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NOV 13 2014

Lisa Lapointe  
Chief Coroner  
Province of British Columbia  
Metrotower II, Suite 800  
4720 Kingsway  
Burnaby, B.C.  
V5H 4N2

**RECEIVED**

DEC 10 2014

MINISTRY OF JUSTICE  
OFFICE OF THE CHIEF CORONER

**Re: Inquest into the Deaths of the Following Inmates:**  
**Warren Robert ALLEN at Mountain Institution on July 20, 2012**  
**Kyle Darren TOMBAUGH at Mountain Institution on August 24, 2012**  
**Gerald Joseph CAYER at Mountain Institution on February 7, 2013**

Dear Ms. Lapointe:

Thank you for your reports dated March 13, 2014 stemming from the Inquest held March 10, 2014 to March 13, 2014, into the death of the above-captioned inmates at Mountain Institution. I would like to inform you of the measures that the Correctional Service of Canada (CSC) has in place to address the recommendations listed hereunder.

**Recommendation #1:**

***Double the frequency of unscheduled cell-check rounds.***

Current CSC policy (Commissioner's Directive (CD) 566-4 *Inmate Counts and Security Patrols*) outlines the standards for security patrols within CSC institutions. This policy stipulates that within maximum, medium and multi-level institutions, as well as at secure units within women's institutions, security patrols are to be completed as frequently as possible with a *minimum* requirement of once every 60 minutes from the beginning of the last patrol. The policy also requires these patrols to be staggered in order to avoid predictability. Further to this, an additional security patrol is required between 23:00 hours and 07:00 hours. At the current point in time, we feel that the requirements set out in policy are sufficient for the Service to meet the spirit of this recommendation.

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**Recommendation #2:**

***Have two Correctional Officers performing the night shift rounds.***

CSC policy regarding *National Standards for the Deployment of Correctional Officers* (CD 004) stipulates that one Correctional Officer is able to operate a unit when all inmates are secured in their cell, based on risk. That being said, this policy also identifies Multi-Function posts that are in place to assist unit based Correctional Officers with their patrols. The Multi-Function post officers provide additional support to various posts within an institution. Therefore, although walks on the range can be completed by one Correctional Officer, policy ensures that other Correctional Officers are in close proximity and ready to assist if the need arises. In addition, as per the Service's policy, during any response to a cell alarm or observed medical emergency, a minimum of two Correctional Officers must be present at the cell and one additional officer must observe the situation prior to opening the cell door (CD 566-4 *Inmate Counts and Security Patrols*).

**Recommendation #3:**

***Require Correctional Officers' supervisors to obtain positive feedback that each Correctional Officer understands the parts of the normal daily briefings which apply to her/his shift at the beginning of each 4 hour posting.***

All Correctional Officers are required to attend a mandatory shift briefing prior to the commencement of their shift, where the events of the previous twenty-four hours are shared with all staff. These shift briefings are lead by the Correctional Manager who is responsible for supervising the entire complement of officers on that shift. The briefing report is a formatted, scripted document that ensures that all staff receive the same information. As there are often between twenty to thirty Correctional Officers who attend this mandatory briefing, it would not be operationally feasible to have each officer attest that they understand the normal daily briefing reports however, they are given an opportunity to ask questions at the end of the briefing if they require clarity on an issue. Further, the reports are placed onto the Institutional Common Drive (electronic computer based filing system) where all staff have access to review the information at any given time should they have questions, or feel the need to review the reports more thoroughly. In addition to this, each living unit post has a log book where significant events affecting the unit and the inmates who reside there are recorded. All staff are required to review the log book in the unit they are assigned to, prior to assuming their duties. The Correctional Officer being relieved from his/her shift is obligated to inform his/her replacement of any significant information.

**Recommendation #4:**

***Install larger windows in the segregation cell doors for better observation of inmate status.***

In all of CSC's institutions, every cell door presently has a window which is sized specifically for observation. As the Service is continually striving to increase its ability to better respond to the needs of all the offenders who reside within its facilities, CSC is currently managing an ongoing project to place a specially built observation door which includes two half glass panels, for observation cells, within the segregation units. This observation door has also been listed in CSC's new Technical Criteria for Correctional Institutions document, which was approved by CSC's Executive Committee in November 2013 and outlines CSC's goal of installing Special Observation Cells to enhance Mental Health Monitoring and High Suicide Watch of inmates.

**Recommendation #5:**

***Install sensors in the segregation cell floors to alert the console operators when an inmate gets up out of bed at night.***

CSC is evaluating a range of technologies that may provide the ability to monitor the life sign of an inmate in a non-intrusive manner. A system is currently being evaluated which is designed to detect the movement of a living individual in an enclosed area, (e.g. a cell) and to provide an automated alert in the event of lack of movement. In this case, "movement" constitutes any level, down to chest motion caused by breathing. The system is intended to:

- Provide early warning of the cessation of movement/breathing of inmates
- Allow additional monitoring of vulnerable inmates
- Provide an additional alert tool
- Provide an audit trail of response to alarms

The system is also intended to reduce the response time required for staff once alerted of a problem and subsequent actions. By providing an early warning, assistance can be provided promptly, rather than risking the time delay between security rounds. The technology is intended to supplement, not replace, the security round requirements associated with dynamic security. This technology could be positioned as a supplemental technology for the monitoring and observation of inmates in observation cells or treatment units. This Life Sign Monitoring System technology was installed in two observation cells in one of our institutions for the purposes of testing the system. The results will be evaluated to determine the operational, technical and cost benefits of deploying this type of technology in selected CSC locations. Once the assessment of the pilot project is complete, the capacity and level of implementation will be determined.

**Recommendation #6:**

***The Regional Director of Health Services establishes Memorandums of Understanding with the community hospitals which provide services to CSC inmates to ensure that Treatment/Intervention summaries are provided to the Escort Officers for delivery to Health Services upon the inmate's return from the Hospital/Emergency room.***

Community hospitals share pertinent health care information with CSC health services following treatment at the community hospital. In circumstances where the information provided is limited or inadequate, CSC will contact the hospital to obtain additional information.

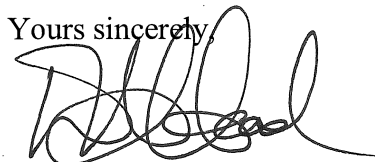
**Recommendation #7:**

***Establish Intermediate Mental Health Care Units (one in each region of CSC) to take care of the psychological needs of inmates where there is not sufficient justification respecting longer use of the Regional Treatment Centers.***

CSC is reviewing mental health services provided to offenders to ensure that we are offering the most effective essential services to meet the needs of the offender population. This review will result in a new "revised model of care". Currently, CSC offers both hospital and primary care for male offenders. This means that some offenders may remain in hospital care longer than necessary because intermediate mental health care is not currently widely available. CSC is re-aligning resources in order to have capacity at all levels of care, including intermediate mental health care. The "revised model of care" is consistent with the World Health Organization's Continuum of Care which is commonly used in Canada and around the world for offering care consistent with patients' needs.

On behalf of CSC, I thank you for your contribution to improving our efforts to protect the safety of those under our charge.

Yours sincerely,



Don Head

c.c.: Regional Deputy Commissioner, Pacific Region  
Executive Director and General Counsel, Legal Services, National Headquarters  
Assistant Commissioner, Correctional Operations and Programs, National  
Headquarters  
Assistant Commissioner, Corporate Services, National Headquarters  
Assistant Commissioner, Health Services, National Headquarters  
A/Director General, Incident Investigations Branch, National Headquarters  
Office of the Correctional Investigator