

Conmed Healthcare Management, Inc.
7250 Parkway Drive, Suite 400
Hanover, Maryland 21076
410.567.5520
800.609.8476
410.712.4760 fax
www.conmedinc.com



**Conmed Healthcare Management, Inc. and Pima County Adult Detention Complex
Health Information Exchange Initiative**

ASET Grant Application

Name of Applicant: Conmed Healthcare Management, Inc., as health services provider to the population of the Pima County Adult Detention Complex

Person completing application: David Moss, Project Manager
Conmed Healthcare Management, Inc. (address above)
dmoss@conmed-inc.com
(410) 353-9121

Executive sponsor of application: Stephen B. Goldberg, MD, Chief Operating Officer

Total dollar amount requested: \$50,000.00

Date of application: November 16, 2012

On behalf of Conmed Healthcare Management and the Pima County Adult Detention Complex, the following application is submitted in support of grant funds under the Unconnected Healthcare Providers Health Information Exchange (HIE) Grant Program.



Stephen B. Goldberg, M.D. date
Chief Operating Officer

**Conmed Healthcare Management, Inc. and Pima County Adult Detention Complex
Health Information Exchange Initiative**

ASET Grant Application

Project Description and Partner Relationship/Collaborative Structure

Jails are expected to meet a community standard of care in their provision of mandated health services. Conmed Healthcare Management, Inc. is the contracted health care provider for the Pima County Adult Detention Complex (PCADC) and therefore shares in the risk and responsibility of the provision of this care. Annually, nearly 40,000 adults and children are booked into PCADC for their alleged crimes. Once these individuals are booked, they become our patients and, up until very recently, we had to assess and determine initial care plans based solely on self-reported health information. This has been problematic as many of these individuals are not cooperative because they are not in this setting voluntarily, they believe the divulging a medical or mental health condition will cause longer detention, and/or they do not have good recall of their health history or medications due to their conditions at intake. Many of them are drug and or alcohol involved as well as angry.

Our health records show that nearly half of the individuals booked each year are, or have been, involved in the public mental health system with nearly 8% of the average daily population of 2,000 detainees designated as seriously mentally ill (SMI). On average 39% of the daily census of 2,000 people have a chronic condition such as diabetes, hypertension, cardiac disease or cancer. The behavioral as well as the chronic conditions require stabilization and ongoing care including medications. Nearly 80% of the annual expenditure of \$1.2 million for medication is for psychotropic medications.

To address the risky nature of treating individuals who are involuntary patients, the County chose to take the lead in transforming health care delivery in a pre-adjudication correctional setting by establishing a connection with the Health Information Network of Arizona, (HINAZ), the statewide Health Information Exchange (HIE). This initiative is the first of its kind in Arizona and likely the nation.

As a responsible corporate partner with the County, Conmed Healthcare Management, Inc. (Conmed) has supported phase one of the integration with HINAZ and wishes to implement full connectivity and participation in the exchange of health information through a robust connection between our electronic medical records system (EMR) utilized at PCADC and the burgeoning state HIE. We are requesting grant funding to support the establishment of the necessary technical bridge/interface between our EMR, and the HIE.

As part of the intake process our Conmed staff attempt to determine the medical history of each individual inmate. Traditionally, this has involved compiling information from multiple sources in order to provide the most comprehensive representation of an individual's prior medical care. To accomplish this, our personnel use data provided by

Conmed Healthcare Management, Inc. and Pima County Adult Detention Complex Health Information Exchange Initiative

the detainee to determine their current and past somatic and mental health diagnoses, medications, and family history. The verification of this information involves calling local pharmacies, area treatment facilities, and affiliated government organizations. Additionally, medical records are requested from other providers via the facsimile of Release of Information forms. Once obtained, this information is uploaded to the patient's record using a document scanner.

Depending upon the number of medicines an inmate is taking and/or the extent of the records submitted by outside treatment centers, this process can add up to 20 minutes to the process of initial health screen and RN assessment of a detainee. When multiplied by the number of intakes in a year, this equates to more than 13,000¹ additional man hours which could be better devoted to patient care instead of administrative tasks.

Recently, PCADC was the first provider site in Arizona to begin utilizing the HIE to query patient health information. Currently, our healthcare providers are only utilizing the medication query for prescription information as a starting point. When the query is done, the results are saved as an attachment to the patient's EMR. Having access to an inmate's complete and accurate treatment history as soon as possible via the proposed bridge with the HIE, will allow for the patient's health history to load directly into the EMR. This will provide our medical professionals with more timely and complete information to be better prepared to establish the appropriate care regimen. This capability will directly correlate to operational efficiencies, reduction in unnecessary costs, fewer outpatient visits to community providers, a reduction in risk to these involuntary patients and significantly improved patient care. For state and local taxpayers, this means reduced financial liabilities and an overall healthier community. Finally, establishing this connection will provide valuable treatment information to the HIE, increasing the likelihood that a detainee's continuity of care post-release will be enhanced thanks to the immediate access other providers will have to critical patient data from our treatment during the person's detention. Full connectivity to the HIE will establish a bidirectional capability for sharing health information between Conmed health care providers and the community treating providers when the individual is detained as well as when they are released.

Conmed will serve as the fiscal agent for this initiative. The project lead will be David Moss, Manager Transitions and Business Development (see resume in Attachment 1), Mr. Moss will collect data from the site level and corporate finance division to assist the on-site project coordinator in providing monthly and matching fund reports as well as the documentation of expenditures to be reimbursed with this grant. Our partners and sub-recipients in this endeavor, the Pima County Sheriff's Department and Pima County Administration have provided letters of support (please see Attachment 2).

¹ 40,000 intakes multiplied by 20 minutes and divided by 60 minutes=approx. 13,333 hours

**Conmed Healthcare Management, Inc. and Pima County Adult Detention Complex
Health Information Exchange Initiative**

Project Work Plan

Project Management Team

Name	Title	Organization
David Moss	Project Manager	Conmed
Amy Fish	On-site Project Coordinator	Pima County
Cory Turco	Health Services Administrator	Conmed
Lt. Joshua Arnold	Corrections Lieutenant	Pima County Sheriff's Department
Paul Winterton	VP of Operations	CorEMR
Brigid Gray	Sr. IT Relationship Manager	Pima County
AllCovered	Conmed IT partner	AllCovered
Honey Pivrotto	Assistant County Administrator for Health Policy	Pima County

Project Team-David Moss will provide overall coordination for this project. Amy Fish will provide on-site supervision of progress, assistance with employee training, and assistance with reporting. Cory Turco will coordinate Conmed staff training schedules, work flow studies, and provider reviews. Lt. Joshua Arnold will ensure Conmed activities meet PCADC administrative approval. Paul Winterton will coordinate software upgrade and HIE bridge development with support from Brigid Gray, Sheriff's Department IT staff and HINAz. AllCovered is Conmed's IT partner and will provide hardware assistance in the event it becomes necessary.

Communications Plan-Conference calls will be held every other week until project completion to provide internal communication and verify stated goals are being met.

Connectivity Plan-Essential to connecting with the HIE is Office of the National Coordinator for Health Information Technology (ONC) certification of our EMR system, CorEMR. CorEMR has been a responsive corporate partner for Conmed over the last 5 years and has, at our behest, begun development of an ONC certified version of their product. Their plan is to complete development by January 1, 2013. This version will be uploaded to the training environment by January 4, 2013. Conmed staff training on the upgraded software will begin January 7 and continue through January 21. The on-site server (production environment) will be upgraded to this version January 21.

Concurrently, CorEMR will develop the necessary bridge to connect with the HIE. It is estimated that this will take approximately 3 to 4 weeks for development. This work will commence on January 7 and will be completed by February 4.

**Conmed Healthcare Management, Inc. and Pima County Adult Detention Complex
Health Information Exchange Initiative**

Training Timeline

Event	Dates
Work Flow Study	January 7-8
Upgraded Software Familiarization	January 7-14
Queried Data Storage Within EMR	January 14-21
Training on Clinical Review of Queried Data	January 21-28
Provider Review of Queried Information	February 4-6
Secondary Work Flow Study	February 7-8
Revised Process Training	February 18-March 1

Overall Work Plan—Central to the implementation of the HIE connection will be the training program for our staff. Conmed will conduct a workflow study to determine the best method of querying the HIE database and uploading pertinent information into a detainee's electronic medical record, consistent with patient privacy rights. We have allotted 2 days for this study. Once completed, legal consultation on procedural process will be sought and a training program will be developed to manage the flow of data from the HIE, into the patient medical records, and into the hands of the appropriate medical and mental health professionals. In addition to data upload, this process will include a method of managing information flow to assure appropriate review of medical data at each medical encounter, as required. The training will be consistent with any patient privacy rights and informed consent requirements identified by legal opinion in the development of the training program. The complete training program is estimated to take 3 weeks. Once the training plan is complete and the initial processes instituted, Conmed will conduct a provider review of queried information to ascertain whether the data we receive from the HIE is appropriate and that it is documented in the EMR in an acceptable manner. A final 2 day work flow study will ensure that the methods developed for data upload and information flow provide the expected benefits to patient care. If further changes to the work flow are necessary, the project team will draft these changes and review them with clinical and administrative staff to make the appropriate modifications. Following this, Conmed staff will conduct training on the revised processes during a two week period.

<u>Milestones</u>	
Upgraded EMR Software Loaded to Training Environment	Friday, January 04, 2013
Initial Work Flow Study Completed	Tuesday, January 08, 2013
Upgraded EMR Training Completed	Monday, January 14, 2013
Queried Data Training Completed	Monday, January 21, 2013
Training on Clinical Review Completed	Monday, January 28, 2013
Provider Review Completed	Wednesday, February 06, 2013
Secondary Work Flow Study Completed	Friday, February 08, 2013
Revised Process Training Completed	Friday, March 01, 2013

**Conmed Healthcare Management, Inc. and Pima County Adult Detention Complex
Health Information Exchange Initiative**

Monthly reporting to ASET will be completed to provide documentation of progress, indications of change and records supporting expenditures for which Conmed is anticipating reimbursement through the ASET grant, as well as documentation of in-kind expenses which will be met by the sub recipient, Pima County.

Line Item Budget

EMR Software Upgrade	\$ 10,000.00
Technical Bridge to HIE	\$ 20,500.00
Staff Training	\$ 14,500.00
Legal fees	\$ 5,000.00
On-Site Project Management	\$ 20,500.00 (in-kind Pima County)
Interface Fee	\$ 4,500.00 (in-kind Pima County)
Total:	\$ 75,000.00

Budget Narrative

Total project costs are estimated to be \$75,000 of which Conmed is requesting ASET funding for \$50,000.

EMR Software Upgrade-To meet the requirements for connecting with the HIE, our EMR software, CorEMR, will be upgraded to meet ONC certification. This has required significant development on the part of our vendor, but also provides significant benefits for our patients. As an example, the upgraded software will provide real-time drug-to-drug interaction information. This will help prevent complications caused by medication interaction. The upgraded software will be ready no later than January 1, 2013 and will need to be installed at PCADC. Without the software upgrade, the connection with the statewide HIE, HINAZ, cannot be accomplished.

Technical Bridge-This is an estimated cost based on the projected man-hours required to development the link between our EMR software and the HIE. All work will be completed by CorEMR in cooperation with HINAZ. The bulk of the work will be done remotely. This fee will include any travel necessary by CorEMR staff to facilitate establishing the connection.

Staff Training-This estimate was calculated by averaging Conmed staff hourly salaries at PCADC, multiplying this number by the total number of employees, then further multiplying this by the expected number of training hours required.

Legal Fees- These costs include legal review of the training plan to ensure that processes are consistent with privacy statutes regarding Protected Health Information (PHI).

Conmed Healthcare Management, Inc. and Pima County Adult Detention Complex Health Information Exchange Initiative

Pima County's In-Kind Contribution of \$25,000 includes the following:

- Project Team Staff time- Three Pima County employees will participate in the project management. It is estimated that Ms. Fish (\$28/hour) will provide 12 hours per week over the 12 week duration of the project. Ms. Gray (\$52/hour) will provide 6 hours per week over the 12 week duration of the project. Lt. Arnold (\$40/hour) will provide 4 hours per week over the 12 week duration of the project. Additional salary and fringe are calculated for the supervision of County employees, to be provided by Honey Pivrotto, Assistant County Administrator for Health Policy. In addition to providing oversight, Ms. Pivrotto (\$65/hour) will participate as a policy advisor and leadership liaison with HINAZ, as she currently represents Pima County on the Board of HINAZ. It is estimated that Ms. Pivrotto will provide 5 hours per week over the 12 week duration of the project. Total project team in-kind salary and fringe: \$13,600
- HIE Activity Oversight-
 - The Office of the Chief Medical Director for Pima County currently provides clinical oversight of Pima County's contract with Conmed. The Medical Director and the two RNs that provide oversight will need to be trained to use HIE and the upgraded CorEMR and adjust their clinical oversight to incorporate the change in information flow. Training is estimated to be 10 hours for the Medical Director (\$65/hour) and 10 hours each for the RNs (\$50/hour), for a total of \$1,650. Clinical oversight process adjustment will require the revision of policies and procedures, including but not limited to, the development of new tracking forms and reports. This process adjustment is estimated to take 30 hours for each nurse to accomplish, for a total cost of \$1,500.
 - Privacy and Security processes and policies/procedures will also need to be adjusted following the implementation of the full connection to the HIE. The Security and Privacy Officers will update policies and procedures to incorporate full utilization. This is estimated to take each of them 30 hours (\$40/hour) for a total of \$2,400. The Privacy and Security Officers will also be required to secure access and assure that HINAZ audit capabilities reflect the new utilization. This is anticipated to require 15 hours for each of the officers, resulting in a total cost of \$1350.
- The single interface to HINAZ is currently included in the participation agreement that Pima County holds with HINAZ. This \$4,500 fee will need to be paid once the Conmed interface with HINAZ is successfully deployed and this expenditure is considered an in-kind cost as connectivity cannot be established without it.

Letters of support are separately attached.