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The Health Services Division supports the DOC mission

To improve public safety by positively changing lives by delivering high-quality, efficient, and effective healthcare services, and employee engagement to improve lives in a safe and secure environment

The Health Services Division fundamentals map was developed by those employees doing the work

Purpose Statement: Providing integrated treatment services to improve overall quality of life throughout and beyond incarceration

Guiding Principles: We will provide high quality and compassionate care; We will attract and retain a highly skilled, talented, and diverse workforce; We will continuously seek ways to improve the quality of care delivered to our patients; We will encourage a safe and healthy work place; We will create and maintain an environment that values professionalism and dedication of its workforce.

Health Core Processes	Health Services Operation and Clinical					
	HS 01 <i>Clinical & Operational Excellence</i>	HS 02 <i>Developing Our People</i>	HS 03 <i>Recruitment and Retention</i>	HS 04 <i>Utilization of Technology</i>	HS 05 <i>Communications & Stakeholder Engagement</i>	HS 06 <i>Pharmaceutical Optimization</i>
Process Sponsors	Frank & Scott	Sara & Scott	Sara & Dan	Frank & Dan	Sara & Scott	Frank & Dan
Strategic Objective	Provide high quality, patient-centered care	Invest in people through professional development	Become a premier Health Services Career Destination	Utilize technology to improve the quality of health care delivery	Improve stakeholder collaboration to optimize patient care	Improve pharmaceutical efficiency by reducing waste, cost and time.
Measurement Categories	<ul style="list-style-type: none"> • Patient Experience • Continuity of care and care transitions • Reentry planning and long term care • Preventive and Chronic disease management metrics • Patient safety plan 	<ul style="list-style-type: none"> • Mentorship • Coaching • Succession Planning • Job shadowing 	<ul style="list-style-type: none"> • Time to fill • Vacancy • Turnover rate • Marketing response rate • Provider Experience • Employer of Choice 	<ul style="list-style-type: none"> • Adoption of appropriate technology • Status of EHR system implementation • Evidence that adopted technology improves patient care 	<ul style="list-style-type: none"> • Relationship Development • Issue Resolution • Staff messaging • Staff Recognition 	<ul style="list-style-type: none"> • Waste Reduction • Prescription Utilization Review • Relationship Development • Medication Incident Review (MIR) • Prescription Cost
Health Tactics	<ul style="list-style-type: none"> • Improve reception process • Redesign primary care delivery • Personal health literacy and agency • Continuity of care planning and transition management • Develop preventive and chronic care management programs • Promoting facility safety and quality problem solving ability 	<ul style="list-style-type: none"> • Develop performance expectations to include in PDP • Provide access to continued education programs and growth and development opportunities • Coaching through quarterly PDP review updates • Develop a peer mentorship program for those in leadership positions • Establish position contingency planning 	<ul style="list-style-type: none"> • Develop, enhance and standardize recruitment and orientation processes that emphasizes the importance of mission, vision and value alignment • Strengthen and standardize the onboarding process • Examine position descriptions/qualifications and hire the right candidates for the right positions • Examine and adopt community hiring incentives <ul style="list-style-type: none"> ○ Sign on bonus ○ CME dollars ○ Malpractice coverage • Establish Retention benefits <ul style="list-style-type: none"> ○ Retention bonuses ○ Flexible schedules ○ Telework opportunities ○ Recognition • Conduct exit interviews for every employee leaving agency 	<ul style="list-style-type: none"> • Complete needs assessment and RFP for EHR • Review technology adoption to ensure devices and software are appropriate and useful in delivering quality patient care • Utilize clinical data to improve quality and safety of patient care • Standardize and expand use of telehealth • Promote use of eConsults for specialist input into diagnosis and treatment 	<ul style="list-style-type: none"> • Create transparency via a Health Services Dashboard • Internal stakeholder relationship development <ul style="list-style-type: none"> ○ Brown bag lunches <ul style="list-style-type: none"> ▪ HQ ▪ Facility site visits ○ Tier rep meetings • External stakeholder engagement <ul style="list-style-type: none"> ○ Monthly OCO meeting ○ Participation in Statewide Family Council Meetings • Enhance patient experience with addition of patient navigators and medical assistants • Provide quarterly newsletter updates to both the resident and staff population 	<ul style="list-style-type: none"> • Develop a process that encompasses polypharmacy review for patients with 10 or greater prescriptions. • Establish an Antibiotic Stewardship Program • Develop a quarterly review of prescription utilization as part of the P&T process • Coordinate with prison partners to optimize transfer and release medication process • Review urgent and provider stock utilization • Develop a standardized inventory process at the facilities • Enhance clinical relationship between pharmacy and prescriber • Enhance clinical relationship between pharmacy and patient • Establish a process to review medication incident reports on a quarterly basis • Operationalize approved 340b system
HS FY2022 Key Metrics	<ol style="list-style-type: none"> 1. Improve percentage of transferring patients with chronic condition having appointment to establish care with new PCP within 14 days of arrival – Improve ten percentage points in FY2022 compared to FY2021 2. Improve percentage of releasing patients with continuity of care plan with outside provider at time of release – Improve ten percentage points in FY2022 compared to FY2021 	<ol style="list-style-type: none"> 3. Improve percent completion rate of quarterly PDPs globally ten percent in FY2022 compared to FY2021 	<ol style="list-style-type: none"> 4. Overall staff turnover rate 5. Average time to fill rate for RNs 6. Average Time to fill rate for APCs and Physicians <p>❖ For all three above: Any year over year improvement - FY2022 compared to FY2021</p>	<ol style="list-style-type: none"> 7. Total eConsult utilization to increase 20 percent year over year comparing FY2022 to FY2021 	<ol style="list-style-type: none"> 8. Rollup Patient experience survey score – Year over year improvement FY2022 compared to FY2021 9. Overall HS score on Equity, Diversity, Inclusion & Respect Index ≥ 63 percent 	<ol style="list-style-type: none"> 10. System wide pharmaceutical waste and 340b pharmaceutical savings initiated in FY2022 will result in savings of at least \$1M year over year from FY2021