



Addressing Mental Health Needs in Detention Facilities

October 30, 2017

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Course Description

It has been widely recognized that the country's detention facilities have become defacto mental health institutions. Recognizing the need to address the mental health of the incarcerated population is a necessary step to successfully reintegrate these individuals into society and reduce the high rate of recidivism in the United States. Following an overview of the problem facing the country's facilities today, two current projects will be presented to show what is being done to address this crisis. This includes one of the largest facilities in the country, the Los Angeles County Consolidated Correctional Treatment Facility (CCTF) and a recently completed mental health rehabilitation center in Tulsa OK. Through the review of both initiatives, current multi-disciplined best practices will be presented followed by questions and discussions.

Learning Objectives

1. A better understanding of the rising percentage of Inmates in today's detention centers suffering with Mental Health disabilities
2. A clearer understanding the types of Mental Health issues facing detention facilities and their impact on operations
3. A framework of programs which are considered to address mental health issues in today's detention facilities as well as the operational costs associated with those programs
4. Understanding of the type and quality of space needed to support inmate mental issues while maintaining a secure environment for both the inmates and staff

Panelists

MODERATOR



Adam Gelb

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Performance Project
The Pew Charitable Trust

PRESENTERS



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Introduction

Progress in Mental Health Facilities at the Local Level

- Work of The Pew Charitable Trust
- Tulsa County Jail Expansion (includes mental health housing)
- LA County Consolidated Correctional Treatment Facility

Interventions to Address Detainees with Mental Health Issues

- Protecting Detainees from Harming Themselves and/or Others
- Range of Programs Developed to Address MH Issues
- Aligning Available Programs to Individual Needs
- Challenges Implementing MH Programs in Jails

Tulsa County Mental Health Expansion



Profile of Detainee Population in Tulsa County

2012 – 2014 average number of inmates on psychotropic medications ranged from 33 to 40% - equaling approximately 575 inmates (1700 ADP)

- Approximately 30 seriously mentally ill
- Approximately 50 in need of mental health supervision

Housing for Mentally Ill

- Infirmary total bed space = 28
- Restricted housing beds used = 20/25

Competency

- Remained in jail 4X's longer
- Go to OFC, obtain levels of competence
- Return from OFC, decompensate, repeating process
- New law allowing OFC to treat on-site, not working

Solution

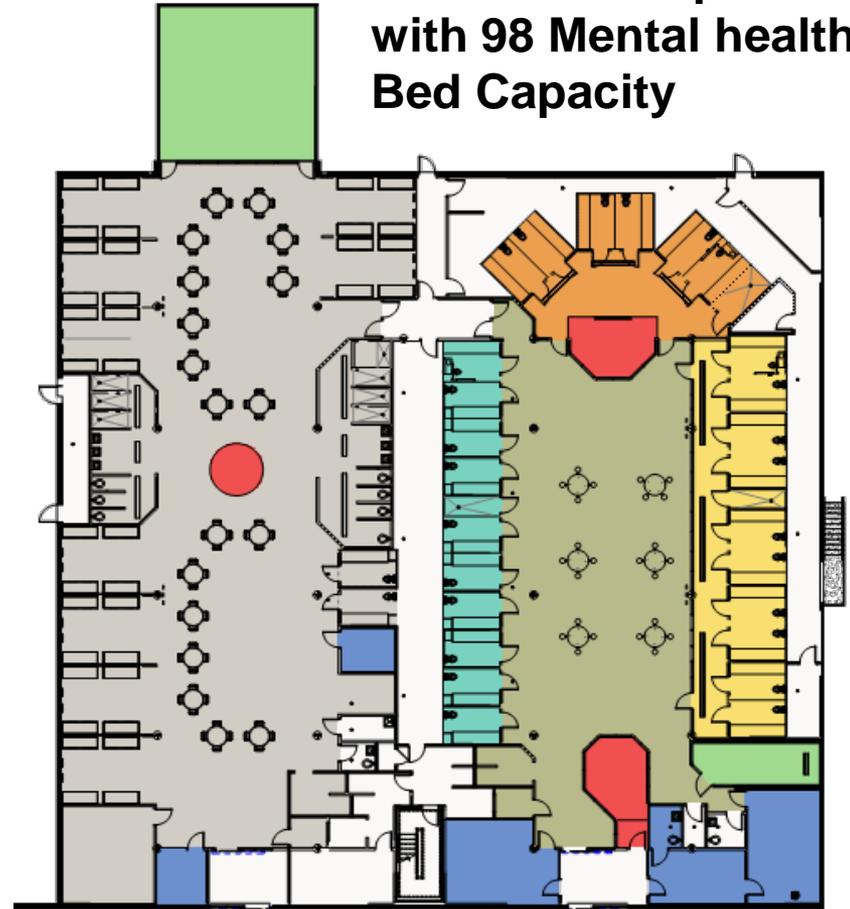
- Mental Health housing units
- Specialized training for DO's
- Collaboration between Health Services Provider and Detention Staff

Introduction to the Tulsa County Mental Health Expansion

The Big Picture

- How big is the MH issue and how will it be managed in the future ?
- What have you seen that you like ?
- What is the right program size without being too big ?
- Help us understand your vision for operation ?
- Tell us about your budget ?

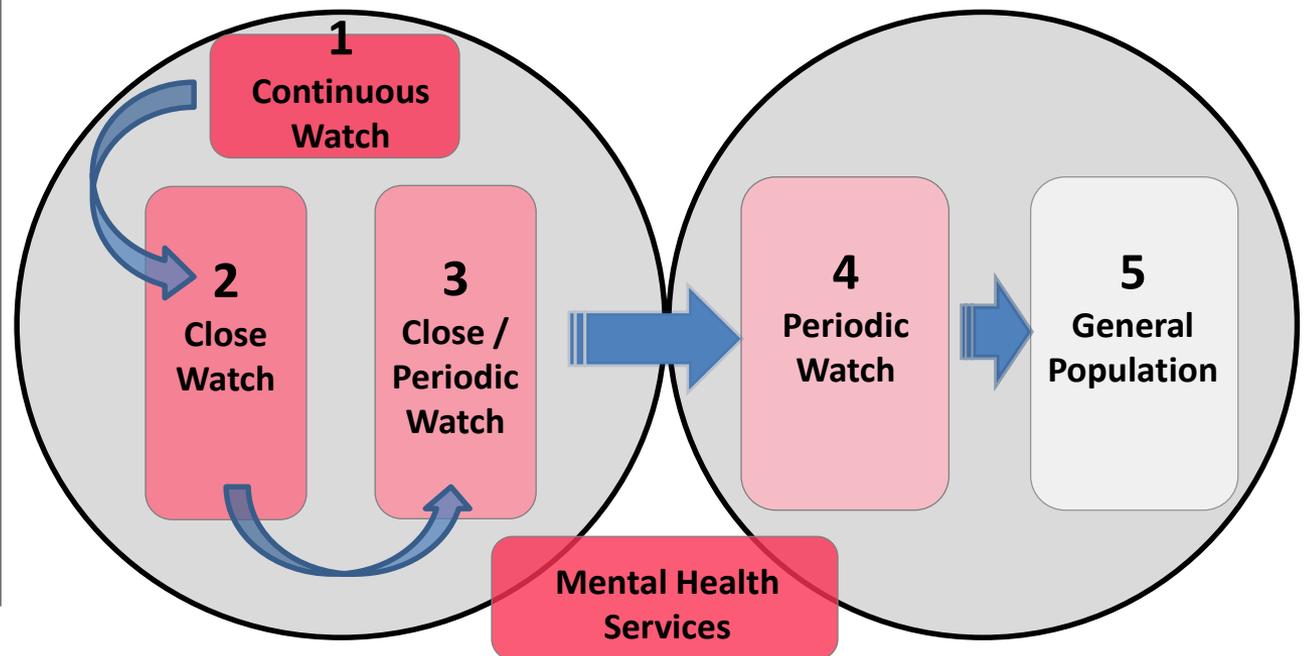
**62 MH Operational
Planned Occupants
with 98 Mental health
Bed Capacity**



Matching Operating Objectives to Project Budget



- Reduce Stress
- Provide Behavioral Incentives
- Utilize Known Management Models and Procedures
- Provide Access to Specialized Care and Services



Design Drivers

Facilitate open conversation and listen

- The Client is the operational experts for their jail community



Design Drivers for Tulsa County Jail

- Four Step Operations Plan
- Supervision and access to the inmate
- Proximity to medical care
- Security of inmate and staff
- Natural Light
- Cooler Temperatures Create Cooler Heads

Construction Budget

1. **Spend Money on Mental Health**
2. **Fill a Need in General Population**

Have the right budget

- Chances are your project is underfunded

Bond Budget	\$9M
Full Program Estimate	\$18M
Final Construction Cost:	\$14.4M

Maximum Mental Health Capacity 98 beds

(Typical Operational 62 beds)

General Population Capacity	<u>160 beds</u>
Total	258 beds



Challenges & Success Factors

Schedule is important, but getting the project right is critical.

- Project underfunded
- Transition through (4) acting Sheriffs in two year time frame
- Meeting the fast growing need for MH by improving the ideas of others
- Connecting to building systems that are at the end of their life expectancy and meeting new codes
- Team led by one person from Sheriff's department that had passion and vision for improving the quality of life for the mentally ill
- Creative thinking by all that did not follow the norm
- Finding funding when there did not seem to be any



Outcome of Dealing with Mental Health Inmates at Tulsa County

CIT Training

- Detention Supervisors
- Detention Staff

Promotional Levels

- Design Plan
 - Practical Theory
- Paradigm Shift
 - Detention Staff
 - Health Services Provider
 - Outside Agency Providers

Operational Costs



From LA to the Heartland: Innovation in Mental Health in Large Jails

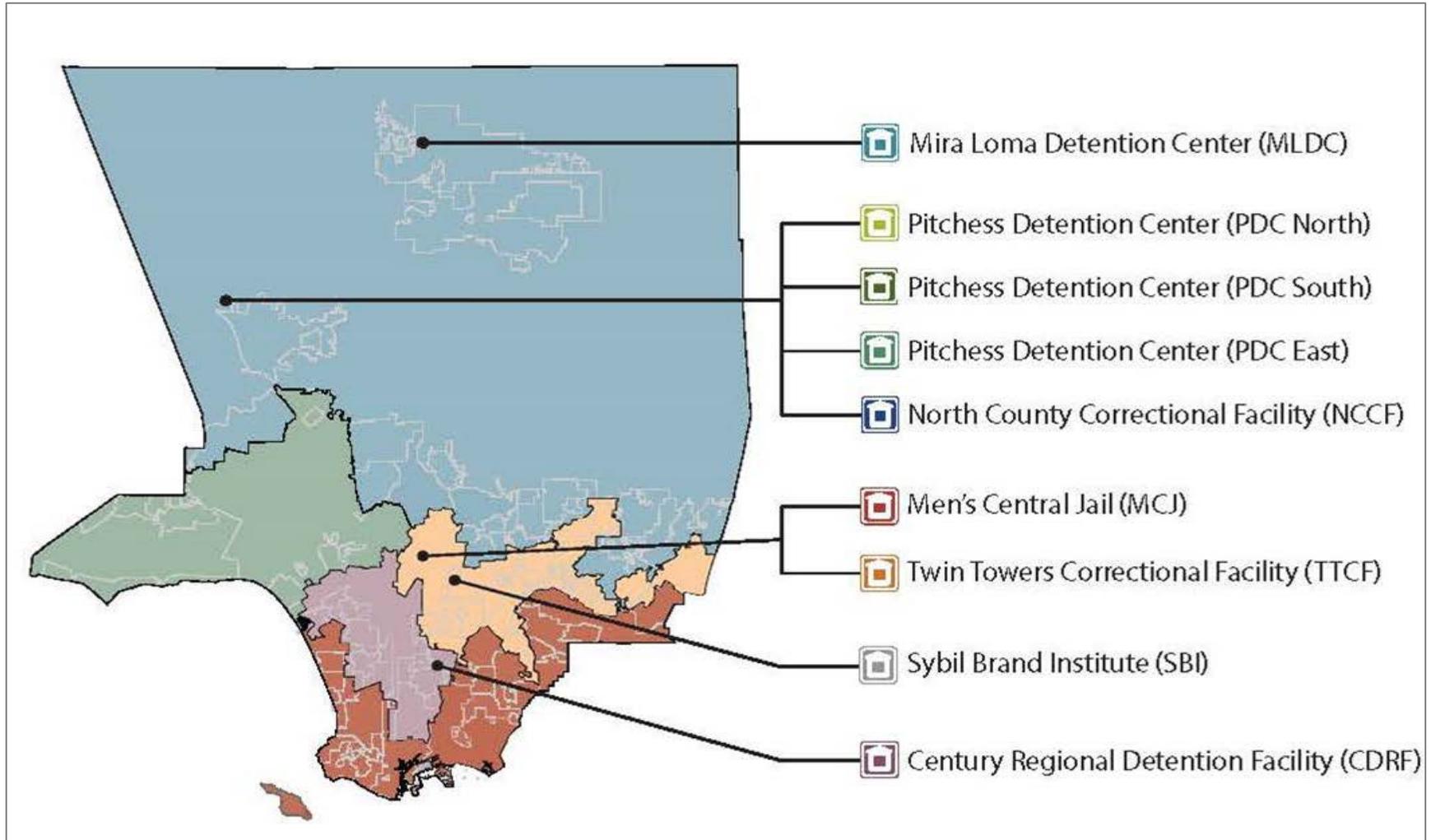


Los Angeles County

- 4751 square miles
- 1 out of every 4 Californians lives here
- County population: 10.2 million
 - 48% Hispanic or Latino
 - 28% White
 - 14% Asian
 - 8% African-American
- Greater than the population of 42 states
- Annual County Budget: \$28.5 Billion
 - Larger than the budget of 27 states
 - Equal to State budgets of AL, PA, LA



Los Angeles County Jail System Facilities



Century Regional Detention Facility



Built: 2006

Capacity: 1588

2015 Avg. Census: 1924

Pitchess Detention Center North County Correctional Facility



Built: 1990

Capacity: 4748

2015 Avg. Census: 4195

Twin Towers Correctional Facility



Built: 1997

Capacity: 2412

2015 Avg. Census: 3662

Men's Central Jail



Built: 1963

Capacity: 5108

2015 Avg. Census: 4195

Profile of the Detainee Population in LA County

Total Capacity for all Facilities

- Total Capacity: 13,856
- Average Census: 16,556
- 119% of capacity in 2015

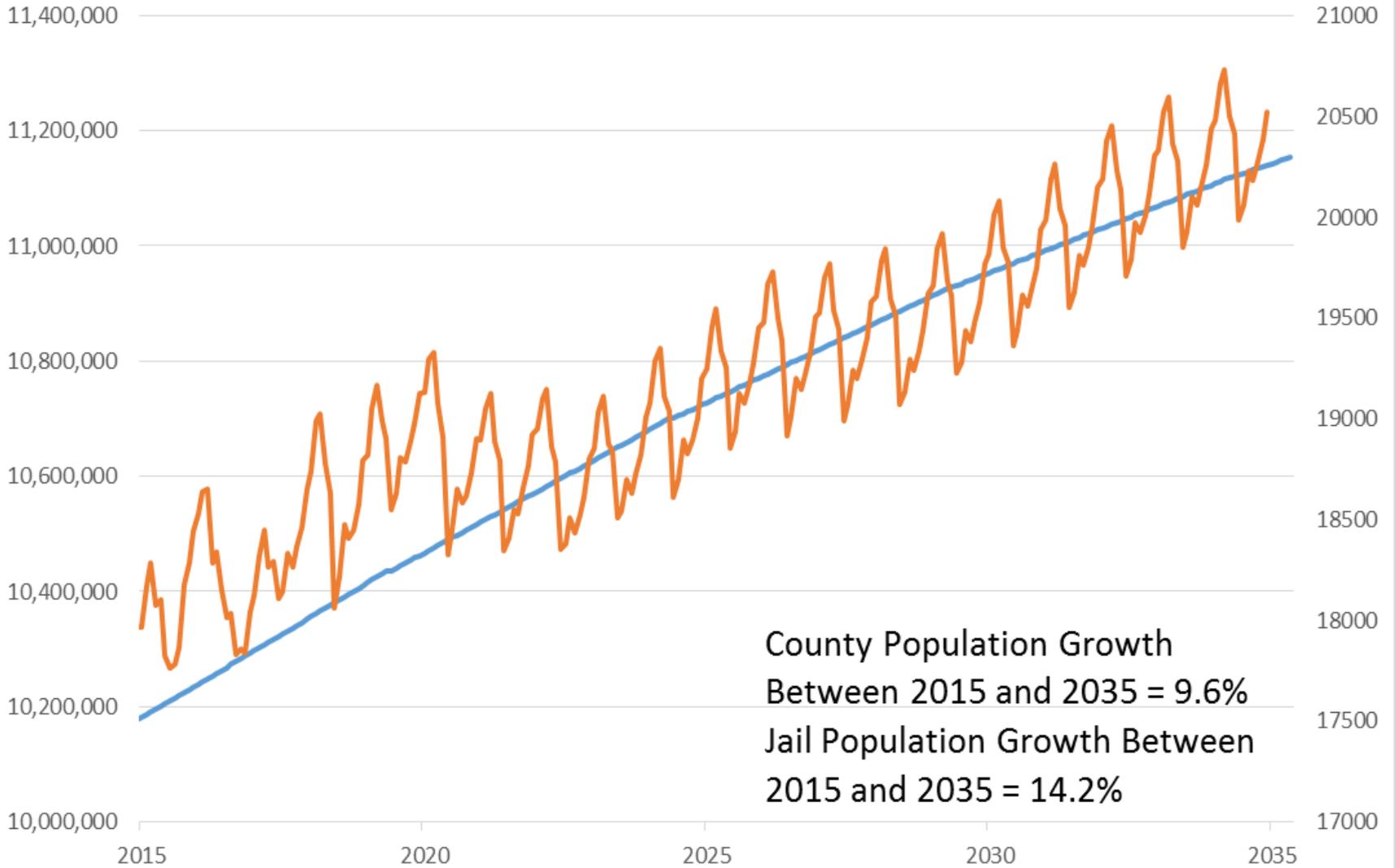
- Approximately 4500 are serving sentences under AB109 prison realignment.

2011- Public Safety Realignment

Sentences can range up to 5+ years

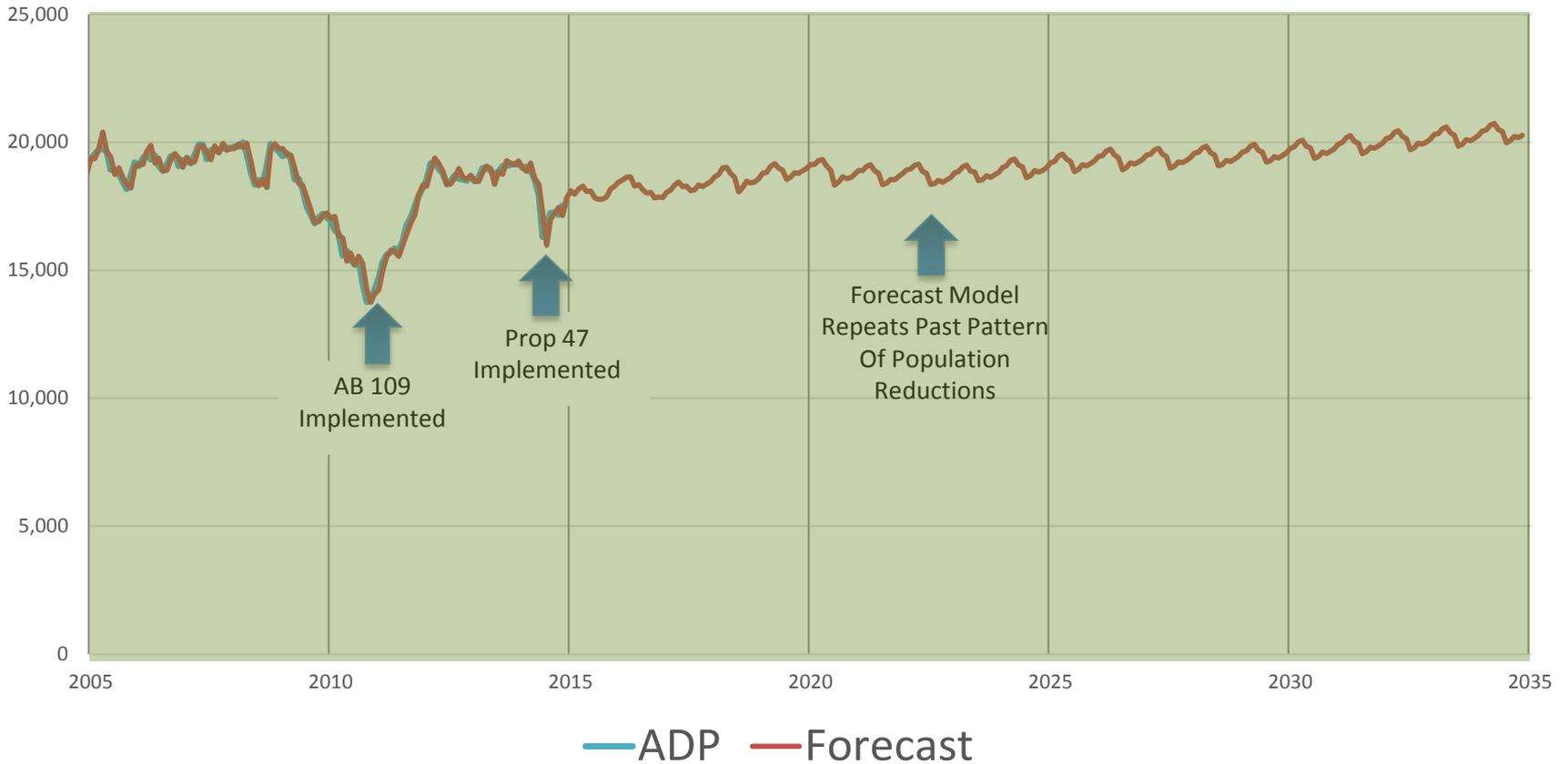
Non-serious, non-violent, non-sexual

Los Angeles County Projected Population vs Projected Jail ADP



LA County Jail Population Forecast

LA County Inmate Average Daily Population Forecast, 2015 - 2035



LA County Jail Population Forecast

Month	Non AB109	AB 109	Base Projection	Peaking (6.1%)	Classification (6.4%)	Bed Need
July 2015	14,965	3,000	17,965	1,096	1,150	20,211
July 2020	16,112	3,016	19,128	1,167	1,224	21,519
July 2025	16,432	2,768	19,199	1,171	1,229	21,599
July 2030	16,509	3,259	19,768	1,206	1,265	22,239
July 2035	16,664	3,855	20,519	1,252	1,313	23,084

Beds would have been 1600 beds higher without Prop 47

AMERICA TONIGHT

July 28, 2014

Exclusive: Inside the US's largest psychiatric ward, the LA County Jail

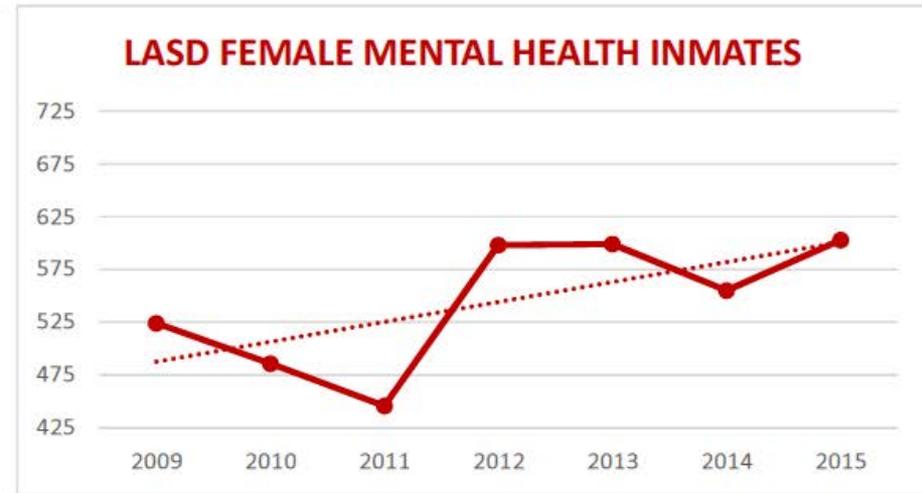
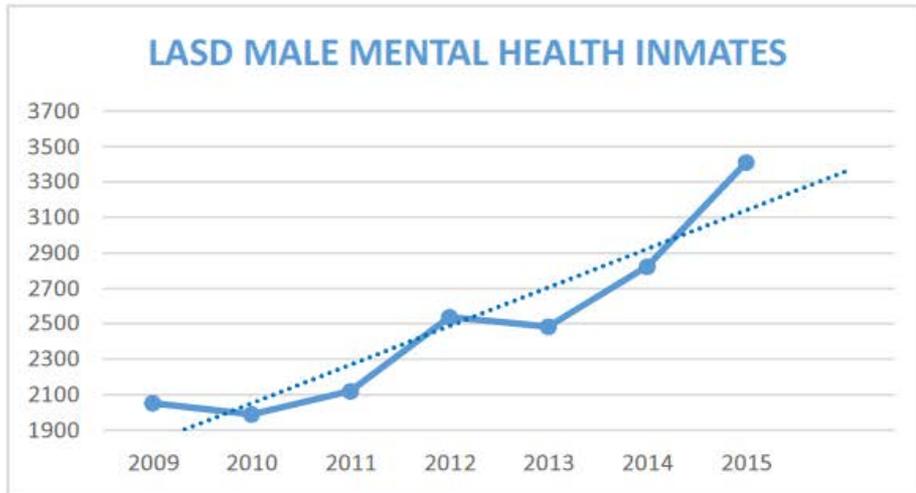
The jail is the nation's largest caretaker of the mentally ill, and even the DA acknowledges it is cruel and unusual

LOS ANGELES — At Pod 172, the men are evaluated in shackles before they're given permanent housing in the nation's largest caretaking facility for the mentally ill: the Los Angeles County Jail.

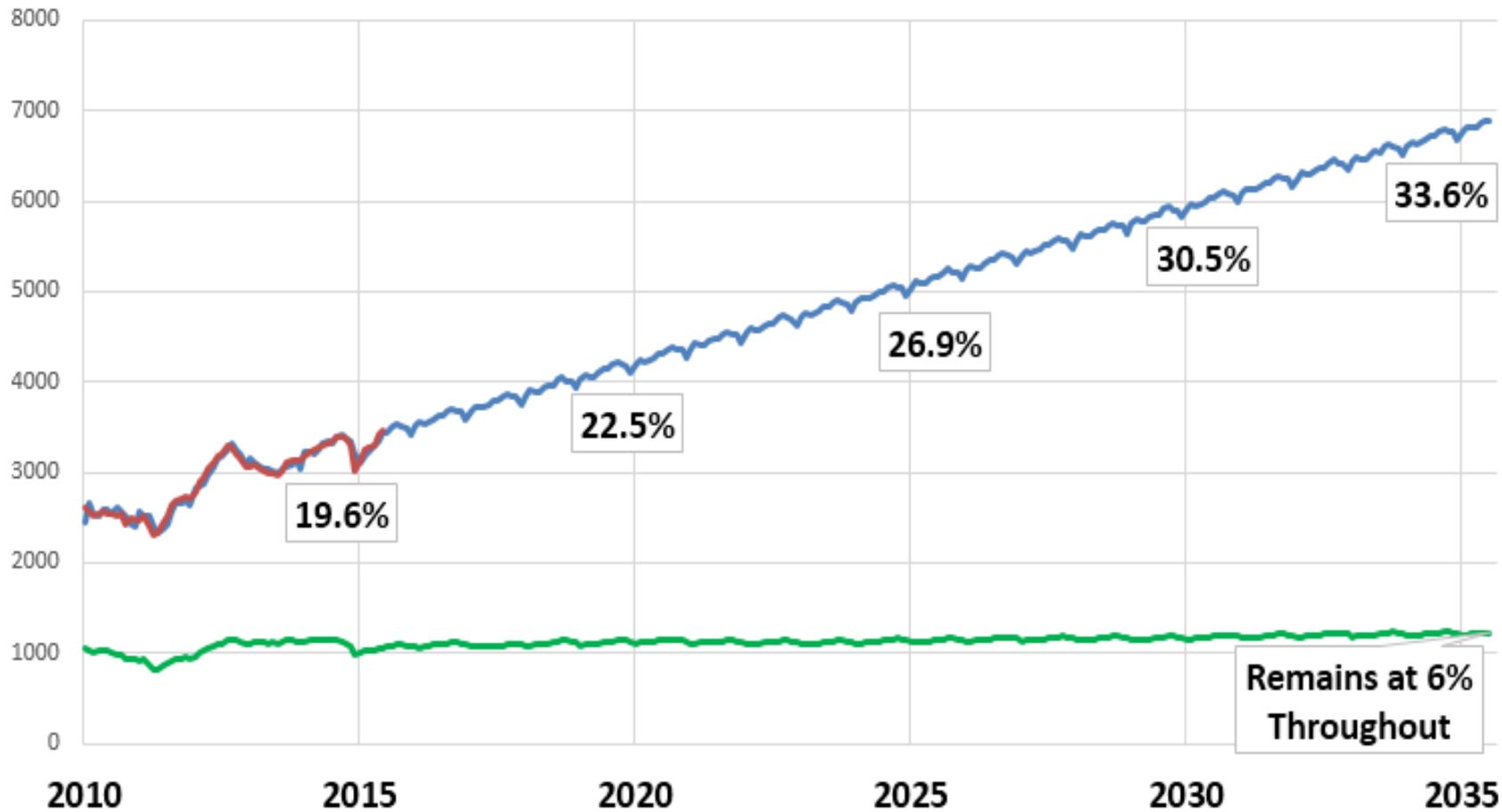


An inmate in the psychiatric ward at L.A. County Jail.

Male and Female Mental Health Population Growth: 2009 - 2015



LA County Mental Health & Medical Special Housing Forecasts, 2015 - 2035



— MH Forecast — MH ADP — Medical Forecast

Bed Distribution Comparison

Beds	2015 Current Recommendations	2025 Projections
CCTF MOSH	600 - 700	916
CTC Medical	160 - 180	236
Detox	200 - 220	251
Total Medical Beds	960 – 1100	1403
CCTF FIP Licensed	60	96
CCTF MH Licensable	180 - 200	290
CCTF HOH Single Man Cells	800 - 900	926
CCTF HOH Double Man Cells		308
CCTF MOH	2400 - 2600	3550
Total MH Beds	3440 - 3760	5170
CCTF SUD Level 1, 2	0	0
CCTF SUD Level 3	0	0
Total SUD Beds	0	0
Total Special Mgmt.	200	200
CCTF Capacity	4600-5060	6773

CCTF Framework Recommendations

- Jail is a part of the LA County Health Care System
- Best Practice Services and CCTF are parallel activities for implementation
- Need early risk assessment for total service needs
- Eliminate variability across service providers
- Full Integration and Co-location of Medical and Physical Health

Los Angeles Times

August 11, 2015

L.A. County to relocate some inmates, build jail to treat the mentally ill

Setting a future course for the troubled Los Angeles County jail system, the Board of Supervisors on Tuesday approved a plan to move at least 1,000 mentally ill offenders out of lockups and voted to build a state-of-the-art jail focused on mental health treatment.



An inmate at the high observation mental health housing in the Twin Towers Correctional Facility in Los Angeles.



August 12th, 2015

LA County Supervisors Choose a New Jail Plan & Vote Serious \$\$ to Fund Mental Health Diversion Strategy

The LA County Board of Supervisors made two significant decisions on Tuesday regarding LA's troubled jail system.

In an historic move, the Supes approved a plan to establish an Office of Diversion to oversee the county's nascent mental health diversion effort. More importantly, the board allocated \$120 million to launch the plan to divert mentally ill people away from jail and into community treatment, with a minimum of \$10 million a year to continue the program.



2015 Bookings & Mental Health

2015 MALE BOOKINGS & MENTAL HEALTH

Number of men booked into TTCF: **92,446**

DMH IRC Mental Health Evaluations completed: **26,463**

(29% of all men entering TTCF)

2015 FEMALE BOOKINGS & MENTAL HEALTH

Number of women booked into CRDF: **16,896**

DMH IRC Mental Health Evaluations completed: **7559**

(45% of all women entering CRDF)

Women requiring mental health housing level of care upon entry: **2840**

(37% of all CRDF MH IRC evaluations)

2016 LA County Mental Health Population

Total Mental Health Population 4,158

(25% of jail population)

Male Mental Health Population: 3465

High Acuity: 730 (21%)

Moderate Acuity: 2020 (58%)

Low Acuity: 715 (21%)

Female Mental Health Population: 693

High Acuity: 246 (36%)

Moderate Acuity: 182 (26%)

Low Acuity: 265 (38%)

August 05 2015

LA Sheriff, US Dept. of Justice announce new reforms protecting mentally ill in jails

L.A.'s Sheriff's Department released details on new federal oversight of new protocols for the treatment of mentally ill inmates in its jails Wednesday.



An inspection of Men's Central Jail in downtown Los Angeles in this photo from December 2011.

Overall Proposed MH Staffing

Component	LASD	DHS	Total Staff
IRC	895	251	1146
CCTF - Custody and Health Care	1177	974	2151
CTC – Custody and Health Care	272	491	763
Health Care Administration	17	161	178
Outpatient Services and Associated Administration	24	402	426
Other Bureaus (including CISU, CST,FSB, Data Systems,Vehicle Maintenace,Inmates Services, EBI,Re-entry/CRRC)	609	10	619
TOTAL	2994	2289	5283

Enhanced Treatment-Centric Model Summary

– Enhanced Treatment-Centric Housing

- 40-bed treatment modules
- All housing on a single level
- All beds on a single level
- On-housing nurse's pill call and treatment rooms
- Satellite medical clinics on every housing floor

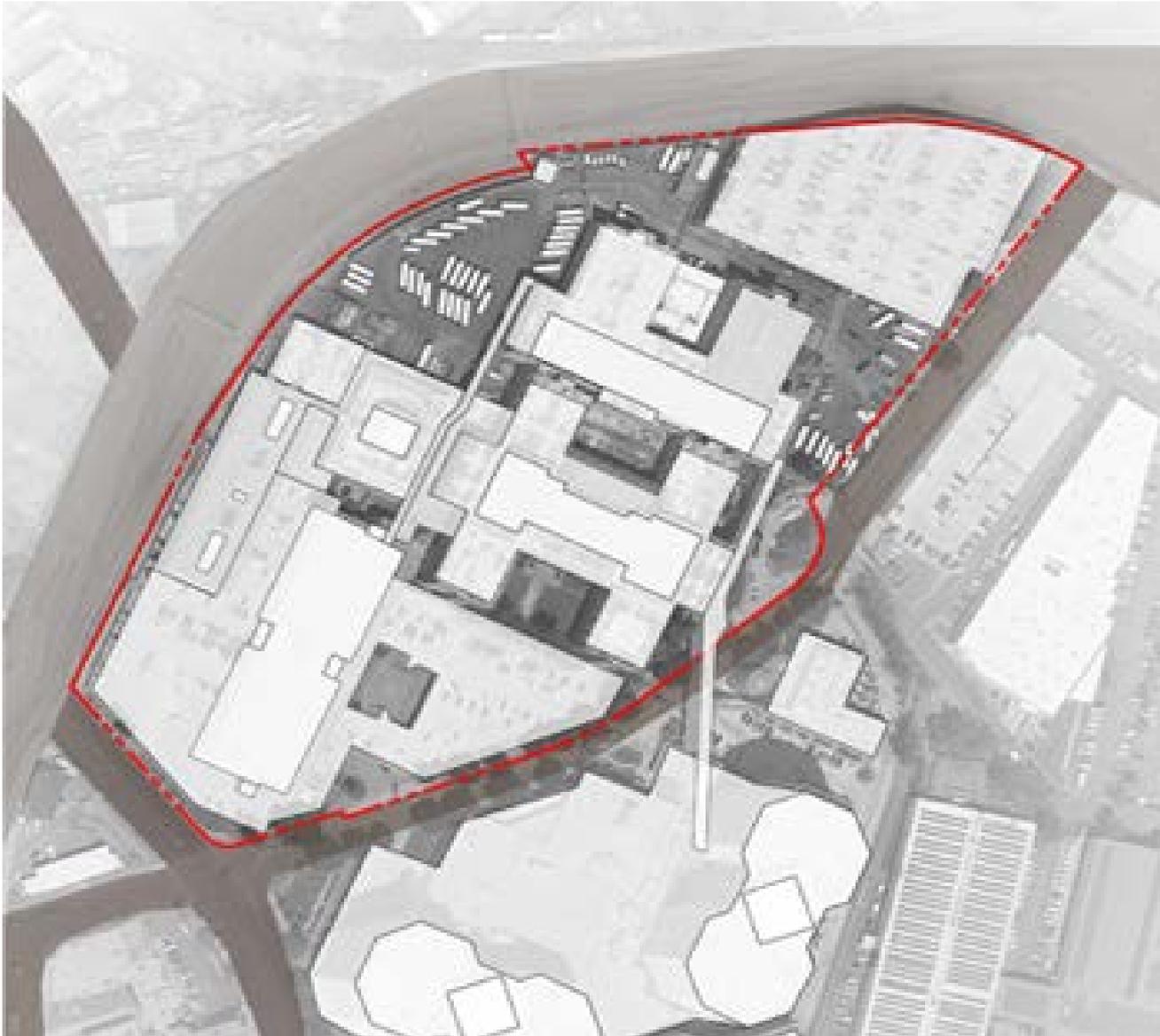
– Enhanced Integrated Services

- New Inmate Reception Center
- 200 Medical Detox Beds
- New 160-bed Medical Correctional Treatment Center
- Accommodate Female Inmates
- Central and housing-level visiting areas, in-person visits

Benefits of Enhanced Model

- Improved mental/medical health treatment
- Improved operational efficiency
- Reduced liability – suicide, incidents
- Improved inmate-patient outcomes
- Improved accessibility (ADA +)
- Improved safety and security
- Improved custody outcomes
- Life-cycle cost benefit

Men's Central Jail Site

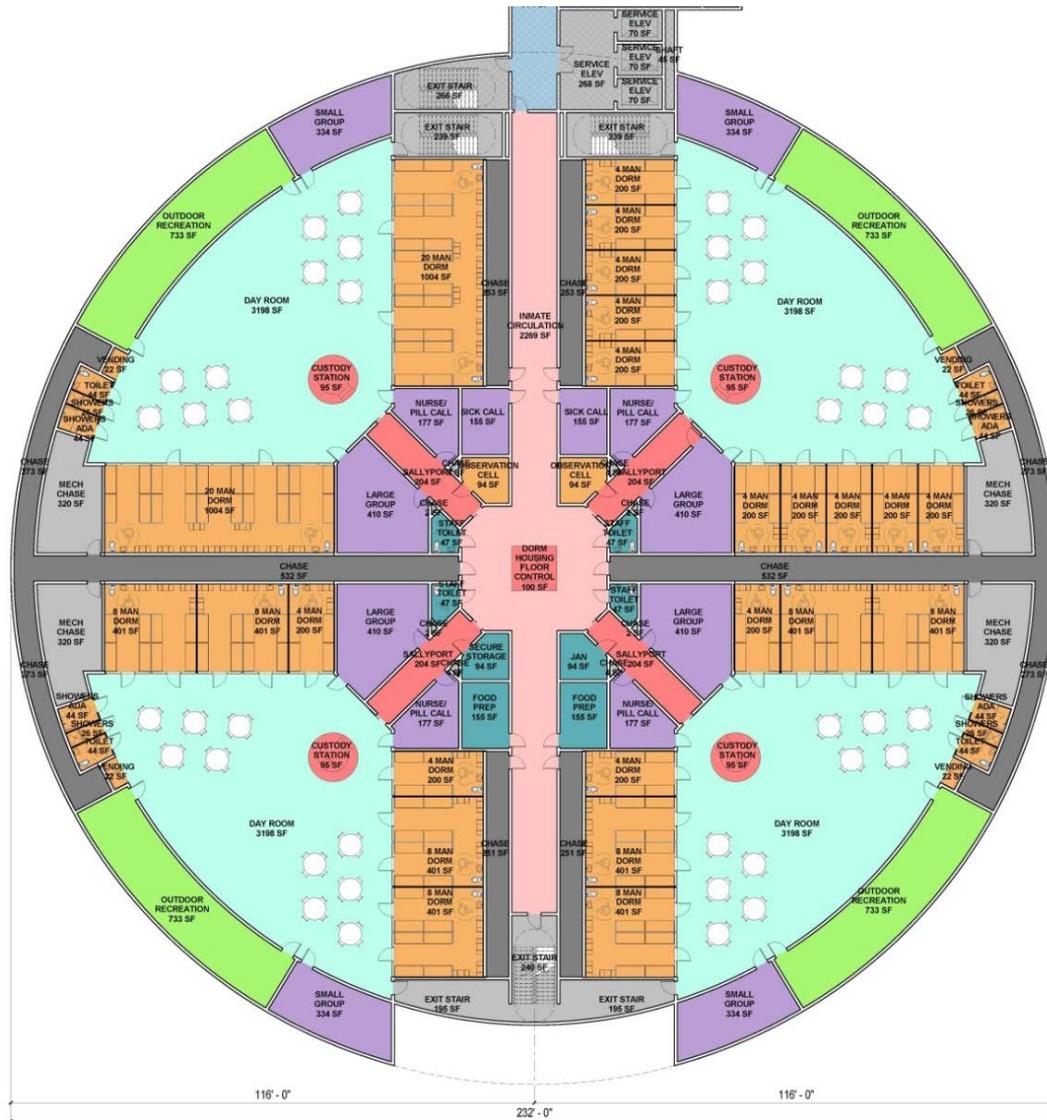


1. Parking/Bus
2. Court Line
3. 1970's Jail
4. 1960's Jail
5. Arraignment Court
6. Central Heating Plant
7. Infirmary
8. Parking

Proposed Bed Stacking Diagram

17	MOH (160 Beds Dorms)	CORE 160				
16	MOH (160 Beds Dorms)	CORE 160				
15	MOH (160 Beds Dorms)	CORE 280	15	MOH (40 Beds Double, 80 Beds Dorms,)		
14	MOH (160 Beds Dorms)	CORE 320	14	MOH (160 Beds Double)		
13	MOH (160 Beds Dorms)	CORE 240	13	MOH (80 Beds Single)		
12	MOH (160 Beds Dorms)	CORE 320	12	HOH (160 Beds Double)		
11	MOH (160 Beds Dorms)	CORE 280	11	HOH (40 Beds Single, 80 Beds Double)	13	CTC FIP (40 beds Single)
10	MOH (160 Beds Dorms)	CORE 240	10	HOH (80 Beds Single)	12	CTC FIP (40 beds Single)
9	MOH (160 Beds Dorms)	CORE 240	9	HOH (80 Beds Single)	9	CTC MH (40 beds Single)
8	HOH (160 Beds Dorm)	CORE 240	8	HOH (80 Beds Single)	8	CTC MH (40 beds Single)
7	HOH (160 Beds Dorm)	CORE 240	7	HSH (80 Beds Single)	7	CTC MH (40 beds Single)
6	MOSH (160 Beds Dorm)	CORE 240	6	HSH (80 Beds Single)	6	CTC MH (40 beds Single)
5	MOSH (160 Beds Dorm)	CORE 280	5	MOSH (80 Dorm) HSH (40 Beds Single)	5	CTC MEDICAL(40 beds)
4	MOSH (160 Beds Dorm)	CORE 240	4	MOSH (80 Beds Single)	4	CTC MEDICAL(40 beds)
3	IRC		3	IRC	3	CTC MEDICAL(40 beds)
2	IRC		2	IRC	2	CTC MEDICAL(40 beds)
1	IRC	MAIN CONTROL	1	CLINIC	1	ENTRY/ VISITATION
B	LOADING DOCK AND WAREHOUSING	CORE	B	KITCHEN	B	CTC KITCHEN

Open Dorms: 40 beds per unit



Department Legend

Grey	BUILDING SUPPORT
Red	CUSTODY CONTROL
Light Blue	DAY ROOM
Orange	HOUSING
Dark Grey	HOUSING SUPPORT
Pink	INMATE CIRCULATION
Light Green	OUTDOOR RECREATION
Yellow	PUBLIC
Teal	STAFF AREA
Light Blue	STAFF CIRCULATION
Purple	TREATMENT

Housing Guiding Principles

- Direct Supervision
- Maximize light and views
- Centralized housing control
- Pod entrance visual connection to floor control
- Unobstructed sightlines
- Glazing into program areas
- Rec. yard accessible from housing

Precedence: Cook County



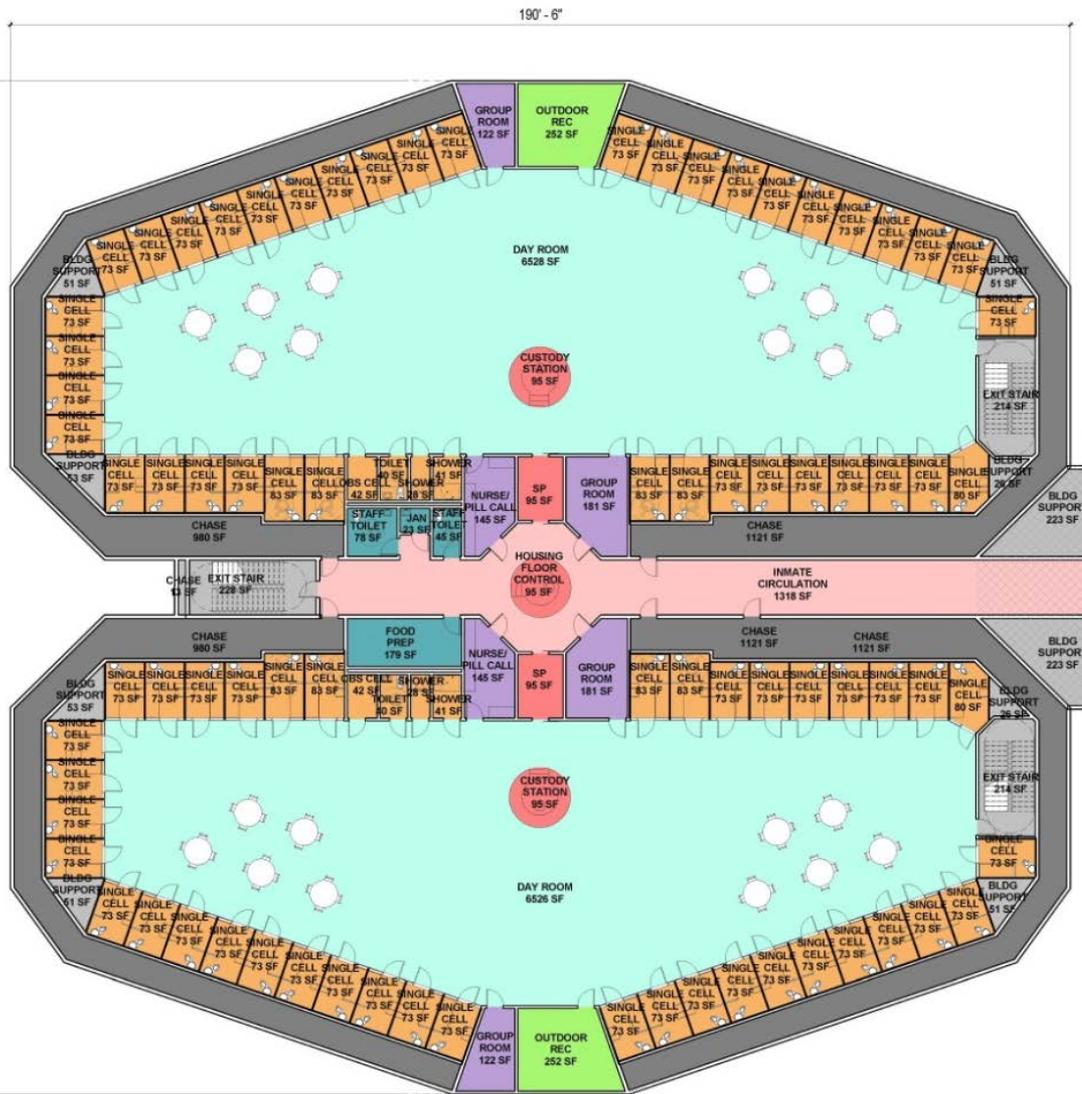
Precedence: San Diego County Las Colinas Women's Jail



Single Cells: 40 beds per unit

Department Legend

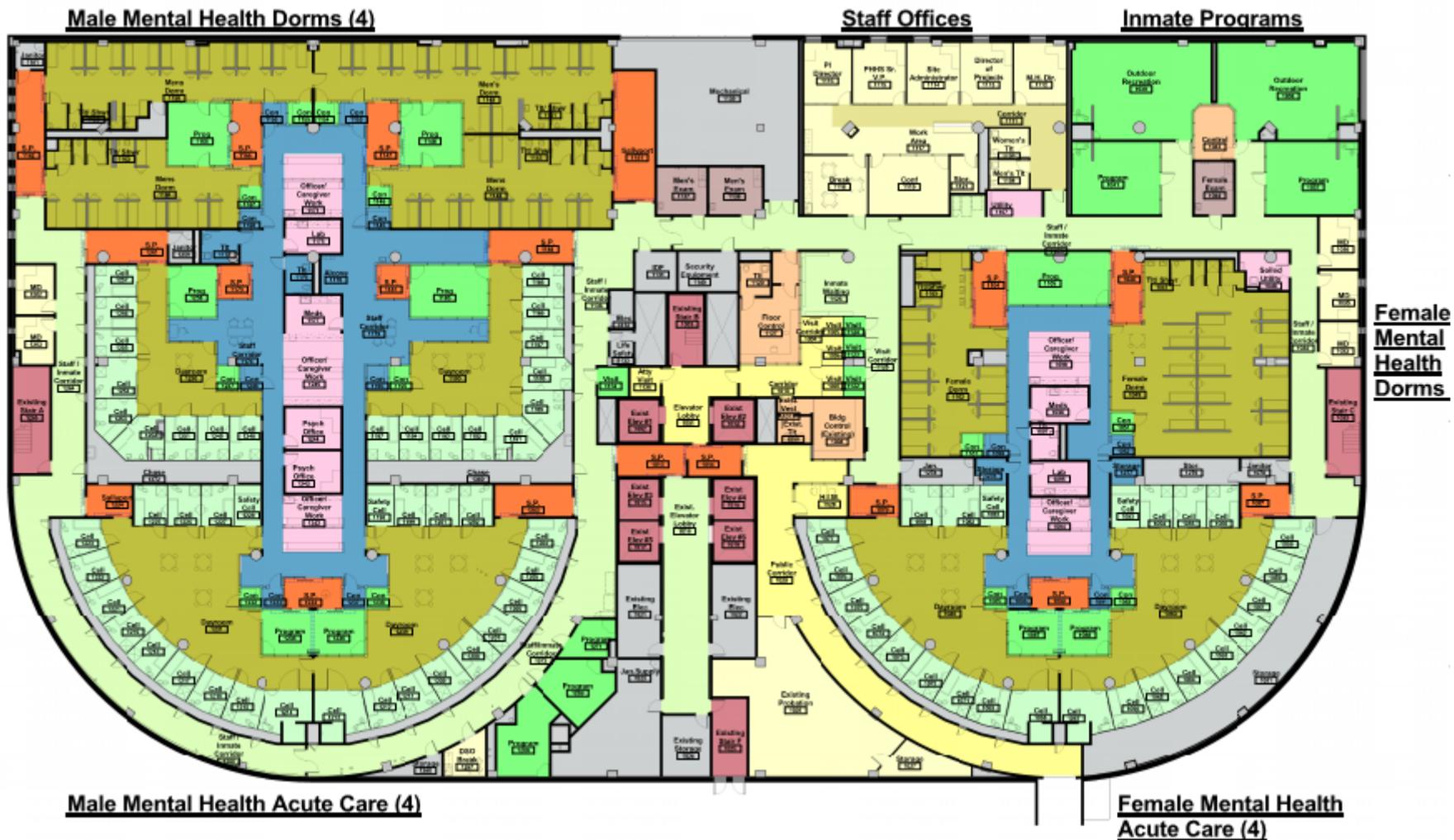
	BUILDING SUPPORT
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	HOUSING SUPPORT
	INMATE CIRCULATION
	OUTDOOR RECREATION
	PUBLIC
	STAFF AREA
	STAFF CIRCULATION
	TREATMENT



Housing Guiding Principles

- Direct Supervision
- Maximize light and views
- Open front cells
- Unobstructed sightlines
- Service chases accessible from outside the housing unit
- Limit movement for daily living
- Suicide prevention measures
- Programming in housing unit

Precedence: Dallas



Precedence: San Francisco County Jail No. 5



Precedence: San Francisco County Jail No. 5



Paradigm Shift: The Role of the Leader

Discussion