Performance Measures – Turning Data into Information

The Performance Measures Division is a team of four led by Director Diane Silva. Diane oversees Gail Simms, Cara Savelli and Ana Rosas. The Performance Measures Team studies and analyzes critical prison incidents to improve performance and maximize the safety of staff and inmates. The Division collects data for standards relating to public safety, institutional safety, substance abuse, mental health services, justice, academic education, health care and fiscal. Performance Measures staff analyze information collected on nearly 200 key indicators that were nationally determined to be useful across correctional agencies to gain a clear sense on how we are meeting correctional responsibilities. Data collected is used to inform staff so that data driven decisions can be made about critical correctional operations. While this team remains largely behind the scenes, assisting facilities and divisions with data gathering and process improvement plans, their work is seen in many places. For example, they recently released a report on assault data at Souza Baranowski Correctional Center (SBCC). This type of report allows DOC leadership to see if changes made had an impact. In this case, the analysis clearly shows that the operational changes made at SBCC significantly reduced instances of inmate on staff assaults.

Critical Incident:
In June 2012, an inmate brutally attacked Correction Officer Nathan Beauvais. Several inmates became involved and a total of eight Correction Officers were significantly injured and required treatment at an outside hospital. This incident prompted the staff at SBCC to take a critical look at operational practices and implement changes that would enhance staff safety. Some of the operational enhancements include:
- cell reassignments;
- limiting the number of inmates out for tier time;
- locking in inmates who choose to forgo yard and gym periods;
- separating yard and gym time periods amongst housing units;
- reducing the amount of times inmates have access to the stairwells; and
- reassigning “feed in” units and improved security threat group monitoring.

These changes and the efforts made by the staff at SBCC has resulted in a substantial reduction in the number of inmate on staff assaults and improved safety for staff. Thanks to the staff at SBCC for making the facility safer.

Summary

The Performance Measures Division collects comprehensive data on critical prison incidents, such as inmate-on-staff assaults. Assault data is analyzed on an ongoing basis in order to identify any relevant or significant trends. Recently, a detailed analysis of this dataset was conducted examining data for the last four years. The results, which are highlighted in the table below, revealed that between 2011 and 2014 there has been a significant decrease in the number of inmate-on-staff assaults without serious injury at Souza Baranowski Correctional Center (SBCC). The internal changes made at SBCC beginning in 2012, resulted in an overall 65% decrease in inmate-on-staff assaults through 2014.

<table>
<thead>
<tr>
<th>Year</th>
<th># of Assaults</th>
<th>% Change</th>
</tr>
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<tbody>
<tr>
<td>2011</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>51</td>
<td>-7%</td>
</tr>
<tr>
<td>2013</td>
<td>29</td>
<td>-43%</td>
</tr>
<tr>
<td>2014</td>
<td>19</td>
<td>-34%</td>
</tr>
<tr>
<td>Overall</td>
<td></td>
<td>-65%</td>
</tr>
</tbody>
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Did You Know?

In the Massachusetts DOC, we define recidivism for tracking purposes the following way: A recidivist is any criminally sentenced inmate released to the street from a MA DOC facility, during a given year, who is reincarcerated for a new sentence or a violation of parole or probation in a Massachusetts state correctional facility, a Massachusetts County House of Correction, or to a federal facility within three years of their release to the street.

The three year recidivism rate has decreased from 42% (2006 release cohort) to 35% (2011 release cohort), which is significant with a 17% decrease in recidivism over the course of 5 years.
Artist Brian Fox Visits MASAC
By Jeanie Lahouse

“Art is when you hear a knocking from your soul, and you answer.” - Terri Guillelmettes

Brian Fox, a nationally renowned artist, recently visited MASAC to share his story with members of the MASAC art program, along with other interested inmates from general population.

Brian shared his personal story and his artistic journey with regard to pursuing his dream. Brian spent time discussing his career path and gave a brief summary of his pursuit to his passion, art. He was able to effectively relate to the men and answered many questions from the men attending the program.

In addition, he was able to see the artwork done by the men at MASAC and provide constructive criticism as well. He offered guidance/recommendations on how to enhance artistic talent. Many of the attendees had submitted artwork for the 1st Annual Art Contest and Brian was able to discuss their drawings with them. Brian’s dream has paid off as he has formed relationships with many athletes and painted some of the biggest icons of our time. Some include: Jackie Robinson, Michael Phelps, Johnny Depp, Jim Craig, and Ray Charles. In addition, he has also been chosen to draw commemorative work for the NFL and MLB.

The feedback we received from the inmates was phenomenal. They reported they were inspired and for some, it was a testament that success can really happen if you pursue your dreams.

Brian talked about leaving a secure 9-5 job and taking a risk in pursuit of a dream in this case, that decision has paid off and demonstrates how he has flourished as an artist.

In closing, this was an event that had many benefits; everyone loved him! In addition, staff were able to see his work that he brought in and were able to share their thoughts/opinions on Brian’s work as well and just simply talking about his paintings. It was an event that was very positive, entertaining, educational, and inspirational.

The art contest winners are already applying some of Brian’s suggestions, which is rewarding for Brian to hear.

Brian answered that knock on the door and the world is a better place because of it; not just because he’s a great artist but also because he uses his talent at many charitable events throughout the year, which is humbling and so very kind.

The men at MASAC have stated that Brian’s visit won’t be forgotten. They have stated it has inspired them and they feel lucky to have met a man who took a risk, pursued his dream, and became successful, and along that road met many challenges that made him who he is today. The men at MASAC need to hear about challenges because their road will also present challenges, challenges that we hope will make them stronger and better equipped to endure what the future holds for them.

Military Peer Support Program 5K
By Keith Germain

The Military Peer Support Program (MPSp) was started in November, 2010 to assist our Veterans while on deployment, support their families and to help them reintegrate back into the work place upon returning from war. The first annual 5k was held on Sunday June 3, 2012 and four years later the participation has been growing higher and higher. We just held our 4th annual 5k event and it was with great success. The money raised from this event goes to Veteran officers in need of assistance which varies from housing assistance, lawn care for deployed officers, Christmas presents, care packages, donations to local veterans programs and other requests to help out our brother and sister Veterans.

New to this event was the “Patriot Award.” This award was put in place to encourage team participation and the team with the largest number of participants would win the award. The Patriot Award displays an American bald eagle in flight over two American flags with its' talons out stretched. This award was chosen because the Eagle with its talons outstretched is our national bird and represents the tenacity of the men and women of our Armed Forces, who sacrifice so much to protect the people of the United States and our way of life.

Congratulations to Team Framingham led by CO Danielle Golden (Captain in the Massachusetts National Guard), who was the represented first Patriot award by Military Peer Support volunteer Lt. Mark O'Neill (Veteran USMC).

All who participated in the event enjoyed great food, face painting and tattoo art provided by Massachusetts Correction Officers Federated Union. Chris Fallon donated his time and services by providing outstanding music and his Groovy Booth Bus. Booths were set up by the Home Base Program, Save team (Dep. Of Veteran Affairs), On Guard Boston 2024, Healthy Wealthy Wise, Thanks to Yanks, and Pizzeria UNO. Donations were provided by local businesses and made for great raffles. The MPSp would like to thank all the volunteers and participants who came out to show support. For those who missed out this year, make time on your calendar for our 2016 event.
Battle of the Institutions Basketball Tournament
By Chris Frazier

After a successful campaign last year, this year’s tournament surpassed everyone’s expectations. Held on June 20th, the M-plex facility in Mansfield played host to an extremely competitive but also fun experience for all. The facility had 5 courts available for all players and their families to use. In between games, kids were able to utilize the free courts and burn off some energy, which pleased a lot of parents participating in the tournament.

We had a strong turnout with teams represented from 13 of 18 institutions. The DOC also partnered with the Boston Celtics and was fortunate to have Celtics’ Group Sales Account Executive Marc Rogers bring the 1984 NBA Championship trophy to the tournament for players, family and friends to take pictures. The M-plex facility was an ideal venue to accommodate the 160 players and roughly 150 friends and family in attendance.

The tournament was a double elimination tournament, which tipped off at 9AM and ended at 5PM. After hours of blood, sweat and... basketball, there was a rematch of the championship game from last year’s tournament. For the second year in a row, MCI-Cedar Junction defeated MCI-Norfolk and took home the title to once again hang the championship plaque on the walls of the institution.

To strengthen our partnership with the Boston Celtics, TD Garden is hosting a “DOC night” during one of its regular season games. DOC staff will be able to purchase discounted tickets in a specialized section of the arena, and the first and second place teams from the DOC basketball tournament will have the opportunity to play on the court at prior to tip off. Updated information will be posted on the Intranet as we approach the date of the events.

On behalf of all participants, we would like to express special thanks to Nate Frazier and Paul Roach from the MCI-Norfolk Maintenance department for constructing this year’s plaque. I would also like to thank each of the Superintendents who graciously paid for some, if not all, of the facility team costs; MCOFU for their donation; Marc Rogers for bringing the NBA championship trophy to the tournament; and, last but not least, MASSCOR for working with us and producing beautiful T-shirts for the players. We hope that this tournament continues to grow every year and the goal is to have all 18 institutions and even some divisions represented in the years to come.

Yoga Program at Bridgewater State Hospital
By James Rioux

“When you find peace within yourself, you become the kind of person who can live at peace with others” – Peace Pilgrim

On July 1st staff from various disciplines at Bridgewater State Hospital completed the first six week yoga course offered by Kripalu Center for Yoga and Health. Yoga instructors Dave Dunbar and Dan Dietterich co-facilitated the first course which was designed to increase staff morale, reduce workplace stress, and teach staff practical skills that could benefit them in their personal lives. Chanda Shepardson, Development Strategy Analyst for the Kripalu Center, states that having staff participate is important in creating a successful yoga program at BSH. It is anticipated that staff will serve as the ambassadors to other staff, patients, and inmates interested in experiencing the benefits of yoga for themselves.

The Kripalu Center’s mission is to empower people and communities to realize their full potential through the transformative wisdom and practice of yoga. Kripalu’s program model is not religious based but focused on creating a learning environment which motivates and challenges its students mentally and physically. The yoga program at BSH is being funded through Kripalu’s Teaching for Diversity (TFD) grant program, its donors, and foundations. TFD was established in 2001 to enable yoga teachers to deliver the benefits of the practice to underserved populations ranging from Title 1 school children, senior citizens, the hearing impaired, and minority populations. Prior to coming to BSH, both yoga instructors participated in a rigorous training program where they learned about the yoga philosophy, principles of anatomy and physiology, yoga breathing techniques, relaxation and meditation.

Kripalu’s six week curriculum at Bridgewater State Hospital is designed to increase strength, flexibility and circulation, improve sleeping patterns and eating habits, and improve overall health. In just six short weeks, participants will practice various poses which help to relax the body, unwind the mind, and promote positive thought patterns. For yoga novices it may be difficult to visualize some of the poses based on their names i.e. boat pose, snake pose, and downward facing dog, but all have a specific purpose in targeting parts of the body which typically experience stress and fatigue. For many employees who stand or sit at their respective work stations for most of the day, Kripalu yoga can be a great assistance to them. One correctional officer who participated in the first course stated that yoga has helped him significantly in reducing his chronic back pain. He is grateful to the program and looks forward to continuing the practice of yoga at home.

At the conclusion of every class instructors Dan and Dave extend a customary greeting, ‘Namaste’ to participants. This greeting which traditionally means, “I bow to you” helps to reinforce to one another that we are valued. As Dave fittingly translates it, “The awesomeness in me acknowledges the awesomeness in you”. The BSH community looks forward to continuing this ‘awesome’ partnership with Kripalu to reduce stress and tension for staff now, and patients in the future; with an eye toward improved clinical outcomes for patients and improving overall climate for all at BSH.

Get Lost in some Massachusetts Corn Mazes

Davis Mega Maze – Sterling, MA
With 8 acres of corn and almost 3 miles of paths, the maze at Davis Farmland keeps things extra interesting with 7 Extreme Mazing Levels that let you choose your maze intensity.
145 Redstone Hill. 978-422-8888. davisfarmland.com

Marini Farm – Ipswich, MA
Ten miles of pathways weave among 8 acres of corn at Marini Farm
259 Linebrook Road. 978-238-4936. marinicornmaze.com

Mike’s Maze – Sunderland, MA
Check out their website for clues about this year’s maze.
23 South Main Street. 413-665-8331. mikesmaze.com

Sauchuk Farms – Plympton, MA
53 Palmer Road. 781-585-1522. sauchukfarm.net
The Crisis Negotiation Team (CNT) honored a request to present at the 15th Annual New England Crisis Negotiators Association (NECNA) conference. The CNT team members are comprised of: the CNT Commander, Mental Health Consultant, CNT Team Leader, Primary Negotiator, Coach, Technician, and Retired Negotiation Commander for the Federal Bureau of Investigation. This year’s conference attended by approximately 200 law enforcement personnel throughout New England and included nationally renowned speakers such as Dr. Gary Nosse. The annual three day NECNA conference is a training requirement for all 18 CNT members that bring experience to the team from various institutions, rank requirements for first responders and detailed agency trainings, drills and conferences.

As a team, CNT members meet monthly to participate in experiential training by testing and operating specialized equipment, facilitating reality-based crisis negotiation type scenarios and reviewing the most current literature and research applicable to the field of crisis negotiation. Key functions of the CNT team is to provide training for institutional first responders. These trained staff members respond to crisis incidents within their facilities such as barricaded subjects, hostage situations, and other crisis situations. Utilizing de-escalation techniques learned through training, have proven to be a useful tool in lowering the overall number of uses of force and aiding in the prevention of injury to staff and inmates.

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Members of our CNT team are traditionally selected from Tier 1 and Tier 2 certificated first responders. Positions within the CNT are comprised of: the CNT Commander, Mental Health Consultant, CNT Team Leader, Primary Negotiator, Coach, Technician, Intelligent, Tactical Liaison, and Recorder (103 DOC 559, Special Operations Response Units, Attachment IV).

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Promotions:

Michael G. Grant

Retirements:

Joseph Agrela—July 1983
Peter Allain—July 1995
Wayne Allard—Nov 1991
Wesley Angle—Jan 1983
Cerino Barnett—May 2002
Leo Avila Jr.—March 1982
Francis Baker—Dec 1992
Andrey Bakwinoski—June 1999
Thomas Banahan—Feb 1983
John Barrett—July 2001
Deborah Bencivenga—June 1998
David Benoit—Jan 1984
Robert Bent—Sept 1986
Guy Bettancourt—Aug 1981
James Bigwood—Sept 1982
Steven Brady—Aug 1986
Christina Beaulchman—Nov 1985
Thomas Byrne Jr.—March 2000
Andre Carvalho—Oct 1982
Philip Caime—Dec 1996
Michael Carlson—Jan 1990
Anita Collins—Aug 1991
Cathy Collins—Sept 1987
Jason Crete—June 1983
Michael Cronin—Jan 1983
Paul Cruise—May 1979
Paul Currin—June 1995
Sandra Dempsey—Dec 1993
Marineur Deme—Dec 2004
Robert Demery—Feb 1996
Paul Dickhaut—May 1992
Paul DiPaolo—Dec 1976
Judith Doucette—July 1995
Brian Duarte—March 1995
John Economides—Apr 1992
Allonne Falzone—Dec 2007
Sharon Ficco—Apr 1999
Carol Fineman—Apr 1981
Randy Fisher—Jan 1986
Ellen Flaminio—Feb 1985
Dorothy Fox—Iun 1984
Francis Garrity—May 1990
Cheryl Gentile—June 2003
Denise Gilchid—Sept 1989
Carlos Granger—Feb 1997
Mary Greene—Jan 1989
Linda Griffin—Jan 1991
Joanne Grossi—July 2001
Nicholas Halye—March 1995
Robert Hausworth Jr.—Jan 1995
Jewel Healy—Nov 1992
Gerson Herr—Jan 2000
Susan Herr—Jan 2006
April Horton—Sept 1989
SUSAN Heru—Jan 1993
Richard Leon—Aug 1989
Christopher Lane—Jul 1995
Richard Leighton—Sept 1996
Susan Lemay—Jan 1985
Candida Leonard—Oct 1989
David Lowe—Nov 1994
Charles Lugo—Aug 1992
David Malone—Sept 1987
Diane Maloney—Jul 1988
Michael Mathis—Sept 1991
Gloria Mathis—May 1986
Collette McCoy—Dec 1987
Kenneth Mello—Aug 1988
Kenneth Mendoza—Apr 1988
Adelie Mercier—Dec 1997
Dawn Mikulski—Sept 1987
William Milam—Jul 1991
Desiree Monaco—Sept 1985
Lisa Montague—Dec 1986
Sally Morolle—Feb 1996
Michelle Owen—Dec 1985
Padma Pali—Jan 1999
William Pappas—June 1984
Joanne Paquin—Dec 1976
Jeanne Petillo—Jul 2004
Mary Pimentel—Mar 2005
John Plouffe—Dec 2007
John Polychronis—Jan 1987
Corey Rappo—Feb 1997
James Raymond—May 1982
Ralph Langdon—Mar 2001
Bernadette Langlos—Aug 1989

Massachusetts Department of Correction
DOC Central Headquarters
500 Cambridge Street
Milford, MA 01757

Commissioner Carol Higgins O'Brien

Community Correspondents

We’re on the Web:

www.doc.state.ma.us

BSCC—Bay State Correctional Center
BPBC—Boston Pre-Release Center
BRA—Bridgewater State Hospital
LSH or LSRCU—Lewatuck Shattuck Hospital

NECEA—New England Correctional Unit
MASC—MA Alcohol and Substance Abuse Center
MTC—MA Treatment Center
MCG-Cedar Junction
MCIC—Corr Center
MFC—Framingham
MCIN—Northfield
MCIS-Ponitis
MCIS-Shirley

Community Correspondents

Eric Reynolds—Aug 1991
John Retendeis—Jul 1995
Michele Richard—Jan 1983
Gary Roberts—Mar 1881
James Robinson—Oct 1981
Barry Sandberg—Nov 2011
Ana Santos—Aug 2007
Alfred Scott—Dec 2003
Stephen Silvar—Aug 1991
Anton Smith—Jul 1988
Eric Smith—May 1984
Evelyn Smith—Jul 1986
Courtney Span—Nov 1989
Stacia Span—Sep 1987
Shirley Stapy—Aug 1997
Walter Stowe—Dec 1983
Michael Suffern—Jun 1999
Chau Sullivan—Dec 2004
Cynthia Summer—May 1983
Alfredo Tavares—Dec 1985
James Tonny—Feb 1986
Mary Valentine—Sep 1988
Galadine—Jun 1982
Mari Lou Whalen—Aug 1982
Howard White—Nov 1987
Margaret Wolf—Dec 1990
James Zirulnik—Nov 1991

Facility Key

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NECC—North Central Correctional Institution
NECC—Northeastern Correctional Center
OCCC—Old Colony Correctional Center
PCC—Pondville Correctional Center
SMCC—South Middlesex Correctional Center