



AROUND THE BLOCK

MASSACHUSETTS DEPARTMENT OF CORRECTION NEWSLETTER



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Correctional Industries



The Performance Measures Division

By Diane Silva, Gail Simms and Sharon Savoie

"Chart a course for every endeavor that we take the people's money for, see how well we are progressing, tell the public how we are doing, stop doing the things that don't work, and never stop improving the things that we think are worth investing in" -President William J. Clinton, on signing the Government Performance and Results Act of 1993.

The Performance Measures Division was established in March 2006 in response to the Governor's Commission on Correctional Reform (GCCR) and is committed to advancing the capabilities of the Department of Correction and its leaders through the effective use of performance measures by developing and sharing knowledge. The Division is comprised of Diane Silva, Director; Gail Simms, EDP Systems Analyst; and Sharon Savoie, Program Coordinator.

Over the past decade, several correctional systems have attempted to re-think how they monitor progress toward specific agency goals to ensure greater staff and agency accountability. As a result, performance measures management has grown in popularity because it allows managers to make data driven decisions. This growing trend is supported in current literature as it promotes accountability, improves service quality, reduces operational costs and maximizes safety. Performance measurement is the art and science of assessing how well an organization is achieving its goals.

What are performance measures and why are they important? Performance measures are a qualitative or quantitative characterization of performance to help us understand, manage and improve what we do. Performance measures can illustrate how well we are doing and if we are meeting agency goals while properly allocating resources. Further, they can show us where we can improve.

One of the division's primary responsibilities is to collect and report on nationally created performance based measures for correctional agencies. The Association of State Correctional Administrators (ASCA) seeks to improve correctional services through the exchange of uniform performance based data. ASCA has created consistent and meaningful measures and a mechanism to collect and share this information electronically. This is referred to as PBMS or Performance Based Measures System. In doing so, perspective and comparisons can be made both internal and external to each system. The sharing of existing and successful measures contributes to improved performance.



 **Performance Measures Division**
"Unlocking Information"

Many of you provide data regularly to the Performance Measures Division but most may not have known why this information is needed or how it is used. Your efforts have paved the way for Massachusetts to meet the national reporting requirements set by ASCA.

In addition, these measures and other data routinely collected at your site or division are used to inform us about our progress towards our goals outlined by the department's new strategic plan.

Need to solve a problem? Need a better solution to achieve your desired outcomes? Use LMAP! The department has created its own performance measure model called *Leadership, Management, Accountability and Performance (LMAP)*. LMAP is a tool that uses performance measures to examine and address problems. Our current fiscal plight requires us to closely examine our practices and search for ways to improve performance in a cost effective manner. The LMAP process creates a forum for an open honest discussion about agency, institution and divisional initiatives, practices and priorities. The process allows for the inclusion of a multi-disciplined group of individuals who begin to discuss, dissect and strategize about action plans that can bring about increased performance. The Performance Measures Staff is tasked with oversight of the LMAP process in terms of subject matter expertise, project management and the scheduling of agency forums. A current docket of LMAP topics is posted on the Performance Measures Division intranet site as well as resource materials regarding LMAP. We appreciate the work you all do to keep us educated with powerful data which will illustrate our successes. Please feel free to contact us for more information.

CPO Paul Constantino and Clinton High Football

By Greg McCann

When MCI Shirley CPO Paul Constantino took over the reins as head football coach at Clinton High School back in 2007, it appeared to be a daunting task. Constantino was replacing a local legend, Archie Cataldi, who had coached the Gaels for 40 years and had been enshrined in the High School Football Hall of Fame. Additionally, he was inheriting a young team with mostly freshman and sophomores at key positions. Making matters worse, the team was winless that first season, going 0-11, followed by three wins last season. This past December, after a solid win over Maynard in the first round of the Central Mass. Division 3 playoffs, Constantino found himself preparing his team for a Super Bowl game. CPO Justin Ball, currently working at SMCC, served as the Offensive Coordinator.

It would be a mistake, however, to assume that winning the big game is what drives the Coach. "When I first got out of college, I wanted to be a teacher and a coach, as an opportunity to work with young people" says Constantino. In fact, that's just what he did, beginning what he thought would be a teaching career in his hometown of Clinton. Budget cuts resulted in him being laid off, and he then went on to begin his career with the DOC, at MCI Lancaster in 1986, but coaching was in his blood and he continued coaching both basketball and football over the last 20 years. "I find one of the most satisfying aspects of coaching is to be able to recommend kids for college and employment."

The Super Bowl last December had additional meaning for Constantino and his team, and indeed, the entire town of Clinton. A year earlier, his starting center, Chris Reusch, was killed in a car accident. The tragedy brought the team together and the season was dedicated to Chris. Even his parents found some measure of comfort in watching the team progress through the playoffs and on to play Narragansett in the Bowl, where the Gaels did not disappoint, breaking a scoreless tie late in the 4th quarter en route to a 14-0 Championship win. "It was great to win especially in memory of Chris and for his family," said Constantino.

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Twisted Sistahs Softball Team



Left to Right (front row): Nykie Marzilli, Anne Slusser, Meghan Oskirko, Brenna Elliott, Heather Sargent, Donna McLean. Left to Right (back row): Carla Scibellii, Erica Sobel, Gerri "Sistah" Riley (Training Manager at the Training Academy), Deb Larson, Julie Morancy, Lisa Baggio, Lori Keenan Sullivan, Aldea Rumery (CO at Shirley Minimum) and Lori Beau-doin.



Twisted Sistahs (Women's Slow Pitch Softball Team)

By Julie Morancy Submitted by Gerri Riley

The World Series is special for any team, but for the Twisted Sistahs Softball Team, the trip to Disney World and the opportunity to play in the Women's Slow Pitch Softball World Series was the culmination of an unforgettable season.

The Sistahs were formed in the winter of 2009. A couple of us got together and started off with a simple question: "Do you know someone?" which led to brainstorming a list of old teammates and friends who we thought might be interested in playing ball together. Several phone calls and email conversations later, the Twisted Sistahs were born.

It only took a short time for us to realize that this team was something special. Even though we had never played together before as a team, we easily clicked on and off the field. Our backgrounds were varied, but we shared a few key things in common: we loved the game, we wanted to win, but most of all, we wanted to have fun together. We took those beliefs and turned them into a motto that would carry us throughout the season: STAY TWISTED!

Fast forward to the World Series. After a successful summer season behind us, the Sistahs came in with high hopes at Disney World. We finished the Series with a 7-2 record, placing third in the country. Although it was a complete team effort, a few players stood out as All-World selections providing some of the explosive offense and defense throughout the series. Gerri Riley was one of the All-World Tournament Award recipients along with two other teammates.

The on-field memories will stay with us for a long time, but there are some off-field images that will always stay in our minds. We will never forget the Twisted Sistahs cheering section, which consisted of friends, loved ones, and fellow New England teams competing in the World Series. They were by far the loudest and proudest spectators Disney World has ever seen. We will also never forget the kind and enthusiastic Disney staff members who drove us around the park and made us laugh.

One of the best memories came after the games were over. Hours before we were scheduled to fly back to Boston, we sat together one last time in our Kissimmee rental house and looked back on our accomplishments. We passed around the World Series trophy, and one by one, we shared a few words about our experience there. Each of us talked about the good times, the laughter, the memories, and just how much we loved playing together. It was a special moment that none of us will ever forget.

We are already looking ahead to next season, where we hope to return to Disney and continue our "Twisted" ways. We are proud of our accomplishments on the field, but more than anything, we enjoyed playing the game we love, having fun together, and always remembering to STAY TWISTED!

- A longer version of this article was published in a recent edition of Softball Magazine (Issue 1 2010)



Honor Guard

By Lt. Raymond Gonsalves and Sgt. Jay Sylvia

The mission of the Honor Guard is to represent the Department of Correction as a highly disciplined, professional team serving with honor at ceremonial functions and with respect and dignity at funeral services for active and retired personnel, as well as personnel who have died in the line of duty. The most fundamental duty of the Honor Guard is to provide comfort, compassion and pride to the survivors, not only in the DOC, but also to each and every family member of the law enforcement community.

The DOC Honor Guard was formally established in 1988 and falls under the Department's Special Operations Division. It has grown to 16 members, including a ceremonial singer. The team is made up of highly dedicated correctional professionals, some of whom have prior military service. The Honor Guard trains annually together as a self sufficient and disciplined team.

A family member of a deceased DOC employee or retiree may request the services of the Honor Guard. DOC staff close to the family may respectfully advise the family of the services the Honor Guard may provide. The family then must contact the Superintendent of the institution in which the deceased worked to request the services of the Honor Guard through the Director of Special Operations. Upon approval, the Honor Guard Commander shall contact and advise the family of the appropriate honors and services which may be rendered. Requests seeking the participation of the Honor Guard for a special event shall be forwarded to the Director of Special Operations Division in writing with a brief description of the event, date, time and contact person.

Honor Guard members performing casket watch during wakes and viewings are Vigil Standers at a military position of parade rest, which means an officer performing this duty is rendering honors to the deceased. They hold their head and eyes at the position of "Attention," remain silent and do not move until relieved. The flag draped over the casket of the fallen, shall be presented to the designated survivor, normally a spouse or a child. If the fallen member is a veteran, the detail is a joint military and DOC ceremony. The military will fold the U.S. flag and present it to the spouse of the deceased. The Honor Guard will present an "Ultimate Sacrifice Memorial Coin" with the name of the fallen member inscribed on the coin as a tribute to their service to the DOC.

The Honor Guard Commander is responsible for coordinating and directing all departmental/institutional "walk through" and burial site activities to all uniformed staff. The purpose of the departmental/institutional "walk through" is to give uniformed honor to the deceased during the wake or viewing and not to delay family and friends in the viewing line. Under the direction of the Honor Guard Commander, the uniformed staff will file into the reviewing line, then upon approaching the front of the casket of the deceased, the uniformed staff will turn and face the deceased and render a slow salute, then proceed directly to the outside of the funeral home. In keeping with tradition, uniformed personnel execute military drill and ceremony during burial site activities. Clear instructions are provided by the Honor Guard.

The Honor Guard personifies professional decorum, instills pride, preserves traditions and strives toward perfection. It is our honor to serve each and every member of the Department of Correction both past and present.





SPOTLIGHT ON BSH

The BRIDGE Program

By Tim Larkin, BRIDGE Program Coordinator

Formerly known as the SEALS program, the BRIDGE program was developed as a fundraiser for the Easter Seals. The SEALS program had a 25-year history of providing work services to non-profit organizations. The BRIDGE program expands on this by offering work services to for-profit community businesses along with non-profit organizations.

The BRIDGE program provides patients with an opportunity to learn responsibility, socialization, and basic work skills, while at the same time increasing the patient's optimum level of functioning and preparing them for return to a less secure setting.

Housed in the Minimum Modular Unit, the BRIDGE program is part of the Rehabilitation Services Department and accommodates up to 12 patients. Patients are referred to the program by their respective treatment teams, and are selected based upon past work history and level of functioning. Patients must also be civilly committed, have no recent history of disruptive behavior, and must attend all other referred programs as identified on their Master Treatment Plans.

Patients in the BRIDGE program are currently working for a Fall River company doing "faux" scrimshaw. The patients are given molded resin pieces with an inlaid image and then are required to darken the image by "inking" the piece. Once dark enough, the pieces are cleaned and returned to the company where they are used in items such as Zippo lighters, on key chains and money clips, as magnets, rings and inserted into pocket knife handles. Over the years, the BRIDGE program has done items that were sent to Alaska and Hawaii, as well as several major tourist destinations and major manufacturers.

Bridgewater State Hospital is located 35 miles south of Boston, Massachusetts. The original facility, which was razed in 1978, dated back to the mid-1800s. It was originally built as an almshouse for paupers. In 1895, it was designated as an "asylum for insane criminals." We serve every court and every correctional facility in the Commonwealth by providing court mandated evaluations and treatment of mentally ill adult men.



Bridgewater State Hospital "STEPS" It Up

By Annie Allen and Helen Cirone

Safety Takes Every Person or "STEP" is the acronym used synonymously with Bridgewater State Hospital's (BSH) Safety Committee. The Committee's mission is to identify opportunities for improvement and to provide a safe environment for patients, inmates, staff and visitors. The Safety Committee consists of 15 staff members from the correctional and healthcare fields who are a subset of The Joint Commission's Environment of Care Chapter workgroup and meets on a monthly basis. The committee tours recycling centers, power plants, visits Department of Correction (DOC) institutions and Department of Mental Health hospitals. The Safety Committee gathers insight and understanding of operational issues and challenges faced by counterparts by visiting various locations. They utilize the information gathered to identify best practices and improve daily operations at BSH.

A few of the safety improvements at BSH, as a result of the committee's work include:

- Reconfiguring and restructuring the patients' visiting room in an effort to decrease contraband from entering and being introduced into the institution
- Piloting the Bio-Key Fingerprint System as a means of patient identification to improve patient safety and decrease medication errors during medication administration
- Developing a Pandemic Plan in response to the H1N1 threat
- Completing a Hazard Vulnerability Assessment for the institution
- Identifying trip hazards and coordinated repairs of walkways
- Providing ongoing education to staff to maintain continued survey readiness for The Joint Commission and American Correctional Association
- Developing, implementing, and critiquing drills to ensure staff is competent when responding to emergencies of any nature

Safety Committee Members: Suzanne Thibault, Deputy Superintendent-Operations, Chairperson; Annie Allen, MHM-Administrative Assistant; Rhonda Cantelli, RN, Director of Nursing; Helen Cirone, RHIT, Director of Medical Records; Anne Collins, RN, Nurse Manager; Patrick DePalo, Deputy Superintendent of Operations; Sergeant John Hart, EH/FSO; Emily Karbowski, LICSW, Unit Director; Susan Lantagne, Hospital Administrator; Amanda Leroux, DOC AA1, Recorder; Lynette Littles, LCSW; Gerard MacLellan, Director of Engineering; Sharon McCann, MBA, Director of Education and Performance Improvement; Captain Steve McKenzie; Laura Vasconcellos, LPN, Infection Control Nurse

Reference: *The Joint Commission's Comprehensive Accreditation Manual for Behavioral Health Care 2010*



Willing

There are those who are willing
to step outside their lives
to come make a difference
and help me with mine.

There are those who are willing
to help make a change
to help those less fortunate
and help shelter from rain.

There are those who are willing
to reach out to me,
to help me transition
and find what I seek.

There are those who are willing
I can't say enough
Thanks to you, I will be willing
When others' times are tough.

Thank you to the volunteers of the
world!!

-Poem written by
BSH inmate for event

Volunteer Appreciation Event

By Martin Wood,
Director of Classification and Programs

At BSH there are over 50 individuals who volunteer their talents, abilities and time to the inmates and patients.

On February 22, 2010, BSH again held a volunteer appreciation event. Seventeen volunteers from the various programs were in attendance. Superintendent Karin Bergeron, Deputy Superintendent Lisa Mitchell, and Director of Volunteer Services William Milhomme and I were present to express our thanks.

Posted around the room were poems, letters and drawings created by the inmates and patients which expressed their thanks for the service of the volunteers. All were copied and presented to each volunteer along with a certificate of appreciation and a letter from Superintendent Bergeron. Though many were not in attendance, each volunteer's name was read and they were recognized. Each staff member expressed their thoughts on the importance of our volunteers in accomplishing the mis-

sion of the DOC.

One volunteer sent an e-mail expressing her gratitude. She wrote, "I can't tell you how impressed I was with the fresh, open thought, the sense of mission and purpose, the hopefulness, and the tireless dedication of each one of you. I can honestly say that I came away from that evening with a profoundly different view of the Department of Correction."

I am hopeful that each volunteer feels appreciated, because they make each of us feel honored.

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IN YOUR COMMUNITY

(A Proud American/ Soldier/Corrections Officer)

By Daniel Sullivan, Sergeant & Avani Patel, Correction Officer, MCI Cedar Junction

MCI Cedar Junction Lieutenant John Savage initially joined the armed forces back in 1985 with the Army National Guard. In 1989, John joined the Massachusetts Department of Correction.

John continues to serve with the Army National Guard as a Sergeant 1st Class and a Platoon Sergeant. John has completed four tours in Iraq over the years. Though John maintains a very busy lifestyle in raising four children with his wife Suzanne and two careers, John remains steadfast in supporting his community. In November, he surprised the children at the Barnum School for Preschoolers in Taunton when he rolled onto their playground with a military Hum-vee. John volunteered to speak with the children at the school about the Army National Guard, being overseas and the military's duty of helping people. The children were so excited to explore the Humvee. The children all started screaming with joy every time one of their classmates beeped the horn. John also set up a display of military equipment that he

laid out on the schoolyard pavement. The kids were fascinated by the display, sampling different things like crawling into a sleeping bag and eating the pasta military meal (also known as MRE's or Meals Ready to Eat). The kids that got to try the MRE's were a little disappointed stating, "Yucky." The principal of the school was overwhelmed at the amazing response of the children.



After serving 20 plus years and four separate tours overseas, we asked John why he continues to devote so much time to the military as opposed to just retiring. John replied, "I go to war so that the eyes of the innocent may never have to experience the horrors of war."

Community Correspondents Network

- Nelson Alves
- Peter Brown
- Kathleen Doyle
- Sherry Elliot
- Christopher Fallon
- Sharon Ficco
- Joy Gallant
- Bet Gentz
- Paul Henderson
- Jaileen Hopkins
- Claire Kilawee-Corsini
- Carol Lawton
- Mary Lynch
- Debra Moschos
- Anne Manning
- Gregory McCann
- Brenda Melanson
- John O'Malley
- Chris Pearson
- Cara Savelli
- Kyra Silva
- Gary Temple
- Timothy Tenney
- Michael Thomas
- Mari Lou Whalen
- Diane Wiffin
- Shawn Zoldak



Massachusetts Department of Correction
DOC Central Headquarters
50 Maple Street Suite 3
Milford, MA 01757

Commissioner Harold W. Clarke

The Public Image of Corrections

By Sgt. Chris Pearson

When the topic of public safety and law enforcement careers is mentioned and initiated for discussion, why is it that becoming a correction officer is never mentioned as a sought-after career? Why is that? Is the media to blame or are we, as professionals, causing our own negative culture?

The job of a correctional officer is a thankless job not everyone can handle. Mainstream media often portray correction officers as brutal, corrupt, ignorant bullies who take advantage of unfortunate inmates with no civil rights. Anyone who has worked in corrections knows this to be far from the truth and the daily reality is nowhere near the image portrayed by the media and the film industry. Hollywood is usually the first to be singled out because it's an industry that reaps impressive profits from prison movies that present distorted views of correctional reality by focusing on sensationalism. The most powerful images promoting a negative stereotype are presented in classic prison movies such as *The Longest Yard*, *Cool Hand Luke*, *Escape from Alcatraz*, and *The Shawshank Redemption*. These films evoke audience sympathy for inmates and contempt for prison staff while inflaming a negative stereotype of correctional professionals. The majority of the general public has no personal knowledge of modern correctional reality, so they easily accept the rhetoric of politicians and the distorted imagery of Hollywood, especially when a corrections horror story ("Prison Guards Indicted in Inmate Beating Death") is being aired on the nightly news. This enduring fallacy is initially created by stereotypical Hollywood accounts of correctional life being reinforced by news media coverage of employee misconduct and scandals.

Even though many jails and prisons suffer from overcrowding, understaffing and overworked officers, these are the realities that don't have entertainment value and, therefore, are never detailed in movies and media coverage. Everyone likes to root for the underdog and the media loves to portray inmates as the

unfortunate, neglected, mistreated and misunderstood victims of correctional monsters carrying guns, nightsticks and mace who happily practice sadism as an art form. This is an insult to the correctional men and women of today who are skilled, highly trained professionals with a majority holding college degrees. A negative public perception of a correctional organization has serious consequences, including damaging the community relations of prison systems and jeopardizing their legislative support. The failure of public officials and others to fully understand the issues confuses the public and demoralizes corrections staff who feel as if their contributions to public safety are being minimized in the public eye.

Unfortunately, employee misconduct also reinforces negative stereotypes. Although it is only a minority of correctional employees who engage in destructive behavior at any given time, all employees are tarred with the same brush. The only antidote to this negative correctional stereotyping is community education and organizational professionalism. Both methodologies serve to enhance our image and restore credit to an honorable profession.

Hopefully by educating the public, our elected officials, and the media about the challenges corrections professionals face everyday, a greater respect for our profession and an appreciation of the unwavering dedication delivered daily by the forgotten branch of public safety will be achieved.

Retirements January- March

- | | | | | |
|------------------------------|------------------------------|-------------------------------|------------------------------|------------------------------|
| Alioto, Paul J 08/1977 | Dubrulle, Daniel D 08/1989 | Kelleher, Timothy S 08/1979 | McGuirk, Eleanor S 04/1979 | Rivera, Michael J 08/1986 |
| Bennett, Jeffrey C 08/1987 | Fay, Ronald S 10/1987 | Kelly, Legrande 11/1986 | McKenney, Robert E 07/1978 | Robinson, Mary Ellen 09/1991 |
| Burgess, Joseph P 07/1988 | Ferreira, Gabriel 08/1984 | Krantz, James B 06/1977 | Melanson, Rene 02/1983 | Santoian, Michael B 01/1979 |
| Burke, Joanne 08/1985 | Ferreira, Alfred C 12/1977 | Krusas, James M 02/2001 | Mingola, Daniel G 07/1978 | Sarault, Richard H 07/1979 |
| Butler, James D 02/1978 | Ferro, Gerard M 06/1992 | Kurbiec, Sandra L 10/1986 | Moniz, Steven 03/1989 | Sena, Kenneth J 05/1983 |
| Cabral, Luiz D 10/1986 | Fortune Jr, Dwight C 09/1986 | Little-Joseph, Nona D 08/1977 | Nagles, John F 07/1996 | Silva, Kevin L 11/1987 |
| Cormier, Brenda F 01/1988 | Gould, Richard W 02/1978 | Lopes, Linda A 10/1987 | Nolette, Shirley A 05/1982 | Steeves, Robert R 06/1978 |
| Cotton Jr, Charles E 10/1977 | Guzman, Audeliz 09/1998 | Machado, Elmer J 01/1982 | Paddock, Edward 07/1987 | Stewart, Barry R 01/1995 |
| Croteau, Beth M 08/1989 | Hamel Jr, George F 10/1989 | Maroon, Guy E 03/1992 | Pelland, Herve E 10/1994 | Stroschine, Kevin A 01/1988 |
| Curran, Russell M 12/1988 | Hannem, Paul J 07/1986 | Martin, Richard A 08/1991 | Piermarini, Sherry A 02/1989 | Supernor, Patricia A 02/1990 |
| Daigle Jr, Armand J 05/1983 | Hershon, Frederic R 11/1986 | Martin, Susan J 04/1993 | Post, David R 07/1990 | Terra, Bruce E 09/1977 |
| Davis, Jennifer M 07/1986 | Jacques, Ralph E 07/1991 | McGowan, Jacqueline A 08/1987 | Provost, Michael P 02/1988 | Turner, Charlene G 11/1988 |
| Davis, Luvurn 09/1974 | Johnston, Patricia 09/1990 | McGrath, Thomas M 02/1981 | Reale, Joseph A 01/1979 | Varley, Bruce W 12/1988 |

Promotions January- March

- | | | | |
|-------------------|--------------------|-------------------|----------------------|
| Cammuso, Jeffrey | Griffin, Linda M | Medeiros, Allyn A | Rockett, Frederick B |
| Doyle, Kathleen J | Grossi, Brittany A | Melo, Cory | Span, Stacia L |
| Graham, Cheryl A | Kapala, Andrew C | Montanez, Jose A | Tessier, Daniel E |