

TRANSFORMING PRISON CULTURE TO IMPROVE CORRECTIONAL STAFF WELLNESS AND OUTCOMES FOR ADULTS IN CUSTODY "THE OREGON WAY": A PARTNERSHIP BETWEEN THE OREGON DEPARTMENT OF CORRECTIONS AND THE UNIVERSITY OF CALIFORNIA'S CORRECTIONAL CULTURE CHANGE PROGRAM

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Abstract

In the 1970s and 80s, the U.S. experienced a national crime wave which gave rise to a "tough on crime" abandonment of rehabilitation in most jails and prisons and ushered in an era of mass incarceration.

Despite an emphasis on institutional security and control in the following decades, U.S. jails and prisons became increasingly dangerous and unsafe. Currently, violence, sexual assault, and suicide remain disproportionately common in U.S. correctional facilities and the poor health and wellbeing of residents and staff alike has reached epidemic proportions. In this context, the Oregon Department of Corrections (ODOC) developed the "Oregon Way" to improve staff health and wellness by enrolling in a correctional culture change program developed and facilitated by faculty at the University of California San Francisco and Santa Cruz ("UCSF"). The program focuses on restoring a commitment to rehabilitation, dignity and humanity as core to correctional mission and practice, modeled off the Norwegian approach to corrections. This article describes the ODOC's investment in officer wellness initiatives over recent years and provides an overview of the partnership between ODOC and UCSF. It also presents findings demonstrating that chronic exposure of staff to stressful and violent incidents in their workplace and an organizational approach to correctional work that vests the majority of staff autonomy and decision-making among managers limits the full realization of staff wellness efforts. The participation of ODOC in UCSF's culture change program has resulted in the implementation of novel work approaches that further advance correctional staff wellness by re-defining the nature of correctional work in the U.S., significantly reducing exposure to stress and violence in officers' daily work lives, and improving staff members' feelings of autonomy on the job and connection to the meaningfulness of their work.

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"It's hard to focus on work when my friends keep dying right when they reach retirement."

Oregon Department of Corrections Staff

The Evolving Role of Correctional Officers in the U.S.

In the mid 20th century, U.S. corrections went through a first wave of workforce professionalization. Originally a job for people with limited education or physical fitness and focused primarily on locking and unlocking prison doors, by the 1960s "prison guards" had become integrated into correctional facilities' primary work of rehabilitation as a means to achieve safer communities outside of prison. However, a rising crime wave and a "tough on crime" response in the 1970s and 80s led to a large-scale abandonment of rehabilitation in prisons, and the U.S. entered an era of mass incarceration (Liebling, Price, & Shefer, 2012). Increasingly overcrowded prison systems were transformed into dehumanized, punishment-oriented regimes, and the role of the "prison guard" reverted to a position focused on the use of force to punish and incarcerate (Liebling, 2011). Despite a growing emphasis on institutional security and control, U.S. jails and prisons became increasingly dangerous and unsafe. To this day, violence, sexual assault, and suicide remain disproportionately common in correctional facilities, and the poor health and wellbeing of residents and staff alike has reached epidemic proportions (Denhof & Spinaris, 2013; Rich, Wakeman, & Dickman, 2011; Schittker, Massoglia, & Uggen, 2011).

By the turn of the 21st century – with a correctional workforce riddled with high rates of early onset chronic disease, behavioral health struggles including substance use disorders and domestic violence, mental illness, and Post Traumatic Stress Disorder (PTSD) – it became increasingly clear to many correctional leaders that something had to change. New efforts to re-professionalize and improve the correctional workforce emerged, "guards" became "correctional officers" with professional expectations and standards focused on far more than the use of force and the turning of locks (Fettig, 2016; Peters, 2018). In this setting, in 2017, the Oregon Department of Corrections (ODOC) enrolled in the University of California at San Francisco's ("UCSF") correctional culture change program to develop the "Oregon Way" focused on improving employee health and wellness. Building on the ODOC's "Oregon Accountability Model" for correctional officer health, established in the 1990s, their partnership with UCSF drew on the Norwegian approach to corrections to develop the "Oregon Way" by transforming environments inside Oregon's correctional facilities and restoring a focus on improving outcomes among adults in custody as core to its correctional mission and practice.

This article describes the ODOC's investment in officer wellness initiatives over the last several years and provides an overview of the partnership between ODOC and UCSF as a means of further investing in the health of correctional officers by focusing their professional work on helping adults in custody change their lives for the better.

Investing in Officer Wellness

In an 18-month period spanning 2012-2013, the ODOC mourned four employee suicides. A year later, an exemplary Correctional Captain in the Department died of a heart attack at the age of 51. In addition, the Department allocated increasing resources for activities like recertifying officers following incidents related to substance use disorders, counseling staff through divorces and other family disruptions, and identifying and responding to symptoms of PTSD such as hypervigilance,

distraction and an inability to control worrying thoughts or painful memories which can interfere with professional duties and also disrupt personal relationships.

These anecdotal data were reflected in a survey of 1,300 employees that ODOC conducted in the early 2010s which found one in three officers experienced symptoms of PTSD, a rate four times higher than the general population. The study also found that such symptoms often had a negatively spiraling effect on the person's overall wellbeing. For example, exposure to violence on the job (which could include various experiences including an adult in custody's suicide or witnessing interpersonal violence) was associated with higher reliance on unpaid leave. This, in turn, often resulted in financial stress, leading staff to work more overtime and double shifts – straining family life and contributing to the increased likelihood of divorce and other compounding stressors which in turn elevate risks of a host of adverse physical, mental, and behavioral health outcomes.



Wellness activities at Oregon's largest prison

At the same time that ODOC leaders recognized a mounting crisis in occupational health among prison employees, literature suggested the poor physical, mental, and behavioral health in the correctional workforce amounted to a growing national epidemic (Konda S, 2012; Lavigne & Bourbonnais, 2010; Lerman, 2018; Schaufeli & Peeters, 2000; Stack & Tsoudis, 1997). These studies also linked routine exposure to violence and high-stress environments, alongside the rigors of shift work, to compounding adverse health outcomes – ultimately, significantly shortening the average life expectancy of people working the correctional profession. In response to their own experience, and in acknowledgment of a worrying national trend, ODOC leadership resolved to develop a national model of officer wellness by making significant investments in staff with a focus on ensuring prisons provide employees with opportunities and appropriate space to engage in health-promoting activities. These initial investments in employee wellness focused on three core areas: providing environments conducive to de-stressing, engaging families and promoting family wellbeing, and fostering a culture that promotes wellness as a critical component of daily work in a correctional environment.

Over time, the ODOC officer wellness initiative has drawn on research showing that providing alternative spaces – which significantly differ from the work environment and create conditions conducive to disconnection from work and calm reflection – are critical to maintaining a healthy workforce (Aldana et al., 2012; Largo-Wight, Chen, Dodd, & Weiler, 2011). ODOC leadership supplemented this research with direct input from employees at all levels, resulting in several environmental interventions aimed at creating spaces in their facilities to promote staff wellness, including:

- Remodeled break rooms/spaces, including outdoors and in nature-rich environments when possible, and offering a mix of spaces for social engagement and individual reflection (these including remodeled staff dining to reflect staff descriptions of an ideal relaxing social

environment and relaxation rooms);

- Providing staff gyms and/or access to resources to promote physical fitness;
- Outdoor walking paths and eating spaces; and
- A system-wide effort to normalize environments inside facilities by painting walls – including working with residents to install murals and other artwork – bringing in more comfortable furniture and providing cell-phone lockers inside facilities so the workforce has closer access to their families in case of emergency.

Understanding the toll correctional work often exacts on employee's families, ODOC leadership undertook a complementary set of efforts to better integrate families into the Department. These include:

- A family orientation program that draws on Dr. Kevin Gilmartin's "Emotional Survival for Law Enforcement" to provide families with practice discussions of the work-related stress their loved one may experience, how to identify and respond to common symptoms of stress like hypervigilance, and resources available for help and support;
- Semi-annual family wellness events with high rates of participation and health-promoting activities like healthy food trucks, yoga, cycling, nutritionists, archery experts, a salsa cook-off, face painting, craft projects, and others;
- Wellness fairs that include support across a variety of dimensions such as financial management workshops, nutritionists, yoga and mindfulness practices, and others;

Finally, ODOC sought to foster an ongoing culture of health and wellness across its institutions to ensure staff wellness extends into the daily lives of its staff. Related efforts include:

- Fostering a culture that allows for conversations regarding wellness via an internal communications strategy which highlights wellness and wellness efforts as critical to correctional work and modeling behavior at the leadership level;
- Providing healthy options for staff food during shift;
- Promoting and supporting regular fitness/wellness events like wall walks, relays, Murph CrossFit challenge, 5k and 3k walk/run;
- Establishing wellness committees at each institution; and
- Ongoing employee surveys and solicitation of staff feedback on wellness initiatives and new ideas to promote wellness and health.

The three-pronged approach to investing in officer wellness – focusing on environment, family well-being, and a culture of health and wellness inside institutions – held the promise of resulting in profound improvements to the health and well-being of ODOC staff. Yet despite significant positive feedback about the initiative, the Department continued to see employees experiencing adverse events and poor health, particularly in areas well-understood to be stress-related. The Oregon DOC was ready to identify an additional way to change the lives of its staff – and the culture of its institutions - for the better.

Oregon Department of Correction's Efforts Pave the Way for Culture Change to Improve the Lives of Adults in Custody

As evidence emerged about the adverse impact of harsh correctional environments on officer health, equally concerning studies were published showing the profound negative toll special (restrictive)

housing can take on the health and well-being of people in prison. In response, in 2014, ODOC formed the Optimizing Special Housing Beds (OSHB) workgroup to examine the long-term effectiveness of placement in special (restrictive) housing as a management tool. The workgroup developed five key objectives:

1. Safely reduce the number of adults in custody being assigned to special housing;
2. Safely reduce the length of stay in special housing units;
3. Ensure assignments in special housing are more productive;
4. Reduce returns to special housing; and
5. Maintain compliance with the Association of State Correctional Administrators special housing guidelines.

In 2016, Oregon was one of five correctional systems from across the country to be selected to participate in the Vera Institute of Justice's Safe Alternatives to Segregation Initiative, receiving technical assistance focused on analyzing the agency's use of segregated housing and developing recommendations for its safe reduction. Also, in 2016, ODOC partnered with Disability Rights Oregon (DRO) and committed to making significant changes in the operations and physical structure of its Behavioral Health Unit – a unit that houses incarcerated people with severe mental illness – to ensure the highest level of care and custody for that population. As part of the commitment to DRO, targets were established for the adults in custody to engage in an average of 10 hours per week of both "structured" out-of-cell time (for example, classes and treatment programs) and 10 hours per week of "unstructured" out-of-cell time (for example, meals, phone calls, and recreational activities).

By 2017, despite progress towards these goals and towards improvements in correctional officer health and well-being, the ODOC leadership found that it required a more powerful catalyst to achieve the culture change needed to achieve both goals.

UCSF's Correctional Culture Change Program and The Oregon Way: From Officer Wellness to Transforming the Nature of Correctional Work

In 2017, with the goal of further advancing officer wellness and simultaneously improving the lives of adults in custody, the Oregon Department of Correction's Executive Team - joined by select legislators and other government and policy officials - enrolled in the UCSF correctional culture change program. UCSF's correctional culture change program was developed and is delivered by faculty from the University of California (San Francisco and Santa Cruz) in partnership with the International Unit of the Norwegian Correctional Service. The program puts participating U.S. states and their correctional facilities through a five-phase intervention aimed at significantly enhancing their focus on resident rehabilitation and health, while improving facility safety and fundamentally changing the nature of correctional work in those facilities. Its ultimate goal is to simultaneously improve the health and well-being of correctional officers and people in custody by using the Norwegian Correctional Service as a central model to redefine the nature of U.S. correctional work as a "helping" profession geared towards supporting residents to change their lives for the better.

The UCSF program is focused on the Norwegian correctional service because the Norwegians have among the world's lowest recidivism rates and most robust prison officer training and education programs. In addition, their current system is the result of a dramatic and carefully developed and implemented reform effort that began in the 1990s when the Norwegian prison system, having

followed the American 'tough on crime' trajectory of the preceding decades, was increasingly violent and ineffective. Norway's subsequent correctional reforms have been so effective that they now advise a number of nations in prison reform via their EEA Norway Grants partnership. The Norwegian Correctional Service's partnership with UCSF constitutes its primary effort to extend those advisory services to U.S. correctional agencies.

The five phases of UCSF's culture change program are:

1. Policy Leader Immersion Program. An intensive, facilitated immersion program in the Norwegian Correctional Service for department of corrections and government and policy leaders.
2. Correctional Culture Change Immersion Program. An intensive, facilitated immersion program for correctional officers including an on-site job shadowing and learning experience with Norwegian prison officers.
3. US-based Correctional Officer Training in Norwegian Correctional Principles. An interactive 40-hour training in the U.S. by Norwegian correctional officer trainers using the UCSF/Norwegian culture change curriculum to achieve a humanistic, rehabilitation-focused correctional culture.
4. UCSF Program for Sustained and Enhanced Culture Transformation. Support from the UCSF team and their network of technical assistance providers and international partners, including technical input on policy and practice reform, collaborative efforts to identify and develop pilot units in participating correctional systems for organizational and educational change, facilitated



Exchange participants bringing trees to ODOC

ongoing collaboration with Norwegian partners to support and evaluate new policies, procedures, and units; organizational strategy (e.g. developing new staff plans), new workforce recruitment strategies; developing new opportunities for continued leadership development and training on a national level; and sustainability planning.

5. UCSF Culture Change Program Evaluation. The UCSF team works with participating jurisdictions to develop individualized measures of performance and success, collects and analyzes data, and iterates new interventions in response to emerging program evaluation data. It disseminates results within institutions and systems and to the broader national and international correctional communities.

ODOC's participation in UCSF's culture change program began with phase 1 in September 2017 and phase 2 in September 2018. Phase 3 was implemented in February 2019 and phases 4 and 5 are ongoing as of September 2019. Preliminary findings from the ODOC's participation demonstrate the critical role that broader prison reform, in particular efforts to dramatically transform correctional culture and practice, has to play in investments in staff wellness.

Prior to the phase 3 Correctional Officer Training, the UCSF team administered a staff wellness and job satisfaction survey to 73 correctional staff participants. The results (Table 1) found that despite ODOC's considerable multi-year investment and success in advancing staff wellness initiatives and ensuring a more supportive environment, many employees reported ongoing exposure to stressful

Table 1: Corrections Experiences and Attitudes Among Training Participants, N=73

Corrections Experiences	N (%)
Years Worked in Corrections (Mean, Range)	11.8 (2-25)
In the past 6 months...	
Hours of Overtime Worked (Mean, SD; Range)	95 (95; 0-400)
Number of times targeted for a direct assault (Mean, SD; Range)	0.5 (1.3; 0-7)
Number of times responded to a violent incident (Mean, SD; Range)	9.6 (11.6; 0-50)
Number of injuries by a direct assault (N, per person)	15 (0.2)
Number of injuries responding to a violent incident (N, per person)	22 (0.3)
In the past 6 months, how often has any type of violent incident occurred at the prison where you work?	
All the time or Very often	27 (37)
Often	23 (32)
Now and then or Never	23 (31)
When I'm at work, I often feel tense or stressed.	
Agree or Strongly Agree	32 (45)
Neutral	27 (38)
Disagree or Strongly Disagree	12 (17)
I have had a harder time controlling my anger since I started working corrections.	
Agree or Strongly Agree	28 (40)
Neutral	15 (20)
Disagree or Strongly Disagree	28 (40)
Attitudes Towards Corrections Work	N (%)
If I received an offer for a job outside of corrections with a similar salary and benefits, I would immediately accept it.	
Agree or Strongly Agree	33 (47)
Neutral	23 (33)
Disagree or Strongly Disagree	14 (20)
I often experience a sense that I am positively influencing other peoples' lives through my work.	
Agree or Strongly Agree	31 (45)
Neutral	26 (38)
Disagree or Strongly Disagree	12 (17)
Attitudes Towards Incarcerated People	N (%)
What percentage of incarcerated people at the prison where you work do you think are... (Mean, SD; Range)	
Very Dangerous	29 (27; 0-100)
Dangerous	42 (25; 0-100)
Not Dangerous	29 (27; 0-80)
Rehabilitation should be a central goal of incarceration.	
Agree or Strongly Agree	58 (84)
Neutral	10 (14)
Disagree or Strongly Disagree	2 (2)
Those who want it should have access to college-level academic training.	
Agree or Strongly Agree	51 (74)
Neutral	13 (19)
Disagree or Strongly Disagree	5 (7)
Those who want it should have access to drug and alcohol treatment.	
Agree or Strongly Agree	66 (95)
Neutral	2 (3)
Disagree or Strongly Disagree	1 (1)



incidents and expressed ambivalent attitudes towards correctional work in general. On average, participants, most of whom worked in a maximum-security environment, reported having responded to nearly 10 violent incidents over the past six months, and 70% said violent incidents occur at their facility often, very often, or all the time.

Despite these challenges, ODOC employees reported positive attitudes towards incarcerated people, including 84% who said rehabilitation should be a central goal of incarceration. Yet fewer than 50% said they felt they were making a positive difference in peoples' lives through their work (Table 1). Similarly, eight statements describing positive aspects of job satisfaction, most notably professional autonomy and connection to the meaningfulness of their work, were endorsed by fewer than 40% of participants (Figure 1). Nearly half (49%) of participants said they feel "under a lot of pressure when at work." Participants were asked to rate their overall job satisfaction on a scale from "no job satisfaction" to the "greatest possible job satisfaction." Assigning a 0-100-point scale to responses, the average reported job satisfaction level was 54.1 out of 100 (range 6-83).

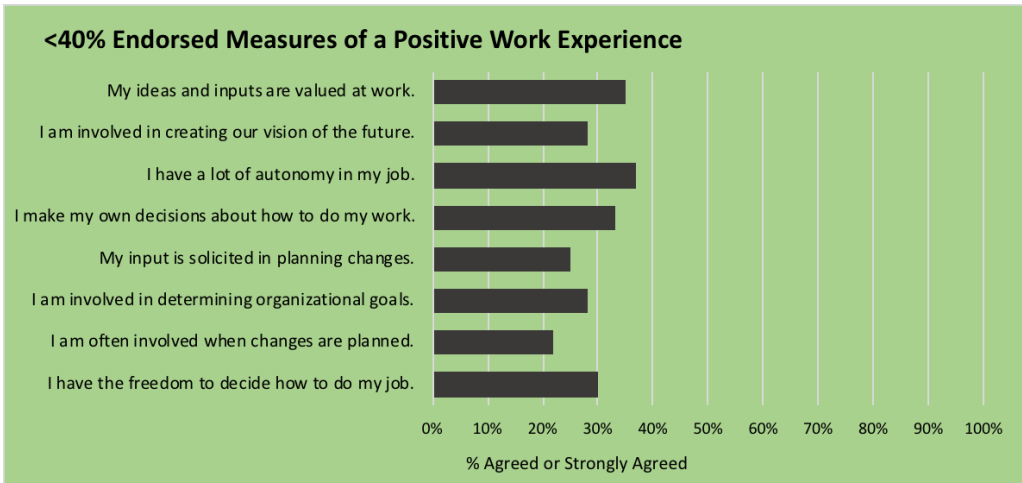


Figure 1: Statements describing a positive work experience, N = 73

These data, particularly in the ODOC where innovative staff wellness initiatives had been implemented systemwide, suggested that a critical next step in investing in and advancing employee wellness should include reducing exposure to violence in officers' daily work lives and addressing opportunities to improve staff members' feelings of autonomy on the job and connection to the meaningfulness of their work. The UCSF correctional culture change program's Phase 3, which provides training about the Norwegian approach to corrections to US correctional officers aims to achieve these outcomes by providing officers with the skills, tools, and correctional policies they need to transform the nature of correctional work with a focus on proactive, pro-rehabilitative, and dignity-conserving engagement with incarcerated people, de-escalating incidents, and delegating decision-making in the correctional context down to the employees who work with and know incarcerated people most closely.

Following the UCSF/Norway training, ODOC correctional officers completed questionnaires including retrospective pre-post evaluation of participants' knowledge and skills (5-point Likert scale, 5 excellent, 1 poor). Retrospective pre-post evaluations are done at the end of an educational

intervention and ask participants to compare what they knew before the session with what they know after and their intention to change behavior following the training. This approach has better criterion validity and sensitivity to change than traditional pre–post evaluations (Skeff, Stratos, Bergen, 1992; Shanji, Gottesman, de Grave et al., 2012) and previous studies show that attitude changes with resulting behavioral intention are highly correlated with subsequent behavior change (Sheppard, Hartwick, Warshaw, 1988). The following day, training participants met with UCSF and ODOC leadership to debrief on their experience in the training.

Preliminary data from ODOC’s participation in the UCSF program suggest such an approach can initiate dramatic changes in correctional culture and practice. Learner evaluations from the 73 officers who participated in the UCSF Correctional Officer Training Program showed improvement in critical knowledge areas and an openness to engage with change following the training (Table 2). In response to their participation in the UCSF program, ODOC leadership has also undertaken a host of policy reforms to transform correctional work in the state which has resulted in dramatically fewer incidents of violence and uses of high-stress correctional methods like solitary confinement and cell extractions (the forceful removal of a resident from their cell). As ODOC’s partnership with the UCSF program

Table 2: Evaluation of correctional culture change training program by correctional staff, N=73

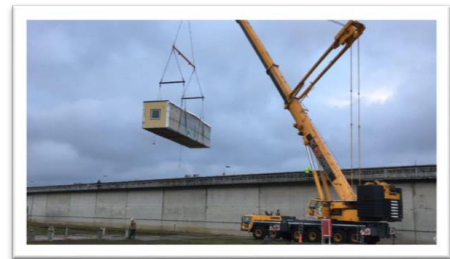
To what extent to you agree with the following statements: (<i>post-training</i>)	5-point Likert scale (5=Strongly Agree, 1=Strongly Disagree) Mean (SD)		
Correctional officers in my state have the right amount and type of training	2.7 (1.0)		
Learning from Norway can help my work	4.5 (0.5)		
Norwegian correctional practices will <u>not</u> work in US systems	1.5 (0.6)		
This training gave me a new perspective on how our system can change	4.5 (0.5)		
I am more confident in my ability to lead change because of this training	4.3 (0.7)		
What I learned was valuable	4.7 (0.5)		
I would recommend this training to colleagues	4.7 (0.5)		
I believe this program will lead to change	4.7 (0.5)		
Overall, how would you rate this program? (0 = No Good, 3 = Good, 5 = Life-Changing)	4.3 (0.7)		
Rating of knowledge and skills pre- versus post-training, Mean	Retrospective Pre-	Post-	P value
Use Norwegian correctional concepts to identify changes that might improve my prison or correctional practice	2.0	4.2	<.001
Identify additional skills that it would be important for our correctional officers to receive additional training in	2.4	4.6	<.001
Identify ways to reduce the use of solitary confinement (special or restrictive housing)	2.8	4.4	<.001
Identify the importance of educational / skills building for prison residents	2.8	4.4	<.001
Discuss the benefits of normalization in prison for the preparation of incarcerated persons who will be released (Norwegian concept of normalization)	2.3	4.6	<.001
Describe the usefulness of gradually moving closer to freedom throughout incarceration (Norwegian concept of progression)	2.2	4.4	<.001
Discuss the ways that motivation can be used to engage prisoners in rehabilitation and readiness for release	2.4	4.4	<.001

continues through its research and evaluation phases, future qualitative and quantitative research will describe the program's impact on self-reported improvement in quality of life, health, well-being, job satisfaction and safety among staff and will evaluate resident engagement in rehabilitation, health and well-being. The research will also describe reductions in the use of solitary confinement and staff uses of force against residents and reduced numbers of high-level behavioral infractions among residents, including staff assaults.

Developing the Oregon Way

In partnership with UCSF, ODOC has continued to develop the Oregon Way – its combined efforts to improve both staff and resident well-being. In February 2018, a new building providing adequate space for the Behavioral Health Unit's treatment programs, and accompanying staff, was opened through funding by the Oregon State Legislature. Improvements to create more "normalized" restrictive housing units and to expand out-of-cell programming at several of its institutions have proliferated, with multi-disciplinary team meetings now used to review the cases of persons in special housing for early incentive releases back to general population, based on positive behavior. In 2019, following the UCSF program's Phase 3, ODOC was able to gain the necessary buy-in from facility management and frontlines staff to finally achieve much of its restrictive housing reduction target in the BHU.

Learning from the Norwegians, who seek to normalize all correctional facilities as much as possible, many of Oregon's prisons are now planting trees, shrubs and flowers in an effort to normalize and humanize the institutional environment. The maximum-security Oregon State Penitentiary is leading the state's efforts in this realm by creating a traditional Japanese garden inside its walls to provide a place of healing where nature can reconnect adults in custody with their humanity. One of the men working on the project said, "I haven't seen a tree in 14 years and working on this garden has given me that opportunity. The sound of the wind blowing through the trees was foreign to me. It was so moving, I cried."



Modular building over the wall at the Oregon State Penitentiary

The correctional staff who participated in the UCSF immersion and training programs have reported profound personal and professional transformation, demonstrating that improving the lives of people who are incarcerated can simultaneously have a positive impact on correctional officer well-being and safety. As one officer stated: "This work is as much about staff wellbeing as it is about treating our adults in custody with respect." Another stated: "This program helps us treat inmates like individuals ...but staff benefit too. It improves job satisfaction and our interactions with each other. It is hard to help people in prison get better when we ourselves are not better. This program makes it easier to interact with a more humanistic approach."

Conclusion

In response to evidence of an emerging national crisis in occupational health among those who work inside American correctional institutions and increasing evidence of that crisis in their own system, the Oregon Department of Corrections has implemented robust and impactful staff wellness initiatives

over the past several years. Those efforts have yielded critical improvements to occupational life at ODOC, including a proliferation of environments conducive to staff de-stressing, supporting families too often affected by the rigors of correctional work, and fostering a culture that destigmatizes workplace stress and promotes wellness. Yet the full impacts of these considerable investments were often not realized because of persistent exposure of staff to stressful and often violent incidents during the course of their work and an organizational approach that vested the majority of staff autonomy and decision-making among managers. In partnership with UCSF's correctional culture change program, ODOC has identified and begun implementing novel work to further advance staff wellness in corrections by significantly reducing exposure to stress and violence in officers' daily work lives and improving staff members' feelings of autonomy on the job and connection to the meaningfulness of their work, coupled with profound cultural transformation of Oregon's prisons. The result is an embrace of a more humane and dignity-driven approach to correctional work that prioritizes more normalization of the prison living and working environment. As this effort continues, further research and program evaluation by ODOC and UCSF are forthcoming describing an evidence-based Oregon Way of re-thinking and re-defining successful correctional work for the 21st century which takes the best of the "Norwegian way" and adapts it for use in Oregon.

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About the Authors

Cyrus Ahalt, MPP, is Associate Director of the Criminal Justice & Health Program at UCSF where he designs and administers diverse projects aimed at improving the health and criminal justice outcomes of people who live and work in U.S. jails and prisons. As part of that work, he co-directs a consultation service that identifies and addresses deficiencies in correctional health care systems. As an academic, he conducts policy-oriented research to better understand and meet the complex health care needs of medically vulnerable criminal justice-involved people and publishes commentaries translating evidence into calls for prison and criminal justice reform. As co-Director of the UCSF correctional culture change program, Mr. Ahalt has collaborated closely with multiple state corrections departments to adapt core principles and best correctional practices from around the world for application in the U.S. correctional environment. That work has resulted in dramatic reductions in solitary confinement, reduced uses of force, and substantial declines in interpersonal conflict, including violence, inside institutions enrolled in the program. Mailing Address: University of California San Francisco, 3333 California Street, Suite 380, San Francisco, CA 94118

Colette S. Peters, MS has served as Director of the Oregon Department of Corrections (ODOC) since February 2012. She has ultimate oversight of an agency with 4,700 employees; a biennial budget of \$2 billion; and responsibility for managing 14,700 incarcerated adults in 14 prisons across the state. Ms. Peters played a crucial role in Oregon's justice reinvestment effort, which reduced the prison population and avoided opening additional institutions. Under Ms. Peters' leadership, ODOC enrolled in the University of California San Francisco correctional culture change program and developed the "Oregon Way." The goal is to improve employee health and wellness, and reduce the use of segregation, by transforming environments inside correctional facilities to be more normal and humane. The program has focused efforts on helping the adults in custody positively change their lives and become better neighbors. Ms. Peters holds a master's degree in criminal justice from the University of Colorado in Denver, and a bachelor's degree in psychology from the College of Saint Benedict in Saint Joseph, Minnesota. Mailing Address: Oregon Department of Corrections, 2575 Center St NE, Salem, OR 97301

Heidi Steward has served as the Oregon Department of Corrections (DOC) Deputy Director since April 1, 2019. Ms. Steward is a 23-year DOC veteran, beginning her career in 1996. During her tenure,

Ms. Steward redesigned the department's cognitive interventions toward evidence-based programs created specifically for criminal justice-involved adults. She implemented a new case management model allowing counselors to serve as change agents. Ms. Steward served as a representative on two trips to Norway to learn the principles of humanity and normality applied throughout Norway's corrections system. She has applied those best-practices and innovations to Oregon's corrections system – both in employee wellness and bettering the environment of those in custody. Ms. Steward's focus is on the professional environment, family well-being, and the culture inside and outside Oregon institutions. This has yielded notable improvements to the health and well-being of ODOC staff and adults in custody. Mailing Address: Oregon Department of Corrections, 2575 Center St NE, Salem, OR 97301

Brie Williams, MD, MS is a Physician and Professor of Medicine at the University of California, San Francisco. Dr. Williams collaborates with colleagues from criminal justice, public safety, government and the law to integrate a healthcare perspective into criminal justice reform. Her research has called for increased attention to the impact of solitary confinement on adverse physical health outcomes; a more scientific development of medical "compassionate" release policies for incarcerated patients with serious illness; and improved systems for defining, recognizing, and responding to disability, dementia, and serious illness in the correctional environment. Dr. Williams has served as a consultant for jails, prisons, and legal and policy organizations throughout the U.S. and internationally, including the National ACLU, the U.S. Sentencing Commission, and the World Health Organization. As Founder and Director of the UCSF correctional culture change program, her work is increasingly focused on transforming culture in U.S. prisons and jails as a vital strategy for restoring health and humanity to the U.S. criminal justice system and ending mass incarceration. Mailing Address: University of California San Francisco, 3333 California Street, Suite 380, San Francisco, CA 94118