

# *California Prison Health Care Receivership Corp.*

## ***PUTTING SAN QUENTIN UNDER A MICROSCOPE*** **PROJECT DESCRIPTION:**

### **Statement of Purpose: Goals**

- Create a clinical environment at San Quentin where health care professionals can provide quality medical care to inmate patients. Provide additional, appropriate clinical space.
- Improve working conditions for health care and custody staff.
- Ensure a clean environment for medical care delivery.
- Improve operating systems and provide adequate resources for supplies, staff, and equipment, including appropriate staffing and salary levels.
- Address appropriate screening and placement of inmates in need of medical services.
- Improve access to and operation of specialty and ancillary services.
- Address custody-health care interface issues that impinge upon each group's ability to support and deliver timely, quality medical care.
- Upon completion of the San Quentin project, the Receiver will be better equipped to develop statewide approaches to restructuring and improving prison medical care.

### **Rationale:**

#### ***Why San Quentin?***

San Quentin is among the most famous -- and infamous -- of American prisons. The home of California's death row, it faces many challenges, including overcrowding, old facilities, a wide variety of inmate classifications, ages and illnesses, and a reception center. As significant, tangible and measurable improvements to medical care delivery are accomplished there, similar efforts can be applied and results obtained elsewhere in the California prison system. San Quentin is the ideal laboratory to test improvements in prison medical care. If we can do it there, we can do it anywhere.

***How will this project help improve prison medical care? How does it fit in with Receiver's long-term efforts to bring the level of medical care up to constitutional standards?***

The SQ project helps the Receiver accomplish the restructuring and development of a constitutionally adequate medical care delivery system in two ways:

First, it will deliver relief in the “clinical trenches,” improving conditions for both inmate patients and staff currently experiencing the crisis in prison medical care first hand. By addressing long neglected, but relatively straightforward issues such as supplies, equipment, cleanliness, staffing and salaries, this project will breathe new life into San Quentin, lift morale and improve working conditions, quality of care and, therefore, clinical outcomes for our patients.

Second, the California Prison Health Care Receivership (CPR) will use the experience of immersion in SQ to gain insight into how to address systemic problems that affect every individual prison. These system-wide problems include organizational structure, medical records, emergency response, transfers, appeals and others. Especially important will be our study of the impact of State business practices, State laws, rules, regulations, policies and procedures which have led to the current dismal state of affairs. This will include analyzing how the roles and performance of State overhead and control agencies contribute to the current problems. Upon completion of the SQ project, the CPR team will be better equipped to develop statewide approaches to restructuring and improving prison medical care.

**Description**

- The project will take place over a 90 day period, starting July 5 2006.
- The Receiver will install a team on-site to direct and support change. The project leader is John Hagar, Chief of Staff. The on-site CPR staff includes Joe McGrath, Director of Custody Support Services; Terry Hill, M.D. Chief Medical Officer; Vince Marengo, Director of Facilities; Lara Hasik, Projects Director; Kathy Page Correctional Nursing Expert; and Jane Robinson, Regional Nursing Director, CHCSD.
- San Quentin health care and custody leadership will help design and implement plans.
- Health care and custody staff will participate fully.
- Inmate patients to provide input through an initial round of interviews conducted by the Receiver's staff.
- Day to day operational chain of command remains in place. Peter Farber-Szekrenyi will continue to manage the daily operations of the Health Care Services Division related to San Quentin, and coordinate with the Receiver's office.

## **Scope**

*The project will touch upon and improve 17 areas of medical care delivery:*

1. Clinical Space
2. Custody/Clinical Relations
3. Diagnostic Imaging
4. Equipment
5. Evaluate *Plata* Remedial Plan Requirements
6. Facility Maintenance
7. Laboratory
8. Medical Records
9. Organizational Structure
10. Outpatient Housing Unit (OHU)
11. Patient Complaints/Grievance Process
12. Reception Standards and Compliance
13. Salaries
14. Sanitation/Janitorial
15. Specialty Services
16. Staffing
17. Supplies

## **What to Expect**

- Relief: A difference that both staff and patients can feel and see.
- SQ will show improvements in areas critical to the provision of quality medical care in the following realms: supplies, equipment, staffing, salaries, cleanliness, space and access to specialty and other off-site care.
- A quantum leap forward: Attention to neglected, under-funded, areas that will create improved systems for the future.
  - For instance, the project will ensure the adequate, appropriate, timely ordering and receipt of supplies in all clinical areas. It also will evaluate staffing to ensure qualified, competent, committed clinical and administrative support personnel are present in adequate numbers for delivery of quality medical care and support activities.

## **What Not to Expect**

- This project is limited to improving medical care. We are not going to “fix” San Quentin. The institution is too troubled, too decrepit and too overcrowded. There is only so much we can do in a short period of time. CPR’s team will not oversee, during the course of this project, a comprehensive, complete turnaround of the entire facility.

- Each of the 17 areas outlined above *will* be addressed and improved, and brought up to a level that far exceeds today's performance. However, that effort will *not* encompass a complete overhaul, and there will likely be more work remaining to continue the improvements after the SQ project is formally concluded. That work will be accomplished as part of the systemic restructuring to follow.
- The effort to revamp prison medical care won't stop with this project. It is the first in a several-year series of initiatives -- some local, some system wide -- that will be undertaken. Under the receivership there will be continued improvements at SQ as well as throughout the entire CA prison system.

### **What We Expect**

- The Receiver's team expects straightforward input and advice from San Quentin and CDCR health care and custody personnel focused on the issues of access to and quality of medical care for our patients.
- Full cooperation with project activities.
- Teamwork.
- Maintenance of improvements after the project is complete.

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