Rural and Urban Jail Total Worker Health® Needs Assessment: Similar health, different workplaces

2nd International Symposium to Advance Total Worker Health®
Concurrent Session: 5.4.2 C26
May 10, 2018

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Higher Purpose. Greater Good.”
This study was supported, in part, by a pilot project grant from the Healthier Workforce Center of the Midwest (HWC) at the University of Iowa. The HWC is supported by Cooperative Agreement No. U19OH008868 from the Centers for Disease Control and Prevention (CDC) / National Institute for Occupational Safety and Health (NIOSH). The contents are solely the responsibility of the author(s) and do not necessarily represent the official views of the CDC, NIOSH, or the HWC.
Overview

• New Investigator Pilot Study (HWC) 2015-2016
  – Community-based Participatory Needs Assessment to Inform Workplace Health & Safety Interventions

• Outputs as a result of this project
Background

• 11 million people cycle through jails each year in the U.S.\(^1\)

• 3,280 jails in the U.S.

Photos:
Study Locations

2 Rural Jails / Sheriff’s Departments:
1. 32 full-time commissioned deputies, population average: 132
2. 25 detention officers, population average: 113
Study Locations

Urban Jail, 2 locations
• City of St. Louis has highest incarceration rate in Missouri.²
• Population Average: 1371
Study Goals

1. Create community-based participatory research teams of correctional / jail officers, sheriff’s deputies.
2. Explore workplace health needs.
   Emergent mixed methods: Survey results informed focus group questions.
3. Share the results with each jail
Study Activities

**Team**
- Discuss team goals
- Identify survey items of interest

**Survey**
- At briefings, ask COs to fill out a survey during their shift or break
- Hand out $20 gift cards to COs who turn in completed survey

**Team**
- Discuss results of surveys (*What did we learn?*)
- Focus group interests (*What more can we learn to inform workplace interventions?*)

**FG**
- Focus Groups with COs (new, veteran, women, men, managers)
- Recruit small groups of COs (8-10) to discuss their ideas for solutions

**Team**
- Discuss findings from surveys and focus groups (*What did we learn?*)
- What solutions can we propose from this information?
Better Tomorrow In Corrections

Urban Jail
• Participatory team set goals and a mission.
• Developed Team name and logo

Rural Jails: Smaller teams
# Needs Assessment Data

<table>
<thead>
<tr>
<th>Social Ecological Model Levels</th>
<th>Participatory Team Meetings</th>
<th>Surveys</th>
<th>Focus Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy (city/county)</td>
<td>✓</td>
<td></td>
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<td>✓</td>
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<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Intrapersonal (CO)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</table>
Participatory Team Meetings

Example agenda:

• Provide study background
• Discuss workplace health
  – Strengths, weaknesses
• Review survey
  – Prioritize domains of interest
  – Provide suggestions

Example of team discussion notes
Survey Overview

- Demographics
- Health measures: body mass index, physical and mental health scores, depression, post-traumatic stress
- Prison social climate
## Findings (N=328)

<table>
<thead>
<tr>
<th></th>
<th>All (N=328)</th>
<th>Rural (n=48)</th>
<th>Urban (n=280)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age (average)</strong></td>
<td>44</td>
<td>37</td>
<td>45</td>
</tr>
<tr>
<td><strong>Range</strong></td>
<td>19 - 75</td>
<td>19 – 33</td>
<td>24 – 75</td>
</tr>
<tr>
<td><strong>(SD)</strong></td>
<td>(11.3)</td>
<td>(11.7)</td>
<td>(10.9)</td>
</tr>
<tr>
<td><strong>Gender (female)</strong></td>
<td>52%</td>
<td>27%</td>
<td>57%</td>
</tr>
<tr>
<td><strong>Ethnicity (African Am, Black)</strong></td>
<td>77%</td>
<td>2%</td>
<td>86%</td>
</tr>
<tr>
<td><strong>Jail Tenure 2 years or less</strong></td>
<td>19%</td>
<td>47%</td>
<td>15%</td>
</tr>
</tbody>
</table>

November-December, 2015. ~80% response rate
## Health Findings (N=328)

<table>
<thead>
<tr>
<th>PROMIS Global Scale</th>
<th>COs Mean Score</th>
<th>General Population Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Health</td>
<td>46.4 * (SE, 0.44)</td>
<td>50</td>
</tr>
<tr>
<td>Mental Health</td>
<td>47.21 * (SE, 0.45)</td>
<td>50</td>
</tr>
</tbody>
</table>

*p<.0001. Indicates lower, less healthy than general population.

November-December, 2015. ~80% response rate

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<th>Health Findings (N=328)</th>
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<tr>
<td>Missed work due to medical problem in past 4 weeks</td>
</tr>
<tr>
<td>Have become harsh towards people since taking the job</td>
</tr>
<tr>
<td>Felt depressed at least 1-2 days in last week</td>
</tr>
<tr>
<td>Bothered by repeated, disturbing memories in the past month (Post Traumatic Stress Disorder)</td>
</tr>
<tr>
<td>Taking medication for high BP or hypertension</td>
</tr>
</tbody>
</table>
Depression

Methods

• Center for Epidemiologic Studies Depression Scale 10 item short form (CES-D-10) screened for depression.
• Predictor variables included age, ethnicity, gender, musculoskeletal back disorder, physical health and mental health, and psychological well-being.
• Descriptive analyses detailed prevalence and hierarchical regression models identified depression predictors.

Results

• Depression was experienced by nearly a third (31%)* of jail officers and was predicted by job stress even after controlling for demographics and finding significant relationships between physical and mental health.
  *9% general population depression prevalence
Post Traumatic Stress Disorder

Hypothesis

• Job stress will share a significant positive relationship with symptoms of post-traumatic stress above and beyond demographic, mental health indicators, emotion regulation indicators, and self-efficacy.

Results

• Job stress was a significant predictor of symptoms of PTSD after controlling for the variance attributed to all preceding variables supporting the hypothesis.
## Findings (N=328)

**Social Climate:** Reported agree or strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees and management <strong>work together</strong> as a team.</td>
<td>27%</td>
</tr>
<tr>
<td>COs <strong>have a great deal of say</strong> over what has to be done on their job.</td>
<td>35%</td>
</tr>
<tr>
<td>COs are <strong>asked about their opinion</strong> when a work-related problem arises.</td>
<td>49%</td>
</tr>
</tbody>
</table>

Rural & Urban Jails

Similarities
- Inability to take regular breaks
- Inconsistency between work shifts
- Feelings of disrespect
- Job stress
- Overcrowding
- Need for more training specific to jail work, especially mental health
- Public perception, media portrayal

Differences
- Location
- Facilities
- Resources
  - City has training academy, more administrative staff, city resources
- Training
  - Sheriff’s deputies have more rigorous pre-employment training
- Ability to continue participation for developing workplace interventions
  - Urban continued
  - Rural locations limited participation, post-needs assessment
**Actions, Policies, Procedures**

**Problems**

- Breaks
- Rotation of post
- Posting policies online & available in resource room
- Residency

*“The policies and procedures change all the time.”*

*“In terms of other types of officers, I think we’re the low man on the totem pole – we have to pay for parking, horrible insurance, and no discounts.”*

*“Since we’re city employees, we have to stay in the city and most of these guys, they don’t stay here forever and we’ll see them again on the outside.”*
Actions - Wellness

64% have Body Mass Index > 30 (obese category).
Average BMI = 32.8.

“We have to do that on our own. They don’t provide that for us as far as I am concerned.”

Barriers to Exercise
1. Work schedule (54%)
2. Lack of motivation (48%)
3. No free time available (40%)
4. Pain or injury (37%)
5. Fatigue (38%)

Actions
• BeFit wellness programs.
• New fitness equipment & dedicated workout space.
• Open gym time for employees.
Actions – Food Access

“You eat fast or you eat junk.”

% who eat ____ at least 5 days per week.

<table>
<thead>
<tr>
<th>Food Item</th>
<th>Percentage</th>
</tr>
</thead>
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<tr>
<td>5 servings of fruit or vegetables</td>
<td>14%</td>
</tr>
<tr>
<td>Whole grain breads or cereals</td>
<td>21%</td>
</tr>
<tr>
<td>3 servings of milk, yogurt or cheese</td>
<td>21%</td>
</tr>
</tbody>
</table>

New vending areas with healthier food options.
Actions – Training

“Working with other officers – that’s how I got my training.”

Percent of COs who agree or strongly agree:

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<tr>
<td>Jail training program has helped me to work effectively with inmates</td>
<td>35%</td>
</tr>
<tr>
<td>Receives the kind of training that I need to perform my job well</td>
<td>30%</td>
</tr>
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</table>

• Motivational, leadership.
• Stress and signs of burnout
• Control tactics
  – Special Response Team
  Train the Trainer
Actions - Ongoing

Workplace culture issues, need to problem solve:

Appreciation & Respect
“They need to teach supervisors how to respect, honor, and appreciate their officers in order to motivate them.”
“The disrespect from the inmates is ridiculous.”

Supervisors
“If they would stop treating us as if we are children – this place would run much smoother.”

Consequences
“My favorite word or phrase they always say is, ‘I’ll write you up.’”
“Anything you say to them is insubordinate.”

Consistency
“There’s a lack of communication and it’s not consistent.”
Actions – Reentry Philosophy

% of COs who agree or strongly agree...

<table>
<thead>
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<tr>
<td>Treatment programs for inmates are a good idea</td>
<td>63%</td>
</tr>
<tr>
<td>Inmates at this jail should receive treatment</td>
<td>56%</td>
</tr>
<tr>
<td>Supports extending current offender rehabilitation programs in jail</td>
<td>49%</td>
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Align role of CO with the facility mission:

‘...provide opportunities for the inmates to become a more productive citizen upon their reentry...’
Actions – Reentry Philosophy

• Involve officers in planning meetings
• Allow day visits, phone calls
• Training: Conflict resolution, anger management, positive interactions
• Allow for more service providers, community partners

“Every day of accepting reentry philosophy, has the potential to reduce the job difficulty of officer.”
Actions – Reentry Philosophy

2017 Reentry Fair
• 50 Community Service Providers
• 600 residents attended

*Took full staff participation, engagement, many volunteered...indicates culture shift / change.*
Actions – Reentry Philosophy

• Daily occupational therapy transition and integration programming and reentry events
• Transport through the facility
• Inspiring others
• Meaningful work activities (occupations)
• COs recognized by program participants
Conclusion

- Participatory approach useful for needs assessment
- Identification and implementation of solutions are feasible in urban jail
- Need solutions for rural jails
- Philosophy for culture change
- Engage individuals in meaningful occupations
- Continue to learn and refine interventions with evidence

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Implications of Pilot Research

Prospective Study

- New Jail Hires, N=144
- Survey at pre-training, 6 weeks (post-training), 6, & 12 months

• All outcomes significantly change with time in the expected direction
  - Increase in depression
  - Increase job stress
  - Decrease in psychological well-being

Funding: This study was supported, in part, by a pilot project grant from the Healthier Workforce Center of the Midwest (HWC)
Implications of Pilot Research

- Missouri Department of Corrections
  - Feasible to replicate participatory TWH needs assessment at prison site with all staff
  - “One Team” participatory team formed
  - 32.6% experienced depression
  - 60% BMI in obese range
  - 41% diagnosed with hypertension

Funding: Hammond Institute, Lindenwood University
New Investigator Pilot Project Case Example:
Lisa Jaegers, PhD, OTR/L
References


Transformative Justice Initiative

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