



# Clackamas County Sheriff's Office

CRAIG ROBERTS, Sheriff

August 6, 2015

Board of County Commissioners  
Clackamas County

Members of the Board:

Approval of a Contract Renewal with Corizon Health Inc.  
at the Clackamas County Jail to Provide Inmate Health Care Services

Purpose/Outcome	Contract Renewal to provide inmate health care services
Dollar Amount and Fiscal Impact	\$3,258,701.36 annually plus Dept. of Labor CPI for the West Urban Region for 2nd and 3 <sup>rd</sup> year of contract
Funding Source	General fund (appx. 80%) and public safety levy fund (appx. 20%)
Safety Impact	Contract provides inmate health care services at the jail
Duration	3 years, effective July 1, 2015 and terminates on June 30, 2018
Previous Board Action/Review	The original contract was approved by the Board of County Commissioners on June 23, 2011
Contact Person	Captain Lee Eby, Jail Commander, 503-722-6760

**BACKGROUND:**

The Clackamas County Jail Administration continues to track inmate medical costs and efficiencies, based upon a 2004 audit and recommendations by the National Commission on Correctional Health Care (NCCHC). This is to ensure our inmate medical services are in compliance with industry standards, as well as monitoring and stabilizing the associated costs of providing the services.

The 2004 NCCHC audit was also a tool in our goal to be accredited. Based upon the audit the jail was able to address policy concerns raised by NCCHC, but further measures were needed to meet the standards and required additional expenditures for staffing and equipment. Additionally a comprehensive overhaul of our health care delivery system was recommended. The option was not viable at the time due to budget restraints primarily due to the economy.

In early 2009 as a continuing effort by the Clackamas County Jail Administration to identify inefficiencies in operations and reduce spending, we chose to study and compare our jail's medical department to other similar operations nationwide, in best practices and expenditures.

The Clackamas County Jail had historically provided "in house" medical services utilizing county employees to staff the medical department along with subcontracted physicians, psychologists, dentists and outside providers including pharmacy and emergency hospital services.

In studying several previous years of medical expenditures, it was clear that the Jail was overspending compared to allocated funds and the percentages of overspending were dramatic. And the percentage by which the Jail was overspending was trending to larger and larger deficits. For example, in BY 2010-2011, our approved inmate medical and hospital services line item finished the budget year at 160.99% of the allocated budget. Fortunately the Jail's budget had other line items that were below budget to offset it.

In 2010, Jail administration staff identified deficiencies in the existing medical department, including industry best practices; staffing; emerging technologies, and management practices that were falling behind due to rising costs and shrinking budgets.

To that end, Jail Administrative Staff compared our medical delivery system to similar systems incorporating private contractors. Based upon the findings, we issued a Request for Proposal (RFP) to gauge the efficiencies and costs of a transition to a private contractor.

In late 2010, a medical RFP evaluation committee was formed and a unanimous recommendation was made to Sheriff Roberts that we offer a contract to Prison Health Services, now doing business as "Corizon," to provide inmate medical health services for the Clackamas County Jail.

The committee believed that Corizon could bring many enhancements over and above our current operations while providing a higher level of inmate health care, accountability and efficiency.

In July 2011 Corizon was contracted by the Clackamas County Jail to provide inmate health care services. One of several changes that were included in the service model that was selected was providing medical staff in booking to perform initial intake screenings on incoming inmates. This function was previously performed by Jail Corrections Deputies. Having medically trained staff to evaluate incoming inmates concerning their medical and mental health status has been a benefit and is also a requirement of NCCHC standards. And equally important is that it reduces future liabilities.

Corizon also assumed the responsibility with oversight by Jail Administration of responding to inmate grievances concerning medical care and treatment. Jail Administration previously performed this task and it was historically the largest category for grievances at the Jail. It took Jail staff time to review each grievance; address any issues and then resolve.

Corizon also incorporated a Utilization Management System using corporate protocols to ensure that any outside treatments such as hospitalizations and follow up treatment appointments were necessary and appropriate. We have reduced our emergency and non-emergency transports with these protocols in place. This is not only a cost-savings benefit but it's a security issue whenever you are transporting an inmate from the jail to a non-secure location. In-house dental services are also included in this model, and have the same cost and security implications.

Corizon uses a multi-layered approach to risk management including proven policies and procedures. Corizon provides nursing evaluation tools to provide guidance to staff; an internal risk management team; a patient safety committee; a quality improvement program and ongoing training and education of staff. Corizon also has a claims management department to oversee and manage any liability claim or lawsuit.

The Clackamas County Jail medical unit prior to contracting services has 13 allocated FTE. Based on providing the superior level of service and ensuring the needs of the inmate

population was adequately met staffing levels have been increased to the proposed 20.80 staff, with the breakdown as follows:

Program Administrator H S A	1
Director Nursing	1
Admin Assistant	1
Medical Records Clerk	1
RN	4.2
H & P nurse Charge	0.4
LPN	4.2
LPN	0.4
Registered Medication Aide	1.4
NP/PA	0.95
Medical Director	0.35
Psych NP	1
QMHP	2
Dental Assistant	0.125
Dentist	0.125
NP (Work Release Center)	0.05
RN (Work Release Center)	0.1
Registered Medication Aide	1.4
RN (Work Release Center)	0.1

These staffing levels and medical management have allowed for a total increase in inmate medical services while controlling costs to the County. A review of medical statistics show a dramatic overall increase in inmates receiving medical treatment under contracted medical services.

Medical Services Summary	2007	2008	2009	2010	2011	2012	2013	2014
<b>Medical Clinic Contacts</b>	12,001	14,646	17,896	17,824	21,795	47,495	49,790	55,562
<b>Outside Doctor Visits</b>	129	224	250	206	219	204	236	213
<b>Outside Dentist Visits</b>	66	85	90	59	55	182	311	280
<b>Mental Health Contacts</b>	1,281	2,285	2,202	1,221	3,424	3,989	2,544	3,774

**The cost for the first contract with Corizon was as follows\*:**

- Year 1 (2011-12) \$2,499,281 (\$166,155.01 aggregate cap savings)
- Year 2 (2012-13) \$2,577,971 (\$2,580.37 aggregate cap additional cost)
- Year 3 (2013-14) \$2,642,381 (\$44,135.39 aggregate cap savings)
- Year 4 (2014-15) \$3,124,353 (\$241,020.00 estimated aggregate cap savings as of 6-1-2015)

New contract 2015-16 is \$3,258,701.36

New contract 2016-17 is \$3,258,701.36 plus Department of Labor Consumer Price Index for the West Urban Region

New contract 2017-18 is 2016-17 budget plus Department of Labor Consumer Price Index for the West Urban Region

\*The aggregate cap is the maximum expenses Corizon is responsible for (outside medical services and pharmaceutical expenses). The Jail receives a refund for any amount below the aggregate cap.

The aggregate cap amount for contract years 1-4 is \$690,000.00 annually. The amount for the new contract 2015-16 thru 2017-18 is \$590,000 annually.

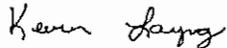
This contract has been reviewed and approved as to form by county purchasing and county counsel.

**RECOMMENDATION:**

Sheriff respectfully recommends that the Board of County Commissioners approve renewal of the contract with Corizon to continue to provide inmate medical health care services at the jail.

Respectfully submitted,

Craig Roberts, SHERIFF



Kevin Layng, CHIEF DEPUTY  
Clackamas County Jail

For more information contact Captain Lee Eby, 503-722-6760

Placed on the Board Agenda of August 6, 2015 by Procurement Division.