

APPENDIX 1

**RECEIVER'S TURNAROUND PLAN OF ACTION MATRIX
ENTERPRISEWIDE PROJECT DEPLOYMENT as of April 30 2010**

STATEWIDE	Description	Status	Completion Date
Goal 1 - Timely Access to Health Care			
Objective 1.1 Redesign and Standardize Screening and Assessment Processes at Reception/Receiving and Release			
Access to Care - Reception Center <i>Action 1.1.1</i>	Develop standardized reception screening processes and begin pilot implementation.	Completed	Jan-2009
Access to Care - Reception Center <i>Action 1.1.3</i>	Begin using the new medical classification system at each reception center prison.	Completed	Jan-2010
Access to Care - Reception Center <i>Action 1.1.4</i>	Complete statewide implementation of the medical classification system throughout CDCR institutions.	In Progress	Jan-2011
Objective 1.2 Establish Staffing and Processes for Ensuring Health Care Access at Each Institution			
Access to Care - Access Units, <i>Action 1.2.1</i>	Preliminary assessments of custody operations and their influence on health care access at each of CDCR's institutions and recommend additional staffing.	Completed	Jan-2009
Nurse Staffing Assessment <i>Action 1.2.1</i>	Fiscal approval of budget for recommended nursing positions (classification mix and volume) to provide constitutional care to persons in custody.	In Progress	Jan-2009
Objective 1.3 Establish Health Care Scheduling and Patient-Inmate Tracking System			
Access to Care - SOMS <i>Action 1.3.1</i>	Work with CDCR to accelerate the development of the Strategic Offender Management System with a scheduling and inmate tracking system as one of its first deliverables.	In Progress with CDCR	Dec-2013
Access to Care - Health Care Scheduling System (HCSS) <i>Action 1.3.1</i>	Schedule medical, dental, and mental health care appointments for offenders based upon mandated health care requirements, offender requests, referrals, medical orders, and on-going treatment plans.	In Progress	Apr-2013
Objective 1.4 Establish a Standardized Utilization Management System			
Access to Care - Facility pilot <i>Action 1.4.1</i>	Open long-term care units at one facility as a pilot project to assist in developing plans for other long-term chronic care facilities.	Completed	May-2010
Goal 2 - Continuum of Health Care Services			
Objective 2.4 Improve the Provision of Specialty Care and Hospitalization to Reduce Avoidable Morbidity and Mortality			
Specialty Care <i>Action 2.4.1</i>	Establish standard utilization management and care management processes and policies applicable to referrals to specialty care and hospitals.	Completed	Jun-2009

	CPHCS Medical Contracting <i>Action 2.4.2</i>	Establish a Statewide basis approved contracts with specialty care providers and hospitals.	Completed	Oct-2010
	Specialty Care <i>Action 2.4.3</i>	Ensure specialty care and hospital providers' invoices are processed in a timely manner.	Completed	Nov-2009
Goal 3 - Medical Care Workforce				
Objective 3.2 Establish Clinical Leadership and Management Structure				
	New Executive Leadership <i>Action 3.2.1</i>	Establish and staff new executive leadership positions.	Completed	Jan-2010
	Regional Leadership Structure <i>Action 3.2.2</i>	Establish and staff regional leadership structure.	Completed	Mar-2010
Objective 3.3 Establish Professional Training Programs and Clinicians				
	Statewide Clinical Orientation <i>Action 3.3.1</i>	Establish statewide organizational orientation for all new health care hires and institution-specific clinical orientation through a nursing preceptor or proctoring program.	Completed	Jan-2010
	Continuing Medical Education (CME) Accreditation <i>Action 3.3.2</i>	Win accreditation for CDCR as a CME provider recognized by the Institute of Medical Quality and the Accreditation Council for Continuing Medical Education.	Completed	Jan-2009
Goal 4 - Quality Improvement Programs				
Objective 4.1 Establish Clinical Quality Measurement and Evaluation Program				
	Quality Measurement, Evaluation and Patient Safety <i>Action 4.1.1</i>	Establish a sustainable quality measurement, evaluation and patient safety programs.	In Progress	Jul-2011
	Audit Program <i>Action 4.1.2</i>	Work with the Office of Inspector General to establish an audit program focused on compliance with Plata requirements. Phase I - Program Development & Pilot Implementation Phase II - Statewide Roll-Out & Implementation	Phase I - Completed Phase II - Completed	Phase I - July 2009 Phase II - July 2010
Objective 4.2 Establish a Quality Improvement Program				
	Quality Management <i>Action 4.2.1</i>	Train and deploy a cadre of quality improvement advisors to develop model quality improvement programs at selected institutions.	Ongoing	Jan-2010
	Policy Unit <i>Action 4.2.2</i>	Establish a Policy Unit responsible for overseeing review, revision, posting and distribution of current policies and procedures.	Completed	Sep-2009
Objective 4.3 Establish Medical Peer Review and Discipline Process to Ensure Quality of Care				
	Peer Review Process <i>Action 4.3.1</i>	Work with the State Personnel Board and other departments that provide direct medical services, establish an effective Peer Review and Discipline Process to improve the quality of care.	Completed	Jul-2008
Objective 4.4 Establish Medical Oversight Unit to Control and Monitor Medical Employee Investigations				

	Medical Oversight Unit <i>Action 4.4.1</i>	Fully staff and complete the implementation of a Medical Oversight Unit to control and monitor medical employee investigations.	Completed	Jan-2009
Objective 4.5 Establish a Health Care Appeals Process, Correspondence Control and Habeas Corpus Petitions				
	Health Care Appeals, Correspondence and Habeas Corpus Petitions <i>Action 4.5.1</i>	Centralize management over all health care patient-inmate appeals, correspondence and habeas corpus petitions.	Completed	Jul-2008
	Statewide Appeals Process Analysis <i>Action 4.5.2</i>	A task force of stakeholders will have concluded a system-wide analysis of the statewide appeals process and will recommend improvements to the Receiver.	Completed	Aug-2008
Objective 4.6 Establish Out-of-State, Community Correctional Facilities and Re-Entry Facility Oversight Program				
	Out of State Program <i>Action 4.6.1</i>	Establish administrative unit responsible for oversight of medical care given to patient-inmates housed in out-of-state, community correctional or re-entry facilities.	Completed	Jul-2008
Goal 5 - Medical Support Infrastructure				
Objective 5.1 Establish a Comprehensive, Safe and Efficient Pharmacy Program				
	Drug Formulary <i>Action 5.1.1</i>	Continue developing the drug formulary for the most commonly prescribed medications.	Ongoing	Continuous project
	Pharmacy: Central Fill <i>Action 5.1.3</i>	Consolidate orders, automate distribution of medications, reduce cost and waste while improving tracking of orders and increasing patient utilization.	Completed	May-2010
	Pharmacy: eMAR <i>Action 5.1.3</i>	Improve patient safety, efficient medication administration and documentation while increasing patient medication tracking, inventory control, patient utilization and compliance data.	Project in Initiation Phase	On hold due to budgetary reasons
Objective 5.2 Establish Standardized Health Records Practice				
	Health Information Management (HIM) <i>Action 5.2.1</i>	Contract for health records management and staffing functions to transition the current HIM operation to one based on industry best practices and standards applicable to the correctional environment.	Completed with ongoing evaluation and improvements	Nov-2009
	Claims Management and Invoice Processing (TPA) <i>Action 5.2.1</i>	Provide a healthcare claims processing system that is typically found in commercial or public health plans. The system will improve the quality, efficiency, and timeliness of payments to health care vendors serving CDCR's patient population, while also implementing effective cost management.	Completed See 2.4.3	Nov-2009
Goal 6 - Facilities				
Objective 6.1 Upgrade administrative and clinical facilities at each of CDCR's 33 prison locations to provide patient-inmates with appropriate access to care				

	Complete Assessment for Upgraded and Administrative Clinical Facilities <i>Action 6.1.1</i>	Complete assessment and planning for upgraded administrative and clinical facilities at each of CDCR's 33 institutions.	In Progress	Jan-2010
	Complete Construction Upgraded and Administrative Clinical Facilities <i>Action 6.1.2</i>	Complete construction of upgraded administrative and clinical facilities at each of CDCR's 33 institutions.	In Progress	Jan-2012
Objective 6.2 Expand administrative, clinical and housing facilities to serve up to 10,000 patient-inmates with medical and/or mental health needs.				
	Expand housing Facilities <i>Action 6.2.1</i>	Complete pre-planning activities on all sites as quickly as possible.	In Progress	As soon as possible
	Begin Construction at First Site <i>Action 6.2.2</i>	Begin construction at first site.	In Progress	Feb-2009
	Phase Construction Program <i>Action 6.2.3</i>	Complete execution of phased construction program.	In Progress	Jul-2013
Objective 6.3 Complete Construction at San Quentin State Prison				
	San Quentin Central Health Services <i>Action 6.3.1</i>	Complete all construction except for the Central Health Services Facility.	Completed	Dec-2008
	San Quentin Central Health Services Facility <i>Action 6.3.2</i>	Complete construction of the Central Health Services Facility.	Completed	Apr-2010

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Business Information System (BIS) Organization Mgmt/Personnel Administration <i>Action 4.2.3</i>	Provides organizational structure foundation (position, classification, unit, and personal data for all HR modules)																																										
Business Information System (BIS) Registry Planning <i>Action 4.2.3</i>	Facilitates efficient and cost effective management of CPHCS Registry services																																										
Medication Administration Process Improvement Project (MAPIP) <i>Action 4.2.3</i>	Develop and implement efficient medication management system to reduce patient medication errors and maximize quality in medication administration.																																										
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Health Care Appeals Tracking <i>Action 4.5.1</i>	Improvement of appeals process and reporting. (<i>Objective met. This project will expedite the appeal process.</i>)					Apr 2011				Feb 2011							Mar 2011	Dec 2010		Mar 2011								Jan 2011								Apr 2011							
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Pharmacy: CPHCS Guardian Rx <i>Action 5.1.2</i>	Implement a computerized prescription software management system in all 33 institutions to improve tracking, safety and dispensing of drugs with enterprise wide information availability.																																										
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Centralized Dictation & Transcription <i>Action 5.2.1</i>	Implement a centralized dictation and transcription solution that standardized health record documentation at the enterprise-level.																																										
Objective 5.3. Establish Effective Radiology and Laboratory Services																																											
Clinical Imaging Services <i>Action 5.3.1</i>	Imaging/radiological services renovation. (<i>Objective met, this project is part of implementing the strategy.</i>)																																										
Laboratory Services Management <i>Action 5.3.1</i>	Redesign of CDCR laboratory services. (<i>Objective met, this project is part of implementing the strategy.</i>)																																										
Panoramic Dental Imaging <i>Action 5.3.1</i>	Implement a solution that will increase storage capacity for the IntraOral and Pano x-ray images. (<i>Objective met, this project is part of implementing the strategy.</i>)																																										
Objective 5.4. Establish Clinical Information Systems																																											
Clinical Data Repository <i>Action 5.4.1</i>	Implement a centralized clinical data repository and portal solution that serves as the foundation for an enterprise-level, integrated Health Information System. (<i>Completion date is 2012.</i>)																																										
New Network Activation <i>Action 5.4.1</i>	Design, build, and install a dedicated high-speed data network for 33 institutions and CPHCS HQ. (<i>Completion date is 2012.</i>)																																										
End User Migration to Data Center (EUM) <i>Action 5.4.1</i>	Provide secure access to the internet, intranet and clinical applications for all clinicians and healthcare staff. (<i>Completion date is 2012.</i>)																																										
Mental Health Tracking System (MHTS) <i>Action 5.4.1</i>	Upgrade current Mental Health Tracking System replacing 32 separate Access databases. (<i>Completion date is 2012.</i>)																																										
Objective 5.5. Expand and Improve Telemedicine Capabilities																																											
Telemedicine Services <i>Action 5.5.1</i>	Improvement and expansion of telemedicine services for medical specialties and for mental health. (<i>This project implements technical systems for program enhancement.</i>)																																										
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CPHCS PROJECT DEPLOYMENT BY INSTITUTION as of April 30, 2011**

New Facilities

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Facilities Site activation <i>Action 6.1.1</i>	Provide permanent facilities to support the medical and mental care missions.	Jan 2010				EOP 10/13		HCI 12/13	PSU 12/10 ICF 1/12 HCI 10/12	MHCB 7/12 HCI 11/13	ICF 9/11 EOP 2/13 HCI 2/13						HCI 12/13			930 Bed 6/11-5/13	EOP 4/11-7/12					HCI 11/13	EOP 10/11 PSU 3/13 HCI 5/13			HCI 2/13	Nov 2009	EOP/A SU 7/13	Lic Beds - date tbd	July 2013	Sept 2013	Sept 2012	Dec 2012	Dec 2012	

Project Completed	
Project Implementing	
Project start date TBD	