Norwegian prison model](#) gives further insight into reform options. It was a privilege to have had the opportunity to experience their system firsthand during a recent tour in participation with the [One Voice United](#) delegation.

For the sake of equity, prison reform which improves the treatment of the incarcerated must be balanced out with demonstrable new measures that support staff safety. These new policies are needed to take into consideration the possible impact on staff safety that is brought about by operational

changes regarding management of the incarcerated. It is not enough to change one part of the equation; the remaining parts must be adjusted accordingly.

Such new policies and measures may include increased staffing, additional staff training, and alternative disciplinary and other management tools for dealing with the incarcerated.

In stark contrast with correctional systems in the United States, the Norwegian prison model boasts a ratio of 1 Correctional Officer to 10 incarcerated persons. The Norwegian Training Academy for new recruits is a fully paid 2-year learning experience.

And, in Norway, incarcerated persons can earn incentives for good behavior and attitude improvement; these include being able to go back to their communities for a few hours or days, or stay at a cottage with their family on prison grounds for a few days.

Staff are not likely to remain working in correctional environments where they perceive that their lives are seriously threatened. Staff perceive such threats in light of reduced corrective consequences for serious infractions perpetrated by incarcerated persons, and without concomitant increases in staffing or effective management tools that secure safety for all stakeholders. Staff need to know that their administrators “have their backs,” that they have effective measures in place to address their needs and their plight.

Again, failure to retain staff due to unsafe working environments once again increases the need for current staff to work mandated double shifts, and only perpetuates steering the ship in the direction of the sleep deprivation iceberg, sometimes until existing staff also leave or – God forbid – die.

And a few days ago, we received these comments by an anonymous Correctional Officer:

“I just don’t know what to do anymore ... I just can’t do it ... I can’t sit and watch my friends die around me with complete lack of concern from administrators ... The lack of concern for our well-being and the overbearing concern for the well-being of the inmates is the problem... We’re dedicated officers who, yes, hate the mandates because they keep us from family and we miss a ton of very important moments in our children’s lives, yet we still do our jobs ... The biggest issue is our lives are on the line because administrators don’t know what it’s like to be inside the prison ... Most have very little inside experience and have no idea what we deal with every day ... Most are just worried about backlash from the big guys who run the facility from the safety of their offices”

Even if these comments sound exaggerated or unfounded to you, please take into consideration that perceptions such as these are not rare. We have come across similar staff comments multiple times in our surveys, and through other means of communication by staff from across the country.

Also, please remember that perceptions can have the same impact on choices people make as actual reality. Perceptions can cause staff to quit their jobs just as much as actual facts can. Therefore, staff's concerns need to be taken seriously and responded to appropriately, if administrators want staff to commit to stay and work at their agency.

In Conclusion

Radical and creative measures are needed to eliminate or at least reduce staff's partial chronic sleep deprivation due to short staffing. Only radical and creative measures can address this very real and devastating iceberg of a threat to staff's health and functioning, and to the quality and effectiveness of correctional agencies' operations.

We want the correctional Titanic to continue on its voyage safely, and even to improve the quality of its journey, not to sink on the way to its destination. We CANNOT stay on the current course. Iceberg ahead!

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* *The Titanic analogy was mentioned to me by Corporal William Young.*

** *Thanks to Daria Mayotte for her contribution of editorial comments.*

Caterina G. Spinaris, PhD, LPC, is the founding director of **Desert Waters Correctional Outreach**, the mission of which is to advance the well-being of correctional staff and their families, and the health of correctional agencies, through data-driven, skill-based training. She is the author of the books **Staying Well: Strategies for Corrections Staff** and **More on Staying Well: More Strategies for Corrections Staff**, as well as the award-winning course **From Corrections Fatigue to Fulfillment™**.



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RESEARCH BENCH: JOB DESIGN AND INTRINSIC MOTIVATION, PART 2

BY GREG MORTON, MS

The inherently challenging characteristics of corrections work and the fatiguing consequences that arise out of it are known to all of us. So far, many of the answers to those problems fall to the individual – create a positive social network, look for growth in your challenges, reduce chemical intake, get effective rest. And while those are all necessary and important, what if the job could be redesigned so that the work itself was more inherently motivating? There is research that says that this could be done if we use a scientific job design model. This article series addresses that possibility.

The Job Characteristics Theory (JCT) of J. Richard Hackman and Greg R. Oldham is one of the most well-known job satisfaction and motivation strategies in all of organizational psychology.¹ It has been researched numerous times in the forty years since their original text was written, including the international airport policing research discussed last month.²

This month we expand that discussion with the following paper, *[A task-level perspective on work engagement: A new approach that helps to differentiate the concepts of engagement and burnout.](#)* *Sonnentag, S.; Burnout Research; 5 (2017), 12-20.* **Let's keep in mind throughout this series that our objective is to examine the work of a corrections professional from the point of view of that worker, with the intent to build increasingly motivational elements directly into the job.** This will inevitably result in procedural and task changes, which staff frequently complain about. So how the redesign takes place is an important part of the discussion and planning.

Let's start with a quick story, told to me by a corrections administrator. During a department-wide meeting, a veteran security team lead of a maximum custody mental health unit shared a story about some procedural changes they had attempted in that unit with one of their most difficult individuals. In this case the procedure had to do with force feeding medication, which had always required a suited extraction team multiple times a day, with the usual wear and tear on both staff and inmate as this took place over and over. Through the gradual application of new skills, one med line at a time, that had changed, even though the focus on staff safety remained the same throughout all of the attempts. The inmate was now brought out of his cell, unrestrained, and accepted the medications without force. On the first day that the changes were successful, rather than complaining about the changes and the softening of the approach, this veteran employee went home and told his family that he thought he had really helped somebody that day. The point

in relating that episode was to emphasize that allowing staff to facilitate a better experience for the inmate also created a more satisfied veteran employee.

That the changes were better for the inmate is important, and we'll get to some implications of that thought next month, but for now, our point is to make correctional employees' work lives better. And less fatigued, without reducing their safety.

And while they probably did not use the JCT model to develop their new procedure, let us now apply those characteristics to this story and see how they fit, using the task level perspective described in this month's article; as a reminder, the five JCT characteristics are *Skill Variety*, *Task Identity*, *Task Significance*, *Autonomy*, and *Feedback*.

SO WHAT:

Skill Variety: Meaningfulness in jobs requires some degree of challenge to the worker. Not too much to be stressful, but not too little either. And this is where this job redesign story starts. In order to manage this procedural change, it happened in segments; with step-by-step reduced presence and reduced gear until it was just one officer at the cell front without the force team, which was still available but out of the inmate's sight. This step didn't work at first, until the team realized that who was talking to the inmate mattered. After some juggling of assignments, the staff member with the best interaction history with the inmate was chosen to assist with the meds. And from there it became a simple cell-front med call with no force or gear required. And this was the point where the team lead realized that lives had been changed for the better.

New skills were required. Broader skills were required. Training had had to occur, planning and debate had had to occur. In order to perform a more satisfying job, challenges had to be faced. It took time and perseverance. Developing Skill Variety is neither easy nor on everybody's To Do list each day. Maybe not on anybody's To Do list if you are a veteran special housing team lead used to "The way we've always done it." Shedding that skin is a necessary part of increasing the Skill Variety in a job.

Task Identity: Though probably the trickiest characteristic to define, it was one of the easiest to accomplish in this case. They broke the whole job down into a single task with a clear beginning and end, and with a visible outcome. It is easier, and more motivational, to learn new skills when they apply directly to a specifically identified task. Therefore, the overlap between Skill Variety and Task Identity is an important element to consider. As they were perfecting their new procedure, and increasing their group skill set, they forced themselves to focus on just this one case so that the success of the changes felt more complete.

Task Significance: This involves whether the job affects and improves the lives of other people. This is what caught the team lead by surprise. That he cared that the inmate now had a more peaceful life was unexpected and made him more satisfied with his job. And that element of surprise is something we should all pay attention to as we consider correctional employee health and wellbeing – "us against them" thinking

is a key contributor to Corrections Fatigue³ and limits our ability to recognize the significance of our profession.

Autonomy: This piece is interesting because we frequently think of autonomy from a single individual's point of view. In this case it was group autonomy. An intact work group worked together on their own to improve this procedure. They owned the successes, and when there were hurdles, they owned those too and worked together to overcome them. Group autonomy might be a challenge to supervisors who are too invested in rank-based decision making, so Skill Variety might be impacted here too.

Feedback: An important part of their implementation strategy was to take the change in segments. This allowed feedback to be accumulated gradually, so that it could be used to determine what next steps would work best. The fact that the team saw outcome results each step of the way helped them focus on how to perform successfully. This is a perfect example of feedback designed directly into the task of the job, and a perfect example of how important immediate behavioral feedback is.

Granted, this is only one task from one setting. So, if you want more examples, I strongly recommend the book *Correcting Treatment in Corrections* by Rhonda Champagne and Michael Johnson (BookBaby, 2020). In this 188-page true story they describe the redesign of tasks at an entire facility. Again, it's not easy; it takes time and much communication. But their story shows that an entire facility can get healthier if the work is re-thought, re-planned, and redesigned.

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³Corrections Fatigue is defined as the cumulative and interactive effects of operational, organizational, and traumatic stressors on individual staff's personality, health, and functioning, and also collectively on the workforce culture.

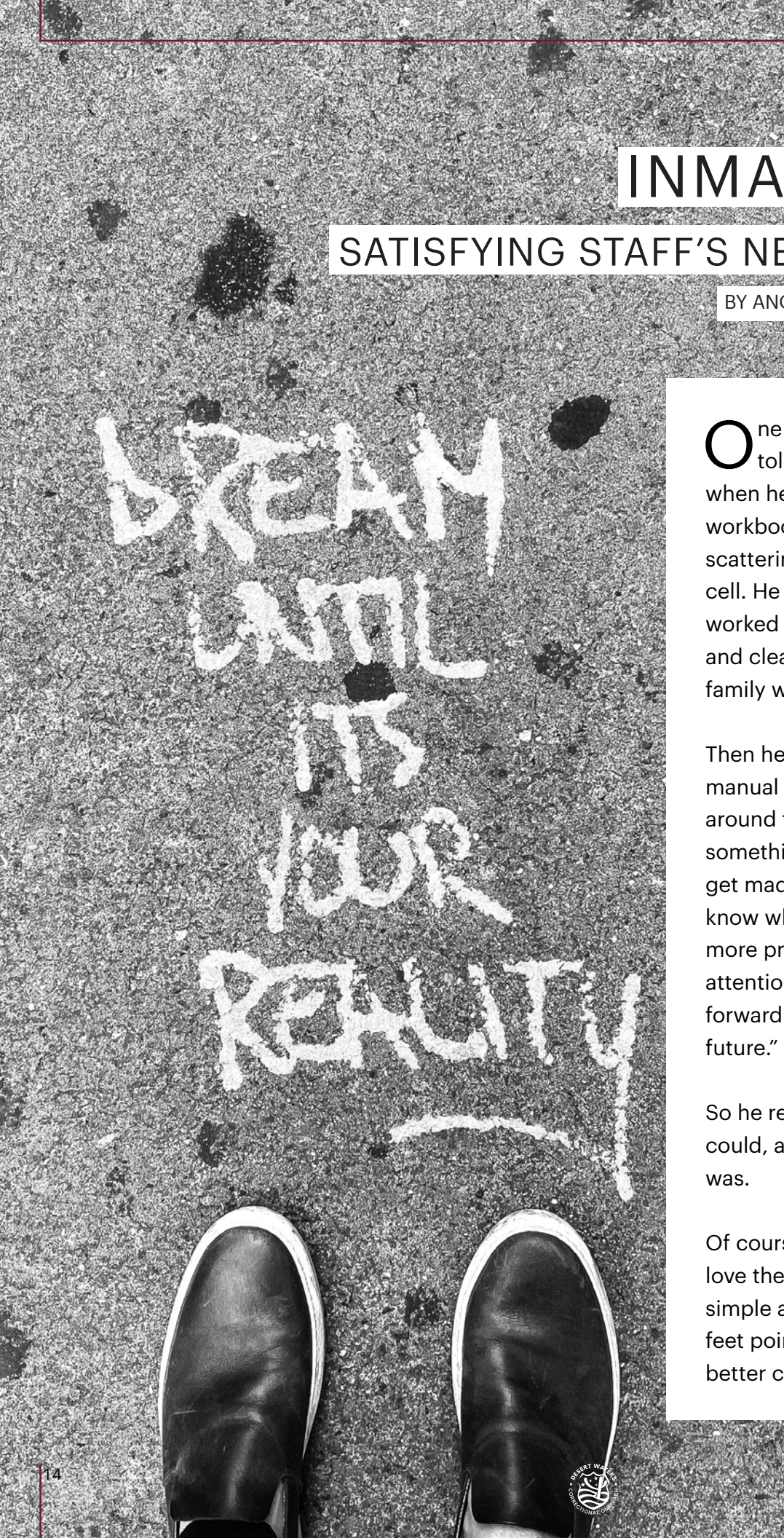
Gregory Morton started his career at the Oregon State Penitentiary (OSP) as an academic counselor in the mid-1970s, and then served as OSP's Staff Training Coordinator for eleven years. He was the department's Staff Training/Professional Development Administrator, and Labor Relations Administrator until retirement in 2009. He has been a Master Instructor in Desert Waters courses since 2013. He holds a Master's degree in Industrial/ Organizational Psychology, concentrating on the consequences of work-related trauma and chronic stress, and the rapidly expanding field of human neuroscience. Concern for the health and skills of the corrections workforce has been his motivation throughout.

INMATE INSIGHT

SATISFYING STAFF'S NEED FOR MEANING

BY ANONYMOUS CORRECTIONAL EDUCATOR

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One of the inmates in my classroom told me how mad he got last night when he accidentally dropped his class workbook and the binding broke, scattering the pages all over the floor of his cell. He got especially mad since he'd worked so hard to keep it safe, organized and clean, so that he could give it to his family when he finished.

Then he noticed his feet, with the broken manual and loose pages spread out all around them. And he said to himself something to the effect of, "You know if I get mad, I'll just be going backwards. And I know where that leads—drugs, violence, more prison time. So I need to pay attention to the fact that my feet face forward and just follow them into the future."

So he reassembled the manual the best he could, and brought it to class the way it was.

Of course I gave him a new one, but I just love the idea that sometimes something as simple as looking to see which way one's feet point can be all that we need to make better choices and healthier decisions.

LOST AND FOUND

BY LYDIA BRENNAN, MA

“When many little people in many little places make many little changes then the whole world changes.”

Recently I lost two co-workers in one week.

I admit that I didn't know either one very well. The first one, I frequently butted heads with. I held a grudging respect for him and I'm hoping he had developed the same respect for me as each of us held our ground. The other one was a friendly face I said "Hello!" to most mornings.

This leads me to wonder why the loss has impacted me so deeply. My only thoughts are that these losses were probably preventable, if...

If only more staff were aware and willing to start talking about the impact of the job on their physical and mental well-being. The workplace culture of "I'm ok" no matter what happens just isn't working. We are ordinary people expected to work in abnormal situations. Nobody walks away without being impacted in some way.... NOBODY.

If only more people were aware of the negative impact of Corrections Fatigue on the physical and mental health of individuals! Do you think the community would begin to understand what happens behind the walls? Would spouses and children be able to understand our "habits" a little better? I wonder if this knowledge would help to create better safety nets or support systems outside the walls.

If only administration and legislators were able to understand the impact of their decisions and the organizational/operational stressors that are created by them! There is such a toll associated with sleep deprivation, and being on "high alert" all of the time. So much time and energy is spent addressing the needs of the population we manage and serve, but there is little focus on the importance of staff.

There are times when I feel so helpless and inadequate to address this "epidemic." This system is too big, too established for me to make a difference. But then I look at the scrap of

paper taped to my desk in his now faded, messy handwriting, that says: “I am CORN, hear me ROAR!”¹

This was from another co-worker, a friend, who again, died way too young. It was his death that started me on my journey – knowing that there was something inherently toxic happening in the field of corrections. I began researching staff wellness in corrections and implementing some of this information during trainings. A line from a favorite song kept me going: “When many little people in many little places make many little changes then the whole world changes,” and eventually I found my way to DWCO.

I may be “one little person,” and I can’t help those we have already lost, but hopefully my “little changes” can help others find their way.

¹“Corn” is slang for “dumb” at a Northeastern state’s correctional department. It is used as an affectionate, teasing insult for new staff or civilians, and it has multiple variations, depending on how “dumb” you were thought to be: canned corn, creamed corn, cob corn, popcorn, and more.

Lydia Brennan, MA, has retired from a Northeastern correctional agency, and now focuses on correctional staff wellness through her service as a DWCO Master Instructor.



SEEDS PLANTED

SOME DWCO 2022 ACCOMPLISHMENTS

It is with gratitude each year that we take time to reflect on accomplishments of the year prior. We trust that what we deem as “successes” for Desert Waters are in fact also “successes” in the lives of corrections staff with whom we have had the privilege to interact in various regards. Whether it be through courses offered, coaching sessions completed, webinars given, or books read, we keep the mindset of having “planted seeds” that will grow in the hearts and minds of those who have received them. Below are just a few of many areas we could highlight from 2022.

Courses Offered as Instructor Trainings:

4

- *From Corrections Fatigue to Fulfillment™ (CF2F)*
- *Correctional Family Wellness – For Families™ (CFW-F)*
- *Improving the Well-Being of Correctional Professionals: Understanding, Acknowledging, and Overcoming Traumatic Stress™ (IWCP)*
- *True Grit: Building Resilience in Corrections Professionals™ (TG)*

New Courses designed:

4

- *Correctional Family Wellness – For Families™ (CFW-F)*
- *Correctional Family Wellness – For Staff™ (CFW-S)*
- *Improving the Well-Being of Correctional Professionals: Understanding, Acknowledging, and Overcoming Traumatic Stress™ (IWCP)*
- *The Supportive Correctional Supervisor™ (TSCS)*



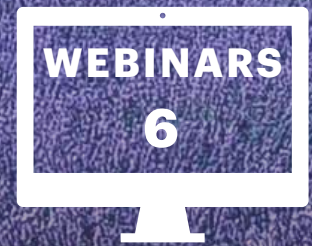
NEW INSTRUCTORS CERTIFIED



BOOKS DONATED



275



INSTRUCTOR TRAININGS OFFERED

BOOKS SOLD



2,960



In regards to those seeds that we trust are growing, here are a few comments from corrections staff who have taken our courses and resolved to implement the content in productive ways:

- “The course really changed my thinking and mindset towards my work and outside world. Thank you.”
- “I will now always look at my fellow colleagues in a different light, taking into account they might be suffering from depression, and approach them differently.”
- “I will not be so quick to judge my colleagues for their actions – maybe I am just dealing with my fatigue differently than what they are.”
- “I will change the way I talk to other officers, as I have learned how to be compassionate.”
- “I will not joke about the trauma coworkers are going through in their lives.”
- “Allow space to compliment colleagues and family. Listen to them attentively before judging. Create more space and quality with family.”

Although we are already well into 2023, taking time to reflect on the prior year allows us to set the tone and raise the bar for the direction in which we are heading. May this be true not only for Desert Waters, but also for you as you proactively plant your own seeds of personal and professional growth in the months ahead.



Quote of the Month

“Anything that’s human is mentionable, and anything that is mentionable can be more manageable. When we can talk about our feelings, they become less overwhelming, less upsetting, and less scary. The people we trust with that important talk can help us know that we are not alone.”

Fred Rogers

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DWCO Mission

Advancing the well-being of correctional staff and their families, and the health of correctional agencies, through data-driven, skill-based training

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Your donations are tax-deductible.

Desert Waters Correctional Outreach, Inc., is a non-profit corporation which helps correctional agencies counter Corrections Fatigue in their staff by cultivating a healthier workplace climate and a more engaged workforce through targeted skill-based training and research.

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DESERT WATERS
CORRECTIONAL OUTREACH