

Kettle Moraine Correctional Institution

Wisconsin Department of Corrections

Division of Adult Institutions

**ANNUAL REPORT
FISCAL YEAR 2019**

**Jennifer McDermott
Warden**



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MESSAGE FROM THE WARDEN

As the appointed Warden of Kettle Moraine Correctional Institution it is my privilege to present the annual report for Fiscal Year 2019. I would like to thank KMCI staff for the hard work, dedication, and talent they demonstrate daily to fulfill our Purpose Statement as well as fulfilling the Mission of the Department of Corrections.

This past year has brought on new challenges and improvements. In response to staff shortages, KMCI explored new ways to promote retention and improve recruitment. KMCI has enhanced staff orientation by adding Correctional Awareness in order to more thoroughly prepare new staff for their career in corrections. We focused time and energy on the recruitment process, including sending out flyers to local businesses, participating in job fairs, and holding off-site and evening interview sessions for potential candidates. For the inmate population, KMCI has added Windows to Work and Pipeline to Work, which focuses on employability and transition into the community. Community “Coaches” work with them prior to and after their release. The Primary Programing for Domestic Violence and Substance Abuse Disorder has been enhanced and is consistent with the Department’s mission to provide Evidence Based Programming.

The KMCI Employee Services Committee has given back to staff and the community through fundraising efforts such as selling breakfast burritos, a nacho bar and pizza sales. The Restorative Justice Committee fundraisers have provided inmates the ability to give back to the public.

I look forward to being part of the KMCI team this next year and ensuring we continue to evolve and expand our programming, committees, and lend continued support to our staff.



Jennifer McDermott
Warden

INSTITUTION CONTACTS

Facility Primary Phone Number:	920-526-3244
ADA INMATE COORDINATORS:	
Brian Lemke Ext. 2641	Corrections Program Supervisor
Tami Staehler Ext. 3776	Corrections Program Supervisor
ADA EMPLOYEE COORDINATOR:	
Human Resources Department	
COMPAS COORDINATOR:	
Tami Staehler Ext. 3776	Corrections Program Supervisor
LIMITED ENGLISH PROFICIENCY COORDINATOR:	
Jim McInnis Ext. 9202	Education Director
PREA COORDINATOR:	
Tom Pollard Ext. 9217	Security Director

INSTITUTION PROFILE

Kettle Moraine Correctional Institution
W9071 Forest Drive, P.O. Box 31
Plymouth, WI 53073-0031
Phone: 920-526-3244; Fax: 920-526-9320

Purpose Statement

To ensure public and staff safety, inmates are housed in medium custody until such time as they are properly released or transferred. During this time we provide for the custodial needs of inmates, motivate them to learn and develop skills which will prepare for release back into the community. We work cooperatively within the institution, the Department, and public entities to ensure that health care is provided to inmates at the institution consistent with professional, community, and correctional health care standards.

Goals

- Operate the institution safely, effectively and efficiently
- Provide for the needs of inmates
- Maximize staff potential
- Work in cooperation with the external environment
- Apply principles of Restorative Justice

Fast Facts

Date Opened	1962
Security Level	Medium – male
Operating Capacity	783
Current Population	1,186
Budgeted Staff	333
Inmate to Staff Ratio	3.56 to 1
Size	88 acres
Operating Budget	\$26,189,506.00
Inmate Paid Obligations	
Institution Restitution	\$7,410.31
Court Ordered Obligations	\$145,976.48
Child Support	\$49,992.20
Victim Witness/DNA	\$84,524.31
Medical Co-Pay	\$417,415.57



MANAGEMENT SERVICES

Management Services provides support services for all areas within the institution. Management Services is comprised of the Business Office, Buildings & Grounds, Food Service, and Information Technology services. Business Administration manages the operating budget and allocation of resources for institution operations.

BUSINESS OFFICE

The Business Office provides all of the accounting and procurement functions for the institution. This includes processing of all inmate disbursements, inmate payroll, inmate obligations, accounts payable and receivables. The Business Office consists of two Financial Specialist, two Financial Specialist Senior, and one Financial Specialist Advanced. The Business Office is also responsible for the Canteen

and Warehouse operations, which consists of one Inventory Control Coordinator, one Inventory Control Coordinator Advanced, and a Warehouse Officer.

PROGRAM PARTICIPATION AND COMPLETION

Academic

KMCI has 13 Wisconsin Technical College System (WTCS) certified teachers in year-round academic classes supporting students earning their High School Equivalency Diploma (HSED). In Fiscal Year (FY) 2019 students attempted 466 examinations towards their HSED with a passing rate of 93% and earned 35 HSEDs. KMCI had a daily average of 277 students attending school.

Supporting academic and vocational classes, federally funded special education services were provided by two DPI-certified teachers to an average of 14 inmates per month. In addition, Federal Title 1-D program supports services to a monthly average of 13 students.

KMCI partnered with Milwaukee Area Technical College to offer courses funded by the Second-Chance Pell Grant in which 46 students earned a total of 455 credits. KMCI also had one student active in college-level correspondences courses through the Education Department, completing 6 credits in 2 classes. Three inmates received certification in Serve Safe Culinary Management Safety.

Vocational

Five WTCS-certified staff provided instruction in vocational programs under the auspices of Moraine Park Technical College. During FY19, our vocational students earned 64 college certificates or technical diplomas: 5 Cabinet Making, 17 Custodial Skills, 27 Masonry, 6 Mechanical Design - AutoCAD, and 9 in Welding. Students accumulated a total of 1,187 college credits in these vocational programs. Mechanical Design initiated certification in SolidWorks CAD software with the first student successfully passing the Certified Solid Works Associate examination this year. A new Barbering program is working towards opening with an instructor hired, barber lab nearly complete and the first class anticipated in September of 2019.

Substance Use Disorder Program (SUD)

The Substance Use Disorder treatment program is an 18 week program that addresses criminal thinking and substance abuse. The SUD program is a closed group program and consists of 12 inmates per group. The program's mission is to enhance safety in the community by providing a continuum of substance abuse treatment services. This program consists of core treatment as well as ancillary groups. Every moderate and high risk client that completes the SUD program will have completed Cognitive Behavioral Interventions for Substance Abuse (CBI-SA) and Thinking for a Change (T4C). Those clients who are high risk will also be assigned ancillary groups based on need which include Epictetus, General Skills, Advanced Practice, and Anger Management. The curriculum is delivered on a quarter, half, or full time basis dependent on program need.

CBI-SA is designed for individuals who are moderate to high need in the area of substance abuse. The program relies on a cognitive-behavioral approach to teach participants strategies for avoiding substance abuse. This program places heavy emphasis on skill-building activities to assist with cognitive, social, emotional and coping skills development.

Thinking for a Change is a program that combines cognitive restructuring theory with cognitive skills theory to help individuals in the justice system take control of their lives by taking control of their thinking. The three components of Thinking for a Change are: cognitive self-change, social skills and problem solving skills.

Epictetus focuses on the teachings of the ancient Greek Philosopher, Epictetus, who used his adversity to become wiser and more compassionate. This curriculum addresses the issue of criminal behavior with a cognitive-behavioral approach including the use of “practical philosophy.”

General Skills is an expansion of social skills learned in CBI-SA and T4C programming. Acquisition of skills is demonstrated through role play.

Anger management (if need is assigned and High COMPAS risk level) consists of 12 sessions. Upon completion individuals will have learned relaxation interventions which target emotional and physiological components of anger, cognitive interventions which target cognitive processes such as irrational beliefs and inflammatory thinking, and communication skill interventions which target deficits in assertiveness and conflict resolution skills.

Advanced Practice takes all the skills learned in the above curriculum and combines them in a way that assists participants in dealing with real life high risk situations and adversities in a positive, pro-social way.

Inmates participating in the SUD program are housed together in Unit 15. When fully staffed, there are seven SUD Social Workers and Treatment Specialists who each facilitate their own group of 12 inmates within the program. Additional staff also includes a Corrections Program Supervisor, General Population Social Workers and an Operations Programs Associate. When fully staffed, 252 inmates can begin the SUD program each year.

➤ Terminations*	41	<i>*NOTE: Terminations may occur for several reasons, not just poor performance. Major program or institution rule violations, segregation placements for major conduct offenses, medical or psychiatric problems, and an unreasonable amount of absences are possible reasons for termination.</i>
➤ Completions	88	
➤ Administrative Termination	2	
➤ Drop Outs	7	
TOTAL	138	

Anger Management

KMCI utilizes Anger Control curriculum which focuses on 10 sessions of Anger Control Training and 10 sessions of social skills training. Inmates participate in role plays to demonstrate social skills learned during their program. The program lasts 10 weeks and meets twice a week for approximately 1 ½ hours to 2 hours each session.

➤ Total Participants	48
➤ Completions	31
➤ Terminations	15
➤ Withdrawals	0

Chapel

Wisconsin Department of Corrections recognizes the following Umbrella Religion Groups (URG) as an inclusive group design to appeal to a wide range of religious beliefs within a given faith tradition: Catholic, Eastern Religion, Humanist/Atheist/Agnostic, Islam, Jewish, Native American/American Indian, Pagan, and Protestant/other Christian.

KMCI has one full time and one part time Chaplain. Chaplains establish weekly services and study groups for the various URG’s including pastoral visits. KMCI inmate population includes the following: Catholic=12%, Eastern Religion=2.8%, Humanist/Atheist/Agnostic=.01%, Islam= 12.8%, Jewish=3.4%, Native American/Indian=5.1%, Pagan=5.1%, Protestant=54%, Other= 0.2%, and No

Preference=.02%. Services and study groups are also facilitated by a multitude of volunteers from the community. Approximately 40 organizations provided religious activities to inmates during FY19.

KMCI participates in Prison Fellowship Angel Tree program (180 inmates participated) and Salvation Army Toy Gift Program (96 inmates participated). These programs provide gifts free of charge for the inmate’s children who are listed on their visiting list.

Chemical Dependency Support Group

Alcoholics Anonymous (AA) meetings are held twice per week at KMCI. This is a 12-step support group for those dealing with chemical dependency and utilizes a secular approach. AA is a fellowship of individuals who share their experience, strength and hope with each other that they may begin to help others begin to recover from chemical dependency. The meetings are conducted with the assistance of volunteers and a social service staff advisor. In FY19, AA had 1,199 total inmates attend with an average of 23 inmates attending per week.

A Self-Management and Recovery Training group (SMART) is held at KMCI on a weekly basis. This is a non-secular support group which seeks to help inmates gain independence from chemical dependency. SMART helps individuals gain independence from addiction (substances or activities) with a 4-point program offering specific tools and techniques for the following program points: building and maintaining motivation, coping with urges, managing thoughts, feelings and behaviors and living a balanced life. The group is conducted with the assistance of an AODA certified staff member. In FY19, SMART had 415 inmates attend with an average of 8 inmates attending per week.

Cognitive Behavior Programming: Thinking for a Change (T4C)

Thinking for a Change program focuses on cognitive self-change process, social skills and problem solving skills through 25 lessons. Inmates actively participate in role plays to demonstrate their understanding of the concepts. The program length is approximately 16 weeks which meets twice per week for two hours. KMCI utilizes a variety of non-security staff and security staff to facilitate the program.

The program is also facilitated by an approved contractor which is funded by the Becky Young grant. Four additional Thinking for a Change groups were made available through the Office of Program Services this fiscal year.

KMCI staff provided T4C for:		Approved Contractor provided T4C for:	
➤ Total participants	37	➤ Total participants	35
➤ Completions	26	➤ Completions	22
➤ Terminations	6	➤ Terminations	11
➤ Withdrawals	5	➤ Withdrawals	2

Domestic Violence Counseling

Domestic Violence program utilizes the Cognitive Behavioral program curriculum Thinking for a Change which focuses on cognitive self-change process, social skills, and problem solving skills through 39 lessons. Inmates actively participate in role plays based on significant relationship or other situations/incidents to demonstrate their understanding of the concepts. The program length is approximately five months and meets twice per week for two hours. Upon completion of the program the inmate will also be given credit for Cognitive Behavioral program if the program need has been identified.

➤ Total participating	22
➤ Completions	18
➤ Terminations	2
➤ Withdrawals	2

Windows to Work

KMCI partnered with Workforce Development Board of Bay Area to provide skills in the following areas: cognitive employment skills, resume building, mock interviews, and financial literacy. Inmates selected are returning to the community within the next six to twelve months. Inmates are given priority with the Work Force Development Board of Bay Area. During the FY19, KMCI had 28 inmates complete the program.

Pipeline to Work

KMCI partnered with Workforce Development of Milwaukee, Racine and Kenosha counties to provide participants with methods for identifying problematic thinking or situations. They will then analyze that thinking or situations to develop positive strategies or coping skills. The overall goal is to increase awareness and expand the range of choices, discover positive coping skills and bring self-manageability to the participant. Individuals develop a better understanding of resources and support afforded to them to transition back into society. During the FY19, 23 participants completed the KMCI portion of the program with 9 completing the DWD portion of the program post-release. Of those 9 full-term participants to date, 8 are successfully employed and 1 is enrolled in a CDL training program with a firm commitment for employment upon completion.

Release Assistance

Six to nine months prior to an inmate's release, social workers begin a screening process to determine whether inmates may be linked to state and federal services that would enhance their community stability. Social Workers work closely with the Division of Community Corrections and the inmate to develop appropriate housing and treatment upon release.

The DOES Project is Legal Action of Wisconsin's Disabled Offenders Economic Security Project (DOES). DOES provides assistance on completing Social Security applications and enrollment in health care for inmates that meet DOES criteria. The project is funded by a grant from the Wisconsin Department of Corrections as part of the Becky Young Appropriation/Reentry Initiative.

Social workers refer inmates to the Opening Avenues to Reentry Success (OARS) who meet the qualifications. OARS develops individualize case plans with the inmate before and after release from prison to assist the inmate with successful reintegration into the community. KMCI social workers participate in the individualized case planning for the inmate.

Inmates are required to attend a presentation on how to enroll and obtain health insurance one month prior to their release. Social workers may assist inmates on completing the phone call to the County Income Maintenance (IM) Consortia. During FY19, approximately 208 inmates attended the Affordable Healthcare presentation.

KMCI has created a resource room for inmates to obtain resources for their county of release. The resource room also includes information on employment, college, apprenticeships, housing, family support, child support, health, veteran and low cost medication. During FY19, approximately 15 inmates utilized the resource room.

KMCI offers inmates to attend a presentation on what to expect while on community supervision with a Probation/Parole Agent from Division of Community Corrections. During FY19, approximately 30 inmates participated in this presentation. KMCI offers inmates the Equal Employment Opportunities Commission presentation through video conferencing. During FY19, approximately 19 KMCI inmates participated in the presentation.

Inmate Job & Resource Fair

KMCI hosts an annual Job & Resource Fair in the gymnasium for inmates. Approximately 211 inmates attended and viewed booths setup by the 42 participating companies, schools, and community organizations on October 4, 2018. Participating organizations provided information to support

successful transition to society upon release from the Department of Corrections. Companies seeking employees were on-hand to discuss opportunities and provide information on strategies for seeking employment. Inmates benefitted from vendors sharing tips and interviewing practice while learning the skills and traits employers seek when hiring candidates. Employers were able to connect with possible candidates while engaging with an untapped labor pool. Community organizations were able to provide information to help with job search, housing, or other needs upon release; the day was beneficial for all attendees!

Incarcerated Veterans

The Department of Corrections and KMCI partnered with the Department of Workforce Development, the Department of Veteran Affairs and the County Veterans Service Officers in an effort to reduce recidivism rates and enhance community safety by establishing employment, training and benefit services for eligible incarcerated veterans.

RESTORATIVE JUSTICE & COMMUNITY SERVICES

Community Relations Board

The Community Relations Board meets annually to provide information and to discuss issues affecting the surrounding community and corrections. The meeting is designed to enhance understanding, cooperation, and share information with the community.

Members of the board include KMCI staff as well as representatives from community police and fire departments, Community Corrections, Victim/Witness Service, St. Agnes Hospital, Sheboygan County Emergency Management, local and legislative representatives.

Restorative Justice Efforts

There are a multitude of Restorative Justice efforts that take place at KMCI. These include:

- Victim Offender Dialogue (VOD)
This is a process that allows the victim and the offender to meet in a safe setting with a facilitator. VOD provides the victim with an opportunity to ask questions, state their concerns, and directly express to the offender just how the offense has affected them and their family members' lives. VOD is one component of a broader restorative justice philosophy. It offers an approach to criminal justice that seeks to restore the victim as completely as possible and hold offenders accountable for their behavior.
- Victim Witness Surcharge / Restitution / Child Support Obligations
Court ordered payments in these areas are collected by the Business Office to assist crime victims with expenses, reimburse victims for losses sustained in a crime and reimburse custodial parents for child rearing costs.
- Victim Appearance at End of Parole Commission Hearings
Victims have valuable input into statements provided to court prior to sentencing and again when an inmate is being reviewed for release into the community.
- Crochet Program
21 inmates completed 323 crochet projects using 280 pounds of yarn in a program designed to provide an opportunity to give back to the community. Finished projects include layettes, blankets and stuffed animals that were donated to various recipients.

- Restorative Justice Committee

An internal committee was formed to educate inmates and staff on the concept of restorative justice and the importance restorative justice plays in the institution, department, and community lives of all citizens.

Annually, the committee commemorates Crime Victim Rights' Week which provides information on crimes, support for survivors and donation assistance to victims. This year's proceeds were sent to Convergence Resource Center to assist them in providing ancillary support services for individuals rebuilding their lives after trauma. This includes but is not limited to incarceration, human trafficking, sexual assault, sexual abuse, incest, domestic violence, or addiction. A fundraiser was also held with inmates ordering pizzas from Dominos. All inmates with any monetary donation were awarded a certificate of appreciation for display in the gym. Proceeds totaled \$3,000.00.

In recognition of Recovery Support month, KMCI offered several activities for inmate participation. SUD program participants and SUD graduates were involved in a softball tournament. Staff initiated and partnered with Cedar Crest Ice Cream and had 500 pints of ice cream ordered by inmates. The total fundraising efforts raised \$1,212.80 which was donated to MARCO Services. MARCO is a Transitional Residential Drug and Alcohol Treatment Facility serving the men and women in Manitowoc and some surrounding counties.

- Additional Community Services Donations

The Community Service Projects program provides an opportunity for inmates and staff to give something back to the community by supporting non-profit organizations and other state agencies through donation campaigns.

Volunteers

Volunteers provide a variety of services to KMCI by offering their expertise in programming, pastoral visits, and internships. All volunteers attend an orientation session.

OTHER DEPARTMENT INFORMATION

Health Services Unit

The HSU medical team is comprised of a Medical Doctor, Nurse Practitioner, Psychiatrists, Dentist, Nurses, Dental Hygienist, Dental Assistant, Physical Therapist, Optometrist, and a Phlebotomist to provide all on-site medical care. The Health Care Team utilizes off-site consulting at the University of Wisconsin Hospital and Clinics and St. Agnes Hospital to provide specialty care when needed. Health care is provided in a clinic setting using the family practice model. Surveillance, preventative care, chronic disease management, along with emergency and urgent care are provided using community care standards. Health care staff is on site 16 hours and are on call for the remaining eight hours daily to meet the medical needs of the inmate population.

This fiscal year, the DOC began the conversion from paper medical records to an electronic medical record (EMR). KMCI was part of the second wave of institutions to go live, which occurred on June 25th. The advent of the EMR will improve accuracy and data collection in providing health care to our population.

Records

The KMCI Records Office calculates sentence information and maintains all social service and legal documentation for inmates. During FY19, KMCI processed 324 releases, an average of 27 per month. An average of approximately 53 intakes were processed each month for a yearly total of 646.

Social Services

The primary responsibilities for Social Worker staff include: the provision of inmate services and programming, assessment and evaluation of treatment and security needs, establishment and monitoring of inmate case plans, preparation of inmate community reintegration and coordination of services with internal and external staff.

Food Service

KMCI Food Service is responsible for preparing meals for inmates and security staff. KMCI Food Service employs 52 inmate workers.

During FY19, Food Service prepared and served breakfast, lunch and dinner daily for a total of 1,337,645 meals. In addition to the regular meals, an average of 35 ongoing special diets (due to medical or religious requirements) was prepared on a daily basis. The average cost per meal was \$.90 per person. Fresh garden produce is utilized during the summer months from the institution gardens.

Maintenance

Gardens: As in years past, the garden continued in FY19. The KMCI Maintenance Department and inmate garden crew harvested a total of 2,290 lbs. of zucchini, 313 lbs. of broccoli, 3,415 lbs. of cabbage, 602 lbs. of cucumbers, 1,349 lbs. of bell peppers, 7,153 lbs. of tomatoes and 446 lbs. of kohlrabi. The 15,568 lbs. of produce harvested from this planting was able to supplement KMCI's food service operation.

Recycling: KMCI removed over 156,597 pounds of materials from the institution's waste stream and instead recycled it for profit.

Work Orders: This FY the Maintenance Department processed 4,467 work orders for the institution dealing with both corrective and preventative maintenance issues.

Security

Under the direction of the Security Director, a total of 226 security staff, including Correctional Officers and Supervising Officers, work together to provide a safe and secure environment for the public, staff, and inmates.

The Security Department has a fully trained Emergency Response Unit, Sniper Team, and Crisis Negotiation Team. The Security Threat Group monitors gang-related activity within the institution. Field Training Officers (FTO) are subject matter experts who provide training to new Officers and Sergeants who are transitioning or/are initially training at KMCI. These groups assist in efficiently managing different types of incidents that may occur.

FY19 Conduct Report Summary:

Major	854	Minor	3179	Total Conduct Reports:	4033
Contested Major	184	Contested Minor	885		
Uncontested Major	670	Uncontested Minor	2294	Appealed Conduct Reports:	162

Inmate Complaint Review System

The Inmate Complaint Review System allows inmates an opportunity to have their grievances addressed. This process allows staff and inmates the opportunity to understand correctional policies and to correct or address any errors when found. The Institution Complaint Examiner's office strives to maintain open lines of communication with staff and inmates in an effort to reduce the amount of formal complaints filed.

Inmate Complaint Review System Summary					
Category	FY19	Category	FY19	Category	FY19
1. Staff	109	10. Work/School	17	19. Breach of Confidential Health Information	2
2. Mail/Publications	129	11. Visits	52	20. Staff Sexual Misconduct	9
3. Discipline	121	12. Other	55	21. Inmate Sexual Misconduct	2
4. Medical	91	13. Food	5	22. Dental	6
5. Parole	0	14. Classification	7	24. Staff Misconduct	9
6. Personal Physical Conditions	10	15. ICRS	14	25. Psychology	7
7. Property	226	16. Discrimination	0	26. Psychiatry	1
8. Rules	37	17. inmate Pay or Accounts	42		
9. Religion	5	18. Badger State Enterprises	0		

Total FY19 Complaints:

Accepted - 960
 Affirmed - 104
 Dismissed - 600
 Rejected - 256

Number of complaints returned to inmates per DOC 310.09 (in addition to the complaints accepted) – 711

FY19 Reimbursements - \$879.90

Psychological Services Unit (PSU)

The Psychological Services Unit (PSU) provides psychological services to inmates with Mental Health (MH) needs. PSU is dedicated to implementing Evidence Based Treatment protocols focusing on lasting, positive outcomes. The primary treatment modalities are individual and group therapy. Each housing unit is assigned a primary clinician who is available to assist inmates with both acute and chronic mental health issues. Additional PSU services include clinical monitoring, psychological testing, crisis intervention, 24/7 on call services, clinical observation placement and reviews, Sex Offender Treatment (SOT), SOT Evaluations, orientation of new inmates, risk assessments and evaluations for minimum custody placements. In addition, PSU staff screen, assess, and make referrals to programs around the DOC at all custody levels, including programs such as SRTU, MICA, WRC, TTC and WSPF.

PSU is responsible for facilitating weekly multidisciplinary team meetings between Health Services, Security, Program Supervisors, and other invited staff members to ensure continuity of care. In addition, PSU works closely with psychiatrists to help monitor inmates taking psychotropic medications.

Approximately 37% (nearly 440) of the inmates at KMCI are monitored by PSU due to a mental health need. Of those, approximately 6% (nearly 70) have a serious MH need. PSU sets regularly scheduled appointments with these inmates to help maintain mental health stability. PSU staff are also available to help any inmate throughout the institution struggling to cope with situational stressors or grief. Rounds are completed at least once a week in Restrictive Housing on all inmates, where they are provided the opportunity to receive self-help therapy worksheets, reading materials, and individual therapy sessions.