

# CCHCS DELIVERS CONSTITUTIONAL LEVEL OF HEALTHCARE – OPTIMIZING COST AND PERFORMANCE

## IT STARTED WITH A WOODEN SHIP!

### INTRODUCTION

#### California by the numbers:

**\$16,000 spent per inmate on prison healthcare**

**168,200 Offenders**

**33 Adult Correctional Institutions**

**13 Adult Community Facilities**

**Largest state-run prison system in the United States**

Prior to San Quentin, California implemented its first state-run institution for housing inmates in 1851. It was a 268-ton wooden ship named "The Waban" and was anchored in scenic San Francisco Bay to house 30 inmates during the construction of San Quentin. The Waban has long been decommissioned, but some of its cedar beams were incorporated into the structure of new San Quentin hospital atrium. Today, the California Department of Corrections and Rehabilitation (CDCR) is the second largest law enforcement or police agency in the United States. Recently reported, the CDCR employed approximately:

- **29,000 Peace State Correctional Officers**
- **1,800 State Parole Agents**
- **692 Criminal Investigators**

In 2004, the CDCR was a \$6 billion dollar organization that was beset with a number of problems and healthcare related lawsuits focused on the failure of providing the basic and mandated level of healthcare and services to its inmates. A Correctional Panel was appointed by Governor Arnold Schwarzenegger to address the issues and recommend solutions. While many of the recommendations were implemented, they did not adequately satisfy the stipulations set forth by the Federal Court. In 2005, the CDCR's medical health care delivery system was put into receivership, where it remains, to meet the required standards set forth by the Eighth Amendment.

The California Correctional Health Care Services (CCHCS), as established by the Federal Court Receiver, is responsible for treating adult inmates by providing

medical services at what has been termed "a constitutional level of care". These efforts, in conjunction with the CDCR, to improve the quality of care is measured by the investigating body of the California Office of Inspector General (OIG). As required by its mission, and the transformative objectives of receivership, the organization is striving to ensure the optimization of healthcare and costs through:

- **Implementing the vision and value of a 10 year healthcare plan**
  - » **Streamlining processes and documentation of medical records for heightened integrity**
  - » **Standardization of facilities and workflows for increased effectiveness**
  - » **Deploying healthcare technology and solutions for system-wide cost reductions and improved access to care**
  - » **Protecting the state and the inmate population by ensuring that regulatory requirements for healthcare are met**

“Ascendian’s healthcare expertise and ability to creatively address issues as identified by CCHCS have been key to our efforts” said Brenda Epperly, Director of Allied Health Services at CCHCS, “One recommendation by Ascendian to our healthcare processes has led to a cost savings of \$50 million annually.”



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The CCHCS engaged Ascendian Healthcare Consulting as a partner to assist in the development and implementation of solutions that would optimize system-wide clinical operations, technology, processes and policy. This required a healthcare savvy organization that was adept at navigating the political nature and sensitivity that is pervasive in correctional healthcare. Ascendian was capable of fixing the broken and fragmented healthcare structure, delivering sustainable solutions and introducing codified change throughout the organization.

In order to move CCHCS closer to optimal healthcare performance Ascendian worked hand in hand to deliver best practices, efficiencies and a foundation for all future healthcare service requirements:

### Healthcare Assessment

All progress starts with a clear understanding of where an organization is and where it wants to go. With the mandated levels of healthcare and cost reductions as the end-goal, Ascendian needed to quickly assess and deliver a roadmap to drive the CCHCS from a 1970's environment riddled with challenges to a state of the art organization capable of yielding cost savings by leveraging technology.

Ascendian's findings immediately provided CCHCS improvements and a roadmap to build a management structure and Healthcare IT foundation to drive long-term viability.

### Healthcare Standards

Ascendian initiatives were based on the axiom of standardization across the entire operations of the CCHCS. Prior to Ascendian's arrival each of the

facilities was autonomous with silos of technology, processes and organizational procedures. A consolidated technology and delivery platform would allow each of the 33 independent facilities to provide for the mandated healthcare:

- **Standardized Purchasing Agreements**
- **Comprehensive and Enforceable Service Level Agreements for Equipment Maintenance and Support**
- **Equivalent or Similar Policies, Processes and Workflow Management**
- **Standard Integration to Statewide Information Systems**

### Healthcare Delivery

Ascendian established best practices, technology support and consistent requirements that enabled the entire California Adult Prison system to realize their potential and improve performance. The core component was the stabilization and remediation of the existing delivery of healthcare. Given budgeting and the receivership monitoring it was paramount to employ a secure and organization-wide management solution for the inmate healthcare information. With a rigorous schedule, careful design and deployment Ascendian was able to deliver a solution that:

- **Transformed Legacy Processes Toward New Objectives**
- **Ensured Accurate and Secure Patient Medical Data for Sharing and Management**
- **Significantly Eliminated Fraud and Fiscal Mismanagement**

**Ascendian Healthcare Consulting is a national leader in HIT solutions. We are renowned for our ability to help healthcare organizations quickly and cost effectively adopt technology and innovative practices. Ascendian offers Clinical Systems Interoperability, HIT Strategic Planning and implementation services, ACO Planning and Deployment, Intelligent Archiving Development and Radiation Dose Consulting. For more information, visit [www.ascendian.com](http://www.ascendian.com) or call us directly at 866.323.7227.**



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