



P I N A L • C O U N T Y

Wide open opportunity

Pinal County Correctional Health Services

Strategic Business Plan Alignment Maps

December 18, 2008

Correctional Services Mission

The mission of Pinal County Correctional Health Services is to provide routine, emergency, and selective specialty care, disease and health care management services to youth and adult inmate populations so they can maintain good health while incarcerated and have the tools necessary to manage their health care issues upon release.

Pinal County Correctional Health Services

Strategic Business Plan Alignment Map 1 of 4

Issue 1 – Inmate Population Chronic Care Management

The increasing inmate population in Pinal County with chronic care medical conditions will, if not addressed, result in:

- Decline in the quality of care provided
- Increased costs to taxpayers
- Increase in the morbidity and mortality rates associated with chronic care conditions

Issue 5 - Collaboration

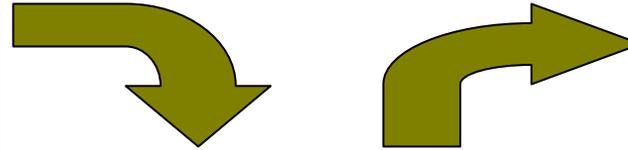
The ongoing insufficient collaboration between the Pinal County Sheriff's Office and Correctional Health, due to a lack of understanding of the mission and operational requirements of the respective departments will, if not addressed, continue to result in:

- Compromised health service delivery
- Increased liability
- Decreased safety
- Ineffective communication
- Inefficient use of resources

Countywide Strategic Priorities

Healthcare

- Increase healthcare accessibility through healthcare service expansion and efficient allocation of resources
- Increase the number of mentally-ill inmates that are referred to appropriate treatment in a timely manner and support programs that educate affected county departments



CORRECTIONAL HEALTH SERVICES

STRATEGIC GOAL #1:

Efficient and Private Service Delivery

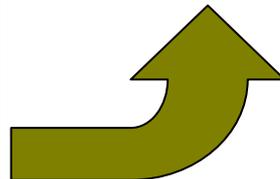
All inmates requiring medical services from Correctional Health will receive care in a facility that allows for efficient service delivery and chronic care management, as evidenced by:

- By 2010, 100% of new inmates will receive their health intake before they are taken to their assigned housing unit (cell)*
- By 2012, 90% of inmates with identified chronic care conditions will maintain healthy indicators** established by the governing medical communities (i.e. National Commission on Correctional Health Care)

* Indicates that intake was done "upon arrival" (required service standard) to the detention facility

** Healthy indicators for Chronic Care Conditions are:

1. Cardiac/HTN (5% poor, 30% fair, 65% good control)
2. HTN + Diabetes (5% poor, 40% fair, 55% good control)
3. Diabetes (5% poor, 20% fair, 75% good control)
4. HIV Infection (30% poor, 35% fair, 35% good)
5. Pulmonary/Respiratory: COPD/Asthma (30% poor, 30% fair, 40% good)
6. Seizure (20% poor, 30% fair, 50% good)



The purpose of the **Mental Health Team Activity** is to provide evaluation, treatment, and monitoring services to youth and adult populations in Pinal County detention facilities so they can receive quality care and timely services.

1. 100% of mental health responses to request for services occur within 3 clinic days of request

The purpose of the **Nursing Team Activity** is to provide initial and ongoing health assessment, medication administration, referral, and education services to youth and adult populations in Pinal County detention facilities so they can receive the resources to obtain optimal medical health through quality care and timely services as indicated by continual staff training to meet the standards for health care to the populations.

1. 90% of adult population will receive the 14-Day Health Assessment

The purpose of the **Quality Assurance Activity** is to provide monitoring, evaluation, and recommendation services to Correctional Health staff and Pinal County Sheriff's Office administration so they can improve the quality and timeliness of medical and mental health services.

1. 100% of new inmates will receive their health intakes before they are taken to their assigned housing unit

The purpose of the **Employee Health Services Activity** is to provide initial vaccination and ongoing testing services to Correctional staff so they can meet the qualifications to work and provide services without exposing others to communicable disease*.

* Communicable disease is a disease that spreads from person to person

1. 100% of Correctional Health employees will receive the required Tuberculosis (TB) test within 7 days of employment and yearly thereafter



Pinal County Correctional Health Services

Strategic Business Plan Alignment Map 2 of 4

Issue 2 – Recruiting and Retention

The continuing difficulty in recruiting new competent and qualified staff, coupled with the difficulty in retaining current staff will, if not addressed, result in:

- Increased difficulty in providing quality, day to day medical services
- Increased use of resources to orient new staff
- Employees not being invested in the department's success

Issue 3 – Mental Health

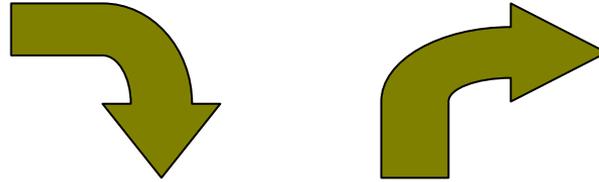
The increase in the mental health population in Pinal County, coupled with continuing limited internal/external resources and insufficient mental health training for Pinal County Correctional staff will, if not addressed, continue to result in:

- Inmates being released without interventions or referrals
- Increased suicide attempts
- Decreased public and facility safety
- Reactive mental healthcare management leading to inefficient use of taxpayer dollars

Issue 4 – Generational Staff Issues

New staff's generational attitude towards work ethic that centers around quantity rather than quality, combined with their lack of experience in the correctional setting, their diversified expectations, and current staff's limited time to dedicate to new staff skill development and training will, if not addressed, result in:

- Decreased quality of medical/mental health services
- Increased County liability
- Nurse "burn out"
- Increased staff turn-over



CORRECTIONAL HEALTH SERVICES

STRATEGIC GOAL #2(part I):

Quality Care

Correctional Health patients will consistently receive efficient, high quality care from competent staff, as evidenced by:

- By 2010, 100% of adult population will receive the 14-Day Health Assessment

The purpose of the **Doctor/Nurse Practitioner Activity** is to provide medical and mental health services to youth and adult populations in Pinal County detention facilities so they can improve and/or maintain their health as indicated by therapeutic ranges for chronic care conditions and mental health evaluations.

1. 75% of individuals with identified chronic care conditional will maintain healthy indicators*** established by the governing medical communities (i.e. – American Diabetes Association, American Heart Association)
2. 75% of individuals with an identified mental health condition will maintain or improve their mental health status as determined by a psychiatric evaluation

The purpose of the **Nursing Team Activity** is to provide initial and ongoing health assessment, medication administration, referral, and education services to youth and adult populations in Pinal County detention facilities so they can receive the resources to obtain optimal medical health through quality care and timely services as indicated by continual staff training to meet the standards for health care to the populations.

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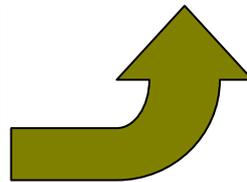
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Countywide Strategic Priorities

Healthcare

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Pinal County Correctional Health Services

Strategic Business Plan Alignment Map 3 of 4

Issue 2 – Recruiting and Retention

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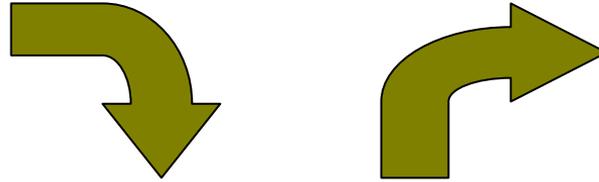
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CORRECTIONAL HEALTH SERVICES

STRATEGIC GOAL #2(part II):

Quality Care

Correctional Health patients will consistently receive efficient, high quality care from competent staff, as evidenced by:

- By 2010, 100% of adult population will receive the 14-Day Health Assessment

The purpose of the **Quality Assurance Activity** is to provide monitoring, evaluation, and recommendation services to Correctional Health Staff and Pinal County Sheriff's Office Administration so they can improve the quality and timeliness of medical and mental health services.

1. 100% of new inmates will receive their health intakes before they are taken to their assigned housing unit
2. 10% reduction in the number of medical grievances filed by inmates

The purpose of the **Employee Health Services Activity** is to provide initial vaccination and ongoing testing services to Correctional staff so they can meet the qualifications to work and provide services without exposing others to communicable disease*.

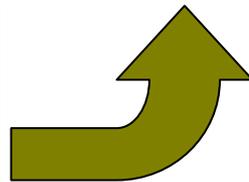
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Pinal County Correctional Health Services

Strategic Business Plan Alignment Map 4 of 4

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CORRECTIONAL HEALTH SERVICES

STRATEGIC GOAL #3:

Improved Partnership

Pinal County Sheriff's Office and Correctional health staff will benefit from an improved collaborative relationship and more effective communication, as evidenced by:

- By 2012, there will be an 20% reduction in the number of medical grievances filed by inmates (from 56* to 45) *estimate for 2008
- By 2013, 25% of Pinal County Sheriff's Office and Correctional Health survey participants will respond that they agree or strongly agree that communication between the departments is effective

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Pinal County Correctional Health Services

Cross Cutting Issues

Issue: #3 – Mental Health

Goals: #1 - Efficient and Private Service Delivery; #2 – High Quality Care; #3 – Improved Partnership

Cross-Cutting with: Pinal County Sheriff's Office (PCSO)

Need(s): PCSO staff are in need of additional and continuous training regarding the mental health population to improve communication regarding mental health inmates; addition of a mental health unit that specifically serves the mentally ill inmates

Issue: #5 - Collaboration

Goals: #1 - Efficient and Private Service Delivery; #3 – Improved Partnership

Cross-Cutting with: Pinal County Sheriff's Office

Need(s): Regular meetings/communication between the PCSO and Correctional Health management teams regarding daily activities, policy/process changes, issues and concerns