



Department of Corrections

DOC Health, Wellness, & Engagement 101

DOC Strategic Plan





Vermont Department of Corrections

Roadmap to 2030: Mission-focused, values-driven



STAFF AND STAFFING

Build a sustainable correctional workforce that invests in professional growth and staff wellbeing.



HEALTH AND WELLNESS

Achieve a holistic health and wellness system to improve outcomes for incarcerated and supervised individuals.



DIVERSITY, EQUITY, AND INCLUSION FOR A JUST SYSTEM

Advance diverse, equitable, and inclusive practices into all that we do to achieve a just corrections system.




MODERNIZATION

Modernize systems, structures, technologies, and processes to achieve the nation's leading model of corrections.

Strategic Plan Goals

STAFF AND STAFFING

Build a sustainable correctional workforce that invests in professional growth and staff wellbeing.



GOAL 1: Staff are empowered by a workplace cultivated to embrace and support the full spectrum of individual experience and identity.

GOAL 2: By 2030, staffing levels and staff retention are optimal and sustainable.


GOAL 3: Roles and processes are optimized to enhance staff engagement and operational efficiency.

GOAL 4: Opportunities for professional development and career growth are offered through a fair and transparent system.

GOAL 5: The Department provides opportunities and an environment that promotes staff health and wellness.

HEALTH AND WELLNESS

Achieve a holistic health and wellness system to improve outcomes for incarcerated and supervised individuals.



GOAL 1: The Department prioritizes health and wellness as a fundamental obligation.


GOAL 2: The Department engages Vermont's community members to support health and wellness outcomes for the population we serve.

GOAL 3: Health and wellness systems and processes operate efficiently and effectively.

GOAL 4: The Department supports and fosters holistic wellness for those in its care and custody.

DIVERSITY, EQUITY, AND INCLUSION FOR A JUST SYSTEM

Advance diverse, equitable, and inclusive practices into all that we do to achieve a just corrections system.



GOAL 1: Staff recognize and appreciate the daily impact of identity and why JEDI is vital to our success.


GOAL 2: The Department's systems, structural environment, policies and procedures are informed by trauma-informed practices, JEDI principles, and individuals with lived experience within the criminal justice system.

GOAL 3: Supervision, programs, and intervention services reflect the diverse needs of the people we serve.

GOAL 4: JEDI-responsive principles are embedded into all Department processes and retention efforts to equitably serve every staff member.

MODERNIZATION

Modernize systems, structures, technologies, and processes to achieve the nation's leading model of corrections.



GOAL 1: Vermont's correctional system employs modernized systems, structures, technologies, and processes.

GOAL 2: The Department cultivates meaningful partnerships to advance community engagement and restorative practices.

GOAL 3: Modernization is embedded within each strategic initiative and advances innovative, efficient, evidence-based, and data-driven solutions Department-wide.

Healthcare Contract



Contract Overview

- **Three-year contract** with Wellpath began July 1, 2023
- Cost based on **per member per month** (PMPM)
 - Set amount multiplied by an average daily population, includes all costs such as staffing, services, pharmacy, equipment, specialty care, etc.
- Year 1 – PMPM = **\$2,253.33 → \$33.8 million**
- Year 2 – PMPM = **\$2,476.81 → \$37.1 million**
- Year 3 – PMPM = **\$2,636.74 → \$39.6 million**

Structure

- Set using National Commission on Correctional Healthcare (NCCHC) standards as well as Vermont-specific standards, includes partnerships w/ VDH, DVHA, and AHS
- DOC philosophy is to hold our healthcare to the **community standard of care**
- Includes **comprehensive healthcare services:**
 - Clinic, infirmary level care, health, mental health, dental, on-site/off-site specialty

Healthcare Contract



Scope

- Average daily population: **1,300** people, **1,800** unique individuals in December
- Initial healthcare screenings per month: **300-400**
- Initial health assessments per month: **100-200**
- Sick calls per month: **more than 3,000**
- Provider interactions in December: **1,239**
- Specialty visits a month: **100+**
- Prescriptions dispensed per month: **6,500+**

Healthcare Contract



Monitoring

- Constant reporting, tracking, and engagement with Wellpath on dozens of health metrics
- Robust monthly reports and data
- Quarterly quality control meetings with each facility as well as regional office
- Weekly clinical review meetings with DOC's Director of Nursing and Director of MH with clinical leadership from regional office
- Weekly contract management meetings with regional office leadership
- Thorough critical incident review process

Cost Controls

- If Wellpath spends less than the budget, they return unspent funds
- If Wellpath spends more than the budget, they pay first 3% over, DOC pays the next 3% over, and over 6% both parties negotiate
- Payment incentives for performance metrics – up to 3%
- Possibility to withhold liquidated damages
- Wellpath receives 10% administrative fee



Intake & Screening



Facility Admission

Security booking begins process



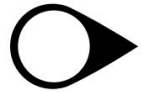
Initial Receiving Screening

Within 4 hours of booking



Initial Health Assessment

Within 7 days of booking



Additional Mental Health & Substance Use Assessment

Within 7 days of booking and as determined appropriate by screening & assessment



Dental Examination

Within 30 days of admission

Common Illnesses



- Opioid Use Disorder
- Gastrointestinal issues
- Respiratory/ Pulmonary / Asthma
- Musculoskeletal issues
- Hypertension
- Neurological issues
- Hepatitis C
- Chronic pain

MOUD at DOC



Background

- Created via [Act 176 of 2018](#)
- Vermont **second state** after Rhode Island to offer buprenorphine across correctional facilities
- Only **375 of 876 state prisons today** provide medication for opioid use disorder

MOUD Program Today

- **844 unique MOUD patients** in December
- 15 groups in December, and continue to increase groups across the state
- Turning Point peer recovery coaches in **5 of 6 correctional facilities**
 - Integrating across Probation & Parole using Opioid Settlement Fund dollars

Next Frontier

- Injectable MOUD pilot for continuity into community without risk of diversion
 - [Study](#) in rural Maine jail system found those receiving injectable MOUD were **nearly 3x as likely to continue treatment versus oral MOUD**

1115 Waiver: Medicaid Reentry Project

Key Context

- 1965 Social Security Act **explicitly prohibits incarcerated individuals from receiving Medicaid** except in rare cases
- Vermont received **approval from Biden administration** in 2024 to pursue 1115 waiver
- Initiative driven by **AHS interdisciplinary team**

Implementation

- Beginning January 1, 2026, Medicaid restarts **90 days prior** to sentenced individual's release
- All savings to be reinvested into health services
- Federal capacity building funds to **modernize** MMIS (DVHA claims processing system)





Questions?

Contact



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Appendix

VISION

We create safety and equity by seeing potential, supporting change, and serving communities.

MISSION

We lead through innovation

We advance restorative justice practices

We support staff wellness

We cultivate meaningful partnerships

We create rewarding career opportunities

We provide justice-involved individuals with opportunities for self-improvement

We ensure our facilities and field offices are safe, secure, and healthy

The seal of the State of Vermont Department of Corrections is centered in the Mission section. It features a circular design with the text "STATE OF VERMONT" at the top and "DEPARTMENT OF CORRECTIONS" at the bottom. In the center, there is a smaller emblem with a mountain and a sun, and a banner below it that reads "THANK YOU".

VALUES

Accountability
We, individually and collectively, act in accordance with our mission and values in service to our vision.

Collaboration
We succeed when we have diverse and equitable partnerships that include our communities and the people in our care and custody.

Compassion
We treat everyone with respect and dignity and respond empathetically to people's lived experience.

Equity
We address systemic barriers that hinder opportunity and use fair and impartial decision-making.

Innovation
We use evolving research from diverse communities to identify, develop, and implement effective practices.

Integrity
We practice our values in an honest and transparent way.

Safety
We create an equitable culture of physical, emotional, and material wholeness.

System Challenges



Staffing

- Vacancies, retention, state workforce demographics, overtime costs, physical workplace environment

Health & Wellness

- Serving physical/mental health needs of incarcerated individuals, particularly those detained awaiting trial
 - Lack of access/poor connection to medical care prior to justice-involvement
 - Sequelae of heavy substance use

DEI & Justice

- Remote hearings and court backlogs
- Lack of coordinated community reentry services and geographic disparities
- Paucity of community service providers, particularly for male-identifying individuals

Modernization

- Lack of WiFi and access to basic technology
- Lack of transitional housing stock/availability
- Deteriorating physical infrastructure
- Antiquated and highly manual data systems (OMS)