# Annual Review for Alachua County

November 2023







#### **Executive Overview**

Wellpath became the health services provider at Alachua County on February 1, 2022. During the last 19 months we have provided medical and mental health services to over 12,000 patients and worked to develop a collaborative relationship with jail administration, custody/security staff, and Alachua County Sheriff's Office. There have been successes and challenges as we have worked together during our first year which will be outlined in this report.

The purpose of this presentation is:

- To provide a review of all components of the Health Services program
- To identify areas of success and areas for improvement
- To present an action plan to address all deficiencies with timelines for completion

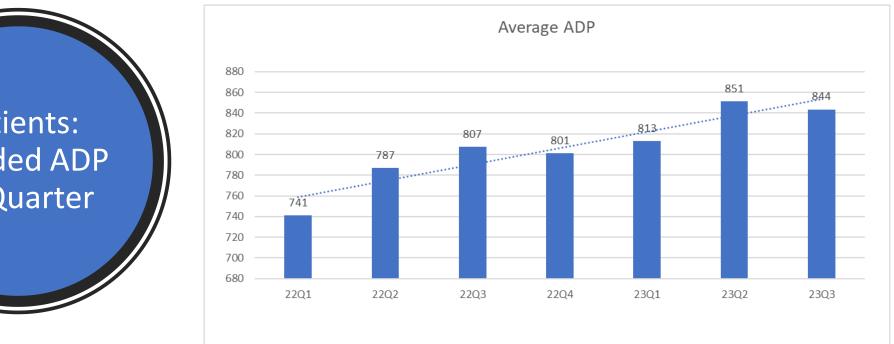
The format will follow the 4 Key Focus Areas for Wellpath:

• Patients, People, Partners, and Process. In the Performance area-we will present our action plan.



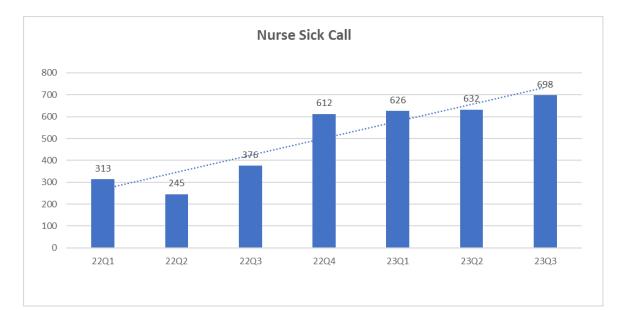


Patients



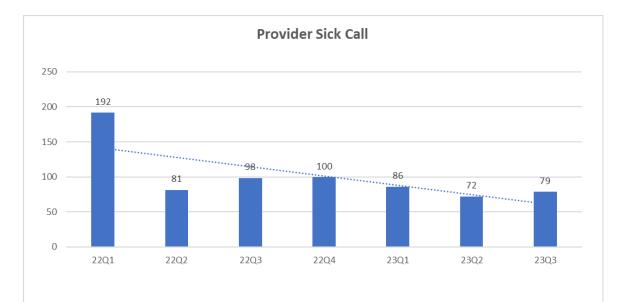
Patients: Trended ADP by Quarter



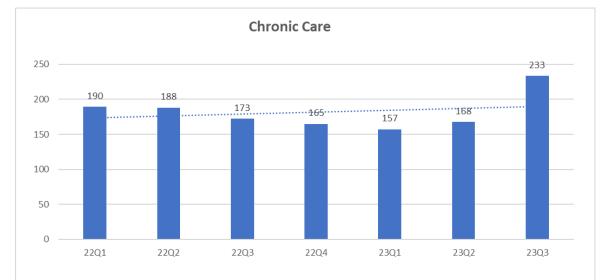


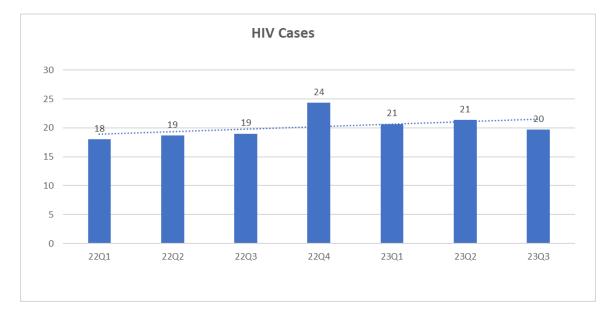
**Clinic Walk-ins** 600 557 530 500 433 431 381 400 343 300 248 200 100 0 22Q1 23Q2 23Q3 22Q2 22Q3 22Q4 23Q1

Patients: Avg Nurse Volumes by Quarter

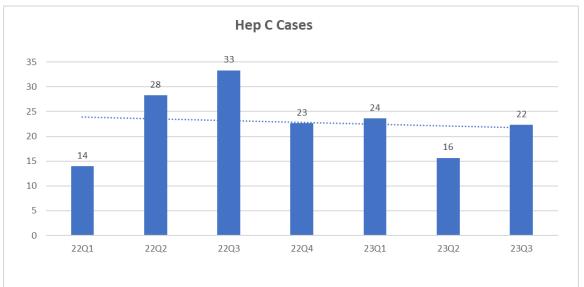


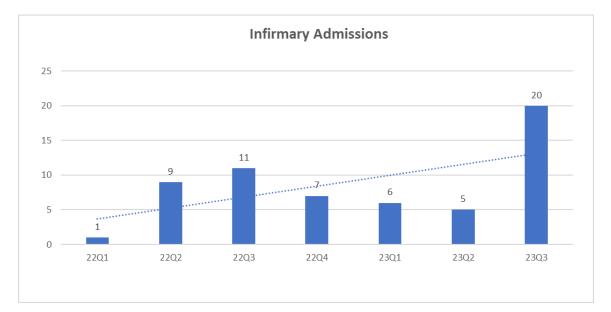
Patients: Avg Provider Volumes by Quarter

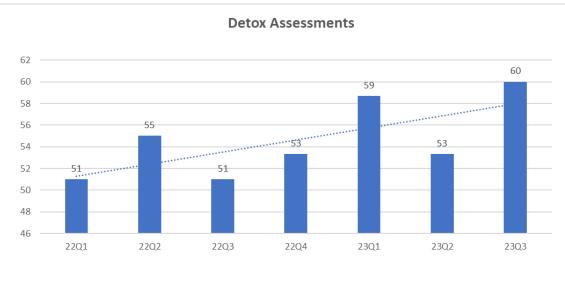




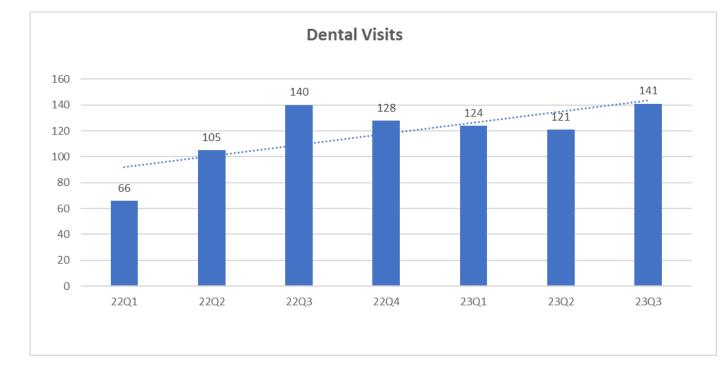






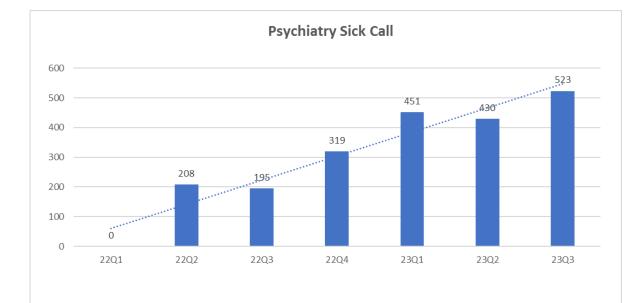


Patients: Infirmary Admits and Avg Detox by Quarter



Patients: Avg Dental Visits by Quarter

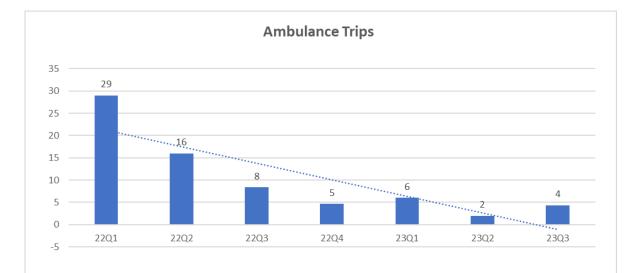




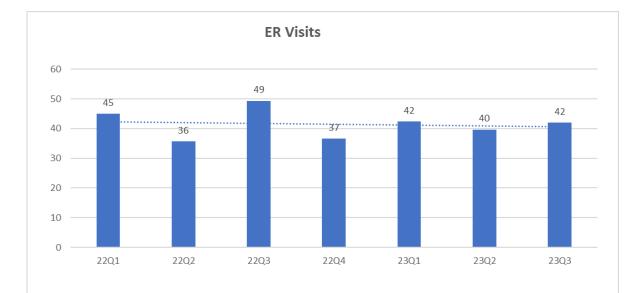
Mental Health Sick Call 1400 1272 1200 999 ,903 1000 812 801 800 600 400 159 200 0 22Q1 22Q2 22Q3 22Q4 23Q1 23Q2 23Q3

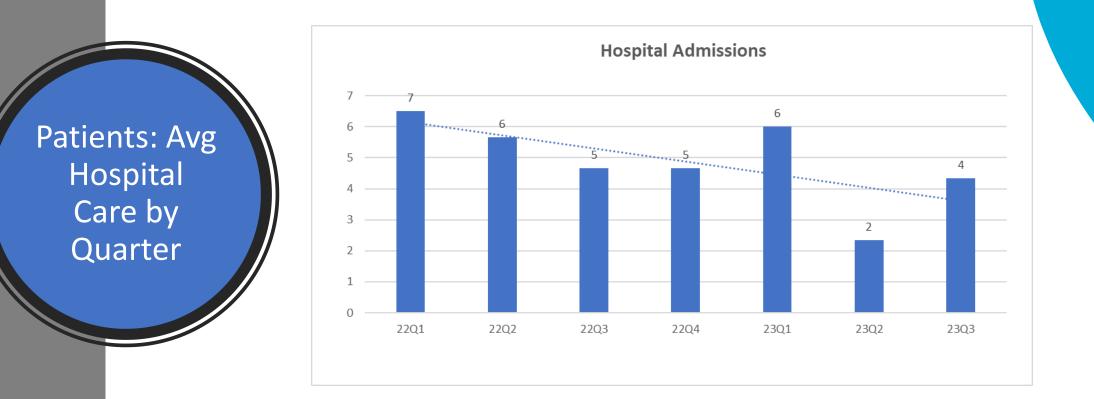
Patients: Avg Mental Health Services by Quarter



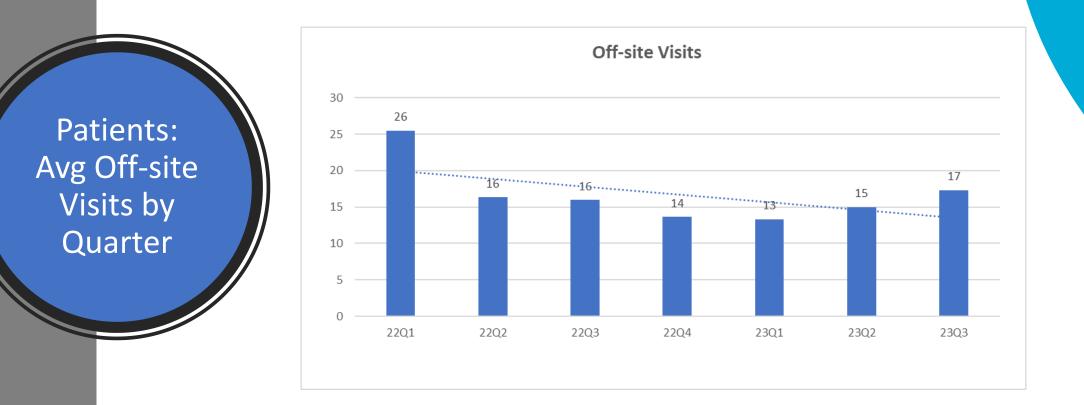


Patients: Avg Off-site Care: Ambulance and ER visits by Quarter













People

## **People Metrics: Staffing**

Site *productive fill rate* has ranged from 84.5% to 130% with a 12-month average of 96.9% We experienced significant turnover from September– December as we began to hold staff accountable for attendance and clinical performance. As a result of staffing vacancies, Wellpath has issued over \$100,000 in staffing credits through 2022, and \$60,000 in staffing credits through September 2023.

12-month average turnover is 29.6%

Site leadership positions, specifically Health Services Administrator (HSA), Director of Nursing (DON) and Psychiatrist have been most challenging. A Wellpath traveling HSA, and a Wellpath traveling DON were both assigned exclusively to Alachua County to ensure program stability

All leadership positions now filled

Changes in Regional Leadership team; Transitioned Regional Vice President, Andrew Small to the Southeast Region, who lives in FL.

New Regional Director of Operations, Ricky Parsaram who also lives in FL.



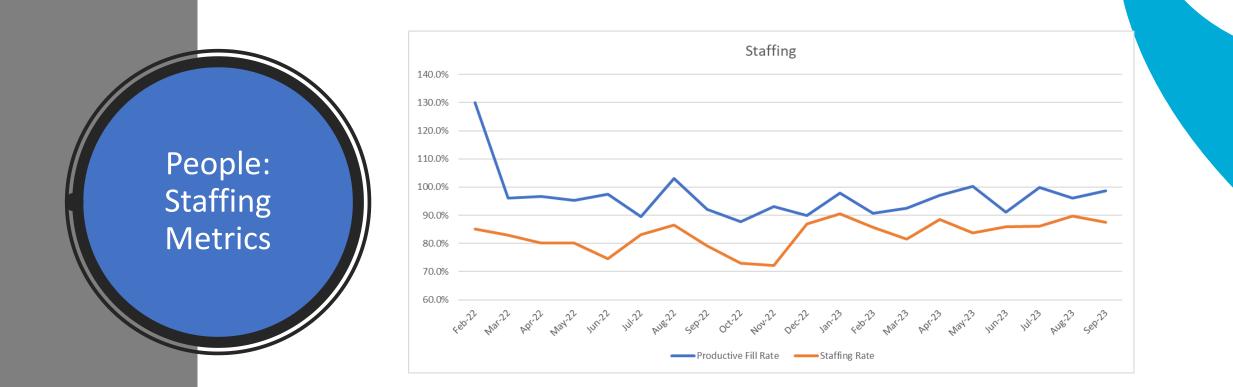
### People: Overview

For Wellpath, it begins and ends with our people. Our people are the foundation of all we do. Finding, training and keeping the right people is central to our mission.

At Alachua County, our staffing matrix requires 35.1 FTEs with the breakdown as listed in the table.

FTE	Role
1.0	Health Services Administrator
1.0	Director of Nursing
1.0	Site Medical Director
1.0	Mid-level (PA/NP)
1.0	Administrative Assistant
9.4	Registered Nurses
12.2	Licensed Pratical Nurses
1.0	Medical Records Clerk
0.6	Dentist
1.0	Mental Health Director
0.5	Psychiatrist
1.0	Psychiatric NP
2.4	Masters Level Mental Health Professional
1.0	Mental Health Discharge Planner
1.0	Mental Health Tech
35.1	TOTAL MATRIX FTEs

To hope and healing.







#### Current Vacancies (11/02/2023)

- 1 x 0.9 Night LPN
- 1 x 0.2 Day MHP

### **People:**







Partner



### **Partner: Overview**

- The keys areas of focus are:
  - Communication
  - Problem-solving
  - Collaboration
- Developed a cadence of calls throughout the week to check-in and to address and identify issues/ problems so that we can expeditiously determine a collaborative solution.
- Partnering in interviewing for the HSA, DON and Psychiatrist roles







# **Process: Changes/Improvements**

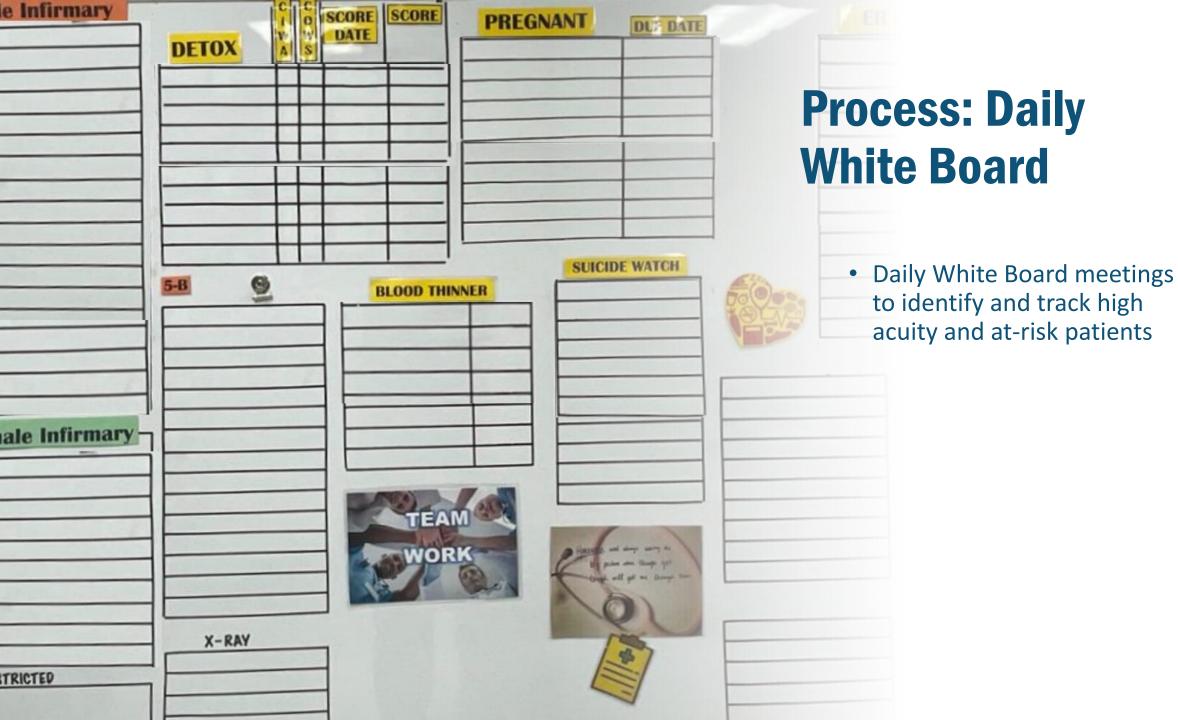
- During our first year at Alachua County, Wellpath focused on process improvement in a number of areas; we have completed the following:
  - Changed medication pass to be compliant with pharmacy laws, eliminating the pre-pouring of medications
  - Implemented a co-pay interface to capture all inmate co-pays
  - Eliminated all back logs in sick call, history and physicals, chronic care and health assessments
  - Implemented shift duties for all assignments for all shifts
  - Developed enhanced intake screening to accommodate county MH grant including weekly/monthly reporting



# **Process: Changes/Improvements**

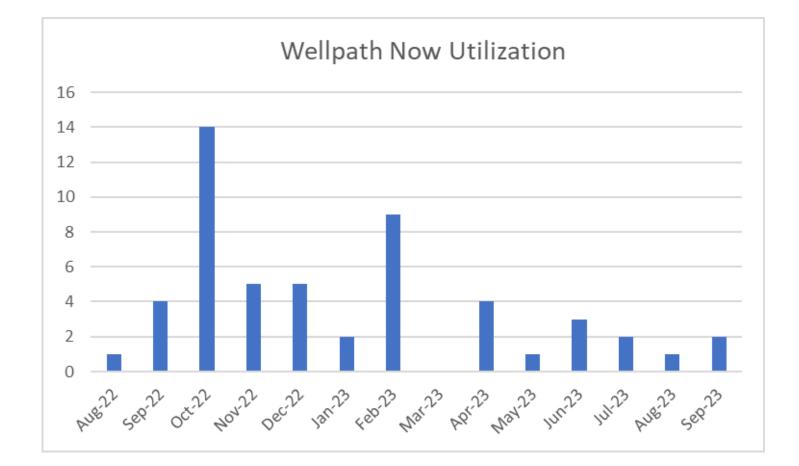
- Additional process improvement areas addressed in our first year:
  - Labs are now done in the clinic when ordered and there is no backlog
  - EKGs are done by the infirmary nurse 7 days per week
  - Sick call requests are collected 24 hours/day (not just on night shift), so patients are seen on a timely basis
  - We have implemented a court medication process
  - There is a booking log for refusals and Mental Health referrals
  - Implemented a new process for booking out medications





### **Process: Wellpath** NOW

Implemented Wellpath NOW in August 2022 to bring Emergency Room level care into the jail via a telehealth platform, and also include a weekly retrospective review process to decrease unnecessary ER transports





Action Plan

### Alachua County ACTION PLAN

AREA	ACTION	RESPONSIBILITY	COMPLETION DATE
Staffing	Develop and grow PRN pool	HSA/DON/TA	On-going
On-boarding	Complete HSA, DON, and Psychiatrist on- boarding	Traveling HSA, DON and Regional Director of Operations	Complete by 8/30/23
Nurse on- boarding	Enhance current 30-60-90 day on-boarding for all nursing staff to address clinical care and retention	RDON, Regional Operations Specialist, Site leadership team	Complete by 5/30/23
NCCHC reaccreditation	Ensure site is prepared to successfully obtain NCCHC reaccreditation	Wellpath Compliance team, regional leadership team, site leadership team	NCCHC survey date: TBD
MAC meeting improvements	<ul> <li>Ensure MAC meeting documentation is accurate, complete and timely</li> <li>Ensure meetings are effective and efficient</li> </ul>	Site leadership team, Regional Director of Operations, RDON	3/30/23

### Alachua County ACTION PLAN

AREA	ACTION	RESPONSIBILITY	COMPLETION DATE
Access to Care	Improving sick call access to patients	HSA/DON	9/30/23
Behavioral Health	Partnering with Meridian to provide a better continuity of care	HSA, DON and Regional VP and Director of Operations	1/31/24
Discharge Planning	Develop interdisciplinary team focused on improving discharge planning services	HSA/ DON/ ACSO	Complete by 10/30/23
Staffing	LPN to 12hr shift for all nursing staff	HSA, DON and Regional VP and Director of Operations	Completed