



**FULTON COUNTY**

**FULTON COUNTY, GEORGIA**

**OFFICE OF INTERNAL AUDIT**

**FULTON COUNTY SHERIFF'S OFFICE**

**FULTON COUNTY JAIL HEALTH  
SERVICES CONTRACT REVIEW**

**SEPTEMBER 25, 2012**

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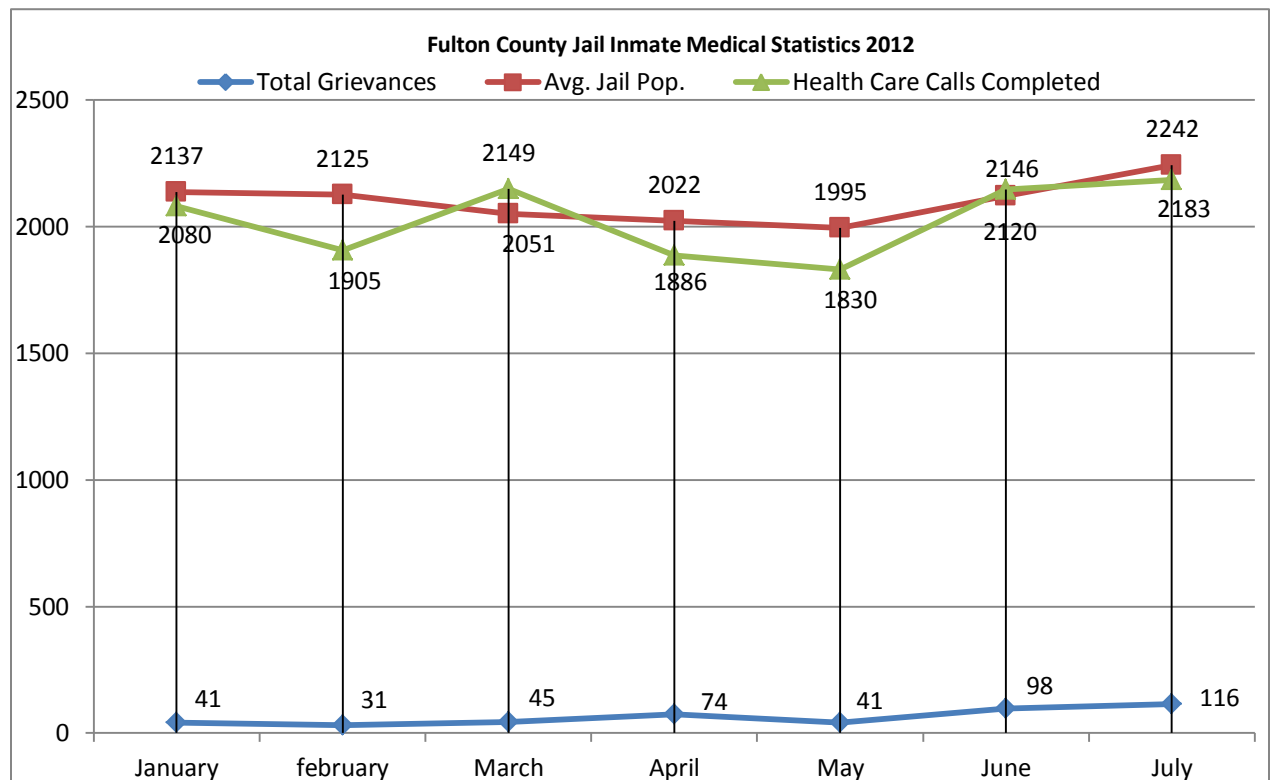
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**Background**

On July 1, 2011, the Jail Medical and Mental Health Services contract was awarded to Corizon, Inc. by the Fulton County Board of Commissioners. The contract includes a number of stipulations that require Corizon, Inc. (Contractor) to improve specific areas of the Fulton County Jail medical operations. The Contractor agreed to provide assurances that the physical health and mental health services are fully coordinated and meet the following requirements:

- Provide health care services which meet the standards of care of the National Commission on Correctional Health Care (NCCHC.)
- Provide services in accordance with the American Correctional Association (ACA), American Medical Association (AMA), and American Psychiatric Association (APA).
- Provide the minimum staffing requirements outlined in the contract.
- Institute and maintain a quality improvement committee and implement all protocol, policies and procedures necessary for the operation of the health program.
- Implement a Telemedicine system and an electronic medical records system.
- Establish a utilization management program
- Perform all other services outlined in the medical services contract.

A review of the most recent data regarding the average jail population show that over a seven month period ending July 2012 the total number of inmates peaked at 2,242. During that time, health care calls completed peaked at 2,138. Grievances during this same period peaked at 116. The graph below illustrates the trend of the inmate population, healthcare calls completed and grievances for the first seven month of 2012.



## **Scope Period**

The scope of our audit covered the contract period from July 31, 2011 through June 30, 2012.

## **Objective**

The objective of the review was to determine if the Contractor has provided medical and mental health services to the inmates of the Fulton County Jail as required by the Jail Medical and Mental Health Service contract.

## **Findings and Recommendations**

### **Finding 1 - HIV Blood Tests and Pap Smears**

The contract requires HIV blood tests and Pap smears for all female inmates. There was no contract requirement for men to receive HIV blood tests. The audit results revealed that both male and female inmates were not receiving these exams unless requested. Mandatory HIV testing was not administered to each female inmate because the Corizon Managers believed that the contract requirement was not consistent with state law. We subsequently determined that HIV testing is required within 30 days of incarceration per OCGA 42-5-52.1. The effect of not administering the required HIV and Pap smear tests greatly increases the health risks to the public as well as the inmate population. The failure to adhere to the policy could inherently lead to increases in the health care costs of inmates.

### **Recommendation**

HIV and Pap smear tests for women are required by contract; however, HIV testing for men is not required but is now required as a matter of policy. We recommend that weekly monitoring be conducted to ensure that HIV tests are administered to all inmates and that Pap smear tests are given to female inmates. Corizon's Management changed its policy and issued a memo on July 27, 2012 requiring that all inmates be offered a HIV exam as part of the intake process. This would insure that Corizon is following the requirements of state law and its own policy regarding HIV test and Pap smear test.

### **Finding 2 - Inmate Sick Calls Requests not Completed in a Timely Manner**

The contract requires 48 to 72 hours response time for inmate sick call requests. The requests were reviewed in detail for the month of June 2012. It was determined that 26.07% of the sick call requests were not completed within 72 hours. The reason the sick call appointments were not taking place is due to under staffing by the Sheriff Department and Corizon, Inc. The Chief Jailer indicated that the staffing shortage occurred when the Watch Commanders were allowed to handle the scheduling of the correction officers' leave. The Chief Jailer also indicated that the Sheriff's Department is operating under a court order, which requires a minimum number of officers to be present on all floors; thereby, reducing the number of officers available to assist with sick call. As a result of not providing sufficient law enforcement staff, the medical providers and nurses of Corizon were not able to provide medical services to all of the inmates scheduled for sick call. The following is an overview of the sick call Inmate requests for June 2012.

**June 2012 Sick Call Requests - Fulton County Jail**

Sick calls completed	Providers	299	36.42%
Sick calls completed	Nurses	308	37.52%
Total Sick calls - Completed		607	
Sick Calls not completed by type			
Sheriff Personnel under staffing		157	19.12%
Corizon under staffing		47	5.72%
Medical Files Unavailable		6	0.73%
Flood on 7 North Cell Block		4	0.49%
		214	
Total attempted sick calls - excluding refusals and released inmates		821	100.00%

(Providers = Medical Doctors, Physicians Assistants, Practicing Nurses)

**Recommendation**

As of the date of this audit, the responsibility for scheduling law enforcement staffing has been assigned to the Operations Commander. We recommend that the Chief Jailer and the Operations Commander also review the Disruption Reports which provide inmate logistical information and schedule the required staffing to accommodate the inmates to sick call. The Disruption Report should be reviewed within 48 hours of the report's completion.

**Finding 3 - Electronic Records and Telemedicine System**

The contract requires the implementation of a Telemedicine System which provides the platform for medical consulting and an electronic medical records system. During our audit, we noted the telemedicine system is operational for the Mental Health program but not for the Physical Health program. Meetings for the full implementation of the Telemedicine and electronic medical records systems have been conducted but there appears to be some pending issues concerning the software rights and the integration of the Corizon Automated Scheduling system with the new proposed Odyssey software. The delay in fully implementing these systems impedes the efficient delivery of medical services.

### **Recommendation**

The electronic medical records system projected date of implementation is January 2013. This corresponds with the Fulton County projected date for the implementation of the new jail mainframe system referred to as the ‘Odyssey Software System’. We recommend that Fulton County’s Information Technology Department continue to work with Corizon, Inc. to implement the most functional and compatible systems for the efficient delivery of medical services.

### **Finding 4 - Grievances Not Timely**

Per the terms of the contract, grievance responses are to be delivered to the inmate within 72 hours. We reviewed Corizon’s grievance report and found 445 grievances filed from January to July 2012 exceeded the average response time of 72 hours for each month. The increase in the average response time was attributed to a new employee handling the grievances, causing a backlog of grievance filings during the transition period. By not complying with the 72 hours response requirement, the contractor is not in compliance with the terms of the contract.

### **Recommendation**

We recommend that Corizon, Inc. retrieve the grievance forms from the inmates and then forward copies to the Jail Manager of Medical Services for review. This change in process should speed up the turnaround time for grievance responses.

### **Finding 5 - Staffing Not Consistent with Contract**

The contract specifies the minimum staffing requirements specifically in terms of Full Time Employee (FTE) positions. The FTE positions translate into 40 hours per week per position. The number of positions and the respective man hours are a requirement for providing proper healthcare to the inmates at the Fulton County Jail. The contract staffing requirements for Physicians and Registered Nurses were not met in June 2012. There were 32 Registered Nurses listed as employees in June 2012 but only 3 non-supervisory Registered Nurses averaged more than 39 hours per week; a Registered Nurse averaged 25.89 hours per week. There were 10 fulltime Registered Nurses that appeared to have a substantial amount of leave time. The shortage of Registered Nurses’ hours worked in June 2012 was apparently due to scheduling. The contract requires 3 full time staff physicians but the June analysis indicated that there were only two fulltime and one part time on duty. In June 2012, there were 3 days with no recorded coverage by a physician. This is the result of not having the 3<sup>rd</sup> fulltime physician on staff. The staff shortage of Registered Nurses resulted in duties that had to be assumed by either lower level nurses or Registered Nurses assigned to other floors.

### **Recommendation**

There should be an increase in the scheduled hours of coverage by the physicians or an additional doctor hired on staff. Since the Registered Nurse’s hours appear to be short due to vacations, the Corizon Managers should monitor leave time closely to ensure that proper staffing is maintained.

## **Finding 6 - HIV Monitoring**

The Contract requires a multiple step process of monitoring HIV inmate blood samples and medications. Section 3.3 of the Request for Proposal lists 11 separate required blood tests, physicals and reports for HIV inmates. Each monitoring requirement has a specific time deadline. There were 9 inmate files reviewed for compliance. There was an 8.89% exception rate for meeting the contract specified time deadlines. There was one inmate file examined that indicated the inmate was arrested on December 25, 2011, Christmas day. This file had 3 areas of non-compliance which accounted for 38% of the total sample exceptions. The Holiday Staffing may have contributed to non-conformance for the 48 hour blood draw and one week report requirements. The other 5 exceptions were unexplained. The 8.89% exception rate indicates that the contractor should improve its response time for monitoring HIV inmates.

## **Recommendation**

The contractor should staff the HIV inmate program adequately during holiday periods.

## **Conclusion**

During the course of our audit we found inconsistencies in the delivery of medical services outlined in the contract -11RFP01272011A-CC. The health services provided should meet community standards and assure Fulton County Compliance with the existing consent decree orders issued by the Federal Courts. The initial evaluation of the health care services contract indicates the vendor, Corizon Inc., has satisfied many but not all of the requirements of the contract. We observed a positive level of employee morale and cooperation between the Sheriff's personnel and Corizon's managers. The Sheriff Department is instrumental in ensuring that medical services are delivered to the cell blocks or in-house clinics. Finally, the implementation of the Electronic Medical Records and Telemedicine Systems supported by Fulton County IT is currently in-progress and when completed will improve the efficiency of delivering inmate's healthcare services.

This report is intended solely for the use of the Fulton County, Georgia Board of Commissioners and the management of the respective departments of Fulton County.