Pinal County Correction Health Services Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizen's quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT 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.

ISSUE STATEMENTS

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 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 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 tax payers 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

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

STRATEGIC GOALS

Strategic Goal 1: Efficient Chronic Care Management (Issues 1, 3, 5)

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 initial health assessment before they are taken to their assigned housing unit (cell)*

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

- 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)

  ** 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)

  (Initial visit expected to be within the guideline range of poor control, 3 month follow up visit within the guidelines of fair and six month after initial visit will be within guidelines of good control measures.)

Strategic Goal 2: High Quality Care (Issues 2, 3, 4)

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

Strategic Goal 3: Improved Partnership (Issues 3, 5)

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 a 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 communications between the departments is effective

CROSSCUTTING ISSUES

Issue: #3 – Mental Health
Goals: #1 - Efficient and Private Service Delivery; #2 – High Quality Care;
#3 – Improved Partnerships
Cross-Cutting with: Pinal County Sheriff's Office (PCSO)
Need(s): PCSO staff is in need of additional and continuous training regarding the mental health population to improve communications 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 (PCSO)
Need(s): Regular meetings/communication between the PCSO and Correctional Health Management Teams regarding daily activities, policy/process changes, issues and concerns

DEPARTMENT ORGANIZATION

1. Administrative Program

1.1. Human Resources Activity, page 8
1.2. Reserved, page 8
1.3. Training Activity, page 9
1.4. Records Management Activity, page 10
1.5. Vehicle Management Activity, page 11
1.6. Financial Services Activity, page 12
1.7. Department Director Activity, page 13

2. Health Services Program

2.1. Doctor/Nurse Practitioner Activity, page 14
2.2. Nursing Team Activity, page 16
2.3. Mental Health Service Activity, page 17

3. Quality Assurance Program

3.1. Quality Assurance Activity, page 18

4. Employee Health Services Program

4.1. Employee Health Services Activity, page 19

PROGRAMS

Administrative Program

Purpose Statement

The purpose of the Administrative Program is to provide human resources, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County Departments so they can cost effectively manage their resources to achieve the planned results.

Key Results

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/manager evaluation
- 100% of records managed in compliance with legal and policy requirements
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods
- 100% of Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by Correctional Health Services

Health Services Program	
Purpose Statement	The purpose of the Health Services Program is to provide medical and mental health services to the youth and adult populations in the Pinal County Detention Facilities so they can obtain stable health during their incarceration.
Key Results	• 90% of adult population will receive the 14 day Health Assessment • 75% of individuals with identified chronic care condition(s) will maintain healthy indicators* established by the governing medical communities (i.e. National Commission on Correctional Health Services). • 100% of mental health responses to request for services occur within three clinic days of request

Quality Assurance Program	
Purpose Statement	The purpose of the Quality Assurance Program 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.
Key Results	• 10% reduction in the number of medical grievances filed by inmates

Employee Health Services	
Purpose Statement	The purpose of the Employee Health Services Program 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*.
Key Results	• 100% of Correctional Health Employees will receive the required TB test within 7 days of employment and yearly thereafter

ACTIVITIES

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County Departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.1: Human Resources Activity

Activity Purpose Statement	The purpose of the Human Resources Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.
Activity Services	• Candidate Selection Recommendations • Job Postings • Policy Interpretations • Employee Relations Management • Employee Interviews • Grievance hearings • Employee Inquiry Responses • Performance Appraisals/ Evaluations • Employee Assistance Referrals • Employee Orientation Sessions • Exit Interviews • Personnel Reports • Police and Procedure Updates • Employee Awards • "Silent Whistle" Investigations
Family of Measures	***Results*** 1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date (# of employee appraisals submitted by due date/total # of appraisals) ***Outputs*** 1. 24 employee appraisals submitted on/by due date ***Demands*** 1. 24 employee appraisals anticipated to be submitted ***Efficiencies*** N/A
Activity Manager(s)	• **Wanda Youngblood, RN** • **Jody Stewart-Oglevee, RN** • **Elke Jackson, Director**
Activity Budget	$x,xxx,xxx

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County Departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training Activity

Activity Purpose Statement	The purpose of the Training Activity is to provide department specific skill development and safety-training services to the department's employees so they can benefit from a variety of programs/sessions that continually allows them to improve on their job related skill set.
Activity Services	• Training Sessions • Safety Training Sessions • Employee Handbooks • Inmate Interaction Training* * New service, not currently provided • Training Assessments • Training Records • Training Schedules/Arrangements • Employee Skill Checklists
Family of Measures	***Results*** 1. 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/ manager evaluation (# of trained employees that demonstrate improved skill knowledge/ total number of employees trained) ***Outputs*** 1. 15 training sessions attended ***Demands*** 1. 15 training sessions anticipated to be attended ***Efficiencies*** 1. $ Training Activity expenditures per training session attended
Activity Manager(s)	• **Rachel Arvayo, RN QA**
Activity Budget	$x,xxx,xxx

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County Departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management Activity

Activity Purpose Statement	The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.
Activity Services	• Record Archives • Record Disposals • Record Disposition Authorizations • Records Destruction List • Records Inventory • Records Requests Responses
Family of Measures	***Results*** 1. 100% of records managed in compliance with legal and policy requirements (# of records managed in compliance with legal and policy requirements/ total # of records managed) ***Outputs*** 1. 301 boxes **of records in compliance with legal and policy requirements (**12Wx15Dx10H) ***Demands*** 1. 301 boxes ** of records anticipated to be in compliance (**12Wx10Dx10H) ***Efficiencies*** 1. $ Records Management Activity expenditure per record in compliance
Activity Manager(s)	• **Georganna Kovanda**
Activity Budget	$x,xxx,xxx

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County Departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management Activity – N/A

Activity Purpose Statement	The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.
Activity Services	• Vehicle Maintenance and Repair Service Schedules • Vehicle Utilization Reports • Maintenance Records • Fleet Credit Card Usage Reports • Vehicle Usage Assessment
Family of Measures	***Results*** 1. 0 department vehicles with preventative maintenance performed as scheduled (# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles) 2. 0 department vehicles operated more than 10,000 miles per year (# of department vehicles operated more than 10,000 miles per year/ total department vehicles) ***Outputs*** 1. 0 of department vehicles operated ***Demands*** 1. 0 of department vehicles anticipated to be operated 2. 0 of department vehicles operated more than 10000 miles a year ***Efficiencies*** 1. $ Vehicle Management Activity expenditure per vehicle operated
Activity Manager(s)	• **N/A**
Activity Budget	$x,xxx,xxx

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County Departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services Activity

Activity Purpose Statement	The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure efficient use of county resources.
Activity Services	• Grant Reports • Grant Applications • Grant Programmatic Progress Reports • Payment Authorizations • Employee Reimbursement Authorizations • Year-end Accounting Records • Cash Receipts • Budget Proposal • Spending Requests • Appropriation Adjustments • Expenditure Projections • Performance Reports
Family of Measures	***Results*** 1. 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods. (# of payment authorizations entered on the date of receipt of goods/total payment authorizations) ***Outputs*** 1. 126* payment authorizations received within three business days of physical receipt of item(s) * best estimate; data will be collected for six months to verify a more accurate number ***Demands*** 1. 140* payment authorizations anticipated to be entered into the system * best estimate; data will be collected for six months to verify a more accurate number ***Efficiencies*** 1. $ Financial Services Activity per payment authorization entered within three business days
Activity Manager(s)	• **Georganna Kovanda**
Activity Budget	$x,xxx,xxx

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County Departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.7: Department Director Activity

Activity Purpose Statement	The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient county services.
Activity Services	• Reports • Direction • Employee Supervision Meeting • Inquiry Responses • Strategic Business Plans • Issue Resolutions • Special Projects • Arizona Health Care Cost Containment (AHCCCS) Application Submissions • Budgets • Department Structures • Policies/Procedures • Employee Evaluations • Program Evaluations • Recommendations • Leadership
Family of Measures	***Results*** 1. 100% of Key Results achieved (# of key results achieved/total # of key results) 2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by Correctional Health Services. (# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents) ***Outputs*** 1. 120 of customers responding to the department survey ***Demands*** 1. 120 of customers expected to respond to the survey ***Efficiencies*** 1. $ Department expenditures per customer served
Activity Manager(s)	• **Elke Jackson, Director**
Activity Budget	$x,xxx,xxx

2. Health Services Program

Purpose Statement	The purpose of the Health Services Program is to provide disease management medical and mental health programs with a monitor system to the youth and adult populations in the Pinal County Detention Facilities so they can obtain stable health during their incarceration.

Section 2.1: Doctor/Nurse Practitioner Activity

Activity Purpose Statement

The purpose of the Doctor/Nurse Practitioner Activity is to provide disease management programs for 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.

* therapeutic ranges are health indicators which is a characteristic of an individual, population or environment which is subject to measure and can be used to describe one or more aspect of the health of an individual or population (quality, quantity and time), Wellness.com, 12-2008.

** Chronic care conditions include:

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)

Activity Services

- Pregnancy management sessions
- Emergency medical transportation
- Outside medical referrals
- Periodic health examinations (physicals)
- Therapeutic diets
- Psychiatric visits
- Dental services
- Healthcare provider visits
- Quality assurance monitor program

Family of Measures	***Results*** 1. 75% of individuals with identified chronic care conditions will maintain healthy indicators* established by the governing medical communities (i.e. - National Commission on Correctional Health Care.) (# of measured** individuals with identified chronic care condition(s) that maintain healthy indicators/total # of measured individuals with identified chronic care conditions) * Initial visit expected to be within the guideline range of poor control, 3 month follow up visit within the guidelines of fair and six month after initial visit will be within guidelines of good control measures 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) ** Due to the large volume of inmates with chronic care condition(s), a statistically significant sample will be chosen to evaluate for this measure 2. 75% of individuals with an identified mental health condition will maintain or improve* their mental health status as determined by a psychiatric evaluation (# of individuals with an identified mental health condition(s) that maintain or improve their mental health status/total# of individuals with an identified mental health condition(s)) Each psychiatric evaluation and plan will identify the mental health condition as: 1. Worsen 2. Unchanged 3. Improved. ***Outputs*** 1. 850 chronic conditions medical doctor/nurse practitioner visits provided 2. 1,782 mental health condition medical doctor/nurse practitioner visits provided ***Demands*** 1. 950 chronic conditions medical doctor/nurse practitioner visits expected to be needed 2. 2,227 mental health doctor/nurse practitioner visits expected to be needed ***Efficiencies*** 1. Total $ Doctor/Nurse Practitioner Activity expenditure per doctor/nurse practitioner visit provided
Activity Manager(s)	• **Rachel Arvayo, RN** • **Elke Jackson, QA**
Activity Budget	$x,xxx,xxx

2. Health Services Program

Purpose Statement	The purpose of the Health Services Program is to provide medical and mental health services to the youth and adult populations in the Pinal County Detention Facilities so they can obtain stable health during their incarceration.

Section 2.2: Nursing Team Activity

Activity Purpose Statement	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.
Activity Services	• Infirmary care observations • Vaccines For Children (VFC) youth immunizations • Dental referrals • Medication Administrations • Education handouts • Transfer summaries • Segregation Visits • Youth Sexually Transmitted Disease (STD) Testing Results • Youth pregnancy testing results • 14-day health appraisal findings • Tuberculosis screening results • Tuberculosis testing results • Diagnostic testing reports • Nurse visits (medical and educational consultations) • Emergency medical responses • Initial intake assessment findings (medical, mental health, and tuberculosis)
Family of Measures	***Results*** 1. 90% of adult population will receive the 14-Day Health Assessment (# of new inmates receiving health assessment /total # of new inmates) ***Outputs*** 1. 1,800 14-Day Health Assessment (Adults) visits provided ***Demands*** 1. 2,400 14 Day Health Assessment (Adults) visits expected to be needed ***Efficiencies*** 1. $ expenditure per nurse consultation
Activity Manager(s)	• **Wanda Youngblood, RN** • **Jody Stewart-Ogelevee, RN**
Activity Budget	$x,xxx,xxx

2. Health Services Program

Purpose Statement	The purpose of the Health Services Program is to provide medical and mental health services to the youth and adult populations in the Pinal County Detention Facilities so they can obtain stable health during their incarceration.

Section 2.3: Mental Health Team Activity

Activity Purpose Statement	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.
Activity Services	• Mental health nurse consultations • Mental health provider consultations • 14-day mental health appraisal findings • Court ordered medication administrations • Suicide evaluation findings • Ongoing "Suicide Watch" monitoring sessions • Psychiatric Hospital Involuntary Admissions
Family of Measures	***Results*** 1. 100% of mental health responses to request** for services occur within 3 clinic days of request (# of mental health responses occurring within 3 clinic days of request / total number of requests for service) ** Inmates requesting a mental health evaluation for Psycho- tropic medication through mental health kyte (A kyte is a written request by the inmate for medical or mental health services). ***Outputs*** 1. 1, 200 kyte requests for mental health nurse consultations to be evaluated ***Demands*** 1. 1, 450 kyte requests for mental health nurse consultations expected to be requested ***Efficiencies*** 1. $ expenditure per nurse consultation
Activity Manager(s)	• **Jody Stewart-Ogelevee, RN**
Activity Budget	$x,xxx,xxx

3. Quality Assurance Program

Purpose Statement	The purpose of the Quality Assurance Program 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.

Section 3.1: Quality Assurance Activity

Activity Purpose Statement	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.
Activity Services	• Quality assurance reports • Mortality reviews • Infection control reports • Quality Assurance improvement plans • Peer Review evaluation reports • Grievance responses
Family of Measures	***Results*** 1. 100% of new inmates will receive their health intakes before they are taken to their assigned housing unit (# of new inmates receiving health intakes before they are taken to their housing unit/total # of new inmates) 2. 10% reduction in the rate of medical grievances filed by inmates (last year's rate of grievances – this year's rate of grievances/last year's rate of grievances) ***Outputs*** 1. 12 Quality Assurance Reports* produced * Quality Assurance Reports measure both of the above result measures ***Demands*** 1. 12 Quality Assurance Reports expected to be required ***Efficiencies*** 1. Total $ Quality Assurance Activity expenditure per Quality Assurance Report produced
Activity Manager(s)	• **Rachel Arvayo, RN**
Activity Budget	$x,xxx,xxx

4. Employee Health Services Program

Purpose Statement

The purpose of the Employee Health Services Program 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*.

* A communicable disease is a disease that spreads from person to person.

Section 4.1: Employee Health Services Activity

Activity Purpose Statement

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*.

Activity Services

- Pinal County Sheriff's Office (PCSO) employee Hepatitis B vaccinations
- PCSO Employee Tuberculosis (TB) test results
- Correctional Health Employee Hepatitis B vaccinations
- Correctional Health TB test results

Family of Measures

Results

1. 100% of Correctional Health Employees will receive the required TB test within 7 days of employment and yearly thereafter
   (# of Correctional Health employees receiving the required TB test within 7 days of employment and yearly thereafter/total # of employees)

Outputs

1. 68 Tuberculosis tests provided
2. 27 Hepatitis B vaccinations provided

Demands

1. 68 Tuberculosis tests expected to be requested
2. 27 Hepatitis B vaccinations expected to be requested

Efficiencies

1. $ 2.81 Employee Health Services Activity expenditures per Tuberculosis test provided
2. $ 156.72 (three vaccination series) Employee Health Services Activity expenditures per Hepatitis B vaccinations provided

Activity Manager(s)

- **Rachel Arvayo, RN, QA**
- **Wanda Youngblood, RN**
- **Jody Stewart-Oglevee, RN**

Activity Budget $x,xxx,xxx