Tennessee Department of Correction
Annual Report 2021

Pursuant to the State of Tennessee’s policy on nondiscrimination, the Department of Correction does not discriminate on the basis of race, gender, religion, color, national or ethnic origin, age, pregnancy, creed, disability, or veteran’s status in its policies, or in the admission of or access to, or treatment or employment in, its programs, services, or activities.

Equal Employment Opportunity/Affirmative Action inquiries or complaints should be directed to the Department of Correction, EEO/AA Coordinator, Human Resources Office, 3rd Floor Rachel Jackson Building, 320 Sixth Avenue North, Nashville, TN 37243-0465, Telephone 615-253-8026.

ADA inquiries or complaints should be directed to the Department of Correction, Human Resources Office, 3rd Floor Rachel Jackson Building, 320 Sixth Avenue North, Nashville, TN 37243-0465, Telephone 615-253-8026.
It is my pleasure as Commissioner of the Tennessee Department of Correction (TDOC) to present our Fiscal Year 2021 Annual Report in accordance with Tenn. Code Ann. § 4-4-114. By reading the highlights of our year, you will find our commitment to public safety and our responsibility to the citizens of this great state is strong and unwavering. Through collaboration and partnerships with the National Institute of Correction, the American Correctional Association, the Tennessee Higher Education Initiative, the Tennessee College of Applied Technology, and other correctional and law enforcement agencies across the nation, TDOC is committed to utilizing industry best practices and evidence-based programs to achieve results.

Research shows that 95% of all offenders return to the community, therefore, our effort focuses on preparing them to become productive citizens. In keeping with our mission to operate safe and secure prisons and provide effective community supervision, TDOC has:

- Reached 94% employment rate for formerly incarcerated individuals who received job training and placement through our Workforce Development Specialists.
- Partnered with 4th Purpose Foundation and Men of Valor to develop reentry housing and support services for offenders returning to the East Tennessee area.
- Expanded post-secondary partnerships in each region of the state with TBR and THEI including a new bachelor’s degree program through Lane College for incarcerated individuals in West Tennessee.
- Launched a new victims notification system called Victim Information and Notification Everyday (VINE) which allows survivors, victims of crime, and other concerned citizens to access timely and reliable information about incarcerated individuals.
- Began a new partnership with Boca Bay Boat company to employ incarcerated men at the Turney Center Industrial Complex as part of a work release program.
- In partnership with the 4th Purpose Foundation and Knoxville Chamber of Commerce, hosted a reentry simulation in East Tennessee where Knoxville area business and civic leaders learned about the challenges facing those reentering society from incarceration.
- Renamed the Tennessee Prison for Women the Debra K. Johnson Rehabilitation Center in honor of our slain correctional administrator.
- Enhanced recruitment and retention efforts for correctional officer series through an attractive incentives package.
- Launched a pilot program specifically designed for those addicted to opioids using a combination of medication, counseling, and behavioral therapies to provide whole patient treatment of substance use disorders.
- Partnered with Persevere to offer a coding certification program to offenders and their children, in partnership with the Department of Human Services.

The men and women who work for the Tennessee Department of Correction are dedicated public servants who take great pride in their responsibilities. Together we have strengthened our commitment to public safety. Together we help make Tennessee a healthier and safer place to live, work, and raise a family.

[Signature]
Deputy Commissioner/Chief of Staff

Deputy Commissioner Chuck Taylor serves as the Chief of Staff for the Department and is responsible for overseeing the daily operations of the Department's Finance, Prisons, Clinical Services, Community Supervision, and Rehabilitative Services divisions and exercises collaborative judgment in the absence of the Commissioner. The Chief of Staff determines proper course of action in accordance with the agency mission, identifies priorities and coordinates the execution of strategic initiatives, assesses their progress, and manages a variety of long-term, cross organizational projects that ensure streamlined activities within the agency. The Chief of Staff reports directly to the Commissioner.

Deputy Commissioner, Administration/General Counsel

Deputy Commissioner of Administration Debbie Inglis is responsible for a variety of administrative support functions for the Department. This division oversees Operational Support, Human Resources, Offender Administration and oversees Information Systems through a partnership with Finance & Administration’s Strategic Technology Solutions Division. Administration also oversees the $15.3 million development of a new offender management system. As General Counsel, Ms. Inglis also manages the Legal Division, which supports the Tennessee Attorney General’s Office in litigation involving the Department. It also represents TDOC in conservatorship proceedings, judicial commitments, and administrative proceedings in which the TDOC is a party, including employee disciplinary matters. Finally, it provides ongoing legal advice and oversight for daily operations. Reporting directly to the Deputy Commissioner/General Counsel are the Assistant Commissioner of Operational Support, Deputy General Counsel, Director of Human Resources, Director of Offender Administration, the Legal Services Director and the Policy Development Director.

Inspector General

Inspector General Kelly Young is responsible for overseeing a variety of divisions within the Office of the Inspector General including: Compliance, Contract Administration, Contract Monitoring of Privately Managed Facilities, Vendor Contract Monitoring and Risk Assessment/Mitigation. The Compliance Division is responsible for all TDOC audits of its operations, prison facilities and community supervision offices. Through the Contract Monitoring division, the Inspector General ensures that vendors are operating in compliance with the terms and scope of services as set forth in their particular contracts while the Contracts Administration division works in concert with the Central Procurement Office and the Comptroller’s Office to develop contractual agreements with various vendors to provide a variety of vital services to the Department. The Office of the Inspector General also engages in risk assessments of TDOC’s operations, policies and procedures and works with all areas within the Department to develop strategies to eliminate and/or mitigate those risks.
Chief Financial Officer

Bo Irvin, Chief Financial Officer, is responsible for the management and oversight of TDOC’s $1.1 billion annual budget. The CFO aligns financial resources to support the overall mission of the Department and directly assists departmental leadership on all strategic planning and tactical matters as they relate to budget management, cost benefit analysis, forecasting needs, and securing new funding to support the short and long term goals of the Department. Reporting directly to the Chief Financial Officer are the Director of Budget/Fiscal Services, Director of Purchasing and an Executive Administrative Assistant.

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<th>TDOC - FY21 Budget</th>
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<td><strong>FY21 Total</strong></td>
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The department’s total operating budget for Fiscal Year 2021 was $1,119,637,200. Cost increases for this operating budget totaled $56,175,400 for contract inflators (private prisons, medical, and behavioral health contracts), Chattanooga work release transitional housing, hepatitis-C treatment standards, radios, telehealth equipment, leases, vocational building, waste water treatment plant, mini-bus, accountant, and nursing contract.
COMMUNITY SUPERVISION

Assistant Commissioner, Community Supervision

Lisa Helton, Assistant Commissioner of Community Supervision, oversees felony probation and parole operations, the Community Corrections program, the Institutional Probation Parole Specialist Program, and the Criminal Conviction Records Unit, with responsibility for more than 1,100 TDOC employees and approximately 77,000 probationers and parolees. Reporting directly to the Assistant Commissioner are the Field Services Administrator, Probation Parole Administrators, a Correctional Program Support Coordinator, and an Executive Administrative Assistant.

TDOC supervision strategies are centered on evidence-based practices:

- Validated Risk and Needs Assessment
- Individualized Case Plans
- Risk Based Supervision Standards
- Sanctions in response to non-compliance with conditions of supervision
- Cognitive Behavioral Programming

FY21 Initiatives Include:

- Certified Peer Recovery Specialist Pilot - In partnership with TNDMHSAS, providing a Certified Peer Recovery Specialist to work with probationers and parolees with substance use challenges
- Mental Health First Aid Training - Training designed to support officers in early identification of, and intervention for, mental health issues with probationers and parolees
- Focused Deterrence - A gun violence reduction initiative, in collaboration with local, state, and federal criminal justice stakeholders, targeting violent probationers and parolees with enhanced oversight and wraparound services

Why Do We Need to Know About EBP?

- It improves outcomes
- It reduces victimization
- It improves collaboration
- It targets resources toward interventions with the greatest return

During FY21, Community Supervision introduced an innovative training experience to TDOC Probation Parole Officers. The Reentry Simulation training, developed by the Department of Justice, is designed to simulate one month in the life of justice involved individuals who are transitioning to the community on probation or parole supervision. This training allows participants to assume the identity of a probationer and parolee and, over the course of 90 minutes, attempt to navigate his or her way through the system while complying with all supervision requirements. This interactive training experience has proven to be extremely impactful to both new and veteran officers.
Community Supervision Population
(System-wide)
June 30, 2021

For more information about offender population, see the Felon Population Update:
Assistant Commissioner, Prisons
Lee Dotson, Assistant Commissioner of Prisons, is responsible for overseeing the operations of the institutions. This includes the Local Jails Resources Office, Statewide Transportation, Classification, Disciplinary and Inmate Grievances. Reporting directly to the Assistant Commissioner are four Correctional Administrators who oversee the day-to-day operations of prisons within their respective regions, and who supervise the facility Wardens.

Assistant Commissioner, Operational Support
Bobby Straughter, Assistant Commissioner of Operational Support, is responsible for the oversight of Facilities Planning & Construction and Facilities Maintenance Management for all institutions. Operational Support is also responsible for Asset Management and Training, including the operation of the Tennessee Correction Academy. Reporting directly to the Assistant Commissioner are the Director of Facilities Planning & Construction, the Administrator of Staff Learning & Development, the Director of Mission Support, the Director of Facilities Maintenance Management, and an Administrative Assistant. The Operational Support staff provides overall statewide support to Prison Facilities, Community Supervision Offices, Day Reporting Centers, the Training Academy, and Central Office.

Assistant Commissioner, Rehabilitative Services
Vicki Freeman, Assistant Commissioner of Rehabilitative Services, is responsible for the provision and supervision of a wide range of programming and treatment opportunities centered on inmate rehabilitation, including support programs and services, and offender reentry. Managing these services is a talented team of professional educators and skilled administrators who report directly to the Assistant Commissioner. They include the Superintendent of the TDOC special school district, the Inmate Jobs Manager, Directors of Victim’s Services, Reentry Services and Women’s Services, Risk and Needs Assessment, Workforce Development, and Religious and Volunteer Services.

Chief Medical Officer and Assistant Commissioner Clinical Services
Dr. Kenneth Williams, Chief Medical Officer, is responsible for the provision of clinical services and manages a team of licensed medical and behavioral health care providers. They include the Directors of Pharmacy, Nursing, Clinical Quality Assurance, and Behavioral Health and Substance Use Services. The Chief Medical Officer is also responsible for managing the vendor contracts which provide the delivery of clinical services and also for developing agency policies which guide the delivery of those services.
**INCARCERATED OFFENDER DEMOGRAPHICS**

Felony Inmate Population  
(System-wide)  
June 30, 2021

For more information please visit  
[https://www.tn.gov/content/dam/tn/correction/documents/FelonJuly2021.pdf](https://www.tn.gov/content/dam/tn/correction/documents/FelonJuly2021.pdf)
TDOC FY 2021 ACCOMPLISHMENTS

- Established a Withdrawal Management Unit at West Tennessee State Penitentiary.
- Partnered with the Tennessee Department of Health to provide COVID vaccinations for inmates and staff.
- The Department responded to the unique situation of the pandemic to include implementation of technological interventions by increasing telehealth capabilities.
- Implemented five associate’s degree programs in Business Administration through the Tennessee Board of Regents (TBR).
- Implemented seven Tennessee College of Applied Technology (TCAT) programs (WTSP, WTRC, DJRC, RMSI, BCCX, and two at NECX).
- Implemented technology resources (virtual classrooms) with higher education partners.

Reimagine Initiative

In accordance with Governor Lee’s Task Force Reimagine, the department developed plans for sustaining prison and community supervision operations amidst the COVID-19 pandemic. Operational Support lead the Reimagine initiative by working with each division to establish return-to-work timeframes. The primary purpose was to ensure awareness that safety remains a top priority as staff returned to the workplace. A deliberate approach to reacclimate employees to physical office locations while maximizing employee safety and adhering to physical distancing measures was achieved.

The safeguarding protocols in Reimagining TDOC were based on the recommendations of the

- Tennessee Pledge
- Tennessee Department of Health,
- Centers for Disease Control and Prevention (CDC),
- Occupational Safety and Health Administration (OSHA) and
- guidelines introduced from members of Governor Lee’s established “Task Force Reimagine” (TFR) and information received from TDOC’s Executive Leadership Team.

Operational Support’s Facilities Management team used specialized air management practices, air filtration and scrubbing equipment, assessed staff protection equipment and evaluated quick and effective implementations to assist with the prevention and transmission of COVID.

COVID-19 Response

In 2021, TDOC continued to take proactive steps in the management of the COVID-19 pandemic in Tennessee. TDOC standardized Infection control guidelines and screening procedures specific to COVID-19 and implemented alternative treatment sites/modalities within the Correctional Setting.

TDOC Health Services personnel and their vendor partners continually upgraded guidelines, screening tools, and pandemic response protocols to align with the Centers for Disease Control (CDC) recommendations. Team members worked to provide 24/7 oversight and monitoring of all new developments with this fluid virus. They were able to implement any needed changes quickly. To date, 61% of the inmate population was vaccinated. This number will continue to rise as COVID vaccines are consistently offered. TDOC works proactively with their vendor partners to continually screen for symptoms within the inmate population in all DOC facilities.
Focus on Wellness

TDOC incarcerated patients continue to have access to the telephonic health coaching program which offers expert self-management advice with uncontrolled chronic diseases. The program continues to demonstrate an impact in significant improvement in HgA1C levels in diabetic patients. Poorly controlled cardiac patients are being incorporated into the next phase of this program.

In 2021 COVID did impact the program, however services did provide 83 calls to 12 participating facilities with 100% patient satisfaction and 6 program graduates. Overall, the patients in the diabetic counseling program had an average reduction of HgA1c of 1.5 points.

Pharmacy Services

The Tennessee Department of Correction is responsible for providing pharmaceuticals for chronic and urgent patient diagnosis. During FY21 Pharmacy implemented impactful programs that have increased number of patients treated and generated cost avoidance for the department. Pharmacy implemented the 340b Drug Purchasing program which allowed the department to realize cost avoidance in the amount of $7.8M through savings generated from HCV medication purchases. There was an increase of 15% for HCV patients reviewed via initiation of the Clinical Pharmacist HCV Treatment review process. To help decrease the amount of pharmaceutical waste, pharmacy implemented the Partial Returns project, which allowed the department to eliminate waste of applicable partially used medication cards, which generated savings of $17.5K. In addition to decreasing pharmaceutical waste, pharmacy also assisted in the development of programs aimed at improving medication utilization which resulted in the Rx/IM decreasing by ~8% between 2019 and 2020. In the context of the pandemic Pharmacy led the charge in procuring and facility dissemination of more than 13,724 COVID vaccines.
**Medical Services**

The Tennessee Department of Correction has the responsibility for providing medical, dental and vision services to those incarcerated in Tennessee prisons. All offenders at each facility are afforded access to health care services. The department’s treatment model is a multi-disciplinary approach that includes physicians, nurse practitioners, nurses, dentists, optometrists, and other professionally trained staff.

**Behavioral Health Services**

The Tennessee Department of Correction has the responsibility for providing mental health and substance use services to those incarcerated in Tennessee prisons. All offenders at each facility are afforded access to behavioral health services. The department’s treatment model is a multi-disciplinary approach that includes psychiatrists, advanced practice nurses, psychologists, psychological examiners, social workers, licensed alcohol and drug counselors, and other professionally trained staff.

**Clinical Case Management**

Tennessee Department of Correction utilizes Clinical Case Management as a collaborative healthcare process for re-entry into the community. Clinical Case Managers perform assessments, and evaluations to plan and facilitate coordination of care for the incarcerated individuals returning into the community. These services meet the patient’s healthcare needs through communication and available resources to ensure public safety, quality care, and cost-effective results.
Withdrawal Management Services/ Medication Assisted Treatment

To combat the opioid epidemic, in May 2021 the Tennessee Department of Corrections implemented a Withdrawal Management Unit that includes Medication Assisted Treatment (MAT) at West Tennessee State Penitentiary. By implementing MAT, TDOC is seeking to decrease the number of overdoses and improve treatment retention. These services are minimally provided for 7 weeks. TDOC utilizes Evidence Based Practices such as cognitive behavioral interventions, Motivational Interviewing, and other clinical modalities that compliment inmates who are titrating and recently achieved abstinence. This resource is offered to incarcerated persons who have overdosed or have serious clinical needs and should be transferred for treatment due to Substance Use Disorder. The Withdrawal Management Unit (WMU) can accommodate up to 24 inmates in single cells allowing the opportunity to withdraw in a safe manner with the help of medical and behavioral health staff. The participants are required to attend groups on the pod and to adhere to institutional protocols.

HepCOR

In 2021 TDOC continued management of Hepatitis disease process with the Hepatitis C (HCV) Online Registry (HepCOR), adding additional providers, and diagnostic tools. HepCOR tracks patients from initial diagnosis throughout treatment and addresses reporting needs to facilitate management of the overall incarcerated HCV-positive patient population. Infectious Disease Consultants were added, bringing the total to three physicians and a Clinical pharmacist. The numbers of on-site abdominal ultrasounds greatly expanded due to a continued and close working relation with our vendor partners and the purchase of two Fibro Scan machines. These machines allow TDOC to perform on-site liver elastography to evaluate fibrosis and determine a patient’s cirrhosis stage. These advancements empower TDOC to continue to accelerate and enhance the Tennessee Department of Correction’s Advisory Committee on Hepatitis and HIV (TACHH) review of HCV patients and clearance for treatment with direct-acting agents. As of June 2021, TDOC made 3023 evaluations, 3043 recommendations, and 2275 total started treatment.
Year In Review

Workforce Development

Employment among work eligible probationers and parolees remained high throughout the pandemic. A strong effort was made by TDOC employment specialists to keep probationers and parolees employed while assisting those entering Community Supervision to find work as well. It is expected that more individuals who have been receiving unemployment benefits will return to the workforce by fall 2021, creating more opportunities to assist probationers and parolees to find meaningful work leading to successful careers. A combination of factors have contributed to the successes in workforce development, including the efforts of Directors, Probation and Parole Officers, and TDOC Executive Staff, plus the diligent work of TDOC Employment Specialists who through training and experience have been able to take advantage of an excellent Tennessee economy to create more opportunities for our clients.

Reentry Services

TDOC collaborated with the Department of Human Services (DHS) to provide a Supplemental Nutrition Assistance Program (SNAP) application process that is specific to incarcerated individuals 30 days prior to their release. As a result, 1,208 inmates completed SNAP applications in FY21.

TDOC also collaborated with the Department of Children’s Services (DCS) to create a streamlined approach to visitation between children in DCS custody with parents in TDOC custody. Also, virtual visits were utilized during the COVID-19 pandemic, which allowed this partnership to continue to provide such services.

Additionally, TDOC partnered with the Department of Human Services (DHS) to assist with implementing the newly revised child support guidelines. These guidelines assist in aligning all child support orders with changing family economics and improve the system for both custodial and non-custodial parents, while meeting the new federal requirements. Non-custodial parents in TDOC custody with more than a 180-day sentence will be given the opportunity to request a modification with DHS. DHS will also be collaborating with TDOC to help non-custodial parents find jobs, develop job skills, participate in substance use programs, and receive assistance with transportation. This will help ensure that justice-involved individuals will obtain long term employment and develop meaningful relationships with their children.
Post-Secondary Education

Many individuals who enter prison have not attained a post-secondary degree or certificate. The Tennessee Department of Correction offers post-secondary education programming to its inmates because completing one of these programs can lead to future employment opportunities, increased earning potential and reduced recidivism. Essentially, a post-secondary education can provide justice-involved individuals with an increased opportunity to successfully reenter the community.

Under Governor Lee’s education reinvestment initiative, six Tennessee College of Applied Technology (TCAT) programs were implemented in partnership with Tennessee Board of Regents (TBR). The programs provide eligible justice-involved individuals with the opportunity to receive post-secondary education credit hours upon successful completion. Nine facilities offer such programs as cosmetology, barbering, welding, computer information technology (CIT), electrical and plumbing, and farming operations technology (FOT).

Through a partnership with the Tennessee Higher Education Initiative (THEI), post-secondary programs leading to associates degrees are offered at Morgan County Correctional Complex (through Roane State Community College) Northwest Correctional Complex (through Dyersburg State Community College) and Turney Center Industrial Complex (through Nashville State Community College). In 2021, a bachelors degree program was implemented at Northwest Correctional Complex (Lane College) and after many years of facilitating the Great Books Reading Group, Rhodes College began delivering a course of study at the Women’s Therapeutic Residential Center which leads to a formal Certificate in Liberal Arts.
Victims Services

In 2017, TDOC Victim Services was awarded a $400,000 VOCA grant for the implementation of Victim Information and Notification Everyday (VINE). VINE is a free service that offers peace of mind to victims of crime by providing access to timely and reliable offender information. Victims can call a toll-free number, visit www.vinelink.com, or use the VINElink mobile application to check an offender’s custody status anonymously. Victims can also register to receive automated notifications about changes in custody status via their choice of delivery method: in-app, phone, email, or text. TTY (hearing impaired) service is also available.

VINE was already being used in the 95 county jails across Tennessee through the Sheriff’s Association and now that TDOC has been incorporated, it has created a true statewide automated notification system. TDOC officially went live with this new service on June 2, 2021. VINE has been providing victims and concerned citizens with the most reliable information for custody status changes and criminal case information for more than 25 years. Millions of crime victims and concerned citizens across the United States rely on VINE for information and peace of mind. Since going live on June 2, 2021, over 8,000 victims/interested parties have registered for this new service.

Volunteer Services

God Behind Bars is a prison ministry organization that partners with the Tennessee Department of Correction to offer religious services to inmates throughout the state. In FY21, although they were unable to volunteer weekly as they had prior to COVID-19, they continued to provide inspiration and support to inmates and correctional officers in several ways. In December 2020, an “All is Bright” Christmas event was held and inmates chose gifts from a catalog for their children, which were mailed to the children by God Behind Bars volunteers. The organization also provided snacks and drinks to correctional officers during the year to show their appreciation for the extra hours they worked during the pandemic. In an effort to inspire and encourage facility staff, God Behind Bars honored correctional officers and administrative staff at each prison with banners, posters and signs with words of inspiration as encouragement.
For additional TDOC updates, please visit us at:

Internet:  http://www.tn.gov/correction/
Facebook:  http://www.facebook.com/TNDepartmentofCorrection
Twitter:  https://twitter.com/#!/TNTDOC1
YouTube:  http://www.youtube.com/user/TNTDOC1

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