



National Institute of Corrections

TRANSCRIPT

THE CORRECTIONS PROFESSION: MAINTAINING SAFETY AND SANITY, PART 1

Corrections Fatigue: Addressing the Issue

Slide 1:

Desert Waters Correctional Outreach
The Corrections Profession: Maintaining Safety and Sanity, Part 1
Corrections Fatigue: Addressing the Issue

Maureen Buell: So good afternoon, good morning people, depending upon your time zone. My name is Maureen Buell, and I'm a Correctional Program Specialist with NIC. NIC is pleased to present a two part webinar series, The Corrections Profession: Maintaining Safety and Sanity, and I want to welcome all of you to today's event, which we're entitling Corrections Fatigue: Addressing the Issue. So in today's webinar, our presenters will look at some of the workplace realities and the impact upon staff. So the concept of corrections fatigue will be introduced as an umbrella term that really describes the cumulative effect of the multiple types of stress that we encounter in correctional work, including traumatic stress. I want to note that the term "corrections fatigue" was developed by today's presenters as a way for accurately describing the corrections environment. They will talk more about that in the presentation. While examining these issues, they will acknowledge some of the potential real and observable effects of working in corrections. Part 2 of this series, which will be held on February 13th, will be Corrections Fatigue: Caring for Staff and Managing the Environment. It will explore solutions and resources for some of the issues that will be raised today. I think that Caterina Spinaris, one of the presenters, said it very well, "Recognition and acknowledgment are the first steps towards effective solutions." I do want to remind today's participants that if you have not yet registered for the February 13 event you might want to go ahead and do so as the slots fill fast. As you'll note, we've mentioned we are at capacity for today's event. The webinar today is scheduled for 60 minutes, and as Leslie has said a couple of times, we'll not be responding to live questions during the presentation. However, what we have done is schedule an additional 30 minutes in which the presenters will respond to as many questions as they can that have been submitted by participants using the chat feature. Leslie will point out how to use that feature in just a minute. So we will make the questions and answers available to all the registered participants at a later date after today's broadcast.

Slide 2:

Presenters:

Caterina Spinaris, PhD, Executive Director, Desert Waters Correctional Outreach (DWCS)

Michael Denhof, PhD, Director of Research, DWCO

Greg Morton, B.A., Training Director, DWCO

So, without any further delay I want to introduce you to today's three presenters, and they are all from Desert Waters Correctional Outreach, which is located in Florence, Colorado. First of all, Dr. Caterina Spinaris is the Executive Director and Founder of the Desert Waters Correctional Outreach, a non-profit corporation that promotes health and well-being of corrections professionals. She holds advanced degrees in counseling and psychology, and has extensive experience providing counseling services to corrections staff, performing trainings on challenges and solutions relevant to correctional employee health, functioning and well-being. Accompanying Dr. Spinaris is Mike Denhof, Dr. Mike Denhof. He is the Director of Research for DWCO, Desert Waters Correctional Outreach. He also holds advanced degrees in experimental and clinical psychology, has extensive research experience in both clinical and correctional contexts. Mike has worked in a number of correctional settings doing clinical assessment research functions. Mike's area of specialty is the development of clinical and organizational assessment tools. The third presenter will be Greg Morton who is the training manager for Desert Waters. He holds a bachelor's degree in psychology and he has worked for the Oregon State Corrections his entire life doing case management, staff training and leadership management, and I know that we have a number of folks from Oregon DoC on this broadcast. Greg has presented and written about effective and efficient organizational utilization of training resources. I think at this point I am going to turn it back to Leslie LeMaster, our producer for today's event, and she will give you a little bit of technical instruction.

Slide 3:

Virtual Classroom Orientation

Leslie LeMaster: Alright, thank you Maureen. I'm Leslie LeMaster with the Academy Division of NIC. We do a lot of these webinars, and I just wanted to orient you to a little bit of the environment that you're looking at, a virtual webinar setup or classroom. So you'll notice what's happening here to the right hand bottom corner of your screen is the chat room, and that's going to be your primary means of communication with the presenters and with your colleagues and peers from across the country, and we're international now because we have Canada and Scotland represented here with us today, and welcome to. And so if you'd like to make a comment because something really resonates with you or you have a question that we're going to be keeping track of for when we get to the Q&A portion of this webinar. You can actually put it into the chat area, and I'm pointing to that with my pointer, right here on the screen. The chat area for you is located in the lower right hand corner. And then if you want to send it to all participants, you'll notice in the chat area of your screen there is a little dropdown menu. And to make sure that everybody sees your comment or your question, you can actually decide what recipient you want to send it to. So be sure and send that to all participants down there so we can see your question or your comment. And so if you do that you'll be good to go and we can all share how you are receiving this information, the emotional impact it might be having on you, how you see it connecting with things, and most importantly, the questions that you have of the presenters as they are making their way through this material today, and we can make sure that we answer your questions in the Q&A portion. But just to test this out and make sure that you're comfortable with the chat function, I'd like for you to chat for us what the weather is like where you're located in the world today. So if you chat that for us and send it to all participants, let's do a weather check around the world today. Ooh, Taylor says it's too cold, it's raining. We've got snowing and blowing snow in Iowa. Oh, the sun is out. We've got snow and cold all over the place. It's 37 degrees in Jacksonville, Florida. Record highs of the Ice Age in Louisville, -13. Oh, we've got everything all over the place, don't we? It's snowing and cold in Colorado, that's going to come and visit us today in Denver, that's what's coming to see us. Oh my goodness, look at all of that. The diversity of weather. I love it. Okay. So the chat function is going to be your primary way to communicate with the presenters, to put your comments out there and to put your questions in when we

get to the Q&A period. But you don't have to wait until then to put a question out there, because we're going to actually be tracking the questions to make sure that we can start answering them when we do get to the Q&A portion. So you don't necessarily have to just hold them until then if, you know, you see something and you really have a great question, we're going to be making note of those all along. So we've just got a great diversity of weather out there. Oooh, and look at that, Hamilton, Ontario. Yeah, it's warming up all the way to -5. So I think we're ready to move forward here, and I'm going to turn it back over to Maureen to get us started into our look at corrections fatigue. So Maureen?

Slide 4:

Webinar Objectives:

- Describe types of occupational stress that may negatively impact the well-being of corrections staff
- Present the “umbrella” term of Corrections Fatigue, its nature, properties, and consequences
- Present research evidence that supports a model of Corrections Fatigue and its usefulness in providing interventions regarding increasing staff well-being

Caterina Spinaris: Yes, actually I'll jump in. This is Caterina Spinaris, good morning and good afternoon. Thank you Maureen and thank you Leslie, and thank you all for joining us today, making time out of your very, very, very busy schedules to join us for the first part of the webinar series The Corrections Profession: Maintaining Safety and Sanity. And this title may sound like tongue in cheek somewhat, but we are very, very serious about your safety and sanity even though we might kind of make light of it here with the title. Your sanity and safety are very important, and the two go together. So today we're going to be talking about some material that addresses these three objectives. One, to describe types of occupational stress that can make an impact on your well-being as you work in corrections. Present the umbrella term "corrections fatigue", nature, properties and consequences with time. And thirdly, to present research evidence that supports a model of corrections fatigue that we're proposing and its usefulness in providing interventions regarding increasing staff well-being. So we're going to see that three times, just for reinforcement, and now we'll go to the realities of the corrections work.

Slide 5:

Corrections work realities:

“What I come across at work wounds my soul.” – Anonymous Corrections Officer

We've gotten quotes from a corrections officer anonymously, and he emailed us the following quote. He said, "What I've come across at work wounds my soul." This quote is very fitting for today's material, as today we're going to talk about work circumstances and events that over time may result in changes in corrections staff, and also in changes in the workplace character whether in locked institutions or in the community. So what happens to corrections staff over time? How might a corrections professional go from being enthusiastic and motivated when they first start in this line of work to feeling wounded and demoralized?

Slide 6:

Data-supported theoretical process model of corrections fatigue showing organizational issues, operational issues, and traumatic exposure feeding into declined health and functioning, dysfunctional workplace ideology/behavior, and negative personality charges.

Let me share with you a story that illustrated this process. This story has been sent to us by a corrections professional, and it's presented here with permission. This individual said, "Prison staff learn to apply a thin layer of machismo, toughness, as a result of each incident they respond to. It's like a band aid. But this type of band aid does not protect the wounds from infection or aid in the healing process. Instead, it covers and seals in your emotions and your feelings. Otherwise you're weak, a punk or a sissy. Because we all know, maximum security staff are the real gladiators and we run these inmates.

After a while and numerous incidents, you have so many band aids on you that inmates can't penetrate them and get to you or your old heart. The only problem is that the band aids don't come off after work, they stay on. So you live your life and miss all the beauty and the real experiences because you're a heartless, emotionally numb, and desensitized ass. You see an awful car accident with injuries? Big deal. You have a friend that gets hurt really bad, big deal. Your family member dies in his 50's and you truly loved the man, big deal. An inmate gets stabbed 47 times, big deal. Your kid wrecked his bike and cries because he skinned up his knee, big deal. You get mad, tell him to man up and quit being a baby, and walk away. I have to be tough, because I have ten years in corrections and 500+ band aids of armor to show what a tough guy I am." Have you perhaps experienced such a process? Have you seen it take place in others? How do you see it play out in your particular work setting? You can submit thoughts or questions about that through the chat function that Leslie just mentioned earlier. We at Desert Waters call the outcome of this gradual process of change "corrections fatigue." And now, here's Greg Morton, Desert Waters Training Manager, with some more stories. Greg?

Greg Morton: Hello, thank you Caterina. Hello, my name is Greg Morton, and just to show that this kind of process happens in every corrections environment, I'll read three more brief staff stories to go along with the longer one that Caterina just read. And again, these are stories that staff have sent to us or that we've heard in training. The first one. "As a probation parole officer, part of my work involves writing pre-sentencing reports. To do so, I pore over documents related to crimes committed. I've always considered myself to be tough. Lately though, when I deal with cases where the victim was a child, I can't shake the anger I feel. I find myself wanting to punch something. Sometimes I've even felt like crying, but I just won't allow myself to do that. I'm not weak. When I get home, I try to stay away from my family's happy chatter. They are so naive and ignorant. That makes me worry constantly about my children's safety." And of course as I go through these three stories I'm going to be asking you to think about, do you know staff who have experienced this kind of thing or perhaps do you recognize it in your personal experience. The second one: "During the course of my seventeen year career as a jail deputy, I've watched countless videos of inmate fights, stabbings, and killings. I've also seen many such incidents first hand, including inmate suicides. Recently, I had to perform CPR on one of them, even though he was cold. The other day my wife asked me how I deal with inmate murders and suicides and not blink an eye. She asked, 'Does this come with the job, or are you just heartless?'" And then finally, here is a dark cloud in the learning curve in the beginning of the first part of our profession. "I've been a correctional worker for seven years, and I'm finding it's changing me, and not for the better. I'm negative, tired, and gloomy. I know I wasn't like that before starting this profession. I used to enjoy hanging out with friends and meeting new people. Now I just don't like people anymore. I want to be left alone, and I don't even like myself these days. How can I raise my children feeling so grouchy and exhausted? When I applied for the job, I was sold. I loved the idea of being correctional officer. My, was I in for a rude awakening." So once again, do these stories sound familiar? Do you know staff who have had similar experiences? Can you name them for yourself perhaps? Sometimes in training we hear people saying that I'm all of them, every one of those I've been. The overall effect here is what we describe as, what has been described as what we call corrections fatigue. We now want to show you our theoretical model of corrections fatigue, how it happens, together with the multiple research references that support this construct. So I'll turn it over to Mike Denhof, Director of Research for Desert Waters.

Mike Denhof: Hello, this is Mike Denhof. The diagram on the screen is a process model representation of corrections fatigue. It provides a kind of map of the constituent effects and interacting aspects of corrections fatigue. Support research literature for the variety of model facets is referenced numerically on the diagram by red superscripts. They may be small on your screen, but they were put there so people can relate those numbers to a reference list that was provided as part of the, I was actually going to ask Maureen if she could, is that attachment available to everyone? Or is it clear how they can get that attachment? I just wanted to say that this model is available separately on an attachment along with the references that correspond to the superscripts in red.

Maureen Buell: Yes, this information as well as the PowerPoint will be made available. And that's going to be a handout that folks can grab at the end of the chat stream.

Mike Denhof: Okay, thanks for clarifying. So the attachment shows the same visual diagram you're looking at right now, and also the list of references. So individuals interested in examining this in a little more depth what we're going to today can reference that document. Next slide.

Slide 7:

Data-supported theoretical process model of corrections fatigue showing organizational issues, operational issues, and traumatic exposure feeding into declined health and functioning, dysfunctional workplace ideology/behavior, and negative personality changes.

For purposes of this webinar, we're going to primarily discuss the main components of this model, which represent three global categories of occupational stress in corrections work. These include one, organizational issues such as the difficulty inherent in serving both disciplinary and helper functions in relationship to justice involved individuals. Two, operational issues such as high work load and having to be immersed daily in a harsh physical environment. And three, traumatic stress which can follow from experiencing or witnessing emotionally intense events such as assaults. Being subject to one or more of these three types of stress can make a person less resilient and it can affect their health and functioning. Factors such as declined health and functioning, dysfunctional workplace ideology and behavior, and negative personality changes, shown as interacting phenomena on the bottom of the model are all understood to reflect a cumulative toll of corrections fatigue. We want to make clear that the process and effects illustrated are not considered rare or unique to individual facilities, but represent common patterns that tend to appear to some degree in most correctional settings regardless of location. To help reinforce the process described, we will highlight each major section of this model as the presentation proceeds and as a prelude to presenting related information and details. We first - go ahead Greg.

Maureen Buell: Greg?

Mike Denhof: I'm going to read Greg's slide since he's, something happened.

Slide 8:

Data-supported theoretical process model of corrections fatigue with Organizational issues highlighted.

Greg Morton: No, I put myself on mute since I was the one talking and then forgot to take myself off. Technical error, my apologies everybody.

Slide 9:

Organizational Stressors

- Role conflict: Disciplinary vs. helper
- Insufficient training
- Demanding social interactions

So we first start with organizational issues, which are about all the people aspects of corrections work. Some examples of organizational stress are feeling caught in the built-in role conflict that comes from the pendulum tension that we all know so well between acting, on one hand, as a disciplinarian, and then on the other as a positive role model or advisor or counselor here called by the simpler term "helper." This definitely plays out differently for different staff, in different

locations depending on your assignment, depending on your role, the custody level of a facility or your caseload assignment, your agency mission. But it is a stressor that we hear about frequently in training sessions. For example, if you hear security staff who say, "I wasn't hired to be a counselor," or if you have program staff or admin staff who sometimes struggle against security responsibilities that they are required to carry out as part of their jobs, and reasonably so. Those instances are about this role conflict playing out as a stressor. In the chat, Peggy Carey talked about drug testing 27 probationers yesterday. 12 tested positive, so in fact she was caught, if I interpret properly Peggy, she was caught exactly in this stressor yesterday in that circumstance. Another organizational stressor is insufficient training, especially regarding self care skills, coping strategies and strategies to promote resilience and job fulfillment. And a third interpersonal stressor is having demanding, oppositional, and stressful personal interactions on the job, with offenders certainly, but sometimes in our daily interactions with coworkers and supervisors. And thus is an organizational culture established. Next slide.

Slide 10:

Data-supported theoretical process model of corrections fatigue with Operational issues highlighted.

The next category of corrections work stress stems from operational issues such as working overtime, short staffing, and overcrowding which we're all very familiar with.

Slide 11:

Operational Stressors

- High Workload
- Overtime
- Low decision authority
- Harsh physical conditions

Examples of sources of operational stress are high work load, mandatory overtime, having low decision making authority, and being exposed to typically harsh physical environments. It can be noisy, visually unpleasant, sometimes unsanitary or involving unpleasant odors, crowded, and lacking windows and daylight. The effects of operational and organizational stresses in corrections, what aggregates them and what reduces their impact have traditionally been studied under the label of "burnout." But corrections fatigue references much more than burnout. Next slide.

Slide 12:

Data-supported theoretical process model of corrections fatigue with Traumatic Exposure highlighted.

The third and most serious type of occupational stress in corrections is exposure to events or materials that can be traumatic. Traumatic means wounding. The exposure to trauma can be direct, first hand, as when staff themselves are victimized, or when they witness in person first hand violence, injury or death that happens to someone else. Exposure to trauma in corrections can also be indirect, second hand so to speak. That happens when staff learn about something that happened to someone else, or when they receive threats or when they have close calls. We hear about them, we read about them, we view them electronically or on video. In this case the information is received second hand without the person receiving it being actually on location where the traumatic incident happened known as indirect trauma. Caterina? More on trauma?

Slide 13:

Traumatic Exposure: Part of the job

Direct (“Firsthand”)

- Witnessing assaults and other types of violence and injuries first hand
- Engaging in acts of violence and possibly inflicting injuries (e.g., cell extractions)
- Witnessing suicide attempts or self-injury behaviors
- Witnessing deaths (e.g., due to assault, suicide or natural causes)
- Being physically assaulted
- Responding to large group disturbances or riots
- Being part of an execution team

Indirect (“Secondhand”)

- Reading offender files that detail information about violence or death
- Hearing about traumatic incidents involving staff or offenders
- Being threatened with violence or having family members threatened
- Becoming aware of potential for harm of offenders, coworkers, or oneself (close calls, “near misses”)
- Viewing videos of workplace incidents (e.g., murders or assaults) for training purposes/as part of the job

Caterina Spinaris: Yes. Thank you. Examples of direct, first hand traumatic exposure in corrections work are, and on this slide you will see, one at a time, if you could advance the slide please. Witnessing assaults and other types of violence and injuries first hand. Engaging in acts of violence and possibly inflicting injuries, such as during cell extractions. Witnessing suicide attempts or self-injury behaviors. Witnessing deaths, for example due to assaults, suicide, or due to natural causes. Being physically assaulted oneself. Responding to large group disturbances or riots. And also perhaps being part of an execution scene. Examples of indirect, second hand, traumatic exposure are: reading offender files that detail information about violence or death, hearing about traumatic incidents involving staff or offenders, being threatened with violence or having family members feel threatened, becoming aware of potential for harm to offenders, coworkers, or oneself, such as during close calls or near misses, and viewing videos of workplace incidents such as murders or assaults for training purposes as part of the job. Corrections professionals are repeatedly exposed to both direct and indirect traumatic events routinely as part of the job. That’s the reality of it. Only too often, however, corrections staff downplay the impact of indirect trauma because they did not witness it in person. Corrections staff often downplay the impact of direct trauma, how much more would they be likely to downplay the effect of indirect trauma? However, we know that both these types of events meet criteria of what constitutes traumatic stress for those who work in high trauma professions. This is according to the Diagnostic and Statistical Manual of Mental Disorders, Fifth Edition, also known as the DSM-5, which is published by the American Psychiatric Association. And since such events are not going to be eliminated from the corrections profession, they’re not going away, our objective is twofold. First to recognize the potential consequences of traumatic exposure, and second to devise methods to promote staff long term resilience, well-being, and even professional fulfillment during the course of their careers. That is, staff needs to be able to remain healthy, sane, and functional after responding successfully to such events in the moment, and also after learning about such events at a later time. And that’s a formidable task over the course of a career.

Slide 14:

Direct v. Indirect Traumatic Exposure

Both can have similar effects (APA 2013)

Both can lead to trauma signs that develop in similar ways (APA 2013)

Direct exposure results in more severe and longer-lasting trauma signs/symptoms than indirect exposure (Pietrzak et al. 2011)

According to the DSM-5, both direct and indirect traumatic exposure can have similar effects, parallel effects. And signs of trauma can develop in similar ways for both types of exposure. We know from research that there are two main differences between the two types of traumatic exposure, the direct and the indirect one. These are that direct exposure results in more severe kinds of trauma than indirect exposure, and that makes sense as being present to witness something directly is

more vivid, potent, and also possibly life threatening to the person observing it compared to learning about something later on. And secondly, effects that can result from direct trauma, traumatic exposure, tend to last longer and be harder to get over than effects resulting from indirect exposure. In a nutshell, direct trauma has more serious consequences than indirect exposure, but they both have consequences that are similar. These issues have also been studied in other high trauma professions such as firefighting and law enforcement and of course the military. Indirect trauma has been studied among helping professionals as well such as psychotherapists. The terms used to describe what happens to helping professionals when they hear about trauma from their clients over and over are secondary traumatic stress, and it's also known as compassion fatigue, and also is known as vicarious trauma.

Slide 15:

Corrections Traumatic Exposure – Evidence

Average exposure: 28 violence, injury & death (VID) events

Average exposure: 2 assaults they themselves suffered

Average exposure: 5 different types of VID events

Male corrections professionals reported:

- Exposure to more VID events and
- Exposure to more VID types and assaults than Females
- PTSD and depression criteria at higher rates than Females

Security staff reported:

- More VID events and
- More VID types and more assaults than non-security staff
- PTDS and Depression criteria at higher rates than non-security staff

I can imagine the audience out there, while you are listening to all of us present this material, you're able to think of several different types of trauma that corrections staff that you know personally have in fact encountered as part of their work continually. A study by Desert Waters confirms that. We found that over the course of their careers, corrections staff who participated in our study reported being exposed to an average of 28 incidents of violence, injury, and death, 2 assaults that they themselves suffered, and 5 different types of incidents of violence, injury, and death. That is a large number of incidents and types of incidents, and we know from research that these types of trauma increase with increases in types of traumatic events. Can you think about why that is so? Why does being exposed to, let's say, an attempted suicide, stabbing, and a large group disturbance are harder to get over than being exposed to three suicides? You can share your thoughts if you wish in the chat. In our study, male corrections professionals reported more incidents of violence, injury, and death, more types of such events, and more assaults that they themselves suffered than female staff. So the males bore the brunt of it. Security staff similarly reported more incidents of violence, injury, and death, more types of such events, and more assaults, than non-security staff. Not surprisingly, male staff, security staff, met criteria for two conditions: depression and post-traumatic stress disorder, PTSD for short, at significantly higher rates than female staff. So the men on the security staff had higher rates for depression and PTSD than women staff. This is very, very significant, because in the general population, consistently what is found is that the women have higher rates of depression and PTSD than men. In corrections this is flipped around, and it looks like it is related to the amount of exposure being higher in men and security staff. So when we take into account exposure to trauma, both directly and indirectly in corrections, it becomes very obvious that corrections professionals are routinely exposed to traumatic incidents and materials. It's inescapable. At the same time, staff also continues to be exposed to the organizational and operational stress as we mentioned earlier which are also happening routinely. And the respective contributions of all these three types of operational stress interact and they are very difficult to tease apart. They are all mixed together. That is why, in order to attempt to account for these correctional realities, we propose the umbrella term corrections fatigue. Corrections fatigue is not a clinical term, and it does not refer to clinical diagnosis. The term corrections fatigue refers to the combined effects of trauma, whether direct or indirect, and burnout. I repeat, corrections fatigue refers to the combined effects of trauma and burnout, and they shape people in their interactions and their occurrence. So what is corrections fatigue? How do we define it more specifically?

Slide 16:

Corrections Fatigue

The cumulative negative transformation of corrections professionals

Self or personality over time as a result of insufficient personal and/or organizational strategies and/or resources for adapting to the demands of corrections work.

Here we have the definition of corrections fatigue. It's a mouthful, long, we tried to be very inclusive so we have a long sentence. I'll read it first in its entirety and then I'll go over each phrase and elaborate on it a little bit. What we are talking about here is something that is cumulative... I'll read first, that's right. The cumulative negative transformation of corrections professionals' self or personality over time as a result of insufficient personal and/or organizational strategies and/or resources for adapting to the demands of corrections work. By "cumulative," we mean that effects add up as time goes on, whether a little bit at a time or a lot at a time. It just accumulates. Some workplace circumstances may lead to quick and pronounced negative changes, and some may add up slowly over time. To use a quick analogy, some incidents or work environments may resemble cooking a meal by using a microwave oven. Other incidents or work environments may resemble cooking a meal by using a slow cooker. The end results end up being the same--either way you get cooked. It just takes a lot longer in the second case of the slow cooker. Negative transformation. The changes we refer to here is when we talk about corrections fatigue being negative is that these are changes that do not promote a sense of well-being, health or joy. They are downers. And we are referring to changes in the stable part of the person, the self, the core of what people are. We'll talk more about negative transformation in self later on. And the next part of our definition is "as a result of insufficient personal and/or organizational strategies and/or resources." We believe, and what we have seen, is that these negative changes happen because staff lack sufficient, effective coping personal strategies or group strategies and resources to deal with the emotional demands of the job. Staff try to adapt by coming up with strategies that can be more or less effective in the long run. When not effective, staff's ways of adapting to job demands can be even toxic, they can be self-destructive and destructive over relationships. I'm sure you think of some right now, you can share in the chat if you wish. You probably have observed them or even tried them at times. Even highly competent corrections employees can be negatively changed by the job if the stresses that affect them are sufficiently relentless over the years. When that happens, even highly competent staff become overwhelmed, because the strategies don't work anymore and the resources run out. That is why we need both individual and organizational strategies and resources to be taught and provided to staff to combat corrections fatigue and to promote fulfillment, because that is possible for corrections personnel. For those of you who are more into additional information, background information, you can dig up more on this by studying the construct and the theory of constructivist self-development theory, and that is a theory of psychological trauma that was proposed by Doctors McCann and Pearlman in 1990. And I want to let you know that the concept of vicarious trauma that was mentioned earlier, and is something that has been described for helping professionals in the community, is also based on that same theory, vicarious trauma. Greg? Yes Greg? Ready to go? Okay, we lost Greg-

Slide 17:

Metal Fatigue Metaphor

Results of repeated stress - loading and unloading

Microscopic cracks add up over time

When crack reaches critical size, metal fractures

Greg Morton: I did it again, that's twice in a row. I muted myself and forgot to unmute myself. Okay, what an idiot. Alright. A metaphor that we use to illustrate the process of corrections fatigue rather aptly is that of metal fatigue. Engineers describe metal fatigue as the progressive damage that occurs when a metal structure is repeatedly stressed by adding a load on it and then removing it. No matter how strong the metal, no matter how strong the person, eventually microscopic cracks begin to form at its surface. At some point, a crack can reach a critical size and the structure eventually fractures or suddenly collapses. That is what can happen to steel bridges or airplane wings exposed to too much turbulence. This

metaphor illustrates the cumulative toll suffered by corrections staff as we try to adapt to the demands of working in corrections environments where we are repeatedly stressed. The consequences for staff may not always be of the dramatic type captured by this metaphor, but sometimes they are. In any case, negative changes are likely to occur to some degree. Caterina?

Slide 18:

- Nature of Corrections Fatigue
- Unavoidable occupational hazard
- Gradual process
- Enduring if not counteracted
- Involves emotional distress
- Involves physiological stress

Caterina Spinaris: We wish it were not so. So let's look at the nature of corrections fatigue here. First of all, we state very adamantly that corrections fatigue is an unavoidable occupational hazard. No one who does corrections work of any type is totally immune to it. No one that we have met so far, and I've been doing this for 13 years now, gets through a career in corrections completely unchanged. Everyone is effected to some degree in some way. As a general rule, practically every corrections professional we meet agrees with this process when described to them in this fashion. Experiencing corrections fatigue is not a sign of weakness. It is a sign of exposure to stresses of the corrections environment. Corrections fatigue happens when the toll of the various stresses exceeds the resources and strategies available to cope at both the individual and the group level, the organization level. Corrections fatigue builds over time, gradually. Unless they are dealt with, these negative changes can last for years, even after retirement. Indeed, we have had corrections retirees contact us because they want to talk about frustrating or traumatic incidents that occurred many, many years ago. Experiencing corrections fatigue is emotionally distressing. Staff with these issues may feel down, unhappy, negative, pessimistic, or bitter amongst other feelings. And lastly, corrections fatigue also involves physiological stress. The body takes a hit so to speak, the body shows the effects with time such as elevated heart rate, elevated blood pressure, digestive issues, poor sleep, muscle tension, headaches among other signs. And that is how we end up with physical health issues in the field. But the good news, and I'm sure you are hoping that there is good news. The good news is that corrections fatigue is potentially reversible and even preventable, and even better, people can also grow cognitively and develop strength as a result of how they handle stressful work experiences. And that's where we want to be headed, to reverse, prevent, and even help people grow. Greg?

Slide 19:

Data-supported theoretical process model of corrections fatigue with Negative Personality Changes highlighted.

Greg Morton: Surprise, I'm on! Corrections fatigue leads to certain distinct personality changes in corrections staff, and we want to talk about them and see if you agree, see if these resonate with you. Next slide.

Slide 20:

- Changes to Self - CSDT
- Identify
- Worldview
- Spirituality
- Emotions
- Behaviors

Specifically, according to the Constructivist Self Development Theory that Caterina mentioned earlier, modified to fit the corrections environment. Here are key ways in which staff's self or personality changes as a result of corrections fatigue, as a result of that continued and repeated exposure to organizational, operational, and traumatic stress and their combined

effects. First of all, identity changes. That is, staff come to view themselves mainly in terms of their professional role. For example, as the one in charge who maintains order and keeps everyone under control in all settings. Maureen, will the transition work for that? There we go. The second is world view changes, that is staff's perception of the world, this will sound familiar I'm sure, even outside the workplace becomes negatively skewed. The world becomes a dangerous place where very few people are liked or trusted. Third is spirituality changes. We don't talk about this much in our business, but the fact is, staff develop difficulty experiencing feelings such as hope, compassion, love, enjoyment of beauty, belief in innocence, positive purpose and zest for life. Fourth, changes in emotions, ability to regulate those emotions. For example, staff may alternate between periods where they have difficulty experiencing loving feelings and times of brooding and excessive irritability or anger outbursts, and/or resorting to self-medicating behaviors such as substance abuse in an attempt to manage and cover the intensity of those emotions. And then finally, changes in behaviors, which then we see with our families in some cases. Staff withdrawing socially and avoiding interacting with people and/or becoming overly controlling or even aggressive in their relationships. Caterina?

Slide 21:

Traumatic Stress Signs - DSM-5

Involuntary remembering of traumatic events

Persistent avoidance of event reminders (triggers)

Negative changes in thinking and mood

Increased arousal and reactivity

Caterina Spinaris: Yes, thank you Greg. We just went over changes in the self, and remember this is a stable part of a person, of corrections staff due to exposure to trauma according to the constructivist self development theory. Now let's present changes in behavior, thinking, and emotions that can accompany direct or indirect trauma according to the DSM-5. These are, first I'll give you the sign and then Mike will read a couple of very short little vignettes exemplifying and illustrating that point. Involuntary remembering of traumatic events that is repeated, intrusive and distressing such as nightmares. So let's have a couple of examples.

Mike Denhof: Okay, vignette one. Since he watched the video in training of a coworker's on-duty assault, Stan has been yelling, arms flailing, while he sleeps. The other night he accidentally punched his wife in the face and she ended up going to the spare bedroom to sleep the rest of the night. Vignette two. Ann cannot turn off images of sexual abuse that she conjured up as she read a parolee file. They haunt her, popping up in her mind uninvited to the point that they are interfering with her intimate life with her partner. These traumas are indirect but intrusive nonetheless.

Caterina Spinaris: Number two, persistent avoidance of event reminders, traumatic triggers, which can be people, places, it can be institutions, things, and the person's own thoughts. And how do you escape your own thoughts? That's where substance abuse comes in by the way. Mike?

Mike Denhof: Dave looked at his son's bloody nose on the back patio and flashed back to images of blood pooling on the concrete after a recent particularly gruesome incident of gang related violence at work. As he made a beeline for the front door, headed for the liquor store, he called his wife to take care of their son and to mop up the mess on the patio. He certainly was not going to do that. Since Myra retired, she does not want to talk to former coworkers and does not answer the phone when they call. She won't even drive past the location where she used to work. Just the thought of doing that makes her sweat and her heart skips a beat.

Caterina Spinaris: Number Three, negative changes in thinking and mood such as distorted blaming of self and/or others about the traumatic or high stress event, negative emotions, feeling detached from others.

Mike Denhof: Stan has become a recluse, having built walls around himself and his emotions. He hardly talks to anyone at work and refuses to go to family holiday events. He prefers instead to sit at home by himself playing violent video games for hours while drinking beer after beer. Leslie cannot shake the guilt she feels about not having been able to prevent the suicide of an offender who had been on her case load for over two years. She keeps blaming herself, that she missed signs and that she could have done more to help her client.

Caterina Spinaris: Number four, increased arousal and reactivity. We're talking here about nervous system arousal, such irritability, anger, aggression, hypervigilance, sleep disturbances, and reckless behavior. Mike?

Mike Denhof: Rose has been so uptight, she yells at her children if they don't obey her orders instantly. Her children's friends don't like coming over to play. Off the job, Josh stares people down in public settings, provoking them to argue with him and even fight him. He's had two road rage incidents during the past few months.

Caterina Spinaris: These are real employees. They may in fact be at work sometime today somewhere. We call these people the walking wounded. Thanks Greg for coming up with that term, it's very, very correct. Folks like this use a variety of coping behaviors to cover up the negative effects of traumatic events and other high stress experiences. Some of these behaviors may be helpful in the short run, so they can come back to work the next day and function without drawing any attention to themselves, like nothing serious is going on. But sadly, many of these coping behaviors are not healthy in the long run. Greg?

Slide 22:

Corrections Fatigue Continuum

Arrow showing health decline and functional impairment from no sign or minor signs to moderate/intermediate signs to more severe signs

Greg Morton: Corrections fatigue signs are not all or nothing or carved in stone, I'm sure that we've experienced that ourselves personally. Rather, the presence of corrections fatigue occurs on a continuum, ranging from no signs or minor signs, to moderate or intermediate signs such as anxiety, to more serious signs such as depression and PTSD, to very severe signs such as becoming a threat to others or to self. Desert Waters research shows that the presence of corrections fatigue becomes more serious, as it becomes more serious, staff's physical and psychological health decline and they begin to suffer from difficulties in areas such as job performance, ability to maintain relationships, ability to enjoy their leisure time, taking care of dependents and taking care of personal responsibilities. In this way, corrections fatigue influences off-duty effectiveness and quality of life as well as on-duty effectiveness. The purpose of presenting this information is to help corrections staff and organizations take action to reduce corrections fatigue and increase the employees' overall health and functioning. To help us move up the downward arrow so to speak towards fewer signs. Mike will now spend some time with very recent and current data.

Slide 23:

Data-supported theoretical process model of corrections fatigue with Declined health and functioning highlighted.

Mike Denhof: Corrections fatigue is associated with a variety of impairments of corrections professionals' health and functioning. People with substantial corrections fatigue are more likely to be experiencing some combination of the following. Depressed mood, anxiety, stress, PTSD symptoms, lower life satisfaction, elevated suicide risk, greater use of sick days, and more doctor visits, although this is not an exhaustive list, there are other examples that could be given such as negative thinking and expectations.

Slide 24:

Concurrent validity of the CFSA-V4

Chart showing correlations between CFSA-V4 Total Score and a Variety of Established Measures with Related Content

The purpose of Slide 24 is to illustrate some of the psychometric properties of one available assessment instrument that was designed to quantitatively measure constructive corrections fatigue. Just briefly, it is a questionnaire based multiple-choice style assessment tool called the Corrections Fatigue Status Assessment now in its fourth version. This is the only instrument we know of that has demonstrated strong relationships to a broad array of corrections fatigue elements. The CFSA as illustrated in the colored bars shows large and statistically significant relationships with measures of depression, anxiety, stress, violence, injury and death exposure, PTSD, life satisfaction, and suicide risk. The other reason this slide is presented is to clarify the breadth and validity evidence for this tool, the Corrections Fatigue Status Assessment, as a global measure of corrections fatigue. Not only is this assessment tool supported by a variety of different types of reliability and validity evidence including factorial and concurrent validity evidence, but also provides a highly useful approach to assessing overall health and functioning of corrections staff and without having to get into formal mental health diagnostics. That is, overall staff health and functioning can be assessed using this tool without identifying the presence of possible specific associated disorders. A given facility or agency interested in assessing the overall health and functioning of their workforce can all of their staff anonymously complete the CFSA online with a password, and the collected data can be aggregated, analyzed, and interpreted in relation to national baseline data. Results of the assessment can be used to guide the focus of intervention or improvement efforts designed to reduce the manifestations of corrections fatigue. Next slide.

Slide 25:

Relationship Between CFSA-V4 Score Levels, Days Missed from Work, and Doctor Visits

Chart showing average number of days missed and doctor visits over 23 months by CFSA-V4 score level

This slide details the specifics of two additional relationships that have been found between the corrections fatigue status assessment and data reflecting sick day and doctor visits, doctor visit use by correctional professionals. The data were collected in a recent large sample data collection project of Desert Waters Correctional Outreach. The two sets of bars in the chart reflect two groups of corrections professionals. The leftmost group consisted of 271 of a sample of 1,091 corrections professionals who scored low on the Corrections Fatigue Status Assessment. The rightmost group consisted of 218 out of 1,091 corrections professionals who scored high on corrections fatigue as measured by the CFSA. As you can see, the average rate of days missed from work for reasons other than holidays or vacations is double for individuals who showed a high level of corrections fatigue compared to those who scored low. Similarly, the average rate of doctor visits is twice as high for individuals scoring high on the CFSA compared to those scoring low. So this is just a quick illustration of two theoretically effective relationships between a measure of corrections fatigue and employee health and functioning.

Slide 26:

Data-supported theoretical process model of corrections fatigue with Dysfunctional workplace ideology/behavior highlighted.

Caterina Spinaris: Thank you Mike, and you can see that it's very costly on a practical level to have those issues unaddressed. Now, corrections fatigue affects not only individual staff but also the climate and culture of entire correctional facilities, agencies, and community corrections offices. That is, corrections fatigue shapes staff collective system of beliefs, values and opinions. If you have enough people with those same issues running around, working together, they are going to start influencing each other and shaping each other and it becomes contagious. Enduring corrections fatigue produces unsupportive work environments and the overvaluing and even glorification of toughness. Let's see how tough I can be and show you that I'm tougher than you are. Traumatic exposure throughout the organization also produces work environments where trauma signs are accepted as normal and where inappropriate behaviors are tolerated. In any other setting they would be considered outrageous, but they are totally tolerated and even joked about. It also produces a survival based us against them mentality. Do any of these sound familiar?

Slide 27:

Traumatized Workplace Cultures

- Cynicism and pessimism
- Rejection of "soft emotions"
- Denial of effects of trauma
- Reduced capacity for empathy
- High authoritarianism
- Disempowerment
- Poor communication
- Unresolved conflicts
- Mounting resentments
- Increased potential for aggression

When traumatic and other high stress exposure on the job affect not only the individual staff but also employee groups, then corrections fatigue negatively colors workplace climate and shapes the culture. In other words, unhealthy individual attitudes and behaviors that stem from repeated, routine exposure to trauma and other high stress events become widely adopted, tolerated and expected to occur, to be the norm. Such as, this is the way we do it in corrections. Nothing strange about that, this is normal here. Some of these signs are cynicism and pessimism, I'm sure you've never seen that. Rejection of soft emotions such as sadness. Denial of the effects of trauma, like no, it didn't bother me, I'm fine. Nightmares are kind of normal. Reduced capacity for empathy. A friend of mine who works in corrections, she says, "Our compassion button gets broken." I think that's a tremendous way of putting it, our compassion button gets broken. High authoritarianism, my way or the highway. Disempowerment of others. Poor communication. Unresolved conflicts which lead to mounting resentments, and then increased risk of aggression. These normalized behaviors can drastically affect staff wellness and functioning and of course they really hit people coming out of the training academy, ready to go, pretty hard, because they are not expecting that, they are expecting what they learn at the academy to be the norm and the attitude.

Slide 28:

Seven Dimensions that Shape the Workplace Culture

- Physical safety
- Psychological safety
- Trust
- Power
- Respect
- Connection
- Meaning

As feelings and everyday behaviors are affected, corrections fatigue can result in deficits in seven areas that are associated with workplace health. This material again is adapted from the constructivist self development theory. It may sound simple but it's really profound, it has profound effects. If you have staff feeling corrections fatigue at your workplace, these may

be areas where they are experiencing deficits and struggles. One, the sense of physical safety at work and also outside of work. The sense of psychological safety around other staff, how emotionally safe staff feel around coworkers. Sense of trust among staff. Sense of authority to exert appropriate power. Sense of respect among staff. Sense of connection or belonging with other staff as sort of a larger team or family. And lastly a sense of meaning in regards to one's professional role. These seven dimensions we just listed affect one another. For example, being treated with respect is empowering, increases psychological safety, trust, and a sense of connection with other coworkers, and it results in an increased sense of meaningfulness of the job. So one thing affects the other in a positive way or in a negative way. A vicious cycle gets set up when corrections fatigue frustrates the satisfaction of these seven key aspects of the workplace. As this results in more corrections fatigue, which then frustrates the satisfaction of these needs further, and on and on it goes. And on the other hand can be in a positive way, that we can influence things to get better. In the absence of these key aspects of the workplace climate, staff are more likely to become hypervigilant and chronically tense, feel socially uncomfortable or anxious when around other employees, feel distrusting of other staff, feel either disempowered or all powerful and above the law. They see themselves as not getting respect or they become disrespectful towards others. They become emotionally disconnected from coworkers and loved ones. And they come to believe that what they do at work has no positive meaning or value in their lives or in the lives of others. But the good news is that these seven key aspects of the workplace climate are also significant parts of personal and organizational solutions. Enhancing these for oneself or others is immediately available to any individual employee or workgroup in any setting, such as a shift, a unit, or an office. We'll focus on that in Part 2 on February 13. Greg?

Slide 29:

Summary

Corrections Fatigue

Traumatic exposure, whether indirect or direct, is inevitable in corrections work

Traumatic exposure in combination with organizational and operational stressors over time may affect corrections staff negatively

Cultures of corrections organizations are shaped by exposure to trauma and other high-stress events and circumstances

Effects of trauma and other high-stress events require greater recognition and strategies to counter both individually and organizationally.

Greg Morton: Thank you Caterina. As we get ready to wrap up the content portion of this presentation and get into questions and answers, I just want to say that I've been following the conversation that's been happening on the chat, and it has been right on target. It is exactly the kind of thing that we hear in training from staff. It's the kind of thing of course that we've all experienced, and it's nice to see that this is resonating with people. In summary, recent research has established that virtually everyone in the corrections arena is inherently at risk for being exposed to trauma indirectly and/or directly on the job. It's inherent in the business. Traumatic exposure in combination with organizational operational stress over time may affect corrections staff negatively, we call that corrections fatigue. Whole cultures of corrections organizations and the corrections workplace climate are shaped by exposure to trauma and other high stress events and circumstances. While we get used to this essentially invisible shaping experience and even develop a sense of professional pride, for example by learning not to be bothered by horrific incidents at least outwardly, make no mistake, what we are getting used to is an abnormal human environment. And that there are consequences in adapting to that abnormal human environment even in the most successful professional cases. And then last of all, as many of you have been saying on the chat, effects of trauma and other high stress events require greater recognition and strategies to counter both individually and organizationally.

Caterina Spinaris: Yes. In Part 1, we have reviewed the dark side, the heavy, the painful stuff of the effects of trauma and other high stress events on corrections staff. In Part 2, we focus on exploring strategies and resources in summary that

promote fulfillment in corrections professionals. Explicit awareness of the challenges inherent to the profession, while also understanding the existing research and its implications, put us in a position to develop and apply personal and organizational plans to work towards that fulfillment and staff sanity and safety. That is our target for Part 2. We hope to talk to you then, and we thank you for joining us today.

Slide 30:
Closing/Questions

Leslie LeMaster: There were some questions that popped up during chat, and I want to make sure I get those out there. Back on Slide 15, which was about the Corrections Traumatic Experiences: The Evidence, this question was posed. Was the number of years employed males versus females, controlled for?

Caterina Spinaris: I don't think there were differences in the, I think the average that we had for male or female was like 14 years, but this is all averages. Mike? We can pull up the study if we need to.

Mike Denhof: Could you repeat the question?

Leslie LeMaster: Yes. Was the number of years employed, males versus females, controlled for?

Caterina Spinaris: [inaudible]

Mike Denhof: No, it was not controlled for in calculating these figures.

Leslie LeMaster: Okay. And here's the second question. How does an agency obtain access to the CFSA-V4?

Mike Denhof: Contact us at our website, which is www.desertwaters.com.

Leslie LeMaster: Okay.

Mike Denhof: There is a hyperlink in the attached document that we provided as part of this seminar, there is a hyperlink in the reference list, and that will take you directly to data sheets that shows all the psychometric properties and foundational evidence that supports the effectiveness of that instrument.

Leslie LeMaster: And the document that he is talking about, everybody out there in WebEx land, I just put a link to that right there, that is the Corrections Fatigue Model and References. So if you go into your chat and grab that, you will have that. We are going to be posting to the website the presentation materials, this corrections fatigue model, and a recording of this webinar, and there will a posting to the NIC blog and website news and updates, if you subscribe to that, about when that occurs. So we won't be individually emailing this out to you, you'll actually come back to the website, pull that off, what you're interested in, or you'll watch the webinar again. So I know some people were saying, well, I'll give you my email address. So I just wanted to let you know, because somebody had asked for a copy of the presentation as well. So you'll get not only the presentation, you'll get the Corrections Fatigue Model and References as well as you'll be able to watch the

webinar at your leisure. So what other questions do you need?

Greg Morton: Leslie, we just had an interesting comment from Edwin Martinez, and I wonder if we can, I'm not exactly sure that I understand it and it's not really in the form of a question, but it's definitely very interesting. I'm wondering if we could perhaps get more background from him on what he's thinking about there. Do you see what I'm referring to? His chat, "These stressor factors are conceived first from situational scope, even as stress precipitators or regulators. There must be accounted the individual mental transactional factors interacting with these stressor factors." And the way I interpret that is that, we all process things differently, and that needs to be taken into consideration. Edwin, is that the kind of thing you're referring to, and how would you recommend that be addressed? Or what is the consequence of that?

Leslie LeMaster: And everyone, I just posted another link. Go to that page, look on the right hand side, and you should see a link to the document itself. Why don't you try cutting and pasting the link, actually copying and pasting that to a web browser, or copying and pasting it into a document and trying the link after this session is over, rather than trying to directly access the link from this session.

Greg Morton: While we're working with that, I'd like to ask Maureen, I'm going to be a little bit impromptu here, Caterina, I hope it's okay, to go to Slide 28.

Maureen Buell: Sure.

Greg Morton: What I'd like to ask people to do prior to coming back for the second session February 13 is to intentionally focus on these seven dimensions in your interactions with fellow staff. Intentionally, proactively, affirmatively concentrate on the seven items that you see listed there. I'd be interested to hear what kind of response you get in the roughly two week period between now and the next time we come online. A lot of what we talk about in the 8 hour version of this training is how staff roll these seven dimensions out, how they actually apply them. They essentially make commitments to each other about what they are going to do about physical safety and psychological safety, trust, power, respect, connection, and meaning with each other at work. There were some comments about having resources, agency wide resources available, and I guess I'd challenge people by saying, we are the greatest agency wide resource for these seven dimensions. So I'd be curious to have people experiment with these, and the perhaps come back in two weeks and give us some feedback about what worked, what didn't work, what was effective, and so on.

Caterina Spinaris: How to boost those seven, meet those seven.

Greg Morton: How to boost those seven, exactly Caterina.

Caterina Spinaris: Thank you Greg, good homework. Now I wanted to respond to Edwin Martinez and yes, we were looking at situational events, we did not look at this point at individual psychological traits. Now, our thesis is, and what I've seen through my clinical practice and through training staff is because of the sheer volume of exposure, the sheer large number of exposures, there is a cumulative effect even with people having really good coping strategies or resilience to begin with, just because they get inundated in some cases into the hundreds of incidents that it has a wear and tear effect. Even for people who were superbly well adjusted before they came in, if they stay in that environment and don't promote out for example or change some things where they are working, they do get affected because it's relentless. It's like one tidal wave after the other, and like I said, our average was 28 incidents, and that was an average career that was 14 years. That's a lot

of incidents. And these were more the direct ones. So all we're saying is that there is such a relentless influence that it wears people down. And some will be worn down faster than others, and some more slowly than others, but there is an effect. And that is where we are coming from at this point, what we have seen so far. I hope that answers that.

Leslie LeMaster: Questions for our presenters in chat.

Greg Morton: I agree with Edwin's last comment about creating the linkage and lines of communication, and once again just to essentially be redundant, this is Greg again. I just would remind people that those lines of communication, those communication links aren't just vertical but they're horizontal. The question then is, how do we, well, one of the ways we put it in the 8 hour training is, sometimes we don't just suffer from corrections fatigue, we cause it too. So the question then becomes, what's our responsibility? In fact we try to design the 8 hour training to focus on, what's the responsibility of the individual employee. Yes, the organization has a responsibility in our opinion to address this, but even when the organization does that, what's the responsibility of the individual employees to support each other in such a challenging working environment.

Caterina Spinaris: And if I may add to that, what we have to deal with is the culture of toughness that says no, I'm good, I'm fine, it didn't bother me, it was just an inmate, or whatever it might be that people say and deny and shut down and go numb emotionally. So it is very, very important within the culture of either line staff or whatever segment of the profession that there is more and more open acknowledgment and acceptance of these things as opposed to denying them and refusing to utilize whatever resources are available to them. And also of course the family members too, they need education and tools as well so that they can keep dealing with issues at home that pop up.

Greg Morton: We have a question from Philip about anyone doing anything with this information in a practical way in institutions. Caterina, do you want to talk about that? You have the big picture of what we're trying to accomplish.

Caterina Spinaris: You mean anybody we know of?

Greg Morton: Well, Philip's question specifically is, is anyone doing anything with this information to put it into practical use in institutions. The answer is yes, so I don't know how far you want to go into that.

Caterina Spinaris: Some people are starting to provide educational materials, trainings through various resources including Desert Waters, and there is more and more of a desire for implementing interventions. I don't know of one going on right now, but there may be. Do you want to add anything more, Greg, in addition to our stuff, is there anything you want to add?

Greg Morton: Well, I don't know, Maureen, if this is inappropriate, but I would recommend what Mike said earlier, www.desertwaters.com, and there are resources available there. I think maybe that's just the easiest way to answer it.

Caterina Spinaris: And more agencies are requesting assessment of staff to see where they're at, which is a good place to start. Go ahead.

Greg Morton: No, that's just what I was going to say. And of course there are others who are doing a similar kind of work. It does represent culture change and it potentially represents individual change too. So it is a big job.

Caterina Spinaris: Yeah.

Greg Morton: Okay, good Stephanie, I saw that, that's good.

Caterina Spinaris: So it's a big step to start acknowledging injuries when you're trying to be tough and hard and above it all for so long. So it's kind of a mental switch, and it doesn't mean that people will become soft and vulnerable. There's a time for everything, a time to be tough and a time to be softer, and so that is part of what we teach in gradual steps. And we see that happening across the country. We also get communication from the individual staff and organizations on that.

Greg Morton: And I think it would be very important to say at this point, is that this is under NIC's auspices. This is coming from the National Institute of Corrections. They were gracious enough to us to let us have this time, but this is an NIC initiative, and that is immensely significant. As several people have said in the chat, you know, after having been in the profession for decades, I'm going on forty years in the next little while. It's just incredibly important at the national level with such a significant organization such as NIC to be able to carry this message forward, and we're very, very grateful to them on behalf of the workforce that NIC is doing this. Maureen, you specifically, but the organization as a whole.

Caterina Spinaris: Yeah, it's a big brave step to open the door to acknowledging those issues and start taking steps towards alleviating them because as we know they affect work performance, they affect health, they affect functioning in a lot of areas, and they're costly.

Maureen: If I could just intervene for a second. First of all, I want to thank both Greg and Caterina and Mike as well for this presentation, but I just wanted to add that one of the things that NIC is embarking upon because this topic is so critical and is really garnering a lot of attention from the field. We are also working with Desert Waters Correctional Outreach to develop a website that will be, an NIC website that will be dedicated to this particular issue. It will not only talk about the work that Desert Waters has been doing very successfully for years, but it will also talk about, it will have some of the other research that's out there. Not a lot out there, but there are some other folks who are really beginning to dig into this issue. So that will be a resource available broadly to the field quite soon.

Leslie LeMaster: There's a question in chat that has been asked twice. How has the term "corrections fatigue" been viewed by corrections systems and corrections leaders?

Caterina Spinaris: You want me - I can answer that. Actually, I have found overall, maybe they were very polite to me, but nobody rejected it to my face. They felt like it really resonated, because also they like the fact that it's not a clinical term, you don't find it in DSM-5 or -4 or anywhere. It's more of a descriptive metaphorical term that captures a lot of points and is a good umbrella term. And we have found people really relating to it. In fact, somebody said to me the other day, "I wish you had never told me about corrections fatigue." And that's a pretty high ranking staff member. And I said, "Why?" He said, "Because I think I've got it." And it was really funny. People relate to it. So we have had it catch on in whole DoCs, and people talk about that and half jokingly, half serious. So so far, so good. Now, maybe some people who don't like it because they won't. But overall we're getting a positive response. Mike, do you want to share something?

Mike Denhof: I would really just say that, I haven't scanned all the chat entries yet, but if people have specific research or statistical related questions, we have pretty extensive write ups of our research available, and they are on that list that we gave you of references, or that is available to you through today's webinar. So it's as simple as opening up that document and clicking on the studies, and a PDF of the write up will pop up. So those things are easy to access, and a lot of questions I would imagine would be answered by reading those documents.

Caterina Spinaris: Greg, do you want to add anything about how people receive the term "corrections fatigue" also? I cut you off there.

Greg Morton: I want to add something that combines the two questions. Are institutions using it, and how is the term "corrections fatigue" received? Mike had the slide there that showed that staff with high scores of corrections fatigue are more likely to be off duty twice as often as staff with lower scores of corrections fatigue, which of course plays out budgetarily. Everybody has incredible overtime issues, everybody in 24/7 operations has incredible overtime issues. And so reducing that overtime cost, reducing that budget category, is really important to administrators. But even more than that, the administrative and executive staff who I guess plainly I would say get this with their heart are the ones who really respond to it. And that has been the experience that we've had working with a variety of different agencies throughout the country is that if executives see this in real human terms then it makes a difference to them. Obviously there are budgetary impacts, and even perhaps mission critical impacts, I think it could be argued that this is mission critical work even. But once it lands in the heart so to speak it is very, very important.

[telephone ringing] Sorry about that.

Caterina Spinaris: Yes, and I really appreciate Marie Griffin's input. That is what we are aiming at doing, integrating concepts as opposed to having one thing studied here and another studied there, they are really related, and we are trying to bring them under that umbrella and capture them. And we find that all the way from line staff to administrators, they really get that concept. We don't have to sell it to them, they get it. They know it. They can tell us the signs, they can tell us the stages of progression. They've lived it. And that's very validating to us. And it came really from all our experiences with staff over the years, emerged so to speak.

Leslie LeMaster: Are there -

Caterina Spinaris: Now, the point from Eliza Stroud about disability, now the thing we want to say is that corrections fatigue is not a clinical term so people cannot apply for disability by saying, hey, I have corrections fatigue. If people feel impaired or believe they are impaired and they need to be assessed, then they have to go to a psychologist or psychiatrist or two or three and be assessed for clinical conditions or other health conditions. They cannot do so on the basis of corrections fatigue, that is not a term that can get them disability or FMLA or whatever. They would have to get checked for diagnosable DSM-5 or ICD-10 conditions, and so that's also an advantage of that term.

Greg Morton: I'd like to make one other comment specifically to Eliza's comment about the liability regarding disability and so on. To me, there the analogy is putting warning labels on a can of cleaning chemicals. Once the warning label has been put on the can, who then owns the responsibility for deciding how they're going to handle that chemical? Or on the other hand, by not providing the label, who owns the responsibility, who owns the liability? I'm not a lawyer and that's not a legal

opinion, but it's a thought I've had several times in conversations with executive staff. And then to add that to what Edwin was saying about external stressors, if you remember back to that downward curved arrow, one of the things that's built in there that we need to watch for is that it assumes that people start on the upper end of the arrow where there's no stress and no anxiety. That may very well not be true. We may, regardless of the recruitment processes that we have, we may have people coming into the profession at varying levels or then accruing outside stressors during our careers of course.

Caterina Spinaris: These are a lot of good points and questions and we have been pondering all of those for years ourselves, and we continue to ponder. That is why we invite your feedback, because I like to say that everything I've learned about corrections I've learned from you guys. I've never worked a day in the field but I've been listening to you for thirteen years plus. So please send us more input, comments, ideas, questions, objections, whatever. And you can get our emails on desertwaters.com. And I want to thank NSC staff for doing this, and all of you for taking time to attend.

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