

DATE: September 9, 2019

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

FROM: René G. Santiago, Deputy County Executive &  
Director, County of Santa Clara Health System

DocuSigned by:

René G. Santiago

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Nathaniel Woods, Interim Director of Custody Health Services

DocuSigned by:

Nathaniel Woods

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SUBJECT: Off-Agenda Report Regarding Custody Medical Staffing

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### Background:

At the Board of Supervisors' jail reforms quarterly study session on March 19, 2019, the Board directed Administration to provide an off-agenda report relating to the medical doctor and nurse-to-patient ratio within the County jails, including applicable standards or objectives in both jails and prisons, if available, and to report on current vacancy rates.

### Ratios:

There are no federal or state statutes mandating doctor or nurse-to-patient ratios in prisons or county jails.

### Prison Regulations

Regulations relating to prison healthcare operations are defined under California Code of Regulations Title 15, Division 3 – Adult Institutions, Programs, and Parole, Chapter 2 – Rules and Regulations of Healthcare Services.

### Jail Regulations

Regulations relating to healthcare operations for local detention facilities are defined under California Code of Regulations Title 15, Division 1 – Board of State and Community Corrections, Subchapter 4 – Minimum Standards for Local Detention Facilities.

### Staffing Standards - Santa Clara County Jails:

Although there is no ratio requirement, Custody Health Services (CHS) is required to have a sufficient number of health care staff to provide inmates with adequate and timely evaluation and treatment in accordance with the Minimum Standards for Local Detention Facilities. As such, the number of CHS medical doctors and nurses are generally based on the types of services provided to inmates/detainees; number of inmates/detainees receiving health care services; and amount of time it takes to complete the services to meet the following objectives:

1. Ensure timely, equitable, effective, and efficient care;

2. Provide care with compassion, dignity, and respect; and
3. Improve patient experience and outcomes.

In its commitment to provide quality correctional health care services, CHS also obtains voluntary accreditation from the Institute of Medical Quality (IMQ). IMQ is a not-for-profit subsidiary of the California Medical Association and conducts a biennial, independent review of CHS-delivered health services to ensure adequate and regulation-compliant health care services for inmates/detainees. Custody Health has successfully obtained accreditation from IMQ since 2007.

**Medical Staffing:**

Medical Physicians

- 5 full-time coded Primary Care Physicians - 4 Internists, 1 Family Practitioner
- 1 full-time coded Physical Medicine and Rehabilitation Physician
- 1 full-time coded Gynecologist (Elmwood only / CCW)
- 1 full-time coded Physician Assistant
- 3 part-time extra-help physicians, each working 8 to 12 hours per week
- 2 part-time extra-help physician assistants, each working 8 hours per week

Medical physicians provide coverage from 8:00 a.m. to 10:00 p.m., seven (7) days per week. (“Lights out” for inmates start at 11:00 p.m.) Clinic hours are from 8:00 a.m. to 5:00 p.m., Monday to Friday. Clinic days for orthopedics are scheduled on Saturdays (4 hours at Main Jail and 4 hours at Elmwood). The Primary Care Physicians (internists) take turns serving as the on-call physician for two weeks each. On-call hours are from 8:00 a.m. to 10:00 p.m., seven (7) days per week.

Although on-call physicians are not contacted for routine consultations after 10:00 p.m., the Chief Medical Officer may be contacted for extra-ordinary events that occur after hours. For pregnant inmates, Valley Medical Center Labor & Delivery can be contacted after 10:00 p.m., should the need occur.

Medical Nursing Staff

MAIN JAIL

- Nurse Manager.....1.0
- Administrative Nurse II .....4.0
- Clinical Nurse .....49.0
- Licensed Vocational Nurse .....4.0
- Hospital Services Assistant.....8.0

ELMWOOD

- Nurse Manager.....1.0
- Administrative Nurse II .....3.0
- Clinical Nurse .....45.0
- Licensed Vocational Nurse .....11.0

Nursing staff coverage is provided 24 hours per day, 7 days per week, including holidays. All assignments that require mandatory patient assessments are staffed with Clinical Nurses (RN). Tasks related to patient care that do not require assessments are assigned to Licensed Vocational Nurses (LVN) and Hospital Services Assistants (HSA). LVNs are typically assigned to assist RNs in tasks such as administering routine medications and treatments as prescribed (pill calls) or taking and recording vital signs; while HSAs are typically assigned to work in the Infirmary where they perform tasks such as feeding patients, assisting in patient hygiene (showers, clean-ups, etc.), or applying therapeutic devices.

**Next Steps:**

CHS continually monitors and evaluates its staffing needs and adjusts the number and type of employees, job assignments, schedules, and organizational structure to best meet the service demands in a manner consistent with its staffing standards.

CHS is currently working with the Health System's Contracts Department to negotiate an agreement with a physician services provider for the provision of physicians in the Custody setting 24 hours per day, 365 days per year. The agreement would increase the number of physicians by a total of two per day, each working a consecutive 12-hour shift. The service is anticipated to increase CHS spending on contract services by an estimated \$1.8 million per year.

**HEALTH SYSTEM CUSTODY HEALTH SERVICES**  
**VACANCY SUMMARY for BU 0414 as of 08/26/19**

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	0	1	0.0%	1.0	0.0	1.0	0.0%
Clinical Nurse III (Quality Imprvmt)	1	0	1	0.0%	1.0	0.0	1.0	0.0%
CHS Executive Director	1	1	0	100.0%	1.0	1.0	0.0	100.0%
Custody Beh. Health Director	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Executive Assistant II	2	0	2	0.0%	2.0	0.0	2.0	0.0%
Health Care Prog Analyst Associate	2	2	0	100.0%	2.0	2.0	0.0	100.0%
Janitor	7	2	5	28.6%	7.0	2.0	5.0	28.6%
Medical Unit Clerk	13	6	7	46.2%	11.5	4.5	7.0	39.1%
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	1	0	100.0%	0.5	0.5	0.0	100.0%
QI Coordinator - Mental Health	2	1	1	50.0%	2.0	1.0	1.0	50.0%
QI Coordinator - SCVMC	1	1	0	100.0%	1.0	1.0	0.0	100.0%
QI Manager - Mental Health	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Senior Management Analyst	2	1	1	50.0%	2.0	1.0	1.0	50.0%
Staff Developer	3	0	3	0.0%	3.0	0.0	3.0	0.0%
	<b>48</b>	<b>17</b>	<b>31</b>		<b>46.0</b>	<b>15.0</b>	<b>31.0</b>	

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	1.0	0.0	100.0%
Health Care Program Manager II	6	0	6	0.0%	6.0	0.0	6.0	0.0%
Psychiatric Social Worker	56	14	42	25.0%	53.6	12.5	41.1	23.3%
Community Worker	1	1	0	100.0%	1.0	1.0	0.0	100.0%
	<b>66</b>	<b>15</b>	<b>51</b>		<b>63.6</b>	<b>14.5</b>	<b>49.1</b>	

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	3	0	100.0%	3.0	3.0	0.0	100.0%
Clinical Nurse	27	4	23	14.8%	23.8	4.0	19.8	16.8%
Psychiatric Nurse	6	1	5	16.7%	6.0	1.0	5.0	16.7%

<b>Behavioral Health - Psychologist</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
Senior Psychologist	2	2	0	100.0%	2.0	2.0	0.0	100.0%
Psychologist	15	8	7	53.3%	14.0	7.0	7.0	50.0%

**17      10      7      16.0      9.0      7.0**

<b>Dental</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
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**

<b>Medical - Main Jail</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
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	2	47	4.1%	41.1	2.0	39.1	4.9%
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      3      64      58.6      3.0      55.6**

<b>Medical - Elmwood</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
Nurse Manager	1	1	0	100.0%	1.0	1.0	0.0	100.0%
Admin Nurse II	3	1	2	33.3%	3.0	1.0	2.0	33.3%
Clinical Nurse	45	10	35	22.2%	33.2	7.5	25.7	22.6%
Licensed Vocational Nurse	11	0	11	0.0%	8.5	0.0	8.5	0.0%

**60      12      48      45.7      9.5      36.2**

<b>Juvenile Hall</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
Nurse Manager	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Clinical Nurse III	13	0	13	0.0%	10.2	0.0	10.2	0.0%
Licensed Vocational Nurse	2	0	2	0.0%	2.0	0.0	2.0	0.0%
Medical Unit Clerk	4	0	4	0.0%	2.5	0.0	2.5	0.0%
Staff Developer	1	1	0	100.0%	0.5	0.5	0.0	100.0%

**21      1      20      16.2      0.5      15.7**

**HEATH SYSTEM CUSTODY HEALTH SERVICES**  
**VACANCY SUMMARY for BU 0921 as of 08/26/2019**

<b>DENTAL</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
Dentist - Unclassified	4	0	4	0.0%	3.0	0.0	3	0.0%

  

<b>NURSING</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
Nurse Practitioner	8	4	4	50.0%	7.8	4.0	3.8	51.3%

  

<b>MEDICAL - PHYSICIAN</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
Physician	7	0	7	0.0%	7.0	0.0	7	0.0%
Physician Assistant	1	0	1	0.0%	1.0	0.0	1	0.0%

  

<b>PSYCHIATRIST</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
Psychiatrist	22	10	12	45.5%	20.5	9.0	11.5	43.9%

  

<b>PHARMACY - CUSTODY</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
Pharmacist	8	0	8	0.0%	6.5	0.0	6.5	0.0%
Pharmacy Technician	11	0	11	0.0%	11.0	0.0	11.0	0.0%
Phamacist Specialist	1	0	1	0.0%	1.0	0.0	1.0	0.0%
Supv Pharmacist	1	0	1	0.0%	1	0	100.0%	0.0%

  

<b>IT SUPPORT - CUSTODY</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
Business Info Tech Consultant	2	2	0	100.0%	2.0	2.0	0.0	100.0%

  

<b>MEDICAL RECORDS</b>	<b># Pos</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>	<b># FTE</b>	<b># Vacant</b>	<b># Filled</b>	<b>% Vacant</b>
Health Information Clerk II	9	0	9	0.0%	9.0	0.0	9.0	0.0%
Health Information Technician II	2	0	2	0.0%	2.0	0.0	2.0	0.0%
<b>TOTALS</b>	<b>76</b>	<b>16</b>	<b>60</b>	<b>21.1%</b>	<b>71.8</b>	<b>15.0</b>	<b>56.8</b>	<b>20.9%</b>