



**BOARD OF SUPERVISORS
AGENDA LETTER**

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Name: Sheriff and Probation
Department No.: 032 and 022
For Agenda Of: August 23, 2016
Placement: Departmental
Estimated Time: 1 hour
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors
FROM: Select_From Bill Brown, Sheriff – Coroner & Guadalupe Rabago, Chief
Probation Officer
Contact Info: Custody Commander Kelly Hamilton, 681-4326 & Deputy Chief
Probation Officer Lee Bethel, 882-3675
SUBJECT: Update on Procurement Process for Inmate Medical Services at the Jail and
Juvenile Facilities and Mental Health Services at the Jail

County Counsel Concurrence

As to form: Yes

Other Concurrence: CEO Office

As to form: Yes

Recommended Actions:

That the Board of Supervisors:

- a) Receive and file a presentation outlining key recommendations by Health Management Associates (HMA) on the development of the Request for Proposal (RFP) for mental health and dental services at the Jail and medical and prescription drug services at the Jail, Santa Maria Juvenile Hall, and Los Prietos Boy Camp and provide direction on the procurement.
- b) Determine that the acceptance of *the Update on the Procurement Process for Inmate Medical Services at the Jail and Juvenile Facilities and Mental Health Services at the Jail* is exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15061(b)(3), finding that the activities are covered by the general rule that CEQA applies only to projects which have the potential for causing a significant effect on the environment, and where it can be seen with certainty that there is no possibility that the activities in question may have a significant effect on the environment, the activities are not subject to CEQA.

Summary Text: On April 19, 2016, the Board of Supervisors approved the Sheriff and Probation Department contracting with HMA to provide recommendations for a new health care RFP and to support the vendor procurement process that supports the accreditation of health care services at the Jail and continued accreditation at the Santa Maria Juvenile Hall and Los Prietos Boys Camp. HMA has completed an assessment of current service levels and developed recommendations for inclusion in the RFP. The recommendations presented today have been developed by HMA and are based on national standards and best practices, are designed to lower risk and increase efficiency of services, and are the result of analysis of jail and juvenile facility data and reports, site visits at the Santa Maria Juvenile Hall, Los Prietos Boys Camp and the County Jail, comparative data from other California jails, and interviews with key stakeholders.

Background:

On September 8, 2015, the Board of Supervisors approved the extension of the current agreement for services with Corizon Health Inc. to March 31, 2017. The Board of Supervisors further directed the initiation of an RFP for medical services at the Jail and juvenile facilities, and mental health services at the Jail only, and that the Sheriff and Probation Department utilize the services of a RFP consultant. On April 19, 2016, the Board of Supervisors approved the Sheriff and Probation Department contracting with HMA to provide recommendations for a new health care RFP. HMA is a consulting firm specializing in the fields of health system restructuring, health care program development, program evaluation and data analysis. HMA is regarded as a leader in providing technical and analytical services to health care purchasers, with a special concentration on those who address the needs of the medically indigent and underserved population. Established in 1985, HMA has 18 offices across the Country, including three in California. HMA has more than a decade of correctional health experience and is deeply familiar with California jails, the impact of AB109 on inmate health care, and the interface of federal health care reform with prisons and jails.

The RFP will emphasize key factors in effective correctional health care. In addressing these key factors, the County can ensure quality health care and significantly mitigate the clinical and financial risks. These areas include, but are not limited to:

- Accreditation: Emphasis will be placed in the RFP that the bidders present a clear work plan on acquiring or maintaining accreditation of health services.
- Continuous Quality Improvement Processes: Development of quality improvement process that directly address county-specific priorities will be required in the RFP. In addition, building a more rigorous, real time quality improvement process will make that process a meaningful tool for county stakeholders and enable outcomes to be tied to training programs, staffing, and new approaches.
- Data Reports: HMA will provide templates in the RFP for mandatory data reports, and assure the County has the ability to modify the reports as needed over time. Establishment of measures that are both retrievable and defensible is paramount to quality improvement and performance measurement. For example, factors such as refused or missed appointments and medications, coupled with the reasons behind such events will be tracked and analyzed for improvement opportunities.

- **Performance Measures:** Performance measures will be required as part of the RFP and articulated in the final contract. Measures such as provider productivity, compliance with chronic disease monitoring, timeliness of dental interventions, and responsiveness of the sick call process will be carefully measured and validated.
- **Clinical Management and Oversight:** The RFP will include special medical needs of the female population, and effective tracking of requests for medical care (sick call request slips) with disposition noted. Timeframes will be identified for response to medical, mental health and dental requests. The RFP will also require that bidders present a program for tracking and monitoring chronic conditions and preventive services in adults, which must be addressed in 10% – 12% of the jails inmates who fall under AB109 who are incarcerated for more than one year. These programs will require audits for compliance. The RFP will include consideration of remote access via telemedicine for intake support at the Santa Maria substation.

HMA also recommends contract management and oversight by a subject matter expert, such as Public Health for medical services and Behavioral Wellness for mental wellness services, or by other qualified care experts. This periodic oversight will help ensure the following:

- Advise vendor on the County's current practices in assessment and treatment for infectious diseases, pregnancy, and chronic illness.
 - Provide a system to periodically monitor clinical decisions for services, compliance with expected practice, and access to care.
 - Work as a partner to build a system of care for shared patients.
- **Staffing:** The RFP will articulate staffing levels that are sufficient to ensure all necessary interventions to achieve and maintain accreditation. These staffing levels will be reviewed and modified throughout the contract allowing for responsivity to the ever-changing needs of the population. Additionally, it will require the use of Medical Assistants and others to maximize licensed provider productivity. Cost savings can be realized by including an inmate insurance coordination function which can defer cost to those who have private coverage, and also by reducing preventable emergency room visits and hospitalizations.
 - **Mental Health Services:** For the Jail, the RFP will outline the expectation for vendor collaboration with stakeholders over the course of the contract. A requirement that bridge medications be supplied for those inmates in need of psychotropic medications. Bidders will be required to present their experience with the severely mentally ill as well as demonstrating the ability to provide access to psychiatry. Additionally, delivery of evidence-based mental health and drug and alcohol programming will be included.
 - **Pharmacy/Medication Services:** A keep-on-person medication program for certain prescriptions in the Jail to ensure patient access to needed medication and to reduce the time needed for medication delivery. Bidders must also provide a comprehensive plan for providing bridge medication at intake as well as at the time of release.

- Training: Up-to-date training focused on key health issues of the incarcerated population for medical and custody staff will be included. Bidders will be asked to provide a training calendar responsive to the Quality Improvement program findings and development of skills and scenario based training.
- Electronic Medical Record: The RFP will ask bidders to submit an optional proposal to implement an Electronic Medical Record system to the Jail and Juvenile Facilities that includes implementation tasks and timeline, training and cost.

Procurement Process Timeline remains on target for completion of the procurement process by early January 2017 remains on target. Next steps are to incorporate the direction of this Board and finalize the RFP for release in early September. The RFP will be closed in early October and HMA will work with the selection committee to prepare the award recommendation for the Board by mid-November. Contract negotiations will take place in December and returned to the Board in early January 2017. This timeline assures a thorough process and, if needed, a sufficient period for transition of services.

Performance Measure:

N/A

Fiscal and Facilities Impacts:

There will likely need to be a budget revision for the 4th quarter of the current fiscal year to cover potential increases in the costs of this contract. The Sheriff's Office is currently budgeted for \$4,744,000 for jail medical expenses, of which \$3,688,000 covers the contract with Corizon. The Probation Department is currently budgeted for \$914,647 of institutions medical expenditures which \$684,005 covers the contract with Corizon. There are currently no funds identified or allocated to cover an increase in the costs of the medical services contract.

Fiscal Analysis:

<u>Funding Sources</u>	<u>Current FY Cost:</u>	<u>Annualized On-going Cost:</u>	<u>Total One-Time Project Cost</u>
General Fund			\$96,900
State			
Federal			
Fees			
Other:			
Total	\$ -	\$ -	\$ 96,900.00

Narrative:

The total one-time project cost above represents the total contracted amount of HMA services in the procurement process for Inmate medical services at the jail and juvenile facilities and mental health services at the Jail. This cost will be shared 75% to the Sheriff's Department (\$72,675) and 25% to the Probation Department (\$24,225).

Key Contract Risks:

N/A

Staffing Impacts:

N/A

Attachments:

Attachment A: PowerPoint Presentation, Attachment B: CEQA Notice of Exemption

Authored by:

Lee Bethel, Deputy Chief Probation Officer & Kelly Hamilton, Custody Commander