



DATE: May 28, 2020

TO: Honorable Members of the Board of Supervisors
Jeffrey V. Smith, M.D., J.D., County Executive

DocuSigned by:
René G. Santiago

FROM: René G. Santiago, Deputy County Executive/Director,
Andrew James, Director of Custody Health Services

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James

SUBJECT: Off-Agenda Report Relating to a Custody Health Services Staffing Study

This memorandum provides updated information on Custody Health Services (CHS) in response to the Board of Supervisors' ongoing interest in the status of staffing at both Elmwood and Main Jail. Prior reports have been provided on February 11, 2020 and September 9, 2019. On March 24, 2020 (Item No. 48), at the request of Supervisor Chavez, the Board of Supervisors directed Administration to report to the Board during budget deliberations with the latest information.

Given the unique circumstances during the COVID-19 pandemic, CHS is relying primarily on our local experience to continue providing health and patient care services within the jails under the existing local health emergency. However, by engaging our local workforce and strengthening the partnerships with County stakeholders, such as County Counsel, Correctional staff and leadership, public health experts, the County's Emergency Operations Center and the Valley Medical Center's Hospital Command Center, the Custody Health management teams along with professional caregivers and support staff have responded and adapted accordingly. Regular meetings with all key stakeholders, including our labor union partners, are part of the problem-solving approach. Lastly, under the guidance from County Counsel, we continue to consult with the consent decree monitors for invaluable recommendations.

COVID-19

Since the implementation of the local health emergency, and the corresponding steps to reduce the risk of infection and transmission in custodial settings, there has been a significant 40% reduction in the average daily census (from average of 3,500 per month to 2,100). This has allowed our teams to adopt practices focused on the highest priority actions under the local health emergency. The major priority action items include:

- *Measures to Protect Employee Health*
- *Measures to Protect Inmate Health*
- *Measures to Keep People At least Six Feet Apart*
- *Measures to Prevent Unnecessary Contact:*
- *Additional Measures to Increase Sanitization by CHS, Janitorial and Trustee Staff*
- *Measure to Increase Communication and Networking with Partners to Manage Crisis*
- *Improve Signage.*

The following tables and information address the composition of staff, and distinguish the number of full-time equivalent positions, extra-help positions and contract positions:

a. Full-Time Equivalent Positions

CSCHS CUSTODY HEALTH SERVICES
 POSITION SUMMARY for BU 0414 as of 5/20/20

Administration	# Pos	# Vacant	# Filled	% Vacant	# FTE	# Vacant	# Filled	% Vacant
Administrative Assistant	3	1	2	33.3%	3.0	1.0	2.0	33.3%
Admin Nurse II (Informatics)	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Admin Services Manager II	1	1	0	100.0%	1.0	1.0	0.0	100.0%
Clinical Nurse III (Quality Imprvmt)	1	0	1	0.0%	1.0	0.0	1.0	0.0%
CHS Director	1	0	0	0.0%	1.0	0.0	1.0	0.0%
Custody Beh. Health Director	1	1	0	100.0%	1.0	1.0	0.0	100.0%
Executive Assistant II	2	0	2	0.0%	2.0	0.0	2.0	0.0%
Health Care Prog Analyst Associate	2	1	0	50.0%	1.0	0.5	0.5	50.0%
Janitor	7	1	6	14.3%	7.0	1.0	6.0	14.3%
Medical Unit Clerk	12	2	10	16.7%	11.5	1.5	10.0	13.0%
Nurse Manager (QI Mgr - Medical)	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Office Management Coordinator	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Office Specialist III	4	1	3	25.0%	4.0	1.0	3.0	25.0%
Optometrist	1	0	1	0.0%	0.5	0.0	0.5	0.0%
Psych Nurse II (Quality Imprvmt)	1	0	1	0.0%	1.0	0.0	1.0	0.0%
QI Coordinator - Mental Health	1	0	1	0.0%	1.0	0.0	1.0	0.0%
QI Coordinator - SCVMC	1	0	1	0.0%	1.0	0.0	1.0	0.0%
QI Manager - Mental Health	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Senior Management Analyst	2	0	2	0.0%	2.0	0.0	2.0	0.0%
Staff Developer	2	0	2	0.0%	2.0	0.0	2.0	0.0%
	46	8	36		44.0	7.0	37.0	

Behavioral Health - Clinician	# Pos	# Vacant	# Filled	% Vacant	# FTE	# Vacant	# Filled	% Vacant
Sr Health Care Program Manager	2	0	2	0.0%	2.0	0.0	2.0	0.0%
Sr Mental Health Program Specialist	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Health Care Program Manager II	6	0	6	0.0%	6.0	0.0	6.0	0.0%
Psychiatric Social Worker	57	10	47	17.5%	54.6	9.5	45.1	17.4%
Community Worker	1	0	1	0.0%	1.0	0.0	1.0	0.0%
	67	10	57		64.6	9.5	55.1	

Behavioral Health - Nursing	# Pos	# Vacant	# Filled	% Vacant	# FTE	# Vacant	# Filled	% Vacant
Nurse Manager	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Assistant Nurse Manager	3	0	3	0.0%	3.0	0.0	3.0	0.0%
Clinical Nurse	29	7	22	24.1%	24.6	5.5	19.1	22.4%
Psychiatric Nurse	5	2	3	40.0%	5.0	2.0	16.8	40.0%
	38	9	29		33.6	7.5	39.9	

Behavioral Health - Psychologist	# Pos	# Vacant	# Filled	% Vacant	# FTE	# Vacant	# Filled	% Vacant
Chief of Psychology	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Senior Psychologist	2	0	2	0.0%	2.0	0.0	2.0	0.0%
Psychologist	15	7	8	46.7%	14.0	6.5	7.5	46.4%
	18	7	11		17.0	6.5	10.5	

Dental	# Pos	# Vacant	# Filled	% Vacant	# FTE	# Vacant	# Filled	% Vacant
Registered Dental Assistant	4	0	4	0.0%	3.5	0.0	3.5	0.0%
	4	0	4		3.5	0.0	3.5	

Medical - Main Jail	# Pos	# Vacant	# Filled	% Vacant	# FTE	# Vacant	# Filled	% Vacant
Nurse Manager	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Admin Nurse II	4	0	4	0.0%	4.0	0.0	4.0	0.0%
Clinical Nurse	49	7	42	14.3%	41.3	6.5	34.8	15.7%
Hospital Services Assistant	8	1	7	12.5%	7.5	1.0	6.5	13.3%
Licensed Vocational Nurse	4	0	4	0.0%	4.0	0.0	4.0	0.0%
Medical Social Worker	1	0	1	0.0%	1.0	0.0	1.0	0.0%
	67	8	59		58.8	7.5	51.3	

Medical - Elmwood	# Pos	# Vacant	# Filled	% Vacant	# FTE	# Vacant	# Filled	% Vacant
Nurse Manager	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Admin Nurse II	3	0	3	0.0%	3.0	0.0	3.0	0.0%
Clinical Nurse	45	7	38	15.6%	33.5	4.5	29.0	13.4%
Licensed Vocational Nurse	11	2	9	18.2%	8.5	1.5	7.0	17.6%
	60	9	51		46.0	6.0	40.0	

Juvenile Hall	# Pos	# Vacant	# Filled	% Vacant	# FTE	# Vacant	# Filled	% Vacant
Nurse Manager	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Clinical Nurse III	13	1	12	7.7%	10.2	0.5	9.7	4.9%
Licensed Vocational Nurse	2	0	2	0.0%	2.0	0.0	2.0	0.0%
Medical Unit Clerk	4	1	3	25.0%	2.5	0.5	2.0	20.0%
Staff Developer	1	0	1	0.0%	0.5	0.0	0.5	0.0%
	21	2	19		16.2	1.0	15.2	

	# Pos	# Vacant	# Filled	% Vacant	# FTE	# Vacant	# Filled	% Vacant
ALL without Juvenile Hall	300	51	249	17.0%	267.5	44.0	223.5	16.4%
ALL with Juvenile Hall	321	53	268	16.5%	283.7	45	238.7	15.9%

	# Pos	# Vacant	# Filled	% Vacant	# FTE	# Vacant	# Filled	% Vacant
RNPA ONLY without JH	134	23	116	17.2%	110.4	18.5	91.9	16.8%
RNPA ONLY	148	24	124	16.2%	121.1	19.0	102.1	15.7%
RNPA ONLY + NPs from 921	156	28	128	17.9%	128.9	23.0	105.9	17.8%

CSCHS CUSTODY HEALTH SERVICES
POSITION SUMMARY FOR BU 0921 as of 5/20/20

DENTAL					# FTE	# Vacant	# Filled	% Vacant
Dentist - Unclassified	4	0	4	0.0%	3.0	0.0	3.0	0.0%

NURSING					# FTE	# Vacant	# Filled	% Vacant
Nurse Practitioner	8	4	4	50.0%	7.8	4.0	3.8	51.3%

MEDICAL - PHYSICIAN					# FTE	# Vacant	# Filled	% Vacant
Physician	7	0	7	0.0%	7.0	0.0	7	0.0%
Physician Assistant	2	0	2	0.0%	2.0	0.0	2	0.0%

PSYCHIATRIST					# FTE	# Vacant	# Filled	% Vacant
Psychiatrist	22	11	11	50.0%	20.5	10.0	10.5	48.8%

PHARMACY - CUSTODY					# FTE	# Vacant	# Filled	% Vacant
Pharmacist	8	0	8	0.0%	6.5	0.0	6.5	0.0%
Pharmacy Technician	11	0	11	0.0%	10.0	0.0	10.0	0.0%
Pharmacist Specialist	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Supv Pharmacist	1	0	1	0.0%	1.0	0.0	1.0	0.0%

IT SUPPORT - CUSTODY					# FTE	# Vacant	# Filled	% Vacant
Business Intelligence Analyst	2	2	0	100.0%	2.0	2.0	0.0	100.0%

MEDICAL RECORDS					# FTE	# Vacant	# Filled	% Vacant
Health Information Clerk II	9	2	7	22.2%	9.0	2.0	7.0	22.2%
Health Information Technician II	2	0	2	0.0%	2.0	0.0	2.0	0.0%

TOTALS	77	19	58	24.7%	71.8	18.0	53.8	25.1%
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b. Extra Help Staff

SANTA CLARA COUNTY HEALTH SYSTEM
 CUSTODY HEALTH SERVICES - BU 0414
 EXTRA-HELP POSITION SUMMARY as of 5/21/20

Administration	# Pos	YTD Hours
MANAGEMENT AIDE - EH	1	1018.9
ASSOC MGMT ANALYST - EH	1	211.86
	2	1,230.76
Behavioral Health - Nursing	# Pos	YTD Hours
MANAGEMENT AIDE - EH	1	654
PER DIEM CLINICAL NURSE	5	747.4
PER DIEM PSYCHIATRIC NURSE	9	4953.6
	15	6,355.00
Dental	# Pos	YTD Hours
DENTIST - EH	1	203.9
	1	203.90
Medical - Main Jail	# Pos	YTD Hours
MEDICAL SOCIAL WORKER I	1	90.10
PER DIEM CLINICAL NURSE	21	13142.80
	22	13,232.90
Medical - Elmwood	# Pos	YTD Hours
CLINICAL NURSE I - EXTRA HELP	1	629.80
PER DIEM CLINICAL NURSE	18	11646.90
	19	12,276.70
Juvenile Hall	# Pos	YTD Hours
CLINICAL NURSE II - EXTRA HELP	3	630.58
PER DIEM CLINICAL NURSE	5	2557.27
	8	3,187.85
	# Pos	YTD Total Hours
ALL without Juvenile Hall	59	33,299.26
ALL with Juvenile Hall	67	36,487.11
RNPA ONLY without JH	54	
RNPA ONLY	62	

c. Contract Positions

CHS currently maintains 3 service agreements that augment County provider resources within the county jails. The contracted service providers are as follows:

- South Bay Emergency Physicians Medical Group, Inc. – these physicians offer on-site coverage at Main Jail twenty-four hours per day and run urgent care-type clinics, with twenty-four-hour call coverage for both adult jail facilities. This contract enables primary care providers to concentrate on chronic care delivery and reduce wait times for routine appointments.

Urgent Care Provider Coverage

- Two shifts/day – 0700-1900 and 1900-0700
 - Day shift
 - Urgent Care clinic 0700-1200, 1300-17:30
 - Urgent visits – about 25 visits/9.5 hours (2.5 visits/hour)
 - Night Shift
 - Urgent Care Clinic 1900-2300
 - Urgent Visits – 10 Visits / 4 hours (+ add-on visits as requested by RN/approved by MD)
 - Traditions Behavioral Health - Despite ongoing recruitment and the utilization of contract psychiatrists, it continues to be a challenge to recruit qualified psychiatrists to provide services to inmates at the Santa Clara County correctional facilities. The provision of professional psychiatric physician services within the correctional facilities is required by state and federal law. Contract psychiatrists allow CHS to provide psychiatric physician services seven days per week in critical areas such as Intake Booking and the Acute Psychiatric Inpatient Unit.
 - Advanced Clinical Employment Staffing – this contract provides the much-needed licensed nurse coverage in the event of staffing shortages and/or in times where there is an influx of patients needing care in varying acuity levels.
- c: Miguel Marquez, Chief Operating Officer
James R. Williams, County Counsel
Megan Doyle, Clerk of the Board
Chief Board Aides
Debbie Dills Thompson, OBA Agenda Review Administrator