

# OCDC CAB Annual Report 2019

## CAB Goals and Objectives for 2019

- Advocate for Mental Health Training and Supports
- Promote a Healthy workplace environment
- Encourage open line of Communication within the Institution, Community, Families
- Commit to monthly visits, more time with professional staff ( understand their role )
- Attend more community engagements

## Site Visits:

Name(s)	Date	Location
Mark Darroch	March 13, 2019	Minimum, maximum, nursing station
Mark Darroch	April 18, 2019	Female, minimum, pods
Mark Darroch	May 27, 2019	New recruits, nursing station, kitchen
Mark Darroch	June 12, 2019	Minimum, pods
Mark Darroch	June 27, 2019	BBQ Deputy Supt. Regina retirement
Mark Darroch	July 10, 2019	Maximum, female unit
Mark Darroch	August 28, 2019	Minimum, admission
Mark Darroch	October 3, 2019	Minimum, maximum, nursing station
Mark Darroch	November 20, 2019	Pods, segregation
Mark Darroch	December 11, 2019	Staff B.B.Q
Mark Darroch	December 15, 2019	Minimum, female unit, nursing station
Rebecca Jesseman	January 19, 2019	Kitchen, max,
Rebecca Jesseman	February 23, 2019	Women's dorm & cells, minimum
Rebecca Jesseman	February 28, 2019	Max, nursing, minimum
Rebecca Jesseman	April 15, 2019	Max, women's dorm, minimum
Rebecca Jesseman	June 8, 2019	Nursing, minimum, max
Rebecca Jesseman	June 21, 2019	Max, admissions, visits, minimum
Rebecca Jesseman	August 28, 2019	Nursing, minimum, max
Rebecca Jesseman	October 15, 2019	Max, minimum
Rebecca Jesseman	November 23, 2019	Pods, nursing, minimum
Rebecca Jesseman	December 15, 2019	Minimum, female unit, nursing station
Hamid Challal	January 11, 2019	Minimum, Pods, maximum, nursing station, segregation, medical segregation

Hamid Challal	February 22, 2019	Minimum, Pods, maximum, women's units, nursing, kitchen
Hamid Challal	March 8, 2019	Minimum, Pods, maximum, women's, nursing, segregation, medical segregation, Admissions & Discharge
Hamid Challal	March 19, 2019	Presentation to new recruits
Hamid Challal	April 1, 2019	Attended meeting re: Ramadan meals with kitchen, management and MILO
Hamid Challal	May 5, 2019	Minimum, nursing station, kitchen, Pods, maximum, front desk.
Hamid Challal	June 4, 2019	Minimum, Pods, nursing station, segregation, medical segregation, maximum, cleaning
Hamid Challal	July 10, 2019	Minimum, Pods, Segregation, medical segregation, maximum
Hamid Challal	July 23, 2019	Presentation to new recruits
Hamid Challal	September 13, 2019	Kitchen, laundry, Minimum, Segregation, medical segregation, nursing station, Pods, women's units
Hamid Challal	October 16, 2019	Minimum, Pods, maximum, segregation, medical segregation, nursing station
Hamid Challal	November 15, 2019	Minimum, Pods, nursing station, maximum, segregation, medical segregation
Hamid Challal	November 20, 2019	New trailers for staff, followed up with administration re a couple inmate issues
Hamid Challal	December 10, 2019	OCDH Holiday lunch BBQ
Hamid Challal	December 14, 2019	Women's units, Pods, Minimum, nursing station, segregation, medical segregation
Julianne Dunbar	January 11, 2019	Minimum, Pods, maximum, nursing station, segregation, medical segregation
Julianne Dunbar	February 22, 2019	Minimum, Pods, maximum, women's units, nursing, kitchen
Julianne Dunbar	March 8, 2019	Minimum, Pods, maximum, women's, nursing, segregation, medical segregation, Admissions & Discharge
Julianne Dunbar	March 19, 2019	Presentation to new recruits
Julianne Dunbar	May 5, 2019	Minimum, nursing station, kitchen, Pods, maximum, front desk.
Julianne Dunbar	June 4, 2019	Minimum, Pods, nursing station, segregation, medical segregation, maximum, cleaning
Julianne Dunbar	July 10, 2019	Minimum, Pods, Segregation, medical segregation, maximum
Julianne Dunbar	July 23, 2019	Presentation to new recruits
Julianne Dunbar	September 13, 2019	Kitchen, laundry, Minimum, Segregation, medical segregation, nursing station, Pods, women's units

Julianne Dunbar	October 16, 2019	Minimum, Pods, maximum, segregation, medical segregation, nursing station
Julianne Dunbar	November 15, 2019	Minimum, Pods, nursing station, maximum, segregation, medical segregation
Julianne Dunbar	November 20, 2019	New trailers for staff, followed up with administration re a couple inmate issues
Julianne Dunbar	December 10, 2019	OCDL Holiday lunch BBQ
Julianne Dunbar	December 14, 2019	Women's units, Pods, Minimum, nursing station, segregation, medical segregation

#### Summary of Visits<sup>1</sup>:

Member Name	Total # of Site Visits for 2019
Mark Darroch	11
Rebecca Jesseman	10
Hamid Challal	15
Julianne Dunbar	14
<b>TOTAL</b>	<b>50</b>

#### In-year Action Items:

##### CAB Meetings:

Date	Time	# of members	# of staff
January 24, 2019	8:30 a.m. to 10 a.m.	5	6
February 28, 2019	8:30 a.m. to 10 a.m.	5	6
April 2, 2019	8:30 a.m. to 10 a.m.	5	5
May 7, 2019	8:30 a.m. to 10 a.m.	4	4
June 18, 2019	8:30 a.m. to 10 a.m.	5	6
July 23, 2019	8:15 a.m. to 8:45 a.m.	3	3
September 17, 2019	8:30 a.m. to 10 a.m.	5	5
October 17, 2019	8:30 a.m. to 10 a.m.	5	5
November 28, 2019	8:30 a.m. to 10 a.m.	5	5
December 2019	8:30 a.m. to 10 a.m.	5	5

Total Number of CAB meetings: 10

<sup>1</sup> Note that visits by Hawa Mohamed have not been included in this table as Ms. Mohamad departed the CAB prior to preparation of this report.

## Training and Learning Events:

Member Name (s)	Name of Event	Date
Mark Darroch	Communication: It's a Family Matter	February 21, 2019
Mark Darroch	Conversations at The Royal: Human Guinea Pigs or Game-Changers? Exploring Clinical Study Myths and How Volunteer Participants Can Help Transform Mental Health Research and Care	May 23, 2019
Mark Darroch	Conversations at The Royal: Indigenous Youth Futures; The role of allies	June 2019
Mark Darroch	Conversations at The Royal: The Happy Brain	April 25, 2019
Mark Darroch	Trauma, Violence and its effect on children in our community	October 4, 2019
Mark Darroch	Conversations at The Royal: "Men(tal health) at Work	November 21, 2019
Mark Darroch	Trauma Informed Care & Resiliency and Strength among Victims	November 7, 2019
Mark Darroch	Special Conversations at The Royal: Translational research on addictions: Connecting The Dots rom Bench to Bedside and Beyond	December 5, 2019
Mark Darroch	From the Montreal Massacre to the Incel Movement: Exploring the current gender-based threat of violence	December 6, 2019

## Community Engagement Events:

Member Name (s)	Name of Event	Date
All members	Meeting with JAIL hotline	January 29, 2019
Mark Darroch, Hamid Challal and Julianne Dunbar	Crime Prevention Ottawa Awards Program	November 4, 2019
Mark Darroch	Crime Prevention Ottawa: Celebrating 10 Years of CODA: Connecting on Disability and Abuse	June 10, 2019
All members	Meeting with the MOMS group	June 18, 2019
Rebecca Jesseman	CMHA Presentation on post-release reintegration	September 24, 2019
Mark Darroch	John Howard Society: Annual General Meeting	September 24, 2019
Rebecca Jesseman	Ottawa as a Restorative City	November 21, 2019
Julianne Dunbar	Crime Prevention Ottawa Board meetings	Throughout 2019
Julianne Dunbar	Mayor's welcome reception for new Chief of Police	November 21, 2019
Hamid Challal	Ottawa Police Service – Human Rights Learning Forum	December 4, 2019
Julianne Dunbar	Chair of Crime Prevention Ottawa Public Forum: From the Montreal Massacre to the Incel Movement: Exploring the current gender-based threat of violence	December 6, 2019

## Observations:

### CAB Operations

- The CAB's ability to operate effectively has been limited by delays in the appointment process. The CAB recognizes that CABs at other facilities have faced even greater difficulty trying to operate with a few as two members.
- The failure of the Ministry to release the 2017 and 2018 annual reports is unacceptable. These reports are the primary tool through which CABs can achieve the transparency and accountability we are mandated to provide.
- Regular, bi-directional communication between CABs and the Ministry is a valuable way to ensure that all stakeholders have accurate information about key issues. The cancellation of meetings between CAB Chairs, members, and the Ministry limits the sharing of information and leaves CABs operating in a context of uncertainty as to their function and future.

### System Renewal

- The broad engagement and consultation process that the Ministry initiated in 2018 provided the foundation for engagement and buy-in that will be necessary for successful implementation. However, the apparent hold on progress during the Provincial budget review has created an environment of frustration and mistrust. Many staff do not feel that the planned system reform – including the construction of new facilities – is moving ahead. And they are concerned that if it is, it will be moving forward without front-line input. Communication and consultation are vital to developing a solution that meets needs, and to ensuring buy-in from multiple perspectives.
- Improved communication with the courts is a valuable mechanism to keep numbers down and identify opportunities for system efficiencies, and should be continued.
- As senior-level retirements continue, succession and leadership planning programs are essential. The CAB understands that these programs have been discontinued, which creates a risk with regards to ensuring the depth and qualification necessary for an effective management team.

### Segregation

- The reforms to segregation undertaken by the Ministry and institution were necessary steps toward a more humane and effective approach to corrections, particularly in regards to inmates with mental health conditions and other vulnerabilities. However, we continue to hear concerns that the changes were implemented too quickly and without the system and resource supports that were identified in the report of the Independent Advisor. Again this year, we heard the frustration of staff who do not feel that there are sufficient disciplinary options available to provide meaningful consequences for actions that threaten staff and inmate safety.
- The step-down units provided inmates with a transitional stage between segregation and reintroduction to general population. Although the physical restrictions of the institution limited the common space available, the units were well-received by staff and appeared to have a positive impact on the inmates as well. However, the CAB understands that the unit is no longer operating as a step-down unit due to space requirements.

### Staff Safety

- Concerns regarding staff safety continued to be a dominant theme in discussions with staff at ODC.

- Sources of these concerns include the presence of contraband weapons in the institution, lack of respect from inmates, and limited options for disciplinary action resulting in the perception that inmates can act without consequence.
- As a result, guidance from the Ministry is needed regarding use of force and clarification as well as improvement of disciplinary options for Correctional Officers.
- The CAB recommends that the Ministry track and report the number of assault and institutional violence cases per institution to be able to quantify if there are significant increases.

### **Recruitment & Retention**

- Staffing levels have improved following the increased recruitment that commenced in 2018.
- However, the Correctional Officer role continues to be seen as a stepping stone to other roles (e.g. CBSA, police). This creates high turnover among new recruits and reduces the strength of the workforce.
- Failure to retain strong recruits results in lost investment in training and has a negative impact on morale.
- The Ministry needs a comprehensive retention strategy that includes monitoring turnover, conducting exit interviews to gather data and improving morale to ensure that Corrections is considered an employer of choice.

### **Staff Mental Health and Wellness**

- The CAB continues to welcome the opportunity to advocate and support ongoing mental health and wellness discussion, and implementation of programs. Workforce wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how staff feel about their work, their working environment, the climate at work and the work organization. Staff wellbeing is a key factor in determining an institution's long-term effectiveness.
- Employee wellbeing can directly improve the mental and physical health of the workforce, with general health being linked to levels of productivity. It is proven that employees at various institutions with a health and wellness focused culture have a higher workplace satisfaction. Staff become more motivated and engaged and will want to come to work.
- Positive wellbeing can have physical benefits as well as mental, with staff more likely to adopt and maintain healthier habits thanks to wellbeing workshops.
- The CAB is concerned that the current CISM response does not meet the needs of Correctional Officers. The idea of being able to access someone from a different institution is jeopardized by a lack of province-wide participation. The gap in time between incident and follow-up is also problematic, particularly when officers see inmates receiving immediate counselling. The brevity of the intervention also contributes to it being dismissed or joked about. Immediate contact with meaningful follow-up is needed to demonstrate that the Ministry is in fact serious about staff wellness, particularly following potentially traumatic incidents.
- The CAB also heard and observed that anxiety and trauma can be cumulative rather than associated with a specific incident. There are proactive outreach and peer support programs in place among other first responders that can provide excellent models for implementation in Ontario corrections.
- Providing resiliency and mental health skills from CODA (at the time of initial training) onward would also better equip staff to maintain wellness.
- The CAB recognizes efforts being taken by management to promote awareness of wellness resources to staff through the 'wellness corner' and the reintroduction of the staff newsletter. The CAB was also pleased that OCDC was selected to be part of a pilot project for mindfulness based resilience and well-being for staff.



## **Morale**

- CAB members continue to hear concerns about reduced morale among staff, and to observe varying degrees of tension and frustration. The importance of staff morale cannot be understated, particularly in a high-stress environment where personal safety is in question.
- Clear and consistent communication at all levels is an important mechanism for building and maintaining trust. The CAB has previously recommended the development of a communication strategy targeted to improve support for the institution at the local level. This includes being proactive in messaging about key events in the media, and promoting balanced messaging that includes positive stories.
- Informal gestures can provide valuable opportunities for connection and morale boosting. The CAB was disappointed to hear that the Ministry was not willing to support the annual holiday luncheon held by the institution for a second year in the row. While we understand budget restraints, this small amount of money towards a staff lunch would have gone a long way to improve morale and make the staff feel valued.
- We commend the OCDC management and staff for putting together a series of holiday BBQ lunches and pizza lunches for staff. These were all entirely self-funded and OCDC donated the profits of approximately \$4,000 to local charities for those in need.

## **Infrastructure & Operations**

- Institutional stress is increased by force-fitting province-wide solutions into an aging facility with inadequate infrastructure.
- The CAB notes concern expressed by Correctional Officers with regard to the integration of intermittent offenders with the general population.
- The body scanner continues to be a useful tool – but staff need to be aware of its function and limitations.
- Staffing delays at all levels impact institutional operations. The requirement to create a business case for processes that should straightforward (e.g. replacement of staff in existing administration positions) illustrates the fact that there are opportunities for streamlining.
- Communication with staff remains an issue. The CAB recognizes that management has put more focus on muster to keep staff apprised of current issues and new processes. Successful communication requires buy-in from all sides. There needs to be accountability for staff in terms of keeping up to date with Ministry and management communications. However, the fact that we continue to hear about information gaps indicates a need for the Ministry to explore options to ensure that communications are achieving the reach intended.
- Newer staff bring a generational prioritization of work/life balance, and are less likely to take on extra shifts. This requires a different management style and more depth needed for shift coverage.
- The CAB is still hearing concerns about inmate complaint and request forms being held up or not delivered.
- Limited overnight staff leaves little to no flexibility if someone calls in sick.
- Coverage for medical escorts appears to be a consistent challenge, resulting in strain for those Correctional Officers left operating with a reduced staff in the institution.
- CAB members have observed that COs do not always display their badge numbers.

## **Use of Technology**

- The role of technology within institutions cannot be overstated. Technology is fundamental for effective communication internally and externally, technology streamlines the types of data relay that occur between sections or departments (courts, medical, ministry etc.).

- Decision making within the institution is a critical process that can be streamlined through the effective use of technology. There is a need to keep track of inmate information. There is a need for the institution to stay up to date with new technology. An Electronic Filing System will improve security and compliance. One of the great advantages of an electronic filing system is having the ability to keep files indexed (Nursing Unit), instant file retrieval, disaster resistance, eliminate paper, and save money.

### **Intermittents**

- Creating space for those serving intermittent sentences poses a significant logistical challenge every weekend. It also increases demand on institutional resources due to processing and security on arrival, and increased risk of contraband entering the institution.
- The value of incarcerating individuals deemed safe to be in the community the majority of the time is a question for consideration by the Ministry of the Attorney General. The CAB encourages the Ministry to explore alternatives to incarceration for individuals deemed appropriate for intermittent sentencing.
- The CAB also wishes to raise concern with a Ministry directive that permits institutions to house intermittent inmates with the general population. The CAB has concerns with housing intermittent inmates with the general population as they could be exploited by regular inmates to bring in contraband.

### **Health Care**

- Access to comprehensive, quality health care services is important for promoting and maintaining health, preventing and managing disease, reducing unnecessary disability and premature death, and achieving health equity for all inmates.
- A healthy lifestyle is one that helps to keep and improve people's health and wellbeing. Good nutrition is an important part of leading a healthy lifestyle. Combined with physical activity, a healthy diet can help reach and maintain a healthy weight, improve stress management, and reduce risk of chronic diseases (like heart disease and cancer) and promote overall health.
- Wage equity between health care staff (doctors, nurses, psychologists, etc.) working in the institution and those working in other settings is essential to recruit and retain qualified people. Temporary agency staff have provided the additional capacity needed to function, but this is not a sustainable solution.
- The quality of medical care received at the institution continues to be a commonly heard concern expressed by inmates. Specific concerns include: access to the doctor, privacy during consultations, access to medications (prescription and non-prescription), continuity of medications, and access to specialists.
- The record-keeping and communications conditions under which the health care staff are operating are archaic. Paper copies, recopying records, and an unmanageable filing system mean that significant time is spent on administration rather than health care.
- The CAB notes the success of the new approach to methadone distribution in improving timeliness and reducing the operational demands previously associated with moving inmates to health care for administration.

### **Mental Health for Inmates**

- The CAB continues to support the need for ongoing Mental Health Education and services for inmates. Mental health is a state of wellbeing in which an individual realizes his or her own abilities to cope with the normal stresses of life, can work productively and is able to contribute to his or her community.
- Mental illness such as depression and anxiety, affects people's ability to participate in health promoting behaviors. In turn, problems with physical health, such as chronic diseases, can have a serious impact on mental



health and decreases a person's ability to participate in treatment and recovery. A mental illness is an illness that affects that way people think, feel, behave or interact with others.

- Suicide attempts in the institution continue, and Coroners' reports continue to recommend non-institutional options for those suffering from mental illness. Providing alternatives to incarceration for those with mental health needs is nothing less than a life-and-death situation.
- The issue of Canada's correctional systems becoming a place of last resort for those unable to find support for mental health is well documented. Prisons do not provide an environment conducive to wellness. Disrupted routine, vulnerability to intimidation, lack of access to family and supports, and the added stigma of criminalization on release combine to reduce mental health rather than improve it.
- The basic mental health training that Correctional Officers receive is not sufficient to meet the complexity of needs that many inmates bring to the institution. Additional training, alternatives to segregation, increased access to counselling, experienced staff dedicated to wings with higher-need populations, and step-down units are all necessary but short-term steps. Resolving the issue requires system-level changes to provide targeted mental health services through appropriate community or residential facilities.
- Continuity of medication is particularly important for inmates with mental health concerns. This includes the transition from community to prison as well as post-release. The CAB recognizes the value of the 'red bag' program in supporting post-release access to medication and supports its continuation.
- CAB members are very pleased that our Superintendent and Nursing Manager meets with staff at The Ottawa Royal Hospital and Ottawa Police Service to discuss best practices.

#### Immigration

- 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 who should not be housed in the same manner as inmates accused of criminal offences. Mr. Howard Sapers (in the role of Independent Advisor) 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.

#### Programming

- The Walls to Bridges program being operated by the University of Ottawa Criminology department provides inmates and undergraduate students a unique educational opportunity. OCDC management and staff have made notable efforts to support the continuation of this program.
- The recreational program also continues to be very well received by inmates which benefits the inmates' physical and mental well-being.
- Two areas in which additional programming would be particularly beneficial are substance use such as AA meetings and pro-social coping skills/anger management. Inmates have requested additional program support in both areas, and both are well established mechanisms for addressing dynamic criminogenic risk factors and reducing risk of recidivism.
- Finally, the CAB continues to hear positive feedback about both the Muslim and Native inmate liaison officers (MILO and NILO). Activities held in recognition of Ramadan and National Aboriginal Day were particularly well received.

## Phones

- According to the CRTC, the number of Canadians with landlines is steadily declining. The inability of OCDC inmate lines to contact cell phones is outdated, and results in significant costs to both inmates and their friends and family. Continued connection to family and community supports is a vital component of well-being and successful reintegration. Due to its cost and limitations, the current phone contract serves as a barrier rather than a facilitator to communication.
- At the time of writing this Annual Report, the COVID-19 crisis was taking place. The CAB notes that during the COVID-19 crisis, the Ministry developed a new phone system whereby inmates can call cell phones via “debit calling”. The CAB understands that this new system has been established since visits are cancelled during the COVID-19 crisis. The CAB hopes that these new measures, or improved ones, will remain in place post the COVID-19 crisis.

## Food & Canteen

- The CAB continues to hear inmate concerns about the prices and availability of canteen items, particularly healthy food and personal hygiene supplies.
- The CAB has also heard concerns about limited access to reading material, including subscriptions to a wider range of magazines and newspapers, and that these be delivered to the range rather than placed with the inmate’s personal belongings.
- The CAB has heard that the quality of the food has somewhat improved over time, but for the most part continues to be inadequate in terms of quality, nutritional value, and portion size.

## Community Relationships

- The CAB continues to invite community partners to attend CAB meetings in order to better understand and to foster relationships with the institution. These discussions have resulted in concrete opportunities, including a program proposal with John Howard and exploration of a staff peer support program based on one operating at with the Ottawa Police.
- A small group of academics and students at the University of Ottawa and Carleton University established the JAIL Hotline in December 2018. Student volunteers operate the hotline, taking calls from inmates and family during set hours. They then attempt to take action on concerns and respond to questions received during the calls. Action has included outreach to the CAB. The CAB understands that responding to the Hotline has placed a considerable burden on institutional management. The CAB met with this group in January 2019 to share information about our respective roles and objectives. The Hotline frequently copies the CAB on its correspondence with the institution and Ministry.
- The CAB also continues to communicate with the MOMs group and listen to their concerns. One formal meeting took place this past year.

# Recommendations

## Institutional

1. Reinstate step-down units.
2. Develop a local staff safety strategy, working with representatives from all levels of staff and management.
3. Identify and promote opportunities for staff participation in mental health and wellness programs and events.
4. Consult with all levels of the institution to identify key communication gaps and develop a strategy to address those communication gaps and improve morale within the institution.
5. Ensure that inmates have access to privacy when consulting with the physician and other health care providers.
6. Continue to support and explore opportunities to increase capacity for programs offered in partnership with the community.
7. Increase availability of programs addressing criminogenic needs in particular, including substance use and anger management/coping skills.
8. Explore the feasibility of permitting inmates to eat meals out of cell.
9. Investigate options to reduce turnover or accelerate replacement of chairs used by staff supervising inmates.
10. Ensure that complaint and request form processes are followed.

## Systemic:

1. Bring Bill 6, the *Correctional Services Transformation Act* into force.
2. Release the 2017 and 2018 annual CAB reports prior to or with the 2019 report.
3. Ensure that any revisions to CAB mandates and operations are accompanied by investments in Ministry support and local capacity such as increased board membership and more timely appointment of members.
4. Prioritize CAB appointments in order to ensure sufficient membership to effectively conduct operations including community engagement and institutional observation.
5. Develop and implement a communications strategy that ensures regular, bi-directional communication between the CABs and the Ministry.
6. Continue a transparent consultation process for the establishment of a new facility, including representatives from all levels of staff and management, the community, and the CAB.
7. Develop and implement a communication strategy to keep all stakeholders – including staff - apprised of plans for development of the new institution.
8. Develop and adequately resource a change management strategy to support reforms to staffing, segregation, and supervision.
9. Implement the recommendations in the *Institutional Violence in Ontario: Final Report* tabled by the Independent Advisor.
10. Re-instate leadership development and succession planning programs.
11. Support the development of local staff safety initiatives (see #2 above/local recommendations).
12. Track and report the number of assault and institutional violence cases.
13. Improve and provide clear guidance on use of force and disciplinary options available to correctional officers.
14. Evaluate current training standards in relation to post-graduation job performance and retention.
15. Develop and implement a comprehensive staff retention strategy.
16. Review CISM membership and increase capacity where needed to ensure that resources are sufficiently balanced to provide confidential coverage across the province.
17. Implement institution-level peer support programs.
18. Develop and implement a province wide mental wellness program for management and staff to promote and support mental wellness and supports for employees and incorporate this into senior management's performance indicators. This program should begin at CODA and continue throughout all levels of staff and management.
19. Approve the use of funds to support occasional staff recognition events.
20. Implement electronic data collection and reporting systems to replace current paper-based systems throughout the institution, prioritizing health care. Ensure that the new systems incorporate usability, and that roll-out is supported by training, and ongoing support.

21. Work with the Ministry of the Attorney General to explore alternatives to intermittent sentencing.
22. Explore alternative options to OCDC for immigration detainees.
23. Work with the Ministry of Health and Long-Term Care to develop a strategy to ensure equity of care and wage parity between institutional and community settings.
24. Implement the recommendations of the Independent Advisor, and the policies outlined in Bill 6, to address the needs of mentally ill individuals outside the correctional system where possible, or in units or facilities with targeted capacity (including trained staff and suitable physical settings) where necessary.
25. Revise the telephone contract to allow inmates to dial cell phones, and reduce the costs of calls to family and friends.
26. Review and update the current menu to align with the updated Canada Food Guide.
27. Restrict the degree of inflation permitted on canteen prices, and expand the number of healthy food and hygiene products available.
28. Provide suitable footwear and clothing for winter yard.

## Conclusions

While the purpose of the CAB is to make recommendations to the Ministry and the OCDC Superintendent to better the institution for staff and inmates, we would be remiss if we did not highlight the good work we have observed on countless occasions during our visits. OCDC staff are professional and take the time to engage with the CAB members during visits. These frank and open conversations reveal a group of dedicated individuals who strive to improve the institution, its operations and the well-being of the inmates and their colleagues. The CAB wishes to offer a special thanks to the Senior Management for providing information, remaining open to having forthright discussions, and always showing a willingness to research and investigate the CAB's questions and provide timely follow-up. The CAB also wishes to note that the Senior Management are doing important networking in our community with other partners such as the Ottawa Police, The Royal Ottawa Hospital, John Howard Society, and Elizabeth Fry Society.

The CAB wishes to commend management and staff at OCDC for their participation in many community fundraising events. Even though no Ministry funding was provided for the Annual Christmas lunch this year, staff at OCDC organized a series of self-funded BBQs and pizza lunches for the staff. The institution raised approximately \$4,000 for local charities which included staff purchasing and distributing toys and gift cards to children and families in need. These acts of kindness as well as the support OCDC staff provide to one another in times of illness or a loss of a loved one are illustrations of the strong sense of community OCDC staff and management bring forward. The CAB is grateful for the staff's engagement and look forward to interactions in the coming year.

This report was submitted May 7, 2020 by Rebecca Jesseman, Chair of the OCDC CAB.

