MANAGING SPECIAL POPULATIONS IN JAILS AND PRISONS

Edited by Stan Stojkovic, Ph.D.
Preface

For the purposes of this volume, special populations are defined as those prisoners who exhibit unique physical, mental, social, and programmatic needs that distinguish them from other prisoners and for whom jail and prison management and staff have to respond to in nontraditional and innovative ways. This does mean that jail and prison management will have to develop specific protocols, strategies, and approaches to manage these special population prisoners in such a way that their needs are being satisfactorily addressed. These special population prisoners are often unable to be effectively managed and supervised by correctional staff in traditional ways. Instead, the effective management of special population prisoners requires either new or innovative approaches or modification and alteration to existing policies and procedures.

The varied nature of the prisoner population has forced correctional leaders and managers to question their ways of doing business. Business as usual (Stojkovic & Lovell, 1997) is no longer an option for correctional systems strapped with financial limitations yet facing ever-larger and more demanding inmate populations. The correctional population of the twenty-first century is younger, is serving longer sentences, is residing in crowded facilities, and exists in an environment in which personal matters (e.g., physical and mental health issues) are secondary considerations. Nevertheless, jail and prison officials must still respond to the challenges posed by this population in an ethical and legal way. There is “no exit” for the jail administrator and the prison warden; their mandates, while uniquely different in detail due to jurisdictional issues, still remain the same overall: to provide a safe and secure correctional environment within the constraints dictated by their professional norms, society, and the law.

The chapters in this volume address special populations within jails and prisons with two purposes in mind. First, the chapters describe the nature and extent of the problem or issue in correctional settings. The focus is to inform the reader of the intricacies of the problem or issue and why correctional leadership and management are so critical to addressing it. A major theme of this book is that for special populations to be effectively managed within correctional settings, correctional leadership is of critical importance. More will be said on this topic later, but for now, it is important to note that bereft of effective correctional leadership, special populations can never be effectively managed within correctional environments. The evidence is overwhelming that for these special population prisoners to be effectively managed there will need to be a major shift in how correctional administrators comprehend their purposes and what they consider to be appropriate policies and practices to meet these purposes.

Consistency and uniformity in operation across differing jurisdictions regarding the management of special populations is not a goal of this book; instead, we hope to offer some benchmarks and best practices as they relate to the management of special population offenders. The authors of the chapters in this volume recognize that there is no one-size-fits-all for the management of special populations on the one hand, but on the other hand, they also understand the importance of developing best practices and paying attention to critical issues when managing special population prisoners.
Second, the chapters provide very concrete information on how a specific problem or issue can be effectively managed by correctional staff. In this sense, the book provides both conceptual and practical information to the correctional professional. The intent is to provide the most up-to-date information and thoughts on how a particular prisoner population can be managed. Yet in some cases, the answer is not immediately evident. For example, telemedicine and its role in correctional environments has myriad issues, both practical and logistical, that require the attention of the correctional administrator before he or she embarks on a proactive program as a way to manage correctional health issues.

Our concern in this book is the special population offender. If we do not initiate effective mechanisms to address the problems of HIV/AIDS, tuberculosis, and mental health issues among the inmate population, we will see these inmates again. The chapters in this volume suggest ways in which effective intervention and management can be created within prisons such that specific problems and/or issues are both addressed and managed. The prison manager can begin the intervention, but the successful change and long-term management of the issues presented in this volume require, in some instances, the involvement of many persons and organizations which reach well beyond the prison walls.

It is hoped that after reading this volume, correctional professionals, both administrators and line personnel, will have laid a foundation from which to more effectively manage special populations under their charge and care. We believe, as does the National Commission on Correctional Health Care (2002), that one of the most important issues in managing special populations is the quality of leadership provided by institutional administrators, elected officials, and other relevant entities and organizations that are concerned about having an effective impact on special population prisoners in a rational and efficient way. The consequence of dealing with special population prisoners in an effective way is not only in the best interests of correctional institutions per se but in the best interest of society on the whole. This is where distinctions regarding correctional institutions are critical.

In this volume, we identify issues, concerns, and strategies that require the attention of correctional professionals when managing special population prisoners. Yet, we would be shortsighted if we did not state that these considerations must be understood within the context of an organizational culture that may or may not be willing to listen and adopt certain approaches to managing special population prisoners. This is where correctional leadership comes into play.

“Managers do things right, but leaders do the right thing.” This statement from the leadership consultant Warren Bennis (1989) is appropriate and relevant when managing prisoners as well. For the purposes of this volume, we are not able to discuss how a positive organizational culture within prisons can be created such that the concerns of special population prisoners are addressed. The reader should refer to other work that can provide a discussion of the issue of correctional leadership and organizational culture (Stojkovic & Farkas, 2003). For now, we can state that without the direct involvement and participation of proactive prison leadership, efforts geared toward the management of special population prisoners will be ineffective. The advice and recommendations provided in this book regarding the management of special population prisoners will only make sense if there is correctional leadership present to advance and advocate strategies that are consistent with a work culture that seeks the most effi-
cient and effective ways to manage the most difficult and problematical prisoners within the institution. Proactive leadership is the most important ingredient when developing strategies to manage special population prisoners.

The book is organized into five parts. Part 1 sets out overarching correctional administration and management issues. Chapter 1 is an introduction that explores the nature and extent and management of special populations in jails and prisons. Chapter 2 explores the general management concerns of handling special population prisoners within correctional institutions. Chapter 3 discusses more specific elements of policies and procedures in the context of jails. Chapters 2 and 3 continue and expand on a theme initiated in Chapter 1—that while special population prisoners require management approaches unique to the type of institutional setting in which they are found (i.e., either a jail or prison), there are also other general management concerns that cut across both types of institutional settings. Chapters 1, 2, and 3 lay the foundation for understanding the management of special population prisoners with correctional institutions.

Part 2 examines specific illnesses—both physical and mental—that create special health care-related populations within jails and prisons. Therefore, some of the discussion offers detailed medical/clinical practice guidance. Chapters 4, 5, 6, and 7 deal with physical illnesses (e.g., HIV/AIDS, hepatitis B and hepatitis C, and tuberculosis) and chronic diseases (e.g., diabetes, heart disease, seizures, and detoxification) and provide correctional professionals with concrete advice regarding etiology and appropriate protocols to manage them within a correctional environment. These chapters, in addition, provide a wealth of information regarding sources of assistance for correctional staff. Chapters 8, 9, and 10 explore mental health issues and prisoner populations. As noted by the authors of these three chapters, the incidence and prevalence of specific mental health maladies within jails and prisons are staggering. Depression, schizophrenia, and posttraumatic stress disorders are all too common within correctional institutions. The authors provide analyses and concrete advice on how prisoners suffering from such mental diseases are to be treated and managed by correctional staff.

Part 3 examines issues arising from the age of inmates. Chapters 11, 12, and 13 address the growing phenomenon of an aging prisoner population, the special concerns of managing young female offenders within correctional settings, and the problems that arise when youthful offenders are housed in adult institutions. These chapters highlight the unique nature of older and younger offenders within correctional institutions and the special efforts needed to manage these prisoner populations. For most states, older and younger inmates are a growing group of prisoners, and few states have examined how they will accommodate these prisoners as their numbers continue to grow and they place unusual demands on institutional resources and programming efforts.

Part 4 addresses special populations arising from sexual preference and identity. The chapters in this section examine the thorny issues of sexual identity and prisoner victimization, transgender prisoners, and the management of sex offenders within correctional settings. Chapters 14, 15, and 16 point out how these types of prisoners are at the “fringe” of the prisoner subculture and provide the most serious challenges for correctional management and staff. Identifying and paying attention to the needs of these prisoners require a thorough understanding and awareness of the challenges such prisoners offer to correctional staff.
Part 5 addresses several other important issues for correctional managers. Chapters 17 and 18 cover two special populations created by inmates’ sentences or correctional classifications: death row inmates and inmates incarcerated in special housing units. Chapter 19 addresses management of inmates on hunger strikes. Chapter 20 discusses the role of telemedicine within correctional settings and legal concerns in the management of special population prisoners. Telemedicine has been offered as a panacea by some for the health care problems found within jails and prisons. The chapter on telemedicine offers a more sobering and pragmatic view, one that recognizes the complexity of implementing telemedicine within a correctional environment. While we suggest the future of correctional health care must consider a place for telemedicine, we also understand that there are many difficult and, in some cases, arguable issues that need to be addressed and concerns overcome before telemedicine becomes part of the health care response within jails and prisons. We do not offer a panacea but a conceptual and practical map on how to proceed to understand and implement telemedicine practices within correctional institutions. Chapter 21 concludes the book with a discussion of legal issues that arise when managing special population offenders. The analysis, advice, and recommendations offered are meant to inform correctional managers about what the law requires and what should be considered when managing special populations within correctional institutions.

Finally, Appendix A provides a glossary of terms and concepts about the various diseases common in prison populations and their management.

We hope that the chapters that follow provide both conceptual and concrete information and advice to correctional leaders, managers, and staff. If this book begins a discussion on how best to manage special populations within jails and prisons, then we have succeeded. Our primary goal in publishing this book is to assist correctional professionals in managing a difficult portion of the prisoner population. Correctional populations are growing and special population prisoners are becoming more usual and typical within correctional institutions. If through this book we bring attention to the problems and concerns raised by this population of prisoners within correctional settings, then we are on the right path. Only through proactive leadership and effective management practices will we able to manage special population prisoners in our jails and prisons as their numbers continue to grow and resources to manage them continue to dwindle.

*Stan Stojkovic*  
*May 30, 2005*

**References**


# Table of Contents

About the Editor and Contributors ............................................................... v
Preface ........................................................................................................... xv

## PART 1: GENERAL MANAGEMENT ISSUES

### Chapter 1: Placing Special Correctional Populations in the Context of Larger Issues in Jail and Prison

*Stan Stojkovic, Ph.D.*

- Parameters of the Problem ................................................................. 1-1
- A Test of Correctional Leadership ..................................................... 1-2
- Problem Management and Institutional Perspectives ................. 1-3
- Jails: Community Corrections and Special Population Prisoners .... 1-4
  - Evolution of Jail Operations ....................................................... 1-4
  - Jail–Social Service Interface ..................................................... 1-5
- Jail Operational Issues That Affect Special Population Management ......................................................... 1-5
  - Legal Parameters and Operational Authority ......................... 1-6
  - Budgetary Constraints ............................................................. 1-6
  - Ever-Changing Populations ..................................................... 1-7
  - Complex Network of Decision Making .................................. 1-7
- Prisons and Special Population Prisoners ....................................... 1-8
  - Governing Laws and Administrative Rules .............................. 1-8
  - Prisoner Demographics ............................................................ 1-8
  - Prison as a Part of the Correctional Continuum ............. 1-9
  - Critical Leadership Issues ..................................................... 1-11

### Chapter 2: General Management Concerns—Preparing Staff to Work Efficiently

*Richard G. Kiekbusch, Ph.D.*

- Introduction ......................................................................................... 2-2
- Critical Role of the Correctional Officer .......................................... 2-2
  - Essential Traits of the Correctional Officer ............................... 2-3
  - Officer’s Role in Management of Special Population Prisoners .... 2-4
- Six Cornerstones of an Effective Management System ................. 2-6
  - Mission Statement ....................................................................... 2-6
  - Organizational Chart .................................................................... 2-8
  - Job Descriptions .......................................................................... 2-8
  - Operating Manual ........................................................................ 2-10
  - Performance Evaluation ............................................................. 2-12
Chapter 3: The Importance of Policies and Procedures in Management of Special Populations in Correctional Settings

Martin Drapkin, M.S.

Introduction ......................................................... 3-2

Purposes of Policies and Procedures ........................................ 3-2

Key Elements of the Policies and Procedures Development and Implementation Process ......................................................... 3-3

- Develop an Agency Mission ........................................ 3-3
- Conduct an Action Plan for Policies and Procedures Development and Implementation .................................. 3-4
- Conduct Research on Policy Contents .................................. 3-4
- Draft and Refine Policies and Procedures .............................. 3-5
- Distribute and Implement Policies and Procedures .................. 3-5
- Train Staff on Policy Contents and Skills Necessary to Carry Out Policies and Procedures ......................... 3-5
- Supervise Staff Members to Ensure Compliance With Policies ......................................................... 3-6

Policies and Procedures on Special Management Populations .......................................................... 3-6

Example: Policy and Procedures in Action ......................................................... 3-10

- The Mission ......................................................... 3-11
- Written Policies and Procedures ........................................ 3-11
  - Suicide Prevention ............................................. 3-11
  - Aftercare ......................................................... 3-13
  - Reflection of Current Standards .................................. 3-14

- Training of Staff Members ........................................ 3-15
- Supervision ......................................................... 3-16

Need for Continued Review of Policies and Training ........................................................ 3-17

Summary ............................................................... 3-18

PART 2: POPULATIONS CREATED AS A RESULT OF ILLNESS

Chapter 4: Clinical Management of HIV Disease in Correctional Facilities

Abe Macher, M.D.

Introduction ......................................................... 4-3

Scope of the Problem ....................................................... 4-3

- Risk Behavior and Seroprevalence Data—The Global Perspective ......................................................... 4-3
  - Canada ......................................................... 4-4
  - Europe ......................................................... 4-4
Table of Contents

Russia ....................................................... 4-4
China ......................................................... 4-4
India ......................................................... 4-4
Africa ......................................................... 4-5
South America ............................................. 4-5
United States .............................................. 4-5

Transmission of HIV Infection During Incarceration ................. 4-7
HIV Counseling and Testing for Inmates ................................. 4-7
Diagnostic Tests ............................................. 4-8
Natural History of HIV Infection: Primary HIV Infection/Acute
Retroviral Syndrome ........................................... 4-9
Treatment Considerations ......................................... 4-9

Antiretroviral Treatment of Chronic HIV Infection .................. 4-11
Antiretroviral Regimens or Components That Should Not
Be Offered .................................................... 4-12
Monotherapy .................................................. 4-13
Dual Nucleoside Therapy ........................................ 4-13
3-NRTI Regimen With Abacavir + Tenofovir
 + Lamivudine .................................................. 4-13
3-NRTI Regimen With Didanosine + Tenofovir
 + Lamivudine .................................................. 4-13
Stavudine + Zidovudine .......................................... 4-13
Invirase as a Single Protease Inhibitor ............................... 4-13
Zalcitabine + Didanosine, and Zalcitabine + Stavudine ......... 4-14
Atazanavir + Indinavir .......................................... 4-14
Emtricitabine + Lamivudine ..................................... 4-14
Didanosine + Stavudine ......................................... 4-14
Lamivudine + Zalcitabine ........................................ 4-15
Efavirenz in First Trimester of Pregnancy and Women
With Significant Childbearing Potential ............................. 4-15
Prophylaxis and Immunizations .................................... 4-15
Meeting Treatment Goals ........................................ 4-17
Drug-Resistance Testing ......................................... 4-18

Conditions Associated With Antiretroviral Treatment ............. 4-18
Antiretroviral Treatment Associated Hepatotoxicity ................ 4-18
Antiretroviral Treatment Associated Lactic Acidosis/Hepatic
Steatosis ....................................................... 4-20
Antiretroviral Treatment Associated Hyperglycemia ............... 4-21
Antiretroviral Treatment Associated Fat Maldistribution ........ 4-21
Antiretroviral Treatment Associated Hyperlipidemia ............. 4-22
Antiretroviral Treatment Associated Osteonecrosis, Osteopenia,
and Osteoporosis ............................................. 4-22
Chapter 5: Hepatitis B and Hepatitis C Among Offenders Within Prisons
Anne S. De Groot, M.D. and Rachel Maddow, D.Phil.
Introduction ................................................. 5-2
What Is Hepatitis? ........................................... 5-2
Hepatitis B .......................................................... 5-3
Hepatitis C .......................................................... 5-3
Transmission of HBV and HCV Within Correctional Facilities .. 5-4
Inmate Behaviors That Foster Transmission ......................... 5-5
   Inmate Sex and Rape ........................................... 5-5
   Drug Use ......................................................... 5-5
   Tattooing and Body Piercing .................................. 5-6
   Fights .............................................................. 5-6
   Shared Toothbrushes, Razors, Clippers ....................... 5-6
   Gassing ............................................................ 5-6
   Needlesticks and Sharp Exposures ............................. 5-7
Events That Are Not Associated With HCV and HBV
   Transmission ...................................................... 5-7
Prevention Via Hepatitis B Vaccination .............................. 5-7
   Vaccination of Inmates ........................................ 5-7
   HBV Vaccination of Correctional Staff ....................... 5-9
   Postexposure Prophylaxis ...................................... 5-9
Hepatitis Testing—Policy Parameters ............................... 5-10
   Testing for HBV ................................................. 5-10
   Testing for HCV ................................................. 5-11
      CDC Recommendations ..................................... 5-12
      Scheduling of Tests ........................................ 5-12
      Posttest Evaluation ......................................... 5-12
Confidentiality, Disclosure, and Discrimination .................... 5-13
Housing Considerations ........................................... 5-13
Treatment .......................................................... 5-13
   Treatment of Chronic Hepatitis B Infection .................... 5-14
   Treatment of Hepatitis C ....................................... 5-14
Special Considerations Relating to Hepatitis in Pregnancy ..... 5-16
HIV Co-Infection .................................................. 5-16
Counseling, Education, and Peer Support .......................... 5-17
Conclusion .......................................................... 5-18

Chapter 6: Tuberculosis in Correctional Facilities
Abe Macher, M.D.
Introduction ....................................................... 6-3
Incidence of Tuberculosis in Jails and Prisons ..................... 6-4
   United States .................................................... 6-4
      1970s .......................................................... 6-5
      1980s .......................................................... 6-5
      1990s .......................................................... 6-5
Case Study: TB Spread Within Prison and Beyond—
California .................................................. 6-8
Case Study: Need for Identification and Isolation—
South Carolina ........................................... 6-10
Global Perspective ........................................ 6-11
Brazil ....................................................... 6-11
Great Britain ............................................. 6-11
Spain ....................................................... 6-13
Czechoslovakia .......................................... 6-13
Portugal ................................................... 6-13
Italy ......................................................... 6-14
France ...................................................... 6-14
Turkey ...................................................... 6-14
Malawi ..................................................... 6-14
Ivory Coast ............................................... 6-14
Tanzania .................................................. 6-14
Madagascar ............................................... 6-14
Botswana .................................................. 6-15
Thailand ................................................... 6-16
Australia .................................................. 6-16
New Zealand ............................................. 6-17
The Russian Federation ................................. 6-17
Prevention and Control of Tuberculosis in Correctional Facilities .......... 6-20
Importance of Prevention and Control ........................................ 6-20
Essential Program Tasks ........................................ 6-21
Screening .................................................. 6-21
Containment .............................................. 6-21
Assessment .................................................. 6-21
Helpful Resources .......................................... 6-22
Symptom Screening ....................................... 6-22
In Long-Term Correctional Facilities ........................................ 6-22
In Short-Term Correctional Facilities Serving Populations at
High Risk for Tuberculosis .................................. 6-23
In Short-Term Correctional Facilities Serving Populations at
Low Risk for Tuberculosis .................................. 6-24
Skin Test Screening ....................................... 6-26
Mantoux Tuberculin Skin Test ..................................... 6-26
Two-Step Tuberculin Skin Testing .................................... 6-27
Follow-Up Screening ....................................... 6-28
Radiographic Screening of Inmates for Tuberculosis ......................... 6-28
Example: New York City ..................................... 6-29
### Table of Contents

Example: Cook County, Illinois (Chicago) ................................................. 6-30
Example: Taiwan ................................................................. 6-30
High Rates in Russia .......................................................... 6-31
Diagnosis of Tuberculosis ......................................................... 6-31
Treatment of Tuberculous Infection and Tuberculosis Disease ............... 6-31
Initial and Continuation Phases ................................................. 6-33
  Initial Phase—Two Months ...................................................... 6-33
  Continuation Phase—Four to Seven Months .................................... 6-34
Clinical Monitoring During Treatment ....................................... 6-35
  Liver Function ................................................................. 6-35
  Visual Acuity ................................................................. 6-37
  Ongoing Sputum Tests ....................................................... 6-37
  Drug Susceptibility .......................................................... 6-38
Dealing With Interruptions in Therapy ....................................... 6-38
Tuberculosis and HIV Infection ............................................... 6-39
Paradoxical Reactions ......................................................... 6-39
Multidrug-Resistant Tuberculosis ............................................ 6-40
The Negative Impact of Prisoner Hierarchies on Treatment of Tuberculosis ......................................................... 6-41
Isolation Containment of Tuberculosis Populations ......................... 6-43
Contact Investigations .......................................................... 6-44
Collaborative Role of the Public Health Department ....................... 6-45
Special Concerns of Immigration-Related Detainees ....................... 6-45
Continuity-of-Care Issues: Work Remains to Be Done ...................... 6-46
Poverty, Incarceration, and Tuberculosis ..................................... 6-47
Conclusion .................................................................................. 6-48

### Chapter 7: Managing Chronic Diseases and Chemical Detoxification Within Correctional Settings

*Michael B. Nelson, D.O. and Shelly R. Stanton, M.D.*

Introduction ................................................................. 7-3
Management of Asthma ........................................................ 7-4
  Diagnosis ............................................................................. 7-4
  Pulmonary Function Testing .................................................. 7-4
  Additional Diagnostic Studies ............................................... 7-5
Classification of Asthma Severity ........................................... 7-6
Treatment of Asthma .......................................................... 7-6
  Fostering Patient Compliance ................................................ 7-6
  Vaccinations .......................................................................... 7-6
  Quick Relief Medications ..................................................... 7-6
  Long-Term Control Medications ............................................ 7-8
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step Therapy for Inmates With Asthma</td>
<td>7-9</td>
</tr>
<tr>
<td>Step 1: Mild Intermittent Asthma</td>
<td>7-9</td>
</tr>
<tr>
<td>Step 2: Mild Persistent Asthma</td>
<td>7-9</td>
</tr>
<tr>
<td>Step 3: Moderate Persistent Asthma</td>
<td>7-9</td>
</tr>
<tr>
<td>Step 4: Severe Persistent Asthma</td>
<td>7-9</td>
</tr>
<tr>
<td>Management of Asthma Exacerbations</td>
<td>7-10</td>
</tr>
<tr>
<td>Assessing Response</td>
<td>7-10</td>
</tr>
<tr>
<td>Treatment Principles</td>
<td>7-11</td>
</tr>
<tr>
<td>Decision to Hospitalize</td>
<td>7-11</td>
</tr>
<tr>
<td>Management of Hypertension</td>
<td>7-12</td>
</tr>
<tr>
<td>Diagnosis of Hypertension</td>
<td>7-12</td>
</tr>
<tr>
<td>Treatment of Hypertension</td>
<td>7-13</td>
</tr>
<tr>
<td>Lifestyle Modifications</td>
<td>7-14</td>
</tr>
<tr>
<td>Pharmacological Treatment</td>
<td>7-14</td>
</tr>
<tr>
<td>Special Treatment Considerations</td>
<td>7-15</td>
</tr>
<tr>
<td>Ischemic Heart Disease</td>
<td>7-15</td>
</tr>
<tr>
<td>Heart Failure</td>
<td>7-15</td>
</tr>
<tr>
<td>Diabetes</td>
<td>7-15</td>
</tr>
<tr>
<td>Chronic Kidney Disease</td>
<td>7-15</td>
</tr>
<tr>
<td>Cerebrovascular Disease</td>
<td>7-16</td>
</tr>
<tr>
<td>Demographic Factors</td>
<td>7-16</td>
</tr>
<tr>
<td>Geriatriacs</td>
<td>7-16</td>
</tr>
<tr>
<td>Asthma/COPD</td>
<td>7-16</td>
</tr>
<tr>
<td>Pregnancy</td>
<td>7-16</td>
</tr>
<tr>
<td>Hormone Replacement and Oral Contraceptives</td>
<td>7-16</td>
</tr>
<tr>
<td>Dealing With Treatment Failure</td>
<td>7-17</td>
</tr>
<tr>
<td>Dealing With Hypertensive Crises</td>
<td>7-17</td>
</tr>
<tr>
<td>Management of Heart Disease</td>
<td>7-17</td>
</tr>
<tr>
<td>Emergency Assessment of an Inmate With Chest Pain</td>
<td>7-18</td>
</tr>
<tr>
<td>Treadmill Exercise Stress Testing, Other Noninvasive Testing, and Angiography</td>
<td>7-20</td>
</tr>
<tr>
<td>Key Issues in the Medical Management of Coronary Disease and Post-MI Inmates</td>
<td>7-22</td>
</tr>
<tr>
<td>Cardiac Rehabilitation in Prison</td>
<td>7-22</td>
</tr>
<tr>
<td>The Heart Transplant Issue</td>
<td>7-23</td>
</tr>
<tr>
<td>Prison Policy Issues</td>
<td>7-23</td>
</tr>
<tr>
<td>Medical Indications and Contraindications</td>
<td>7-24</td>
</tr>
<tr>
<td>Behavioral Contraindications</td>
<td>7-25</td>
</tr>
<tr>
<td>Management of Diabetes Mellitus</td>
<td>7-26</td>
</tr>
<tr>
<td>Achieving Target Hemoglobin A1C</td>
<td>7-27</td>
</tr>
<tr>
<td>Coordination of Mealtimes and Insulin Administration in Prisons</td>
<td>7-28</td>
</tr>
<tr>
<td>Coordination of Insulin and Food Intake</td>
<td>7-28</td>
</tr>
</tbody>
</table>
Maximizing Glycemic Control ........................................ 7-29
Brittle Diabetic or Just Suboptimal Management? ............... 7-30
Management of Epilepsy in Correctional Institutions ............... 7-31
Types of Seizures ..................................................... 7-32
  Partial Seizures ....................................................... 7-32
  Generalized Seizures ............................................... 7-32
Multiple Seizure Types in a Single Patient ......................... 7-32
Evaluation of Inmates With New Onset of Seizures ............... 7-33
Evaluation of Inmates With a History of Seizures ................. 7-34
Management of Inmates With Nonepileptic “Spells” ............... 7-35
Medical and Correctional Response to Inmates Who Seize ......... 7-36
Detoxification of Chemically Dependent Inmates .................. 7-37
Detection of Substance Abuse and Treatment of Withdrawal ...... 7-38
Management of Inmates With Complicating Medical and 
  Psychiatric Conditions ............................................. 7-39
  Brain Injury ......................................................... 7-39
  Cardiac Disease ..................................................... 7-39
  Liver and Kidney Disease ......................................... 7-39
  Psychiatric Disorders .............................................. 7-39
  Elderly Inmates .................................................... 7-40
  Pregnancy .............................................................. 7-40
  Short-Stay Inmates ................................................ 7-40
Conclusion ............................................................... 7-40
Appendix 7.1: Other Useful Sources of Information ............... 7-43

Chapter 8: Depression—The Prisoner’s Plight
Robert W. Dumond, M.A., L.C.M.H.C., Dip.CFC and Doris A. Dumond, M.A.
Where Have We Been in American Corrections? ....................... 8-4
What Actually Happens to Prisoners? ................................ 8-5
  Prisonization ......................................................... 8-5
  The Pains of Imprisonment ......................................... 8-5
  Total Institutionalization ........................................... 8-6
Negative Impact of Incarceration May Not Be Universal .......... 8-6
Key Recommendations to Manage the Negative Consequences 
  of Incarceration .................................................... 8-7
The Scope of Depression and Mental Health Problems in Corrections .. 8-8
  Many Prisoners Suffer From Mental Illness in Correctional 
    Institutions ......................................................... 8-8
  Correctional Mental Health Focuses on “Serious Mental Illness” .... 8-9
  Wide Range of Mood Disorders Can Be Manifest in Prison 
    Inmates .............................................................. 8-10
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comorbid Disorders</td>
<td>8-11</td>
</tr>
<tr>
<td>Impact of Sexual Abuse</td>
<td>8-12</td>
</tr>
<tr>
<td>Sexual Abuse Prior to Incarceration</td>
<td>8-12</td>
</tr>
<tr>
<td>Sexual Abuse During Incarceration</td>
<td>8-13</td>
</tr>
<tr>
<td>Suicide as a Consequence of Depression in Prisoners</td>
<td>8-14</td>
</tr>
<tr>
<td>Incidence</td>
<td>8-14</td>
</tr>
<tr>
<td>Contributing Factors</td>
<td>8-14</td>
</tr>
<tr>
<td>Means and Opportunity</td>
<td>8-17</td>
</tr>
<tr>
<td>Assessing Suicide Risk</td>
<td>8-17</td>
</tr>
<tr>
<td>Effects of Isolation on Prisoners</td>
<td>8-19</td>
</tr>
<tr>
<td>Effective Responses to the Problems of Depression, Suicide,</td>
<td>8-20</td>
</tr>
<tr>
<td>and the Negative Consequences of Incarceration</td>
<td></td>
</tr>
<tr>
<td>Sources of Information on Managing Suicidal Behavior</td>
<td>8-20</td>
</tr>
<tr>
<td>Correctional Staff Training</td>
<td>8-20</td>
</tr>
<tr>
<td>Identifying Potentially Suicidal Prisoners</td>
<td>8-22</td>
</tr>
<tr>
<td>Regular Screening</td>
<td>8-22</td>
</tr>
<tr>
<td>Complete and Shared Records</td>
<td>8-23</td>
</tr>
<tr>
<td>Appropriate Referral</td>
<td>8-23</td>
</tr>
<tr>
<td>Essential Steps in Effective Management of Potentially Suicidal</td>
<td></td>
</tr>
<tr>
<td>Prisoners</td>
<td>8-23</td>
</tr>
<tr>
<td>Continuity of Care</td>
<td>8-25</td>
</tr>
<tr>
<td>Prisoner Peer Support</td>
<td>8-25</td>
</tr>
<tr>
<td>Legal Issues Related to Inmate Suicide</td>
<td>8-25</td>
</tr>
<tr>
<td>Traditional Mental Health Intervention Strategies for Depression</td>
<td>8-26</td>
</tr>
<tr>
<td>in Jails and Prisons</td>
<td></td>
</tr>
<tr>
<td>Staffing Needs</td>
<td>8-27</td>
</tr>
<tr>
<td>Psychopharmacological Treatment</td>
<td>8-27</td>
</tr>
<tr>
<td>Other Appropriate Interventions</td>
<td>8-29</td>
</tr>
<tr>
<td>Cognitive-Behavioral Therapies</td>
<td>8-29</td>
</tr>
<tr>
<td>Intermediate Care Programs</td>
<td>8-30</td>
</tr>
<tr>
<td>Ancillary Complementary Approaches</td>
<td>8-30</td>
</tr>
<tr>
<td>Programs to Mediate Negative Consequences of Incarceration</td>
<td>8-33</td>
</tr>
<tr>
<td>Summary</td>
<td>8-34</td>
</tr>
</tbody>
</table>

**Chapter 9: Schizophrenia, Its Treatment, and Prisoner Adjustment**

*Terry A. Kupers, M.D., M.S.P.*

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>9-2</td>
</tr>
<tr>
<td>About Schizophrenia</td>
<td>9-2</td>
</tr>
<tr>
<td>Diagnostic Picture</td>
<td>9-2</td>
</tr>
<tr>
<td>Treatment Developments</td>
<td>9-3</td>
</tr>
<tr>
<td>Life Course of Schizophrenia</td>
<td>9-4</td>
</tr>
</tbody>
</table>
The Experience of Prisoners With Schizophrenia

Overcrowding ................................................. 9-5
Vulnerability to Stressful Situations and Trauma ................. 9-6
Inability to Follow Prison Rules ................................ 9-6
Isolated Confinement ........................................ 9-7

Problems That Plague Correctional Mental Health Programs ................. 9-8
The Core Problem: A Relatively Deficient Budget .......... 9-9
The Recycling Problem ...................................... 9-9
Lack of a “Safe Space” .................................... 9-10
Cell Confinement .............................................. 9-10
Lack of Comprehensive Treatment .............................. 9-11
Cell-Front Interviews ....................................... 9-11
The Disturbed/Disruptive Prisoner ................................ 9-12
Malingering and Manipulation ................................ 9-12
Dual Diagnosis and Other Forms of Comorbidity ............... 9-13

How a Well-Designed Mental Health Treatment Program for Prisoners
With Schizophrenia Might Look ................................ 9-13
Societal Level .................................................. 9-13
Prison System Level ........................................... 9-14
  General Considerations ................................... 9-14
  Critical Components ..................................... 9-15
  Special Mental Health Facilities ............................ 9-15
  Long-Term Follow-up and Safe Settings ..................... 9-16
  Avoidance of Isolated Confinement ......................... 9-18
  Staff Collaboration ...................................... 9-19
  Postrelease Planning ..................................... 9-20
  Adherence to Standards .................................. 9-20
  Cross-Training of Staff ................................... 9-20
  Quality Assurance ....................................... 9-21

Conclusion ....................................................... 9-21

Chapter 10: Posttraumatic Stress Disorder in Prisoners

Terry A. Kupers, M.D., M.S.P.

Introduction .................................................. 10-2
Elements of the Disorder ..................................... 10-2
  Symptoms .................................................. 10-2
  Coping Mechanisms ...................................... 10-2
  The Healing Process ..................................... 10-3
  Complex PTSD ........................................... 10-3
Prevalence of PTSD .......................................... 10-4
  Prevalence in the General Population .................... 10-4
Prevalence in Prison Populations ..................................................... 10-5
Retraumatization in Prison ................................................................. 10-6
Harsh Conditions ................................................................................. 10-6
Rape ...................................................................................................... 10-7
Isolated Confinement ............................................................................. 10-7
Issues in Diagnosis ................................................................................ 10-8
An Exclusive Focus on “Major Mental Illness” ....................................... 10-8
Malingering and Other “Wastebasket Categories” vs. Bona Fide Mental Illness ..................................................................................... 10-9
ASPD: Comorbidity or Misdiagnosis? ...................................................... 10-9
Gender Differences ................................................................................ 10-11
Treatment of PTSD in Prison ................................................................. 10-11
Safety, Remembering and Mourning, and Reconnection ......................... 10-12
Medications ........................................................................................... 10-14
Various Therapies ................................................................................... 10-14
What Staff Can Do to Help ..................................................................... 10-15
Careful Assessment ............................................................................... 10-15
Work Together to Guarantee Safety and Maximize Treatment 
and Healing ............................................................................................ 10-15
Project a Sense of Fairness ..................................................................... 10-17
Prognosis for PTSD in Prisoners ............................................................. 10-18
Issues for Further Consideration ............................................................ 10-19

PART 3: POPULATIONS ARISING FROM THE AGE OF INMATES

Chapter 11: The Graying of Corrections—The Management of Older Inmates
David L. Thomas, M.D., J.D., Jacqueline A. Thomas, D.O. and
Scott Greenberg, D.O.
Introduction ........................................................................................... 11-2
The Definition of “Old” ......................................................................... 11-2
Demography of Older Prisoners ............................................................... 11-3
Prisoners Who Aged While Incarcerated ................................................. 11-3
Prisoners Sentenced at Older Ages ......................................................... 11-4
Aging Recidivists ................................................................................... 11-4
“Tough on Crime” Policy ....................................................................... 11-5
Longer Sentences .................................................................................... 11-6
Bottom Line: More People Incarcerated, for Longer Terms ...................... 11-6
Costs of Incarcerating and Increasing Number of Elderly Offenders ........ 11-7
Treatment Needs “Imported” to the Institution .......................................... 11-7
Age-Related Medical Needs ................................................................. 11-9
Special Issues With Aging Female Offenders ........................................ 11-9
Effective Approaches to Managing Elderly Prisoners ........................................ 11-11
Medical Care ................................................................. 11-12
Specialized Diets ................................................................. 11-12
Handicapped Facilities ................................................................. 11-13
Victimization by Other Inmates ........................................................ 11-13
Inmate Assistants ................................................................. 11-13
Exercise Regimens ................................................................. 11-14
Discipline in the Elderly ................................................................. 11-14
Specialized Postincarceration and Unique Transition Services ......................... 11-14
End-of-Life Care ................................................................. 11-15
Issues to Consider When Inmates Are Not Separately Housed ......................... 11-15
Conclusion and Discussion ................................................................. 11-17

Chapter 12: Special Concerns of Managing Adolescent Female Offenders in a Correctional Setting
Patricia Ogren, M.Ed..
Introduction ................................................................. 12-2
Snapshot of Typical Adolescent Female Offenders ........................................ 12-4
Survivors of Dysfunctional Families ...................................................... 12-4
Profile of a Typical Adolescent Female Offender ........................................ 12-4
Understanding Girls’ Paths to Delinquency ............................................... 12-5
Critical Impact of Abuse and Posttraumatic Stress Disorder ......................... 12-6
Managing Adolescent Female Offenders ................................................... 12-7
Policies and Procedures ................................................................. 12-7
Consistency and Structure ................................................................. 12-7
Example: A Typical Day on the Unit ...................................................... 12-8
Case Planning ................................................................. 12-9
Gender-Specific Programming ............................................................. 12-10
Education ................................................................. 12-10

Human Growth and Development of Adolescent Female Offenders ................. 12-11
A System of Rewards ................................................................. 12-12
Housing ................................................................. 12-13
Rooms ................................................................. 12-13
Room Assignments ................................................................. 12-14
Single-Cell Status ................................................................. 12-14
Racial Issues ................................................................. 12-14
PART 4: POPULATIONS RESULTING FROM SEXUAL ACTIVITY AND ORIENTATION

Chapter 14: Sexual Victimization of Inmates—Issues for Prison Management

Christopher Hensley, Ph.D. and Mary Koscheski, M.A.

Introduction .................................................. 14-1
Terminology .................................................. 14-3
Research on Sexual Assault in Male Prisons .................... 14-4
   Earlier Studies, 1960–1989 ................................ 14-4
   More Recent Research, 1990–2003 ........................ 14-6
Research on Sexual Assault in Female Prisons, 1994–2003 ........ 14-7
Strategies for Affirmative Change ............................ 14-8
   Prevention ................................................. 14-8
      Screening and Classification ......................... 14-8
      Better Monitoring of Inmate Movement .............. 14-9
   Improved Housing ...................................... 14-9
Chapter 15: Transgender Prisoners—A Forgotten Group
Richard Tewksbury, Ph.D. and Roberto Hugh Potter, Ph.D.
Scope of the Problem ........................................... 15-1
Transgender Defined ........................................... 15-3
   In General ...................................................... 15-3
   Types of Transgender Individuals ....................... 15-3
   Sex Identity vs. Sexuality ................................ 15-4
Prevalence and Incidence of Transgender Persons in the United States . 15-4
Issues for Correctional Management ........................ 15-5
   Intake, Screening, and Classification ................. 15-5
   Health Care Policy Issues ................................. 15-6
      Standards of Care ....................................... 15-6
      Legal Issues Related to Care ......................... 15-7
      Staff Training ........................................... 15-8
Addressing Significant Health Care Concerns of Transgenders and
   Related Institutional Policy ............................... 15-8
      Issues Related to the Use of Cross-Gender Hormones . 15-8
      Care and Corollary Consequences of Genital Reconstruction . 15-10
      Sexually Transmitted Diseases ....................... 15-11
      Breast Cancer ........................................... 15-11
      Physical and Sexual Assault Victimization ........... 15-12
Focal Management Concerns in Handling Transgender Prisoners .......... 15-13
Conclusion ....................................................... 15-14

Chapter 16: Managing Sex Offenders in Correctional Settings
Mary Ann Farkas, Ph.D.
Introduction ..................................................... 16-2
Sex Offenders in the Corrections System ........................ 16-3
   Increasing Numbers ........................................ 16-3
   Increased Demand for Specialized Programming .......... 16-3
The Processing of Sex Offenders in the Corrections System

Classification
Assessment

Typologies of Sex Offenders
Pedophiles
Incest Perpetrators
Rapists

Sex Offender Treatment
Context of Treatment
Sex Offender Treatment in Correctional Institutions
Jails vs. Prisons
Group Therapy
Education/Psychoeducation Modules
Cognitive-Behavioral Group Therapy
Plethysmography and Polygraphy

Issues in Sex Offender Treatment
Voluntary Participation and Admission of Guilt
The Impact of “Sexual Predator” Laws
Selection of Sex Offender Treatment Providers
Dilemmas of the Patient/Therapist Relationship in a Correctional Setting
Patient/Therapist Trust
Informed Consent
Confidentiality

Patient Autonomy
Medical Autonomy
Therapist’s Participation in Institutional Custodial Practices
Burnout Among Sex Offender Treatment Providers

Pre- and Postrelease Processes
Dealing With Stigma
Transition Planning

Program Evaluation
Conclusion

PART 5: OTHER POPULATIONS AND FUTURE CONSIDERATIONS

Chapter 17: Managing Death Row
Jeanne S. Woodford, B.S., Sheila M. Petrakis, B.A. and Stan Stojkovic, Ph.D.

Introduction
History of Capital Punishment in California
Impact of the Thompson Decree
Medical Conditions ................................................................. 19-2
Psychiatric Conditions .......................................................... 19-2
Hunger Strikes ........................................................................... 19-2
  Voluntary/Volitional Hunger Strikes ................................... 19-3
  “Involuntary” Hunger Strikes .............................................. 19-3
Evaluation for Malnutrition ...................................................... 19-3
  Baseline Evaluation .............................................................. 19-3
  Evaluation of Comorbid Concerns ...................................... 19-4
    Unexplained Weight Loss ............................................... 19-4
    Mental Status Change ..................................................... 19-5
Management of Hunger Strikes .................................................. 19-5
  Objectives ........................................................................... 19-5
  Assessment ......................................................................... 19-5
  Monitoring Prior to Involuntary Feeding ............................. 19-5
  Operational Considerations ............................................... 19-7
    Housing ........................................................................... 19-7
    Availability of Water ......................................................... 19-7
    Offering Food ................................................................ 19-7
    Oral Nutritional Supplements .......................................... 19-8
Involuntary Feeding ................................................................. 19-8
  Fluid Replacement ............................................................... 19-8
  Enteral (Nasogastric Tube) Feeding ...................................... 19-8
Conclusion .............................................................................. 19-9

Chapter 20: Telehealth—A Future for Correctional Health Care
Philip R. Magaletta, Ph.D., Claude H. Dennery, Psy.D. and Robert K. Ax, Ph.D.

Introduction ............................................................................ 20-1
Emergence of Correctional Telehealth ...................................... 20-3
Administrative Considerations ............................................... 20-4
Considerations for Practitioners .............................................. 20-6
  General Guidelines for Infrastructure Development ............ 20-6
    Accessibility to Power Sources and Phone Lines ............. 20-6
    Accessibility of Equipment for Staff ............................... 20-7
    The Waiting Area ............................................................ 20-7
    Ensuring a Clear Television Picture ................................ 20-7
  General Guidelines for Delineating Clinical and Clerical Roles 20-7
    Define the Nature of the Remote-Hub Professional
      Relationship ................................................................. 20-7
    Define and Assign Clerical Responsibilities ........................ 20-8
  General Clinical Processes ................................................... 20-8
    Preparation for Offenders ............................................... 20-8
    Referrals ....................................................................... 20-9
Chapter 21: Correctional Health Care and Special Populations—Legal Considerations and Context

Michele Deitch, J.D.

Introduction .................................................. 21-2
Constitutional Requirements ......................... 21-3
   Estelle v. Gamble ........................................... 21-4
      The “Deliberate Indifference” Requirement .................. 21-5
      The “Serious Medical Needs” Requirement .................. 21-7
   Responsibilities of Prisoners ......................... 21-8
   Summary .................................................. 21-8
Rights of Special Populations ....................... 21-9
   Mentally Ill Inmates ..................................... 21-9
   Physically Disabled and Developmentally Disabled Inmates ...... 21-11
   Elderly Inmates ......................................... 21-12
   Inmates With Chronic Infectious Diseases .................... 21-14
   Pregnant Inmates ......................................... 21-16
   Transsexual Inmates ..................................... 21-17
Avoiding Liability: Designing a Constitutional System for Delivering Correctional Health Care ........................................ 21-18
   The Risk of a Class Action in the Post-PLRA Era ............. 21-18
   Accreditation and Compliance With National Standards ........ 21-19
   Policies and Practices for Managing Special Populations .... 21-20
   Indicators of the Quality of Care .......................... 21-20
      Initial Screening System ................................ 21-21
      Effective Communications/Sick Call System ................ 21-21
      Routine Examinations and Preventive Health Care .......... 21-22
      Priority/Triage System ................................... 21-22
      Appropriate Health Care Personnel ....................... 21-23
      Referrals Up the Line ................................... 21-24
      Availability of Outside Care ............................. 21-24
      Medical Records ........................................ 21-25
      Seamless Delivery of Care .............................. 21-25
      Coordination Between Custodial Staff and Health 
         Care Staff ............................................. 21-25
      Adequate Facilities, Equipment, and Resources ............. 21-26
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Assurance/Accountability</td>
<td>21-27</td>
</tr>
<tr>
<td>A Cautionary Note</td>
<td>21-28</td>
</tr>
<tr>
<td>Special Considerations for Jails and Detention Facilities in</td>
<td></td>
</tr>
<tr>
<td>Avoiding Liability</td>
<td>21-28</td>
</tr>
<tr>
<td>Suicide Screening</td>
<td>21-28</td>
</tr>
<tr>
<td>Detoxification</td>
<td>21-29</td>
</tr>
<tr>
<td>Continuity of Free-World Medications</td>
<td>21-30</td>
</tr>
<tr>
<td>Other Legal and Ethical Considerations</td>
<td>21-31</td>
</tr>
<tr>
<td>Confidentiality</td>
<td>21-31</td>
</tr>
<tr>
<td>Informed Consent and the Right to Refuse Treatment</td>
<td>21-32</td>
</tr>
<tr>
<td>Human Experimentation and Medical Research Involving Prisoners</td>
<td>21-34</td>
</tr>
<tr>
<td>Conclusion</td>
<td>21-35</td>
</tr>
<tr>
<td>Appendix A: Glossary</td>
<td>App.-1</td>
</tr>
<tr>
<td>Index</td>
<td>I-1</td>
</tr>
</tbody>
</table>