

APPENDICES 6-18

PART 2 OF 7

APPENDIX 6

**Monthly Health Care Access Quality Report
November, 2008**

All Institutions	ASP	CAL	CCC	CCI	CCWF	CEN	CIM	CIW	CMC	CMF	COR	CRC	CTF	CVSP	DVI	FSP	HDSP
Inmate Population for the Month:	6,736	4,335	5,621	5,797	4,115	5,004	5,741	2,652	6,502	2,994	5,776	4,344	6,539	3,123	3,796	4,061	4,539
Total No. of Ducats Issued & Add-on Appts:	12,929	4,610	5,301	9,123	6,801	13,845	13,289	12,355	14,981	12,716	17,912	13,483	22,179	8,553	13,966	6,906	7,857
Total No. of Inmate Refusals:	268	197	62	150	2,035	336	500	552	373	246	1,039	1,717	98	51	325	397	601
Total No. of Inmates Seen:	11,545	3,424	4,941	1,611	12,034	13,052	11,673	11,729	13,465	11,598	16,047	13,558	21,124	8,120	12,587	6,062	5,577
Total No. of Inmates Not Seen:	1,116	814	297	317	4,077	457	1,116	1,331	1,253	872	826	278	957	382	1,379	444	1,367
≈≈ Total No. of Inmates Not Seen Due to Custody:	73	37	8	28	601	20	146	160	136	273	2	4	325	136	14	12	227
≈≈ Total No. of Inmates Not Seen Due to Provider:	714	230	63	128	589	241	320	692	427	470	592	210	432	138	747	284	863
≈≈ Total No. of Inmates Not Seen Due to Other:	329	94	226	161	1,073	196	650	479	690	129	232	64	200	108	618	148	277
Avg. No. of Inmates per Scheduled Transport:	3.09	1.28	2.53	2.18	0.98	1.79	6.64	7.81	1.17	1.31	2.63	4.90	2.25	2.23	1.47	1.43	1.34
No. of Transportation Overtime Dollars*:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
No. of Med Guarding Overtime Dollars*:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
No. of Inmates Seen for On-Site Specialty Care:	1,700	409	279	422	0	1,309	840	571	489	1,126	669	1,307	1,089	221	668	443	153
No. of Inmates Seen for Off-Site Specialty Care:	572	159	185	215	0	153	325	212	484	242	219	427	393	266	120	134	219

* Note: Institutions were not required to report overtime dollars for Transportation and Medical Guarding. Custody Support staff are investigating an accurate method for collecting this information.

Monthly Health Care Access Quality Report November, 2008

All Institutions	ISP	KVSP	LAC	MCSP	NKSP	PBSP	PVSP	RJD	SAC	SATF	SCC	SOL	SQ	SVSP	VSPW	WSP	TOTAL
Inmate Population for the Month:	4,181	4,780	4,834	3,873	5,468	3,395	5,070	4,770	2,973	7,037	6,074	5,248	5,237	4,054	4,107	5,678	158,454
Total No. of Ducats Issued & Add-on Appts:	6,092	9,141	11,177	25,869	14,372	8,494	10,231	20,667	18,742	24,561	9,457	9,318	12,730	12,931	16,367	12,840	419,795
Total No. of Inmate Refusals:	216	547	1,042	838	314	423	516	2,780	2,119	1,035	52	77	506	1,441	473	531	21,857
Total No. of Inmates Seen:	4,707	7,955	10,416	15,998	12,129	8,013	8,075	14,279	15,288	20,599	9,228	8,538	11,428	9,388	12,584	9,297	356,069
Total No. of Inmates Not Seen:	990	928	866	9,033	1,929	475	1,337	3,608	1,335	2,927	177	575	796	1,035	2,238	1,786	47,318
≈≈ Total No. of Inmates Not Seen Due to Custody:	59	100	22	4,515	279	5	352	2,043	79	9	0	65	135	134	444	179	10,622
≈≈ Total No. of Inmates Not Seen Due to Provider:	276	239	395	2,421	953	397	606	1,230	579	1,948	125	353	403	549	1,476	687	19,777
≈≈ Total No. of Inmates Not Seen Due to Other:	75	589	449	2,097	697	63	379	335	677	970	52	157	258	352	611	920	14,355
Avg. No. of Inmates per Scheduled Transport:	1.95	2.73	2.40	1.70	1.99	1.10	1.15	1.37	1.45	5.23	2.17	2.16	1.54	1.41	0.35	1.76	2.29
No. of Transportation Overtime Dollars*:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
No. of Med Guarding Overtime Dollars*:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
No. of Inmates Seen for On-Site Specialty Care:	1,393	460	449	586	482	351	440	877	363	1,219	154	871	449	456	485	722	21,452
No. of Inmates Seen for Off-Site Specialty Care:	97	573	390	200	324	69	225	309	228	319	83	345	247	284	276	260	8,554

* Note: Institutions were not required to report overtime dollars for Transportation and Medical Guarding. Custody Support staff are investigating an accurate method for collecting this information.

**Monthly Health Care Access Quality Report
November, 2008**

Medical Services	ASP	CAL	CCC	CCI	CCWF	CEN	CIM	CIW	CMC	CMF	COR	CRC	CTF	CVSP	DVI	FSP	HDSP
1 Number of medical ducats issued.	4,962	1,831	2,322	3,527	2,945	7,826	3,510	2,603	3,309	3,809	3,481	2,802	8,456	1,074	4,777	2,478	4,002
1(a) Number of Primary Care Provider ducats.	3,764	1,006	2,030	1,393	1,314	1,840	1,706	1,029	1,868	3,040	1,813	1,491	2,413	873	3,715	1,461	3,018
1(b) Number of RN ducats.	1,198	825	292	2,134	1,631	5,986	1,804	1,574	1,441	769	1,668	1,311	6,043	201	1,062	1,017	984
2 Number of add-on appointments.	399	240	735	44	470	2,228	446	2,483	204	5	287	572	5,972	6,194	37	205	1,375
3 Number of refusals.	54	56	39	97	97	147	85	81	80	104	248	10	33	23	120	235	344
4 Number of inmates seen.	4,656	1,465	2,861	487	2,272	9,633	3,580	4,931	3,332	3,444	3,316	3,697	14,011	6,944	3,943	2,307	3,761
5 Number of inmates not seen due to custody.	30	19	0	20	28	18	61	78	0	102	0	4	101	96	6	4	134
5(a) Lack of officers.	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
5(b) Modified program in effect.	30	5	0	16	0	0	60	78	0	102	0	1	55	96	4	0	91
5(c) Not enough holding space.	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0
5(d) Lack of intra-facility transport.	0	0	0	0	0	18	0	0	0	0	0	0	0	0	2	0	1
5(e) Other reason:	0	3	0	4	28	0	1	0	0	0	0	0	46	0	0	4	38
6 Number of inmates not seen due to provider.	479	342	27	73	116	136	60	64	44	120	142	80	195	121	588	85	641
6(a) Line not completed.	151	79	0	1	0	3	13	4	0	51	0	22	13	45	474	0	444
6(b) Scheduling error.	109	79	18	68	0	62	27	23	0	1	59	3	118	46	22	9	91
6(c) Provider cancelled.	215	146	5	4	0	21	19	21	44	66	83	54	57	30	85	67	55
6(d) Lack of inmate-patient preparation.	1	1	3	0	0	0	1	4	0	0	0	0	0	0	1	0	18
6(e) Medically restricted movement.	3	0	0	0	0	0	0	0	0	2	0	1	0	0	6	0	0
6(f) Other reason:	0	37	1	0	116	50	0	12	0	0	0	0	7	0	0	9	33
7 Number of inmates not seen due to other.	142	102	130	96	228	120	170	120	57	44	62	13	88	84	281	52	185
7(a) Inmate paroled or transferred.	61	15	2	68	0	42	74	24	10	10	9	8	28	13	103	12	45
7(b) Inmate received conflicting ducats.	17	20	2	5	0	8	22	4	0	0	17	0	15	6	16	14	29
7(c) Unit Health Record unavailable.	5	20	3	4	0	3	1	1	0	0	3	0	4	6	2	5	28
7(d) Inmate moved overnight.	15	12	21	0	0	36	43	5	0	2	17	0	11	19	16	13	33
7(e) Inmate at hospital.	43	2	10	7	0	1	25	28	9	27	5	3	8	2	18	2	11
7(f) Inmate out to court.	1	0	3	4	0	0	1	7	0	1	6	0	2	1	13	1	0
7(g) Other reason:	0	33	89	8	228	30	4	51	38	4	5	2	20	37	113	5	39
8 Total Number of inmates not seen.	651	463	157	189	372	274	291	262	101	266	204	97	384	301	875	141	960
9 Number of 7362s received.	2,244	719	695	0	1,319	900	2,836	3,411	0	916	3,723	933	914	788	2,377	2,492	0

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Medical Services	ISP	KVSP	LAC	MCSP	NKSP	PBSP	PVSP	RJD	SAC	SATF	SCC	SOL	SQ	SVSP	VSPW	WSP	TOTAL
1 Number of medical ducats issued.	1,869	3,383	5,253	2,737	8,133	2,281	2,688	2,840	3,081	6,551	2,689	3,267	5,042	2,668	4,765	4,021	124,982
1(a) Number of Primary Care Provider ducats.	963	2,017	1,323	1,502	1,207	1,016	1,813	938	1,647	3,152	1,223	1,972	1,815	1,094	3,010	1,784	60,250
1(b) Number of RN ducats.	906	1,366	3,930	1,235	6,926	1,265	875	1,902	1,434	3,399	1,466	1,295	3,227	1,574	1,755	2,237	64,732
2 Number of add-on appointments.	201	123	273	172	1,446	15	348	1,205	177	954	290	99	159	483	570	1,480	29,891
3 Number of refusals.	46	204	200	68	170	100	109	90	146	247	23	18	161	154	249	119	3,957
4 Number of inmates seen.	1,617	3,108	5,951	2,338	7,994	2,196	2,231	3,391	2,845	5,356	2,830	3,033	4,563	2,506	3,737	4,363	132,699
5 Number of inmates not seen due to custody.	55	19	10	288	175	0	138	178	50	7	0	7	34	38	143	123	1,966
5(a) Lack of officers.	0	0	0	0	22	0	0	0	0	0	0	7	0	0	22	0	66
5(b) Modified program in effect.	55	4	4	245	85	0	135	53	0	0	0	0	34	38	0	26	1,217
5(c) Not enough holding space.	0	0	0	0	1	0	0	3	0	0	0	0	0	0	0	0	7
5(d) Lack of intra-facility transport.	0	0	0	43	0	0	3	0	1	0	0	0	0	0	0	0	68
5(e) Other reason:	0	15	6	0	67	0	0	122	49	7	0	0	0	0	121	97	608
6 Number of inmates not seen due to provider.	269	79	223	164	732	185	181	283	88	1,417	93	123	295	137	657	453	8,692
6(a) Line not completed.	78	12	16	127	452	96	148	141	0	897	5	0	138	88	0	141	3,639
6(b) Scheduling error.	47	14	83	8	124	14	16	74	7	200	27	14	79	27	0	57	1,526
6(c) Provider cancelled.	84	44	120	0	138	74	17	66	81	257	61	109	78	21	110	86	2,318
6(d) Lack of inmate-patient preparation.	2	4	3	0	5	0	0	1	0	0	0	0	0	0	0	2	46
6(e) Medically restricted movement.	0	0	0	3	0	0	0	0	0	0	0	0	0	1	70	0	86
6(f) Other reason:	58	5	1	26	13	1	0	1	0	63	0	0	0	0	477	167	1,077
7 Number of inmates not seen due to other.	74	126	294	51	508	22	55	103	129	478	33	57	148	32	3	443	4,530
7(a) Inmate paroled or transferred.	6	7	202	6	180	3	33	47	6	77	4	6	50	5	1	102	1,259
7(b) Inmate received conflicting ducats.	7	48	7	14	19	3	17	9	36	22	5	3	29	10	0	75	479
7(c) Unit Health Record unavailable.	29	10	3	4	113	2	0	4	0	207	0	13	4	3	2	27	506
7(d) Inmate moved overnight.	11	18	16	7	157	7	5	10	9	51	8	0	49	4	0	56	651
7(e) Inmate at hospital.	7	11	18	7	19	4	0	4	2	31	1	23	3	10	0	0	341
7(f) Inmate out to court.	0	6	6	4	5	0	0	0	1	4	0	0	13	0	0	0	79
7(g) Other reason:	14	26	42	9	15	3	0	32	75	86	15	12	0	0	0	183	1,218
8 Total Number of inmates not seen.	398	224	527	503	1,415	217	374	564	267	1,902	126	187	477	207	803	1,019	15,198
9 Number of 7362s received.	1,854	460	0	2,469	0	774	0	1,126	1,167	0	372	10,935	0	1,618	1,755	224	47,021

**Monthly Health Care Access Quality Report
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Mental Health Services	ASP	CAL	CCC	CCI	CCWF	CEN	CIM	CIW	CMC	CMF	COR	CRC	CTF	CVSP	DVI	FSP	HDSP
10 Number of mental health ducats issued.	1,499	318	134	3,209	0	381	4,190	3,590	6,560	1,191	3,887	1,485	2,097	228	1,991	1,659	622
11 Number of add-on appointments.	290	18	4	0	0	21	248	498	0	25	311	489	95	10	2,546	38	22
12 Number of unducated EOP clinical encounters.	0	0	0	0	0	0	311	226	0	0	5,420	0	0	0	793	0	0
13 Number of refusals.	14	6	2	0	1,814	15	305	447	110	10	324	6	2	3	93	47	120
14 Number of inmates seen.	1,625	272	116	0	6,938	383	3,714	3,641	5,742	1,168	3,540	1,963	2,049	206	4,283	1,524	463
15 Number of inmates not seen due to custody.	12	21	6	0	454	0	19	23	109	5	0	0	58	10	5	7	34
15(a) Lack of officers.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
15(b) Modified program in effect.	12	21	0	0	0	0	6	23	109	5	0	0	34	6	4	0	27
15(c) Not enough holding space.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15(d) Lack of intra-facility transport.	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0
15(e) Other reason:	0	0	6	0	427	0	13	0	0	0	0	0	24	4	0	7	7
16 Number of inmates not seen due to provider.	88	14	1	2	320	2	123	505	244	29	237	0	55	13	42	75	16
16(a) Line not completed.	22	1	0	1	0	0	1	61	0	16	0	0	8	0	10	0	1
16(b) Scheduling error.	24	7	1	0	0	1	16	22	0	3	22	0	4	3	4	33	1
16(c) Provider cancelled.	37	6	0	0	20	1	94	302	243	8	151	0	36	10	15	39	11
16(d) Medically restricted movement.	5	0	0	0	0	0	0	0	1	2	0	0	0	0	13	0	0
16(e) Other reason:	0	0	0	1	300	0	12	120	0	0	64	0	7	0	0	3	3
17 Number of inmates not seen due to other.	50	29	13	0	643	2	277	224	465	4	97	0	28	6	203	41	11
17(a) Inmate paroled or transferred.	22	13	0	0	120	1	88	32	38	2	17	0	6	5	79	9	2
17(b) Inmate received conflicting ducats.	2	1	0	0	257	0	58	3	5	1	23	0	4	0	32	0	0
17(c) Unit Health Record unavailable.	2	2	0	0	22	0	0	0	35	0	0	0	8	0	0	0	0
17(d) Inmate moved overnight.	8	5	1	0	0	0	57	32	29	0	5	0	3	1	19	28	8
17(e) Inmate at hospital.	7	2	0	0	7	0	72	44	56	0	10	0	3	0	13	1	0
17(f) Inmate out to court.	0	1	0	0	5	0	2	97	1	0	16	0	1	0	12	0	0
17(g) Other reason:	9	5	12	0	232	1	0	16	301	1	26	0	3	0	48	3	1
18 Total number of inmates not seen.	150	64	20	2	3,231	4	419	752	818	38	334	220	141	29	250	123	61
19 Number of 7362s received.	180	318	1	505	0	900	446	432	0	0	316	0	44	10	489	95	0

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10 Number of mental health ducats issued.	82	2,767	3,204	17,640	36	2,016	2,233	13,036	10,214	2,187	3,214	2,227	4,044	5,763	4,751	2,246	108,701
11 Number of add-on appointments.	26	16	1	998	24	2	292	0	1,084	236	27	0	26	242	157	886	8,632
12 Number of unducated EOP clinical encounters.	0	0	0	0	0	0	0	0	1,344	9	0	0	0	0	0	0	8,103
13 Number of refusals.	0	129	729	594	0	53	69	2,571	1,711	96	12	17	248	1,055	42	240	10,884
14 Number of inmates seen.	100	2,327	1,955	10,376	58	1,932	0	7,773	10,098	2,007	3,223	2,102	3,731	4,384	3,980	1,302	92,975
15 Number of inmates not seen due to custody.	4	21	1	3,734	0	1	29	1,756	6	0	0	40	5	58	149	18	6,585
15(a) Lack of officers.	0	0	0	34	0	1	0	0	2	0	0	0	0	4	0	0	42
15(b) Modified program in effect.	4	19	0	2,104	0	0	5	1,747	2	0	0	0	5	49	36	9	4,227
15(c) Not enough holding space.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	1	7
15(d) Lack of intra-facility transport.	0	0	0	1,184	0	0	4	0	0	0	0	0	0	0	0	0	1,215
15(e) Other reason:	0	2	1	412	0	0	20	9	2	0	0	0	0	5	107	8	1,054
16 Number of inmates not seen due to provider.	3	105	13	1,994	2	67	82	836	397	226	2	39	45	239	453	135	6,404
16(a) Line not completed.	3	0	3	90	0	4	68	0	9	41	0	0	7	23	0	27	396
16(b) Scheduling error.	0	5	1	86	0	33	10	138	16	14	2	0	4	4	81	34	569
16(c) Provider cancelled.	0	80	9	1,591	2	22	4	706	368	171	0	0	34	200	261	74	4,495
16(d) Medically restricted movement.	0	2	0	126	0	0	0	0	1	0	0	0	0	8	67	0	225
16(e) Other reason:	0	18	0	101	0	8	0	5	3	0	0	0	0	4	44	0	693
17 Number of inmates not seen due to other.	1	293	23	1,940	0	23	119	100	430	103	4	46	41	269	284	211	5,980
17(a) Inmate paroled or transferred.	0	13	8	88	0	3	24	42	15	26	0	0	20	73	79	104	929
17(b) Inmate received conflicting ducats.	0	20	12	218	0	1	37	4	256	8	3	0	4	63	125	27	1,164
17(c) Unit Health Record unavailable.	0	0	0	21	0	0	24	0	0	0	0	0	2	0	7	1	124
17(d) Inmate moved overnight.	0	19	2	201	0	17	23	38	14	5	0	0	4	20	52	16	607
17(e) Inmate at hospital.	1	64	0	43	0	1	0	6	11	23	1	0	4	45	15	0	429
17(f) Inmate out to court.	0	7	0	7	0	1	0	2	11	3	0	0	7	4	6	0	183
17(g) Other reason:	0	170	1	1,362	0	0	11	8	123	38	0	0	0	64	0	63	2,498
18 Total number of inmates not seen.	8	419	37	7,668	2	91	230	2,692	833	329	6	125	91	566	886	364	21,003
19 Number of 7362s received.	32	0	0	163	0	0	0	0	23	136	0	0	0	116	42	156	4,404

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Dental Services	ASP	CAL	CCC	CCI	CCWF	CEN	CIM	CIW	CMC	CMF	COR	CRC	CTF	CVSP	DVI	FSP	HDSP
20 Number of dental ducats issued.	1,645	755	772	459	1,282	1,018	1,027	1,318	1,376	587	1,779	852	1,876	921	430	742	697
21 Number of add-on appointments.	166	53	74	5	113	28	56	67	113	69	31	488	63	92	929	62	28
22 Number of refusals.	93	34	20	11	92	67	16	12	81	19	144	0	27	87	45	55	24
23 Number of inmates seen.	1,540	639	746	487	1,202	920	951	1,373	1,277	553	1,560	1,294	1,697	700	1,327	719	580
24 Number of inmates not seen due to custody.	24	8	2	3	93	2	24	48	16	31	2	0	70	43	0	0	8
24(a) Lack of officers.	0	3	0	0	4	0	0	0	8	2	0	0	0	0	0	0	0
24(b) Modified program in effect.	24	2	0	0	48	0	24	48	8	29	2	0	57	43	0	0	2
24(c) Not enough holding space.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24(d) Lack of intra-facility transport.	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
24(e) Other reason:	0	3	2	3	41	0	0	0	0	0	2	0	13	0	0	0	6
25 Number of inmates not seen due to provider.	84	100	28	1	23	35	65	106	58	46	53	36	85	114	15	10	88
25(a) Unable to complete line.	15	28	0	1	0	0	15	0	0	14	2	0	10	2	13	0	31
25(b) Scheduling error.	13	28	5	0	4	13	6	28	0	0	25	0	17	29	0	8	12
25(c) Provider cancelled.	47	41	13	0	19	19	44	63	58	30	24	36	58	75	0	2	44
25(d) Lack of inmate-patient preparation.	1	2	5	0	0	0	0	0	0	0	2	0	0	8	0	0	0
25(e) Medically restricted movement.	8	0	2	0	0	0	0	0	0	2	0	0	0	0	2	0	0
25(f) Other reason:	0	1	3	0	0	3	0	15	0	0	0	0	0	0	0	0	1
26 Number of inmates not seen due to other.	70	27	49	27	60	22	27	62	57	7	51	8	60	69	17	20	25
26(a) Inmate paroled or transferred.	14	1	5	16	8	10	13	9	9	2	3	6	13	16	10	11	11
26(b) Inmate received conflicting ducats.	5	2	0	1	7	0	3	3	4	0	5	0	2	8	1	0	0
26(c) Unit Health Record unavailable.	1	13	3	2	0	0	0	1	2	0	23	0	16	23	0	4	4
26(d) Inmate moved overnight.	19	6	6	0	13	4	7	16	0	0	11	0	3	14	0	4	5
26(e) Inmate at hospital.	16	0	3	0	0	0	3	8	6	5	3	2	6	3	0	0	3
26(f) Inmate out to court.	2	0	1	0	0	3	1	0	0	0	2	0	2	0	2	0	1
26(g) Other reason:	13	5	31	8	32	5	0	25	36	0	4	0	18	5	4	1	1
27 Total Number of inmates not seen.	178	135	79	31	176	59	116	216	131	84	106	44	215	226	32	30	121
28 Number of 7362s received	261	631	197	582	0	226	155	391	503	0	903	429	105	583	220	350	0

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Dental Services	ISP	KVSP	LAC	MCSP	NKSP	PBSP	PVSP	RJD	SAC	SATF	SCC	SOL	SQ	SVSP	VSPW	WSP	TOTAL
20 Number of dental ducats issued.	1,142	1,401	1,197	1,173	896	853	1,577	865	797	1,792	2,082	968	997	1,088	1,647	967	36,978
21 Number of add-on appointments.	53	32	25	54	239	16	35	63	26	91	43	64	19	46	66	69	3,378
22 Number of refusals.	50	85	64	54	37	46	95	18	77	59	10	25	50	84	74	70	1,725
23 Number of inmates seen.	837	1,173	1,181	911	773	798	1,517	785	647	1,518	2,101	923	817	982	1,305	858	34,691
24 Number of inmates not seen due to custody.	0	59	11	99	42	1	134	33	22	0	0	8	66	6	53	19	927
24(a) Lack of officers.	0	1	0	1	15	0	0	0	10	0	0	8	8	0	13	0	73
24(b) Modified program in effect.	0	51	11	80	21	0	66	10	0	0	0	0	58	6	24	2	616
24(c) Not enough holding space.	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	3
24(d) Lack of intra-facility transport.	0	0	0	16	0	0	68	0	0	0	0	0	0	0	0	0	86
24(e) Other reason:	0	7	0	2	6	1	0	20	12	0	0	0	0	0	16	17	151
25 Number of inmates not seen due to provider.	0	51	113	112	188	98	61	59	23	161	8	51	38	44	47	16	2,017
25(a) Unable to complete line.	0	10	42	8	63	80	41	4	9	83	0	0	2	18	6	0	497
25(b) Scheduling error.	0	12	25	11	25	1	7	3	5	47	0	20	29	2	18	10	403
25(c) Provider cancelled.	0	10	43	90	100	8	5	44	7	25	8	31	7	23	15	6	995
25(d) Lack of inmate-patient preparation.	0	1	3	1	0	0	0	0	0	0	0	0	0	1	0	0	24
25(e) Medically restricted movement.	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	16
25(f) Other reason:	0	18	0	1	0	9	8	5	2	5	0	0	0	0	8	0	79
26 Number of inmates not seen due to other.	0	114	95	51	95	16	97	33	54	145	6	16	45	18	193	73	1,709
26(a) Inmate paroled or transferred.	0	4	71	4	35	4	11	13	6	37	1	3	31	5	34	27	443
26(b) Inmate received conflicting ducats.	0	20	3	8	2	3	17	1	1	6	4	1	1	2	6	12	128
26(c) Unit Health Record unavailable.	0	64	5	9	17	0	1	0	9	38	0	3	0	1	13	7	259
26(d) Inmate moved overnight.	0	5	2	3	39	1	3	17	17	7	0	0	7	2	31	8	250
26(e) Inmate at hospital.	0	1	2	0	1	1	0	1	0	6	0	3	0	7	0	0	80
26(f) Inmate out to court.	0	2	0	0	0	0	0	0	0	5	0	2	6	1	0	0	30
26(g) Other reason:	0	18	12	27	1	7	65	0	21	46	1	4	0	0	109	19	518
27 Total Number of inmates not seen.	263	224	219	262	325	115	292	125	99	306	14	75	149	68	293	108	4,916
28 Number of 7362s received	309	0	0	347	0	88	0	456	624	1,643	252	0	0	1,140	478	898	11,771

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Ancillary Services	ASP	CAL	CCC	CCI	CCWF	CEN	CIM	CIW	CMC	CMF	COR	CRC	CTF	CVSP	DVI	FSP	HDSP
29 Number of ducats issued.	3,827	1,357	1,245	1,831	1,748	2,043	3,457	1,701	3,351	3,994	2,203	3,026	3,189	1,151	3,166	1,697	1,047
30 Number of add-on appointments.	141	38	15	48	243	300	355	95	68	3,036	5,933	3,769	431	56	90	25	64
31 Number of refusals.	107	101	1	42	32	107	94	12	102	113	323	1,701	36	28	67	60	113
32 Number of inmates seen.	3,724	1,048	1,218	637	1,622	2,116	3,428	1,784	3,114	6,433	7,631	6,604	3,367	1,108	3,034	1,512	773
33 Number of inmates not seen due to custody.	7	7	0	5	26	0	42	11	11	135	0	0	96	33	3	1	51
33(a) Lack of officers.	0	1	0	0	10	0	0	0	3	3	0	0	0	0	1	0	7
33(b) Modified program in effect.	7	0	0	5	5	0	41	11	7	132	0	0	21	32	2	0	36
33(c) Not enough holding space.	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
33(d) Lack of intra-facility transport.	0	0	0	0	10	0	0	0	1	0	0	0	3	0	0	0	2
33(e) Other reason:	0	5	0	0	1	0	1	0	0	0	0	0	72	1	0	1	3
34 Number of inmates not seen due to provider.	63	110	7	52	130	68	72	17	81	275	160	94	97	17	102	114	118
34(a) Line not completed.	0	4	0	0	18	9	0	0	0	131	0	0	0	1	44	2	24
34(b) Scheduling error.	7	34	0	31	7	17	8	4	0	1	1	0	10	4	7	1	6
34(c) Clinician cancelled.	52	45	0	1	18	32	44	9	63	77	157	86	53	8	47	7	61
34(d) Lack of inmate-patient preparation.	4	21	6	1	43	0	17	1	4	58	2	8	33	4	0	4	18
34(e) Medically restricted movement.	0	1	0	0	3	0	0	1	0	5	0	0	0	0	4	0	0
34(f) Other reason:	0	5	1	19	41	10	3	2	14	3	0	0	1	0	0	100	9
35 Number of inmates not seen due to other.	67	35	34	38	142	52	176	73	111	74	22	43	24	21	117	35	56
35(a) Inmate paroled or transferred.	25	7	2	14	5	8	66	16	17	16	4	14	3	10	62	20	29
35(b) Inmate received conflicting ducats.	1	0	0	3	0	1	7	0	1	0	0	8	3	2	0	4	19
35(c) Unit Health Record unavailable.	0	0	1	4	0	1	0	0	0	6	0	0	0	0	0	0	0
35(d) Inmate moved overnight.	9	2	3	0	5	10	67	28	0	2	5	0	5	3	21	2	3
35(e) Inmate at hospital.	20	1	2	2	4	5	30	18	13	49	7	6	6	3	5	2	4
35(f) Inmate out to court.	1	6	0	1	1	0	5	5	0	1	5	10	0	0	21	3	0
35(g) Other reason:	11	19	26	14	127	27	1	6	80	0	1	5	7	3	8	4	1
36 Total Number of inmates not seen.	137	152	41	95	298	120	290	101	203	484	182	137	217	71	222	150	225
37 Number of RFSs received.	779	225	501	1,136	932	628	315	734	503	291	944	557	672	205	426	199	512

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Ancillary Services	ISP	KVSP	LAC	MCSP	NKSP	PBSP	PVSP	RJD	SAC	SATF	SCC	SOL	SQ	SVSP	VSPW	WSP	TOTAL
29 Number of ducats issued.	2,577	1,408	1,123	2,642	3,346	3,310	2,848	2,278	1,946	4,353	1,032	2,689	2,345	2,529	4,019	3,030	81,508
30 Number of add-on appointments.	142	11	46	453	252	1	210	380	73	8,388	80	4	98	112	392	141	25,490
31 Number of refusals.	120	129	49	122	107	224	243	101	185	633	7	17	47	148	108	102	5,381
32 Number of inmates seen.	2,153	1,347	1,329	2,373	3,304	3,087	4,327	2,330	1,698	11,718	1,074	2,480	2,317	1,516	3,562	2,774	96,542
33 Number of inmates not seen due to custody.	0	1	0	394	62	3	51	76	1	2	0	10	30	32	99	19	1,208
33(a) Lack of officers.	0	0	0	77	0	3	0	1	0	0	0	8	17	10	13	0	154
33(b) Modified program in effect.	0	1	0	141	46	0	29	25	1	0	0	0	13	22	1	0	578
33(c) Not enough holding space.	0	0	0	7	0	0	6	1	0	0	0	0	0	0	0	0	18
33(d) Lack of intra-facility transport.	0	0	0	145	0	0	15	1	0	2	0	0	0	0	0	0	179
33(e) Other reason:	0	0	0	24	16	0	1	48	0	0	0	2	0	0	85	19	279
34 Number of inmates not seen due to provider.	4	4	46	151	31	47	282	52	71	144	22	140	25	129	319	83	3,127
34(a) Line not completed.	0	0	0	20	1	7	146	5	0	40	0	8	4	6	63	5	538
34(b) Scheduling error.	0	2	4	25	8	11	33	3	11	9	4	27	9	52	124	29	489
34(c) Clinician cancelled.	4	1	37	53	21	10	85	23	52	66	17	103	12	60	76	44	1,424
34(d) Lack of inmate-patient preparation.	0	1	5	19	0	5	18	15	5	17	1	0	0	10	56	3	379
34(e) Medically restricted movement.	0	0	0	2	0	0	0	0	0	0	0	2	0	1	0	0	19
34(f) Other reason:	0	0	0	32	1	14	0	4	3	12	0	0	0	0	0	2	276
35 Number of inmates not seen due to other.	0	56	37	55	94	2	108	99	64	244	9	38	24	33	131	193	2,307
35(a) Inmate paroled or transferred.	0	1	31	18	59	1	32	57	13	32	1	8	14	11	46	63	705
35(b) Inmate received conflicting ducats.	0	46	0	3	13	0	38	3	5	19	2	1	6	9	36	17	247
35(c) Unit Health Record unavailable.	0	0	0	4	0	0	0	0	0	8	0	1	0	2	1	0	28
35(d) Inmate moved overnight.	0	1	0	9	12	0	24	1	14	9	2	0	0	1	23	23	284
35(e) Inmate at hospital.	0	8	3	6	8	1	0	11	2	52	0	12	4	9	0	38	331
35(f) Inmate out to court.	0	0	1	1	2	0	0	3	3	14	0	1	0	1	1	0	86
35(g) Other reason:	0	0	2	14	0	0	14	24	27	110	4	15	0	0	24	52	626
36 Total Number of inmates not seen.	321	61	83	600	187	52	441	227	136	390	31	188	79	194	549	295	6,959
37 Number of RFSSs received.	157	0	630	531	0	217	432	2,217	632	739	0	0	462	824	1,350	567	18,317

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Emergency Services	ASP	CAL	CCC	CCI	CCWF	CEN	CIM	CIW	CMC	CMF	COR	CRC	CTF	CVSP	DVI	FSP	HDSP
38 Number of TTA Encounters.	326	391	107	81	61	37	850	732	14	52	727	41	29	66	551	521	208
38(a) First Watch	37	0	10	7	11	4	143	56	6	8	59	6	7	13	150	23	41
38(b) Second Watch	168	273	30	26	23	21	301	343	7	21	272	29	5	23	211	282	65
38(c) Third Watch	121	118	67	48	27	12	406	333	1	23	396	6	17	30	190	216	102
38a Number of Code II transports off-site.	43	23	11	48	53	8	32	15	12	13	31	20	10	36	40	5	21
38/a(a) First Watch	6	0	0	6	11	2	10	1	5	3	2	2	0	9	8	0	4
38/a(b) Second Watch	19	12	3	14	17	6	17	10	6	4	14	18	2	13	20	2	6
38/a(c) Third Watch	18	11	8	28	25	0	5	4	1	6	15	0	8	14	12	3	11
38b Number of Code III transports off-site.	3	3	0	4	8	0	74	4	2	39	9	2	1	0	1	5	4
38/b(a) First Watch	1	0	0	0	0	0	22	1	1	5	0	1	0	0	0	0	0
38/b(b) Second Watch	2	2	0	2	6	0	32	2	1	17	5	1	0	0	1	2	1
38/b(c) Third Watch	0	1	0	2	2	0	20	1	0	17	4	0	1	0	0	3	3
38c Number of Other (i.e. Infirmary, Housing Unit).	280	365	96	29	0	29	744	713	0	0	687	19	18	30	510	511	183
38/c(a) First Watch	30	0	10	1	0	2	111	54	0	0	57	3	7	4	142	23	37
38/c(b) Second Watch	147	259	27	10	0	15	252	331	0	0	253	10	3	10	190	278	58
38/c(c) Third Watch	103	106	59	18	0	12	381	328	0	0	377	6	8	16	178	210	88

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Emergency Services	ISP	KVSP	LAC	MCSP	NKSP	PBSP	PVSP	RJD	SAC	SATF	SCC	SOL	SQ	SVSP	VSPW	WSP	TOTAL
38 Number of TTA Encounters.	312	93	144	611	1,638	78	858	1,073	497	366	529	23	787	580	1,023	241	13,647
38(a) First Watch	15	14	0	53	64	6	117	61	110	63	17	3	59	83	89	27	1,362
38(b) Second Watch	199	26	89	295	973	54	472	508	146	124	301	11	341	216	468	128	6,451
38(c) Third Watch	98	53	55	263	601	18	269	504	241	179	211	9	387	281	466	86	5,834
38a Number of Code II transports off-site.	0	30	32	38	43	19	21	34	35	98	6	10	29	32	80	49	977
38/a(a) First Watch	0	5	0	4	9	4	0	2	6	22	1	1	2	4	4	3	136
38/a(b) Second Watch	0	9	16	19	15	10	10	19	16	24	1	4	11	5	42	20	404
38/a(c) Third Watch	0	16	16	15	19	5	11	19	13	52	4	5	16	23	34	26	443
38b Number of Code III transports off-site.	38	15	0	5	6	10	8	10	5	23	1	13	0	3	8	22	326
38/b(a) First Watch	2	3	0	0	0	0	0	0	2	2	0	2	0	0	1	3	46
38/b(b) Second Watch	21	9	0	2	1	10	0	2	1	10	0	7	0	2	1	10	150
38/b(c) Third Watch	15	3	0	3	5	0	8	2	2	11	1	4	0	1	6	9	124
38c Number of Other (i.e. Infirmary, Housing Unit).	274	48	112	586	1,589	49	829	1,029	457	245	522	0	758	545	935	170	12,362
38/c(a) First Watch	13	6	0	49	55	2	117	59	102	39	16	0	57	79	84	21	1,180
38/c(b) Second Watch	178	8	87	274	957	34	462	487	129	90	300	0	330	209	425	98	5,911
38/c(c) Third Watch	83	34	43	245	577	13	250	483	226	116	206	0	371	257	426	51	5,271

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Transportation	ASP	CAL	CCC	CCI	CCWF	CEN	CIM	CIW	CMC	CMF	COR	CRC	CTF	CVSP	DVI	FSP	HDSP
39 Number of scheduled transports.	214	207	48	104	354	102	465	115	526	219	222	127	194	133	174	99	217
39(a) Health Care related.	194	162	47	82	310	91	355	74	487	196	168	100	185	122	118	92	208
39(b) All others.	20	45	1	22	44	11	110	41	39	23	54	27	9	11	56	7	9
40 Number of unscheduled transports.	146	33	0	29	147	39	20	83	7	41	99	43	40	36	58	10	15
41 Number of inmates transported.	746	241	119	208	452	202	2,378	661	575	298	540	537	456	308	232	142	294
42 Number of budgeted positions.	24	0	0	13	0	16	29	12	29	17	20	10	5	5	359	11	116
43 Number of overtime dollars.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
44 Number of redirected staff hours.	805	1217	0	4,096	0	243	0	300	451	544	2,283	600	232	1,288	808	16	2,425
Med Guarding	ASP	CAL	CCC	CCI	CCWF	CEN	CIM	CIW	CMC	CMF	COR	CRC	CTF	CVSP	DVI	FSP	HDSP
45 Number of budgeted positions.	30	0	0	0	0	3	4	7	2	81	0	3	0	0	0	0	3
45(a) First Watch	10	0	0	0	0	1	1	1	0	24	0	0	0	0	0	0	0
45(b) Second Watch	10	0	0	0	0	1	2	4	2	30	0	3	0	0	0	0	3
45(c) Third Watch	10	0	0	0	0	1	1	2	0	27	0	0	0	0	0	0	0
46 Number of overtime dollars.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
46(a) First Watch	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
46(b) Second Watch	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
46(c) Third Watch	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
47 Number of redirected staff hours.	2,045	0	306	1,341	0	1,152	2,181	0	0	2,952	3,376	4,703	3,842	568	0	184	3,310
47(a) First Watch	440	0	38	0	0	344	603	0	0	823	926	1,432	1,308	208	0	0	1,183
47(b) Second Watch	1,073	0	198	1,310	0	464	1,392	0	0	1,533	1,264	1,759	1,322	240	0	184	1,630
47(c) Third Watch	533	0	70	31	0	344	186	0	0	596	1,186	1,512	1,212	120	0	0	498

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Transportation	ISP	KVSP	LAC	MCSP	NKSP	PBSP	PVSP	RJD	SAC	SATF	SCC	SOL	SQ	SVSP	VSPW	WSP	TOTAL
39 Number of scheduled transports.	152	261	154	170	203	108	199	272	202	171	80	233	188	246	852	294	7,305
39(a) Health Care related.	115	204	134	152	184	98	185	257	177	137	77	206	182	223	775	219	6,316
39(b) All others.	37	57	20	18	19	10	14	15	25	34	3	27	6	23	77	75	989
40 Number of unscheduled transports.	14	35	8	64	1	14	51	47	79	94	24	5	28	24	130	12	1,476
41 Number of inmates transported.	238	591	330	323	368	122	264	399	335	810	191	450	309	338	403	398	14,258
42 Number of budgeted positions.	12	14	6	33	20	14	0	21	0	44	2	9	20	8	13	15	897
43 Number of overtime dollars.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
44 Number of redirected staff hours.	4	0	709	0	0	764	264	696	0	756	736	2,541	207	3,841	113	429	26,366
Med Guarding	ISP	KVSP	LAC	MCSP	NKSP	PBSP	PVSP	RJD	SAC	SATF	SCC	SOL	SQ	SVSP	VSPW	WSP	TOTAL
45 Number of budgeted positions.	0	0	0	0	24	72	3	23	0	0	0	0	42	1	17	36	351
45(a) First Watch	0	0	0	0	8	3	1	4	0	0	0	0	14	0	4	8	79
45(b) Second Watch	0	0	0	0	8	58	1	13	0	0	0	0	14	1	7	16	173
45(c) Third Watch	0	0	0	0	8	11	1	6	0	0	0	0	14	0	6	12	99
46 Number of overtime dollars.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
46(a) First Watch	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
46(b) Second Watch	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
46(c) Third Watch	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
47 Number of redirected staff hours.	280	0	0	575	0	203	7,337	3,600	0	7,096	168	8,682	0	3,224	40	0	57,162
47(a) First Watch	216	0	0	312	0	49	2,592	1000	0	1496	24	3539.5	0	1320	40	0	17,892
47(b) Second Watch	32	0	0	215	0	154	2,069	1072	0	2992	120	2622.75	0	1440	0	0	23,084
47(c) Third Watch	32	0	0	48	0	0	2,676	1528	0	2608	24	2519.25	0	464	0	0	16,186

**Monthly Health Care Access Quality Report
November, 2008**

Access Unit	ASP	CAL	CCC	CCI	CCWF	CEN	CIM	CIW	CMC	CMF	COR	CRC	CTF	CVSP	DVI	FSP	HDSP
48 Number of budgeted correctional officer positions for the institution.	865.12	638.02	0.00	1135.07	0.00	713.00	1004.00	404.02	522.00	760.10	1188.58	548.23	830.35	377.00	626.89	541.62	773.61
48(a) First Watch	168.73	87.18	0.00	1135.07	0.00	109.00	184.00	72.71	81.00	0.00	179.70	120.06	131.09	75.00	100.18	75.02	112.60
48(b) Second Watch	397.67	348.01	0.00	0.00	0.00	370.00	530.00	184.04	275.00	0.00	638.90	235.03	399.44	172.00	300.34	290.90	402.40
48(c) Third Watch	298.72	202.83	0.00	0.00	0.00	234.00	290.00	147.27	166.00	0.00	369.98	193.14	299.82	130.00	226.37	175.70	258.61
49 Number of vacant correctional officer posts for the institution.	85	0	0	22	0	53	0	20	29	6	0	0	0	0	0	4	0
49(a) First Watch	5	0	0	22	0	9	0	8	0	0	0	0	0	0	0	0	0
49(b) Second Watch	73	0	0	0	0	10	0	4	29	0	0	0	0	0	0	4	0
49(c) Third Watch	7	0	0	0	0	34	0	8	0	0	0	0	0	0	0	0	0
50 Number of budgeted correctional officer positions assigned to the Access Unit.	181.30	28.58	0.00	74.00	0.00	36.00	141.74	52.12	31.00	174.30	108.00	51.82	38.52	15.00	32.56	48.00	42.70
50(a) First Watch	27.84	1.74	0.00	0.00	0.00	3.00	12.18	8.14	0.00	0.00	7.00	1.74	1.74	0.00	0.00	2.00	1.74
50(b) Second Watch	104.74	25.10	0.00	63.50	0.00	25.00	92.16	27.14	31.00	0.00	79.00	31.50	28.08	11.00	25.04	38.00	30.52
50(c) Third Watch	48.72	1.74	0.00	10.50	0.00	8.00	37.40	16.84	0.00	0.00	22.00	18.58	8.70	4.00	7.52	8.00	10.44
51 Number of vacant correctional officer posts assigned to the Access Unit.	2	0	0	1	0	1	0	1	1	0	0	0	0	0	0	0	0
51(a) First Watch	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
51(b) Second Watch	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0
51(c) Third Watch	1	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0

**Monthly Health Care Access Quality Report
November, 2008**

Access Unit	ISP	KVSP	LAC	MCSP	NKSP	PBSP	PVSP	RJD	SAC	SATF	SCC	SOL	SQ	SVSP	VSPW	WSP
48 Number of budgeted correctional officer positions for the institution.	647.10	978.58	902.04	491.00	805.82	0.00	783.88	818.90	857.16	1060.00	425.45	650.30	1029.00	478.45	434.51	822.55
48(a) First Watch	0.00	142.68	125.62	81.00	0.00	0.00	140.17	0.00	123.87	153.00	74.00	0.00	155.00	71.00	434.51	153.58
48(b) Second Watch	0.00	502.88	512.82	252.00	0.00	0.00	376.24	0.00	467.22	588.00	197.45	0.00	587.00	260.45	0.00	385.44
48(c) Third Watch	0.00	333.02	263.60	158.00	0.00	0.00	267.47	0.00	266.07	319.00	154.00	0.00	287.00	147.00	0.00	283.52
49 Number of vacant correctional officer posts for the institution.	0	56	51	75	18	0	0	0	0	30	0	5	18	0	0	0
49(a) First Watch	0	0	0	12	8	0	0	0	0	0	0	3	0	0	0	0
49(b) Second Watch	0	56	0	49	3	0	0	0	0	30	0	0	0	0	0	0
49(c) Third Watch	0	0	0	14	7	0	0	0	0	0	0	0	0	0	0	0
50 Number of budgeted correctional officer positions assigned to the Access Unit.	25.72	62.00	112.26	126.62	57.78	0.00	2.36	86.00	0.00	132.52	19.20	11.62	190.80	24.60	10.80	11.80
50(a) First Watch	1.74	2.00	1.74	3.48	1.12	0.00	0.00	4.00	0.00	2.74	1.74	11.62	34.80	0.00	0.00	0.00
50(b) Second Watch	17.02	48.00	87.16	85.98	29.86	0.00	2.36	71.00	0.00	77.51	11.05	0.00	108.96	24.60	7.08	11.80
50(c) Third Watch	6.96	12.00	23.36	37.16	26.80	0.00	0.00	11.00	0.00	52.27	6.41	0.00	47.04	0.00	3.72	0.00
51 Number of vacant correctional officer posts assigned to the Access Unit.	0	0	3	27	0	0	0	0	0	0	0	0	0	0	0	0
51(a) First Watch	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
51(b) Second Watch	0	0	0	16	0	0	0	0	0	0	0	0	0	0	0	0
51(c) Third Watch	0	0	3	10	0	0	0	0	0	0	0	0	0	0	0	0

APPENDIX 7

Sick Call Implementation Schedule (Tentative)

Pilot Phase

Institution	Region	Pilot Planning	Pilot Implementation	Pilot Evaluation
MCSP	Northern	12/29/08 - 1/27/10	2/2/09 - 5/29/09	6/1/09 - 6/26/09
CCWF	Central	12/29/08 - 1/27/10	2/2/09 - 5/29/09	6/1/09 - 6/26/09
RJD	Southern	12/29/08 - 1/27/10	2/2/09 - 5/29/09	6/1/09 - 6/26/09

Statewide Implementation Phase

Institution	Region	Pre-Implementation	Implementation	Post-Implementation
PVSP	Central	6/29/09 - 7/8/09	7/20/09 - 7/31/09	9/28/09 - 10/16/09
ASP	Central	6/29/09 - 7/8/09	7/20/09 - 7/31/09	9/28/09 - 10/16/09
SATF	Central	6/29/09 - 7/8/09	8/3/09 - 8/14/09	9/28/09 - 10/16/09
COR	Central	6/29/09 - 7/8/09	8/3/09 - 8/14/09	9/28/09 - 10/16/09
CMC	Central	6/29/09 - 7/8/09	8/17/09 - 8/28/09	9/28/09 - 10/16/09
VSPW	Central	7/9/09 - 7/17/09	8/17/09 - 8/28/09	9/28/09 - 10/16/09
SVSP	Central	7/9/09 - 7/17/09	8/31/09 - 9/11/09	9/28/09 - 10/16/09
CTF	Central	7/9/09 - 7/17/09	8/31/09 - 9/11/09	9/28/09 - 10/16/09
NKSP	Central	7/9/09 - 7/17/09	9/14/09 - 9/25/09	9/28/09 - 10/16/09
KVSP	Central	7/9/09 - 7/17/09	9/14/09 - 9/25/09	9/28/09 - 10/16/09
WSP	Central	7/9/09 - 7/17/09	9/14/09 - 9/25/09	9/28/09 - 10/16/09

PBSP	Northern	9/28/09 - 10/16/09	10/19/09 - 10/30/09	1/4/10 - 1/15/10
SQ	Northern	9/28/09 - 10/16/09	10/19/09 - 10/30/09	1/4/10 - 1/15/10
CCC	Northern	9/28/09 - 10/16/09	11/2/09 - 11/13/09	1/4/10 - 1/15/10
HDSP	Northern	9/28/09 - 10/16/09	11/2/09 - 11/13/09	1/4/10 - 1/15/10
SCC	Northern	9/28/09 - 10/16/09	11/16/09 - 12/2/09	1/4/10 - 1/15/10
DVI	Northern	9/28/09 - 10/16/09	11/16/09 - 12/2/09	1/4/10 - 1/15/10
CMF	Northern	9/28/09 - 10/16/09	12/4/09 - 12/15/09	1/4/10 - 1/15/10
SOL	Northern	9/28/09 - 10/16/09	12/4/09 - 12/15/09	1/4/10 - 1/15/10
SAC	Northern	9/28/09 - 10/16/09	12/16/09 - 12/29/09	1/4/10 - 1/15/10
FSP	Northern	9/28/09 - 10/16/09	12/16/09 - 12/29/09	1/4/10 - 1/15/10

CCI	Southern	1/4/10 - 1/15/10	1/18/10 - 1/29/10	3/29/10 - 4/9/10
LAC	Southern	1/4/10 - 1/15/10	1/18/10 - 1/29/10	3/29/10 - 4/9/10
ISP	Southern	1/4/10 - 1/15/10	2/1/10 - 2/12/10	3/29/10 - 4/9/10
CVSP	Southern	1/4/10 - 1/15/10	2/1/10 - 2/12/10	3/29/10 - 4/9/10
CAL	Southern	1/4/10 - 1/15/10	2/15/10 - 2/26/10	3/29/10 - 4/9/10
CEN	Southern	1/4/10 - 1/15/10	2/15/10 - 2/26/10	3/29/10 - 4/9/10
CRC	Southern	1/4/10 - 1/15/10	3/1/10 - 3/12/10	3/29/10 - 4/9/10
CIW	Southern	1/4/10 - 1/15/10	3/1/10 - 3/12/10	3/29/10 - 4/9/10
CIM	Southern	1/4/10 - 1/15/10	3/15/10 - 3/26/10	3/29/10 - 4/9/10

Maintenance and Operations/Project Closeout

All Regions	4/13/10 - 7/30/10
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APPENDIX 8

Emergency Response Initiative Deployment Schedule

<u>INSTITUTION</u>	<u>REGION</u>	<u>PREIMPLEMENTATION REVIEW</u>	<u>IMPLEMENTATION – Follow-up DATE</u>	<u>POST IMPLEMENTATION DATE</u>
CVSP PILOT	Southern	Mar 3	June 24/25	Sept 12
RJD PILOT	Southern	Mar 4	July 29/30	Oct 23
CCC	Northern	July 14	Aug 18/19	Dec 30
HDSP	Northern	July 15	Sept 8/9	Dec 29
Review Policy		changes with first 4	Oct 15	
PVSP	Central	Jul 28	Sep 22/23	Dec 12
CRC	Southern	Jul 31	Oct 6/7	Dec17
SVSP	Central	Aug 25	Oct 27/28	Dec 23
SAC	Northern	Sep 3	Nov 3/4	Jan8
FSP	Northern	Sep 29	Nov 5/6	Jan 9
Revised schedule to reflect the change in presentation of the Executive level overview at the audit date. One day follow up training.				
ISP	Southern	Sep 12	Nov 10	Jan 16
ASP	Central	Sep 23	Nov 20	Jan 21
CAL	Southern	Oct 15	Nov 18	Jan 22
CEN	Southern	Oct 15	Nov 19	Jan 23
SATF	Central	Oct 27	Dec 17	Feb 9
COR	Central	Oct 28	Dec 18	Feb 10
DVI	Northern	Nov 12	Dec 11	Feb 3
SCC	Northern	Nov 13	Dec 12	Feb 4
CCI	Southern	Nov 17	Dec 8	Feb 3
LAC	Southern	Nov 18	Dec 9	Feb 4
VSPW	Central	Nov 3	Dec 8	Feb 10
CCWF	Central	Nov 4	Dec 9	Feb 11
CTF	Central	Nov 13	Dec 22	Feb 18
PBSP	Northern	Nov 5	Jan 12	Feb 24
CIW	Southern	Nov 12	Dec 16	Feb 18
CIM	Southern	Nov 13	Dec 15	Feb 19
CMC	Central	Nov 12	Jan 6	Mar 3
MCSP	Northern	Nov 25	Jan 6	Mar 9
SQ	Northern	Dec3	Jan 8	Mar 5
WSP	Central	Nov 24	Jan 13	Mar 3
NKSP	Central	Nov 25	Jan 14	Mar 10
KVSP	Central	Nov 26	Jan 20	Mar11
SOL	Northern	Nov.18	Jan 27	Mar 16
CMF	Northern	Nov 24	Jan 28	Mar 11

APPENDIX 9

Emergency Medical Response Equipment Schedule

Phase	Scheduled Completion Date	Status
Element I – Identify Equipment	November 2008	Complete
Element II – EMR Bags	January 2009	On track to complete on schedule
Element III – Survey EMR needs	November 2008	Complete
Element IV – Procurement Methods	December 2008	Complete
Element V – Procure and Deploy	January – February 2009	Initiated
Element VI - Sustainability	February 2009	Not started

APPENDIX 10

Review Counts by Month Report

Description	This report is a column chart showing review volume aggregated monthly by Review Requested Date.
Applicable Products	All
Includes reviews	All reviews
Chart Columns	<ul style="list-style-type: none"> ● Count of qualifying reviews during the month, based on Review Requested Date ● Total—Total number of reviews
Business Value	<ul style="list-style-type: none"> ● Provides a quick, graphical look at total review volume by month. ● Use the many filtering options alone or in combination to isolate review counts by <ul style="list-style-type: none"> ● Product ● Subset ● Facility ● Location ● Outcome ● Primary Reviewer ● Requesting Provider
Special Instructions	Reviews are counted regardless of status, for example, Complete or Pending Secondary.

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Provider Activity Detail Report

Description	This is a time series report displaying trends in ability to meet clinical criteria for each clinical subset for each provider. It produces a 100% stacked column chart for each subset, showing results by month.
Applicable Products	<ul style="list-style-type: none"> ● CP:Procedure Adult ● CP:Procedure Pediatric ● CP:Imaging ● CP:Specialty Referral ● CP:Durable Medical Equipment ● WC&DM:Care Management Criteria
Includes reviews	All reviews with COMPLETED or PENDING APPEAL status and the requesting provider specified
Excludes reviews	<ul style="list-style-type: none"> ● Where a Requesting Provider was not specified ● Where the provider name is blank or null
Columns	<p>Column Chart—Percentage of reviews that had Criteria Met/Not Met.</p> <p>Data Table:</p> <ul style="list-style-type: none"> ● %—Percentage of reviews that had Criteria Met/Not Met (for the current requesting provider and InterQual subset). ● # Reviews—Count of reviews that had Criteria Met/Not Met within the month (for the current requesting provider and InterQual subset). ● Totals—Total count of reviews that had Criteria Met/Not Met (for the current requesting provider and InterQual subset).
Business Value	<ul style="list-style-type: none"> ● Use to determine trends in provider requests ● Assess the appropriateness of provider requests based on the criteria status; Criteria Met/Not Met.
Special Instructions	Reviews with no requesting provider specified are not included in the result set. You can maximize the quality of your report results by ensuring that users populate the Requesting Provider field.

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Facility Activity Report

Description	This report shows trends in review requests by facility. It includes counts of primary reviews by product and subset, the percentage of reviews where clinical criteria were met, and the average number of primary reviews per patient.
Applicable Products	All
Includes reviews	All reviews with COMPLETED or PENDING APPEAL status and the facility specified
Excludes reviews	With a PENDING PRIMARY, IN PRIMARY, PENDING SECONDARY, PENDING SECONDARY MEDICAL, or WAITING FOR INFO status
Table Rows/Columns	<ul style="list-style-type: none"> ● IQ Subset ● Month/year—Three columns display under each month/year showing the: <ul style="list-style-type: none"> ● Count of reviews for the location and subset ● Percentage of the reviews where the criteria were met for the subset ● Average number of reviews per patient for the subset, calculated by dividing the number of reviews by the number of patients ● Report Totals—Totals for the three columns showing the: <ul style="list-style-type: none"> ● Total number of reviews for the location and month ● Percentage of all reviews where the criteria were met ● Average number of reviews per patient for all subsets, calculated by dividing the number of reviews by the number of patients
Business Value	<ul style="list-style-type: none"> ● Assess review volumes by facilities and use this information to look at trends in requests as well as trends in ability to meet clinical criteria. ● Calculations of average number of reviews per patient can indicate possible over-utilization or quality issues related to the facility, provider, and/or care manager.
Special Instructions	<ul style="list-style-type: none"> ● Reviews with no facility specified are not included in the result set. You can maximize the quality of your report results by ensuring that users populate the Facility field. ● Due to limited space on a page, you should run this report to include fewer than 5 months.

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Review Detail Report

Description	This report provides basic detail information about individual reviews.
Applicable Products	All
Includes reviews	All reviews
Excludes reviews	Deleted reviews
Column Headers	<ul style="list-style-type: none"> ● Patient Name ● Review Number ● Review Outcome (Status)—Both outcome and status are displayed if the review is Pending Appeal ● Review Requested Date/Time—Date and time defaulted when the review was entered, or date and time entered as the 'next review date' ● Opened for Appeal Date/Time ● Last Edit Date/Time—The date and time of the last activity recorded against the review
Business Value	<ul style="list-style-type: none"> ● Documentation for accreditation purposes (audit trail). ● Ability to identify specific reviews for chart review or for more detail. ● Run daily (selecting appropriate grouping/sorting options) to assess: <ul style="list-style-type: none"> ● Pending activity (and duration) by reviewer ● Overall case loads, etc.
Special Instructions	<ul style="list-style-type: none"> ● Grouping/filtering combinations can greatly assist in reducing the size of the report. ● Report can be exported to a flat (.CSV) file.

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InterQual Subset Statistics Report

Description	This report provides statistics on the number of patients, their average age and gender for reviews in each InterQual subset.
Applicable Products	All
Includes reviews	With a COMPLETED or PENDING APPEAL status
Excludes reviews	With a PENDING PRIMARY, IN PRIMARY, PENDING SECONDARY, PENDING SECONDARY MEDICAL, or WAITING FOR INFO status
Column Headers	<ul style="list-style-type: none"> ● Product ● Subset ● # Patients—Count of all distinct patients with one or more reviews for the subset. ● # Reviews—Count of all qualifying review records for the subset ● % Criteria Met—Percent of the total number of reviews where criteria were met ● % Criteria Not Met—Percent of the total number of reviews where criteria were not met ● Avg. Age—Sum of patient ages / count of patient records where DOB is specified ● % Male—Percent of the subset's total population that were male patients ● % Female—Percent of the subset's total population that were female patients
Business Value	<ul style="list-style-type: none"> ● Frequency patterns and patient-to-review ratios help your organization identify key utilization patterns including frequently requested evaluations not satisfying IQ requirements and general population review activities. ● Helps you identify outliers/cost-drivers and selectively manage those procedures and hospitalizations for target populations.
Special Instructions	<ul style="list-style-type: none"> ● If a patient has more than one review for the same subset, the patient's data will be counted once in the patient columns but more than once in the review-related columns. ● You can maximize the quality of your report results by ensuring that users populate the optional Patient Date of Birth field. <p>Note: If the Review Manager installation has performed an automated load of patients, any patients without recorded reviews will not be included in the statistics.</p>

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Clinical Reviews Count by Location and Subset Report

Description	This report shows a count of completed reviews by location and subset. Shows percentages columns as well as review counts for each subset per location. A prompt for conditional highlighting calls attention to a review count column that exceeds the user-supplied threshold.
Applicable Products	All
Includes reviews	All reviews with COMPLETED or PENDING APPEAL status
Excludes reviews	With a PENDING PRIMARY, IN PRIMARY, PENDING SECONDARY, PENDING SECONDARY MEDICAL, or WAITING FOR INFO status
Columns	<ul style="list-style-type: none"> • InterQual Subset • Location—Two columns display under each location; one shows the count of reviews for location and subset, and the other shows the percentage of the total reviews for that location that the count represents. • Total Reviews—Total number of reviews for each location.
Business Value	<ul style="list-style-type: none"> • Provides a high-level look at review volumes by location and subset. • Can be used to help determine whether staffing levels are appropriate for review volume, as many reviewers specialize in one clinical area.
Special Instructions	<ul style="list-style-type: none"> • This report enables the user to set the number of reviews per subset per location to highlight. Any column showing a number of reviews over this threshold will be highlighted in yellow in the report results. This calls attention to any exceptional subtotals, as defined by the user. • If you have many locations, six or more, the results may not fit well on the page – use the optional filters by location if this is the case.

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Completed Reviews
 → Includes Completed or Pending Appeal

Reviews by User Report

Description	This is a trending report showing review volume (count) by user and month. This report allows the user to provide a threshold for average time in primary review status in hours. Any users' averages that exceed the threshold will be highlighted in yellow in the report results.
Applicable Products	All
Includes reviews	All reviews
Chart Columns	<ul style="list-style-type: none"> • Month—Two columns show under the month showing: <ul style="list-style-type: none"> • # Reviews—Count of reviews where the user is recorded as the primary reviewer. • Avg. Time in Primary (in hours)—Calculated by dividing the Total Time in Primary by the number of reviews. Total time in primary is equal to the standard Time to Completion, that is, the amount of time between the initial primary review action and the primary outcome. • Total Reviews/Average Overall—Total number of reviews and overall average time of reviews in primary.
Business Value	Assess performance of primary reviewers over a time period.
Special Instructions	<ul style="list-style-type: none"> • The report enables the user to set a threshold for Average Time in Primary (in hours). If the user enters a number, the report highlights in yellow any users' averages that exceed the threshold. • When entering a large date range, the report results may not fit on the page. If this is the case, run the report for a shorter date range. • If your organization has a large number of users, you can filter the report by user (i.e., Primary Reviewer), product, and/or location to limit results and allow the chart to fit on one page.

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Review Outcome Comparisons Report

Description	This report shows the relationships between primary, secondary and appeal level outcomes and their associated requested and approved days/visits/units (when applicable).
Applicable Products	<ul style="list-style-type: none"> • LOC:Acute Adult • LOC:Acute Pediatric • LOC:Long-Term Acute Care • LOC:Rehabilitation • LOC:SubAcute/Skilled Nursing Facility • LOC:Home Care • LOC:Outpatient Rehabilitation & Chiropractic • CP:Procedures Adult • CP:Procedures Pediatric • CP:Imaging • CP:Specialty Referral • CP:Durable Medical Equipment • WC&DM:Adjuster Guidelines • WC&DM:Care Management Criteria • WC&DM:Care Management Guidelines • SIM plus™
Includes reviews	With a COMPLETED or PENDING APPEAL status
Excludes reviews	<ul style="list-style-type: none"> • With a PENDING PRIMARY, IN PRIMARY, PENDING SECONDARY, PENDING SECONDARY MEDICAL, or WAITING FOR INFO status • Where Behavioral Health criteria were used
Column Headers	<ul style="list-style-type: none"> • Criteria Status—Met, Not Met, or N/A • Primary Outcome • Secondary Outcome • Appeals Outcome • Req Days—Reports either total requested days as entered or null/blank column if no requested days were entered • App Days—Reports either total approved days as entered or null/blank column if no approved days were entered • Total—Total Number of Reviews
Business Value	<p>Identify and analyze:</p> <ul style="list-style-type: none"> • Final outcome combinations (by criteria status) • Requested vs. approved days (group by provider or reviewer)
Special Instructions	Inputting requested and approved day information (Level of Care criteria) is critical to making this report useful. The report will include activity without the information but your results will not facilitate analysis. These fields are not mandatory, so your organization should enforce data capture to ensure consistent, accurate reporting.

Time Outstanding Report

Description	This report calculates and displays the amount of time incomplete reviews have been in their current review status.
Applicable Products	All
Includes reviews	With a PENDING PRIMARY, IN PRIMARY, PENDING SECONDARY, PENDING SECONDARY MEDICAL, or WAITING FOR INFO status
Excludes reviews	With a COMPLETED or PENDING APPEAL status
Column Headers	<ul style="list-style-type: none"> ● Review Status—Time spent in each status: PENDING PRIMARY, IN PRIMARY, PENDING SECONDARY, PENDING SECONDARY MEDICAL, or WAITING FOR INFO status ● Number of Reviews for the Following Time Periods: <ul style="list-style-type: none"> ● <=24 hours ● >24 and <=48 hours ● >48 and <=72 hours ● >3 and <=5 days ● >5 and <=30 days ● >30 days <p>Note: requested date/time is either the date/time the review was entered or the 'next review date.'</p>
Business Value	<ul style="list-style-type: none"> ● Evaluate efficiency of review process by location/facility, reviewer or level of care (e.g., determine open activity >48 hours by reviewer and determine follow-up required). ● Assess patterns related to facilities and/or reviewers.
Special Instructions	Grouping/filtering combinations can greatly assist in analysis of this report.

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APPENDIX 11

**Central Region Monthly Summary
Request for Services (RFS) Report
Sep-08**

Specialty (all)	Number of RFS	Number of Denials	High Priority Backlog (Total pending urgent RFS exceeding 14 Days)	Routine Backlog (Total pending routine RFS exceeding 90 Days)	Denial Percentage
Audiology	102	0	1	11	0%
Cardiology	487	1	15	32	0%
Dermatology	128	1	3	35	1%
Diagnostic	419	0	4	4	0%
Dietary	32	0	0	0	0%
EMG / NCV's	88	0	0	5	0%
Endocrinology	39	0	1	13	0%
ENT	250	3	7	13	1%
Gastroenterology	417	2	9	6	0%
General Surgery	955	8	29	242	1%
Hematology	117	1	0	2	1%
Infectious Disease	169	2	3	1	1%
Liver BX	25	6	0	0	24%
Nephrology	62	0	2	3	0%
Neurology	361	2	5	45	1%
Neurosurgery	137	2	5	95	1%
OB/GYN Surgery	42	0	0	0	0%
Oncology	110	0	1	1	0%
Ophthalmology	623	0	10	175	0%
Optometry	1730	0	0	7	0%
Oral Surgery	41	0	4	0	0%
Orthopedics	853	2	11	259	0%
Orthotics	175	23	1	14	13%
Other	27	0	1	1	0%
Pain Management	119	0	1	9	0%
Physical Therapy	515	1	2	103	0%
Plastic Surgery	35	1	0	2	3%
PMR	65	0	0	18	0%
Podiatry	872	0	0	106	0%
Procedures	270	0	1	2	0%
Prosthetics	74	0	0	24	0%
Pulmonary	109	2	0	2	2%
Radiology	251	6	2	1	2%
Radiology - CT Scan	201	0	2	1	0%
Radiology - MRI	392	2	3	0	1%
Radiology - Nuclear Medicine	24	0	0	0	0%
Radiology - Ultrasound	237	0	0	0	0%
Rheumatology	28	0	0	1	0%
Urology	374	0	18	24	0%
Totals:	10955	65	141	1257	

Additional Specialties Reported:

Specialty	Number of RFS	Number of Denials	High Priority Backlog	Routine Backlog	Denial Percentage
Bone Scan	0	0	1	0	0%
Colonoscopy	0	0	0	67	0%
EKG's	11	0	0	0	0%
Equipment - Pulmonary	0	0	0	2	0%
Humphrey Visual Field	0	0	0	4	0%
Internal Medicine	16	0	0	0	0%
MRI Open	0	0	0	2	0%
Nutrition	1	1	0	0	100%
Occupational Therapy	1	0	0	0	0%
Ocularist	0	0	0	1	0%
Radiation Oncology	2	0	0	0	0%
Sleep Study Deprived	0	0	0	1	0%
Spinal Tap	0	0	0	2	0%
Vascular Surgery	17	1	1	2	6%
Totals:	48	2	2	81	

Summary:

In reviewing the September RFS Report, the Central Region Institutions are generating the **largest volume of RFSs (600 or more)** in the following areas/specialties:

- Optometry - 1730
- General Surgery - 955
- Podiatry - 872
- Orthopedics - 853
- Ophthalmology - 623

Based on the data submitted concerning "**Denials**" the following specialties were reported as having the greatest percentage (5 % or more) of denials.

- Nutrition - 100%
- Liver BX - 24%
- Orthotics - 13%

This concludes my summary of the September RFS Report. Should you have any questions, please contact me at (661) 863-6700, extension 226.

Yvonne M. Cabrera
Staff Services Analyst
California Prison Health Care Services

**Central Region Monthly Summary
Request for Services (RFS) Report
Oct-08**

Specialty (List all)	Number of RFS for Current Month	Pending Number of RFS for Prior Months	Number of Denials	High Priority Backlog (Total pending urgent RFS exceeding 14 Days)	Routine Backlog (Total pending routine RFS exceeding 90 Days)	Denial Percentage
Audiology	102	90	0	14	12	0%
Cardiology	581	164	6	28	44	1%
Dermatology	148	106	4	3	19	3%
Diagnostic	265	27	0	8	3	0%
Dietary	34	13	0	0	0	0%
EMG / NCV's	169	1	1	0	1	1%
Endocrinology	24	14	0	2	6	0%
ENT	229	80	4	9	14	2%
Gastroenterology	522	179	4	21	53	1%
General Surgery	862	243	27	29	97	3%
Hematology	49	18	1	9	2	2%
Infectious Disease	173	16	3	2	31	2%
Internal Medicine	31	0	0	0	0	0%
Liver BX	82	29	6	0	7	7%
Nephrology	51	29	0	1	2	0%
Neurology	304	72	1	7	58	0%
Neurosurgery	121	45	4	6	68	3%
OB/GYN Surgery	84	0	0	4	0	0%
Oncology	142	12	0	9	0	0%
Ophthalmology	656	331	2	14	93	0%
Optometry	1759	1031	1	0	11	0%
Oral Surgery	53	0	1	1	3	2%
Orthopedics	885	383	8	27	225	1%
Orthotics	256	152	5	3	146	2%
Other	9	0	0	0	11	0%
Pain Management	123	53	2	7	9	2%
Physical Therapy	469	30	9	11	103	2%
Plastic Surgery	31	16	1	2	1	3%
PMR	84	0	2	0	7	2%
Podiatry	808	259	5	0	61	1%
Procedures	102	0	2	0	11	2%
Prosthetics	69	12	0	0	3	0%
Pulmonary	111	41	2	3	4	2%
Radiology	378	51	1	4	2	0%
Radiology - CT Scan	306	28	3	7	0	1%
Radiology - MRI	599	46	10	5	5	2%
Radiology - Nuclear Medicine	74	8	0	1	0	0%
Radiology - Ultrasound	334	78	3	2	0	1%
Rheumatology	38	17	0	2	4	0%
Urology	302	195	0	16	24	0%
Vascular Surgery	25	16	1	2	3	4%
Totals:	11444	3885	119	259	1143	

Additional Specialties Reported:						
Specialty	Number of RFS for Current Month	Pending Number of RFS for prior months	Number of Denials	High Priority Backlog	Routine Backlog	Denial Percentage
Bone Marrow Bx	1	0	0	0	0	0%
Doppler	1	0	0	0	0	0%
Humphrey Visual Field	1	0	0	0	1	0%
Lumbar Puncture	2	0	0	0	0	0%
Occupational Therapist	1	0	1	0	0	100%
Oculatrist	0	0	0	0	1	0%
PFT's	12	0	0	1	0	0%
Risacisteronogram	1	0	0	0	0	0%
Sleep Study	2	0	1	0	0	50%
Totals:	21	0	2	1	2	

Summary:

The Central Region Institutions were not required to report the total of "Pending Number of RFS for Prior Months" for this reporting month; however, 5 of the 12 institutions did provide this information. Based on the data submitted by the Central Region Institutions, the following is a brief overview of the information

Of the institution's reports that contained the total of "All Pending RFS," the **largest volume of pending RFS (300 or more)** were in the following areas/specialties:

- Optometry - 1031
- Orthopedics - 383
- Ophthalmology - 331

In reviewing the October RFS Report, the Central Region Institutions are generating the **largest volume of RFS (600 or more)** in the following areas/specialties:

- Optometry - 1759
- Orthopedics - 885
- General Surgery - 862
- Podiatry - 808
- Ophthalmology - 656

Based on the data submitted concerning "Denials" the following specialties were reported as having the **greatest percentage (5 % or more)** of denials.

- Liver BX - 7%

This concludes my summary of the October RFS Report. Should you have any questions, please contact me at (661) 863-6700, extension 226.

**Central Region Monthly Summary
Request for Services (RFS) Report
Nov-08**

Specialty (List all)	Number of RFS for Current Month	Pending Number of RFS for Prior Months	Number of Denials	High Priority Backlog (Total pending urgent RFS exceeding 14 Days)	Routine Backlog (Total pending routine RFS exceeding 90 Days)	Denial Percentage
Audiology	61	210	0	1	37	0%
Cardiology	445	391	18	35	26	4%
Dermatology	111	87	6	2	27	5%
Diagnostic	403	64	1	7	7	0%
Dietary	43	25	1	0	0	2%
EMG / NCV's	161	144	4	1	5	2%
Endocrinology	41	49	1	3	15	2%
ENT	162	205	7	11	18	4%
Gastroenterology	402	554	12	29	51	3%
General Surgery	502	942	15	18	104	3%
Hematology	49	136	0	7	5	0%
Infectious Disease	116	113	7	2	23	6%
Internal Medicine	20	1	0	0	0	0%
Liver BX	191	175	110	2	38	58%
Nephrology	39	114	0	1	4	0%
Neurology	183	329	5	4	72	3%
Neurosurgery	128	209	8	6	80	6%
OB/GYN Surgery	9	27	0	0	0	0%
Oncology	78	133	1	12	1	1%
Ophthalmology	533	820	3	18	99	1%
Optometry	1083	1334	1	0	6	0%
Oral Surgery	45	36	0	6	3	0%
Orthopedics	660	984	10	34	218	2%
Orthotics	155	464	3	2	195	2%
Other	26	19	1	0	0	4%
Pain Management	149	190	3	6	17	2%
Physical Therapy	345	326	7	5	77	2%
Plastic Surgery	31	13	1	0	0	3%
PMR	48	105	0	0	1	0%
Podiatry	351	506	15	3	34	4%
Procedures	95	34	0	1	4	0%
Prosthetics	39	70	2	0	9	5%
Pulmonary	71	110	3	6	8	4%
Radiology	461	133	18	9	2	4%
Radiology - CT Scan	210	125	1	14	2	0%
Radiology - MRI	395	289	3	11	5	1%
Radiology - Nuclear Medicine	28	67	0	3	0	0%
Radiology - Ultrasound	262	186	0	6	4	0%
Rheumatology	21	90	1	0	12	5%
Urology	255	451	4	32	40	2%
Vascular Surgery	35	25	1	2	6	3%
Totals:	8442	10285	273	299	1255	

Additional Specialties Reported:						
Specialty	Number of RFS for Current Month	Pending Number of RFS for prior months	Number of Denials	High Priority Backlog	Routine Backlog	Denial Percentage
Colonoscopy	0	0	1	0	0	0%
Electroencephalograph	0	1	0	0	0	0%
Humphrey Visual Field (HVF)	2	4	0	0	2	0%
Ocularist	0	0	0	0	2	0%
Retina Specialist	2	2	0	0	0	0%
Sleep Study	3	8	1	0	4	33%
Speech	0	1	0	0	0	0%
Surgery	0	14	0	0	3	0%
Totals:	7	30	2	0	8	

Summary:

In reviewing the data submitted, the Central Region Institutions averaged approximately **700 RFS** per institution for the month of November. Additionally, the Central Region Institutions averaged approximately **860 pending RFS per institution**.

Based on the data submitted concerning "**All Pending RFS**" the **largest volume of pending RFS (500 or more)** were in the following areas/specialties:

- Optometry - 1334
- Orthopedics - 984
- General Surgery - 942
- Ophthalmology - 820
- Gastroenterology - 554
- Podiatry - 506

Based on the data submitted concerning "**RFS for the Current Month**" the **largest volume of RFS (600 or more)** were generated in the following areas/specialties:

- Optometry - 1083
- Orthopedics - 660

Based on the data submitted concerning "**Denials**" the following specialties were reported as having the **greatest percentage (5 % or more)** of denials.

- Liver Biopsy - 58%
- Neurosurgery - 6%
- Infectious Disease - 6%
- Dermatology - 5%
- Prosthetics - 5%
- Rheumatology - 5%

This concludes my summary of the November RFS Report. Should you have any questions, please contact me at (661) 863-6700, extension 226.

Yvonne M. Cabrera
Staff Services Analyst
California Prison Health Care Services

APPENDIX 12



Report to CDCR Receivership

Chancellor Consulting Group, Inc.
December 2008

CDCR Contract Negotiation Impact

As of December 2008

Hospital	Agreement Effective Date	Current Reimb to Hospital	Hospital Reimb based on New Agreement	\$ Yield ⁽¹⁾	% Yield ⁽¹⁾
Alvarado Hospital	7/1/2008	\$ 18,184,661	\$ 14,490,485	\$ (3,694,176)	-20.3%
Community Reg Med Center - Fresno	1/1/2009	\$ 18,060,003	\$ 15,749,447	\$ (2,310,556)	-12.8%
Madera Community Hospital	7/1/2008	\$ 6,933,961	\$ 5,182,172	\$ (1,751,789)	-25.3%
Sutter Coast	7/1/2008	\$ 3,165,548	\$ 2,475,093	\$ (690,455)	-22%
Queen of the Valley	1/1/2009	\$ 26,135,115	\$ 25,585,641	\$ (549,474)	-2%
Banner Lassen	10/1/2008	\$ 2,349,436	\$ 2,226,072	\$ (123,364)	-5.3%
Twin Cities	12/1/2008	\$ 1,990,058	\$ 2,003,513	\$ 13,455	1%
NorthBay/VacaValley Hospital ⁽²⁾	7/1/2008	\$ 1,903,083	\$ 2,009,300	\$ 106,217	5.6%
Riverside County ⁽²⁾	7/1/2008	\$ 12,496,820	\$ 12,838,967	\$ 342,147	3%
Chino Valley ⁽²⁾	1/1/2008	\$ 1,358,803	\$ 1,769,709	\$ 410,906	30.2%
Natividad Medical Center ⁽²⁾	12/1/2008	\$ 9,247,074	\$ 10,166,986	\$ 919,912	9.9%
Doctor's Medical Center - San Pablo ⁽²⁾	7/1/2008	\$ 15,227,558	\$ 16,391,593	\$ 1,164,035	7.6%
Mercy Bakersfield ⁽³⁾	7/1/2008	\$ 29,363,477	\$ 30,883,543	\$ 1,520,066	5.2%
Bakersfield Memorial ⁽³⁾	7/1/2008	\$ 7,322,471	\$ 9,622,865	\$ 2,300,394	31.4%
TOTAL:		\$ 153,738,068	\$ 151,395,386	\$ (2,342,682)	-1.5%

1. The yield assumptions are based on 2006-2008 financial data obtained from either the Hospital Provider or CDCR. The yield change assumes a constant patient mix with chargemaster inflation.
2. Increases for NorthBay, Riverside, Chino, Natividad and Doctors Medical Center-San Pablo are due to the fact that CDCR was paying a rate at below the hospital's cost.
3. Mercy Bakersfield facility has a 29-bed locked unit. Increase reflects term notice by Mercy. Guard expense of \$25 million per year would have been paid to an alternate facility that didn't have locked unit capability, if CDCR was not able to contract with Mercy Bakersfield. Previous contract was a 5-year fixed rate with no increase.

New Provider Agreements

Completed

Hospital	New LOA Effective Dates
Arrowhead Regional *	4/1/2008
Banner Lassen	10/1/2008
Doctor's Montclair *	1/1/2008
George Mee Memorial Hospital *	7/1/2008
Healdsburg District Hospital	7/1/2008
Kentfield Rehab Hosp	4/1/2008
Kern Medical Center *	4/15/2008
La Palma Hospital *	1/1/2008
Mark Twain - St. Joseph	12/1/2007
NorthBay Medical Center **	7/1/2008
Palm Drive Hospital *	7/1/2008
Paradise Valley Hospital *	1/1/2008
San Joaquin Community Regional	4/1/2008
Sonora Regional Medical Center	10/1/2008

Pending

Hospital
Arroyo Grande Community Hospital
Corona Regional Medical Center
El Centro Regional Medical Center
French Hospital Medical Center
Lancaster Community Hospital
Palo Verde Hospital
Renown Regional Medical Center
Salinas Valley Medical Center
Shasta Regional Memorial
Sierra Vista Regional Medical Center

* Provider agreement negotiated @125%

** Provider agreement negotiated @130%



CHANCELLOR
CONSULTING
GROUP, Inc.

APPENDIX 13

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

Avenal State Prison

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	7.0	2.0	5.0	29%	0.0	2.0	0.0	1.0	50%
TOTAL PHYSICIANS	9.0	4.0	5.0	44.44%	0.0	2.0	0.0	1.0	25.00%
MID-LEVELS									
PA	2.0	2.0	0.0	100%	1.0	1.0	0.0	1.0	50%
NP	3.0	1.0	2.0	33%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	5.0	3.0	2.0	60.00%	1.0	1.0	0.0	1.0	33.33%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
SRN II	9.5	8.0	1.5	84%	0.0	1.0	0.0	0.0	0%
RN	52.7	56.0	(3.3)	106%	1.0	21.0	0.0	6.0	11%
LVN	30.8	32.0	(1.2)	104%	6.0	31.0	1.0	5.0	16%
CNA	3.0	3.0	0.0	100%	1.0	1.0	0.0	1.0	33%
Psych Tech	11.0	9.0	2.0	82%	0.0	1.0	0.0	1.0	11%
TOTAL NURSING	108.0	109.0	(1.0)	100.93%	8.0	56.0	1.0	13.0	11.93%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	5.0	1.0	4.0	20%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	7.0	5.0	2.0	71%	0.0	4.0	0.0	1.0	20%
TOTAL PHARMACY	13.0	7.0	6.0	53.85%	0	4.0	0	1.0	14.29%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

Calipatria State Prison

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	5.0	6.0	(1.0)	120%	0.0	5.0	0.0	1.0	17%
TOTAL PHYSICIANS	7.0	8.0	(1.0)	114.29%	0.0	5.0	0.0	1.0	12.50%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	1.5	1.0	0.5	67%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	1.5	1.0	0.5	66.67%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
SRN II	7.0	7.0	0.0	100%	0.0	2.0	0.0	0.0	0%
RN	28.2	29.0	(0.8)	103%	0.0	8.0	0.0	2.0	7%
LVN	26.7	23.0	3.7	86%	2.0	15.0	0.0	6.0	26%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	9.5	6.0	3.5	63%	0.0	4.0	0.0	1.0	17%
TOTAL NURSING	72.4	66.0	6.4	91.16%	2.0	30.0	0.0	9.0	13.64%
PHARMACY									
Pharmacist II	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Pharmacist I	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	3.0	3.0	0.0	100%	0.0	2.0	0.0	0.0	0%
TOTAL PHARMACY	5.0	4.0	1.0	80.00%	0	2.0	0	0.0	0.00%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**California Correctional
Center**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	0.0	1.0	(1.0)		0.0	1.0	0.0	0.0	0%
Phys & Surgeon	5.0	3.0	2.0	60%	0.0	0.0	0.0	0.0	0%
TOTAL PHYSICIANS	6.0	5.0	1.0	83.33%	0.0	1.0	0.0	0.0	0.00%
MID-LEVELS									
PA	2.0	2.0	0.0	100%	0.0	0.0	0.0	0.0	0%
NP	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
TOTAL MID-LEVELS	2.0	2.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	4.0	5.0	(1.0)	125%	0.0	0.0	0.0	0.0	0%
RN	23.5	23.0	0.5	98%	0.0	8.0	0.0	3.0	13%
LVN	21.3	20.0	1.3	94%	0.0	2.0	0.0	1.0	5%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	4.3	3.0	1.3	70%	0.0	0.0	0.0	1.0	33%
TOTAL NURSING	54.1	52.0	2.1	96.12%	0.0	10.0	0.0	5.0	9.62%
PHARMACY									
Pharmacist II	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Pharmacist I	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Pharmacist Tech	3.0	3.0	0.0	100%	0.0	1.0	0.0	0.0	0%
TOTAL PHARMACY	5.0	3.0	2.0	60.00%	0	1.0	0	0.0	0.00%

 = Fiscal added .6 position from unallocated

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

(Data source -- Budget Authority and

State Controller's Office Employment History Records)

**California Correctional
Institution**

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Chief P&S	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Phys & Surgeon	8.0	4.0	4.0	50%	0.0	5.0	0.0	4.0	100%
TOTAL PHYSICIANS	10.0	4.0	6.0	40.00%	0.0	5.0	0.0	4.0	100.00%
MID-LEVELS									
PA	2.0	1.0	1.0	50%	0.0	0.0	0.0	0.0	0%
NP	0.0	0.0	0.0		0.0	0.0	0.0	1.0	
TOTAL MID-LEVELS	2.0	1.0	1.0	50.00%	0.0	0.0	0.0	1.0	100.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	6.0	6.0	0.0	100%	0.0	0.0	0.0	0.0	0%
RN	45.8	44.0	1.8	96%	0.0	17.0	0.0	5.0	11%
LVN	34.4	30.0	4.4	87%	0.0	5.0	0.0	1.0	3%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	15.5	11.0	4.5	71%	0.0	2.0	0.0	0.0	0%
TOTAL NURSING	102.7	92.0	10.7	89.58%	0.0	24.0	0.0	6.0	6.52%
PHARMACY									
Pharmacist II	1.0	0.0	1.0	0%	0.0	1.0	0.0	1.0	
Pharmacist I	4.0	3.0	1.0	75%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	7.0	7.0	0.0	100%	0.0	2.0	0.0	0.0	0%
TOTAL PHARMACY	12.0	10.0	2.0	83.33%	0.0	3.0	0.0	1.0	10.00%

= Fiscal transferred 1.0 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

(Data source -- Budget Authority and

State Controller's Office Employment History Records)

**Central California
Women's Facility**

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	10.5	12.0	(1.5)	114%	0.0	5.0	0.0	2.0	17%
TOTAL PHYSICIANS	12.5	14.0	(1.5)	112.00%	0.0	6.0	0.0	2.0	14.29%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	1.0	2.0	(1.0)	200%	0.0	1.0	0.0	2.0	100%
TOTAL MID-LEVELS	1.0	2.0	(1.0)	200.00%	0.0	1.0	0.0	2.0	100.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
SRN II	7.0	7.0	0.0	100%	0.0	1.0	0.0	0.0	0%
RN	44.1	46.0	(1.9)	104%	1.0	5.0	0.0	2.0	4%
LVN	41.2	38.0	3.2	92%	0.0	5.0	0.0	1.0	3%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	9.0	7.0	2.0	78%	0.0	0.0	0.0	0.0	0%
TOTAL NURSING	102.3	99.0	3.3	96.77%	1.0	12.0	0.0	3.0	3.03%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	9.0	1.0	8.0	11%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	11.0	10.0	1.0	91%	0.0	8.0	0.0	1.0	10%
TOTAL PHARMACY	21.0	12.0	9.0	57.14%	0.0	8.0	0.0	1.0	8.33%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

Centinela State Prison

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Chief P&S	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Phys & Surgeon	6.0	6.0	0.0	100%	0.0	5.0	0.0	2.0	33%
TOTAL PHYSICIANS	8.0	6.0	2.0	75.00%	0.0	5.0	0.0	2.0	33.33%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	1.0	1.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	5.0	7.0	(2.0)	140%	1.0	1.0	0.0	1.0	14%
RN	23.1	26.0	(2.9)	113%	0.0	1.0	0.0	2.0	8%
LVN	31.9	25.0	6.9	78%	2.0	7.0	0.0	0.0	0%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	6.0	5.0	1.0	83%	0.0	1.0	0.0	0.0	0%
TOTAL NURSING	67.0	64.0	3.0	95.52%	3.0	10.0	0.0	3.0	4.69%
PHARMACY									
Pharmacist II	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Pharmacist I	3.0	1.0	2.0	33%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	4.0	3.0	1.0	75%	0.0	1.0	0.0	0.0	0%
TOTAL PHARMACY	8.0	4.0	4.0	50.00%	0.0	1.0	0.0	0.0	0.00%

= Fiscal transferred 1.0 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

California Institution for Men

(Data source -- Budget Authority and State Controller's Office Employment History Records)

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	15.5	15.0	0.5	97%	0.0	3.0	0.0	3.0	20%
TOTAL PHYSICIANS	17.5	17.0	0.5	97.14%	0.0	4.0	0.0	3.0	17.65%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
TOTAL MID-LEVELS	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NURSING									
SRN III	4.0	3.0	1.0	75%	0.0	2.0	0.0	1.0	33%
SRN II	16.0	15.0	1.0	94%	0.0	3.0	0.0	0.0	0%
RN	104.9	103.0	1.9	98%	0.0	19.0	0.0	7.0	7%
LVN	82.2	76.0	6.2	92%	0.0	9.0	0.0	1.0	1%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	13.5	12.0	1.5	89%	0.0	4.0	0.0	1.0	8%
TOTAL NURSING	220.6	209.0	11.6	94.74%	0.0	37.0	0.0	10.0	4.78%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	7.0	7.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	10.5	10.0	0.5	95%	2.0	4.0	0.0	0.0	0%
TOTAL PHARMACY	18.5	18.0	0.5	97.30%	2.0	4.0	0.0	0.0	0.00%

= Fiscal transferred 1.0 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

California Institution for Women

(Data source -- Budget Authority and State Controller's Office Employment History Records)

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	1.0	1.0	0.0	0.0	0%
Phys & Surgeon	6.0	6.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL PHYSICIANS	8.0	8.0	0.0	100.00%	1.0	1.0	0.0	0.0	0.00%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	3.0	3.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	3.0	3.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	7.0	7.0	0.0	100%	0.0	1.0	0.0	0.0	0%
RN	42.9	44.0	(1.1)	103%	2.0	5.0	0.0	2.0	5%
LVN	15.3	16.0	(0.7)	105%	0.0	2.0	0.0	0.0	0%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	14.0	14.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL NURSING	80.2	82.0	(1.8)	102.24%	2.0	8.0	0.0	2.0	2.44%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	5.0	5.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	4.0	4.0	0.0	100%	0.0	3.0	0.0	0.0	0%
TOTAL PHARMACY	10.0	10.0	0.0	100.00%	0.0	3.0	0.0	0.0	0.00%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

California Men's Colony

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	16.5	19.0	(2.5)	115%	0.0	1.0	0.0	1.0	5%
TOTAL PHYSICIANS	18.5	21.0	(2.5)	113.51%	0.0	1.0	0.0	1.0	4.76%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
TOTAL MID-LEVELS	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NURSING									
SRN III	4.0	3.0	1.0	75%	0.0	0.0	0.0	1.0	33%
SRN II	14.0	12.0	2.0	86%	0.0	3.0	0.0	0.0	0%
RN	114.9	103.0	11.9	90%	0.0	6.0	0.0	7.0	7%
LVN	47.1	30.0	17.1	64%	4.0	18.0	0.0	3.0	10%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	33.9	25.0	8.9	74%	0.0	6.0	0.0	2.0	8%
TOTAL NURSING	213.9	173.0	40.9	80.88%	4.0	33.0	0.0	13.0	7.51%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	5.0	5.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Pharmacist Tech	8.0	8.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL PHARMACY	14.0	14.0	0.0	100.00%	0.0	1.0	0.0	0.0	0.00%

= Fiscal transferred 1.1 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

California Medical Facility

(Data source -- Budget Authority and State Controller's Office Employment History Records)

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	2.0	2.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	2.0	2.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Phys & Surgeon	18.0	17.0	1.0	94%	0.0	4.0	1.0	3.0	18%
TOTAL PHYSICIANS	22.0	21.0	1.0	95.45%	0.0	5.0	1.0	3.0	14.29%
MID-LEVELS									
PA	0.0	3.0	(3.0)		0.0	0.0	0.0	0.0	0%
NP	7.9	3.0	4.9	38%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	7.9	6.0	1.9	75.95%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	4.0	6.0	(2.0)	150%	0.0	1.0	0.0	0.0	0%
SRN II	17.1	20.0	(2.9)	117%	0.0	7.0	0.0	1.0	5%
RN	137.3	140.0	(2.7)	102%	1.0	58.0	1.0	15.0	11%
LVN	60.3	42.0	18.3	70%	2.0	31.0	0.0	3.0	7%
CNA	8.2	8.0	0.2	98%	0.0	0.0	0.0	0.0	0%
Psych Tech	24.0	34.0	(10.0)	142%	0.0	8.0	0.0	0.0	0%
TOTAL NURSING	250.9	250.0	0.9	99.64%	3.0	105.0	1.0	19.0	7.60%
PHARMACY									
Pharmacist II	2.0	0.0	2.0	0%	0.0	0.0	0.0	1.0	
Pharmacist I	13.0	5.0	8.0	38%	0.0	3.0	0.0	2.0	40%
Pharmacist Tech	15.0	15.0	0.0	100%	0.0	5.0	0.0	0.0	0%
TOTAL PHARMACY	30.0	20.0	10.0	66.67%	0.0	8.0	0.0	3.0	15.00%

= Fiscal transferred 1.1 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**California State Prison -
Corcoran**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	0.0	1.0	0%	0.0	0.0	0.0	1.0	
Phys & Surgeon	12.5	10.0	2.5	80%	0.0	2.0	0.0	0.0	0%
TOTAL PHYSICIANS	14.5	11.0	3.5	75.86%	0.0	2.0	0.0	1.0	9.09%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	1.0	1.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	4.0	4.0	0.0	100%	0.0	2.0	0.0	0.0	0%
SRN II	15.0	14.0	1.0	93%	0.0	6.0	1.0	2.0	14%
RN	115.3	109.0	6.3	95%	0.0	23.0	0.0	8.0	7%
LVN	49.0	47.0	2.0	96%	0.0	19.0	0.0	4.0	9%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	38.6	37.0	1.6	96%	0.0	5.0	0.0	0.0	0%
TOTAL NURSING	221.9	211.0	10.9	95.09%	0.0	55.0	1.0	14.0	6.64%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	6.5	6.0	0.5	92%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	12.0	12.0	0.0	100%	0.0	7.0	0.0	1.0	8%
TOTAL PHARMACY	19.5	19.0	0.5	97.44%	0.0	7.0	0.0	1.0	5.26%

= Fiscal transferred 1.0 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**California Rehabilitation
Center**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Phys & Surgeon	9.0	9.0	0.0	100%	0.0	4.0	0.0	0.0	0%
TOTAL PHYSICIANS	11.0	11.0	0.0	100.00%	0.0	5.0	0.0	0.0	0.00%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
TOTAL MID-LEVELS	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	5.0	5.0	0.0	100%	0.0	2.0	0.0	0.0	0%
RN	26.2	26.0	0.2	99%	0.0	6.0	0.0	2.0	8%
LVN	22.7	23.0	(0.3)	101%	0.0	6.0	0.0	1.0	4%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	3.0	2.0	1.0	67%	0.0	0.0	0.0	0.0	0%
TOTAL NURSING	57.9	57.0	0.9	98.45%	0.0	14.0	0.0	3.0	5.26%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	4.0	4.0	0.0	100%	2.0	3.0	0.0	1.0	25%
Pharmacist Tech	5.0	5.0	0.0	100%	0.0	1.0	0.0	0.0	0%
TOTAL PHARMACY	10.0	10.0	0.0	100.00%	2.0	4.0	0.0	1.0	10.00%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

(Data source -- Budget Authority and

State Controller's Office Employment History Records)

**Correctional Training
Facility**

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Phys & Surgeon	11.0	9.0	2.0	82%	0.0	6.0	0.0	2.0	22%
TOTAL PHYSICIANS	13.0	11.0	2.0	84.62%	0.0	7.0	0.0	2.0	18.18%
MID-LEVELS									
PA	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
NP	2.0	1.0	1.0	50%	0.0	1.0	0.0	1.0	100%
TOTAL MID-LEVELS	3.0	1.0	2.0	33.33%	0.0	1.0	0.0	1.0	100.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
SRN II	9.0	5.0	4.0	56%	0.0	2.0	0.0	0.0	0%
RN	41.1	35.0	6.1	85%	2.0	13.0	0.0	0.0	0%
LVN	40.2	30.0	10.2	75%	0.0	20.0	0.0	2.0	7%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	10.1	10.0	0.1	99%	0.0	4.0	0.0	1.0	10%
TOTAL NURSING	101.4	81.0	20.4	79.88%	2.0	40.0	0.0	3.0	3.70%
PHARMACY									
Pharmacist II	1.0	0.0	1.0	0%	0.0	1.0	0.0	1.0	
Pharmacist I	4.4	3.0	1.4	68%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	7.0	5.0	2.0	71%	0.0	6.0	0.0	0.0	0%
TOTAL PHARMACY	12.4	8.0	4.4	64.52%	0.0	7.0	0.0	1.0	12.50%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**Chuckawalla Valley State
Prison**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	3.0	4.0	(1.0)	133%	1.0	3.0	0.0	0.0	0%
TOTAL PHYSICIANS	5.0	6.0	(1.0)	120.00%	1.0	3.0	0.0	0.0	0.00%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	3.0	2.0	1.0	67%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	3.0	2.0	1.0	66.67%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
SRN II	8.0	6.0	2.0	75%	0.0	3.0	0.0	0.0	0%
RN	26.1	21.0	5.1	80%	2.0	11.0	0.0	5.0	24%
LVN	16.5	15.0	1.5	91%	0.0	4.0	0.0	1.0	7%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	5.5	6.0	(0.5)	109%	0.0	4.0	0.0	1.0	17%
TOTAL NURSING	57.1	49.0	8.1	85.81%	2.0	23.0	0.0	7.0	14.29%
PHARMACY									
Pharmacist II	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Pharmacist I	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Pharmacist Tech	2.0	2.0	0.0	100%	0.0	2.0	0.0	0.0	0%
TOTAL PHARMACY	4.0	2.0	2.0	50.00%	0.0	2.0	0.0	0.0	0.00%

= Fiscal transferred 0.5 position from Mental Health

= Fiscal transferred 0.1 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

**Deuel Vocational
Institution**

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	7.0	7.0	0.0	100%	0.0	1.0	0.0	0.0	0%
TOTAL PHYSICIANS	9.0	8.0	1.0	88.89%	0.0	1.0	0.0	0.0	0.00%
MID-LEVELS									
PA	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
NP	0.0	1.0	(1.0)		0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	1.0	2.0	(1.0)	200.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
SRN II	9.5	8.0	1.5	84%	0.0	1.0	1.0	1.0	13%
RN	51.2	52.0	(0.8)	102%	0.0	5.0	0.0	2.0	4%
LVN	34.9	34.0	0.9	97%	0.0	10.0	0.0	5.0	15%
CNA	5.0	4.0	1.0	80%	0.0	0.0	0.0	0.0	0%
Psych Tech	14.0	15.0	(1.0)	107%	0.0	2.0	0.0	1.0	7%
TOTAL NURSING	115.6	114.0	1.6	98.62%	0.0	19.0	1.0	9.0	7.89%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	5.0	2.0	3.0	40%	0.0	1.0	0.0	0.0	0%
Pharmacist Tech	7.0	7.0	0.0	100%	0.0	3.0	0.0	0.0	0%
TOTAL PHARMACY	13.0	10.0	3.0	76.92%	0.0	4.0	0.0	0.0	0.00%

= Fiscal transferred 1.0 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

Folsom State Prison

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	7.0	7.0	0.0	100%	0.0	1.0	0.0	0.0	0%
TOTAL PHYSICIANS	9.0	9.0	0.0	100.00%	0.0	2.0	0.0	0.0	0.00%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	2.0	2.0	0.0	100%	0.0	1.0	0.0	0.0	0%
TOTAL MID-LEVELS	2.0	2.0	0.0	100.00%	0.0	1.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
SRN II	5.8	5.0	0.8	86%	0.0	5.0	0.0	0.0	0%
RN	20.6	19.0	1.6	92%	0.0	3.0	0.0	2.0	11%
LVN	22.9	21.0	1.9	92%	0.0	10.0	0.0	2.0	10%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	7.0	6.0	1.0	86%	1.0	3.0	0.0	1.0	17%
TOTAL NURSING	57.3	52.0	5.3	90.75%	1.0	22.0	0.0	5.0	9.62%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	2.5	2.0	0.5	80%	0.0	1.0	0.0	0.0	0%
Pharmacist Tech	6.0	6.0	0.0	100%	0.0	7.0	0.0	1.0	17%
TOTAL PHARMACY	9.5	9.0	0.5	94.74%	0.0	8.0	0.0	1.0	11.11%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

High Desert State Prison

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Chief P&S	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Phys & Surgeon	4.0	3.0	1.0	75%	0.0	4.0	0.0	1.0	33%
TOTAL PHYSICIANS	6.0	4.0	2.0	66.67%	0.0	5.0	0.0	1.0	25.00%
MID-LEVELS									
PA	1.0	0.0	1.0	0%	0.0	1.0	0.0	0.0	
NP	3.0	2.0	1.0	67%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	4.0	2.0	2.0	50.00%	0.0	1.0	0.0	0.0	0.00%
NURSING									
SRN III	2.0	2.0	0.0	100%	0.0	1.0	0.0	0.0	0%
SRN II	6.0	9.0	(3.0)	150%	4.0	5.0	0.0	0.0	0%
RN	37.8	38.0	(0.2)	101%	3.0	11.0	0.0	3.0	8%
LVN	27.1	26.0	1.1	96%	2.0	10.0	1.0	2.0	8%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	9.0	8.0	1.0	89%	2.0	4.0	0.0	3.0	38%
TOTAL NURSING	81.9	83.0	(1.1)	101.34%	11.0	31.0	1.0	8.0	9.64%
PHARMACY									
Pharmacist II	1.0	0.0	1.0	0%	0.0	0.0	0.0	1.0	
Pharmacist I	3.0	0.0	3.0	0%	0.0	1.0	0.0	2.0	
Pharmacist Tech	4.0	4.0	0.0	100%	0.0	2.0	0.0	0.0	0%
TOTAL PHARMACY	8.0	4.0	4.0	50.00%	0.0	3.0	0.0	3.0	75.00%

= Fiscal transferred 1.0 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

(Data source -- Budget Authority and

State Controller's Office Employment History Records)

Ironwood State Prison

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	5.0	5.0	0.0	100%	0.0	3.0	0.0	1.0	20%
TOTAL PHYSICIANS	7.0	7.0	0.0	100.00%	0.0	3.0	0.0	1.0	14.29%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	1.0	1.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	7.0	5.0	2.0	71%	0.0	2.0	0.0	0.0	0%
RN	30.7	28.0	2.7	91%	1.0	13.0	0.0	2.0	7%
LVN	25.8	21.0	4.8	81%	0.0	2.0	0.0	2.0	10%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	4.2	2.0	2.2	48%	0.0	2.0	0.0	0.0	0%
TOTAL NURSING	68.7	57.0	11.7	82.97%	1.0	19.0	0.0	4.0	7.02%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	2.0	0.0	1.0	100%
Pharmacist I	3.0	1.0	2.0	33%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	8.0	8.0	0.0	100%	0.0	5.0	0.0	0.0	0%
TOTAL PHARMACY	12.0	10.0	2.0	83.33%	0.0	7.0	0.0	1.0	10.00%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

Kern Valley State Prison

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Phys & Surgeon	7.0	7.0	0.0	100%	0.0	3.0	0.0	0.0	0%
TOTAL PHYSICIANS	9.0	9.0	0.0	100.00%	0.0	4.0	0.0	0.0	0.00%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	1.0	1.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	1.0	0.0	1.0	100%
SRN II	8.5	8.0	0.5	94%	0.0	4.0	0.0	0.0	0%
RN	33.4	37.0	(3.6)	111%	0.0	1.0	0.0	0.0	0%
LVN	30.3	30.0	0.3	99%	0.0	6.0	0.0	2.0	7%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	8.6	10.0	(1.4)	116%	0.0	3.0	0.0	0.0	0%
TOTAL NURSING	81.8	86.0	(4.2)	105.13%	0.0	15.0	0.0	3.0	3.49%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	3.0	2.0	1.0	67%	0.0	0.0	0.0	1.0	50%
Pharmacist Tech	6.0	6.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL PHARMACY	10.0	9.0	1.0	90.00%	0.0	0.0	0.0	1.0	11.11%

= Fiscal transferred **-1.0** position from Mental Health

= Fiscal transferred **-0.4** position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**California State Prison -
Los Angeles County**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Phys & Surgeon	6.0	5.0	1.0	83%	0.0	3.0	0.0	2.0	40%
TOTAL PHYSICIANS	8.0	6.0	2.0	75.00%	0.0	3.0	0.0	2.0	33.33%
MID-LEVELS									
PA	2.0	2.0	0.0	100%	0.0	0.0	0.0	0.0	0%
NP	2.0	2.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	4.0	4.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	8.0	7.0	1.0	88%	1.0	4.0	0.0	1.0	14%
RN	58.5	60.0	(1.5)	103%	0.0	11.0	0.0	0.0	0%
LVN	44.6	43.0	1.6	96%	3.0	8.0	0.0	3.0	7%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	24.0	19.0	5.0	79%	1.0	2.0	0.0	1.0	5%
TOTAL NURSING	136.1	130.0	6.1	95.52%	5.0	25.0	0.0	5.0	3.85%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	1.0	0.0	1.0	100%
Pharmacist I	5.0	3.0	2.0	60%	1.0	1.0	0.0	0.0	0%
Pharmacist Tech	6.0	6.0	0.0	100%	0.0	4.0	0.0	0.0	0%
TOTAL PHARMACY	12.0	10.0	2.0	83.33%	1.0	6.0	0.0	1.0	10.00%

(1.5) = Fiscal transferred 1.0 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

Mule Creek State Prison

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	6.0	6.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL PHYSICIANS	8.0	8.0	0.0	100.00%	0.0	1.0	0.0	0.0	0.00%
MID-LEVELS									
PA	2.0	2.0	0.0	100%	0.0	0.0	0.0	0.0	0%
NP	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
TOTAL MID-LEVELS	2.0	2.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	2.0	2.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	3.6	8.0	(4.4)	222%	2.0	3.0	0.0	0.0	0%
RN	35.2	31.0	4.2	88%	0.0	2.0	0.0	0.0	0%
LVN	22.7	26.0	(3.3)	115%	0.0	9.0	0.0	4.0	15%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	26.0	25.0	1.0	96%	0.0	6.0	1.0	4.0	16%
TOTAL NURSING	89.5	92.0	(2.5)	102.79%	2.0	20.0	1.0	8.0	8.70%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	5.0	4.0	1.0	80%	0.0	1.0	0.0	0.0	0%
Pharmacist Tech	11.0	11.0	0.0	100%	0.0	2.0	0.0	0.0	0%
TOTAL PHARMACY	17.0	16.0	1.0	94.12%	0.0	3.0	0.0	0.0	0.00%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

North Kern State Prison

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Chief P&S	1.0	0.0	1.0	0%	0.0	0.0	0.0	1.0	
Phys & Surgeon	13.0	13.0	0.0	100%	0.0	7.0	0.0	0.0	0%
TOTAL PHYSICIANS	15.0	14.0	1.0	93.33%	0.0	8.0	0.0	1.0	7.14%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	3.0	1.0	2.0	33%	0.0	1.0	0.0	0.0	0%
TOTAL MID-LEVELS	3.0	1.0	2.0	33.33%	0.0	1.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
SRN II	7.0	7.0	0.0	100%	0.0	1.0	0.0	0.0	0%
RN	47.9	41.0	6.9	86%	0.0	6.0	1.0	4.0	10%
LVN	42.6	39.0	3.6	92%	0.0	22.0	1.0	5.0	13%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	7.3	7.0	0.3	96%	0.0	2.0	0.0	0.0	0%
TOTAL NURSING	105.8	94.0	11.8	88.85%	0.0	31.0	2.0	9.0	9.57%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	4.0	2.0	2.0	50%	0.0	1.0	0.0	1.0	50%
Pharmacist Tech	11.0	9.0	2.0	82%	0.0	1.0	0.0	0.0	0%
TOTAL PHARMACY	16.0	12.0	4.0	75.00%	0.0	2.0	0.0	1.0	8.33%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

Pelican Bay State Prison

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Phys & Surgeon	4.0	4.0	0.0	100%	0.0	5.0	0.0	1.0	25%
TOTAL PHYSICIANS	6.0	6.0	0.0	100.00%	0.0	7.0	0.0	1.0	16.67%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	3.0	3.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	3.0	3.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	8.0	8.0	0.0	100%	0.0	0.0	0.0	0.0	0%
RN	52.0	52.0	0.0	100%	2.0	16.0	0.0	9.0	17%
LVN	24.7	24.0	0.7	97%	2.0	11.0	0.0	3.0	13%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	32.5	21.0	11.5	65%	0.0	5.0	0.0	2.0	10%
TOTAL NURSING	118.2	106.0	12.2	89.68%	4.0	32.0	0.0	14.0	13.21%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	2.0	2.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	5.0	5.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL PHARMACY	8.0	8.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**Pleasant Valley State
Prison**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Phys & Surgeon	8.0	1.0	7.0	13%	0.0	1.0	0.0	0.0	0%
TOTAL PHYSICIANS	10.0	3.0	7.0	30.00%	0.0	3.0	0.0	0.0	0.00%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	5.0	1.0	4.0	20%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	5.0	1.0	4.0	20.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	9.0	7.0	2.0	78%	0.0	1.0	0.0	0.0	0%
RN	28.9	25.0	3.9	87%	1.0	5.0	0.0	3.0	12%
LVN	38.6	25.0	13.6	65%	0.0	14.0	0.0	1.0	4%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	8.0	5.0	3.0	63%	0.0	2.0	0.0	1.0	20%
TOTAL NURSING	85.5	63.0	22.5	73.68%	1.0	22.0	0.0	5.0	7.94%
PHARMACY									
Pharmacist II	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Pharmacist I	5.0	3.0	2.0	60%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	9.0	6.0	3.0	67%	0.0	5.0	0.0	1.0	17%
TOTAL PHARMACY	15.0	9.0	6.0	60.00%	0.0	5.0	0.0	1.0	11.11%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**Richard J. Donovan
Correctional Facility**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Phys & Surgeon	10.5	11.0	(0.5)	105%	0.0	3.0	0.0	0.0	0%
TOTAL PHYSICIANS	12.5	13.0	(0.5)	104.00%	0.0	5.0	0.0	0.0	0.00%
MID-LEVELS									
PA	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
NP	2.0	2.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	3.0	3.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	11.5	10.0	1.5	87%	1.0	4.0	0.0	0.0	0%
RN	46.9	39.0	7.9	83%	2.0	15.0	0.0	8.0	21%
LVN	50.6	46.0	4.6	91%	1.0	39.0	2.0	11.0	24%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	24.0	18.0	6.0	75%	2.0	20.0	0.0	5.0	28%
TOTAL NURSING	134.0	114.0	20.0	85.07%	6.0	78.0	2.0	24.0	21.05%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	6.0	6.0	0.0	100%	1.0	3.0	0.0	0.0	0%
Pharmacist Tech	7.0	7.0	0.0	100%	0.0	2.0	0.0	1.0	14%
TOTAL PHARMACY	14.0	14.0	0.0	100.00%	1.0	5.0	0.0	1.0	7.14%

= Fiscal transferred 1.0 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**California State Prison -
Sacramento**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	7.0	7.0	0.0	100%	0.0	3.0	0.0	0.0	0%
TOTAL PHYSICIANS	9.0	9.0	0.0	100.00%	0.0	3.0	0.0	0.0	0.00%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	2.0	2.0	0.0	100%	0.0	1.0	0.0	0.0	0%
TOTAL MID-LEVELS	2.0	2.0	0.0	100.00%	0.0	1.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	11.0	10.0	1.0	91%	0.0	1.0	0.0	0.0	0%
RN	72.5	68.0	4.5	94%	0.0	18.0	0.0	4.0	6%
LVN	24.3	25.0	(0.7)	103%	0.0	5.0	0.0	4.0	16%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	77.3	68.0	9.3	88%	5.0	18.0	0.0	3.0	4%
TOTAL NURSING	186.1	172.0	14.1	92.42%	5.0	42.0	0.0	11.0	6.40%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	4.0	4.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	12.0	8.0	4.0	67%	0.0	4.0	0.0	1.0	13%
TOTAL PHARMACY	17.0	13.0	4.0	76.47%	0.0	4.0	0.0	1.0	7.69%

= Fiscal transferred 2.0 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**Substance Abuse
Treatment Facility**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Chief P&S	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Phys & Surgeon	11.0	1.0	10.0	9%	0.0	0.0	0.0	1.0	100%
TOTAL PHYSICIANS	13.0	1.0	12.0	7.69%	0.0	0.0	0.0	1.0	100.00%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	2.0	0.0	2.0	0%	0.0	0.0	0.0	0.0	
TOTAL MID-LEVELS	2.0	0.0	2.0	0.00%	0.0	0.0	0.0	0.0	
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	10.0	7.0	3.0	70%	0.0	1.0	0.0	0.0	0%
RN	53.0	53.0	0.0	100%	0.0	9.0	0.0	5.0	9%
LVN	40.8	35.0	5.8	86%	0.0	6.0	0.0	5.0	14%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	11.5	11.0	0.5	96%	0.0	1.0	0.0	0.0	0%
TOTAL NURSING	116.3	107.0	9.3	92.00%	0.0	17.0	0.0	10.0	9.35%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	7.0	7.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Pharmacist Tech	10.0	9.0	1.0	90%	0.0	0.0	0.0	0.0	0%
TOTAL PHARMACY	18.0	17.0	1.0	94.44%	0.0	1.0	0.0	0.0	0.00%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**Sierra Conservation
Center**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	6.0	5.0	1.0	83%	0.0	3.0	0.0	0.0	0%
TOTAL PHYSICIANS	8.0	7.0	1.0	87.50%	0.0	3.0	0.0	0.0	0.00%
MID-LEVELS									
PA	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
NP	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
TOTAL MID-LEVELS	1.0	1.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
SRN II	7.0	4.0	3.0	57%	0.0	1.0	0.0	1.0	25%
RN	20.3	19.0	1.3	94%	0.0	7.0	0.0	0.0	0%
LVN	18.8	17.0	1.8	90%	0.0	8.0	0.0	2.0	12%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	9.1	8.0	1.1	88%	0.0	1.0	1.0	2.0	25%
TOTAL NURSING	56.2	49.0	7.2	87.19%	0.0	18.0	1.0	5.0	10.20%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	3.0	3.0	0.0	100%	0.0	2.0	0.0	0.0	0%
TOTAL PHARMACY	5.0	5.0	0.0	100.00%	0.0	2.0	0.0	0.0	0.00%

= Fiscal transferred 1.0 position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**California State Prison -
Solano**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Phys & Surgeon	8.0	7.0	1.0	88%	0.0	1.0	0.0	1.0	14%
TOTAL PHYSICIANS	10.0	9.0	1.0	90.00%	0.0	1.0	0.0	1.0	11.11%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	1.0	1.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
SRN II	9.0	6.0	3.0	67%	1.0	3.0	0.0	2.0	33%
RN	37.6	35.0	2.6	93%	1.0	10.0	0.0	3.0	9%
LVN	30.6	29.0	1.6	95%	0.0	14.0	0.0	6.0	21%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	9.5	7.0	2.5	74%	0.0	1.0	0.0	0.0	0%
TOTAL NURSING	87.7	78.0	9.7	88.94%	2.0	29.0	0.0	11.0	14.10%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	7.5	1.0	6.5	13%	0.0	0.0	0.0	1.0	100%
Pharmacist Tech	9.0	7.0	2.0	78%	3.0	5.0	0.0	1.0	14%
TOTAL PHARMACY	17.5	9.0	8.5	51.43%	3.0	5.0	0.0	2.0	22.22%

= Fiscal transferred **-0.2** position from Mental Health

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**California State Prison -
San Quentin**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	2.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	2.0	0.0	0.0	0%
Phys & Surgeon	13.9	9.0	4.9	65%	0.0	9.0	0.0	0.0	0%
TOTAL PHYSICIANS	15.9	11.0	4.9	69.18%	0.0	13.0	0.0	0.0	0.00%
MID-LEVELS									
PA	0.0	2.0	(2.0)		0.0	2.0	0.0	0.0	0%
NP	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
TOTAL MID-LEVELS	1.0	3.0	(2.0)	300.00%	0.0	3.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
SRN II	8.6	9.0	(0.4)	105%	1.0	13.0	0.0	3.0	33%
RN	42.4	38.0	4.4	90%	0.0	49.0	0.0	4.0	11%
LVN	56.0	50.0	6.0	89%	2.0	68.0	0.0	5.0	10%
CNA	8.1	7.0	1.1	86%	0.0	17.0	1.0	3.0	43%
Psych Tech	16.6	10.0	6.6	60%	0.0	17.0	0.0	2.0	20%
TOTAL NURSING	132.7	115.0	17.7	86.66%	3.0	165.0	1.0	17.0	14.78%
PHARMACY									
Pharmacist II	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Pharmacist I	4.0	2.0	2.0	50%	0.0	2.0	0.0	0.0	0%
Pharmacist Tech	9.0	6.0	3.0	67%	2.0	9.0	0.0	0.0	0%
TOTAL PHARMACY	14.0	8.0	6.0	57.14%	2.0	11.0	0.0	0.0	0.00%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**Salinas Valley State
Prison**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Phys & Surgeon	7.0	8.0	(1.0)	114%	1.0	5.0	0.0	1.0	13%
TOTAL PHYSICIANS	9.0	10.0	(1.0)	111.11%	1.0	6.0	0.0	1.0	10.00%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	3.0	2.0	1.0	67%	0.0	0.0	0.0	1.0	50%
TOTAL MID-LEVELS	3.0	2.0	1.0	66.67%	0.0	0.0	0.0	1.0	50.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	8.0	8.0	0.0	100%	0.0	2.0	0.0	0.0	0%
RN	46.2	41.0	5.2	89%	0.0	12.0	0.0	6.0	15%
LVN	19.5	17.0	2.5	87%	0.0	16.0	0.0	5.0	29%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	23.0	20.0	3.0	87%	0.0	10.0	0.0	0.0	0%
TOTAL NURSING	97.7	87.0	10.7	89.05%	0.0	40.0	0.0	11.0	12.64%
PHARMACY									
Pharmacist II	3.0	1.0	2.0	33%	0.0	0.0	0.0	0.0	0%
Pharmacist I	4.0	1.0	3.0	25%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	10.0	7.0	3.0	70%	3.0	4.0	0.0	0.0	0%
TOTAL PHARMACY	17.0	9.0	8.0	52.94%	3.0	4.0	0.0	0.0	0.00%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

**Valley State Prison for
Women**

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Phys & Surgeon	11.0	10.0	1.0	91%	0.0	7.0	0.0	0.0	0%
TOTAL PHYSICIANS	13.0	12.0	1.0	92.31%	0.0	8.0	0.0	0.0	0.00%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	5.0	4.0	1.0	80%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	5.0	4.0	1.0	80.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	8.0	7.0	1.0	88%	0.0	4.0	0.0	0.0	0%
RN	37.1	37.0	0.1	100%	0.0	9.0	0.0	2.0	5%
LVN	26.6	25.0	1.6	94%	0.0	9.0	0.0	7.0	28%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	14.8	12.0	2.8	81%	0.0	1.0	0.0	0.0	0%
TOTAL NURSING	87.5	82.0	5.5	93.71%	0.0	23.0	0.0	9.0	10.98%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	4.0	2.0	2.0	50%	0.0	0.0	0.0	0.0	0%
Pharmacist Tech	9.0	8.0	1.0	89%	0.0	6.0	0.0	0.0	0%
TOTAL PHARMACY	14.0	11.0	3.0	78.57%	0.0	6.0	0.0	0.0	0.00%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

**Wasco State Prison
Reception Center**

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Chief P&S	1.0	1.0	0.0	100%	0.0	1.0	0.0	0.0	0%
Phys & Surgeon	7.0	6.0	1.0	86%	0.0	4.0	0.0	0.0	0%
TOTAL PHYSICIANS	9.0	8.0	1.0	88.89%	0.0	5.0	0.0	0.0	0.00%
MID-LEVELS									
PA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
NP	4.0	4.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	4.0	4.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
SRN II	10.0	9.0	1.0	90%	0.0	3.0	0.0	0.0	0%
RN	50.1	43.0	7.1	86%	0.0	20.0	1.0	11.0	26%
LVN	34.8	31.0	3.8	89%	0.0	16.0	2.0	4.0	13%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	7.0	6.0	1.0	86%	0.0	0.0	0.0	0.0	0%
TOTAL NURSING	102.9	90.0	12.9	87.51%	0.0	39.0	3.0	15.0	16.67%
PHARMACY									
Pharmacist II	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
Pharmacist I	4.0	3.0	1.0	75%	0.0	2.0	0.0	1.0	33%
Pharmacist Tech	6.0	4.0	2.0	67%	0.0	3.0	0.0	0.0	0%
TOTAL PHARMACY	11.0	8.0	3.0	72.73%	0.0	5.0	0.0	1.0	12.50%

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

NOVEMBER 2008

(Data source -- Budget Authority and

State Controller's Office Employment History Records)

Plata Headquarters

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	8.0	11.0	(3.0)	138%	0.0	3.0	0.0	0.0	0%
Chief P&S	1.0	0.0	1.0	0%	0.0	0.0	0.0	0.0	
Phys & Surgeon	22.0	20.0	2.0	91%	0.0	11.0	0.0	1.0	5%
TOTAL PHYSICIANS	31.0	31.0	0.0	100.00%	0.0	14.0	0.0	1.0	3.23%
MID-LEVELS									
PA	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
NP	1.0	1.0	0.0	100%	0.0	0.0	0.0	0.0	0%
TOTAL MID-LEVELS	2.0	2.0	0.0	100.00%	0.0	0.0	0.0	0.0	0.00%
NURSING									
SRN III	0.0	2.0	(2.0)		0.0	1.0	0.0	0.0	0%
SRN II	0.0	2.0	(2.0)		0.0	0.0	0.0	0.0	0%
RN	50.0	43.0	7.0	86%	0.0	18.0	0.0	2.0	5%
LVN	0.0	2.0	(2.0)		0.0	0.0	0.0	0.0	0%
CNA	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Psych Tech	0.0	1.0	(1.0)		0.0	0.0	0.0	0.0	0%
TOTAL NURSING	50.0	50.0	0.0	100.00%	0.0	19.0	0.0	2.0	4.00%
PHARMACY									
Pharmacist II	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Pharmacist I	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
Pharmacist Tech	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
TOTAL PHARMACY	0.0	0.0	0.0		0.0	0.0	0.0	0.0	

HUMAN RESOURCES RECRUITMENT AND RETENTION REPORT

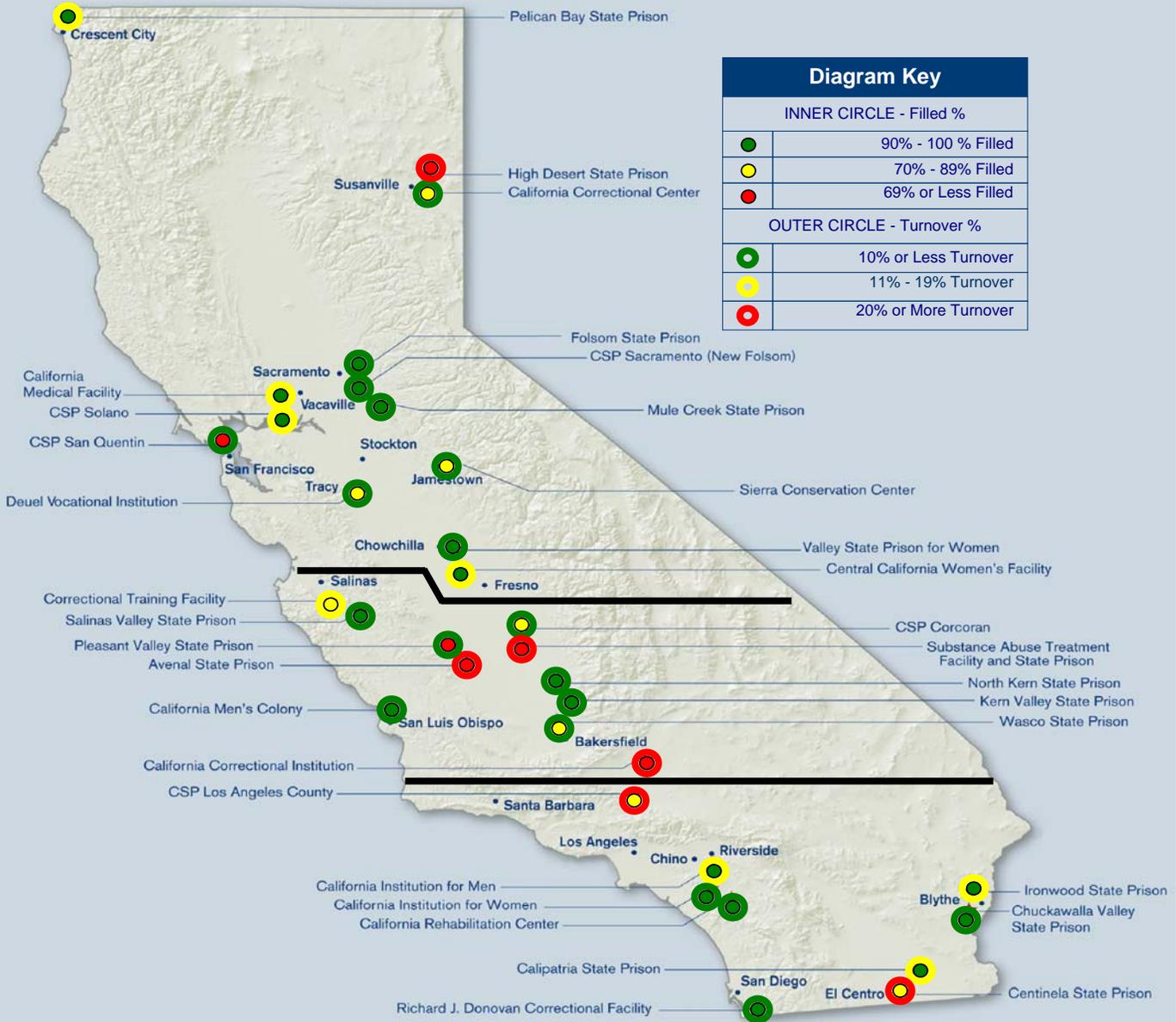
NOVEMBER 2008

*(Data source -- Budget Authority and
State Controller's Office Employment History Records)*

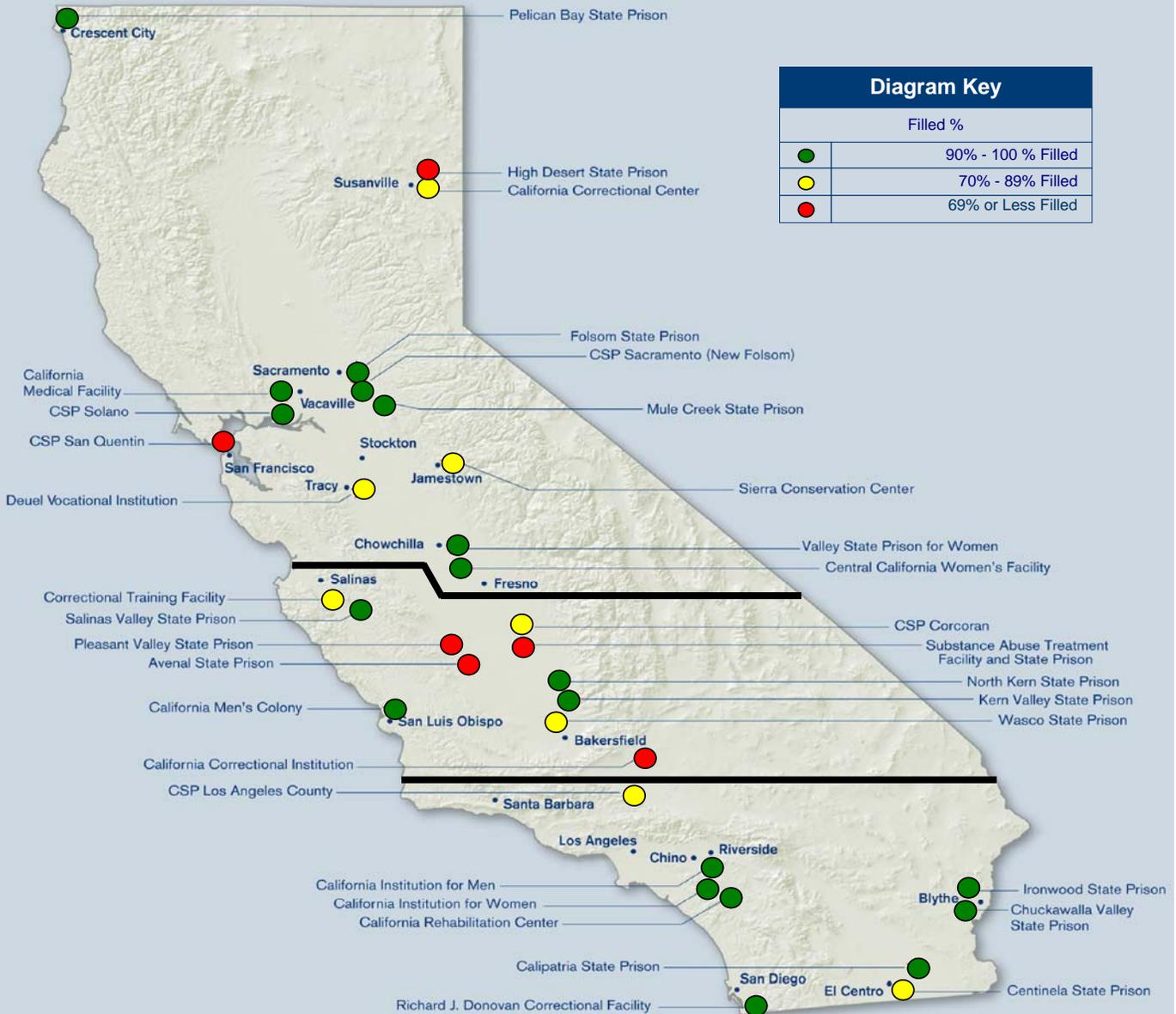
**Total Sheet For All
Institutions and
Headquarters**

	Total Positions Authorized to be Filled	Total Positions Filled	Total Positions Vacant	Percentage Filled	Appointments 11/1/2008 - 11/30/2008	Year To Date Appointments 12/1/2007 - 11/30/2008	Separations 11/1/2008 - 11/30/2008	Year To Date Separations 12/1/2007 - 11/30/2008	Year To Date Turnover Rate (Percentage) 12/1/2007 - 11/30/2008
PHYSICIANS									
CMO	42.0	41.0	1.0	98%	0.0	14.0	0.0	0.0	0%
Chief P&S	34.0	27.0	7.0	79%	1.0	14.0	0.0	2.0	7%
Phys & Surgeon	303.4	264.0	39.4	87%	2.0	119.0	1.0	28.0	11%
TOTAL PHYSICIANS	379.4	332.0	47.4	87.51%	3.0	147.0	1.0	30.0	9.04%
MID-LEVELS									
PA	16.0	18.0	(2.0)	113%	1.0	4.0	0.0	1.0	6%
NP	64.4	46.0	18.4	71%	0.0	6.0	0.0	5.0	11%
TOTAL MID-LEVELS	80.4	64.0	16.4	79.60%	1.0	10.0	0.0	6.0	9.38%
NURSING									
SRN III	47.0	48.0	(1.0)	102%	0.0	18.0	0.0	3.0	6%
SRN II	285.1	268.0	17.1	94%	11.0	90.0	2.0	12.0	4%
RN	1678.4	1604.0	74.4	96%	19.0	441.0	3.0	136.0	8%
LVN	1135.8	1013.0	122.8	89%	26.0	457.0	7.0	107.0	11%
CNA	24.3	22.0	2.3	91%	1.0	18.0	1.0	4.0	18%
Psych Tech	531.3	460.0	71.3	87%	11.0	139.0	2.0	33.0	7%
TOTAL NURSING	3701.9	3415.0	286.9	92.25%	68.0	1163.0	15.0	295.0	8.64%
PHARMACY									
Pharmacist II	36.0	23.0	13.0	64%	0.0	5.0	0.0	6.0	26%
Pharmacist I	147.9	90.0	57.9	61%	4.0	21.0	0.0	9.0	10%
Pharmacist Tech	246.5	219.0	27.5	89%	10.0	110.0	0.0	8.0	4%
TOTAL PHARMACY	430.4	332.0	98.4	77.14%	14.0	136.0	0.0	23.0	6.93%

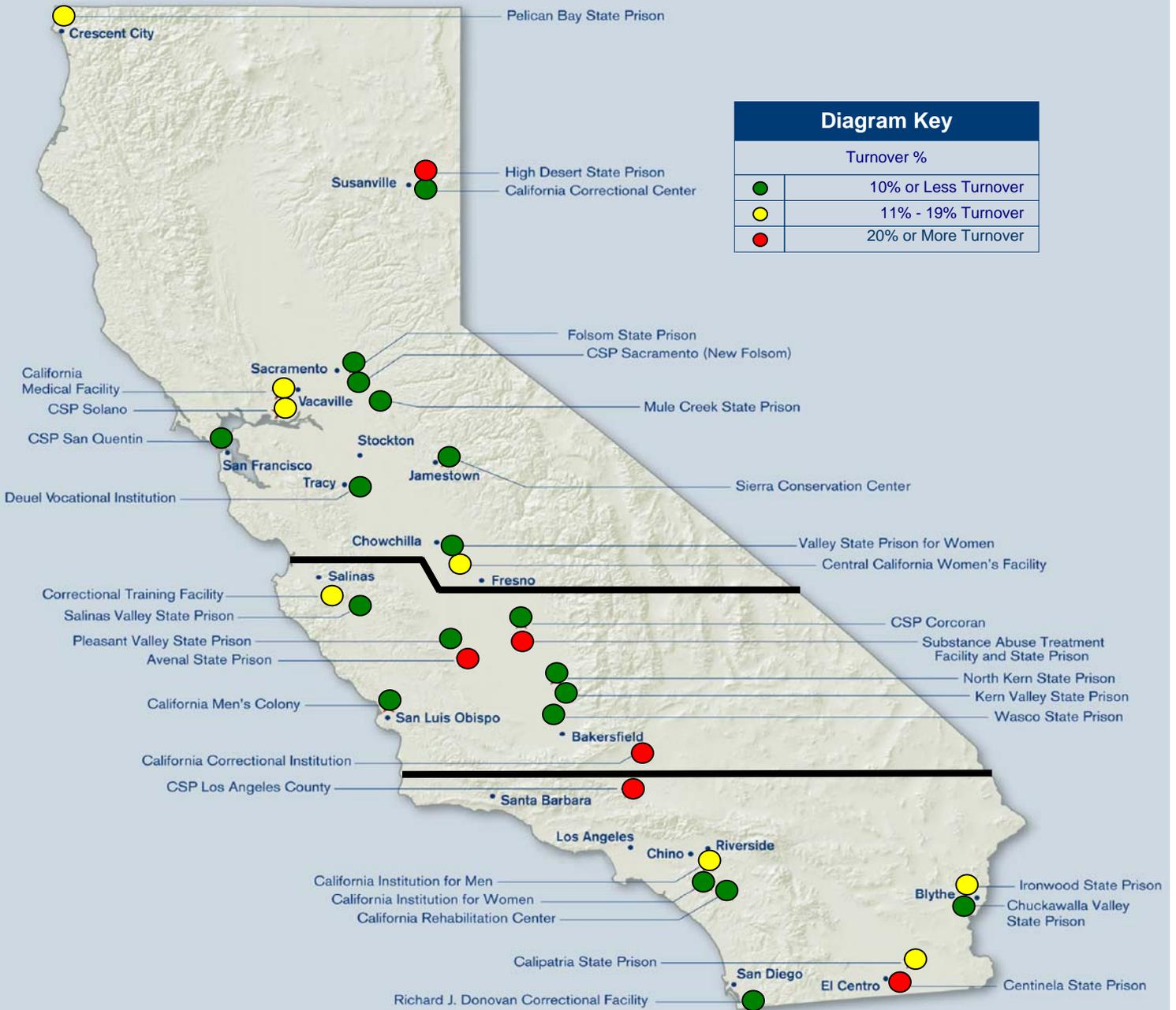
Physicians Filled Percentage and Turnover Rate (as of November, 2008)



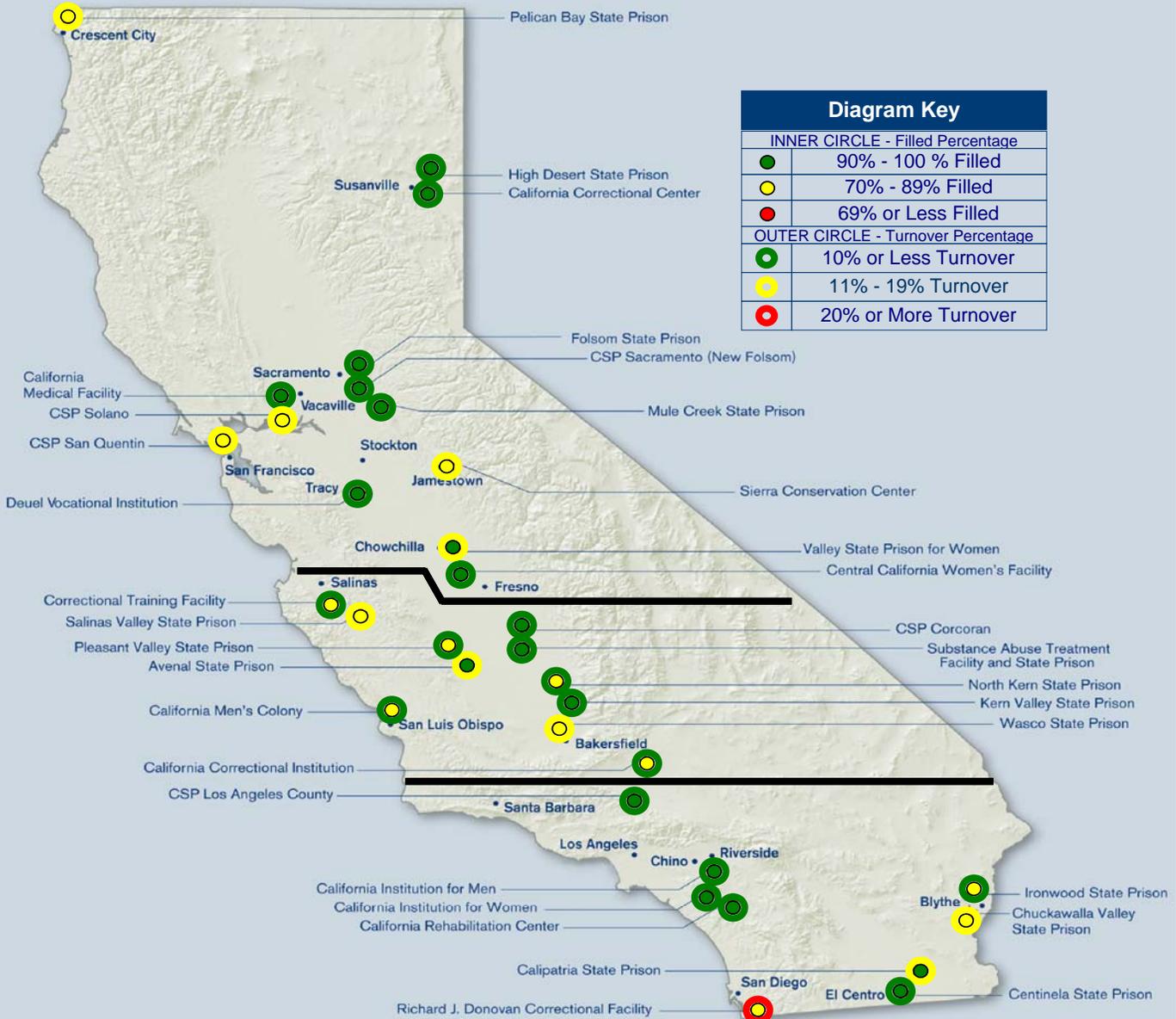
Physicians Filled Percentage (as of November, 2008)



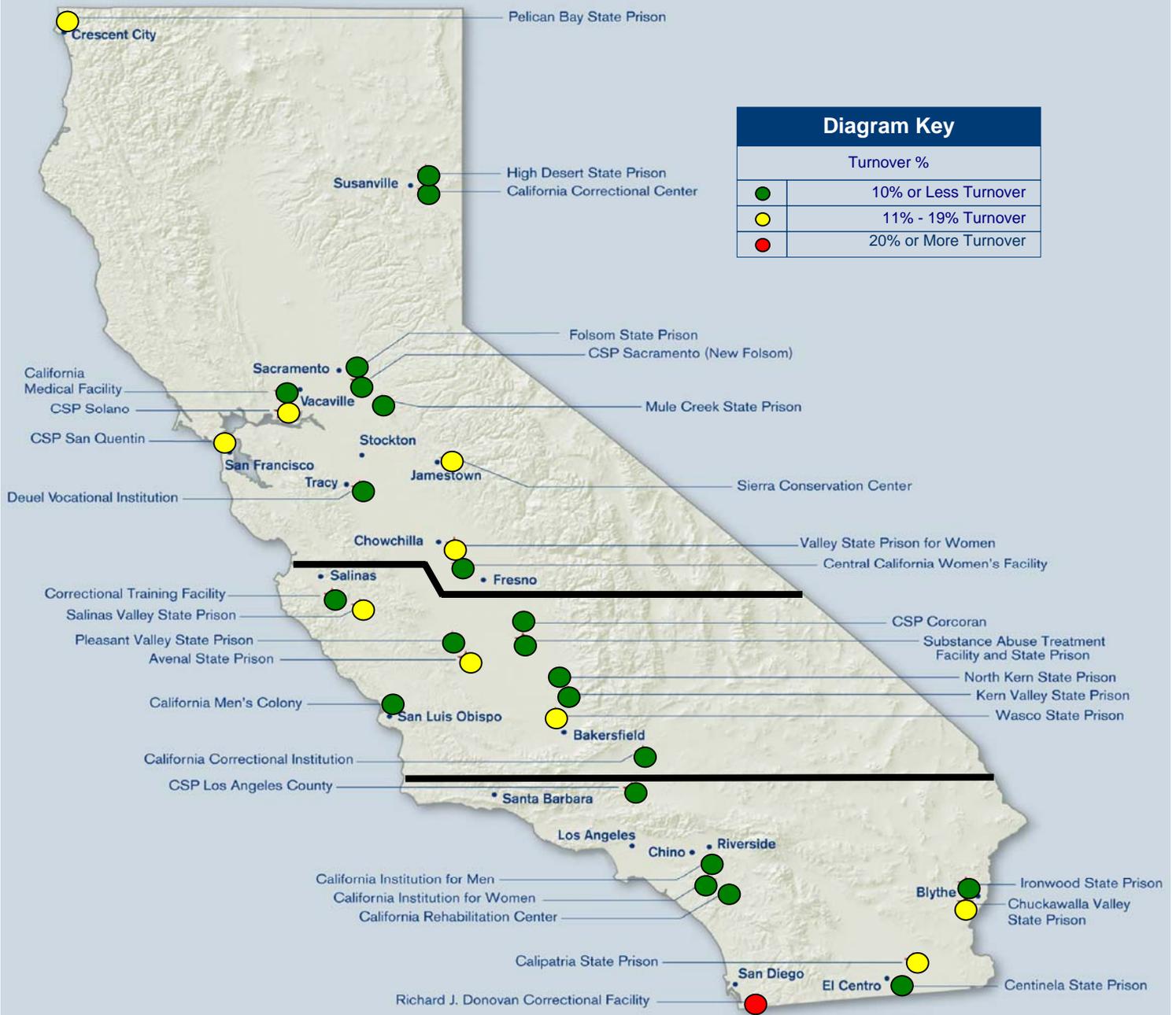
Physicians Turnover Rate (as of November, 2008)



Nursing Filled Percentage and Turnover Rate (as of November, 2008)



Nursing Turnover Rate (as of November, 2008)



APPENDIX 14



Memorandum

Date : October 20, 2008

To : John Hagar, Chief of Staff
California Prison Health Care Receivership

From : Kathy Stigall, Director
Human Resources

Subject : **HUMAN RESOURCES' MONTHLY REPORT – SEPTEMBER 2008**

In order to apprise you and Mr. Kelso of the progress Human Resources is making overall, I have attached a monthly update from both sides of Human Resources – Workforce Development *and* Personnel Operations. Also attached are the September 2008 Marketing “Run Schedule” and the September 2008 Human Resources Recruitment and Retention Report.

Please let me know if you have any questions.



Memorandum

Date : October 20, 2008

To : John Hagar, Chief of Staff
California Prison Health Care Receivership

Via

Kathy Stigall, Director
Human Resources

From : Laura M. Aguilera, Deputy Director
Personnel Operations Branch

Subject : **PERSONNEL OPERATIONS BRANCH MONTHLY REPORT – SEPTEMBER 2008**

During the month of September 2008, the Personnel Operations Branch announced several initiatives and completed the following:

Executive Leadership Exams

The Nurse Executive examination went live on September 18, 2008. This was announced at the quarterly Directors of Nursing meeting in Pismo Beach where we made a presentation on the process. During the month of September, 72 individuals went on line and participated in the examination, 38 candidates successfully completed the examination and are available for hire. Information from the questionnaire indicates that most applicants heard about the examination from a California Department of Corrections and Rehabilitation (CDCR) employee (46), State Personnel Board (SPB) website (15), and www.ChangingPrisonHealthCare.org website (13). The top reasons for selecting California Prison Health Care Services (CPHCS) as an employer were: California Prison Health Care Services as an employer of choice (43), Other (14), Gain experience in a correctional setting (5), Competitive Salary (5), Benefits/Retirement (5).

The second examination for Medical Executive is currently under development and testing and is expected to go live in early November. The CEO Health Care is also under development at SPB.

Performance Management Unit Pilot

The Performance Management Unit (PMU) was established to assist Supervisors and Managers in becoming more effective in the areas of employee development and performance and to provide a resource to process adverse actions on a timely basis. In April 2008, a pilot program was implemented in five institutions including Avenal State Prison, California Correctional Institution, California State Prison Los Angeles County, Richard J. Donovan Correctional Facility, and North Kern State Prison. An additional institution, Kern Valley State Prison, was added in September 2008.

A critical component to this program is training of managers and supervisors. The PMU is currently providing two training classes, Effective Supervision and Supervising Probationary Employees. To date, this training has been provided by the PMU at six institutions and CPHCS headquarters to approximately 180 employees. Additional training is scheduled and will be held several times per month until we have provided the training at all institutions. Starting in January 2009, these courses will be offered at headquarters once per month to ensure that new supervisors and managers at this location have access to the tools they need. Attendance Management training has been developed and should be ready to implement shortly. We will continue to identify training needs and develop additional training on topics such as progressive discipline and performance management.

Performance Appraisal Tracking Procedure Pilot

On September 19, CPHCS Executive Staff and Regional Directors of Nursing were advised that a new Plata Performance Appraisal Tracking and Notification Process had been designed to assist management with improving communication and evaluation of employee performance. Beginning October 1, 2008, the Performance Appraisal Tracking System (PATS) will be in place in the Northern Region as a pilot and in Central and Southern regions 30 – 60 days later.

The PATS system has three components:

1. A structured performance evaluation process that provides evaluation due dates.
2. Monthly electronic and hardcopy Performance Evaluation Notification Reports to all Plata Directors and Regional Administrators.
3. Interactive managerial and supervisory performance management training.

As a follow up to this, Human Resources staff will offer supervisor training regarding Effective Performance Assessment.

Mental Health Pharmacy Closures at California Medical Facility and Salinas Valley State Prison

Department of Mental Health (DMH) employees were advised in September that the pharmacy service to DMH beds within CDCR-CPHCS were being transitioned to CPHCS effective October 1. A town hall meeting was held at California Medical Facility on September 19 with DMH employees and their labor representatives. Employees were advised that they may choose to stay with DMH or transfer to CDCR-CPHCS, and we responded to questions regarding salary, benefits, probation, alternate work weeks, safety retirement, assignments, etc. The Pharmacists and their labor representatives requested a delay in their transition to explore the possibility of employees keeping their safety retirement and/or to investigate the financial impact of the change to their retirement. Because of the potential financial impact, we agreed to pursue approval to continue to use the DMH Pharmacist classification until these employees attrit so that they can continue to receive safety retirement. The Department of Personnel Administration approved our request and Pharmacist I employees will

transition effective November 1. The Pharmacist II and Pharmacy Technician employees agreed to transition effective October 1. All vacant positions would be filled through the appropriate civil service classifications.

If you have any questions on the above information, please contact me at (916) 445-1693.



Memorandum

Date : November 21, 2008

To : John Hagar, Chief of Staff
California Prison Health Care Receivership

From : Kathy Stigall, Director
Human Resources 

Subject : **HUMAN RESOURCES' MONTHLY REPORT – OCTOBER 2008**

Attached you will find the October 2008 Human Resources' Monthly Reports –Workforce Development and Personnel Operations. Please let me know if you have any questions.



Memorandum

Date : November 19, 2008

To : John Hagar, Chief of Staff
California Prison Health Care Receivership

Via : Kathy Stigall, Director *KS*
Human Resources

From : Laura M. Aguilera, Deputy Director
Personnel Operations Branch

Subject : **PERSONNEL OPERATIONS BRANCH MONTHLY REPORT – OCTOBER 2008**

*Good program
Thank you
J. Aguilera
11/25*

During the month of October 2008, Personnel Operations Branch completed the following:

Executive Leadership Exams

The Nurse Executive examination went live on September 18, 2008. During the month of October, 94 individuals went on line and participated in the exam, 51 candidates completed the exam and were added to the eligibility list. There are currently 102 successful candidates on the list available for hire.

① The Medical Executive exam is expected to go live in November. The CEO Health Care exam is being programmed by the State Personnel Board and is expected to go live in late November or early December.

Performance Management Unit Pilot

② Object Added - Matrix

The Performance Management Unit (PMU) was established to assist Supervisors and Managers in becoming more effective in the areas of employee development and performance and to provide a resource to process adverse actions on a timely basis. In April 2008, a pilot program was implemented in five institutions including Avenal State Prison, California Correctional Institution, California State Prison—Los Angeles County, Richard J. Donovan Correctional Facility, and North Kern State Prison. An additional institution, Kern Valley State Prison, was added in September 2008. The Unit is planning to expand further by adding two institutions per month in December, January, and February 2009. During the month of October, the PMU provided training on Effective Supervision and Supervising Probationary Employees in two additional institutions, Folsom State Prison and California Correctional Institution.

Mental Health Pharmacy Closures at California Medical Facility (CMF) and Salinas Valley State Prison

The transition of Department of Mental Health Pharmacist II and Pharmacy Technician employees to the California Department of Corrections and Rehabilitation, California Prison Health Care Services (CPHCS) was completed effective October 1. Pharmacist I employees at CMF will transition effective November 1. Personnel Operations will continue to support the institutions to ensure that salary, assignments, and any benefit issues are addressed.

Examination and Selection Program

Since July 1, the Examination and Selection Program has assumed all testing of Medical classifications which are on continuous filing. I have attached a report on the Status of Medical Classes eligible lists by location for October 2008. This information is provided Workforce Planning in order to coordinate recruitment efforts.

In addition to testing for the medical classes, the Program regularly administers the Associate Budget Analyst and Associate Personnel Analyst continuously, the Associate Governmental Program Analyst on a quarterly basis, and the Staff Services Analyst transfer exam on a monthly basis. The Program recently completed the Health Program Manager I, II, and III levels and announced the Staff Services Manager I and II exams for CPHCS. In addition, the program administered and completed the following CEA exams: Associate Director, Support Operations, Chief, Enterprise Architecture & Change Management, and Chief, Human Resources Planning & Innovation.

If you have any questions on the above information, please contact me at (916) 445-1693.

③ To LANA:

STATUS OF MEDICAL CLASSES ELIGIBLE LISTS BY LOCATION - FOR OCTOBER 2008
(Rev. 11/10/08)

Class Code	Classification	SCC - 5505 ELIGIBLE LIST INFORMATION											(a+b+c+d+ e+f+g+h+i) Total # on on List	
		# on SROA	RANKS											
			(a) 1	(b) 2	(c) 3	(d) 4	(e) 5	(f) 6	(g) 7	(h) 8	(i) 9			
8182	Certified Nursing Assistant, CF**	0	218	51	30	0								299
2578	Chief Deputy Clinical Services, CF	0	2	2	1									5
7547	Chief Medical Officer, CF	0	4	10	3									17
9267	Chief Physician & Surgeon, CF	0	1	5	1									7
9279	Clinical Dietician, CF	0	0	0	0									0
2153	Food Administrator I, CF (Spot Lists only)	NO LIST FOR THIS SPOT											0	
8338	Health Program Specialist I*	0	1	5	3	2	2	0						13
1869	Health Record Technician I*	0	9	32	48	67	63	76	0	0				295
1872	Health Record Technician II (Specialist)*	0	13	32	18	13	9	12						97
1887	Health Record Technician II (Supervisor)*	2	3	3	8	9	5	1						29
8257	Licensed Vocational Nurse (CDCR)* #	2	3	1	71	23	8							106
1177	Medical Transcriber*	0	2	18	20	14	7	12	0	0				73
9273	Nurse Anesthetist, CF		1	0										1
9353	Nurse Instructor, CF	0	8	1	0									9
9278	Nurse Practitioner, CF	0	27	7	1									35
9280	Occupational Therapist, CF	NO NAMES ON LIST											0	
7982	Pharmacist I		1	1	14	3	2							21
7981	Pharmacist II		9	2										11
7996	Pharmacy Services Manager	NO NAMES ON LIST											0	
7979	Pharmacy Technician**		67	61	38									166
9269	Physician & Surgeon, CF**		1	1	1	1	2	2	5	2	2			17
9263	Physician & Surgeon, CF (IM/FP)		1	60	20	3								84
8016	Physician Assistant, CF**		1	26	9	4								40
8253	Psychiatric Technician (Safety)**		4	4										8
9274	Public Health Nurse I, CF**		1	5										6
9345	Public Health Nurse II, CF**		4											4
9315	Radiologic Technologist, CF**		1	1	2									4
8317	Recreational Therapist	NO NAMES ON LIST											0	
9275	Registered Nurse, CF*		26	170	39									235
9316	Respiratory Care Practitioner, CF		2	1										3
1178	Senior Medical Transcriber*		2	2	5	5	1							15
9346	Senior Occupational Therapist, CF	NO NAMES ON LIST											0	
9350	Senior Radiologic Technologist (Specialist), CF		3											3
9351	Senior Radiologic Technologist (Supervisor), CF		2	1										3
8252	Senior Psychiatric Technician		6	3										9
9318	Supervising RN II, CF**		10	12	9									31
9319	Supervising RN III, CF**		17	24										41

FOOTNOTES

* 6 Scores used.

**3 Scores used; however, the addition of veterans preference points created additional ranks.

Licensed Vocational Nurse (Safety), class code 8274, list info is indicated on this report until LVN, CDCR list is established.

NOTE: Those areas indicated in gray, indicate those ranks do not exist for this list.

STATUS OF MEDICAL CLASSES ELIGIBLE LISTS BY LOCATION - FOR OCTOBER 2008
(Rev. 11/10/08)

Class Code	Classification	SOL - 4811 ELIGIBLE LIST INFORMATION											(a+b+c+d+ e+f+g+h+i) Total # on List	
		# on SROA	RANKS											
			(a) 1	(b) 2	(c) 3	(d) 4	(e) 5	(f) 6	(g) 7	(h) 8	(i) 9			
8182	Certified Nursing Assistant, CF**	0	1	295	78	44								418
2578	Chief Deputy Clinical Services, CF	0	2	2	1									5
7547	Chief Medical Officer, CF	0	5	12	3									20
9267	Chief Physician & Surgeon, CF	0	2	6	4									12
9279	Clinical Dietician, CF	0	1	0	0									1
2153	Food Administrator I, CF (Spot Lists only)	NO LIST FOR THIS SPOT											0	
8338	Health Program Specialist I*	0	8	6	5	6	3	5						33
1869	Health Record Technician I*	0	1	14	89	90	111	107	122	0				534
1872	Health Record Technician II (Specialist)*	0	17	42	22	24	8	13						126
1887	Health Record Technician II (Supervisor)*	2	6	12	6	9	9	3						45
8257	Licensed Vocational Nurse (CDCR)* #	0	1	4	1	148	43	20						217
1177	Medical Transcriber*	0	2	21	26	20	18	24	0	0				111
9273	Nurse Anesthetist, CF		1	0										1
9353	Nurse Instructor, CF	0	10	2	2									14
9278	Nurse Practitioner, CF	0	36	12	1									49
9280	Occupational Therapist, CF	NO NAMES ON LIST											0	
7982	Pharmacist I		1	1	20	4	3							29
7981	Pharmacist II		13	2										15
7996	Pharmacy Services Manager	NO NAMES ON LIST											0	
7979	Pharmacy Technician**		2	110	122	63								297
9269	Physician & Surgeon, CF**		1	1	1	2	2	5	3	2				17
9263	Physician & Surgeon, CF (IM/FP)		1	89	25	5								120
8016	Physician Assistant, CF**		43	11	7									61
8253	Psychiatric Technician (Safety)**		10	6	4									20
9274	Public Health Nurse I, CF**		4	4	1									9
9345	Public Health Nurse II, CF**		2											2
9315	Radiologic Technologist, CF**		1	1	4	1								7
8317	Recreational Therapist	NO NAMES ON LIST											0	
9275	Registered Nurse, CF*		1	66	337	73								477
9316	Respiratory Care Practitioner, CF		11	1										12
1178	Senior Medical Transcriber*		1	6	4	8	6	3	2					30
9346	Senior Occupational Therapist, CF	NO NAMES ON LIST											0	
9350	Senior Radiologic Technologist (Specialist), CF		3											3
9351	Senior Radiologic Technologist (Supervisor), CF		2	1										3
8252	Senior Psychiatric Technician		9	5										14
9318	Supervising RN II, CF**		14	25	7									46
9319	Supervising RN III, CF**		21	25	1									47

FOOTNOTES

* 6 Scores used.

**3 Scores used; however, the addition of veterans preference points created additional ranks.

Licensed Vocational Nurse (Safety), class code 8274, list info is indicated on this report until LVN, CDCR list is established.

NOTE: Those areas indicated in gray, indicate those ranks do not exist for this list.

STATUS OF MEDICAL CLASSES ELIGIBLE LISTS BY LOCATION - FOR OCTOBER 2008
(Rev. 11/10/08)

Class Code	Classification	SQ - 2102 ELIGIBLE LIST INFORMATION													
		# on SROA	RANKS									(a+b+c+d+e+f+g+h+i) Total # on on List			
			(a) 1	(b) 2	(c) 3	(d) 4	(e) 5	(f) 6	(g) 7	(h) 8	(i) 9				
8182	Certified Nursing Assistant, CF**	0	1	279	69	39									388
2578	Chief Deputy Clinical Services, CF	0	2	2	1										5
7547	Chief Medical Officer, CF	0	5	12	3										20
9267	Chief Physician & Surgeon, CF	0	4	9	3										16
9279	Clinical Dietician, CF	0	0	0	0										0
2153	Food Administrator I, CF (Spot Lists only)	NO LIST FOR THIS SPOT											0		
8338	Health Program Specialist I*	0	3	4	4	3	4	0							18
1869	Health Record Technician I*	0	1	12	45	59	79	82	93	0					371
1872	Health Record Technician II (Specialist)*	0	12	34	18	15	7	10							96
1887	Health Record Technician II (Supervisor)*	2	3	5	7	7	5	1							28
8257	Licensed Vocational Nurse (CDCR)* #	0	1	2	1	153	48	22							227
1177	Medical Transcriber*	0	2	17	23	13	9	13	0	0					77
9273	Nurse Anesthetist, CF		1	0											1
9353	Nurse Instructor, CF	0	9	1	0										10
9278	Nurse Practitioner, CF	0	33	15	2										50
9280	Occupational Therapist, CF	NO NAMES ON LIST											0		
7982	Pharmacist I		1	1	16	4	3								25
7981	Pharmacist II		14	2											16
7996	Pharmacy Services Manager	NO NAMES ON LIST											0		
7979	Pharmacy Technician**		1	76	87	45									209
9269	Physician & Surgeon, CF**		1	1	1	1	2	2	6	2	3				19
9263	Physician & Surgeon, CF (IM/FP)		1	84	25	4									114
8016	Physician Assistant, CF**		1	35	10	5									51
8253	Psychiatric Technician (Safety)**		8	6	2										16
9274	Public Health Nurse I, CF**		5	4											9
9345	Public Health Nurse II, CF**		4												4
9315	Radiologic Technologist, CF**		1	1	3	1									6
8317	Recreational Therapist	NO NAMES ON LIST											0		
9275	Registered Nurse, CF*		1	45	330	82									458
9316	Respiratory Care Practitioner, CF		2	1											3
1178	Senior Medical Transcriber*		4	2	5	3	1	1							16
9346	Senior Occupational Therapist, CF	NO NAMES ON LIST											0		
9350	Senior Radiologic Technologist (Specialist), CF		3												3
9351	Senior Radiologic Technologist (Supervisor), CF		2	1											3
8252	Senior Psychiatric Technician		3	3											6
9318	Supervising RN II, CF**		1	13	27	7									48
9319	Supervising RN III, CF**		20	24	3										47

FOOTNOTES

* 6 Scores used.

**3 Scores used; however, the addition of veterans preference points created additional ranks.

Licensed Vocational Nurse (Safety), class code 8274, list info is indicated on this report until LVN, CDCR list is established.

NOTE: Those areas indicated in gray, indicate those ranks do not exist for this list.

STATUS OF MEDICAL CLASSES ELIGIBLE LISTS BY LOCATION - FOR OCTOBER 2008
(Rev. 11/10/08)

Class Code	Classification	SVSP - 2708 ELIGIBLE LIST INFORMATION											(a+b+c+d+ e+f+g+h+i) Total # on List		
		# on SROA	RANKS												
			(a) 1	(b) 2	(c) 3	(d) 4	(e) 5	(f) 6	(g) 7	(h) 8	(i) 9				
8182	Certified Nursing Assistant, CF**	0	162	54	30	0									246
2578	Chief Deputy Clinical Services, CF	0	1	1	1										3
7547	Chief Medical Officer, CF	0	8	12	3	0									23
9267	Chief Physician & Surgeon, CF	0	5	12	1										18
9279	Clinical Dietician, CF	0	2	0	0										2
2153	Food Administrator I, CF (Spot Lists only)	0	1	0	0										1
8338	Health Program Specialist I*	0	1	4	1	3	0	0							9
1869	Health Record Technician I*	0	4	34	28	32	43	52	0	0					193
1872	Health Record Technician II (Specialist)*	0	10	16	14	9	4	3							56
1887	Health Record Technician II (Supervisor)*	2	3	5	3	3	2	0	0						16
8257	Licensed Vocational Nurse (CDCR)* #	0	1	55	11	7	0								74
1177	Medical Transcriber*	0	8	13	6	5	5	0	0	0					37
9273	Nurse Anesthetist, CF		1	0	0										1
9353	Nurse Instructor, CF	0	4	2	0										6
9278	Nurse Practitioner, CF	0	18	6	1										25
9280	Occupational Therapist, CF	NO NAMES ON LIST											0		
7982	Pharmacist I		1	1	14	4	2								22
7981	Pharmacist II		9	2											11
7996	Pharmacy Services Manager	NO NAMES ON LIST											0		
7979	Pharmacy Technician**		42	38	19										99
9269	Physician & Surgeon, CF**		1	1	1	1	1	5	2	3					15
9263	Physician & Surgeon, CF (IM/FP)		1	61	20	4									86
8016	Physician Assistant, CF**		1	1	28	8	4								42
8253	Psychiatric Technician (Safety)**		2	8	6										16
9274	Public Health Nurse I, CF**		2	5											7
9345	Public Health Nurse II, CF**		3	1											4
9315	Radiologic Technologist, CF**		1	1	2										4
8317	Recreational Therapist	NO NAMES ON LIST											0		
9275	Registered Nurse, CF*		29	137	44										210
9316	Respiratory Care Practitioner, CF		3	1											4
1178	Senior Medical Transcriber*		1	2	4	1	1								9
9346	Senior Occupational Therapist, CF	NO NAMES ON LIST											0		
9350	Senior Radiologic Technologist (Specialist), CF		3												3
9351	Senior Radiologic Technologist (Supervisor), CF		2	1											3
8252	Senior Psychiatric Technician		4	4											8
9318	Supervising RN II, CF**		1	8	12	2									23
9319	Supervising RN III, CF**		16	20											36

FOOTNOTES

* 6 Scores used.

**3 Scores used; however, the addition of veterans preference points created additional ranks.

Licensed Vocational Nurse (Safety), class code 8274, list info is indicated on this report until LVN, CDCR list is established.

NOTE: Those areas indicated in gray, indicate those ranks do not exist for this list.

STATUS OF MEDICAL CLASSES ELIGIBLE LISTS BY LOCATION - FOR OCTOBER 2008
(Rev. 11/10/08)

Class Code	Classification	VSPW - 2004 ELIGIBLE LIST INFORMATION											
		# on SROA	RANKS									(a+b+c+d+e+f+g+h+i) Total # on List	
			(a) 1	(b) 2	(c) 3	(d) 4	(e) 5	(f) 6	(g) 7	(h) 8	(i) 9		
8182	Certified Nursing Assistant, CF**	0	184	56	33	0							273
2578	Chief Deputy Clinical Services, CF	0	1	1	1								3
7547	Chief Medical Officer, CF	0	9	12	3								24
9267	Chief Physician & Surgeon, CF	0	2	13	0								15
9279	Clinical Dietician, CF	0	2	0	0								2
2153	Food Administrator I, CF (Spot Lists only)	NO LIST FOR THIS SPOT											0
8338	Health Program Specialist I*	0	1	6	2	3	0	0					12
1869	Health Record Technician I*	0	5	49	45	52	47	66	0	0			264
1872	Health Record Technician II (Specialist)*	0	12	23	14	6	4	3					62
1887	Health Record Technician II (Supervisor)*	2	2	5	4	1	5	3					20
8257	Licensed Vocational Nurse (CDCR)* #	0	1	68	22	8	0						99
1177	Medical Transcriber*	0	1	10	11	13	11	9	0	0			55
9273	Nurse Anesthetist, CF		1	0									1
9353	Nurse Instructor, CF	0	4	1	0								5
9278	Nurse Practitioner, CF	0	20	5	0								25
9280	Occupational Therapist, CF	NO NAMES ON LIST											0
7982	Pharmacist I		1	1	12	3	1						18
7981	Pharmacist II		7	1	2								10
7996	Pharmacy Services Manager	NO NAMES ON LIST											0
7979	Pharmacy Technician**		1	56	62	33							152
9269	Physician & Surgeon, CF**		1	1	1	1	1	1	8	1	2		17
9263	Physician & Surgeon, CF (IM/FP)		1	64	20	2							87
8016	Physician Assistant, CF**		1	34	9	3							47
8253	Psychiatric Technician (Safety)**		3	4	4								11
9274	Public Health Nurse I, CF**		1	5									6
9345	Public Health Nurse II, CF**		1	1									2
9315	Radiologic Technologist, CF**		1	1	10	2	5						19
8317	Recreational Therapist	NO NAMES ON LIST											0
9275	Registered Nurse, CF*		28	126	26								180
9316	Respiratory Care Practitioner, CF		6	1									7
1178	Senior Medical Transcriber*		3	3	3	1	1						11
9346	Senior Occupational Therapist, CF	NO NAMES ON LIST											0
9350	Senior Radiologic Technologist (Specialist), CF		3										3
9351	Senior Radiologic Technologist (Supervisor), CF		2	1									3
8252	Senior Psychiatric Technician		5	5	1								11
9318	Supervising RN II, CF**		1	10	11	2							24
9319	Supervising RN III, CF**		12	22									34

FOOTNOTES

* 6 Scores used.

**3 Scores used; however, the addition of veterans preference points created additional ranks.

Licensed Vocational Nurse (Safety), class code 8274, list info is indicated on this report until LVN, CDCR list is established.

NOTE: Those areas indicated in gray, indicate those ranks do not exist for this list.

STATUS OF MEDICAL CLASSES ELIGIBLE LISTS BY LOCATION - FOR OCTOBER 2008
(Rev. 11/10/08)

Class Code	Classification	WSP - 1513 ELIGIBLE LIST INFORMATION												
		# on SROA	RANKS									(a+b+c+d+e+f+g+h+i) Total # on List		
			(a) 1	(b) 2	(c) 3	(d) 4	(e) 5	(f) 6	(g) 7	(h) 8	(i) 9			
8182	Certified Nursing Assistant, CF**	0	219	57	36	0								312
2578	Chief Deputy Clinical Services, CF	0	1	1	1									3
7547	Chief Medical Officer, CF	0	7	14	3	0								24
9267	Chief Physician & Surgeon, CF	0	2	13	1									16
9279	Clinical Dietician, CF	0	2	0	0									2
2153	Food Administrator I, CF (Spot Lists only)	0	1	0	0									1
8338	Health Program Specialist I*	0	2	10	2	1	1	3						19
1869	Health Record Technician I*	0	12	86	99	73	75	79	0	0				424
1872	Health Record Technician II (Specialist)*	0	10	32	21	5	6	4						78
1887	Health Record Technician II (Supervisor)*	2	4	10	4	3	4	1						26
8257	Licensed Vocational Nurse (CDCR)* #	0	1	87	19	6	0							113
1177	Medical Transcriber*	0	30	21	13	15	11	0	0	0				90
9273	Nurse Anesthetist, CF		1	0										1
9353	Nurse Instructor, CF	0	6	1	0									7
9278	Nurse Practitioner, CF	0	20	5	0									25
9280	Occupational Therapist, CF	NO NAMES ON LIST											0	
7982	Pharmacist I		1	1	15	3	5							25
7981	Pharmacist II		9	1	3									13
7996	Pharmacy Services Manager	NO NAMES ON LIST											0	
7979	Pharmacy Technician**		75	87	41									203
9269	Physician & Surgeon, CF**		1	1	1	2	1	7	4	2				19
9263	Physician & Surgeon, CF (IM/FP)		1	59	22	6								88
8016	Physician Assistant, CF**		2	1	43	8	5							59
8253	Psychiatric Technician (Safety)**		4	5	6									15
9274	Public Health Nurse I, CF**		1	5										6
9345	Public Health Nurse II, CF**		1											1
9315	Radiologic Technologist, CF**		1	1	8	1	1							12
8317	Recreational Therapist	NO NAMES ON LIST											0	
9275	Registered Nurse, CF*		51	1	197	34								283
9316	Respiratory Care Practitioner, CF		5	1										6
1178	Senior Medical Transcriber*		6	5	3	1	2							17
9346	Senior Occupational Therapist, CF	NO NAMES ON LIST											0	
9350	Senior Radiologic Technologist (Specialist), CF		5											5
9351	Senior Radiologic Technologist (Supervisor), CF		4	1										5
8252	Senior Psychiatric Technician		8	5	1									14
9318	Supervising RN II, CF**		2	8	24	10								44
9319	Supervising RN III, CF**		1	20	33	1								55

FOOTNOTES

* 6 Scores used.

**3 Scores used; however, the addition of veterans preference points created additional ranks.

Licensed Vocational Nurse (Safety), class code 8274, list info is indicated on this report until LVN, CDCR list is established.

NOTE: Those areas indicated in gray, indicate those ranks do not exist for this list.

STATUS OF MEDICAL CLASSES ELIGIBLE LISTS BY LOCATION - FOR OCTOBER 2008
(Rev. 11/10/08)

Class Code	Classification	GALT - 3417 ELIGIBLE LIST INFORMATION											(a+b+c+d+e+f+g+h+i) Total # on List		
		# on SROA	RANKS												
			(a) 1	(b) 2	(c) 3	(d) 4	(e) 5	(f) 6	(g) 7	(h) 8	(i) 9				
8182	Certified Nursing Assistant, CF**	0	293	90	46	0									429
2578	Chief Deputy Clinical Services, CF	0	2	2	1										5
7547	Chief Medical Officer, CF	0	8	12	1	6									27
9267	Chief Physician & Surgeon, CF	0	1	9	4										14
9279	Clinical Dietician, CF	0	1	0	0										1
2153	Food Administrator I, CF (Spot Lists only)	0	1	2	0										3
8338	Health Program Specialist I*	0	22	22	17	14	9	12							96
1869	Health Record Technician I*	0	1	25	141	157	173	149	181	0					827
1872	Health Record Technician II (Specialist)*	0	23	49	46	31	17	25							191
1887	Health Record Technician II (Supervisor)*	2	11	18	10	11	10	7							67
8257	Licensed Vocational Nurse (CDCR)* #	0	5	1	125	35	13								179
1177	Medical Transcriber*	0	2	1	40	39	40	38	43	0					203
9273	Nurse Anesthetist, CF		1	0											1
9353	Nurse Instructor, CF	0	18	1	0										19
9278	Nurse Practitioner, CF	0	32	11	2										45
9280	Occupational Therapist, CF	NO NAMES ON LIST											0		
7982	Pharmacist I		1	1	14	3	2								21
7981	Pharmacist II		11	1	2										14
7996	Pharmacy Services Manager	NO NAMES ON LIST											0		
7979	Pharmacy Technician**		1	1	2	149	153	84							390
9269	Physician & Surgeon, CF**		1	1	1	1	2	4	7	3	4				24
9263	Physician & Surgeon, CF (IM/FP)		1	105	28	8									142
8016	Physician Assistant, CF**		1	40	13	6									60
8253	Psychiatric Technician (Safety)**		6	2	2										10
9274	Public Health Nurse I, CF**		8	4	1										13
9345	Public Health Nurse II, CF**		3												3
9315	Radiologic Technologist, CF**		1	1	3	1	5								11
8317	Recreational Therapist	NO NAMES ON LIST											0		
9275	Registered Nurse, CF*		71	362	94										527
9316	Respiratory Care Practitioner, CF		2	2											4
1178	Senior Medical Transcriber*		8	6	11	10	5	4							44
9346	Senior Occupational Therapist, CF	NO NAMES ON LIST											0		
9350	Senior Radiologic Technologist (Specialist), CF		3												3
9351	Senior Radiologic Technologist (Supervisor), CF		2	1											3
8252	Senior Psychiatric Technician		1	10	5										16
9318	Supervising RN II, CF**		17	24	12										53
9319	Supervising RN III, CF**		28	28	2										58

FOOTNOTES

* 6 Scores used.

**3 Scores used; however, the addition of veterans preference points created additional ranks.

Licensed Vocational Nurse (Safety), class code 8274, list info is indicated on this report until LVN, CDCR list is established.

NOTE: Those areas indicated in gray, indicate those ranks do not exist for this list.

STATUS OF MEDICAL CLASSES ELIGIBLE LISTS BY LOCATION - FOR OCTOBER 2008
(Rev. 11/10/08)

Class Code	Classification	STATEWIDE - 5 (All eligibles on List) ELIGIBLE LIST INFORMATION											(a+b+c+d+e +f+g+h+i+j) Total # on on List				
		# on SROA	RANKS														
			(a) 1	(b) 2	(c) 3	(d) 4	(e) 5	(f) 6	(g) 7	(h) 8	(i) 9	(j) 10					
8182	Certified Nursing Assistant, CF**	0	3	952	310	169										1,434	
2578	Chief Deputy Clinical Services, CF	0	4	3	2											9	
7547	Chief Medical Officer, CF	0	19	23	1	10										53	
9267	Chief Physician & Surgeon, CF	0	11	33	9											53	
9279	Clinical Dietician, CF	0	1	1	0											2	
2153	Food Administrator I, CF (Spot Lists only)		3	1	4											8	
8338	Health Program Specialist I*	0	25	45	29	21	14	16								150	
1869	Health Record Technician I*	2	1	63	455	485	485	404	476	0	0					2,369	
1872	Health Record Technician II (Specialist)*	0	44	133	95	47	47	49								415	
1887	Health Record Technician II (Supervisor)*	2	28	61	46	21	21	18								195	
8257	Licensed Vocational Nurse (CDCR)* #	0	3	14	1	1,284	379	135								1,816	
1177	Medical Transcriber*	0	2	2	115	107	125	117	90	0						558	
9273	Nurse Anesthetist, CF	0	2	0												2	
9353	Nurse Instructor, CF	0	45	4	4											53	
9278	Nurse Practitioner, CF	0	121	33	5											159	
9280	Occupational Therapist, CF	0	1	0												1	
7982	Pharmacist I		1	1	123	12	20									157	
7981	Pharmacist II		69	8	6											83	
7996	Pharmacy Services Manager		0													0	
7979	Pharmacy Technician**		4	2	4	485	1	604	243	0						1,343	
9269	Physician & Surgeon, CF**		1	1	1	1	1	3	13	18	7	6				52	
9263	Physician & Surgeon, CF (IM/FP)		1	334	83	17										435	
8016	Physician Assistant, CF**		2	8	165	29	12									216	
8253	Psychiatric Technician (Safety)**		56	48	26											130	
9274	Public Health Nurse I, CF**		33	11	1	4										49	
9345	Public Health Nurse II, CF**		19	4												23	
9315	Radiologic Technologist, CF**		1	1	38	6	17									63	
8317	Recreational Therapist	NO NAMES ON LIST															0
9275	Registered Nurse, CF*		1	3	429	1	1,843	322								2,599	
9316	Respiratory Care Practitioner, CF		23	3	2											28	
1178	Senior Medical Transcriber*		1	1	26	23	23	20	11	5						110	
9346	Senior Occupational Therapist, CF	NO NAMES ON LIST															0
9350	Senior Radiologic Technologist (Specialist), CF		6	1	1											8	
9351	Senior Radiologic Technologist (Supervisor), CF		11	1												12	
8252	Senior Psychiatric Technician		1	30	20	2										53	
9318	Supervising RN II, CF**		1	2	1	86	205	70								365	
9319	Supervising RN III, CF**		1	72	99	13										185	

FOOTNOTES

* 6 Scores used.

**3 Scores used; however, the addition of veterans preference points created additional ranks.

Licensed Vocational Nurse (Safety), class code 8274, list info is indicated on this report until LVN, CDCR list is established.

NOTE: Those areas indicated in gray, indicate those ranks do not exist for this list.

APPENDIX 15



Memorandum

Date : October 20, 2008

To : John Hagar, Chief of Staff
California Prison Health Care Receivership

Via

Kathy Stigall, Director
Human Resources

From : Katrina Hagen, Deputy Director
Workforce Development

Subject : **WORKFORCE DEVELOPMENT BRANCH MONTHLY REPORT –
SEPTEMBER 2008**

The month of September proved to be a very busy month for the Workforce Development Branch. The Education and Training Unit assumed responsibility for the Regional Health Care New Employee Orientation (HCNEO) on September 1, 2008, and began working with the Nursing Services Branch on coordination of Emergency Response Training statewide. Significant headway has been made with the drafting of lesson plans for HCNEO with eighteen different lesson plans drafted and reviewed by Subject Matter Experts. Final review of proposed curriculum is currently in process. Work is now focused on expanding the HCNEO to staff beyond clinicians and nurses, to include all health care new hires by January 2009.

The Northern and Southern Recruitment Sections were very busy during the month of September with ten Licensed Vocational Nursing (LVN) classroom presentations, one Psychiatric Technician (PT) presentation and sixteen career fairs at a variety of locals; colleges, business and employment expos, and general health career fairs. From these events, recruiters logged 621 new contacts into tracking system and 669 follow-up phone calls were made from prior months, checking on candidate's status in the hiring process.

The microsite and Applicant Tracking System (ATS) saw significant growth during the month of September. We now list Career Opportunities, detailed benefit information with links to the California Employees' Retirement System and the Department of Personnel Administration, frequently asked questions, testimonials and more. The ATS enables us to post vacancies on our website and allows interested candidates to apply online.

Significant marketing efforts continue for a number of classifications, the run schedule for the month of September is attached. Over 262 LVNs and 300 Registered Nurses were added to the certification list during the month of September. In addition, over 11,000 visits to the website occurred, 893 toll free job line calls were received and 212 emails.

The centralized hiring effort continues with progress being made with Physicians, Pharmacists, and mid-level hires. See attached Recruitment and Retention report for details on hiring.

Finally, efforts in the area of workforce planning and development for the 10,000 bed project continue with the following initiatives:

1. Development of an Apprenticeship Program or “Earn While You Learn” educational model to grow our own nurses; specifically for LVNs and PTs, continues. We have had several meetings with San Joaquin Delta College and we are drafting a scope of services to formalize the program. Discussion has also occurred with Southwestern Community College on the same program, and they are very interested in pursuing.
2. Development of “Career Pathways” with the California Unified School Districts to expand health care career pathways in high school programs. We have made significant headway with the San Joaquin Unified School District.
3. Formalizing relationships with the California Workforce Investment Boards to aid us in economic and demographic research, directing applicants in their workforce area to us for employment opportunities, and serving as a facilitator in arranging partnerships with other employers and educational organizations in each of the communities where facilities are planned.

If you have any questions on the above initiatives, please contact me at 327-1577.

DIETITIAN RECRUITMENT	DESCRIPTION	SEPT
PRINT	1/4 Page (3.25" x 4.5"), back cover, Sept. Deadline 7/18; Oct. Deadline 8/18; Nov. Deadline 9/17; Dec. Deadline 10/16; Jan. Deadline 11/12 (<i>Frequency Discount Reflected</i>)	
<i>Journal of the American Dietetic Association</i>	9/1 Issue has Bonus Distribution at FNCE (Food & Nutrition Conference Expo)	\$1,237
<i>American Dietetic Association Times</i>	Full Page (9.25" x 10.87"), full color; 1 advertiser per issue; acknowledgement on back cover (company name and website); website link on ADA website; Jan 2009 Deadline TBD	
WEB	Job Postings - 60 Days	\$3,815
<i>Fatright.org</i> 7 Postings per Month (\$545 each) to cover Stockton, Fresno, Bakersfield, San Luis Obispo, Los Angeles, San Diego and Bythe	* Cost includes Hodes tracking component	
DIETITIAN TOTAL		

PHYSICAL THERAPY RECRUITMENT	DESCRIPTION	SEPT
PRINT		
	1/3 Page (4.5" x 4.75") full color, Sept. 8 Deadline 9/3; Oct. 6 Deadline 10/1; Oct. 20 Deadline 10/15; Nov. 17 Deadline 11/12; Dec. 1 Deadline 11/26 <i>(Frequency Discount Reflected)</i>	\$2,689
<i>11/17 Issue has Bonus Distribution at American Academy of Physical Medicine and Rehabilitation (AAPM & R); 11/17 Issue will also contain PR Feature "Where We Work"</i>		
<i>Journal of Sport Rehabilitation</i>	1/2 Page (7.5" x 4.75") black/white, Nov. Deadline 8/29	
<i>The American Journal of Sports Medicine</i>	1/4 Page (3.37" x 4.87") black/white, Oct. Deadline 8/22 <i>(Frequency Discount Reflected)</i>	
<i>PT Bulletin</i>	1/2 Page (7.5" x 4.81") full color, Sept Deadline 7/21; Oct. Deadline 8/18; Nov. Deadline 9/18; Feb. Deadline TBD <i>(Frequency Discount Reflected)</i>	\$2,437
<i>APTA Student Conclave Guide</i>	1/2 Page (7" x 4.87") black/white, 8/25 Deadline	
WEB		
<i>AdvanceWeb.com - PT Section</i>	Web Banner - 30 Days	\$1,120
	* Cost includes Hodas tracking component	
<i>PTJobs.com / PhysicalTherapist.com</i>	Job Posting - 60 Days	\$2,160
<i>8 Postings per Month (\$270 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe</i>	* Cost includes Hodas tracking component	

Physical Therapist Recruitment
As of 10/15/08

WEB (cont.)	DESCRIPTION	SEPT
<i>Physicaltherpjobs.com</i>	Job Posting - 60 Days	\$3,592
8 Postings per 60 Days (\$449 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe	* Cost includes Hodess tracking component	
<i>jobsintherapy.com</i>	Job Posting - 30 Days	\$2,685
8 Postings per Month (\$335.59 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe		
<i>therpjobs.com</i>	Job Posting - 30 Days	\$1,706
8 Postings per Month (\$213.24 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe		
OTHER		
E-Blast	Electronic Message sent to 2,876 PTs in CA (List from Advance)	
	* Cost includes Hodess tracking component	
PT TOTAL		

PODIATRIST RECRUITMENT	DESCRIPTION	SEPT
PRINT		
<i>Podiatry Today</i>	1/2 Page (6.75" x 5") full color, Oct Deadline 9/2; Nov Deadline 10/1	
<i>December bonus distribution - 11th International Conference on Foot Biomechanics & Orthotic Therapy</i>		
<i>Journal of the American Podiatric Medical Association</i>	1/2 Page (7" x 5") full color, Nov Deadline 10/6	
OTHER		
<i>Direct Mail</i>	8x5" postcard to be sent directly to 1,701 Podiatrists in CA (list from Dept. of Consumer Affairs)	
PODIATRIST TOTAL		

Occupational Therapy Recruitment
As of 10/15/08

OCCUPATIONAL THERAPY RECRUITMENT	DESCRIPTION	SEPT
PRINT		
<p>Advance for Occupational Therapy Practitioners</p> <p>1/2/8 Issue features Pacific Regional Supplement. 1/2/8 Issue will also contain PR Feature "Where We Work"</p>	<p>1/3 Page (4.5" x 4.75") full color. Aug. 4 Deadline 7/31; Sept. 1 Deadline 8/28; Oct. 13 Deadline 10/9; Nov. 10 Deadline 11/6; Dec. 8 Deadline 12/4 (Frequency Discount Reflected)</p>	\$3,369
<p>American Journal of Occupational Therapy</p>	<p>1/4 Page (3.37" x 4.75") black/white. Sept./Oct. Deadline 7/29; Nov./Dec. Deadline 9/30</p>	\$1,169
<p>Connect Career Fair Ad</p>	<p>Occupational Therapist</p>	\$307
<p>MEB</p> <p>AdvanceWeb.com - OT Section</p>	<p>Web Banner - 30 Days</p> <p>* Cost includes Hodes tracking component</p>	\$1,120
<p>Occupationaltherapistjobs.com</p> <p>2 Postings per 60 Days (\$449 each) to cover Vacaville and San Luis Obispo</p>	<p>Job Posting - 60 Days</p> <p>* Cost includes Hodes tracking component</p>	\$898
<p>OTHER</p> <p>E-Blast</p>	<p>Electronic Message sent to 2,384 OTs in CA (List from Advance)</p> <p>* Cost includes Hodes tracking component</p>	
<p>OT TOTAL</p>		

SPEECH PATHOLOGIST RECRUITMENT	DESCRIPTION	SEPT
PRINT		
<p><i>Advance for Speech Language Pathologists and Audiologists Recruitment Supplement: 11/10 Issue has Bonus Distribution at ASHA Annual Conference (American Speech-Language-Hearing Association): 11/10 Issue will also contain PR Feature "Where We Work"</i></p>	<p>1/4 Page (3.25" x 4.75") full color, 9/29 Deadline 9/26; 10/13 Deadline 10/10; 10/20 Deadline 10/17; 11/10 Deadline 11/7; 12/1 Deadline 11/28 (<i>Frequency Discount Reflected</i>)</p>	\$3,579
ASHA Leader	1/2 Page (3.5" x 9.5") full color Oct. Deadline 9/8; Nov. Deadline 9/29	
WEB		
ASHA.com	Job Posting - 90 Days	\$1,290
1 Posting per 90 Days (\$1,289.74 each) to cover all of CA		
	Web Banner (468 x 60 pixels) - 90 Days	\$3,341
	Web Button (120 x 60 pixels) - 90 Days	\$1,995
CSHA.org	Job Posting - 120 Days	\$360
1 Posting per 120 Days (\$360.30 each) to cover all of CA		
AdvanceWeb.com - SLP Section	Web Banner - 30 Days	\$1,120
OTHER	* Cost includes Hodess tracking component	
E-Blast	Electronic Message sent to 2,349 SLPs in CA (List from Advance)	
	* Cost includes Hodess tracking component	
SPEECH PATHOLOGIST TOTAL		

Respiratory Care Practitioner Recruitment
As of 10/15/08

RESPIRATORY RECRUITMENT	DESCRIPTION	SEPT
PRINT		
Advance for Respiratory Care Practitioners	2 col. X 4.5" (4.5" x 4.5"), full color; Aug. 18 Deadline 8/13; Sept. 15 Deadline 9/10; Oct. 27 Deadline 10/22; Nov. 24 Deadline 11/19; Dec. 8 Deadline 12/3	\$3,666
9/15 Issue has Bonus Distribution at the American Association of Cardiovascular and Pulmonary Rehabilitation Conference; 10/27 Issue has Bonus Distribution at American College of Allergy, Asthma and Immunology Conference; 1/24 Issue has Bonus Distribution at American Association for Respiratory Care; 1/24 Issue will also contain PR Feature "Where We Work"		
Focus Journal for Respiratory Care & Sleep Medicine	1/4 Page (3.56" X 4.87"), full color; Sept./Oct. Deadline 9/15; Nov./Dec. Deadline 10/31 (Frequency Discount Reflected)	\$2,048
AARC Times (published by the American Assoc. for Respiratory Care)	1/4 Page (3.25" x 4.87"), black / white; Sept. Deadline 7/25; Oct. Deadline 8/25; Nov. Deadline 9/24; Dec. Deadline 10/24	\$811
Respiratory Care (The Science Journal of the American Association for Respiratory Care)	1/4 Page (3.25" x 4.87"), black / white; Sept. Deadline 8/11; Oct. Deadline 9/10; Nov. Deadline 10/10; Dec. Deadline 11/10	\$811
RT Magazine	1/4 Page (3.37" x 4.87"), full color; Sept. Deadline 8/4; Oct. Deadline 9/8; Nov. Deadline 10/6; Dec. Deadline 11/3	\$3,020
Connect Career Fair Ad	Respiratory Care Practitioner	\$0
*Media didn't run publication	3.375" x 4.5", full color	
WEB		
AdvanceWeb.com - RCP Section	Web Banner - 30 Days	\$1,120

Respiratory Care Practitioner Recruitment
As of 10/15/08

	DESCRIPTION	SEPT
	* Cost includes Hodess tracking component	
WEB (cont.)		
<i>CA Society for Respiratory Care</i>	Job Posting - 60 Days	\$313
<i>1 Postings per 60 Days (\$313.24 each) to cover Vacaville</i>		
<i>AARC Online (www.aarc.org)</i>	Job Posting - 30 Days - included w/ AARC Times Print Ad	\$0
OTHER		
<i>E-Blast</i>	Electronic Message sent to 1,355 RCPs in CA (List from Advance)	
	* Cost includes Hodess tracking component	
RESPIRATORY TOTAL		

CHIEF EXECUTIVE OFFICER, HEALTH CARE RECRUITMENT PRINT	DESCRIPTION	SEPT
<p>Healthcare Executive - Official Magazine of the American College of Healthcare Executives</p>	<p>1/2 Page (7" x 4.5"), Full Color September/October Deadline 7/14, November/December Deadline 9/11 (Frequency Discount Available); Sept. Issue has Bonus Distribution at National Association of Health Services Executives and Technology Corporate Profiles</p>	\$4,739
<p>Hospital & Health Networks</p>	<p>3 col. X 5 (6.54 x 5), Black/White, September Deadline 8/15, November Deadline 10/15</p> <p>Bonus Distribution for Center for Healthcare Governance Symposium on Governing and Leading Health Care Organizations & Society for Healthcare Strategy and Market Development conference</p>	\$5,950
<p>Group Practice Journal - Official Journal of the American Medical Group Association</p>	<p>1/2 Page (7 x 5"), Full Color, Sept Deadline 7/12, Nov/Dec Deadline 9/30 (Frequency Discount Available)</p> <p>Bonus Distribution at MGMA's Annual Conference</p>	\$4,930
<p>MCKA Connexion - Medical Group Management Association Magazine</p>	<p>3 col. X 5 (7.37 x 5), Black/White, Includes 30 day posting; August Deadline 7/8, Oct. Deadline 9/8, November/December Deadline 11/8</p>	
<p>Journal of Healthcare Administrative Management - Official Journal of American Association of Health Care Administrative Management</p>	<p>1/2 page (7. x 4.75), Full Color; Fall Issue Deadline 10/3</p>	

	DESCRIPTION	SEPT
WEB		
<i>ACHE (American College of Healthcare Executives)</i>	Job Postings - 30 days/posting	\$1,400
<i>8 Postings per Month (\$175 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe</i>	* Cost includes Hodes tracking component	
<i>American College of Health Care Administrators</i>	Job Postings - 3 months/posting	
<i>8 Postings per 90 Days (\$350 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe</i>	* October Posting Pending - Career board down	
<i>iHireHealthCareAdministration.com</i>	Job Postings - 2 months/posting	\$3,160
<i>8 Postings per 60 Days (\$395 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe</i>		
<i>AAMA Executive Online (American Academy of Medical Administrators)</i>	Job Postings - 30 days/posting	\$419
<i>1 Posting per 30 Days (\$419.13 each) to cover all CA</i>		
<i>MGM4.com (Medical Group Management Website)</i>	Postings running in conjunction with Print Ads	
<i>HAEN Website</i>	Postings running in conjunction with Print Ads	\$0
OTHER		
	Targeted Message sent to approximately 1,797 Managers & Professionals in CA, list from MGMA	
<i>Direct Mail</i>		
	Targeted Message sent to approximately 1,060 American College of Federal Sector Healthcare Administrators & 234 Small or Rural Healthcare nationwide	
<i>Direct Mail</i>		
CHIEF EXECUTIVE OFFICER, HEALTH CARE TOTAL		

MEDICAL EXECUTIVE	DESCRIPTION	SEPT
PRINT		
	1/2 Page (7" x 4.5"), Full Color, Sept/Oct. Deadline 8/1, Nov./Dec. Deadline 10/1 (Frequency/Discount Available)	\$2,648
American College of Physician Executives - Physician Executive Journal		
JAMA - Journal of American Medical Association	1/2 Page (7" x 4.525"), Full Color, placed under Executive heading. Aug. Deadline 7/16, Oct. Deadline 9/10, Dec. Deadline 11/11 (Posting for 7 days only is included)	
New England Journal of Medicine	1/2 Page (7" x 4.87"), Full Color, Chiefs/Directors/Department Heads Specialty Issue, Sept. Deadline 8/15, Nov. Deadline 10/17 (Frequency/Discount Available)	\$5,806
WEB		
Modern Physician Banner	Leaderboard Banner - 3 months, 728w x 90h pixels * Cost includes Hodes tracking component	
NEJM/JOSS ORG (New England Journal of Medicine)	Job Postings - 3 months/posting	\$972
1 Posting per 90 Days (\$972.08 each) will cover Sacramento, San Francisco, Fresno, Los Angeles, Sasanville, Bakersfield, San Diego and Blythe		
ACPE (American College of Physician Executives) CareerLink	Job Postings - 3 months/posting	\$8,200
8 Postings per 90 Days (\$1,025 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Sasanville, Bakersfield, San Diego and Blythe	* Cost includes Hodes tracking component	
JAMA (Journal of American Medical Association) CareerNet	Job Postings - 3 months/posting	\$1,013
1 Posting per 90 Days (\$1,013.26 each) will cover Sacramento, San Francisco, Fresno, Los Angeles, Sasanville, Bakersfield, San Diego and Blythe		
OTHER		
Modern Physician Direct Mail	Targeted Message sent to 670 Executives in CA	
MEDICAL EXECUTIVE TOTAL		

NURSE EXECUTIVE RECRUITMENT	DESCRIPTION	SEPT
PRINT		
Nurseweek	1/2 page, Full Color July Deadline 7/24, Aug Deadline 8/21, Sept Deadline 9/18, Oct Deadline 10/16, Nov Deadline 10/30, Dec Deadline 12/4 <i>(Frequency Discount Available)</i> Bonus Distribution at National Black Nurses Association Annual Meeting.	\$6,129
	Ad-Q Advertising Effectiveness Study - <i>May be used for General RN/Brandng Ads RCEA</i> <i>Positions not approved by deadline.</i>	
	Focus on Hard-To-Fill Nursing Positions	
WEB		
AONE.org (American Organization of Nurse Executives)	Job Posting - 2 months/posting (per position)	\$4,520
8 Postings per 60 Days (\$565 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe	* Cost includes Hodes tracking component	
ACNL.org (Association of CA Nurse Leaders)	Job Postings - 3 months/posting (per position)	\$3,824
8 Postings per 90 Days (\$479.5 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe		
Nurse.com (Nurseweek's Website)	Postings running in conjunction with Print Ads	\$0
NURSE EXECUTIVE TOTAL		

PHARMACIST RECRUITMENT	DESCRIPTION	SEPT
PRINT		
PharmacyWeek	1/2 Page, Full Color May Deadline 5/9, Sept. Deadline 9/7	\$11,927
<p>May Run - 8 week Recruiting Edge Package (5/11 - 7/20) Sept. Run - 12 week Recruiting Edge Package (9/7 - 11/23). Package includes Display Ads, Job/Re employer-job seeker match, Online Pharmacy Profile & Job Alert Postcards. Your runs will include Bonus Distributions at Pharmacy Conferences and special mailings to Pharmacy Colleges</p>		
<p>AJHP - Official Journal of the American Society of Health System Pharmacists</p>	1/2 page, Full Color June Deadline 5/7, Sept. Deadline 8/7, Oct. Deadline 9/17, Nov. Deadline 10/23 June Issue has Bonus Distribution at ASHP's Summer Meeting; October Issue has Preliminary Program for ASHP's Midyear Conference. (Frequency Discount Available)	\$4,348
<p>California Pharmacist</p>	1/2 Page, Full Color Summer Deadline 5/9, Fall Deadline 8/1 (Frequency Discount Available)	
<p>CIHP - Official Journal of the CA Society of Health System Pharmacists</p>	1/2 page, Full Color July/Aug. Deadline 5/16, Sept./Oct. Deadline 7/17, Nov./Dec. Deadline 9/17 (Frequency Discount Available)	\$1,944
<p>All ads include Internet postings and E-Mail Blast Job Announcement</p>		
<p>U.S. Pharmacist</p>	1/2 Page, Full Color June Deadline 5/9, Sept. Deadline 8/8, Oct. Deadline 9/10, Nov. Deadline 10/10, Dec. Deadline 11/10 (Frequency Discount Available)	\$2,751
<p>U.S. Pharmacist - Student Edition</p>	1/2 Page, Full Color Sept./Oct. Deadline 8/8	\$2,415
<p>Pharmacy Insider</p>	1/2 Page, Full Color Deadline TBD	
<p>CSHP - CA Health System Pharmacist - Seminar Program Book 2008</p>	1/6 page (2.37" x 4.75"), black/white, run date 10/4	

MTL	DESCRIPTION	SEPT
	careerpharm.org - ASHP's website 8 Postings per 90 Days (\$713.25 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe	Job Postings - 3 months/posting (per position) \$5,706
	Featured Employer - 90 days * Featured Employer tied in within posting - will launch as soon as posting is processed. E-Newsletter Advertising - Box Banner * New cost reflects back end tracking/feature	\$2,478
	alpha.com - CA Pharmacists Association 8 Postings per Month (\$448.54 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe	Job Postings - 1 month/posting (per position) \$3,588
	Hodes IQ Pharmacy Premium Package (Includes HincPharmacy.com, Pharmacy Jobs Online, PharmacistsJobs.com and HealthJobsSite.com) 8 Postings per Month (3995 each) to cover Sacramento, San Francisco, Fresno, Los Angeles, Susanville, Bakersfield, San Diego and Blythe	Job Postings - 1 month/posting (per position) \$7,960
	PharmacystWeek.com (Pharmacy Week's Website) Postings running in conjunction with Print Ads	\$0
	CSHP.org (CA Society of Health System Pharmacists Website) Postings running in conjunction with Print Ads	\$0
	OTHER Direct Mail Targeted Message mailed to 5,255 ASHP members in CA	\$0
	NEWSPAPER Fairfield Daily Republic 3 col x 6", black/white	\$775
	Sacramento Bee 3 col. X 5", black/white	\$1,696

NEWSPAPER (cont.)	DESCRIPTION	SEPT
<i>Vacuille Reporter</i>	3 col x 6", black/white	\$1,432
<i>San Luis Obispo Tribune</i>	3 col x 6", black/white	\$183
<i>San Luis Obispo Tribune - CMC Reactive</i>	3 col x 6", black/white	\$0
<i>The Desert Sun (Palm Springs)</i>	3 col x 6", black/white	\$2,603
<i>Imperial Valley Press</i>	3 col x 6", black/white	\$1,096
<i>San Diego Union Tribune</i>	1/4 page, 5 col, X 10.5" black/white	\$3,913
<i>Redding Record Searchlight</i>	1/8 page, 3 col, x 8", full color	\$1,769
<i>Reno Gazette</i>	1/4 page (10 col, X 5"), full color	\$4,263
<i>Riverdale Press Enterprise</i>	3 col X 5", black/white	\$4,845
<i>Alameda Newspaper Group</i>	3 col X 5", black/white	\$1,795
<i>San Jose Mercury News</i>	1/4 page, black/white	\$897
<i>Contra Costa Times</i>	3 col X 5", black/white	
	1/4 page, black/white	\$1,346
<i>San Francisco Chronicle</i>	3 col X 5", black/white	\$0
<i>Bakersfield Californian</i>	1/8 page, full color	
	3 col X 6", black/white	\$2,903
<i>Antelope Valley Press</i>	3 col X 5", black/white	\$3,260
<i>Los Angeles Times</i>	1/8 page (3 col, X 9"), black/white	\$6,697
<i>Fresno Bee</i>	1/4 page (5 col, X 10.5"), full color	\$3,715
<i>Santa Barbara News</i>	3 col X 5", black/white	\$646
<i>Inland Valley Daily Bulletin</i>	1/4 page (5 col X 10.5"), black/white	\$1,025

NEWSPAPER (cont.)	DESCRIPTION	SEPT
Monterey County Herald	3 col x 6", black/white	\$1,510
Sahius Californian	4 col X 5", black/white	\$1,753
Soledad Bee	3 col X 5", black/white	\$532
Modesto Bee	3 col X 5", black/white	\$2,158
Corcoran Journal	3 col X 5", black/white	\$374
Delano Record, Visco Tribune & Shafter Press	3 col X 5", black/white	\$533
Tracy Press	3 col X 5", black/white	\$733
Palo Verde Times	3 col X 5", black/white	\$267
Hanford Sentinel	3 col X 5", black/white	\$468
Hanford Sentinel - ASP & PVSP Reactive	3 col X 6", black/white	\$0
Selma Enterprise/Kingsburg Recorder	3 col X 5", black/white	\$339
Lassen County Times	3 col X 5", black/white	\$713
Santa Maria Times/Times Press Recorder - CMC Reactive	3 col X 6", black/white	\$0
Santa Maria Sun - CMC Reactive	1/4 page, full color	\$0
Visalia Times Delta - ASP & PVSP Reactive	3 col X 6", black/white	\$0
Lemoore Advance - ASP & PVSP Reactive	3 col X 6", black/white	\$0
PHARMACIST TOTAL		

PSYCH TECH RECRUITMENT OTHER	DESCRIPTION	SEPT
<i>Direct Mail</i>	Postcard to be sent directly to 9,744 Psych Techs in CA (list being purchased by CPR)	
<i>College Recruitment</i>	Flyers can be sent directly to Colleges with Psych Tech Programs	
NEWSPAPER		
<i>Fairfield Daily Republic</i>	3 col. x 6", black/white	\$387
<i>Sacramento Bee</i>	3 col. X 5", black/white	\$1,696
<i>Yacaville Reporter</i>	3 col. x 6", black/white	\$716
<i>San Luis Obispo Tribune</i>	3 col. x 6", black/white	\$1,208
<i>San Luis Obispo Tribune - CMC Reactive</i>	3 col. x 6", black/white	\$0
<i>The Desert Sun (Palm Springs)</i>	3 col. x 6", black/white	\$2,647
<i>Imperial Valley Press</i>	3 col. x 6", black/white	\$1,906
<i>San Diego Union Tribune</i>	black/white	\$2,739
<i>Redding Record Searchlight</i>	1/8 page, (3 col. x 8"), full color	\$885
<i>Reno Gazette</i>	1/4 page, (10 col. X 5"), full color	\$2,131
<i>Riverside Press Enterprise</i>	3 col. X 5", black/white	\$4,845
<i>San Jose Mercury News</i>	5 col. X 5.25", black/white	\$897
<i>Alameda Newspaper Group</i>	3 col. X 5", black/white	\$897
<i>Contra Costa Times</i>	3 col. X 5", black/white	\$673
<i>San Francisco Chronicle</i>	3 col. X 5", black/white	
	3 col. X 7", black/white	\$1,951
<i>Bakersfield Californian</i>	1/8 page, full color	
	3 col. X 6", black/white	\$1,451
<i>Los Angeles Times</i>	1/8 page, (3 col. X 9"), black/white	\$3,349

NEWSPAPER (cont.)	DESCRIPTION	SEPT
Fresno Bee	1/4 page, (5 col X 10.5"), full color	\$1,858
Santa Barbara News	3 col. x 5", black/white	\$1,616
Inland Valley Daily Bulletin	black/white	\$2,562
Monterey County Herald	3 col. x 6", black/white	\$1,057
Salinas Californian	4 col. X 5", black/white	\$1,227
Soledad Bee	3 col. x 5", black/white	\$372
Eureka Times Standard	3 col. x 5", black/white	\$916
Medford Mail Tribune	3 col. x 5", black/white	\$1,056
Modesto Bee	3 col. X 5", black/white	\$2,158
Corcoran Journal	3 col. X 5", black/white	\$374
Delano Record, Wasco Tribune & Shafter Press	3 col. X 5", black/white	\$533
Tracy Press	3 col. X 5", black/white	\$733
Palo Verde Times	3 col. X 5", black/white	\$267
Hanford Sentinel	3 col. X 5", black/white	\$468
Selma Enterprise/Kingsburg Recorder	3 col. X 5", black/white	\$339
Paso Robles Press/Mascadero News	2 col. X 5", black/white	\$253
Lassen County Times	3 col. X 5", black/white	\$119
Santa Maria Times/Times Press Recorder - CMC Reactive	3 col. X 6", black/white	\$0
Santa Maria Sun - CMC Reactive	1/4 page, full color	\$0
PSYCH TECH TOTAL		

PHYSICIAN ROVING RECRUITMENT	DESCRIPTION	SEPT
PRINT		
<i>JAMA - Journal of the American Medical Association - Circ. 347,356 total; 42,278 residents/fellows</i>	1/2 Page, Full Color; Oct. Deadline 9/24, Nov. Deadline 10/22, Dec. Deadline 11/17	
<i>NEJM - The New England Journal of Medicine - Circ. 200,000</i>	1/2 Page, Full Color; Oct. Deadline 9/19, Nov. Deadline 10/17, Dec. Deadline 11/19	
<i>Journal of the American Board of Family Medicine - Circ. 900</i>	1/2 Page, Full Color; Nov. Deadline 10/10	
<i>Federal Practitioner</i>	Peer-reviewed Medical Journal for healthcare professionals in the Dept. of VA, Dept. of Defense and Public Health Service - 1/2 Page, Full Color; Nov. Deadline 10/14, Dec. Deadline 11/14	
<i>CorrectCare - Circ. 16,000</i>	Official Quarterly Magazine of NCCCHC National Commission on Correctional Health Care - 1/2 Page, Full Color;	
<i>Los Angeles Times - 1 x per month</i>	1/8 page (3 col. x 9"), black/white	\$6,544
<i>San Diego Union Tribune - 1 x per month</i>	1/4 page (5 col. x 10.5"), black/white - 2x rate	\$9,375
<i>San Francisco Chronicle - 1 x per month</i>	1/7 page (4.56" x 7.5"), black/white	\$2,500
<i>Sacramento Bee - 1 x per month</i>	1/8 page (5 col. x 5.25"), full color	\$2,588
<i>Fresno Bee - 1 x per month</i>	1/4 page (5 col. x 10.5"), full color, front of classified section	\$3,950
<i>Bakersfield Californian - 1 x per month</i>	1/4 page (5 col. X 10.375") full color * Usually sells out weeks in advance	\$4,318
<i>San Jose Mercury News</i>	1/2 page (5 col. X 10.75"), full color; 2 Sunday runs, includes a 1/2 tab page advertorial with color; 10/26 run has Healthcare feature	
PHYSICIAN ROVING TOTAL		

	DESCRIPTION	SEPT
NEWSPAPER (cont.)		
Riverside Press Enterprise	3 col x 5", black/white	\$1,938
San Jose Mercury News	5 col X 5.25", black/white	\$897
Central Costa Times	1/4 page, black/white	\$673
San Francisco Chronicle	3 col x 7", black/white	\$1,951
Bakersfield Californian	1/8 page, full color	
	3 col X 6", black/white	\$1,451
Los Angeles Times	black/white	\$3,349
Fresno Bee	color	\$1,858
Santa Barbara News	3 col x 5", black/white	\$1,616
Inland Valley Daily Bulletin	1/4 page, (5 col X 10.5"), black/white	\$2,562
Monterey County Herald	3 col x 6", black/white	\$1,057
Sahitas Californian	4 col X 5", black/white	\$1,227
Soledad Bee	3 col x 5", black/white	\$372
Eureka Times Standard	3 col x 5", black/white	\$916
Medford Mail Tribune	3 col x 5", black/white	\$1,096
Madras Bee	3 col x 5", black/white	\$804
Delano Record, Wasco Tribune & Shafter Press	3 col X 5", black/white	\$533
Tracy Press	3 col X 5", black/white	\$293
Palo Verde Times	3 col X 5", black/white	\$267
Hanford Sentinel	3 col x 5", black/white	\$468
Hanford Sentinel - ASP & PVSP Reactive	3 col x 6", black/white	\$0
Selma Enterprise/Kingsburg Recorder	3 col x 5", black/white	\$339
Paso Robles Press/Cascadero News	2 col x 5", black/white	\$759
Santa Maria Times/Times Press Recorder - CMC Reactive	3 col X 6", black/white	\$0
Lassen County Times	3 col x 5", black/white	\$119

NEWSPAPER (cont.)	DESCRIPTION	SEPT
<i>Santa Maria Sun - CM C Reactive</i>	1/4 page, full color	
<i>Yreka Times Delta - ASP & PVSP Reactive</i>	3 col X 6", black/white	
<i>Lemoore Advance - ASP & PVSP Reactive</i>	3 col X 6", black/white	
<i>LVN TOTAL</i>		

PHYSICIAN RECRUITMENT	DESCRIPTION	SEPT
PRINT		
MEDICAL JOURNALS		
	1/2 Page, Full Color, Feb. Deadline 1/14, March Deadline 2/11, April Deadline 3/10, May Deadline 4/14, June Deadline 5/9, July Deadline 6/18, Aug. Deadline 7/23, Sept. Deadline 8/20, Nov. Deadline 10/15	\$5,489
<i>JAMA - Journal of the American Medical Association - Circ. 347,356 total; 42,278 residents/fellows</i>		
<i>NEJM - The New England Journal of Medicine - Circ. 200,000</i>	1/2 Page, Full Color, July Deadline 6/20, Sept. Deadline 8/22, Nov. Deadline 10/24	
	Bonus Distribution - In Practice (2-3 years), Deadline 3/5	
	Deadline 3/17	
	Bonus Distribution - In Practice (3-4 years), Deadline 4/9	
	Bonus Distribution - MD Career Path, Deadline 5/14	\$5,806
	1/2 Page, Full Color, March Deadline 2/7, May Deadline 4/7, July Deadline 6/10, Sept. Deadline 8/10, Nov. Deadline 10/10	\$3,071
<i>Journal of the American Board of Family Medicine - Circ. 900</i>		
	1/3 Page, Black/White, Feb. Deadline 1/11, April Deadline 3/11, June Deadline 5/11, August Deadline 7/2, Oct. Deadline 9/3, Dec. Deadline 11/3	
<i>American Family Physician (Official publication of the American Academy of Family Practice) - Circ. 190,000</i> Associated websites: ja-ads.com , MedHunters , HealthCareers		
	1/4 Page, Full Color, Feb. Deadline 1/13, April Deadline 3/13, June Deadline 5/13, August Deadline 7/1, Oct. Deadline 9/1, Dec. Deadline 11/1	
<i>Annals of Internal Medicine (American College of Physicians) - Circ. 86,200</i> Associated websites: ACPonline		

	DESCRIPTION	SEPT
	1/2 Page, Full Color, April Deadline 2/29, June Deadline 4/29, August Deadline 6/29, Oct. Deadline 8/29, Dec. Deadline 10/29	
The Journal of the American Osteopathic Association (DO Marketplace/The DO) - Circ. 63,738		
Osteopathic Physicians & Surgeons of California (CA DO) - Circ. 1,600	Full Page, Full Color, April Deadline 3/25, July Deadline 6/27, Nov. Deadline 10/30	
Osteopathic Physicians & Surgeons of California (CA DO) - Fall Conference Guide	Full Page, Full Color	\$2,245
AOMA Digest Journal (Arizona Osteopathic Medical Association) - Circ. 2,200	Full Page, Full Color, March Deadline 1/10, July Deadline 6/8, Oct. Deadline 9/14	

	DESCRIPTION	SEPT
PRINT (cont.)		
CORRECTIONAL SYSTEM		
	Official Quarterly Magazine of NCCHC - National Commission on Correctional Health Care	
<i>CorrectCare - Circ: 16,000</i>	1/2 Page, Full Color, March Deadline 1/11	\$2,634
	Official Quarterly Journal of NCCHC - National Commission on Correctional Health Care	
<i>Journal of Correctional Health Care - Circ: 3,100</i>	1/2 Page, Full Color, October Deadline 8/11	
	Updates in Correctional Health Care (San Antonio, TX), April Deadline 2/13	
	Bonus Distribution at National Conference on Correctional Health Care (Chicago, IL); July Deadline 5/19	
	Resource conference attendees rely on for all conference information - Full Page, Full Color; Deadline 3/12	
<i>NCCHC Updates Conference Final Program</i>		
	Resource conference attendees rely on for all conference information - Full Page, Full Color; Deadline 8/13	
<i>NCCHC National Conference Final Program</i>		

	DESCRIPTION	SEPT
	Peer-reviewed Medical Journal for healthcare professionals in the Dept. of VA, Dept. of Defense and Public Health Service - 1/2 Page, Full Color; Feb Deadline 1/14, March Deadline 2/13, April Deadline 3/14, May Deadline 4/14, June Deadline 5/14, July Deadline 6/16, Aug Deadline 7/14, Sept Deadline 8/15, Oct Deadline 9/16, Nov Deadline 10/14, Dec Deadline 11/14	\$3,071
<i>Federal Practitioner</i>	Full page (8 5/8" x 11"), black/white, ran on 9/8	\$1,267
<i>CareerMD - Career Fair Program Guide</i>		
MILITARY	B; Weekly newspaper of Pt. Mugu NAS/Pt. Huemene/CBC Construction Battalion - 1/4 Page, Full Color (Point Mugu, CA); Deadlines 2 weeks prior to run date	
<i>The Lighthouse</i>	Weekly newspaper of Le Moore NAS - 1/4 Page, Full Color (Lemoore, CA); Deadlines 1 week prior to run date	
<i>Golden Eagle</i>		

	DESCRIPTION	SEPT
PRINT (cont.)		
<i>Observation Post</i>	Weekly newspaper of 29 Palms MCB - 1/4 Page, Full Color (Twenty-nine Palms, CA); Deadlines 1 week prior to run date	
<i>Desert Wings</i>	Weekly newspaper of Edwards AFB - 1/4 Page, Full Color (Boron, CA); Deadlines 1 week prior to run date	
<i>Barstow Log</i>	Barstow MCLB - 1/4 Page, Full Color (Barstow, CA); Deadlines 1 week prior to run date	
<i>The AeroTech - LA Edition</i>	Bi-Weekly newspaper of Los Angeles AFB - 1/4 Page, Full Color (Del Aire, CA); Deadlines 2 weeks prior to run date	
<i>Rockeater II</i>	Bi-Weekly newspaper of China Lake NWS - 1/4 Page, Full Color (Ridgecrest, CA); Deadlines 2 weeks prior to run date	
<i>Desert Trail</i>	Weekly newspaper of 29 Palms MCB - 1/4 Page, Full Color (Twenty-nine Palms, CA); Deadlines 1 week prior to run date	
<i>Flight Jacket</i>	Miramar MCAS - 1/4 Page, Full Color (Miramar, CA); Deadlines 1 week prior to run date	
<i>Ventura Navy Dispatch</i>	Bi-Weekly newspaper of Pt. Huememe/Pt. Mugu - 1/4 Page, Full Color (Point Mugu, CA); Deadlines 2 weeks prior to run date	
<i>High Desert Warrior</i>	Weekly newspaper of Fort Irwin National Training Center - 1/4 Page, Full Color (Ft. Irwin, CA); Deadlines 1 week prior to run date	

	DESCRIPTION	SEPT
<i>High Flyer</i>	Weekly newspaper of Beale AFB - 1/4 Page, Full Color (Marysville, CA); Deadlines 1 week prior to run date	
<i>Tatbird</i>	Weekly newspaper of Travis AFB - 1/4 Page, Full Color (Travis, CA); Deadlines 1 week prior to run date	
<i>Compass</i>	Weekly newspaper of NAS Mirama/Naval Training Center/SD Submarine Support Facility/SD Naval Hospital/NAS North Island/Coronado Amphibious Base/SD Naval Station - 1/4 Page, Full Color (Miramar, CA); Deadlines 1 week prior to run date	
<i>Scout</i>	Camp Pendleton MCB - 1/4 Page, Full Color (Camp Pendleton, CA); Deadlines 1 week prior to run date	
<i>Military Transition Times</i>	1/2 page, Full Color ads running 1x/month from June - December. Billed every 2 months.	

WEB	DESCRIPTION	SEPT
MEDICAL SITES		
	Sponsorship is a weekly e-mail sent to residents and fellows who are subscribers or are registered users of nejm.org (45,000 residents). E-Bulletin includes a message at the top of the e-mail, a job posting listed in the middle and a banner ad at the bottom. Billed every	
<i>NEJM - The New England Journal of Medicine - 33,000 unique visitor/month</i>	minimum/4 month consecutive maximum (cost includes running into Jan. '09) *Cost includes Hodes tracking component. Billed 4 months together. Cost difference reflected due to adding tracking component.	
<i>Jama.ama-assn.org - Journal of the American Medical Association - approx 113,000 unique visitors/year</i>	page - One Year (Running 4/11/08-4/11/09) Job Postings - 90 days/posting (Banner will appear on JAMA, American Medical News & American Medical Association sites) - Cost reflects 182,000 views over 6 months (minimum order amount)	\$11,935
	Career JM JOB Bulletin - published monthly and sent via e-mail to 1,350 Internal Medicine & Internal Medicine Subspecialty Residency & Fellowship Program Directors and Coordinators. Postings running monthly. Billed 5 months at a time, and then 4 months at a time -	\$1,135
CORRECTIONAL SYSTEM		

	DESCRIPTION	SEPT
<i>nchee.org (National Commission on Correctional Health Care) - Over 5 Million hits per year</i>	6 Month Banner. * Cost includes Hodes tracking component	
MILITARY	Banner, Job Posting and Profile Page for 10 months.	
<i>TAOnline - Transition Assistance Online</i>		
<i>Military.com</i>	Job Postings - 60 days/posting	
<i>3 Postings per 60 Days (\$655 each) to cover Fresno, Susanville and Riverside beginning in August</i>		
<i>ACAP (Army Career and Alumni Program)</i>	Job Postings - 9 months/posting	
<i>MilitaryTransitionTimes.com</i>	Postings running in conjunction with Print Ads	\$0

	DESCRIPTION	SEPT
OUTLIER	<p>2008 - postcard to be sent directly to 34,562 Osteopaths, FP & IM Physicians licensed in CA (living in CA and outside CA) - 3/28 mail date & August tentative date - List to be purchased from AMA (American Medical Association) and AOA (American Osteopathic</p>	
PHYSICIAN TOTAL		



Memorandum

Date : November 19, 2008

To : John Hagar, Chief of Staff
California Prison Health Care Receivership

Via : Kathy Stigall, Director
Human Resources *KS*

From : Katrina Hagen, Deputy Director
Workforce Development Branch

Subject : **WORKFORCE DEVELOPMENT BRANCH MONTHLY REPORT –
OCTOBER 2008**

During the month of October 2008, Workforce Development staff continued with development of initiatives in local communities statewide to prepare for the seven new health care facilities that the Receivership is building in the next several years.

Workforce Development Initiatives

- *Expia*
Apprenticeship Program - Steady progress continues on our Apprenticeship Program for Licensed Vocational Nurses (LVNs) and Psychiatric Technicians (Psych Tech). We met with both Delta Community College in Stockton and Southwestern College in San Diego. There is an interesting dichotomy between the two schools: Delta, the older, more established college, is “supportive in concept” of the program, but administrative hurdles have been put in our path. Southwestern, a very new campus, is totally supportive of the program, and has even stated that they are already planning on the increased enrollment that we will need for LVNs. Both colleges, and other colleges, will support our workforce development efforts, and we will learn from these first two colleges how to approach different situations.
- A meeting was conducted with the Stockton Unified School District, which has a Career Pathway program encouraging students to look at various career options, including health care, to discourage dropping out of school. San Joaquin County has a high school drop out rate in excess of 50 percent. This may prove to be a great source of entry-level staff or apprentice candidates.
- We attended a Psych Tech Educators conference at Cypress College where workforce development issues were discussed as it relates to the seven new facilities. They were very interested, given that our current staffing needs for Psych Techs is very high.
- Staff met with Department of Mental Health about their very successful apprenticeship program at Napa State Hospital. The information provided was insightful; their guidance will be put to good use. We have also met with Department of Apprenticeship Standards and supplied them with a copy

of our Concept Paper for a Prototype Program. They were very impressed by the Concept paper and are using some of the language in their documents.

Economic Research Report

Staff are developing a research report that will look closely at any and all challenges facing Workforce Development in staffing the new facilities. A draft structure of the report has been created and research is underway on certain key topics. This paper will become a substantial tool for our local partners and internally as we face numerous challenges, both globally and locally, in each community. The report should be available within the next 30-45 days.

Education and Training Unit (ETU)

The ETU conducts monthly Regional Health Care New Employee Orientation (NEO) in Sacramento, Corcoran, and Rancho Cucamonga for all newly-hired clinicians. By the first of next year, this program will be expanded to all health care new hires. ETU is also providing support to the Emergency Response Training by tracking the status of completed training and researching on-line and satellite training delivery options to ensure the most expeditious implementation of this training initiative outlined in the Receiver's Turn-Around Plan of Action. Additionally, staff have developed curriculum for Corrective Action Plan training. The course was piloted at the Visalia field office and was well received. We have been invited to present the Corrective Action Plan training at the Statewide Director of Nursing meeting on December 10, 2008. Lastly, the ETU has spent a great deal of time and resources developing a Budget Change Proposal (BCP). This BCP will not only expand the existing ETU staff, but will accomplish a merger with the Education and Professional Development Unit. The newly designed unit will continue to provide NEO support, along with establishing and coordinating a Preceptor/Proctor, coordinate the Access to Care Collaborative Training, conduct training needs assessments and recommend training by program area, and design and develop curriculum.

Recruitment, Support and Outreach Unit

Recruitment ads appeared in publications and on-line services (attachment).

Due to minimal response to ads for the Receiver's Roving Physician Team and the remedial classifications (Clinical Dietician, Food Administrator I, Occupational Therapist, Physical Therapist, Podiatrist, Speech Pathologist I/II, Respiratory Care Practitioner, and Respiratory Care Supervisor), those ads were canceled in October. Some remedial classification ads will continue to run in November due to early placement requirements.

APPLICANT TRACKING SYSTEM (ATS)

The ATS, Hodes iQ, was launched on September 2nd. There are currently 83 jobs posted on our Career Opportunities page. Outreach staff are training on how to use the various features of the ATS.

MICROSITE

During the month of October 2008, there were over 14,000 visits to the web site and over 31,000 “views” of the microsite pages. “Views” are the number of times that people utilized the links on the site to go to the various pages or links available on the new expanded site.

ELIGIBLES

A measurable success of our recruitment ads is the number of eligibles added to our Certification lists. During October, the following number of candidates was added to the Certification lists:

- Physician and Surgeon (IM/FP) Permanent List – 25
- Chief Medical Officer – 3
- Licensed Vocational Nurse – 246
- Psychiatric Technician (Safety) – 18
- Registered Nurse - 344
- Nurse Executive - 81

Outreach Unit

The Outreach Unit has experienced an increase in calls due to the new Executive Leadership classifications being posted on the California Prison Health Care Services (CPHCS) website.

Toll-Free Line calls – 1,090

E-Mails – 290

Total number of calls to date (July 1, 2008 thru October 31, 2008) - 4,057

Total number of e-mails to date (August 1, 2007 thru October 31, 2008) – 857

When callers were asked how they heard about us, the top three responses were:

- Newspaper Ads
- Word of Mouth – California Department of Corrections and Rehabilitation Employee, Family, Friend
- Mass Mailer

Follow-up Contact

Number of initial candidates added to the Applicant Tracking Log – 793

Follow-up contacts by Outreach – 228

Other:

- Staff are developing a new Recruitment and Retention Report which will include health care classifications not included in the Recruitment and Retention Report provided to the Receiver.
- Staff are developing best practices and procedures for the Hodes IQ Applicant Tracking System.
- Staff drafted policy and procedures for relocation reimbursements for potential candidates and interview travel reimbursement for current and non-state employees.
- Follow-up letters were sent to 140 attendees at the Connect Publications event in Ontario, California. The majority of the attendees were Registered Nurses.

Project Management Unit

Centralized Physician Hiring

Progress continues with the Centralized Physician Hiring Project. From October 1, 2007 – August 31, 2007, 168 Physicians and Mid-Level Practitioners have been hired (122 Physician and Surgeons, 16 Chief Physician and Surgeons, 15 Chief Medical Officers, 10 Nurse Practitioners, and 5 Physician Assistants).

Centralized Pharmacist Hiring

Progress continues with the Centralized Pharmacist Hiring Project. From October 31, 2007 – August 31, 2007, 19 Pharmacist have been hired (13 Pharmacist Is and 6 Pharmacist IIs).

Executive Leader Hiring

Interviews for the Nurse Executive positions are scheduled for November for four pilot locations (San Quentin, Mule Creek, Folsom, and Sacramento) as well as for the Statewide and Regional level. The Chief Executive Officer and Medical Executive recruitment is still pending automation of the exam by State Personnel Board.

Northern and Southern Workforce Planning

The Northern and Southern Workforce Planning Units were extremely busy during the month of October conducting presentations, attending recruitment events, visiting colleges and working on research projects.

	<u>Northern Workforce</u>	<u>Southern Workforce</u>
Accumulated Candidate Contact Total from July 2007 –October 2008	4,462	4,511
Candidates Contacts Acquired Total–October 2008		
Events	195	414
Schools	204	27
Referrals	9	4
Candidate Follow-Up Contact Total–October 2008		
Events	87	361
Schools	0	181
Referrals	0	0

Special Projects

Northern and Workforce Planning are jointly researching all issues and challenges for recruitment needs for our seven new facilities. Other projects include development of:

- Exit Surveys for all separating employees
- Rewards Program proposal to encourage retention
- Residency and Psych Tech Power Point presentations for schools
- Nursing Recruitment Video Scope
- Database Mining and social networking research to determine if it is an effective recruitment tool

Attachment

Hodes Report October 2008

MARKETING

The Hodes recruitment ads appeared in the October issue of the following publications:

Journals

- Journal of the American Dietetic Association
- Advance for the Physical Therapists and PT Assistants
- American Journal of Sports Medicine
- Physical Therapist Bulletin
- Journal of the American Optometric Association
- Optometry and Vision Science
- American Optometric Association News
- Podiatry Today
- Advance for Occupational Therapy Practitioners
- Advance for Speech Language Pathologists and Audiologists
- ASHA Leader
- AARC Times(American Assoc. for Respiratory Care)
- Respiratory Carte
- RT Magazine
- Medical Group Management Association Magazine
- JAMA (Medical Exec)
- Nurseweek (Nurse Exec)
- Journal of the American Society of Health System Pharmacists
- U.S. Pharmacist
- CA Health System Pharmacist – Seminar Program Book 2008
- JAMA – Roving Physician
- NEJM – Roving Physician
- Advance for Nurses – Northern & Southern CA
- American Family Physician
- Annals of Internal Medicine
- Journal of the American Osteopathic Association
- Arizona Osteopathic Medical Association Journal
- Journal of Correctional Health Care
- NCCHC National Conference - Final Program
- Federal Practitioner

Online Postings

- AdvanceWeb.com – Physical Therapist Section, Web Banner
- EyeHunter.com
- Optometry.com
- Optometristjobs.com
- AdvanceWeb.com – OT section
- AdvanceWeb.com – Speech Language Pathologist Section, Web Banner
- AdvanceWeb.com – Respiratory Care Section
- AARC.org

Online Postings (cont'd)

- American College of Healthcare Executives (CEO)
- American College of Health Care Administration
- iHireHealthCareAdministration.com (CEO)
- MGMA.com
- Modern Physician – banner
- NEJMJobs.org
- American College of Physician Executives – CareerLink
- JAMA (Med Exec)
- American Organization of Nurse Executives (Nurse Exec)
- Association of CA Nurse Leaders (Nurse Exec)
- Nurse.com (Nurse Exec)
- Careerpharm.org –Job postings, E-Newsletter
- Pharmacyweek.org - runs in conjunction with print ads
- AdvanceWeb.com (Nurses)
- NEJM.org
- JAMA.AMA-ASSN.org – web banner

In addition to the above ads, “proactive” ads for Pharmacist I/II, LVN, and Psychiatric Technician were placed in 36 local newspapers throughout California, Reno, NV and Medford, OR. These were generally 3” x 6” ads that combined multiple classifications. These ads ran one in October.

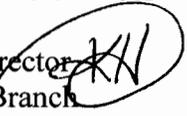
Newspaper ads for the Receiver’s Roving Physician Team ran in Los Angeles, San Diego, San Francisco, Sacramento, Fresno, and Bakersfield.



Memorandum

Date : December 11, 2008

To : Kathy Stigall, Director
California Prison Health Care Services

From : Katrina Hagen, Deputy Director 
Workforce Development Branch

Subject : **WORKFORCE DEVELOPMENT BRANCH MONTHLY REPORT –
NOVEMBER 2008**

During the month of November 2008, Workforce Development Branch (WDB) staff continued with development of initiatives in local communities statewide to prepare for the seven new health care facilities that the Receivership is building in the next several years. Staff attended public meetings in Ventura and San Diego.

Workforce Development Initiatives

- Apprenticeship Program - Steady progress continues on our Apprenticeship Program for Licensed Vocational Nurses (LVN) and Psychiatric Technicians (Psych Tech). We met with both Delta Community College in Stockton and Southwestern College in San Diego. For both colleges, cost remains an issue for small community colleges because colleges are compensated the same for all full-time student equivalents regardless of course of study. The State's related and supplemental instruction budget has been expended and it is anticipated that their next year's budget will be reduced.
- Staff made significant progress in developing an LVN apprenticeship classification.
- Staff met with Sutter Health on a plan to grow 450 Registered Nurses (RN) over a five-year period. Sutter built a facility in Natomas as an auxiliary campus of Los Rios and has successfully trained 90 new RNs a year since 2003. If Sutter Health discontinues their program, we may have an opportunity to take over the facility as our own training site. Staff is in the process of scheduling a site visit to the facility.

Economic Research Report

Staff are developing a research report that will look closely at any and all challenges facing WDB in staffing the new facilities. A draft structure of the report has been created and research is underway on certain key topics. This paper will become a substantial tool for our local partners and internally as we face numerous challenges, both globally and locally in each community. The report should be available within the next 30 to 45 days.

Education and Training Unit (ETU)

ETU staff continue to provide exceptional customer service and support to all staff within California Prison Health Care Services (CPHCS). One special project completed this month was a pilot training program at California Medical Facility (CMF) entitled “Cultural Competency.” The training was well received by the CMF supervisory nursing staff and respective managers. The training served as the initial step toward identifying a “common ground” to meet and address the above-stated issues in an educational and informative context. Two more sessions are scheduled in 2008 on December 10 and 17.

Mr. Hagar has approved our proposal for the Executive Program cohort model with UC Davis Extension and we are hopeful to have the first group of CPHCS executives in attendance during early spring.

The Health Care New Employee Orientation continues to be a large success with our newly hired clinicians. The program is held monthly in each of the three regions, providing 32 hours of training, coordinated and conducted with the expert assistance of the ETU training officers.

ETU is working diligently on the 10,000 bed facilities training staffing and space needs, providing detailed data using industry standards to ensure our facilities will be the benchmark for correctional health care facilities nationwide.

Recruitment, Support and Outreach Unit

Recruitment ads for Pharmacist I/II, LVN, and Psych Tech were placed in local newspapers throughout California; Reno, Nevada; and Medford, Oregon.

A mailer was sent to over 9,500 California licensed Psych Techs. Ninety-eight candidates have contacted us in the last two weeks as a result of the mailer.

Microsite

During the month of November 2008, there were over 8,500 visits to the web site and over 20,000 “views” of the microsite pages. “Views” are the number of times that people utilized the links on the site to go to the various pages or links available on the new expanded site.

Eligibles

A measurable success of our recruitment ads is the number of eligibles added to our certification lists. During November, the following number of candidates was added to the certification lists:

- Physician and Surgeon (IM/FP) Permanent List – 18
- Chief Medical Officer – 5
- Chief Physician and Surgeon - 4
- LVN – 220
- Psych Tech (Safety) – 59
- Registered Nurse - 312
- Nurse Executive - 23

Outreach Unit

Toll-Free Line calls – 1,090

E-Mails – 290

Total number of calls to date (July 1, 2008 through November 2008) – 4,735

Total number of e-mails to date (August 1, 2007 through November 2008) – 960

When callers were asked how they heard about us, the top three responses were:

- Newspaper Ads
- Word of Mouth – CDCR Employee, Family, Friend
- Mass Mailer

Follow-up Contact

Number of initial candidates added to the Applicant Tracking Log – 328

Follow-up contacts by Outreach – 77

Other

- Staff continues to develop best practices and procedures for the Hodes IQ Applicant Tracking System.
- Staff are developing an approval process with the CPHCS web team for content in the “Career Section” on the CPHCS website to host examination bulletins and career opportunity information.

Project Management Unit

Centralized Physician Hiring

Progress continues with the Centralized Physician Hiring Project. From October 1, 2007 to September 30, 2008, 174 Physicians and Mid-Level Practitioners have been hired (127 Physician and Surgeons, 16 Chief Physician and Surgeons, 16 Chief Medical Officers, 10 Nurse Practitioners, and 5 Physician Assistants).

Centralized Pharmacist Hiring

Progress continues with the Centralized Pharmacist Hiring Project. From October 31, 2007 to September 30, 2008, 21 Pharmacist have been hired (15 Pharmacist Is and 6 Pharmacist IIs).

Executive Leader Hiring

Progress continues with the Centralized Executive Leader Hiring Project. Since November 2008, three commitments to hire have been made (one Statewide Nurse Executive and two Regional Nurse Executives). The goal is to fill 90 percent of the Nurse Executives (in pilot) by December 31, 2008.

Northern and Southern Workforce Planning

The Northern and Southern Workforce Planning Units were extremely busy during the month of November conducting presentations, attending recruitment events, visiting colleges, and working on research projects.

	<u>Northern Workforce</u>	<u>Southern Workforce</u>
Accumulated Candidate Contact		
Total from July 2007 – November 2008	5,774	8,063
Candidates Contacts Acquired		
November 2008		
Events	81	232
Schools	119	33
Referrals	2	3
Candidate Follow-Up Contact		
November 2008		
Events	99	438
Schools	0	243
Referrals	8	0

Special Projects

Northern and Workforce Planning are jointly researching all issues and challenges for recruitment needs for our seven new facilities. Other projects include development of:

- Exit surveys for all separating employees
- Rewards program proposal to encourage retention
- Residency and Psych Tech PowerPoint presentations for schools
- Database mining and social networking research to determine if it is an effective recruitment tool
- Economic research for the 10K bed project
- National Health Service Corp Program research

We have been able to exceed the turnaround goal of 90 percent fill rate for our nurses; however, due to an increase in primary care positions, we have regressed a little in obtaining our goal and are at an 87.77 percent filled rate.

Hodes Report November 2008

MARKETING

The Hodes recruitment ads appeared in the November issue of the following publications:

Journals

- Journal of the American Dietetic Association
- Journal of Sport Rehabilitation
- Physical Therapist Bulletin
- Journal of the American Optometric Association
- Optometry and Vision Science
- American Optometric Association News
- Podiatry Today
- Journal of the American Podiatric Medical Association
- American Journal of Occupational Therapy
- American Therapeutic Recreation Association Newsletter
- ASHA Leader
- AARC Times(American Assoc. for Respiratory Care)
- RT Magazine
- Healthcare Executive
- Hospital & Health Networks – Bonus distribution at American Society for Healthcare Risk Management
- Journal of Healthcare Administrative Management
- American College of Physician Executives
- New England Journal of Medicine (NEJM) -Medical Executive
- Nurseweek (Nurse Exec)
- CA Society of Health System Pharmacists
- NEJM – Physician
- Journal of the American Board of Family Medicine
- Federal Practitioner
- Advance for Nurses – Northern & Southern CA
-

Online Postings

- EyeHunter.com
 - Optometristjobs.com
 - AdvanceWeb.com – OT section
 - Recreationtherapy.com
 - ASHA.com (Speech Pathologist)
 - ACHE (American College of Healthcare Executives)
 - American College of Healthcare Executives (CEO)
 - iHireHealthCareAdministration.com (CEO)
 - American Academy of Medical Administrators
- Online Postings (cont'd)
- American College of Health Care Administration

- Modern Physician – banner
- NEJMJobs.org
- JAMA (Med Exec)
- American Organization of Nurse Executives (Nurse Exec)
- Association of CA Nurse Leaders (Nurse Exec)
- Nurse.com (Nurse Exec)
-
- Careerpharm.org –Job postings, E-Newsletter
- CPHA.com
- Pharmacyweek.org - runs in conjunction with print ads
- Advance for LPNs web banner
- Advance for Nurses – LVN e-blast
- AdvanceWeb.com (Nurses)
- NEJM.org
- JAMA.AMA-ASSN.org – web banner
- NCCHC.org
- TAOonline
- Military.com
- ACAP.com

In addition to the above ads, “proactive” ads for Pharmacist I/II, LVN, and Psychiatric Technician were placed in 36 local newspapers throughout California, Reno, NV and Medford, OR. These were generally 3” x 6” ads that combined multiple classifications. These ads ran once in November.

DIRECT MAILER

A mailer was sent to over 9,500 California licensed Psychiatric Technicians at the end of November.

MICROSITE

During the month of November 2008, there were over 8,500 visits to the web site and over 20,000 “views” of the microsite pages. “Views” are the number of times that people utilized the links on the site to go to the various pages or links available on the new expanded site.

APPENDIX 16

California Prison Health Care Services Vacancy Data for PCP's and Nursing

This report is a compilation of data from the Human Resources Recruitment and Retention Report for November 2008 (Total Positions Authorized to be Filled, Total Positions Filled, Total Positions Vacant, and Percentage Filled) and the Position Management Report for July 2008 (FTE Registry Positions and FTE Overtime). "FTE" is full-time equivalent. "Approximate Percentage Filled (State EE's, Registry and Overtime Combined)" combines the November 2008 filled/vacancy data with October 2008 registry and overtime data for the purpose of determining a more accurate estimated vacancy rate that includes State employees, registry staff, and overtime staff. PCP classifications include CMO, Chief Physician & Surgeon, Physician and Surgeon, Nurse Practitioner, and Physician Assistant. Nursing classifications include Supervising RN I, II and III, RN's, LVN's, CNA's, and Licensed Psych Techs.

	Total Positions Authorized to be Filled (State EE's)	Total Positions Filled (State EE's)	Total Positions Vacant (State EE's)	Percentage Filled (State EE's)	FTE Registry Positions and FTE Overtime	Approximate Percentage Filled (State EE's, Registry and Overtime Combined)
ASP						
PCP's	14.0	7.0	7.0	50.00%	8.7	112.14%
NURSING	108.0	109.0	(1.0)	100.93%	9.4	109.63%
CAL						
PCP's	8.5	9.0	(0.5)	105.88%	0.0	105.88%
NURSING	72.4	66.0	6.4	91.16%	27.8	129.56%
CCC						
PCP's	8.0	7.0	1.0	87.5%	0.0	87.5%
NURSING	54.1	52.0	2.1	96.12%	5.2	105.73%
CCI						
PCP's	12.0	5.0	7.0	41.66%	10.5	129.17%
NURSING	102.7	92.0	10.7	89.58%	1.0	90.56%
CCWF						
PCP's	13.5	16.0	(2.5)	118.52%	0.0	118.52%
NURSING	102.3	99.0	3.3	96.77%	15.7	112.12%
CEN						
PCP's	9.0	7.0	2.0	77.78%	1.3	92.22%
NURSING	67.0	64.0	3.0	95.52%	18.3	122.84%
CIM						

PCP's	17.5	17.0	0.5	97.14%	2.7	112.57%
NURSING	220.6	209.0	11.6	94.74%	60.9	122.35%
CIW						
PCP's	11.0	11.0	0.0	100.00%	0.7	106.36%
NURSING	80.2	82.0	(1.8)	102.24%	33.4	143.89%
CMC						
PCP's	18.5	21.0	(2.5)	113.51%	0.0	113.51%
NURSING	213.9	173.0	40.9	80.88%	21.0	90.70%
CMF						
PCP's	29.9	27.0	2.9	90.30%	0.1	90.64%
NURSING	250.9	250.0	0.9	99.64%	30.2	111.68%
COR						
PCP's	15.5	12.0	3.5	77.42%	2.9	96.13%
NURSING	221.9	211.0	10.9	95.09%	57.6	121.05%
CRC						
PCP's	11.0	11.0	0.0	100.00%	0.0	100.00%
NURSING	57.9	57.0	0.9	98.45%	4.6	106.39%
CTF						
PCP's	16.0	12.0	4.0	75.00%	2.4	90.00%
NURSING	101.4	81.0	20.4	79.88%	25.0	104.54%
CVSP						
PCP's	8.0	8.0	0.0	100.00%	1.7	121.25%
NURSING	57.1	49.0	8.1	85.81%	7.3	98.60%
DVI						
PCP's	10.0	10.0	0.0	100.00%	8.1	181.00%
NURSING	115.6	114.0	1.6	98.62%	37.1	130.71%
FSP						
PCP's	11.0	11.0	0.0	100.00%	0.0	100.00%
NURSING	57.3	52.0	5.3	90.75%	9.4	107.16%
HDSP						
PCP's	10.0	6.0	4.0	60.00%	0.2	62.00%
NURSING	81.9	83.0	(1.1)	101.34%	14.0	118.44%
ISP						
PCP's	8.0	8.0	0.0	100.00%	1.1	113.75%
NURSING	68.7	57.0	11.7	82.97%	17.7	108.73%
KVSP						

PCP's	10.0	10.0	0.0	100.00%	0.0	100.00%
NURSING	81.8	86.0	(4.2)	105.13%	54.8	172.13%
LAC						
PCP's	12.0	10.0	2.0	83.33%	0.7	89.17%
NURSING	136.1	130.0	6.1	95.52%	31.1	118.37%
MCSP						
PCP's	10.0	10.0	0.0	100.00%	0.3	103.00%
NURSING	89.5	92.0	(2.5)	102.79%	5.1	108.49%
NKSP						
PCP'S	18.0	15.0	3.0	83.33%	0.0	83.33%
NURSING	105.8	94.1	11.8	88.94%	35.3	122.31%
PBSP						
PCP's	9.0	9.0	0.0	100.00%	0.3	103.33%
NURSING	118.2	106.0	12.2	89.68%	4.7	93.65%
PVSP						
PCP's	15.0	4.0	11.0	26.67%	6.0	66.67%
NURSING	85.5	63.0	22.5	73.68%	36.7	116.61%
RJD						
PCP's	15.5	16.0	(0.5)	103.23%	0.2	104.52%
NURSING	134.0	114.0	20.0	85.07%	14.7	96.04%
SAC						
PCP's	11.0	11.0	0.0	100.00%	0.0	100.00%
NURSING	186.1	172.0	14.1	92.42%	12.3	99.03%
SATF						
PCP's	15.0	1.0	14.0	6.67%	1.1	14.00%
NURSING	116.3	107.0	9.3	92.00%	23.7	112.38%
SCC						
PCP's	9.0	8.0	1.0	88.89%	1.9	110.00%
NURSING	56.2	49.0	7.2	87.19%	4.8	95.73%
SOL						
PCP's	11.0	10.0	1.0	90.91%	0.0	90.91%
NURSING	87.7	78.0	9.7	88.94%	29.9	123.03%
SQ						
PCP's	16.9	14.0	2.9	82.84%	1.6	92.31%
NURSING	132.7	115.0	17.7	86.66%	13.3	96.68%
SVSP						

PCP's	12.0	12.0	0.0	100.00%		2.4		120.00%
NURSING	97.7	87.0	10.7	89.05%		46.9		137.05%
WSP								
PCP's	13.0	12.0	1.0	92.31%		2.6		112.31%
NURSING	102.9	90.0	12.9	87.51%		15.4		102.43%

APPENDIX 17



**CALIFORNIA STATE PRISON,
SACRAMENTO**

MEDICAL INSPECTION RESULTS

BUREAU OF AUDITS AND INVESTIGATIONS

**OFFICE OF THE
INSPECTOR GENERAL**

DAVID R. SHAW
INSPECTOR GENERAL

STATE OF CALIFORNIA
NOVEMBER 2008



November 12, 2008

J. Clark Kelso, Receiver
California Prison Health Care Receivership Corporation
501 J Street, Suite 100
Sacramento, California 95814

Dear Mr. Kelso:

Enclosed is the Office of the Inspector General's final report on its inspection of medical care delivery at California State Prison, Sacramento. Consistent with our agreement with the Receiver's Office, the purpose of our inspection was to evaluate and monitor the progress of medical care delivery to inmates at the institution.

The report finds that, based on our weighted scoring system encompassing 20 components, California State Prison, Sacramento received 65.2 percent of the total weighted points possible. The report contains a detailed breakdown of the institution's score in each of the 20 relevant categories, including the results of all 145 questions.

Thank you for the courtesy and cooperation extended to my staff during the inspection. Please call Nancy Faszer, Deputy Inspector General, In-Charge, at (916) 830-3622 if you have any questions.

Sincerely,

A handwritten signature in cursive script, appearing to read "David R. Shaw".

David R. Shaw
Inspector General

cc: Theresa Kimura-Yip, Associate Director, Support Operations Section, Plata Field
Division
Jasdeep Bal, M.D., Health Care Manager, CSP, Sacramento
James Walker, Warden, California State Prison, Sacramento
Matthew Cate, Secretary, California Department of Corrections and Rehabilitation

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 - Background 3**
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 - Objectives, Scope, and Methodology 4**
- Medical Inspection Results 7**
- California Prison Health Care Receivership
Corporation’s Response 24**
- Office of the Inspector General’s Comments on
the Receiver’s Response 26**

Executive Summary

An April 2001 class action lawsuit filed by inmates represented by the Prison Law Office alleged that the state provided constitutionally inadequate medical care at California state prisons in violation of inmates’ constitutional rights. And, in October 2005, the U.S. Northern District Court of California declared that California’s delivery system for prison medical care was “broken beyond repair” and still not meeting constitutional standards. As a result, the federal court imposed a receivership to raise the delivery of medical care to constitutional standards. To evaluate and monitor the progress of medical care delivery to inmates, the receiver requested, and the Office of the Inspector General (OIG) agreed, to establish an objective, clinically appropriate, and metric-oriented medical program to annually inspect the delivery of medical care at each state prison.

Overall Score
65.2%

In September 2008, we inspected California State Prison, Sacramento (CSP Sacramento). Our medical inspection encompassed 20 components of medical delivery and comprised 145 questions. The questions are weighted based on their importance to the delivery of medical care to inmates. CSP Sacramento received 65.2 percent of the total weighted points possible.

The following summary table lists the 20 components we inspected in order of importance (highest to lowest), with the institution’s score and the definitions of each inspection component. The detailed medical inspection results, with the questions for each component, begin on page 7 of this report. While we are committed to helping each institution achieve a higher level of medical care, it is not our intent to determine the percentage score needed by an institution to meet constitutional standards—that is a legal matter for the federal court to determine.

Executive Summary Table

Component	Weighted Score	Definition
<i>Chronic Care</i>	62.7%	Examines how well the prison provided care and medication to inmates with specific chronic care conditions, which are those that affect (or have the potential to affect) an inmate’s functioning and long-term prognosis for more than six months. Our inspection tests the following chronic care conditions: asthma, Coumadin therapy, diabetes, HIV (Human Immunodeficiency Virus), and hypertension.
<i>Clinical Services</i>	67.0%	Evaluates the inmate’s access to primary health care services and focuses on inmates who recently received services from any of the prison’s facility or administrative segregation unit clinics. This component evaluates sick call processes (doctor or nurse line), medication management, and nursing.
<i>Health Screening</i>	76.4%	Focuses on the prison’s process for screening new inmates upon arrival to the institution for health care conditions that require treatment and monitoring, as well as ensuring inmates’ continuity of care.
<i>Specialty Services</i>	47.4%	Focuses on the prison’s process for approving, denying, and scheduling services that are outside the specialties of the prison’s medical staff. Common examples of these services include physical therapy, oncology services, podiatry consultations, and neurology services.
<i>Urgent Services</i>	82.5%	Addresses the care provided by the institution to inmates before and after they were sent to a community hospital.

Component	Weighted Score	Definition
<i>Emergency Services</i>	47.5%	Examines how well the prison responded to medical emergencies. Specifically, we focused on “man down” or “woman down” situations. Further, questions determine the adequacy of medical and staff response to a “man down” or “woman down” emergency drill.
<i>Prenatal Care/Childbirth/Post-delivery</i>	N/A	Focuses on the prenatal and post-delivery medical care provided to pregnant inmates. Not applicable at men’s institutions.
<i>Diagnostic Services</i>	68.1%	Addresses the timeliness of radiology (x-ray) and laboratory services and whether the prison followed up on clinically significant results.
<i>Access to Health Care Information</i>	39.2%	Addresses the prison’s effectiveness in filing, storing, and retrieving medical records and medical-related information.
<i>Outpatient Housing Unit</i>	75.6%	Determines whether the prison followed department policies and procedures when placing inmates in the outpatient housing unit. This component also evaluates whether the placement provided the inmate with adequate care and whether the physician’s plan addressed the placement diagnosis.
<i>Internal Reviews</i>	70.4%	Focuses on the frequency of meetings held by the prison’s Quality Management Committee (QMC) and Emergency Response Review Committee (ERRC) and whether key staff attended the meetings, the number of medical appeals filed, and the prison’s death review process.
<i>Inmate Transfers</i>	75.3%	Focuses on inmates pending transfer to determine whether the sending institution documented medication and medical conditions to assist the receiving institution in providing continuity of care.
<i>Clinic Operations</i>	91.0%	Addresses the general operational aspects of the prison’s facility clinics. Generally, the questions in this component relate to the overall cleanliness of the clinics, privacy afforded to inmates during nonemergency visits, use of priority ducats (slip of paper the inmate carries for scheduled medical appointments), and availability of health care request forms.
<i>Preventive Services</i>	32.1%	Focuses on inmate cancer screening and influenza immunizations.
<i>Pharmacy Services</i>	74.5%	Addresses whether the prison’s pharmacy complies with various operational policies, such as conducting periodic inventory counts and maintaining the currency of medications in its night lockers, keeping signature cards on file for doctors, and having valid permits. In addition, this component also addresses whether the pharmacy has an effective process for screening medication orders for potential adverse reactions/interactions.
<i>Other Services</i>	90.6%	Examines additional areas that are not captured in the other components. The areas evaluated in this component include the prison’s provision of therapeutic diets, its handling of inmates who display poor hygiene, and the availability of the current version of the department’s Health Services Policies and Procedures.
<i>Inmate Hunger Strikes</i>	10.5%	Examines medical staff’s monitoring of inmates participating in hunger strikes.
<i>Chemical Agent Contraindications</i>	100%	Addresses the prison’s process of handling inmates who may be predisposed to an adverse outcome from calculated uses of force (cell extractions) involving Oleoresin Capsicum (OC), which is commonly referred to as “pepper spray.” For example, this might occur if the inmate has asthma.
<i>Staffing Levels and Training</i>	95.0%	Examines the prison’s medical staffing levels and training provided.
<i>Nursing Policy</i>	78.6%	Determines whether the prison maintains written policies and procedures for the safe and effective provision of quality nursing care. The questions in this component also determine whether nursing staff review their duty statements and whether supervisors periodically review the work of nurses to ensure they properly follow established nursing protocols.
Overall Score	65.2%	

Introduction

Under the authority of California Penal Code section 6126, which assigns the Office of the Inspector General (OIG) responsibility for oversight of the California Department of Corrections and Rehabilitation, and at the request of the federal receiver, the OIG developed a comprehensive inspection program to evaluate the delivery of medical care at each of the California Department of Corrections and Rehabilitation's 33 adult prisons.

In September 2008, we inspected California State Prison, Sacramento (CSP Sacramento). Our medical inspection encompassed 20 components of medical delivery and comprised 145 questions. To help readers understand the medical risk associated with certain components of medical delivery—which pose a greater risk to an inmate-patient—we developed a weighting system and assigned points to each question. Consequently, we assigned more total points to more critical components, such as chronic care, clinical services, and health screening. We assigned fewer total points to less critical components, such as inmate hunger strikes, staffing levels and training, and chemical agent contraindications. (For a detailed description of the weighting system, see Objectives, Scope, and Methodology on the next page.)

Background

In April 2001, inmates represented by the Prison Law Office filed a class action lawsuit, now known as *Plata v. Schwarzenegger*. The lawsuit alleged that the state provided constitutionally inadequate medical care at California state prisons in violation of inmates' constitutional rights. In June 2002, the parties entered into a Stipulation for Injunctive Relief, and the state agreed to implement over several years comprehensive new medical care policies and procedures at all institutions.

Nevertheless, the U.S. Northern District Court of California declared in October 2005 that California's delivery system for prison medical care was "broken beyond repair" and still not meeting constitutional standards. Thus, the federal court imposed a receivership to raise the delivery of medical care to constitutional standards. In essence, the court ordered the receiver to manage the state's delivery of medical care and restructure day-to-day operations to develop and sustain a system that provides constitutionally adequate medical care to inmates. The court stated that it would remove the receiver and return control to the state once the system is stable and provides for constitutionally adequate medical care.

To evaluate and monitor the progress of medical care delivery to inmates, the receiver requested that the OIG establish an objective, clinically appropriate, and metric-oriented medical inspection program. Toward that end, the Inspector General agreed to inspect annually each state prison until the state's delivery of medical care to inmates meets constitutional standards. We are committed to helping each institution achieve a higher level of medical care, but it is up to the federal court to determine the percentage score necessary for an institution to meet constitutional standards.

About the Institution

CSP Sacramento, which opened in 1986, is located adjacent to Folsom State Prison. When it first opened in 1986, the institution was administered by the warden of Folsom State Prison and called New Folsom. In 1992, the institution's name was changed to California State Prison, Sacramento, and since then has been administered as a separate prison with its own warden. CSP Sacramento houses maximum security inmates serving long sentences or inmates that have been management problems at other institutions. The institution also serves as a medical hub for Northern California with a psychiatric services unit, an enhanced outpatient program, and an enhanced outpatient administrative segregation unit. Along with several clinics that handle non-urgent requests for medical services, CSP Sacramento treats inmates needing urgent or emergency care in its three triage and treatment areas (TTA). Further, the institution has an outpatient housing unit and a state-licensed correctional treatment center. As of September 17, 2008, the California Department of Corrections and Rehabilitation reported that CSP Sacramento housed 3,026 male inmates.

Jasdeep Bal, M.D., who serves as both the institution's health care manager and chief medical officer, is responsible for CSP Sacramento's entire health care program.

Objectives, Scope, and Methodology

In designing the medical inspection program, we reviewed the California Department of Corrections and Rehabilitation's policies and procedures, relevant court orders, guidelines developed by the department's Quality Medical Assurance Team, and guidance developed by the American Correctional Association. We also reviewed professional literature on correctional medical care, consulted with clinical experts, and met with stakeholders from the court, the receiver's office, the department, and the Prison Law Office to discuss the nature and scope of the inspection program. Based on input from these stakeholders, we developed a medical inspection program that evaluates medical care delivery. Within each of 20 components, we created "yes" or "no" questions designed to gauge performance.

To make the inspection results meaningful to both a medical expert and a lay reader, we worked with clinical experts to create a weighting system that factors the relative importance of each component compared to other components. Further, the program considers the relative importance of each question within a component to the other questions in that component. This weighting ensures that more critical components—such as those that pose the greatest medical risk to the inmate-patient—are given more weight compared to those considered less serious. For example, we assign a high number of possible points to the chronic care component because we consider this the most serious of all the components. Conversely, we assign very few points to the nursing policy component because we consider this the least serious inspection component.

Each inspection question is weighted and scored. The score is derived from the percentage of "yes" answers for each question from all items sampled. We then multiply the percentage of "yes" answers within a given question by the question's weight to arrive at a score. The following example shows how this scoring system works.

<i>Example Question: Institution X</i>								
	<i>Answers</i>				<i>Weighting Points</i>		<i>N/A</i>	<i>Unk</i>
	<i>Yes</i>	<i>No</i>	<i>Yes + No</i>	<i>Yes %</i>	<i>Possible</i>	<i>Received</i>		
Is the clinical history adequate?	40	10	50	80%	20	16	0	0

If the institution receives 40 “yes” answers and 10 “no” answers, the percentage of “yes” answers to this question equals 80 percent. We calculate the number of points the institution would receive by multiplying the “yes” percent of 80 by the number of possible points for this question, which is 20, to arrive at 16 points.

To arrive at the total score, we add the points received for each question and then for each program component. Finally, we calculate the institution’s overall score by dividing the sum of the points received by the sum of the points possible. We do not include in the institution’s overall score the weight for questions that are not applicable or, in some cases, where a lack of documentation would result in numerous “no” answers for one deviation from policy (unknown). For instance, an institution may not be able to provide documentation that its emergency response review committee met for a particular month. Therefore, when we evaluate whether meeting minutes document monthly meetings for a particular month, the institution would receive a “no” answer for that question. However, when we evaluate whether the meeting minutes document the warden’s attendance at the meeting, the answer would be “unknown” so that the institution’s score is not penalized twice for the same reason, not documenting the meeting.

To evaluate the institution’s delivery of medical care, we obtained various electronic data files maintained by the institution for inmate medical scheduling and tracking, pharmacy, and census data. We used these electronic data files only to identify random samples of inmates receiving or requiring specific medical services. We then reviewed the medical file for each inmate in our sample. We did not rely on the medical care information contained in these data files.

In total, we reviewed 175 inmate medical files, which are referred to as unit health records. In addition, we reviewed staffing level reports, medical appeals summaries, nursing protocols, summaries of medical drills and emergencies, minutes from Quality Management Committee and Emergency Response Review Committee hearings, and assorted manual logs or tracking worksheets related to medical care delivery. We also conducted a live medical emergency drill and evaluated the adequacy of the responding staff’s actions. Finally, we interviewed medical and custody staff members about the delivery of medical care to inmates, and we observed day-to-day medical delivery at the institution.

We do not test the care provided in the licensed hospitals or correctional treatment centers because they are subject to inspections and oversight by other regulatory agencies.

Consistent with our agreement with the receiver, our report only addresses the conditions found related to the medical care criteria. We do not discuss the causes of noncompliance, nor do we make specific recommendations in this report. However, if we learn of an inmate-patient who needs immediate care, we notify the chief medical officer and request a status report. Moreover, if we learn of significant departures from community standards, we may report such departures to the institution’s chief medical officer or quality management committee. Because these

matters involve confidential medical information protected by state and federal privacy laws, specific details related to these cases are not included in our report.

For ease of reference, following is a table of abbreviations used in the remainder of this report.

Abbreviations used in this report	
AED	Automatic External Defibrillator
BLS	Basic Life Support
CDCR	California Department of Corrections and Rehabilitation
CMO	Chief Medical Officer
CPR	Cardio-Pulmonary Resuscitation
CTC	Correctional Treatment Center
CTQ	Confined to Quarters
ER	Emergency Room
ERRC	Emergency Response Review Committee
FOBT	Fecal Occult Blood Test
FTF	Face-to-Face
GACH	General Acute Care Hospital
HCM	Health Care Manager
HIV	Human Immunodeficiency Virus
INH	Isoniazid (antituberculous medication)
LVN	Licensed Vocational Nurse
MD	Medical Doctor
MOD	Medical Officer of the Day
OB	Obstetrician
OC	Oleoresin Capsicum (pepper spray)
OHU	Outpatient Housing Unit
OIG	Office of the Inspector General
PCP	Primary Care Provider
QMC	Quality Management Committee
RN	Registered Nurse
SOAPE	Subjective, Objective, Assessment, Plan, Education
SRN	Supervising Registered Nurse
TB	Tuberculosis
TTA	Triage and Treatment Area
UHR	Unit Health Record
UM	Utilization Management



MEDICAL INSPECTION RESULTS

9/22/2008 - 9/25/2008

Overall Score:
65.2%

Component	Page	Answers				Weighting Points			Questions Not Answered	
		Yes	No	Yes + No	Yes %	Points Possible	Points Received	Score %	Not Applicable	Unknown
<i>Chronic Care</i>	8	121	77	198	61.1%	133	83.4	62.7%	4	3
<i>Clinical Services</i>	8	210	61	271	77.5%	95	63.6	67.0%	51	0
<i>Health Screening</i>	10	78	17	95	82.1%	59	45.1	76.4%	80	5
<i>Specialty Services</i>	11	38	51	89	42.7%	71	33.7	47.4%	28	2
<i>Urgent Services</i>	12	82	23	105	78.1%	59	48.7	82.5%	49	6
<i>Emergency Services</i>	13	20	18	38	52.6%	59	28.0	47.5%	2	3
<i>Diagnostic Services</i>	14	38	17	55	69.1%	52	35.4	68.1%	10	0
<i>Access to Health Care Information</i>	15	4	4	8	50.0%	51	20.0	39.2%	0	0
<i>Outpatient Housing Unit</i>	16	62	20	82	75.6%	48	36.3	75.6%	2	2
<i>Internal Reviews</i>	17	29	4	33	87.9%	40	28.2	70.4%	0	1
<i>Inmate Transfers</i>	18	15	6	21	71.4%	38	28.6	75.3%	4	0
<i>Clinic Operations</i>	18	26	3	29	89.7%	29	26.4	91.0%	1	0
<i>Preventive Services</i>	19	9	16	25	36.0%	24	7.7	32.1%	1	0
<i>Pharmacy Services</i>	20	9	8	17	52.9%	29	21.6	74.5%	0	0
<i>Other Services</i>	21	8	1	9	88.9%	16	14.5	90.6%	1	0
<i>Inmate Hunger Strikes</i>	21	1	8	9	11.1%	19	2.0	10.5%	0	0
<i>Chemical Agent Contraindications</i>	21	15	0	15	100.0%	17	17.0	100.0%	5	0
<i>Staffing Levels and Training</i>	22	7	1	8	87.5%	16	15.2	95.0%	1	0
<i>Nursing Policy</i>	23	12	3	15	80.0%	14	11.0	78.6%	0	0
Totals		784	338	1122	69.9%	869	566.3	65.2%	239	22

Reference Number	Chronic Care	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
03.076	Was the inmate's most recent chronic care visit within the time frame required by the degree of control of the inmate's condition based on his or her prior visit?	22	3	25	88.0%	10	8.8	88.0%	0	0
03.077	Were key elements on Forms 7419 (Chronic Care Follow-Up Visit) and 7392 (Primary Care Flow Sheet) filled out completely for the inmate's two most recent visits?	1	24	25	4.0%	10	0.4	4.0%	0	0
03.082	Did the institution document that it provided the inmate with health care education?	16	9	25	64.0%	12	7.7	64.0%	0	0
03.175	Did the inmate receive his or her prescribed chronic care medications during the most recent three-month period or did the institution follow departmental policy if the inmate refused to pick up or show up for his or her medications?	11	13	24	45.8%	18	8.3	45.8%	0	1
03.235	Is the clinical history adequate?	12	8	20	60.0%	18	10.8	60.0%	0	0
03.236	Is the focused clinical examination adequate?	17	3	20	85.0%	19	16.2	85.0%	0	0
03.237	Is the assessment adequate?	11	4	15	73.3%	19	13.9	73.3%	4	1
03.238	Is the plan adequate and consistent with the degree of control based on the chronic care program intervention and follow up requirements?	11	8	19	57.9%	19	11.0	57.9%	0	1
03.262	Is the inmate's Problem List complete and filed accurately in the inmate's unit health record (UHR)?	20	5	25	80.0%	8	6.4	80.0%	0	0
Component Subtotals:		121	77	198	61.1%	133	83.4	62.7%	4	3

Reference Number	Clinical Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
01.024	RN FTF Documentation: Did the inmate's request for health care get reviewed the same day it was received?	24	1	25	96.0%	4	3.8	96.0%	0	0

Reference Number	Clinical Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
01.027	If the RN determined a referral to a primary care physician (PCP) was necessary, was the inmate seen within the timelines specified by the RN during the FTF triage?	5	12	17	29.4%	8	2.4	29.4%	8	0
01.247	Sick Call Follow-up: If the provider ordered a follow-up sick call appointment, did it take place within the time frame specified?	1	3	4	25.0%	7	1.8	25.0%	21	0
01.124	Sick Call Medication: Did the institution administer or deliver prescription medications (new orders) to the inmate within specified time frames?	5	18	23	21.7%	6	1.3	21.7%	2	0
01.025	RN FTF Documentation: Did the RN complete the face-to-face (FTF) triage within one (1) business day after the Form 7362 was reviewed?	19	6	25	76.0%	6	4.6	76.0%	0	0
01.246	Did documentation indicate that the RN reviewed all of the inmate's complaints listed on Form 7362 (Health Care Services Request Form)?	23	2	25	92.0%	5	4.6	92.0%	0	0
01.157	RN FTF Documentation: Did the RN's subjective note address the nature and history of the inmates primary complaint?	22	2	24	91.7%	7	6.4	91.7%	1	0
01.159	RN FTF Documentation: Did the RN's objective note include vital signs and a focused physical examination, and did it adequately address the problems noted in the subjective note?	21	2	23	91.3%	6	5.5	91.3%	2	0
01.244	RN FTF Documentation: Did the RN's objective note include allergies, weight, current medication, and where appropriate, medication compliance?	22	2	24	91.7%	3	2.8	91.7%	1	0
01.158	RN FTF Documentation: Did the RN's assessment provide conclusions based on subjective and objective data, were the conclusions formulated as patient problems, and did it contain applicable nursing diagnoses?	21	1	22	95.5%	6	5.7	95.5%	3	0
01.162	RN FTF Documentation: Did the RN's plan include an adequate strategy to address the problems identified during the FTF triage?	22	2	24	91.7%	7	6.4	91.7%	1	0

Reference Number	Clinical Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
01.163	RN FTF Documentation: Did the RN's education/instruction adequately address the problems identified during the FTF triage?	17	5	22	77.3%	5	3.9	77.3%	3	0
15.234	Are clinic response bags audited daily and do they contain essential items?	0	2	2	0.0%	5	0.0	0.0%	0	0
21.278	Was there adequate prior management of pre-existing medical conditions that contributed to the need for the TTA visit?	8	3	11	72.7%	20	14.5	72.7%	9	0
Component Subtotals:		210	61	271	77.5%	95	63.6	67.0%	51	0

Reference Number	Health Screening	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
02.016	Did the institution complete the initial health screening on the same day the inmate arrived at the institution?	20	0	20	100.0%	9	9.0	100.0%	0	0
02.020	Did the LVN/RN adequately document the tuberculin test or a review of signs and symptoms if the inmate had a previous positive tuberculin test?	18	2	20	90.0%	6	5.4	90.0%	0	0
02.015	Was a review of symptoms completed if the inmate's tuberculin test was positive, and were the results reviewed by the infection control nurse?	1	0	1	100.0%	7	7.0	100.0%	17	2
02.128	If the inmate had an existing medication order upon arrival at the institution, did the inmate receive the medications by the next calendar day, or did a physician explain why the medications were not to be continued?	4	8	12	33.3%	8	2.7	33.3%	8	0
02.007	Non-reception center: Does the health care transfer information form indicate that it was reviewed and signed by licensed health care staff within one calendar day of the inmate's arrival at the institution?	19	0	19	100.0%	7	7.0	100.0%	0	1
02.014	Non-reception center: If the inmate was scheduled for a specialty appointment at the sending institution, did the receiving institution schedule the appointment within 30 days of the original appointment date?	0	0	0	0.0%	0	0.0	0.0%	19	1

Reference Number	Health Screening	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
02.111	Non-reception center: Did the inmate receive medical accommodations upon arrival, if applicable?	2	1	3	66.7%	6	4.0	66.7%	16	1
02.017	If yes was answered to any of the questions on the initial health screening form(s), did the RN provide an assessment and disposition on the date of arrival?	12	0	12	100.0%	8	8.0	100.0%	8	0
02.018	If, during the assessment, the RN referred the inmate to a clinician, was the inmate seen within the time frame?	2	6	8	25.0%	8	2.0	25.0%	12	0
Component Subtotals:		78	17	95	82.1%	59	45.1	76.4%	80	5

Reference Number	Specialty Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
07.037	Did the institution approve or deny the PCP's request for specialty services within the specified time frames?	10	12	22	45.5%	8	3.6	45.5%	0	0
07.038	Did the PCP see the inmate between the date the PCP ordered the service and the date the inmate received it, in accordance with specified time frames?	1	12	13	7.7%	8	0.6	7.7%	4	0
07.035	Did the inmate receive the specialty service within specified time frames?	8	9	17	47.1%	9	4.2	47.1%	0	0
07.090	Physical therapy services: Did the physical therapist assess the inmate and document the treatment plan and treatment provided to the inmate?	2	0	2	100.0%	8	8.0	100.0%	15	0
07.043	Did the PCP review the consultant's report and see the inmate for a follow-up appointment after the specialty services consultation within specified time frames?	2	7	9	22.2%	9	2.0	22.2%	7	1
07.260	Was the institution's denial of the PCP's request for specialty services consistent with the "medical necessity" requirement?	4	0	4	100.0%	9	9.0	100.0%	0	1
07.259	Was there adequate documentation of the reason for the denial of specialty services?	3	2	5	60.0%	5	3.0	60.0%	0	0

Reference Number	Specialty Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
07.270	Did the specialty provider provide timely findings and recommendations or did an RN document that he or she called the specialty provider to ascertain the findings and recommendations?	8	7	15	53.3%	6	3.2	53.3%	2	0
07.261	Is the institution scheduling high-priority (urgent) specialty services within 14 days?	0	2	2	0.0%	9	0.0	0.0%	0	0
Component Subtotals:		38	51	89	42.7%	71	33.7	47.4%	28	2

Reference Number	Urgent Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
21.248	Upon the inmate's discharge from the community hospital, did the triage and treatment area (TTA) registered nurse document that he or she reviewed the inmate's discharge plan and completed a face-to-face assessment of the inmate?	15	4	19	78.9%	7	5.5	78.9%	1	0
21.250	Upon the inmate's discharge from the community hospital, did the inmate's Primary Care Provider (PCP) provide orders for appropriate housing for the inmate?	8	3	11	72.7%	7	5.1	72.7%	9	0
21.251	Upon the inmate's discharge from the community hospital, did the registered nurse intervene if the inmate was housed in an area that was inappropriate for nursing care based on the primary care provider's (PCP) housing orders?	4	0	4	100.0%	7	7.0	100.0%	15	1
21.249	Upon the inmate's discharge from the community hospital, did the inmate receive a follow-up appointment with his or her primary care provider (PCP) within five calendar days of discharge?	12	8	20	60.0%	7	4.2	60.0%	0	0
21.281	Upon the inmate's discharge from a community hospital, did the institution administer or deliver all prescribed medications to the inmate within specified time frames?	11	0	11	100.0%	6	6.0	100.0%	6	3
21.275	Was the TTA documentation adequate for evaluating the clinical care provided?	13	7	20	65.0%	10	6.5	65.0%	0	0
21.276	While the patient was in the TTA, was the clinical care rendered by the attending provider adequate and timely?	10	1	11	90.9%	7	6.4	90.9%	8	1

Reference Number	Urgent Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
21.279	For patients managed by telephone consultation alone, was the provider's decision not to come to the TTA appropriate?	9	0	9	100.0%	8	8.0	100.0%	10	1
Component Subtotals:		82	23	105	78.1%	59	48.7	82.5%	49	6

Reference Number	Emergency Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
08.183	Was the medical emergency responder notified of the medical emergency without delay?	4	0	4	100.0%	5	5.0	100.0%	0	0
08.241	Did the first responder provide adequate basic life support (BLS) prior to medical staff arriving?	0	3	3	0.0%	6	0.0	0.0%	1	0
08.184	Did the medical emergency responder arrive at the location of the medical emergency within five (5) minutes of initial notification?	4	0	4	100.0%	4	4.0	100.0%	0	0
08.185	Did the medical emergency responder use proper equipment to address the emergency and was adequate medical care provided within the scope of his or her license?	1	1	2	50.0%	7	3.5	50.0%	1	1
08.242	Did licensed health care staff call 911 without unnecessary delay after a life-threatening condition was identified by a licensed health care provider or peace officer?	2	2	4	50.0%	6	3.0	50.0%	0	0
08.187	Did the institution provide adequate preparation for the ambulance's arrival, access to the inmate, and departure?	1	1	2	50.0%	4	2.0	50.0%	0	2
08.186	Were both the first responder (if peace officer or licensed health care staff) and the medical emergency responder basic life support (BLS) certified at the time of the incident?	4	0	4	100.0%	4	4.0	100.0%	0	0
08.222	Were the findings of the institution's Emergency Response Review Committee (ERRC) supported by the documentation and completed within 30 days?	2	2	4	50.0%	7	3.5	50.0%	0	0
15.256	Emergency Medical Response Drill: Did the responding officer properly perform an assessment on the patient for responsiveness?	0	1	1	0.0%	1	0.0	0.0%	0	0

Reference Number	Emergency Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
15.257	Emergency Medical Response Drill: Did the responding officer properly perform CPR?	0	1	1	0.0%	2	0.0	0.0%	0	0
15.258	Emergency Medical Response Drill: Did the responding officer begin CPR without unnecessary delay?	0	1	1	0.0%	2	0.0	0.0%	0	0
15.282	Emergency Medical Response Drill: Did medical staff arrive on scene in five minutes or less?	0	1	1	0.0%	2	0.0	0.0%	0	0
15.283	Emergency Medical Response Drill: Did the emergency medical responders arrive with proper equipment (ER bag, bag-valve-mask, AED)?	0	1	1	0.0%	1	0.0	0.0%	0	0
15.284	Emergency Medical Response Drill: Did the responding officer provide accurate information to responding medical staff?	0	1	1	0.0%	1	0.0	0.0%	0	0
15.285	Emergency Medical Response Drill: Did emergency medical responders continue basic life support?	1	0	1	100.0%	1	1.0	100.0%	0	0
15.286	Emergency Medical Response Drill: Did medical staff continue with CPR without transporting the patient until the arrival of ambulance personnel? If the patient was transported, was this decision justified?	0	1	1	0.0%	1	0.0	0.0%	0	0
15.287	Emergency Medical Response Drill: Was 911 called without unnecessary delay?	0	1	1	0.0%	2	0.0	0.0%	0	0
15.240	Emergency Medical Response Drill: Did the responding officer activate the emergency response system by providing the pertinent information to the relevant parties, immediately and without delay?	1	0	1	100.0%	2	2.0	100.0%	0	0
15.255	Emergency Medical Response Drill: Did the responding officer carry and use the proper equipment (protective shield or micro-mask, gloves) required by the department?	0	1	1	0.0%	1	0.0	0.0%	0	0
Component Subtotals:		20	18	38	52.6%	59	28.0	47.5%	2	3

Reference Number	Diagnostic Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		

Reference Number	Diagnostic Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
06.049	Radiology order: Was the radiology service provided within the time frame specified in the physician's order?	5	0	5	100.0%	7	7.0	100.0%	0	0
06.245	Radiology order: Was the diagnostic report received by the institution within 14 days?	4	1	5	80.0%	8	6.4	80.0%	0	0
06.200	Radiology order: Did the primary care provider (PCP) review the diagnostic report and initiate written notice to the inmate within two (2) business days of the date the institution received the diagnostic reports?	0	5	5	0.0%	7	0.0	0.0%	0	0
06.188	All laboratory orders: Was the specimen collected within the applicable time frames of the physician's order?	9	1	10	90.0%	6	5.4	90.0%	0	0
06.191	All diagnostic services: Did the PCP document the clinically significant diagnostic test results on Form 7230 (Interdisciplinary Progress Notes)?	7	2	9	77.8%	7	5.4	77.8%	6	0
06.263	All diagnostic services: Did the PCP adequately manage clinically significant test results?	10	1	11	90.9%	10	9.1	90.9%	4	0
06.202	All laboratory orders: Did the PCP review the diagnostic reports and initiate written notice to the inmate within two (2) business days of the date the institution received the diagnostic reports?	3	7	10	30.0%	7	2.1	30.0%	0	0
Component Subtotals:		38	17	55	69.1%	52	35.4	68.1%	10	0

Reference Number	Access to Health Care Information	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
19.150	Is the medical records office current with its loose filing? <i>The institution's main medical records area had approximately 24 3/4 inches of loose filing.</i>	0	1	1	0.0%	9	0.0	0.0%	0	0
19.169	Did medical records staff make unit health records (UHR) available to clinic staff for the inmates ducated for medical appointments the next day?	2	0	2	100.0%	15	15.0	100.0%	0	0

Reference Number	Access to Health Care Information	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
19.243	Was the institution able to account for the OIG's requested UHR files?	0	1	1	0.0%	12	0.0	0.0%	0	0
19.266	Does the institution properly file inmates' medical information?	0	1	1	0.0%	5	0.0	0.0%	0	0
19.271	While reviewing unit health records (UHR) as part of the OIG's inspection, were the OIG's RN and MD inspectors able to locate all relevant documentation of health care provided to inmates?	0	1	1	0.0%	5	0.0	0.0%	0	0
19.272	Does the institution promptly file blood pressure logs in unit health records (UHR)?	2	0	2	100.0%	5	5.0	100.0%	0	0
Component Subtotals:		4	4	8	50.0%	51	20.0	39.2%	0	0

Reference Number	Outpatient Housing Unit	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
04.052	Did the RN complete an initial assessment of the inmate on the day of placement?	9	1	10	90.0%	5	4.5	90.0%	0	0
04.051	Did the primary care provider (PCP) evaluate the inmate within one calendar day after placement?	9	1	10	90.0%	5	4.5	90.0%	0	0
04.053	While the inmate was placed in the OHU, did the PCP complete the Subjective, Objective, Assessment, Plan and Education (SOAPE) at a minimum of every 14 days?	3	7	10	30.0%	4	1.2	30.0%	0	0
04.054	Did the utilization management (UM) nurse assess the inmate within one week of the inmate's placement and every 30 days thereafter?	0	8	8	0.0%	4	0.0	0.0%	2	0
04.112	Was the PCP's initial evaluation adequate for the problem(s) requiring OHU placement?	9	2	11	81.8%	5	4.1	81.8%	0	0
04.230	Was the PCP's initial assessment (or diagnoses) appropriate for the findings in the initial evaluation?	10	0	10	100.0%	5	5.0	100.0%	0	1
04.056	Did the PCP's plan adequately address the initial assessment?	10	0	10	100.0%	5	5.0	100.0%	0	1

Reference Number	Outpatient Housing Unit	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
04.208	Was the level of care available in the OHU appropriate to the patient's clinical presentation?	11	0	11	100.0%	9	9.0	100.0%	0	0
15.103	In the outpatient housing unit (OHU), are patient call buttons operational or does medical staff make rounds every 30 minutes?	0	1	1	0.0%	3	0.0	0.0%	0	0
15.225	Does the OHU use disinfectant daily in common patient areas?	1	0	1	100.0%	3	3.0	100.0%	0	0
Component Subtotals:		62	20	82	75.6%	48	36.3	75.6%	2	2

Reference Number	Internal Reviews	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
17.221	Did the institution complete a medical emergency response drill for each watch and include participation from each medical facility during the most recent full quarter?	0	1	1	0.0%	5	0.0	0.0%	0	0
17.174	Did the institution promptly process inmate medical appeals during the most recent 12 months?	0	1	1	0.0%	5	0.0	0.0%	0	0
17.136	For each death sampled, did the institution complete the death review process?	4	1	5	80.0%	5	4.0	80.0%	0	0
17.132	Do the Emergency Response Review Committee (ERRC) meeting minutes document monthly meetings for the last six (6) months?	5	1	6	83.3%	5	4.2	83.3%	0	0
17.138	Do the Emergency Response Review Committee (ERRC) meeting minutes document the warden's (or his or her designee's) attendance?	5	0	5	100.0%	5	5.0	100.0%	0	1
17.118	Do the Quality Management Committee (QMC) meeting minutes document monthly meetings for the last six (6) months?	6	0	6	100.0%	5	5.0	100.0%	0	0
17.119	Did the Quality Management Committee (QMC) report its findings to the HCM/CMO each of the last six (6) meetings?	6	0	6	100.0%	5	5.0	100.0%	0	0
17.135	Did the last three Quality Management Committee (QMC) meeting minutes reflect findings and strategies for improvement?	3	0	3	100.0%	5	5.0	100.0%	0	0
Component Subtotals:		29	4	33	87.9%	40	28.2	70.4%	0	1

Reference Number	Inmate Transfers	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
05.108	Did Receiving and Release have the inmate's UHR and transfer envelope?	5	0	5	100.0%	7	7.0	100.0%	0	0
05.109	If the inmate was scheduled for any upcoming specialty services, were the services noted on Form 7371 (Health Care Transfer Information)?	1	0	1	100.0%	8	8.0	100.0%	4	0
05.110	Do all appropriate forms in the transfer envelope identify all medications ordered by the physician, and are the medications in the transfer envelope?	5	0	5	100.0%	8	8.0	100.0%	0	0
05.171	Did an RN complete all applicable sections of Form 7371 (Health Care Transfer Information) based on the inmate's UHR?	4	1	5	80.0%	7	5.6	80.0%	0	0
05.172	Did the Health Records Department maintain a copy of the inmate's Form 7371 (Health Care Transfer Information) and Form 7231A (Outpatient Medication Administration Record) when the inmate transferred?	0	5	5	0.0%	8	0.0	0.0%	0	0

Component Subtotals: **15** **6** **21** **71.4%** **38** **28.6** **75.3%** 4 0

Reference Number	Clinic Operations	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
14.023	Does the institution make the Form 7362 (Health Care Services Request Form) available to inmates?	7	0	7	100.0%	4	4.0	100.0%	0	0
14.165	Are the clinic floors, waiting room chairs, and equipment cleaned with a disinfectant daily?	3	0	3	100.0%	2	2.0	100.0%	0	0
14.164	Are areas available to ensure privacy during RN face-to-face assessments and doctors' examinations for non-emergencies?	4	1	5	80.0%	3	2.4	80.0%	0	0
14.166	Was the medication stored in a sealed container if food was present in the clinic refrigerator?	2	0	2	100.0%	2	2.0	100.0%	0	0
14.131	Do medication nurses understand that medication is to be administered by the same licensed staff member who prepares it and on the same day?	2	0	2	100.0%	4	4.0	100.0%	0	0

Reference Number	Clinic Operations	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
14.106	Does clinical staff wash their hands (either with soap or hand sanitizer) or change gloves between patients?	2	2	4	50.0%	4	2.0	50.0%	0	0
14.033	Does the institution have an adequate process to ensure inmates who are moved to a new cell still receive their medical ducats?	2	0	2	100.0%	4	4.0	100.0%	0	0
14.032	Does medical staff understand the institution's priority ducat process?	2	0	2	100.0%	2	2.0	100.0%	0	0
14.160	Does the institution have a process to identify, review, and address urgent appointments if a doctor's line is canceled?	2	0	2	100.0%	4	4.0	100.0%	0	0
14.029	Does medical staff in the facility clinic know which inmates are on modified program or confined to quarters (CTQ) and does staff have an adequate process to ensure those inmates receive their medication?	0	0	0	0.0%	0	0.0	0.0%	1	0
Component Subtotals:		26	3	29	89.7%	29	26.4	91.0%	1	0

Reference Number	Preventive Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
10.228	Inmates prescribed INH: Did the institution properly administer the medication to the inmate?	2	3	5	40.0%	6	2.4	40.0%	0	0
10.232	Inmates prescribed INH: Did the institution monitor the inmate monthly for the most recent three months he or she was on the medication?	0	5	5	0.0%	6	0.0	0.0%	0	0
10.229	Inmates with TB code 34: Was the inmate evaluated for signs and symptoms of TB within the previous 12 months?	2	3	5	40.0%	7	2.8	40.0%	0	0
10.086	All inmates age 66 or older: Did the inmate receive an influenza vaccination within the previous 12 months or was the inmate's refusal documented?	0	0	0	0.0%	0	0.0	0.0%	1	0
<p><i>Of the two inmates at the institution age 66 or older, only one record was available. Since the results of a single sample item can be misleading, we did not complete this test.</i></p>										

Reference Number	Preventive Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
10.085	Male inmates age 51 or older: Did the inmate receive a fecal occult blood test (FOBT) within the previous 12 months or was the inmate's refusal documented?	5	5	10	50.0%	5	2.5	50.0%	0	0
Component Subtotals:		9	16	25	36.0%	24	7.7	32.1%	1	0

Reference Number	Pharmacy Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
13.139	Does the institution conspicuously post a valid permit in its pharmacies?	1	0	1	100.0%	2	2.0	100.0%	0	0
13.141	Does the institution properly maintain its emergency crash cart medications?	4	1	5	80.0%	2	1.6	80.0%	0	0
13.252	Does the institution properly maintain medications in its drug night locker(s)?	1	0	1	100.0%	2	2.0	100.0%	0	0
13.253	Does the institution conduct monthly inspections of its emergency cart and drug night locker(s)?	0	6	6	0.0%	1	0.0	0.0%	0	0
13.142	Is the Pharmacist in Charge's license current?	1	0	1	100.0%	5	5.0	100.0%	0	0
13.144	Does the pharmacist in charge maintain a valid signature card that contains the required information for all primary care providers (PCP)?	0	1	1	0.0%	6	0.0	0.0%	0	0
13.145	Does the pharmacist in charge have an effective process for screening new medication orders for potential adverse reactions?	1	0	1	100.0%	7	7.0	100.0%	0	0
13.148	Does the pharmacist in charge monitor the quantity of medications on hand, and does the pharmacy conduct an annual inventory to ensure that the quantity of medications in the system matches the quantity of medications on hand?	1	0	1	100.0%	4	4.0	100.0%	0	0
Component Subtotals:		9	8	17	52.9%	29	21.6	74.5%	0	0

Reference Number	Other Services	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
15.059	Did the institution properly provide therapeutic diets to inmates?	2	0	2	100.0%	4	4.0	100.0%	0	0
15.058	If the institution does not offer therapeutic diets, does staff follow the department's procedures for transferring inmates who are determined to require a therapeutic diet?	0	0	0	0.0%	0	0.0	0.0%	1	0
15.134	Did the institution properly respond to all active cases of TB discovered in the last six months?	1	0	1	100.0%	5	5.0	100.0%	0	0
15.265	Is the most current version of the CDCR Health Services Policies and Procedures available in the institution's law library?	1	1	2	50.0%	3	1.5	50.0%	0	0
20.092	Hygiene Intervention: Did custody staff understand the department's policies and procedures for identifying and evaluating inmates displaying inappropriate hygiene management?	4	0	4	100.0%	4	4.0	100.0%	0	0
Component Subtotals:		8	1	9	88.9%	16	14.5	90.6%	1	0

Reference Number	Inmate Hunger Strikes	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
11.097	Did the RN conduct a face-to-face triage of the inmate within two (2) business days of receipt of the Form 128-B and document the inmate's reasons for the hunger strike, most recent recorded weight, current weight, vital signs, and physical condition?	1	2	3	33.3%	6	2.0	33.3%	0	0
11.099	After the first 48 hours, did an RN or PCP complete daily assessments documenting the inmate's weight, physical condition, emotional condition, vital signs, and hydration status?	0	3	3	0.0%	6	0.0	0.0%	0	0
11.100	After the first 72 hours, did a physician perform a physical examination and order a metabolic panel and a urinalysis of the inmate?	0	3	3	0.0%	7	0.0	0.0%	0	0
Component Subtotals:		1	8	9	11.1%	19	2.0	10.5%	0	0

Reference Number	Chemical Agent Contraindications	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		

Reference Number	Chemical Agent Contraindications	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
12.062	Did the institution document that it consulted with an RN or primary care provider (PCP) before a calculated use of OC?	5	0	5	100.0%	9	9.0	100.0%	5	0
12.064	Did the institution record how it decontaminated the inmate and did it follow the decontamination policy?	10	0	10	100.0%	8	8.0	100.0%	0	0
Component Subtotals:		15	0	15	100.0%	17	17.0	100.0%	5	0

Reference Number	Staffing Levels and Training	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
18.002	Information purposes only: Calculate the institution's average vacancy percentages, the number of health care staff starting within six (6) months of the OIG visit, and the number of health care staff hired from the registry. <i>The institution provided vacancy statistics within four licensed medical staffing groups: (1) management; (2) primary care providers; (3) supervision; and (4) rank and file nursing.</i> <i>Total number of filled positions: 84.5</i> <i>Total number of vacancies: 0</i> <i>Total number of positions: 84.5</i> <i>Vacancy percentage: 0%</i> <i>Number of staff hired within last six months: 11 (13%)</i> <i>Total number of registry staff: 49</i>	0	0	0	0.0%	0	0.0	0.0%	1	0
18.004	Did the institution have a registered nurse (RN) available on site 24 hours a day, seven days a week, for emergency care?	1	0	1	100.0%	4	4.0	100.0%	0	0
18.005	Did the institution have a physician on site, a physician on call, or an MOD available 24 hours a day, seven days a week, for the last 30 days?	1	0	1	100.0%	4	4.0	100.0%	0	0
18.006	Does the institution's orientation program for all newly hired nursing staff include a module for sick call protocols that require face-to-face triage?	1	0	1	100.0%	4	4.0	100.0%	0	0
18.001	Are licensed health care staff current with their certifications and did they attend required training?	4	1	5	80.0%	4	3.2	80.0%	0	0

Reference Number	Staffing Levels and Training	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
Component Subtotals:		7	1	8	87.5%	16	15.2	95.0%	1	0

Reference Number	Nursing Policy	Answers				Weighting Points			N/A	Unk
		Yes	No	Yes + No	Yes %	Possible	Received	Score %		
16.231	Does the institution ensure that nursing staff review their duty statements?	2	3	5	40.0%	5	2.0	40.0%	0	0
16.154	Does the institution have written nursing policies and procedures that adhere to the department's guidelines?	5	0	5	100.0%	5	5.0	100.0%	0	0
16.254	Does the institution's supervising registered nurse (SRN) conduct periodic reviews of nursing staff?	5	0	5	100.0%	4	4.0	100.0%	0	0
Component Subtotals:		12	3	15	80.0%	14	11.0	78.6%	0	0

California Prison Health Care Receivership Corporation's Response

**CALIFORNIA
PRISON HEALTH CARE
RECEIVERSHIP CORP.**

J. Clark Kelso
Receiver

October 27, 2008

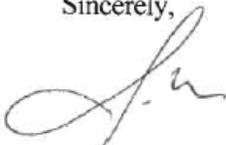
David R. Shaw, Inspector General
Office of the Inspector General
PO Box 348780
Sacramento, CA 95834-8780

Dear Mr. Shaw,

The purpose of this letter is to inform you that the Receiver's Office has received and reviewed the draft report of the Office of the Inspector General's Medical Inspection Results (MIR) for the October 2008 inspection at California State Prison, Sacramento (CSP-SAC). In the future, the OIG should provide the supporting data as part of the draft report so that relevant comments could be possible. At this time it is premature for the Receiver's Office to object or agree with the results of the MIR as we have not had an opportunity to conduct a review of the specific records and data used to reach your determinations.

Thank you for preparing the report. Your efforts have advanced our mutual objective of ensuring transparency and accountability in the California Prison Health Care Services operations. Should you have any questions or concerns, please contact Theresa Kimura-Yip, Associate Director, Policy and Field Operations at (916) 327-1205.

Sincerely,



John Hagar
Chief of Staff

Office of the Inspector General's Comments on the Receiver's Response

The response from the receiver's office states, "In the future, the OIG should provide the supporting data as part of the draft report so that relevant comments could be possible. At this time it is premature for the Receiver's Office to object or agree with the results of the MIR [medical inspection results] as we have not had an opportunity to conduct a review of the specific records and data used to reach your determinations." In fact, consistent with the protocols jointly established with the receiver's office during the pilot phase of the inspection program, the Office of the Inspector General provided the supporting data to the health care manager at California State Prison, Sacramento. In addition, the Office of the Inspector General provided the receiver's office with a copy of the draft report and the transmittal letter to the health care manager, which indicated that the supporting data had been provided to the receiver's medical staff at the institution. Therefore, in light of the sequence of events, the receiver's office was provided the opportunity to review the specific records and data that we used to reach our conclusions.

We appreciate the desire of the receiver's office to review the supplemental information, and we will provide this information directly to the receiver's office in the future.

APPENDIX 18

**Controlled Correspondence and Litigation Management Unit
Executive Summary Report
September 2008**

1. **Focus:** The following analysis represents the number of correspondence (including those received from the California Out-of-State Correctional Facility [COCF], Sacramento Central Office [SACCO], and Western Interstate Compact [WIC]), litigation issues, Inmate Health Care Inquiry Line (Hotline) calls, and California Prison Health Care Receivership Corporation (CPR) website emails received, processed, and were overdue for September 2008 compared to August 2008.
2. **Source Data:** The statistics are derived from the Controlled Correspondence and Litigation Management Unit (CCLMU) monthly reports.
3. **Correspondence:** The following is a breakdown of the total number of correspondence received, completed, and overdue. (Note: Beginning June 2008, CCLMU began responding to correspondence sent to the CPR web-site email, COCF, SACCO, and WIC.)

	September 2008	August 2008
Correspondence Received	277*	408**
Correspondence Completed	300	343
Correspondence Overdue	128	137

* Of the 277 correspondences received, 130 of the correspondences were forwarded from the Office of Receiver to CCLMU for processing.

** Of the 408 correspondences received, 203 of the correspondences were forwarded from the Office of the Receiver to CCLMU for processing.

4. **Hotline:** The following is a breakdown of the total number of Hotline calls received, completed and overdue.

	September 2008	August 2008
Hotline Calls Received	81	41
Hotline Calls Completed	83	43
Hotline Calls Overdue♦	0	0

5. **Litigation:** The following is a breakdown of the total number of litigation issues received, completed and overdue.

	September 2008	August 2008
Litigation Received	58	61
Litigation Completed	58	69
Litigation Overdue♦	0	0

♦NOTE: This is a date in time snapshot report, which means there are no overdue Hotline or Litigation items on September 30, 2008.

**Controlled Correspondence and Litigation Support Unit
Executive Summary Report
October 2008**

1. **Focus:** The following analysis represents the number of correspondence (including those received from the California Out-of-State Correctional Facility [COCF], Sacramento Central Office [SACCO], Western Interstate Compact [WIC]), litigation issues, Inmate Health Care Inquiry Line (Hotline) calls, and California Prison Health Care Receivership Corporation (CPR) website emails received, processed, and were overdue for October 2008 compared to September 2008.
2. **Source Data:** The statistics are derived from the Controlled Correspondence and Litigation Support Unit (CCLSU) monthly reports.
3. **Correspondence:** The following is a breakdown of the total number of correspondence received, completed, and overdue. (Note: Beginning June 2008, CCLMU began responding to correspondence sent to the CPR web-site email, COCF, SACCO, and WIC.)

	October 2008	September 2008
Correspondence Received	375*	277**
Correspondence Completed	348	300
Correspondence Overdue	192 ⁺	131

* Of the 375 correspondences received, 218 of the correspondences were forwarded from the Office of Receiver to CCLSU for processing.

** Of the 277 correspondences received, 130 of the correspondences were forwarded from the Office of the Receiver to CCLSU for processing.

4. **Hotline:** The following is a breakdown of the total number of Hotline calls received, completed and overdue.

	October 2008	September 2008
Hotline Calls Received	109	81
Hotline Calls Completed	98	83
Hotline Calls Overdue♦	0	0

5. **Litigation:** The following is a breakdown of the total number of litigation issues received, completed and overdue.

	October 2008	September 2008
Litigation Received	55	58
Litigation Completed	57	61
Litigation Overdue♦	0	0

⁺NOTE: Nine of the overdue correspondences are Merit Awards completed by CCLSU. The Merit Awards were forwarded to and are pending approval by Mr. Dezember's office.

♦NOTE: This is a date in time snapshot report, which means there are no overdue Hotline or Litigation items on October 31, 2008.

**Controlled Correspondence Unit
Executive Summary Report
November 2008**

1. **Focus:** The following analysis represents the number of correspondence (including those received from the California Out-of-State Correctional Facility [COCF], Sacramento Central Office [SACCO], Western Interstate Compact [WIC]), litigation issues, Inmate Health Care Inquiry Line (Hotline) calls, and California Prison Health Care Receivership Corporation (CPR) website emails received, processed, and were overdue for November 2008 compared to October 2008.
2. **Source Data:** The statistics are derived from the Controlled Correspondence Unit (CCU) monthly reports.
3. **Correspondence:** The following is a breakdown of the total number of correspondence received, completed, and overdue. (Note: Beginning June 2008, CCU began responding to correspondence sent to the CPR web-site email, COCF, SACCO, and WIC.)

	November 2008	October 2008
Correspondence Received	307*	375**
Correspondence Completed	242	348
Correspondence Overdue	193 ⁺	192

* Of the 307 correspondences received, 154 of the correspondences were forwarded from the Office of Receiver to CCU for processing.

** Of the 375 correspondences received, 218 of the correspondences were forwarded from the Office of the Receiver to CCU for processing.

4. **Hotline:** The following is a breakdown of the total number of Hotline calls received, completed and overdue.

	November 2008	October 2008
Hotline Calls Received	90	109
Hotline Calls Completed	89	98
Hotline Calls Overdue♦	0	0

5. **Litigation:** The following is a breakdown of the total number of litigation issues received, completed and overdue.

	November 2008	October 2008
Litigation Received	46	55
Litigation Completed	43	57
Litigation Overdue♦	0	0

*NOTE: Eleven of the overdue correspondences are Merit Awards completed by CCU. The Merit Awards were forwarded to and are pending approval by Mr. Dezember's office.

♦NOTE: This is a date in time snapshot report, which means there are no overdue Hotline or Litigation items on November 30, 2008.

**Controlled Correspondence Unit
Executive Summary Report
December 2008**

1. **Focus:** The following analysis represents the number of correspondence (including those received from the California Out-of-State Correctional Facility [COCF], Sacramento Central Office [SACCO], Western Interstate Compact [WIC]), litigation issues, Inmate Health Care Inquiry Line (Hotline) calls, and California Prison Health Care Receivership Corporation (CPR) website emails received, processed, and were overdue for December 2008 compared to November 2008.
2. **Source Data:** The statistics are derived from the Controlled Correspondence Unit (CCU) monthly reports.
3. **Correspondence:** The following is a breakdown of the total number of correspondence received, completed, and overdue. (Note: Beginning June 2008, CCU began responding to correspondence sent to the CPR web-site email, COCF, SACCO, and WIC.)

	December 2008	November 2008
Correspondence Received	426*	307**
Correspondence Completed	264	242
Correspondence Overdue	283 [†]	193

* Of the 426 correspondences received, 210 of the correspondences were forwarded from the Office of Receiver to CCU for processing.

** Of the 307 correspondences received, 154 of the correspondences were forwarded from the Office of the Receiver to CCU for processing.

4. **Hotline:** The following is a breakdown of the total number of Hotline calls received, completed and overdue.

	December 2008	November 2008
Hotline Calls Received	109	90
Hotline Calls Completed	115	89
Hotline Calls Overdue♦	0	0

5. **Litigation:** The following is a breakdown of the total number of litigation issues received, completed and overdue.

	December 2008	November 2008
Litigation Received	51	46
Litigation Completed	48	43
Litigation Overdue♦	0	0

[†]NOTE: Eleven of the overdue correspondences are Merit Awards completed by CCU. The Merit Awards were forwarded to and are pending approval by Mr. Dezember's office.

♦NOTE: This is a date in time snapshot report, which means there are no overdue Hotline or Litigation items on December 31, 2008.