

Jail Case Study:

Successful, Measurable Health Care Improvement

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Educational Objectives

1

Outline a case study of a large-scale quality improvement initiative at an urban jail

2

Describe how to assess current operations, identify deficiencies, and implement improvement strategies

3

Discuss the benefits of long-term monitoring of health services

Hudson County Correctional & Rehabilitation Center

A large Urban County correctional facility with a very diverse population.

- Rated capacity - 1706, Average Daily Population - 1360

Type of commitments

- Hudson County Pretrial and County Sentenced
- Contracted Inmates - Cumberland, Mercer, Union, Passaic, Essex County counties
- NJ State DOC Inmates
- US Marshall Service Inmates





Hudson County Correctional & Rehabilitation Center

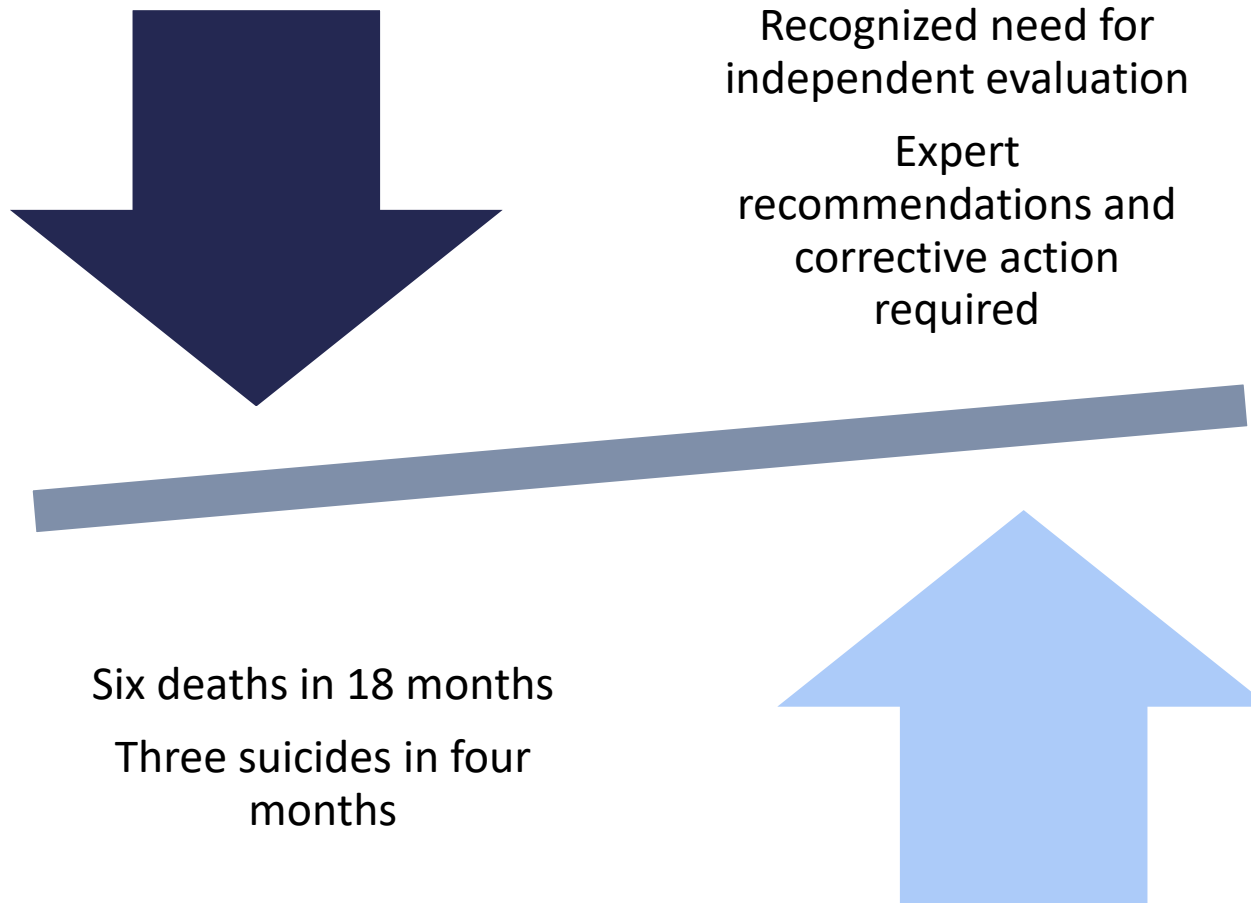
Robust Programing and Treatment Services

- Residential Substance Use Disorder Treatment
- MAT up to 280 in program
- Forensic Psych unit
- Community College Associates program
- NJDOL One stop career training center

Infirmary

- Initial Design to support ADP of 740
- Total renovations of infirmary, clinics, and medical support areas
- Male infirmary beds from 18 to 51
- Female Infirmary beds 6 to 11
- 16 dedicated detox rooms
- 2 negative pressure rooms

Impetus for Change



Performance Analysis and Support



Initial assessment

Follow-up

Ongoing monitoring

Correctional health consultants
review health care operations

Intensive on-site review over
three days to evaluate operations
against NCCHC *Standards*

Report delivered to Hudson
County with recommendations
and implementation strategies

Four-month follow-up
conducted to assess progress

Recognized need and value
of consistent monitoring



Architecture

Challenge

Jail population beyond capacity
Original health care facilities not
equipped to handle increased
population



Solution

Expansion plans developed
Architect with understanding of
correctional health required

Monitoring Coordination

Challenge

Insight and recommendations
from multiple groups and
specialties

Difficulty finding agreement

Results in inaction



Solution

Point person selected to evaluate
roles and develop a structure for
coordination of efforts,
recommendations, and
implementation



Our Approach to Successful Monitoring:

Building a team & methods for success

- Comprehensive team:
 - Administrative
 - Medical (provider & nursing)
 - Mental health
 - Architecture
- Conduct site visits and remote health record review
- Identify issues & concerns related to all aspects of care:
 - Access, timeliness, quality, & continuity



Our Approach:

Communication, collaboration, & reporting

- Convene meetings with facility administration, contract health care staff, & monitoring team members
- Foster a collaborative vs. adversarial approach to monitoring
- Establish communication channels to address priority and non-urgent matters, exchange of feedback, & corrective action
- Frequency of monitoring reports based on needs of administration
 - Monthly basis initially then quarterly



Our Approach:

Communication, collaboration, & reporting cont'd

- Maintain open and ongoing interaction with Continuous Quality Improvement (CQI) nurse or coordinator
- Draft monitoring guidelines, templates, & data capture tools
- Conduct trend analysis vs. data reporting
- Available for meetings with community advocacy groups



Our Approach: **Architecture**

- Identify potential ligature points
- Note features that limit line of sight
- Suggest need for private consultation space
- Provide regular analysis and follow up on continuing phases of construction

Outcomes at Hudson County

One death in 18
months

Incarcerated individuals
from regional facilities
placed at Hudson
County

Engagement of
Community
Correctional Advisory
Board