

Report on Transition to Armor for Inmate Medical Services

Report Date: November 18, 2013

Executive Summary:

The management team at the House of Correction (HOC) believes the medical contract with Armor is progressing very well. No major issues have arisen, and there has been very few staffing complaints. This assessment appears well supported by the Court Monitor, Dr. Shansky. He rated our facilities / medical services as being in compliance or partial compliance on all categories.

A new report will be available from him in late December or early January. His last report is attached. We did develop a summary of the status on some of the recommendations found in Shansky's report. It can be found on Pages 2-3 of this written assessment.

Background:

The Office of the Sheriff requested authorization to enter into a contract with Armor to provide all inmate medical, dental, and mental health services during the March 2013 Board cycle. According to the Sheriff's request, the Armor contract would provide these services at a level sufficient to achieve compliance with the Christensen Consent Decree.

The proposal also alleviated the need for a capital project that would create an Electronic Medical Records (EMR) system that had a cost of \$2,000,000 that was to be entirely funded by tax levy. The proposed staffing levels were reviewed and approved by the Court Monitor assigned, and the Armor contract became court-ordered to ensure our compliance to the Christensen Consent Decree.

Staffing Update:

Initially, a few County employees had some issues about being directed by Armor. However, the HOC management team met with them and Human Resources. The staff is now aware of proper procedures, such as who to contact (e.g., HR) if they have further concerns. Since that time, the initial tension between the County and Armor staff has improved dramatically.

Specific Staffing Level Achievement:

Upper level positions, such as the Program Administrator (Wade Daley), Medical Director (Dr. Thomas Gable), Mental Health Director (Dr. Boswell), and Chief Psychiatrist (Dr. Lothian) have all been hired. Another Psychiatrist (Dr. Kessler) was recently added on October 22. There has been a House Physician (Dr. Munim) on staff part-time. A new Physician (Dr. Buono) is now starting part-time on November 19 and scheduled for full-time beginning December 1.

For most positions, as County employees retire or otherwise leave employment with the County, those positions are then to be filled by Armor. The initial Staffing Exhibit is attached (noted as page 27 of the contract).

At the onset of the contract, we had 31 Registered Nurses (RNs). Now we have 28.3, so it seems we currently have a fairly low attrition rate. The contract allowed Armor 90 days to get up to a required staffing level of 95%. If staffing levels are not achieved, staffing adjustments or penalties apply.

Positions on the Staffing Exhibit are currently filled at about 90%. Dental services that are listed at the bottom of the Exhibit will be staffed by Armor soon. In addition, Armor is nearing completion of an evaluation of all their medical subcontractors. For example, they are documenting potential savings of \$400,000 per year for the County by subcontracting with a different pharmaceutical company. This is very important as our monthly drug costs have increased significantly, and we are projected to exceed the drug cap of \$990,000 early next year, if changes are not enacted.

Budget Overview:

The salaries and benefits charged by Armor are significantly lower than what the County was paying. As such, the Armor contract was at a Base Compensation rate of about \$768,000 a month for a period of one year. The total budget allocated for this year was \$5,876,999. Year-to-date invoice payments total \$5,596,879, so to date we are about \$142,000 under budget due to staffing adjustments and other billing credits (e.g., reimbursed for two County staff and medical supplies ordered by County staff, etc.). We may end the year about \$280,000 under budget with this vendor.

The contract requires that we periodically review staffing and adjust the Base Compensation upward or downward, as applicable. This is because of staffing changes due to County employee attrition or changes requested by the Court Monitor. Once we receive Dr. Shansky's next report, we may be bringing the impact of staffing changes to the Board.

Status on Shansky's Recommendations:

Here is a summary update on some of the main recommendations we gleaned from Dr. Shansky's last report.

Booking and health assessment policy - We believe Armor is in full compliance on Intake Screening. They have developed comprehensive screening procedures, and those with positive screenings are referred to the appropriate medical provider, preferably within 24 hours.

Referral process and regular discussions with Nurse Practitioners - Full compliance. The nursing staff was trained and a policy and procedure is in place to refer. Dr. Gable is on call 24 hours per day. If he is not available, Dr. Mumin or Dr. May will receive the call.

Attend NCCHC Conference - Wade Daley, the Program Administrator, did attend.

Hire the vacant Nurse Practitioner (NP) Positions - Armor was originally asked to fill 4.1 of 12 Nurse Practitioners. They have hired four. We recently asked them to continue hiring, as the County did not have enough full-time NPs to meet the total staffing objective of 12.

Chronic Care Program - Chronic Care Guidelines for enrollment are currently in place. Armor is working on a database of chronic care patients and Chart Reviews to monitor compliance. Target completion date is 2/1/14.

Status of TB Program - Nearing completion on TB policy and form. Target completion date is 11/30/13. This is also now part of the Initial Screening process.

Improve sick call / lock box – There is currently a sick call retrieval log in place documenting sick call slip collections in the am and pm. Preliminary data does not yet show 100% compliance with the daily retrieval. Full compliance anticipated by 12/15/13 followed by ongoing monitoring.

Urgent Care Log – There are many parts to Urgent Care. A written policy of all will be completed by Armor by 12/31/13. Some features such as Chart Reviews have later completion dates with 2/28/14 being the last target date to get this area into full compliance.

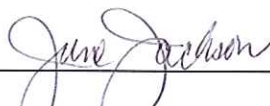
Implement an ACOG form, preferably in electronic format - The form has been developed and is in use. It will become electronic when the core Electronic Medical Records (EMR) software implementation is finalized.

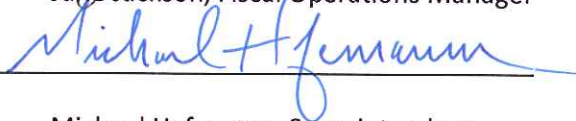
Purchase of dental equipment and supplies – Completed and being utilized.

Medical Records Clean-Up - Progress is now being measured on a weekly basis by the new Medical Records Supervisor. Target completion date is 1/15/14 or before.

Create a Quality Improvement (QI) Council / Process - Council established and met on 9/26/13. Armor has established Policies & Procedures for QI. They feel they are in partial compliance but are now committed to discussing QI concerns on a monthly basis going forward.

Respectfully Submitted by,

Report Prepared by: 
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Approved by: 
Michael Hafemann, Superintendent

Contract for Inmate Health Services for
Milwaukee County

Exhibit A

The Positions identified below with “ARMOR” to the side are included in the 45.3 FTE noted in Armor’s Base Compensation set forth in section 10.1(a). The remaining positions shall be filled in accordance with section 3.4.

INSERT NEW MATRIX IDENTIFYING COUNTY AND ARMOR EMPLOYEES

Total Hours and FTEs by Position			
POSITION	Hrs/Wk	FTE	
Health Services Administrator	40	1.00	ARMOR
Medical Director	40	1.00	ARMOR
Physician	60	1.50	ARMOR
ARNP	480	12.00	4.1 FTE ARMOR
Director of Nursing	40	1.00	
Assistant Director of Nursing	40	1.00	ARMOR
RN-Quality Assurance	40	1.00	
RN-Infection Control	40	1.00	
RN-Staff Development	80	2.00	
RN-Supervisor	260	6.50	3.5 FTE ARMOR
RN	1,240	31.00	14.2 FTE ARMOR
LPN	1,040	26.00	6.5 FTE ARMOR
CMA	240	6.00	
Unit Clerk	200	5.00	2 FTE ARMOR
Administrative Assistant	80	2.00	2 FTE ARMOR
Medical Records Supervisor	40	1.00	
Medical Records Clerk	360	9.00	
Chief Psychiatrist	40	1.00	
Psychiatrist	60	1.50	
Director of Mental Health Services	40	1.00	ARMOR
Psychologist	40	1.00	
Psychiatric Social Worker	480	12.00	6 FTE ARMOR
Case Management	120	3.00	2 FTE ARMOR
RN-MH	80	2.00	
Dentist	40	1.00	
Dental Assistant	40	1.00	
Total Hours / FTE	5,260	131.50	