



Health Services Division
2019–2023 Business Plan
Achieving Results



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Executive Summary



“Continuity of care planning is critical for the patient’s long-term health.”

Mary Jo Currey
Assistant Secretary,
Health Services Division

The Health Services Division (HSD) supports the Department of Corrections (DOC) mission of

Improving public safety by positively changing lives

by delivering high-quality, efficient, and effective healthcare services, and employee engagement to improve lives in a safe and secure environment.

Our business plan provides a detailed roadmap for how the work of the Health Services Division connects to and furthers DOC goals and core values. It is our commitment to following through with measurable objectives and strategies that align with agency priorities.

The DOC goals are the desired results of our work:

- Improve lives
- Keep people safe
- Engage and respect employees
- Achieve organizational excellence

The DOC core values are the principles that guide us daily in creating a culture where engaged employees achieve quality results:

- Cultivate an environment of integrity and trust
- Respectful and inclusive interactions
- People’s safety
- Positivity in words and actions
- Supporting people’s success

Our core values are foundational in how we recruit, train, evaluate performance, promote, and recognize exceptional performance.

Strategic Anchors



Mission

Improving public safety by positively changing lives



Our Commitment

To operate a safe and humane corrections system and partner with others to transform lives for a better Washington



Vision

Working together for safer communities



Our Values

Cultivate an Environment of Integrity and Trust

Corrections values partnership and trust. We foster openness and support courageous conversations. We are committed to doing what we say we are going to do by being accountable and taking personal ownership in our actions.

People's Safety

Corrections believes in creating an environment that values physical, mental, and emotional security and well-being. We honor those who advance safety for all.

Positivity in Words and Actions

At Corrections, we assume positive intentions and believe there is a shared desire for the best outcome. We consistently demonstrate positive behavior and always put forth our best effort.

Respectful and Inclusive Interactions

Corrections appreciates and values individuals by promoting an inclusive and diverse environment, which encourages safety. We respect, value, and listen to the thoughts, feelings, and perspectives of our stakeholders and consider the impact on those we serve as well as each other.

Supporting People's Success

Corrections is committed to our community - understanding individuals, instilling hope, embracing change, and providing opportunities.

Community Corrections Division at a Glance

The HSD provides constitutionally mandated services delivered by qualified healthcare professionals in a timely manner.

Per [RCW 72.10](#), incarcerated individuals in the custody of the department will receive health services. The Division provides a full range of medical, dental, pharmacy, and behavioral [health services](#), by over 800 healthcare professionals and support personnel across all of our facilities, consistent with [Health Services Division Standard Operations & Procedures Manual](#).

The division's programs include:

- Medical Services
- Mental Health Services
- Dental Services
- Sex Offender Treatment and Assessment Program (SOTAP)
- Substance Abuse Recovery Unit (SARU)
- Ancillary Services
- Reentry Services

[HSD Organizational Chart](#)

Leadership Team

- Mary Jo Currey
Assistant Secretary
- Soknara Buth
Executive Assistant
- Dr. Sara Kariko
Chief Medical Officer
- Shane Evans
Health Services Administrator
Command A
- Eric Hernandez
Health Services Administrator
Command B
- Ronna Cole
Health Services Administrator
Command C
- Cathi Harris
Sex Offender Treatment and Prevention Director
- Dawn Williams
Substance Abuse Recovery Unit
Operations Program Administrator
- Dr. Karie Rainer
Mental Health Director

DOC Goal: Improve Lives

Objective: Increase the rate of continuity of care plans to 40% by 2023 for incarcerated individuals diagnosed with a substance use disorder, mental health, and/or chronic care condition

Importance

This DOC goal and objective is supported by the Health Services Division by ensuring that individuals under the jurisdiction of DOC, who tend to have a higher need for medical, dental, mental health, and substance abuse treatment, are cared for. It is important to share information with healthcare professionals for those who are incarcerated, in transition back into the community, and in continuing care after release.

Approach

To support successful reentry, HSD staff are responsible for:

- Delivering health care (HOP 01)
- Managing population health (HOP 02)
- Caring for special populations (HOP 03)

Measures

Measure	Target	2018
Percent of release plan encounters prior to release	85%	N/A
Percent of releasing individuals with Medicaid application received at DOC HQ	85%	86%
Percent of incarcerated individuals on Medication Assisted Treatment (MAT)	25%	N/A

Strategies

1. Gap analysis of current continuity of care plan practices
2. Consistency of release planning activities
3. Identification of processes used to document continuity of care planning
4. Engagement with community partners prior to release to maximize access to care

Action Plan

What	Who	When
Identify mechanism and/or tools to identify high needs patients that will be receiving continuity of care plans at time of release	HS Strategy Team	Feb 2020
Develop an integrated Health Services continuity of care plan/packet	HS Strategy Team	Mar 2020
Collaborate with HCA, DSHS, and stakeholders to identify effective methods for ensuring continuity of care from prison to community	HS Strategy Team	Jan 2021
Continued development of quality assurance process	HS Strategy Team	Jan 2021

DOC Goal: Keep People Safe

Objective: Increase the percentage of chronic conditions maintained per National standards annually

Importance

This DOC goal and divisional objective is supported by the Health Services Division by assessing well-being and managing healthy outcomes for incarcerated individuals.

Approach

To support keeping people safe, HSD staff are responsible for:

- Delivering health care (HOP 01)
- Managing population health (HOP 02)
- Caring for special populations (HOP 03)

Measures

Measure	Target	2018
Number of substance use disorder treatment completions	TBD	N/A
Percent compliance with annual DOH operation audit	TBD	N/A

Strategies

1. Development of electronic health record (EHR) to enhance health care delivery
2. Staff training for special populations
3. Identify and reduce barriers to access and care

What	Who	When
Develop chronic care program structure and standards to meet national criteria	HS leadership	Jul 2020
Identify and implement best practice training for special populations	HS leadership	Sep 2020
Completion of American Correctional Association review	HS leadership	Dec 2020
Submit legislative request for funding for EHR	HS/Budget	Jun 2021
Completion of alignment with National Commission on correctional health care standards	HS leadership	Dec 2021

DOC Goal: Engage and Respect Employees

Objective: Increase the Equity Diversity, Inclusion, and Respect index from 59% to 63% by 2023

Importance

This DOC goal and objective is supported by the Health Services Division by promoting and sustaining a culture of acceptance, respect, and inclusion for employees.

Approach

To increase employee engagement, HSD staff are responsible for:

- Increasing employee engagement (HSP 03)

Measures

Measure	Target	2018
Percent positive response to the HSD EDIR Index • Employee engagement survey questions 1, 7, 11, 13, 15, 17 and 19	64%	60%
Number of workplace harassment claims	TBD	N/A
Timely Performance and Development Plans (PDP)	95%	62%

Strategies

1. Hire, train, promote, and recognize consistent with DOC core values
2. Deploy quarterly EDIR index survey and develop action plans
3. Cross-train employees
4. Increase meaningful evaluations

Action Plan

What	Who	When
Providing and supporting diversity & inclusion activities	Leadership and Diversity Unit	Monthly
Providing employees wellness opportunities	Leadership	Monthly
Engaging line staff in outcome based management practices learning	Leadership and results teams	Oct 2019
Supervisors providing staff training opportunities	Leadership	Monthly

DOC Goal: Achieve Organizational Excellence

Objective: Establish integrated outcomes based management in 100% of divisions by 2020.

Importance

This DOC goal and objective is supported by the Health Services Division by promoting and utilizing an outcome based management framework (Results DOC) to achieve organizational excellence. It is integral to building the connection and alignment between each other's work and the mission of our agency.

Approach

To provide a framework for employees to engage in continuous improvement and quality results, HSD staff are responsible for:

- Establishing and utilizing Results Health Services as a management system (all HSD operating and supporting processes)

Measures

Measure	Target	2018
Percent positive response to the HSD results index • Employee engagement survey questions 1, 3, 10, 12 and 15	58%	54%
Percent completion of Results Health Services framework	100%	N/A
Percent and number of HSD staff trained as results facilitators	10%/93	N/A
Percent and number of employees annually participating in improvement efforts	20%/186	6%/51

Strategies

- Engage employees in developing the HSD fundamentals map
- Develop a comprehensive business plan
- Establish local and division level quarterly results reviews
- Train and support local results facilitators

Action Plan

What	Who	When
Complete division fundamentals maps	Enterprise Results Unit (ERU) and division leadership	Jul 2019
Finalize the HSD business plan	ERU & division leadership	Aug 2019
Establish quarterly results reviews (QRR)	Local & division leadership	Nov 2019
Develop and support results facilitators	ERU & local & division leadership	Jan 2020