

# Corrections Briefings

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## DOC & ODS: Partners in Providing Inmate Health Care

The Department of Corrections Health Services Division continually strives to provide a system for the delivery of health care services to inmates that is fair, consistent with what is available in the community, and represents sound stewardship of public resources. To increase quality, accessibility, and efficiency of off-site services such as hospital, specialty and emergency care, Health Services recently looked into outside management options.

Historically, the department paid whatever the hospitals or off-site providers billed for services. In July 1996, an attempt to better control expenses was made by adopting an administrative rule authorizing the department to reimburse hospitals at the OMAP (Office of Medical Assistance Programs) fee-for-service rate. As a result, hospitals were reimbursed much less for services than what the department had previously been paying.

In 1997, the reimbursement methodology was legislatively changed to use the Workers' Compensation fee schedule. However, Governor Kitzhaber vetoed this measure. He instructed the department to work with the Office for the Oregon Health Plan Policy and Research (OHPPR) to develop a reimbursement system that would be subject to the same economic factors that influence health care costs in the different geographic regions in Oregon—holding that they should be reasonable and fair to all parties involved.

With the guidance of Barney Speight, Administrator for the OHPPR, the department developed an alternative reimbursement concept to "lease" a private-sector network of hospitals, preferred providers, and other professional services. The Department would then reimburse that network for health care provided by the organization at the discounted rates it negotiates with providers. Authorization of health services was to remain with the Health Services Division.

It took many months and many administrative steps before an appropriate organization could be awarded this responsibility and, on January 1, 1999, a contract with ODS Health Plan went into effect. ODS contributes other value to the process, including evaluations of appropriateness, quality, and timeliness of the off-site care provided, claims review, and case management to monitor exceptions to standards for length of stay or level of service.

The ODOC-ODS contract is effective through June 30, 2000, and can be renewed each year for five and a half years. As with any new relationship, challenges lie ahead. But, the Health Services Division is pleased to have risen to Governor Kitzhaber's challenge of developing a fair reimbursement system, and is grateful to the many departments, agencies, and colleagues who provided much assistance and encouragement throughout the process.

OREGON DEPARTMENT  
OF CORRECTIONS

DAVID S. COOK  
DIRECTOR

The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

JOHN A. KITZHABER, M.D.  
GOVERNOR



**Feature Story:****Incarceration Planning Gathers Understanding and Support**

Inmates admitted to the Department of Corrections undergo a number of assessments to gauge their:

- Risk to the public
- Risk to the inmate population
- Education level
- Work skills
- Psychological status
- Medical status
- ...and more.

**1997:** Department counselors use this information to recommend programs each inmate should complete while incarcerated, with a goal of returning them to the community as better citizens.

**1999:** A new vision for correctional counselors, with a big assist from automation, enables them to create individual Offender Incarceration and Transition Plans for all inmates in the custody of the Department of Corrections. The goal: hold offenders accountable to make the best use of their incarceration time, return them to the community as productive citizens and maximize scarce resources.

Offender Incarceration and Transition Plans look into the future at an inmate's release date and plot an individual course for each person to follow during his/her incarceration.

"There is a certain logic in developing a systematic plan to prepare an inmate for eventual

release. It makes sense to create that plan as soon as he or she comes into prison and to base it on individual needs and criminal risk factors," explains Steve Ickes, assistant director, Correctional Programs Division. "To make it happen, we created software to coordinate inmate needs and time lines with the availability of specific correctional work-based education programs, treatment and work opportunities. Every inmate is held accountable for following his or her plan."

Here's an example: At intake the department assesses an offender who has asthma, never finished high school and is serving five years for assault.

His plan might call for him to be housed in medium custody for two years and minimum for three. He'd be signed up for GED classes his first year, followed by a work-based education program

his second year and finally placement in a job for three years. He might be enrolled in a cognitive program at the beginning of his first year followed by alcohol and drug treatment the six months before release. Concurrently, his asthma, diagnosed at intake, would be managed by Health Services. The Religious Services program would address his spiritual needs.

By automating assessments, program registration and inmate progress, program staff and

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***Offender Incarceration and Transition Plans look into the future at an inmate's release date and plot an individual course for each person to follow while incarcerated.***

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institution staff work together to focus resources. The department is learning to use this wealth of information to become more efficient and to case manage the inmate population.

“At any point in time, we know where the inmate population stands in terms of treatment, work-based education, and work,” Mr. Ickes said. “We have more predictability about the number and skill levels of inmates available for work within institutions. That, in turn, enables us to find jobs that improve inmates’ potential for successfully re-entering society.

“The DOC wants inmates practicing behaviors inside the fence that will work on the outside,” Mr. Ickes added. “The end result is a productive member of, first, the inmate community and, ultimately, a pro-social, productive member of our Oregon community.”

## DOC Refines Construction Contracting Process

The Oregon Department of Corrections recently linked up with the Oregon State University Construction Management Program and its founder, Dr. Harold Pritchett, professor of Civil/Construction Engineering.

In a series of workshops and seminars, the partnership will examine, effectively communicate, and refine the selection process used by the DOC’s New Prison Construction Program management, resulting in improvements to both quality and economy of operations.

Dr. Pritchett recently facilitated the first seminar. It brought together members of the assorted departments involved with construc-

tion contracts to learn about the three individual contract options available in the industry: design/build, design/bid/build, and CM/GC.

Dr. Pritchett’s professional insight into the methodologies and attributes of each type of contract that DOC may use in the future helped our staff document the strengths and weaknesses of alternative methodologies — documentation critical to decision-making in future construction projects.

## Claudia Black Appointed Public Affairs Director

Oregon Department of Corrections Director David S. Cook has appointed Claudia M. Black to the position of Director of Public Affairs, effective February 22, 1999.

“Unparalleled experience, enthusiasm and energy describe Claudia Black,” said Director Cook. “Her impeccable credentials as well as the depth of her knowledge about state government, the legislative process and the criminal justice profession make her a great addition to the department.”

As director of the Office of Public Affairs, Ms. Black will develop the strategy and implementation plan for the department’s internal and external communications and community relations activities.

Ms. Black was formerly the Oregon Health Division’s intergovernmental relations liaison. She was also a legislative assistant in the Oregon House of Representatives and Senate. Her prior experience includes jobs as a correctional officer in Benton County and a police officer in Palo Alto, CA.

Ms. Black holds a Masters degree in Public Administration from Portland State University and a Bachelors degree in the Administration of Justice with an emphasis in Corrections from San Jose State University. She is a member of Phi Kappa Phi honors society, and received the Public Administration Award of Excellence for Academic and Professional Achievement at PSU. She was also a Presidential Management Intern Program finalist.

As an active member of the community, Ms. Black chairs the Public Administration Advisory Committee at PSU. She is also a member of the SAFE KIDS coalition of Oregon. Among her other accomplishments, she is most proud to have championed passage of the law to require children to wear bike helmets.

## Ergo Chair Line a Success

Growing sales of Inmate Work Program's new line of ergonomic chairs has brought a business boom to the upholstery shop inside the penitentiary.

A newly released catalog features a full-range of chairs from the economical "Value Line" chair through the full featured "TUF Ultima," a top-of-the-line intensive-use chair.

Sales staff are trained to fit you with the right ergonomic chair for both your body and your budget. To receive a catalog, call (503) 378-2449 or (800) 776-7712.

## Public Lands Benefit from Inmate Labor

In 1995 South Fork Forest Camp, near Tillamook, embarked on a partnership with four state agencies (Department of Forestry, Department of Transportation, Department of Fish and Wildlife and Oregon State Parks) and the Northwest Steelheaders Association to clean-up the public lands along 24 miles of the Wilson River Highway (Highway 6).

In 1997 the project was extended through an Inmate Work Program agreement. The Departments of Forestry and Corrections rotate responsibility for Wilson River clean-up crew supervision.

This project has cleaned small dumps, hiking trails, roadsides and campgrounds in 56 designated areas from mile post 6 to mile post 28 along Highway 6.

## Zip Code Changes

DOC Central Office (aka the Dome Building) has a new Zip Code. Please use 97301-4667 on all correspondence addressed to the Department of Corrections administrative offices.

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