

April 30, 2020

Chief Deputy Matt Langan  
Assistant Chief Terry McCraw  
Collin County Sheriff's Office  
4300 Community Ave.  
McKinney, TX 75071

Mr. Kenneth Gardner  
Senior Buyer  
Collin County Purchasing Department  
2300 Bloomdale Road, Suite 3160  
McKinney, TX 75071

Dear Chief Deputy Langan, Assistant Chief Deputy McCraw, and Mr. Gardner:

As you know, our contract with Collin County for Inmate Health Care Services expires on September 30, 2020. We have reviewed your need for increased staffing and present the following amendment, which includes a CPI adjustment and staffing increases that meet your requirements for the year ahead.

## Proposed Amendment

Wellpath requests a one-year contract extension for the period of October 1, 2020, through September 30, 2021. The base compensation paid to SWCMG for services provided to Collin County shall not exceed \$7,931,370. This extension proposal includes the following:

- A Consumer Price Index (CPI) increase of 3.0%, which is below the 4.2% increase in the Dallas-Fort Worth Consumer Price Index for Medical Care for the 12-months ended March 2020
- Staffing increases to accommodate the greater demands on our mental health and psychiatry professionals resulting from new TCJS requirements, the Sandra Bland Act, and the closure of the NorthStar program
- One additional RN per shift (4.2 FTE increase) at the main facility to meet the increased acuity and resulting RN-to-patient ratio
- Adding one pharmacy technician/CMA to manage increasing medication needs for the increasing number and higher acuity of psychiatric patients
- Increased dental hours to 1.0 FTE (from 0.6 FTE) to accommodate a growing felony ratio increase and increased dental coverage needs
- Extend the use of CorEMR to the juvenile facility at **no additional cost to the County**.

The remaining terms of the current Agreement shall continue through the end of the new contract period, September 30, 2021.

## Proposed Staffing Increase

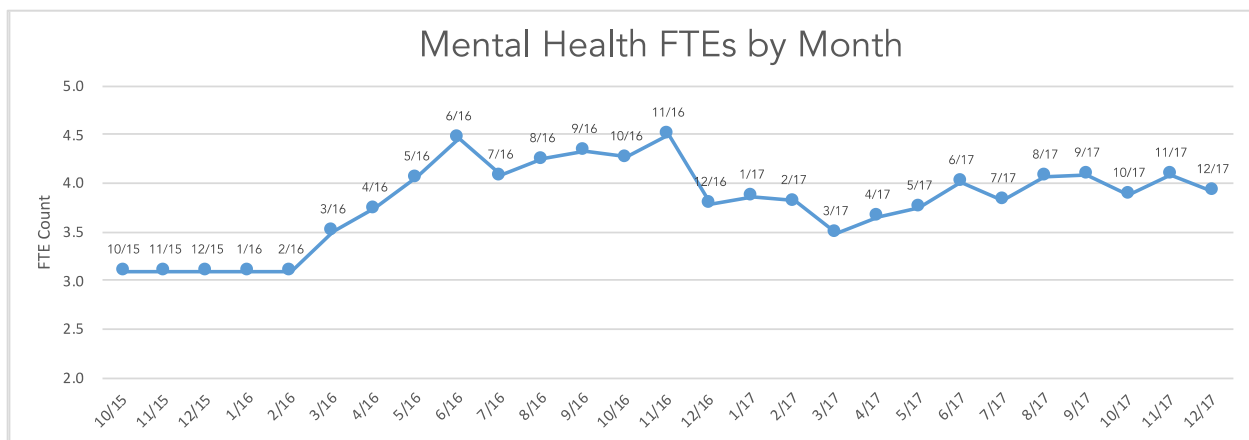
We propose adding 9.3 FTEs to our staffing plan to meet increasing care requirements, as outlined in the following table and the detailed staffing and pricing narrative on the following page.

Collin County: Incremental Staffing		
Position	FTEs	Cost
Psychiatrist	0.7	\$390,326
MHP	3.0	\$366,920
Charge RN	4.2	\$580,325
Pharm Tech/CMA	1.0	\$74,004
Dentist	0.4	\$165,217
<b>Totals</b>	<b>9.3</b>	<b>\$1,576,792</b>

## Behavioral Health Staffing

### Mental Health Professionals

Our initial contracted staffing plan increased behavioral health staffing from your previous provider's staffing by 3.1 FTE Mental Health Professionals (MHP). On November 16, 2015, in response to the July 2015 Sandra Bland suicide in Waller County, the Texas Commission on Jail Standards (TCJS) implemented a new process that required all Texas Jails to use a new suicide screening form with every new intake. This significantly increased the MHP workload, as more inmates would be identified as potentially suicidal during the booking screening process. Those identified using the new form are minimally placed on a Level-3 suicide watch. Since January 2016, an average of 150 additional inmates required suicide watch each month, necessitating suicide watch and additional mental health programming and management. Wellpath met this need by increasing MHP staffing, as shown in the following chart.



Through December 2017, we had incurred more than 3,100 unreimbursed hours and more than \$131,000 in unreimbursed compensation costs for the added mental health staffing. A revised contract was not requested at that time, as it was not clear whether the increased MHP workload would be permanent or and we wanted to analyze the increased necessary staffing level before requesting any changes to our agreement.

Patient acuity and caseload continue to increase, making it apparent that these staffing changes are long-term. The Sandra Bland Act directly impacts the mental health caseload. In 2018, an amendment to our agreement provided an additional 1.6 FTE for mental health professionals. Data has shown that a lack of local treatment facilities has increased acuity and length of stay. ***In this extension, we propose increasing MHP staffing from 4.6 to 7.6 FTEs, with an annual cost increase of \$366,920.***

## Psychiatry

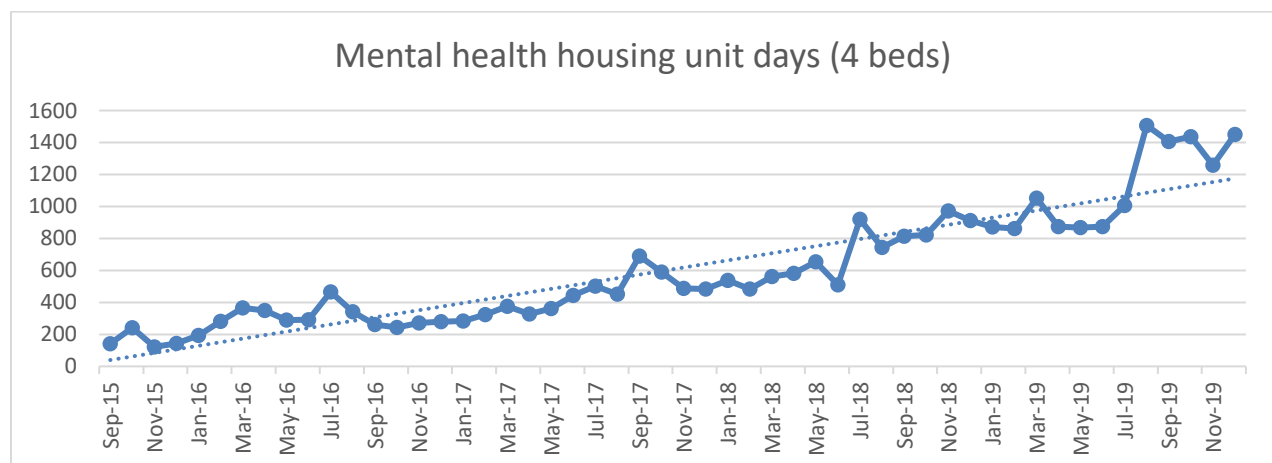
On January 1, 2017, the NorthStar Program, which was funded by seven North Texas counties, including Collin County, was de-funded and dissolved. The NorthStar program previously provided bed space for acutely mentally ill patients at treatment and intermediate mental health facilities, such as Green Oaks. The dissolution of this program reduced the availability of beds for Collin County and has resulted in a severe increase in the very acutely mentally ill patient population at the Collin County Detention Facility.

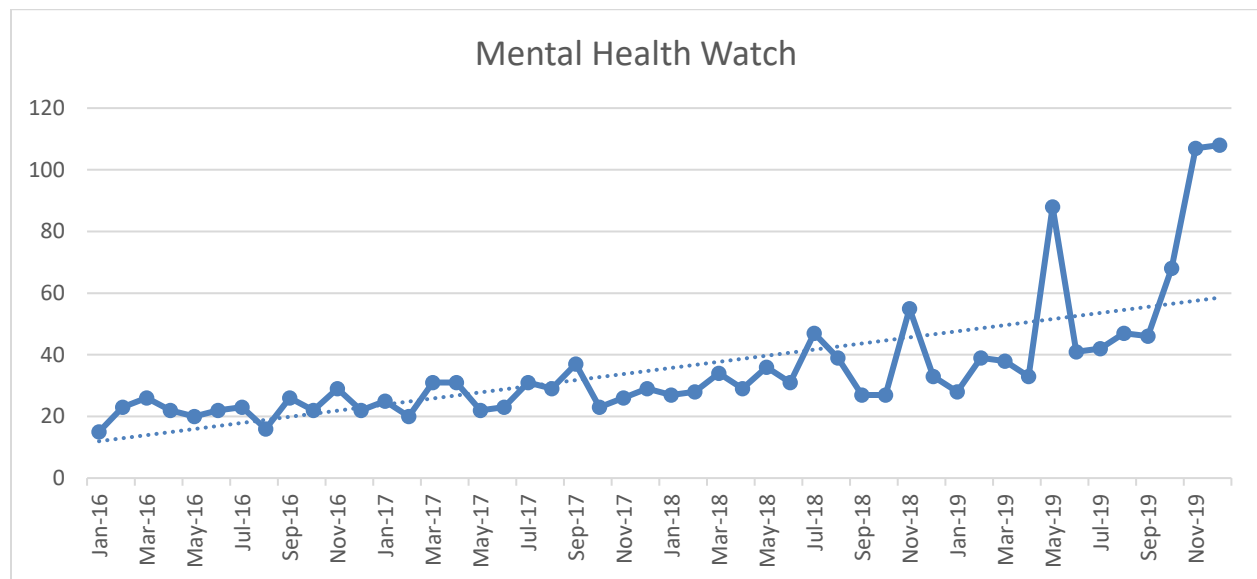
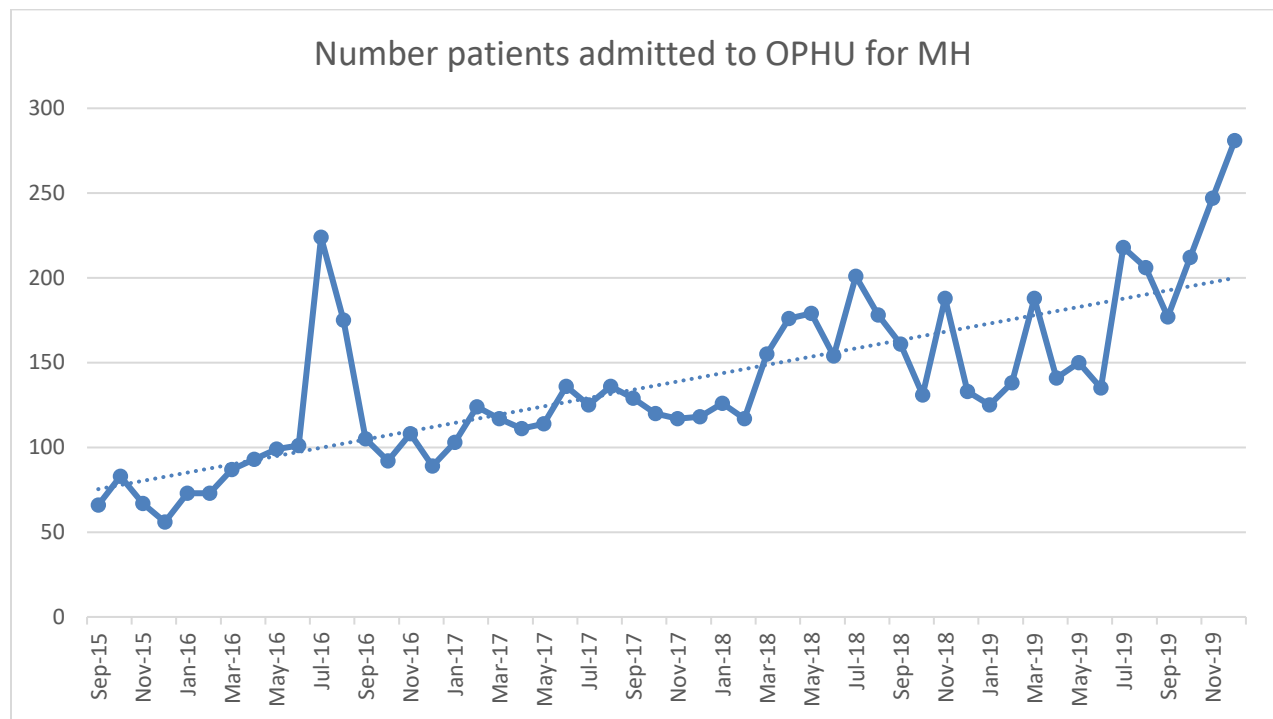
Many acute mental health patients are staying in the detention facility longer, adding significantly to the psychiatry workload. This makes it difficult for the psychiatry staff to meet reasonable time frames for delivery of services and continuity of care. This increased risk requires more provider hours. ***We propose to increase Psychiatry staffing from 2.1 FTEs to 2.8 FTEs with the increase of 0.7 FTE as a Psychiatrist, at an annual cost increase to our current contract of \$390,326.***

Our current contract includes 1.1 FTE psychiatrist time, which includes the fractional amount for the Collin County Juvenile Detention Facility. The following data shows the crisis we face managing the increased mental health workload. There is also a continuing need for two psychiatrists (MD level) to perform court-related activities, including review and testimony.

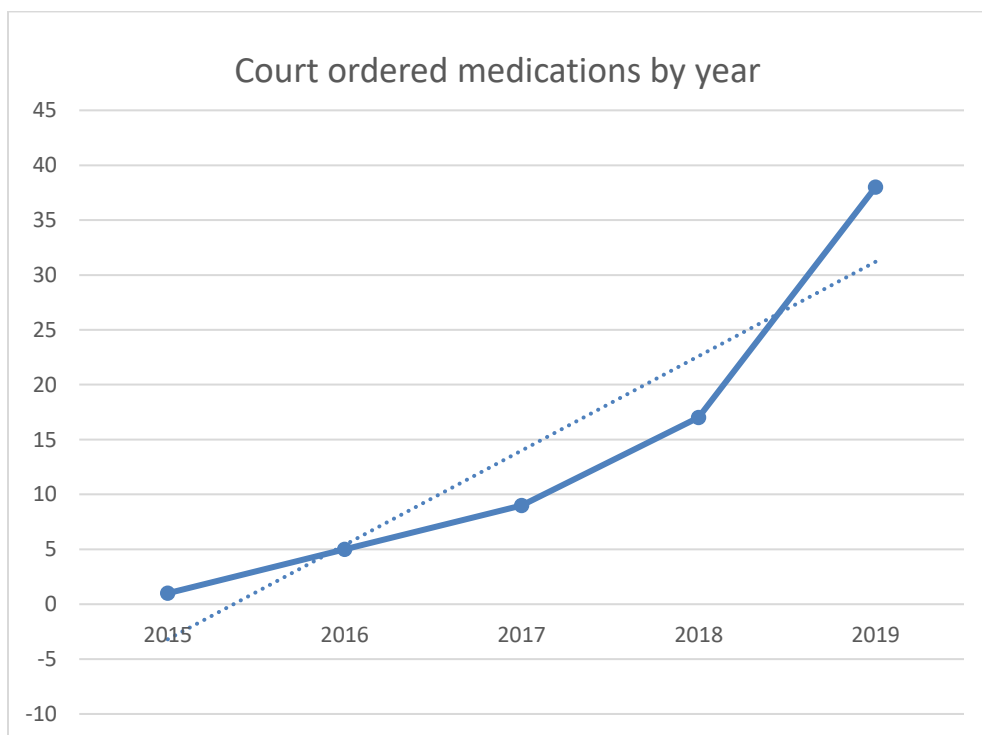
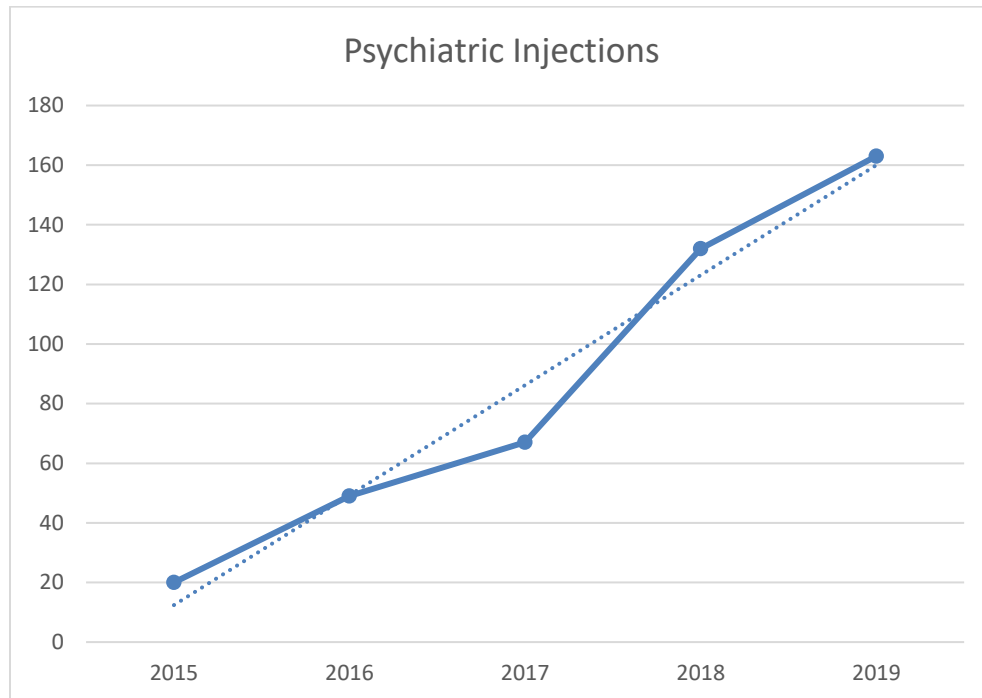
Mental health metrics have trended upward since services began under our 2015 Collin County Health Services Agreement and continue to increase today. As an indicator of the significant increase in mental health requirements, the original Collin OPHU/Infirmary detention plan designates four of 24 beds to acute mental health needs and 20 beds to patients with acute medical needs. Today, these numbers have flipped.

Monthly mental health encounters continue to trend upward, from a low of 120 at the beginning of our Agreement to a peak of 1,560, and consistently over 1,200 today. This represents more than a 1000% increase.

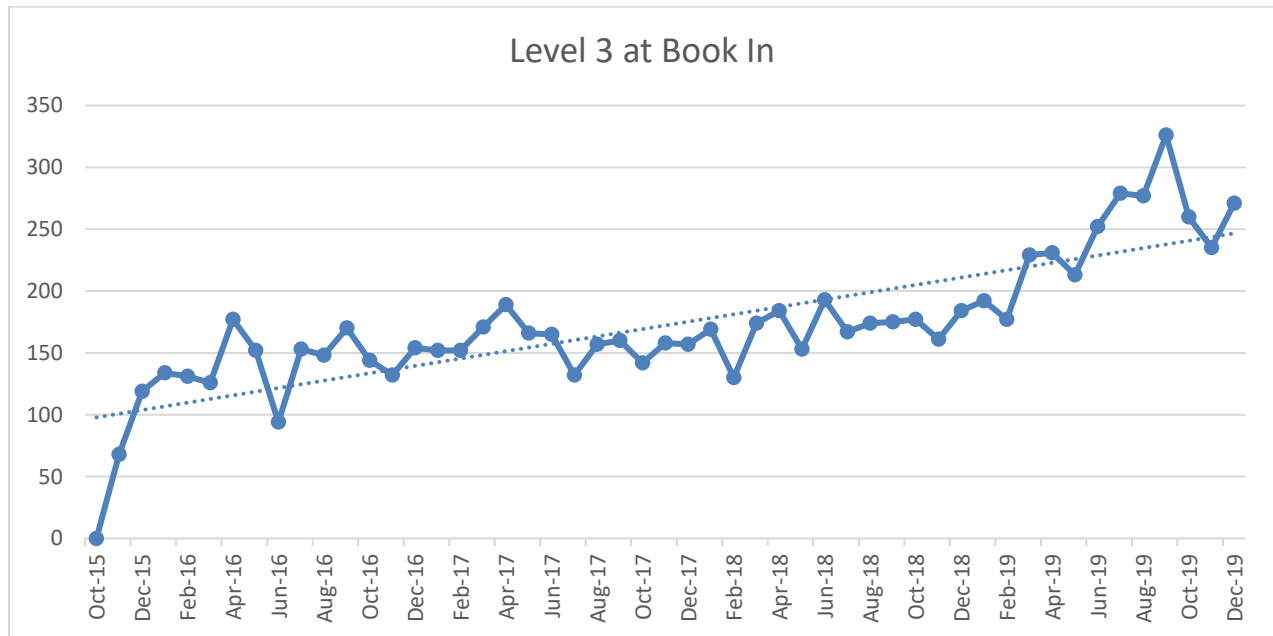




We are also seeing a sharp rise in emergency psychiatric injections to manage the greater acuity of mental health patients being diverted to the jail. This due to the absence of psychiatric emergency facilities for the county after the NorthStar program discontinued its services.

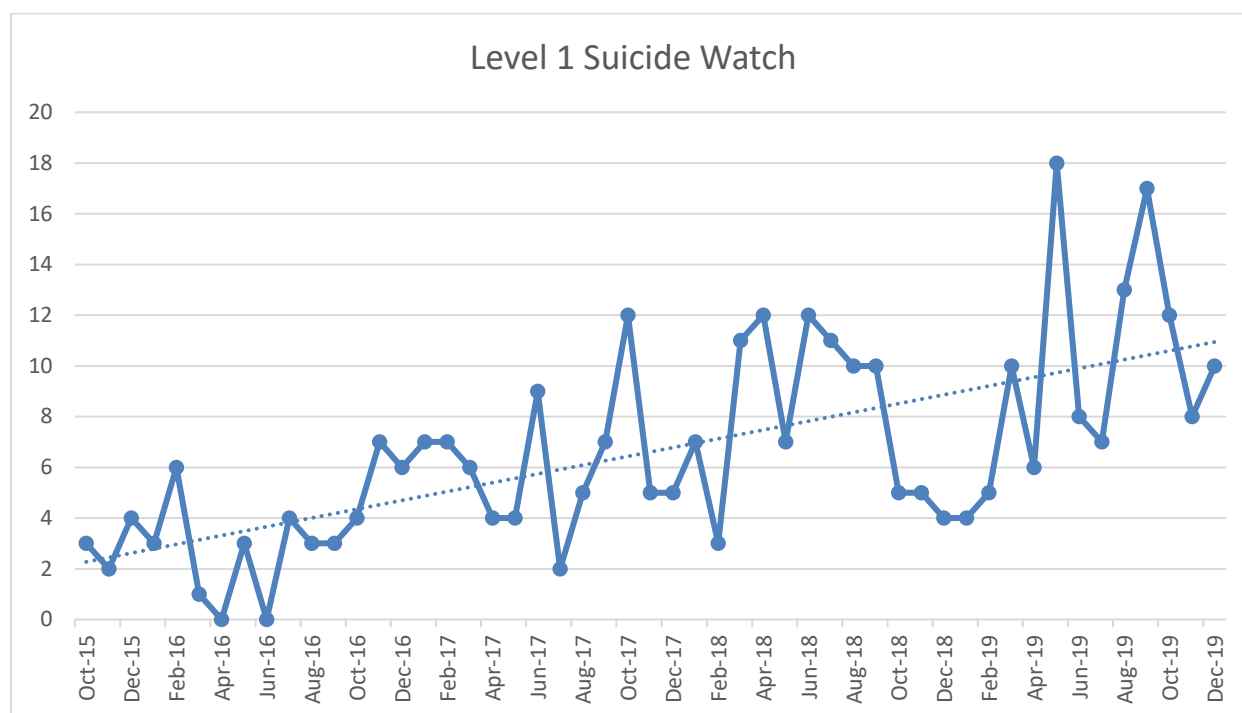


Another significant issue is the increase in Level 3 suicide watches identified at book-in. Each represents workload not covered in the initial Collin Health Services Agreement. These extra services create initial workload as well as an increased secondary workload for our mental health teams.

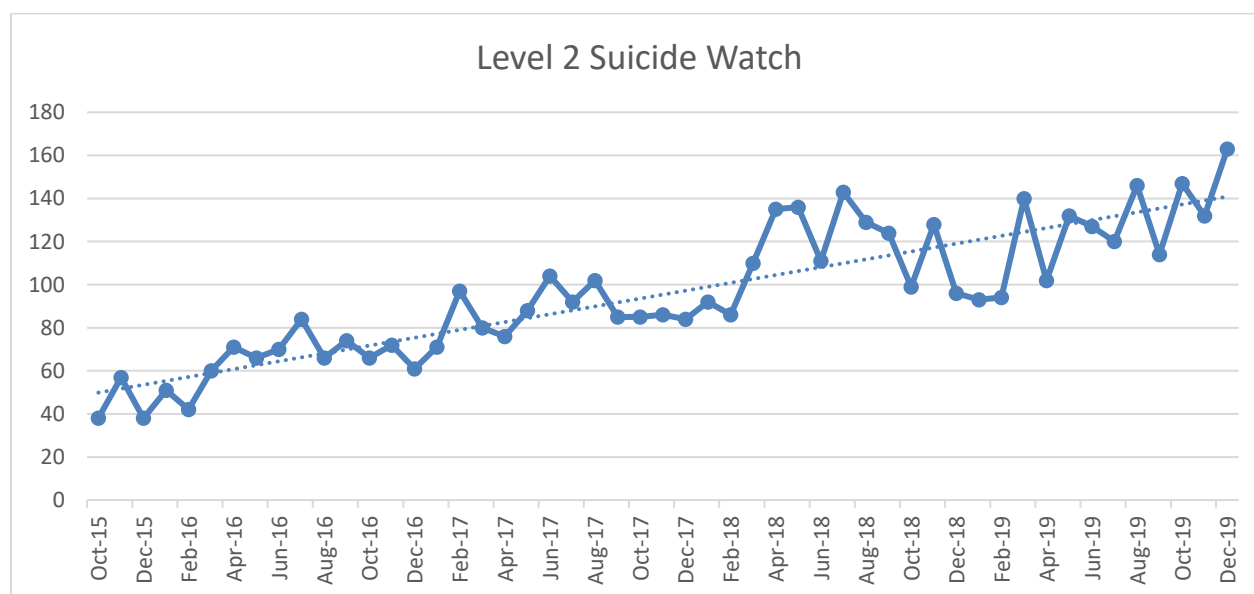


The number of suicide watches and mental health watches have also risen significantly following the withdrawal from the NorthStar program in 2017 and continue to trend upward. Collin County Detention Facility effectively operates one of the largest psychiatric ER units in Collin County. No alternative treatment facilities are available and law enforcement agencies now bring the most acute patients to the detention facility.

These patients must be managed in the detention facility for a long period while awaiting off-site bed space. The impact on the mental health counseling team and the psychiatric team are significant, including for Level 1 Suicide Watch, which is ordered following a suicide attempt, while in the facility or before arrest.



The psychiatrist must see all Level 1 Suicide Watch patients. They also must be seen by mental health counselors many times during Level 1 through Level 3 processes. Levels 2 and 3 Suicide Watch patients have similarly increased.



Another area affecting staffing is the running list of acute mental health patients held by Alyse Ferguson, the County mental health coordinator/attorney. This list has grown from 22 patients in March of 2016 to 55 patients in May 2018 and now to more than 70 patients.

As of December 30, 2019, 38 psychiatric patients in Collin County Detention Center required court-ordered emergency detention for inpatient psychiatric hospitalization if they were released from jail today. These 38 patients do not include competency cases. They do require significant psychiatric time to manage medication and patient needs.

Our psychiatric provider-to-patient ratio is currently 1.1:1000. By comparison, Dallas County has a ratio of 3:1000, with access to treatment and intermediate beds. With our more efficient operation and better providers, we believe we can be effective with a ratio of 2.8:1000. If we continue at the current ratio, we risk losing key employees which will significantly impact our very successful mental health program at Collin County.

#### **Adult Facility Charge RN (4.2 FTE Increase)**

The detention facility is currently managing a very high patient acuity in the Outpatient Housing Unit (OPHU) and in the remote OPHU of 5A and some patients also in 5B. This proposal adds an additional RN to each shift to reach an acceptable ratio of high acuity patients to RNs. The second RN will do all book-in assessments and move the current book-in LVN to the OPHU with assistance and guidance of the Charge RN. This will allow the Charge RN to oversee the OPHU and be more available to attend to high acuity patients in Cluster 5. **We propose to increase Adult Facility RN staffing by 4.2 FTEs with an annual CPI cost increase to our current contract of \$580,325.**

#### **Adult Facility Pharmacy Technician/CMA (1.0 FTE Increase/Addition)**

The facility currently operates without a dedicated pharmacy technician/CMA for the medication and pharmacy needs of the facility. The previous and current contract does not include this as a remunerated position; however, the position is necessary and a staff member was doing this job for several years as a goodwill position until, through attrition, it was not back filled. The facility and program will benefit with a single, inexpensive staff addition to order, verify, and coordinate medication delivery, tasks that are now managed by a number of people in more costly disciplines. **We propose to add to the Adult Facility the Pharmacy Technician/CMA 1.0 FTE with the increase of an annual cost increase to our current contract of \$74,004.**

#### **Adult Facility Dentist (0.4 FTE Increase)**

The facility currently has 0.6 FTE for dentist professional services and the acuity and volume has increased to a level that requires an increase of 0.4 FTE to total of 1.0 FTE. This will benefit the facility with a full-time dedicated dentist to fully manage the dental needs of the jail. **We propose to increase the Adult Facility Dentist by 0.4 FTE with the increase of an annual cost increase to our current contract of \$165,217.**



## Staffing and Cost Overview

Detailed Staffing Increase Overview			
Position	FTE Change	Shift	Est. Cost
RN	1.000	Day	\$127,355
RN	0.400	Day/Weekend	\$56,449
Pharmacy Technician/CMA	1.000	Day	\$74,004
MHP	1.100	Day	\$124,946
MHP	0.300	Day/Weekend	\$38,206
RN	1.000	Evening	\$134,239
RN	0.400	Evening/Weekend	\$59,203
MHP	0.800	Evening	\$96,377
MHP	0.800	Evening/Weekend	\$107,391
RN	1.000	Night	\$141,123
RN	0.400	Night/Weekend	\$61,956
Psychiatrist	0.700	Day	\$390,326
Dentist	0.400	Day	\$165,217
<b>Total</b>	<b>9.300</b>		<b>\$1,576,792</b>

Cost Adjustment Overview	
Category	Increase
Current Contract Price	\$6,169,493
CPI Increase (3%)	\$185,085
Additional Staffing	\$1,576,792
CorEMR for the Juvenile Facility	0
<b>Total New Contract Price</b>	<b>\$7,931,370</b>

We appreciate the successful partnership we have developed. I thank you for this opportunity to continue providing our services in Collin County. We look forward to discussing the information presented above.

Best regards,



Kip Hallman  
President  
(858) 283-8619

Cc: *Andrew Small, Regional Vice President of Operations*  
*Charles Guffey, Regional Director of Operations*  
*John Roth, Director of Partner Services*