

Supporting Families During Incarceration

A New Model and Its Success

Bureau of Justice Assistance (BJA)

Residential Substance Abuse Treatment (RSAT)
Program for State Prisoners

Training and Technical Assistance Resource

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Responding to the Multifarious Needs of Families:

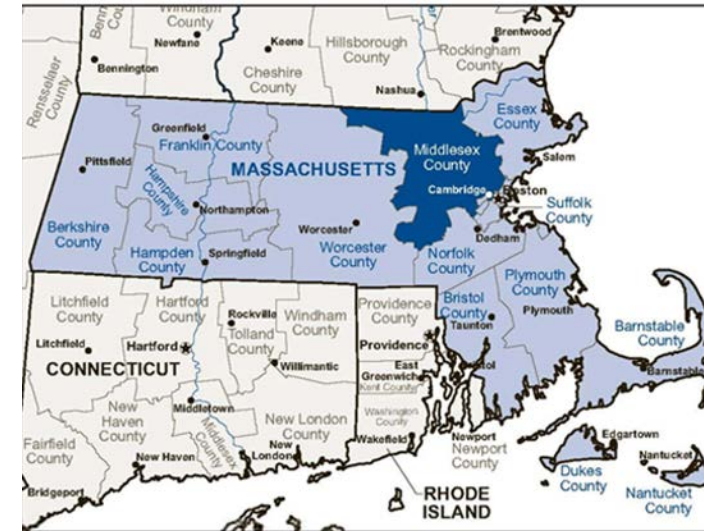
A Family-Focused Approach to Addressing the Impacts
of Incarceration

Shawn M. MacMaster
Assistant Superintendent
Middlesex Sheriff's Office



Middlesex County

- 54 cities & towns
- 1.6 million residents
- Most populous county in Massachusetts
- 22nd most populous county in United States
- Geographically, demographically, and economically diverse
- 25 colleges & universities
- 15 hospitals
- 2 National Parks



Middlesex Sheriff's Office



- Established in 1692
- Middlesex Jail & House of Correction
- Care, custody, and control of pre-trial detainees and sentenced inmates
- 700 employees
- \$70+ million operating budget
- Support & resources to municipal police departments
- Service of civil process by Deputy Sheriffs
- Community Services (outreach, education, and prevention)



Sheriff Peter J. Koutoujian



Professional

- President of Major County Sheriffs of America, *2020-2022*
- President of Massachusetts Sheriffs' Association, *2017-2020*
- Sheriff of Middlesex County, *2011-Present*
- State Representative, *1997-2011*
- Defense Attorney, *1995-1997*
- Prosecutor, *1991-1995*
- Adjunct Professor, *1994-Present*
 - Bentley University, Boston University, Harvard School of Public Health, Mass School of Law, Northeastern University, UMass Lowell
- Prosecutor, *1991-1995*

Education

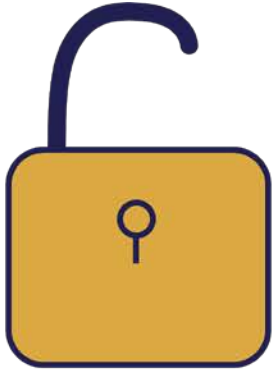
- Harvard Kennedy School of Government, *MPA*
- New England Law School, *JD*
- Bridgewater State College, *BS*



Learning Objectives

1. Discuss the various features of a robust family services approach.
2. Identify and differentiate between the routine and episodic needs of family members.
3. Critique existing practices for interacting and communicating with families at your own offices and departments.
4. Identify the challenges and constraints of establishing a streamlined approach to family contact, and recommend concrete action steps to overcome them.
5. Chart a course of action for institutionalizing a centralized family services program, using the “Middlesex Model” as a guidepost.

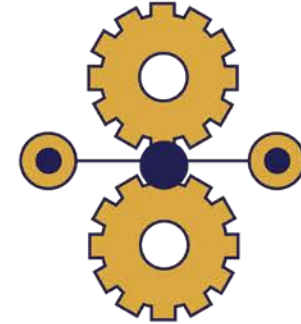
Need



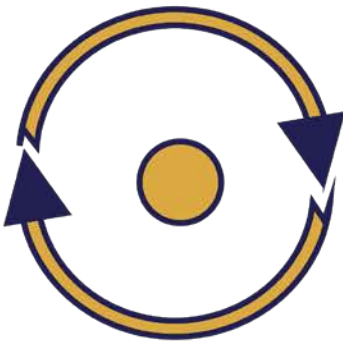
Access and Equity



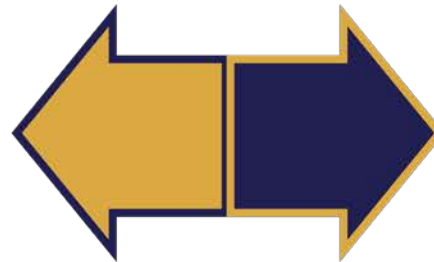
Secondary Victimization



**Streamline Process
and Practice**



Consistency and Continuity



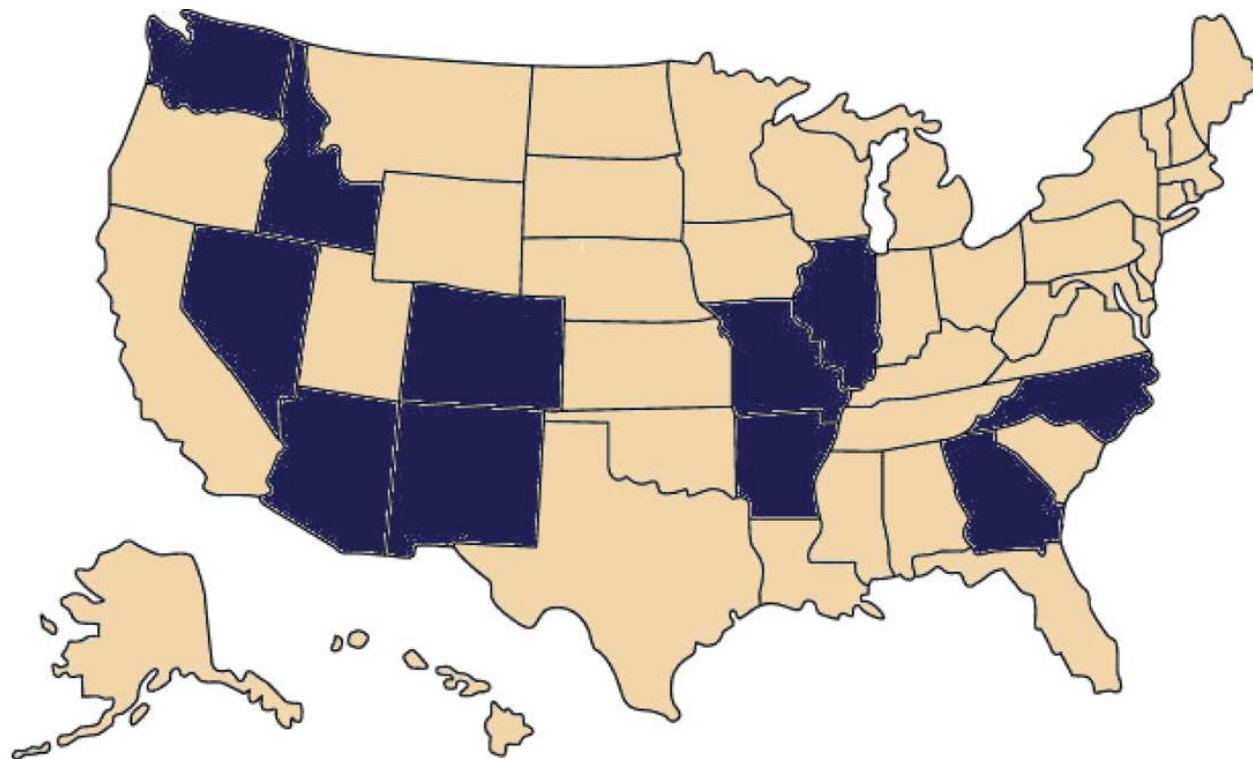
Proactive vs. Reactive



Emerging Research

National Scan

- Arizona
- Arkansas
- Colorado
- Georgia
- Idaho
- Illinois
- Missouri
- Nevada
- New Mexico
- North Carolina
- Washington
- NIC
- NCCHC
- Urban Institute



Characteristics of Existing Models

Ombudsman



Independent from Agency

- Public watchdog
- Investigates grievances
- Advocates for fairness
- Recommends corrective action

Constituent Services Officer



Agency Employee

- Answers questions
- Intermediary between families & agency
- Facilitates exchange of information
- Monitors for responsiveness, not appropriateness
- Assimilates info and reports

Family Advocate



Agency Employee

- Serves as a resource for families
- Provides info & support to family members
- Serves as a liaison between families & agency staff
- Coordinates events & activities that promote family bonding

The Missouri Experience

Missouri DOC

- Cost savings
- Reduction in grievances
- Reduction in lawsuits
- Increased accountability
- Enhanced public trust



Existing Family Contact Models within the Field of Corrections



Office-wide Benefits for the MSO

OPERATIONS

- Improves inmate moral
- Fosters a safer institutional environment
- Consolidates provision of services to families
- Ensures consistency & continuity in family communication practices

LEGAL

- Mitigates risk
- Reduces number of lawsuits filed
- Decreases caseloads in legal department
- Targets litigious culture

BUDGET

- Reduces costs associated with litigation
- Utilizes the family as a “treatment agent”
- Eliminates fragmentation & duplication
- Reduces healthcare costs

HR

- Improves organizational effectiveness
- Boosts employee morale
- Increases efficiency

EXECUTIVE

- Differentiates MSO from others
- Demonstrates innovative thinking
- Builds community capital
- Goes further than what Lindsay Hayes recommended

MSO Family Support Services Unit

GOAL 1:

To provide a standard avenue for communicating with family members of inmates (i.e., providing information and education; establishing/managing expectations)

GOAL 2:

To offer support and resources to families impacted by incarceration

GOAL 3:

To strengthen families and promote pro-social bonding

GOAL 4:

To develop family-focused reentry plans that support families impacted by incarceration

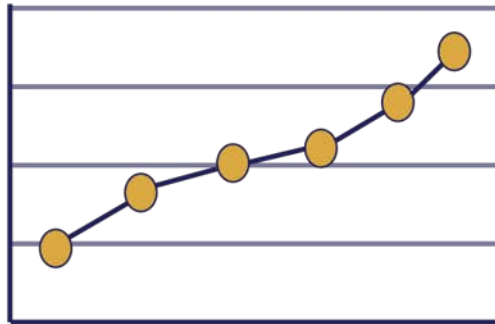
Program Expectations



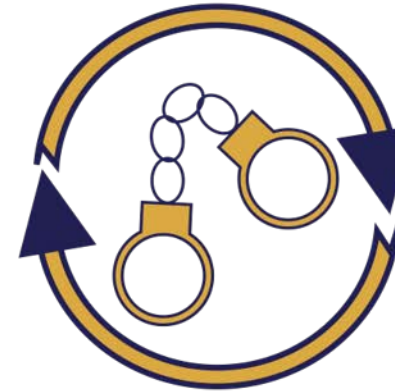
Improved Behavioral Health



Stronger Family Relationships



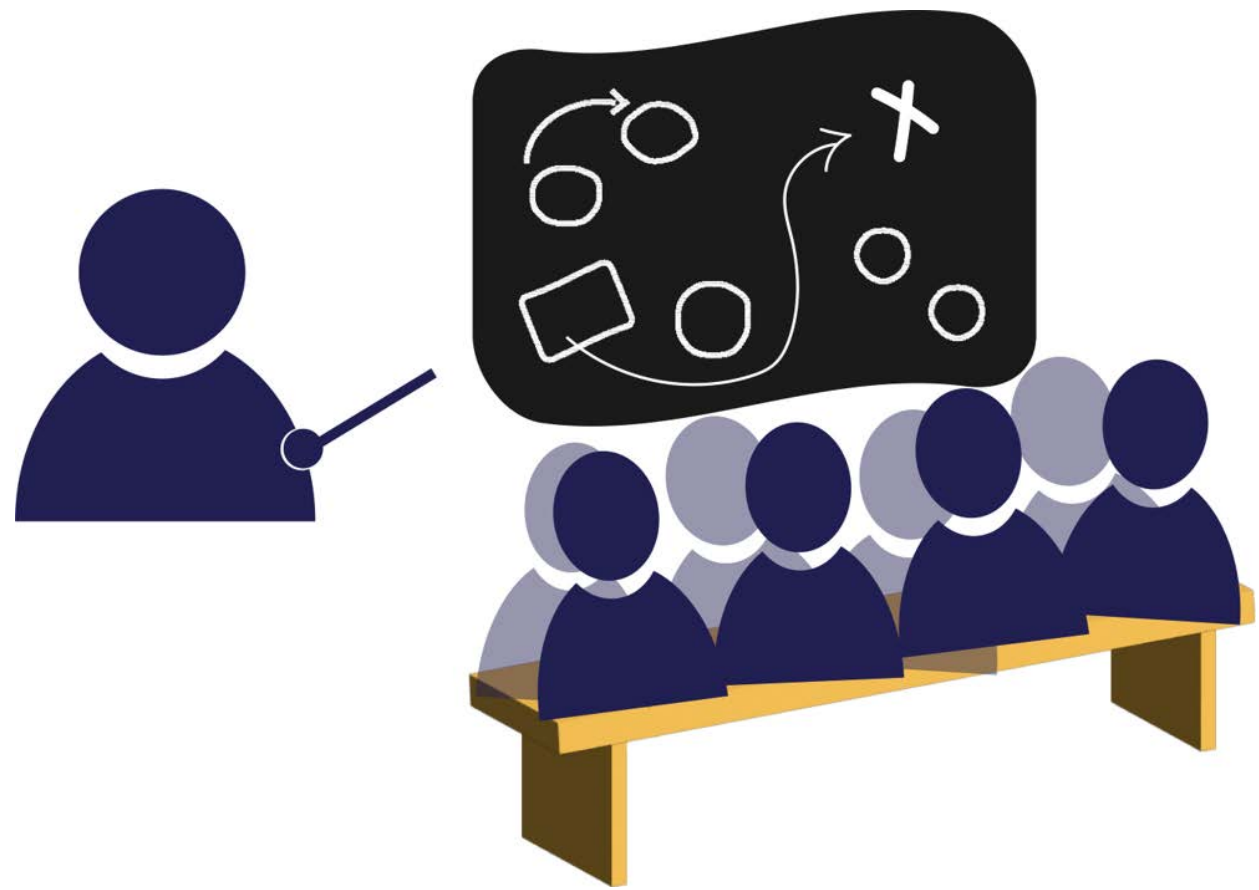
Increased Parole Rates



Decreased Recidivism

Our Approach to Family Services

- Guiding Principles
- Data Driven
- Multipronged
- Civilian/Officer Model





Against the Current...

➤ Office Culture

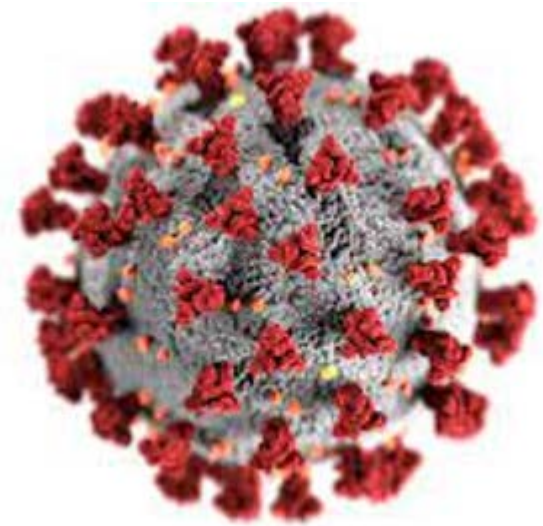
➤ Attitudes and Belief Systems

➤ Staff Skepticism

➤ Outsider v. Insider Mentality

COVID-19

- 163% increase in calls to the Family Services Unit between March 2020 & April 2020
- 165% increase in COVID-related calls
- 119% increase in health-related calls
- Surges were associated with a significant spike in calls from family members



Example

Hi my name is **** I am the mother of inmate ***, I am writing you in regards to my son. I am deeply concerned to learn of the outbreak of COVID-19 in the jail. My son has bronchitis he is currently awaiting trial and he is a young man that does not deserve to sit and wait for COVID 19 to take his life. I am certain you already know that as no one deserves that horrible fate. My son is a father to 3 beautiful children that already miss him dearly, not if, but when he would contract the horrible disease how could we tell his children that there daddy will not be coming back ever again? Please help my son, please spare his life.

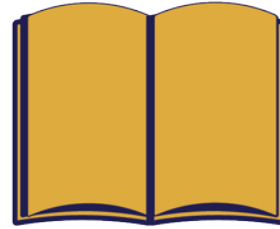
Roles & Responsibilities



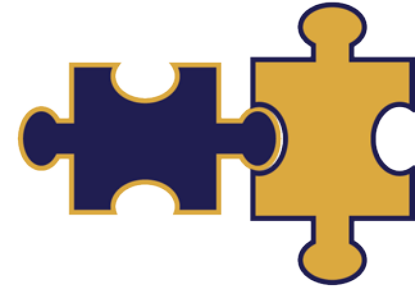
**Address
Concerns**



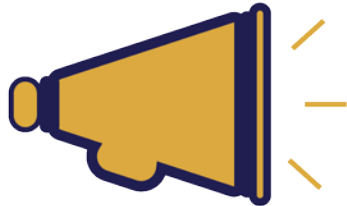
**Provide
Information**



**Educate &
Empower**



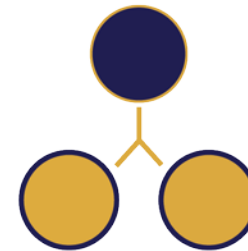
**Problem
Solve**



Advocate



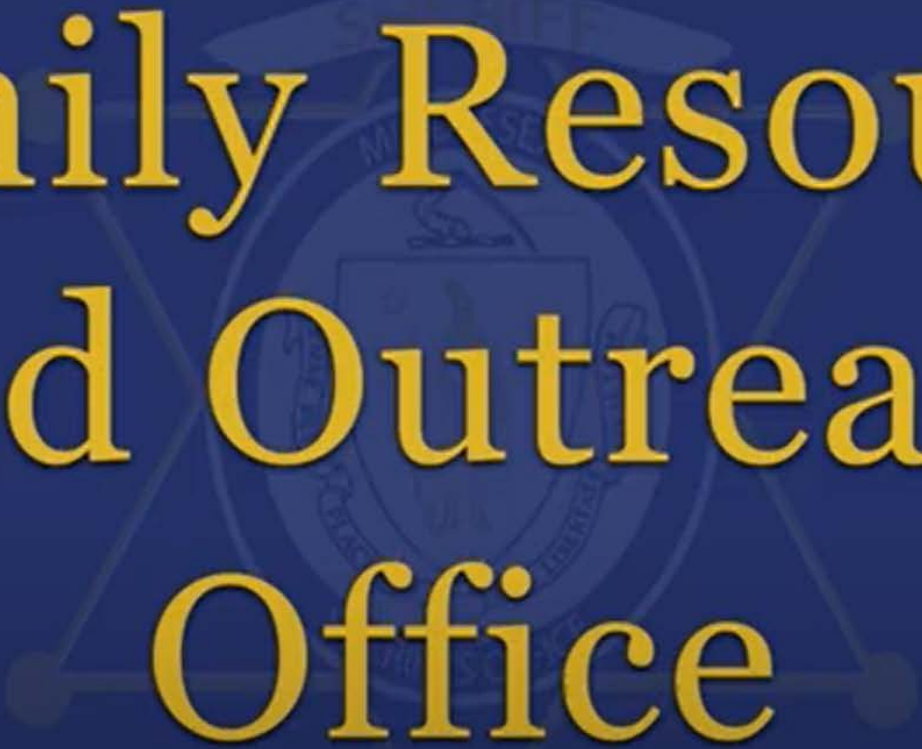
Outreach



In-Reach

Outreach

Family Resource
and Outreach
Office

A faint, circular watermark seal is visible in the background of the text. It features a five-pointed star in the center, surrounded by a circular border containing the words "SHERIFF" and "COUNTY". The seal is rendered in a light blue or grey tone, blending into the dark blue background.

Operational Support

- Intelligence & Information Sharing
- Emergency Escorted Furloughs
- Marriage Requests
- Visits/Logistics



Recognizing the Needs of Families

Routine

- Information
- Education
- Ventilation
- Validation
- Support
- Resources

Episodic

- Personal Crises
- Family Crises
- Emergency Situations
- Re-entry Planning
- Programming

Family Connection

- Family Mediation Program
- Responsible Fatherhood Program
- Parents Helping Parents Program
- Picture Program
- Read to Me Daddy Program
- Families in Treatment Program
- Coordination & Collaboration with DCF/DYS
- Contact Visits



Family Visiting Area

- Complete 10-Week Responsible Fatherhood Program
- 30-Day Disciplinary Report Free
- Parent/Guardian Consent
- Parent/Guardian Cannot be the Victim
- No History of Child Abuse
- No Active Protection Order



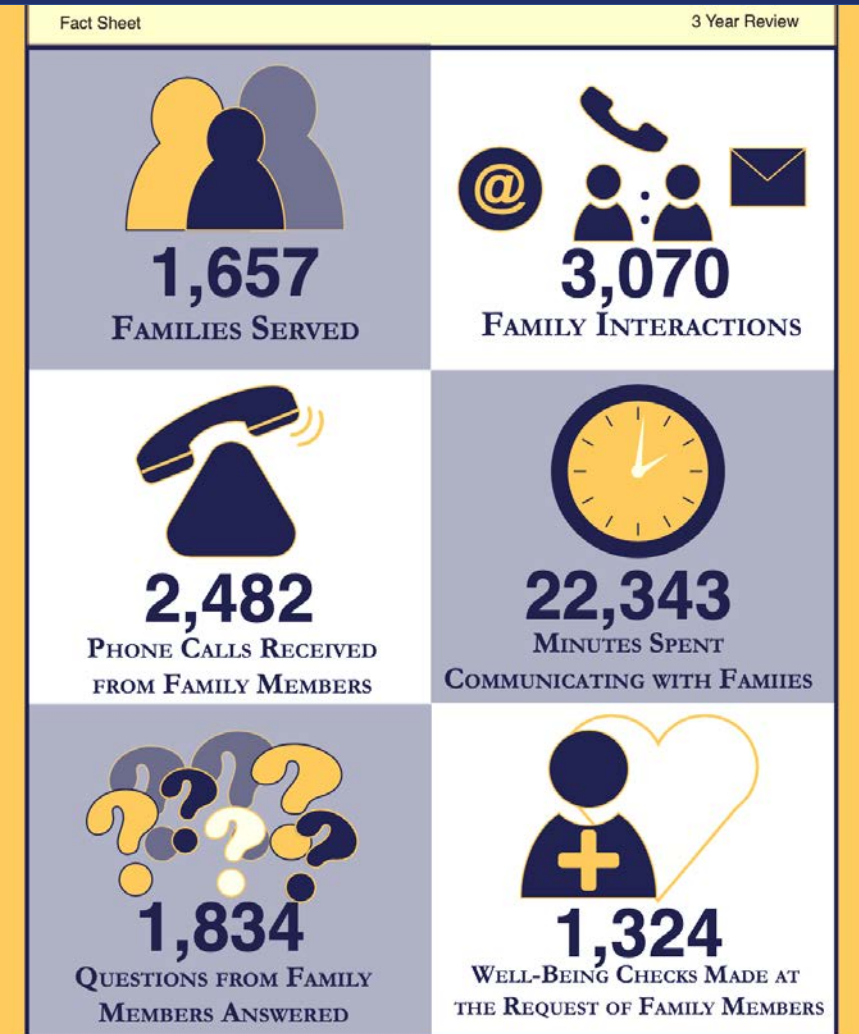
Family Services Database

| 1 | Relationship | Last Name | First Name | Age | Age Gr | Race | Booking Number | Length | Reason 1 | Reason 2 | Reason 3 | Reason 4 | Reason 5 | Reason 6 | Reason 7 |
|----|--------------|-----------|------------|-----|--------|----------|----------------|--------|-------------------------|----------------------------|------------------------|------------------------|--------------|------------------|----------|
| 2 | Friend | | | 37 | 31-39 | hispanic | S2012678 | | 6 Behavioral health | COVID | Lapse in Communication | | | | |
| 3 | Mother | | | 40 | 40-55 | white | J2012429 | | 5 COVID | Healthcare | Lapse in Communication | Court | emp | | |
| 4 | Mother | | | 23 | 18-25 | white | H1703789 | | 5 Behavioral health | Healthcare | bad news | Visitation | | | |
| 5 | Mother | | | 39 | 31-39 | hispanic | H1910389 | | 15 Behavioral health | Treatment by fellow inmate | Threat from Inmate | Good time | Visitation | canteen | MSO Pol |
| 6 | spouse | | | 50 | 40-55 | white | H2012490 | | 2 medical | lapse in contact | | | | | |
| 7 | spouse | | | 50 | 40-55 | white | H2012490 | | 2 healthcare | family issue | wellness check | | | | |
| 8 | Mother | | | 33 | 31-39 | hispanic | J1704848 | | 5 health | | | | | | |
| 9 | Mother | | | 33 | 31-39 | hispanic | J1704848 | | 6 Recipient of bad news | Healthcare | lapse in communication | COVID | | | |
| 10 | Mother | | | 35 | 31-39 | white | H1911365 | | 10 Behavioral health | discipline | health | COVID | family issue | | |
| 11 | Mother | | | 29 | 26-30 | white | H2013012 | | 10 Behavioral health | Treatment by fellow inmate | change in behavior | | | | |
| 12 | Father | | | 29 | 26-30 | white | H2013012 | | 5 probation/parole | Bail | court | | | | |
| 13 | Mother | | | 52 | 40-55 | white | J2012832 | | 5 housing | lapse in contact | covid | court | bail | probation/parole | |
| 14 | Mother | | | 22 | 18-25 | hispanic | J1911161 | | 3 Health | COVID | Phone | | | | |
| 15 | Mother | | | 45 | 40-55 | black | J1912221 | | 5 Family issue | COVID | Lapse in Communication | | | | |
| 16 | Mother | | | 25 | 18-25 | white | J2013304 | | 10 health | COVID | housing | lapse in communication | phone | | |
| 17 | Sibling | | | 60 | 55+ | white | J2012903 | | 10 health | custody confirmation | | | | | |
| 18 | mother | | | 31 | 31-39 | White | J2013221 | | 5 Covid | MSO Policy | medical | | | | |
| 19 | son | | | 75 | 55+ | white | H2012729 | | 15 health | covid | housing | | | | |
| 20 | spouse | | | 40 | 40-55 | white | H1911059 | | 10 health | COVID | wellness check | transfer | emp | | |
| 21 | mother | | | 46 | 40-55 | hispanic | H1912082 | | 5 mental health | COVID | Lapse in Communication | | | | |
| 22 | mother | | | 38 | 31-39 | white | H1911341 | | 2 health | COVID | wellness check | | | | |
| 23 | mother | | | 38 | 31-39 | white | H1911341 | | 2 health | COVID | wellness check | medical | | | |
| 24 | mother | | | 23 | 18-25 | hispanic | J1912081 | | 20 health | COVID | wellness check | | | | |
| 25 | Other | | | 61 | 55+ | white | H1912238 | | 5 health | | | | | | |
| 26 | Other | | | 61 | 55+ | white | H1912238 | | 10 wellness check | COVID | | | | | |
| 27 | partner | | | 22 | 18-25 | black | H1908947 | | 15 mental health | COVID | housing | | | | |
| 28 | Other | | | 22 | 18-25 | black | H1908947 | | 5 EMP | Good time | | | | | |
| 29 | Mother | | | 22 | 18-25 | black | H1908947 | | 20 mental health | | | | | | |
| 30 | Other | | | 29 | 26-30 | white | H1911130 | | 10 health | COVID | | | | | |
| 31 | Sibling | | | 64 | 55+ | black | J2013312 | | 15 bail | COVID | court | | | | |
| 32 | other | | | 27 | 26-30 | white | H2013182 | | 25 health | COVID | wellness check | mental health | | | |



3-Year Outcomes

- 1,657 Families Served
- 3,070 Family Interactions
- 2,482 Phone Calls Received from Family Members
- 22,343 Minutes Spent Communicating with Families
- 1,834 Questions from Family Members Answered
- 1,324 Well-Being Checks Made at the Request of a Family Member



Assessing Impact



Middlesex Sheriff's Office Family Services Survey

We are interested in learning more about your interactions with the Family Services Program at the Middlesex Sheriff's Office. Results from this brief survey will be used to better assist family members of individuals incarcerated at the Middlesex Jail & House of Correction.

Please be advised that your answers will be anonymous unless you choose to include your contact information at the end of the survey.

This survey should take approximately 5 minutes. Your feedback is important to us, so thank you for your time!

Next

Testimonials

I want to start by saying thank you for reaching out this morning and taking the time to read the letter I sent. I swear that I sent that letter with so much uncertainty and fear of the response that I would receive. I am thankful that you took the time to call and speak with me and that you have shared your contact information with me to keep in touch.

Daughter of Inmate

Many thanks for your efforts, it's much appreciated. We are 5 hours ahead of you. Please could you let him know we are trying to make contact, if possible.

Sibling of Inmate

On the Horizon

- **Family Guidebook**
- **Family Bonding Activities**
- **Family Dinner Program**
- **Summer Camp for Children**
- **Family-Specific Re-entry Plans & Case Management**

Lessons Learned

- Don't just establish goals, prioritize them.
- Communicate your vision at all operational levels.
- Explain the “*WHY*” behind your vision, not just *WHAT* the vision entails.
- Use vision as the basis for policy & practice.
- Build-up operational validators before program roll out.
- You don't have to *believe* to *buy in*.

Key Takeaways

- Identify your data points from the start.
- Let data tell your story.
- Build allies by being an asset.
- Know your community resources.
- Programs grow in unexpected ways.

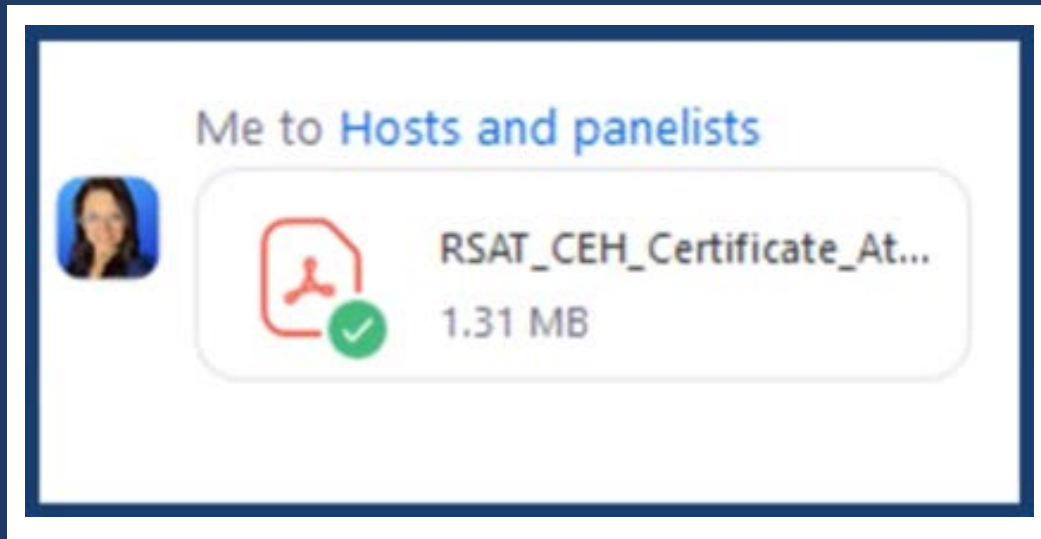


THANK YOU



Shawn M. MacMaster
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www.middlesexsheriff.org

You can download the certificate of attendance from the chat.





CERTIFICATE OF CONTINUING EDUCATION



1 Continuing Education Hour (CEH) approved by NAADAC, the Association of Addiction Professionals



Pass 10-question quiz with 7 correct answers



Download certificate upon completion of the quiz

April 19, 2023 RSAT webinar CEH quiz link:

<https://survey.alchemer.com/s3/7311135/April-19-2023-RSAT-Webinar-CEH>

CONTACT



<http://www.rsat-tta.com>



Stephen Keller

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