

2017 Annual Report to the Minister of Community Safety and Correctional Services

Community Advisory Board
Ottawa-Carleton Detention Centre
Ottawa, ON

Date Submitted: March 31, 2018

Community Advisory Board Annual Report

Preface

Legislative Authority

Ministry of Correctional Services Act, Section 14.1, 2000, c. 40, s. 4.

"The Minister may establish a local monitoring board for a correctional institution, composed of persons appointed by the Minister."

CAB Mandate

The mandate of the CAB is to provide independent observation with regard to specific and systemic issues in institutions including its operation and administration, and to provide a greater degree of transparency in institution operations. The CAB also provides a local citizen and community perspective. The intent is to further support the Ministry's commitment to public safety, accountability, service quality, and cost effectiveness.

Overview of the Annual Report

One of the required functions of the Community Advisory Board (CAB) is to develop and submit an annual report outlining and describing the Board's activities of the previous year. The report will also contain observations and recommendations to the Minister, Community Safety and Correctional Services (MCSCS), on aspects of the operation of the institution.

The annual report is submitted to the Minister, with distribution to the institution superintendent. The annual report or excerpts may only be made public with the approval of the Minister.

Objectives of the Annual Report

The purpose of the annual report is to highlight the work of the CAB and to identify any areas of concern and/or support for the operation of the institution. The annual report should include observations, findings and recommendations in the following areas:

- Advice to the Minister on any aspect of the operation of the institution,
- Any observations communicated to the Superintendent regarding the operation of the institution;
- Advice provided to the Minister and Superintendent regarding a community or citizens perspective on the operation of the institution;
- Observations communicated to the Minister and Superintendent, regarding the treatment of inmates in the care of the institution;
- Observations on the state of the institution and the administration of the facility; and
- The establishment of cooperative and supportive relationships with the Superintendent, managers and staff of the institution.

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Objectives and Goals

CAB Objectives and Goals

To make observations and recommendations to the Minister, Community Safety and Correctional Services (MCSCS), on aspects of the operation, administration and treatment of inmates at the Ottawa Carleton Detention Centre (OCDC).

Community Advisory Board Members

Chair

Rebecca Jesseman

February 10 2014

Term

February 9 2019

Board Members

Julianne Dunbar

February 3 2014

Term

February 2 2019

Hamid Challal

October 28 2016

October 27 2019

Hawa Mohammed

March 21 2016

March 23 2019

Mark Darroch

November 23 2017

November 22 2020

Name

Month Day Year

Month Day Year

Overview of CAB Activities for 2017

Summary of Monthly CAB Meetings:

Number of Meetings in 2017: 9

Summary: The CAB meetings took place at OCDC, with attendees including CAB members, the superintendent, deputy superintendent, administration, union representative, sergeant representative, and other deputies or delegates.

Meeting dates: January 24, 2017; February 9, 2017 (off site CAB only meeting to discuss the 2016 Annual Report); March 20, 2017; April 20, 2017; May 31, 2017; June 28, 2017; September 26, 2017; October 27, 2017; December 1, 2017.

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Summary of Site Visits:

Total Number of Visits by the CAB: 42

Chair: Rebecca Jesseman: 11

Julianne Dunbar: 13

Hamid Challal: 17

Hawa Mohammed: Unknown at time of submission

Mark Darroch: 1 (appointed November 23, 2017 and received orientation on December 20, 2017)

Summary:

CAB members visited all parts of the institution over the course of the year. We spoke with service providers such as the Multicultural Institutional Liaison Officer (MILO), Native Inmate Liaison Officer (NILO), community volunteers, correctional officers, management, sergeants, administrative staff, kitchen staff, health services staff, and inmates. The observations made and issues brought forward are summarized in the remainder of this report.

Monthly Reports provided to the CAB: 8

Number of Reports/Concerns that Required Action: The CAB did not quantify the actions required to address the broad range of reports and concerns that may have required action. Rather, the qualitative details of these concerns are addressed in the body of this report.

Number of Concerns Directed to the Superintendent: All concerns raised in this report were voiced to the superintendent during CAB meetings.

Summary of Concerns Directed to Superintendent:

As noted above, all concerns identified in this report were communicated to the Superintendent or his delegate during CAB meetings.

Number of Concerns Directed to the Minister: 6

Summary of Concerns Directed to Minister:

The CAB met with Minister Lalonde at her constituency office on June 16, 2017. At this meeting, the CAB raised the following concerns:

- Consistency of communications between the ministry and CABs
 - Release of report
 - Ministry announcements (Sapers report, new facility)
- Timeliness of the CAB appointment process
- Clarity of role and expectations for CABs and their members
- Services and supports available for inmates with mental health concerns
- Ministry response to mental health crises, in particular deaths by suicide. This concern has also been expressed to the CAB by community stakeholders.

CAB members also expressed concern with regard to recommendations that have appeared consistently in all reports to date, including food and health care. Noting that many themes,

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including these, appear in the reports submitted by other CABs in the province, CAB members also suggested the development of a more comprehensive, Ministry-level response to common and recurring concerns and recommendations.

Presentations and Training

Number of Presentations and Meetings attended by CAB members: 9

Summary

Name of Presentation/Meeting: OCDC Task Force updates

Date of Presentation/Meeting: January 31, 2017; June 30, 2017, October 27, 2017

Length of Presentation/Meeting: Approx. 2 hours each

CAB members who attended: Rebecca Jesseman

Summary of Presentation/Meeting: The Task Force updates included participants or delegates on the OCDC Task Force, as well as representatives from OCDC and the ministry. At each meeting, ministry staff provided a progress update according to the recommendations made in the 2016 Task Force report.

Name of Presentation/Meeting: CPEP & MOMS

Date of Presentation/Meeting: May 9, 2017

Length of Presentation/Meeting: Evening

CAB members who attended: Julianne Dunbar, Hamid Challal, Rebecca Jesseman, Hawa Mohammed

Summary of Presentation/Meeting: CAB members and community advocates discussed progress on the OCDC Task Force recommendations. Community advocates identified concerns including conditions and programming within the institution and the unexpected announcement of a new institution.

Name of Presentation/Meeting: Meeting with Howard Sapers, Special Investigator

Date of Presentation/Meeting: May 24, 2017

Length of Presentation/Meeting: 2 hours

CAB members who attended: Rebecca Jesseman, Meredith Porter, Hawa Mohammed

Summary of Presentation/Meeting: CAB members responded to questions from the Special Investigator, with a focus on the role of the CAB and its members.

Name of Presentation/Meeting: Bail Residential Program (E. Fry & John Howard)

Date of Presentation/Meeting: May 31, 2017

Length of Presentation/Meeting: 30 minutes

CAB members who attended: Julianne Dunbar, Hamid Challal, Rebecca Jesseman, Hawa Mohammed, Meredith Porter

Summary of Presentation/Meeting: Program directors from Elizabeth Fry and John Howard provided an overview of the bail supervision program put in place following the OCDC Task Force report. The program is run via the Ministry of the Attorney General.

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Name of Presentation/Meeting: Sergeants' Meeting

Date of Presentation/Meeting: June 1, 2017

Length of Presentation/Meeting: 1 hour

CAB members who attended: Rebecca Jesseman

Summary of Presentation/Meeting: The CAB chair provided an overview of the CAB's mandate and operations, and had a dialogue with the Sergeants to address various questions, concerns, and suggestions.

Name of Presentation/Meeting: Behind Bars – Brain Injuries and Fetal Alcohol Spectrum Disorder in the Justice System – Event hosted by Crime Prevention Ottawa

Date of Presentation/Meeting: September 21, 2017

Length of Presentation/Meeting: 2 hours

CAB members who attended: Julianne Dunbar

Summary of Presentation/Meeting: An educational community event hosted by Crime Prevention to create awareness and understanding of brain injuries and fetal alcohol spectrum and how this intersects with the prison population.

Name of Presentation/Meeting: Carleton University in the City Public Discussion

Date of Presentation/Meeting: November 27, 2017

Length of Presentation/Meeting: Evening

CAB members who attended: Hawa Mohammed (panelist); Rebecca Jesseman (audience)

Summary of Presentation/Meeting: This event was part of a series coordinated by Carleton University to provide an opportunity for members of the Faculty of Social Sciences to engage with the public on issues of local importance. The focus of the event was the proposed rebuild and expansion of OCDC. Panel members spoke about the need to focus on investing in diversion options, services and supports for mental health and addiction, and more culturally appropriate services rather than in a larger facility.

Name of Presentation/Meeting: Discharge Planning

Date of Presentation/Meeting: December 1, 2017

Length of Presentation/Meeting: 30 minutes

CAB members who attended: Julianne Dunbar, Hamid Challal, Rebecca Jesseman, Hawa Mohammed

Summary of Presentation/Meeting: OCDC's discharge planners provided an overview of their roles, the discharge process, and community partnerships.

Name of Presentation/Meeting: New Recruits On-site training

Date of Presentation/Meeting: December 18, 2017

Length of Presentation/Meeting: 1/2 hour

CAB members who attended: Rebecca Jesseman

Summary of Presentation/Meeting: The CAB chair provided an overview of the CAB's mandate and operations, and responded to questions from the new recruits.

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Number of Training Sessions Completed by CAB members: 1

Summary

Name of Training: New CAB member orientation and training

Date of Training: December 20, 2017

Length of Training: Half day

CAB members who attended: Mark Darroch

Summary of Training: OCDC staff provided a thorough tour of the institution. Ms. Webb provided an overview and documentation on the CAB role, relevant legislation, and corrections in Ontario.

Observations

The Operation of the Institution

Observations

Staffing

The CAB applauds the efforts made by the ministry to increase staffing levels. Throughout the year 2017, the CAB has seen the addition of 56 new Correctional Officers (52 fixed term, 3 classified transfers and 1 fixed term transfer). The CAB is also pleased that senior management has afforded the opportunity to the CAB members to make presentations to the new recruits to explain the work we do and to introduce ourselves. In addition, 8 recreation officers were hired in 2017 to organize recreational activities with the inmates. In conjunction with this, OCDC purchased sports equipment such as basketball nets and nerf style balls to allow inmates to focus on physical fitness and to expend energy, thereby improving their health and wellness. In 2017, other key positions were created including: 2 sergeants; 1 staff sergeant; 1 deputy superintendent of compliance and security; 2 administrative records clerks; 11 nurses; 4 social workers; 1 manager of social work; and 2 rehabilitation officers. Adequate staffing is important for a safer and healthier workplace for correctional officers and sergeants, as it allows them to adequately handle emergencies and have appropriate back-up when a violent incident emerges. Staffing levels have dramatically decreased the number of lock downs and the number of cancellations of yard, showers, and programs due to lock downs or staff shortages. Increased staff levels also ensure that scheduled visitations take place as planned, ensuring that inmates have regular contact with their loved ones. These were issues of great concern in the CAB Annual Reports of 2014, 2015 and 2016 and the CAB is very pleased to see these dramatic improvements to staffing levels and the positive ancillary effects this has had.

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The CAB was also pleased to see that temporary help was hired to assist with record management in the health unit. This allowed a backlog issue with respect to filing of medical records to be addressed.

With only one doctor to serve all inmates, OCDC would benefit from a second doctor. The CAB has heard that the female inmates would be more comfortable with a female doctor. The CAB recommends that the Ministry consider hiring a second doctor to respond to the needs of the inmates.

In addition, two additional mental health care nurses have been hired, bringing the total number of mental health nurses to four positions. The CAB commends the addition of these positions. The CAB also recognizes the expansion of on-site mental health coverage over weekends.

With increased staff and an aging infrastructure, space problems are of concern. However, it is noted that new portables were built to accommodate the increased personnel. Unfortunately the use of the portables has been delayed due to an extended set-up period.

Health Care

The CAB recognizes that many of the concerns with regard to health care in the 2016 report have been addressed. The CAB also welcomes ongoing dialogue between MCSCS and the Ministry of Health and Long Term Care with regard to greater collaboration. Providing an equitable level of care in the institution to that available in the community is part of the United Nations Standard Minimum Rules for the Treatment of Prisoners (Mandela Rules), to which Canada is signatory.

The CAB also recognizes steps taken by the ministry and institution to increase the availability of naloxone both on-site and to inmates on release. Increased access to services for substance use, and in particular services that are bridged into the community, would be of considerable value in addressing this important criminogenic need. However, the CAB also recognizes the limited availability of substance use services in the community, and the challenge in finding services suited to the complex needs that criminal justice clients often present with.

Discipline

A reoccurring concern raised to the CAB by correctional officers and sergeants regards the lack of tools available to them to ensure inmate compliance with the rules and to provide an orderly and safe institution for inmates and staff. The changes to the "use of force" policies have resulted in an increased reporting burden. There is a significant time investment in ensuring that the required paperwork is completed for each use of force incident, impacting the time available to monitor the institution and perform other tasks.

The CAB heard additional concerns with regard to the reduction in access to segregation for disciplinary purposes. The CAB recognizes that the ministry has undertaken an independent review of corrections led by Mr. Howard Sapers (final report was issued September 2017) which dealt with segregation policies and practices, and highlights the need to develop solutions that

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respect both security needs and inmate rights. Overall, the CAB has observed frustration among staff with regard to perceived lack of authority to effectively and efficiently do their jobs due to increased levels of scrutiny and administrative requirements associated with use of force and segregation policies. The CAB supports a system that ensures accountability and ensures the proper treatment of inmates, but also suggests that the current processes and paperwork be reviewed for opportunities to streamline and achieve greater efficiency and to ensure that correctional officers and sergeants have the proper tools to ensure order in the institution. The CAB welcomes the recommendations of the Independent Investigator, however also recognizes the challenge of implementing these recommendations within the current physical structure.

The CAB also notes that clear, regular, and multi-directional communication between the ministry, management, sergeants, and correctional officers with regard to policies, expectations, and strategies is an important part of change management and effective implementation.

Programming

The CAB is pleased to report that programming has improved significantly in 2017. Volunteers who give freely of their time to run programs at OCDC are experiencing far fewer barriers to delivering programs than they have in the past, resulting in increased consistency and regularity. As a result of additional staff, there has been a significant decrease in lockdowns which has assisted volunteers in being granted access. The deputy superintendent was also instrumental in addressing concerns regarding the Muslim programming. Regular time slots have now been allotted for this programming. The volunteers running the Christian programming have also reported satisfaction with access to the institution.

The CAB is pleased to report that programming for Indigenous inmates has increased over the past year. Regular smudging was offered to Indigenous inmates, and the NILO successfully constructed a sweat lodge which is now operational. The NILO conducted a six-week language program and has created links to community resources so that inmates can continue their programming following release from OCDC. On June 21, 2017, OCDC held a well-received program for Aboriginal Day in which 40 inmates participated. This involved traditional foods, speakers and smudging.

A twelve-week university credited criminology course called 'Walls to Bridges' has been approved and will take place in early 2018. This course involves a joint university class comprised of OCDC inmates and university students. A course of this nature allows for important connections to be made between the community and the institution, and the CAB looks forward to reporting on its implementation in the next annual report.

Other commendable initiatives include the creation of a meditation group as well as referral work in connecting inmates who are interested in seeking training as a cook or in the hotel industry with outside contacts. Many other programs such as yoga for women, Alcoholics Anonymous and educational programs are also offered. A primary challenge experienced with programming continues to be availability and suitability of space.

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Immigration Holds

The CAB has noted in previous reports that provincial correctional institutions such as OCDC are not appropriate places for immigration detainees. These are often people without criminal records and should not be housed in the same manner as inmates accused of criminal offences. Mr. Howard Sapers also raised this issue in his final report on corrections in Ontario in which he noted that holding immigration detainees on units with other inmate populations is contrary to international standards. The CAB recommends that the Ministry look at alternative arrangements for housing immigration detainees.

Transfers

The new transfer process, in which inmates with lengthy remand periods are sent to other facilities (primarily the Central East Correctional Centre) has resulted in a sustained reduction in numbers. This reduction has noticeably decreased tension among both inmates and staff. The CAB recognizes efforts made by OCDC administration to ensure that the transfer process is fair, and recommends that the criteria for transfers continue to be transparent and minimize impact on contact with legal counsel and family. The CAB noted that the transfer process has become more regularly integrated into facility operations and commends the ongoing efforts of management and staff in this regard. The CAB has heard fewer concerns about disruptions due to transfers, although challenges with regard to increased distance for visits and ensuring regular contact with legal counsel remain. The CAB has also heard positive feedback about the phone cards provided to transferred inmates, both in terms of maintaining contact with family and in terms of the ease and flexibility of its use in comparison with the standard phone system at OCDC.

CAB Operations

The CAB is pleased to report that the superintendent and the deputy superintendent have been very responsive to the concerns raised at monthly CAB meetings. When an issue is raised, the superintendent or the deputy provides a follow-up at the next CAB meeting on what they have done to address the situation. The CAB appreciates the senior management's diligence in ensuring proper follow up on items raised. In addition, the superintendent provides a full update on the various projects and initiatives undertaken in the institution at monthly meetings.

The CAB greatly appreciates the support provided by OCDC staff in taking notes during monthly meetings, but emphasizes the importance of these notes being disseminated in a timely way. The CAB also recognizes increased communication with the OCDC superintendent with regard to notifications of security issues at the institution, in particular when these may interfere with normal meetings or site visits.

The CAB continues to appreciate the opportunity to attend institutional functions such as the holiday lunch.

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In alignment with the objective identified in the 2016 report, the CAB has been attending sergeants' meetings. These meetings have provided invaluable perspective and opportunities for dialogue.

With regard to the annual report, the CAB found that the approach of dividing institutional versus ministry responses, piloted in 2016, is better suited to responding to the recommendations in a timely and informative way.

The CAB appreciates the work of the ministry in maintaining ongoing communication through teleconferences with CAB chairs, and through the annual all-CAB meeting. The OCDC CAB looks forward to continuing to work with the ministry and other CAB colleagues toward resolving the recurrent issue of clarity with regard to CAB roles, responsibilities, and accountability.

Institution Impact on the Community

Observations

The announcement of a new institution to replace the aging OCDC facility generated mixed responses from community stakeholders. CAB members welcomed the opportunity to attend and participate in several community events and dialogues with advocates to hear and better understand the different perspectives on the issue.

The CAB also recognizes the engagement strategy that the ministry is undertaking to inform the development of the new facility. Hearing from all perspectives, including community, management, sergeants, correctional officers, staff, volunteers, inmates, and experts is essential to a comprehensive approach.

Task Force Follow-up

The Ministry's commitment to ongoing progress updates on the implementation of recommendations made by the OCDC Task Force in 2016 was well received by community stakeholders. These updates provide an opportunity for the Ministry to continue a direct dialogue with diverse perspectives, resulting in all participants being heard and engaged.

The CAB also recognizes the positive impact that reforms in the Ministry of Attorney General (MAG) have had on OCDC. These include the bail supervision program providing an opportunity for some who do not need to be in the institution to stay in the community; and video remand providing greater efficiency for the institution and less disruption for inmates. The CAB does recognize that changes have not been without challenges, for example WASH courts resulting in increased weekend admissions. The CAB notes the significant impact that court schedules can have on institutional operations and encourages ongoing dialogue between the institution, MCSCS, the courts, and MAG to identify and implement solutions such as court times scheduled earlier in the day for inmates with greater distances to travel (e.g. Renfrew).

The CAB also recognizes the increased transparency offered by posting quarterly institutional reports to the MCSCS website and encourages ongoing improvements and efficiencies in data

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collection and availability. This recommendation applies in particular to internal processes moving from an archaic, manual paper-based system to an on-line system.

Administration of the Institution

Observations

Health care

The temporary support for filing in the health unit was a necessary step, however the need for sustained support or, ideally, a more efficient system, remains. The paper-based nature of the current system results in increased staff time spent on administration, including completing, filing, and looking for paperwork. Transfer of records with community health care providers and with other institutions continues to pose challenges for continuity and consistency of care.

Wage parity and incentives for recruitment and retention of qualified and committed health care staff also continue to be concerns that the CAB would like to see addressed in the follow-up to the health care review and as dialogue with the Ministry of Health and Long Term Care continues.

Communication

The CAB recognizes and applauds the ministry for inviting local media to tour the facility in conjunction with the Task Force progress reports. The positive accounts of progress made on the Task Force recommendations demonstrated a notable shift in the tone of coverage, and in the perceptions of external stakeholders of both the institution and the Ministry.

However, in general the reactive and/or silent nature of ministry responses to negative media coverage of operational activities and events results in the perception that the ministry is not able or willing to take accountability for its policies and practices, or to defend the reputation of its staff. This is damaging to staff morale. When there is negative media coverage, correctional officers feel frustrated over the fact that a response by the institution is not provided to either correct misinformation or to provide the institutional response. This creates an understandable frustration on the part of correctional officers, management and OCDC staff who are doing their best to respond to very stressful situations.

The CAB again recommends that the ministry develop a proactive communications strategy that promotes a more balanced coverage of activities and events at OCDC through a more proactive and transparent approach. As has been recommended in the 2014, 2015 and 2016 Annual Reports, OCDC should be assigned a local communications authority to be able to ensure a proactive versus reactive media approach. It is important that OCDC is able to articulate positive information to the community, correct factual misconceptions when they arise or provide the institutional perspective to any given incident, while respecting privacy and security. While this past year has seen less negative media coverage regarding OCDC than previous years, likely in

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large part due to the many positive improvements made at OCDC, this is still a recommendation worthy of implementation.

Training and professional development

The CAB is pleased that OCDC has been conducting a considerable amount of training this past year in areas such as first aid, suicide prevention, and providing escorts, to name a few.

The CAB particularly recognizes the ministry's fulfillment of its commitment to provide all staff with mental health training in order to recognize and address mental health concerns among inmates. The CAB understands that enhanced training is taking place for a targeted group of qualified and interested staff. A pool of specially trained staff will reduce operational and interpersonal challenges associated with working with inmates who have significant mental health needs. As mental health issues are of growing concern, mental health training should be enhanced and on-going for all front line staff.

The CAB has also heard concerns about cultural diversity and cultural awareness among staff. The CAB recognizes that the ministry is undertaking efforts to recruit staff reflecting the cultural diversity of the institution and encourages the ministry to continue to explore new strategies in this area. Ensuring that there is an accompanying retention strategy is also important given high rates of turnover. Training in cultural competence would also be beneficial.

In the 2014, 2015 and 2016 Annual Reports the CAB recommended that OCDC implement a performance management system to ensure annual performance assessments are completed for all staff. This is critical to effective management. Staff deserve to be advised through a proper performance evaluation process if their performance is above average, satisfactory, or in need of improvement. Such systems are an effective way to manage talent and provide for the tools to improve where performance is lacking in certain areas. It is the CAB's understanding that correctional officers' performance appraisals are underway for 2018. All sergeants have received the required training to conduct these assessments. For the past several years, upper management and sergeants' performance appraisals form part of their talent management plan.

Finally, the CAB recognizes the introduction of the new body scanner as a security measure, however notes the importance of proper training and adherence to procedure in ensuring effective operation.

Staff Support

Correctional staff operate in a high-stress environment and are subject to involvement in and witnessing of violent and potentially traumatic incidents and behaviour. Under Bill 163, passed in April 2016, correctional officers are officially recognized as first responders, facilitating expedited claims for Workplace Safety and Insurance Board (WSIB) coverage for Post-Traumatic Stress Disorder (PTSD). The CAB reiterates our 2015 and 2016 recommendation to provide staff with training supportive of preventing, recognizing, and addressing mental health concerns at the individual level and among colleagues. The CAB recognizes the presence of the Critical Incident Stress Management (CISM) team to provide debriefing to staff following serious

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incidents. However, these debriefs are often delayed by several days following the event, are conducted via phone call, and are extremely brief. The CAB is concerned that this approach does not provide sufficient depth of support in a timely way, and recommends that it be subjected to an external expert review for alignment with best practice in post-incident support. The CAB also recommends that existing workplace wellness programs be reviewed and enhanced where possible.

Morale

Staff morale is a significant concern for the CAB as it impacts the operation of the institution, including security and the treatment of inmates. Keeping positive staff morale is particularly challenging in an environment undergoing considerable change - which currently applies to corrections in Ontario. Past ways of doing business are changing and while some staff embrace change, others do not. CAB members have heard concerns that some staff feel that when a crisis emerges and critical decisions are required, they are not confident in support from senior management when facing scrutiny. Concerns have been raised that correctional officers and sergeants do not have a voice in the operation of the institution. While workplace morale is the responsibility of each and every employee in the institution, it falls on senior management to devise an action plan to improve morale. The CAB therefore repeats its 2016 recommendation that OCDC senior management ensure that there is a proper action plan to ensure better communication at all levels. This recommendation is not meant to suggest that senior management is not making an effort in this regard, but the concerns heard indicate that more needs to be done to ensure that staff feel valued and informed regarding management decisions, ministry directives and changes in practices.

Administrative Burden

The CAB continues to hear concerns about the time required to complete paperwork across the institution. We reiterate our previous recommendation that the ministry and institution eliminate the archaic approach to recordkeeping currently in place. The paper-based system results in incomplete information and increases the administrative burden on all staff. It prevents timely access to information and analysis that could enhance operational performance. A new system would greatly enhance access to medical records to ensure timely treatment and reduce time spent locating medical records.

Cleanliness

The institution underwent a comprehensive cleaning and painting process in 2016 and this continued into 2017. Development and implementation of an ongoing enhanced cleaning strategy was part of the OCDC Task Force recommendations and is strongly supported by the CAB as essential to increased quality of conditions for both staff and inmates. It is the understanding of the CAB that two full-time staff are responsible for day-to-day cleaning within the institution common areas, although one staff member has been absent due to personal circumstances. The CAB also understands that there is a cleaning company on contract that comes in once per week, and that can be called in when required. However, based on the

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CAB's direct observations, a more comprehensive and consistent approach to cleaning is necessary. The CAB recognizes that OCDC management has been doing the best they can with the resources allotted to them. Therefore, the CAB recommends that the full-time cleaning staff be increased and that cleaning be conducted on weekends and evenings as well as regular business hours to the extent possible. An increase in full-time cleaning personnel will provide for a more comprehensive and regular cleaning schedule to be adhered to, which is also in alignment with the Task Force recommendations and Ministry commitment to implementation. The CAB does recognize that when particular areas of the institution are noted as being in need of cleaning at the monthly CAB meetings, these areas are typically addressed by the next CAB meeting.

The CAB has observed the need for improved cleaning following incidents involving the removal of bodily waste from cell walls, floors and doorways. This is often left to the correctional officers, or inmates who are willing to clean. However, in the interest of the health and well-being of both inmates and correctional officers, this should be done by professional cleaners who have the proper training, equipment, and sanitizing products.

Renovations & Improvements to OCDC

The CAB is pleased to note that several renovation projects were completed or on-going in 2017. The announcement of the new facility provides a long-term solution and developing immediate solutions where possible recognizes the day-to-day challenges faced by both inmates and staff within an aging building.

A painting project is well underway in which many dorms and portions of the institution have been painted. In addition, 32 doors in the maximum detention wings have been replaced to introduce door hatches. This facilitates the delivery of meals or other items while creating a safer environment for correctional officers. The doors in the pod segregation area received a significant upgrade this past year in that 14 doors now have two window panes; one on top and one on bottom with a hatch. Several inmates have expressed how the doors are a vast improvement from the previous ones and create a much more open feel.

OCDC also completed a yard repair and repaving to address cracks and heaves in the concrete. The camera project was completed in 2017 which saw the installation of many new cameras which resulted in an increase from 125 cameras to 503 cameras.

The CAB is also pleased that correctional officers were provided with new chairs to replace broken ones.

Another significant improvement was the addition of video conferencing facilities for inmates to meet with their lawyers via remote access, reducing the resource impact and therefore facilitating consultation.

In light of the amount of new staff at OCDC, the parking lot is overcrowded during peak hours. The CAB understands that management is looking at different solutions to address this issue.

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The CAB also welcomes the addition of a traffic light outside the facility to ensure the opportunity to safely exit the driveway despite heavy or fast-moving traffic on Innes road.

The Treatment of Inmates

Observations

Health care

Although important steps have been taken to improve health care via increased staffing, the CAB continues to hear concerns from inmates with regard to the quality of care provided. The CAB has heard that the regularity with which medication is administered has improved but remains a challenge particularly for those leaving the institution to attend court. Inmates also continue to express concerns regarding privacy and regarding timeliness of medical follow-up; although the difficulty and logistics of scheduling specialist consultations in the community is recognized. The CAB also observes that physical space in the health care unit and cells is quite limited, but recognizes that there are renovation plans underway.

The CAB welcomes the addition of an on-site dentist to the health care team.

Mental Health

The CAB again notes the need for increased resources, including more appropriate facilities, to address the needs of offenders with significant mental health concerns. There is no clearer illustration of this than the inmate death by suicide in early 2017, following two that took place within the previous ten months.

The CAB welcomes the addition of step-down units, which provide inmates with a supported transition between segregation and general population. The ability to interact with other inmates and with recreation officers has been very well received. The nature of the units, and the support provided, could be better communicated to other inmates and staff in order to counter a perception of favouritism. The CAB recognizes the challenge of providing strong support for those in the step-down units while ensuring that there remain incentives for full transition back into general population.

Phones

The OCDC phone system continues to be unsatisfactory, which is particularly problematic given the recognized importance of continued contact with external supports in successful reintegration. Phone rates are exorbitant, calls are frequently dropped, and family members are required to pay to maintain land-lines because calls to cell phones are not permitted. The CAB reiterates the recommendation of the OCDC Task Force to the ministry to revisit the phone system, and emphasizes the need to do so as soon as possible.

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Food & Nutrition

The quality of the cook-chill food, including taste, nutritional value, and freshness, continues to be a consistent concern expressed by inmates. The CAB notes that the institution has begun to monitor the food returned to the kitchen uneaten and hopes that this will be used to inform discussions with the service provider and decisions about the continuation of the current contract. The CAB also trusts that the evaluation will take into account the fact the quantity of food returned is influenced not only by quality but by the fact that inmates have no alternative food source. Improved nutrition and satisfaction with food quality will have positive effects on mood and behavior of the inmates. The CAB is of the view the former system where fresh food was prepared in the institution for the inmates was a far superior system in terms of quality, taste and nutritional value, and welcomes the ministry's intention to explore opportunities to return to this system in the future.

The CAB recognizes that the Ministry has added more items to the canteen list; however, we continue to hear requests for access to more healthy food items to supplement the meals provided as well as a greater variety of hygiene products. Canteen items are also more often than not higher cost than equivalent items on the outside. The CAB recommends that the price list of the canteen be revisited and costs be on par with what someone would pay for the equivalent item on the outside.

Mail

The CAB heard concerns with privacy and timeliness of mail distribution, which were addressed by OCDC management.

Summary of Recommendations to the Ministry

Recommendations continuing from previous reports:

- 1: Release of the Annual Report: The 2016 report was released in July, which is an improvement from previous years. However, the CAB would like to see this timeline reduced further, given that the report is making recommendations based on the previous calendar year.
- 2: The ministry explore alternative options to OCDC for immigration detainees.
- 3: The ministry develop a proactive communications strategy that promotes a more balanced coverage of activities and events at OCDC through a more proactive and transparent approach.
- 4: The ministry and institution implement an improved and preferably electronic records and data management system to improve timeliness and accuracy of information.
- 5: A comprehensive recruitment and retention strategy be implemented to ensure that qualified recruits remain on staff.

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- 6: The ministry look at wage and compensation policies with a view to ensuring parity and efficacy in securing and retaining qualified staff at all levels, and in particular in health care
- 7: A performance management system including annual performance reports be implemented.
- 8: Senior management ensure effective multi-directional communication with staff and sergeants.
- 9: Staff be provided with training supportive of preventing, recognizing, and addressing mental health concerns at the individual level and among colleagues.
- 10: Continue enhanced mental health training be provided to interested and qualified staff in order to enhance capacity to deal with inmates who present with complex needs.
- 11: The current CISM approach be reviewed to ensure alignment with best practice in post-incident support.
- 12: Workplace wellness programs be reviewed for opportunities to enhance well-being and morale.
- 13: Enhanced responsivity to the cultural diversity of OCDC inmates through recruitment efforts and training.
- 14: Health care record-keeping be revised to improve efficiency and clear the existing filing backlog. The CAB recognizes progress in this through the short-term contract, however observes that files are again piling up after the clerks' departure.
- 15: Clearing to remove bodily waste be conducted within 24 hours by professionals with appropriate training, equipment, and sanitizing products.
- 16: Administrative requirements associated with use of force and segregation be reviewed with a view to increasing efficiency while maintaining accountability and respect for human rights.
- 17: OCDC and the ministry look into customized toilets for the collection of contraband following detection by the new body scanner.
- 18: The quality of the meals provided continue to be evaluated and improved.
- 19: The phone system be replaced with a more affordable alternative that is not dependent on land lines.
- 20: The availability and affordability of canteen items be improved, particularly healthy food choices and hygiene products.

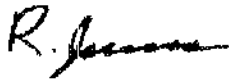
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New Recommendations:

- 21: That the ministry continue to engage with multiple stakeholders in the planning of a new facility.
- 22: That the ministry work with institutional management as well as staff and sergeant representatives to develop a communication and change management strategy supporting implementation of new policies and practice.
- 23: That the new trailer installation process be moved ahead as quickly as possible in order to accommodate staff increases.
- 24: That the ministry and management identify resources for additional facility development that will create more space for program delivery.
- 25: That the role and operation of the recreation officers be clearly communicated to staff and other inmates to address misperceptions.
- 26: That increased capacity for medical services be provided, for example through the addition of a second full or part-time physician
- 27: That OCDC investigate the reasons behind low uptake of naloxone kits in order to ensure that those at risk of experiencing or witnessing an overdose following release have access.
- 28: That OCDC management ensure that inmate transfers are conducted according to a consistent and transparent process, with attention to facilitating contact with family and legal counsel to the extent possible, including through the continuation of the phone card program.
- 29: That the ministry continue to pursue completion of the OCDC Task Force recommendations and keep stakeholders informed of progress.
- 30: That OCDC continue to provide key stakeholders such as media and OCDC Task Force members with the occasional opportunity to tour the facility in order to address misperceptions and provide an understanding of actual progress and challenges.
- 31: That OCDC implement a comprehensive and consistent approach to cleaning, building on the significant progress made in the past year.
- 32: That increased space be allocated to resolve staff parking challenges during peak hours.
- 33: That planned renovations address space issues in health care to provide an environment better suited to recovery from injury and illness.
- 34: That future annual reports not include text boxes and other automated features that result in file instability.

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Submitted March 31 2018



Rebecca Jesseman Chair, OCDC CAB

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