



Health Care Staffing

2022 Report to the Legislature

As required by [Engrossed Substitutive Senate Bill \(ESSB\) 5693](#)

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Health Care Staffing

Legislative Request

As outlined in the 2022 Supplemental Budget (ESSB 5693), the Department of Corrections (DOC) is required to submit an analysis of its medical staffing to the appropriate committees of the legislature by October 30, 2022. The report must specifically include:

- Identified barriers related to incarcerated individuals receiving timely treatment, and
- Charts that show:
 - The incarcerated population caseloads (i.e., average daily population of incarcerated individuals) from Fiscal Year 2019 through the first quarter of Fiscal Year (FY) 2023, the caseload must be shown by each individual institution.
 - The number of funded, unfunded, and contract equivalent medical/healthcare staff at each institution by major position type that includes, but is not limited to, physicians, psychologists, psychiatrists, registered nurses, supervising nursing staff, medical assistants, patient service representatives, medical directors, clinical pharmacists, and medical adjudicators.
 - The number of funded medical staffing vacancies by position type at each institution shown by quarter in FY 2022 through the first quarter of FY 2023.
 - The caseloads for health care staff that shows the ratio of each medical staff position type to incarcerated individuals by institution.
 - A staffing model that shows the number of additional health care staff needed by position type at each institution, however, it should be noted that DOC is currently working with an external consultant to review and update the staffing matrix necessary to implement a new patient centered medical home (PCMH) model of care.

Executive Summary

Engrossed Substitute Senate Bill 5693 established the budget appropriation for the biennium 2021-2023. The appropriations to the Department of Corrections under Section 223 Subsection 7 speaks specifically to the Health Services Division. As part of this appropriation, the Legislature has asked that the Agency provide a staffing report that clearly provides the scope of medical positions, employment and contractor use, a staffing model that includes additional health care staff needed by position type at each institution and identified barriers to care.

Barriers to timely treatment are largely related to insufficient staffing. Recruiting licensed staff within Health Services (HS) has been greatly impeded by the recent pandemic, and a competitive job market for healthcare staff within healthcare settings, including the DOC. Community based settings, clinics and hospitals have a distinct advantage when recruiting because they can offer a variety of salary options, schedules, training, and bonus opportunities that state agencies struggle

to offer. We continue to work closely with our recruitment partners in Human Resources to make positions more attractive for licensed staff and work at removing the stigma of caring for the complicated patients within prison settings.

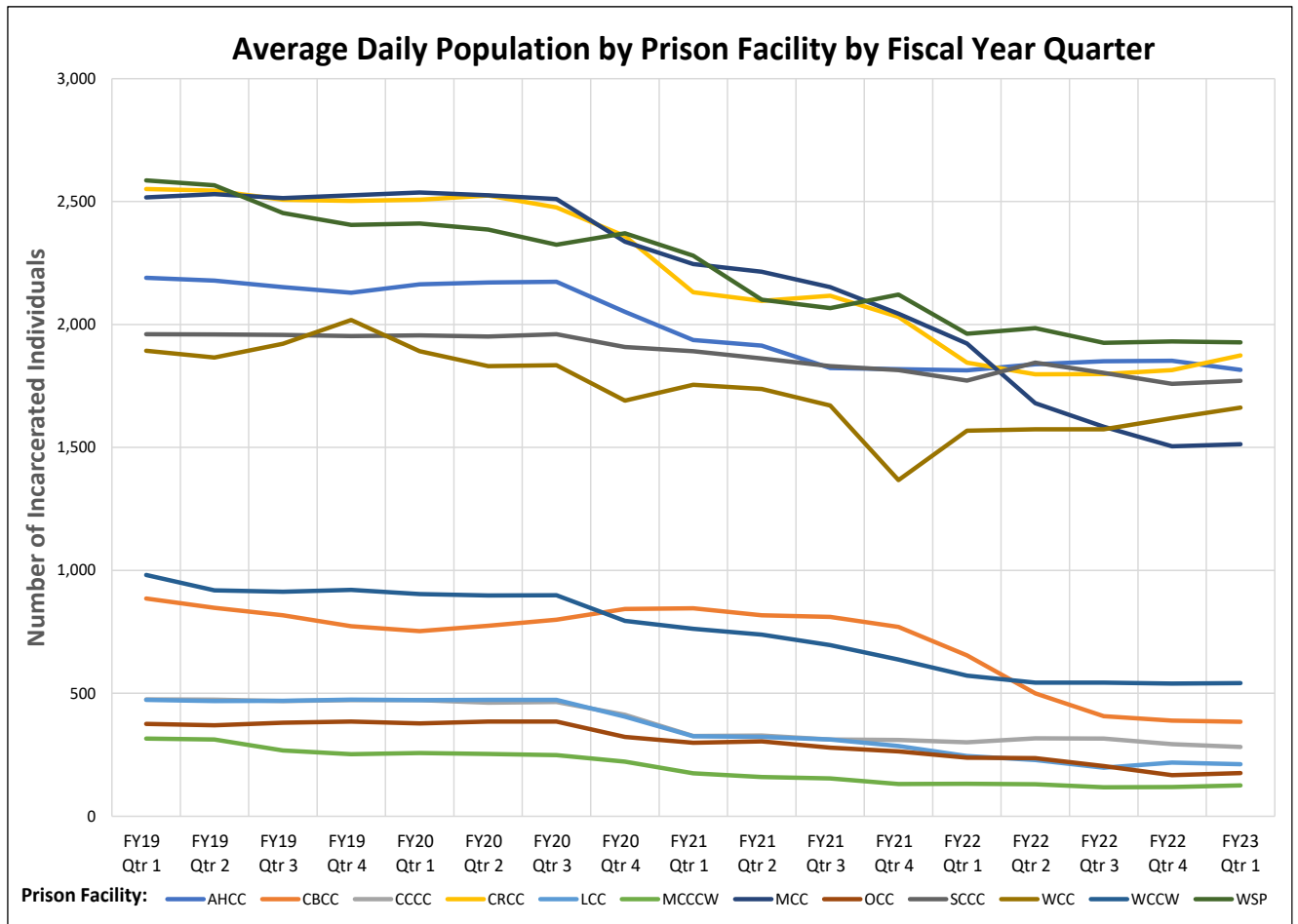
The Department of Corrections (DOC) has contracted with external consultant, Moss Adams, to revise the current Health Services patient care delivery model. Their recommendations will inform the future staffing matrix for the new “Patient Centered Medical Home” (PCMH) model of care. Upon completion of this work, each facility will update their staffing matrix to implement the new patient care models with current funding to include the additional funding received in the FY 2022 Supplemental. If further funds are needed to meet the agencies goals, a decision package will be submitted. It is expected that work with Moss Adams will be completed in FY 2023.

Facilities Names with Abbreviation

Facility Name	Abbreviation
Airway Heights Corrections Center	AHCC
Clallam Bay Corrections Center	CBCC
Cedar Creek Corrections Center	CCCC
Coyote Ridge Corrections Center	CRCC
Larch Corrections Center	LCC
Mission Creek Corrections Center for Women	MCCCW
Monroe Correctional Complex	MCC
Olympic Corrections Center	OCC
Stafford Creek Corrections Center	SCCC
Washington Corrections Center	WCC
Washington Corrections Center for Women	WCCW
Washington State Penitentiary	WSP

Average Daily Population by Facility

The chart and table show the average daily population by quarter for each prison from FY 2019 to Q1 FY 2023



Facility	FY19 Qtr 1	FY19 Qtr 2	FY19 Qtr 3	FY19 Qtr 4	FY20 Qtr 1	FY20 Qtr 2	FY20 Qtr 3	FY20 Qtr 4	FY21 Qtr 1	FY21 Qtr 2	FY21 Qtr 3	FY21 Qtr 4	FY22 Qtr 1	FY22 Qtr 2	FY22 Qtr 3	FY22 Qtr 4	FY23 Qtr 1
AHCC	2,190	2,178	2,152	2,129	2,163	2,171	2,174	2,052	1,937	1,914	1,823	1,818	1,813	1,838	1,851	1,852	1,816
CBCC	886	848	817	773	753	775	799	843	846	817	811	770	655	500	407	389	384
CCCC	475	474	468	473	473	462	465	412	327	328	313	311	301	317	316	293	282
CRCC	2,551	2,544	2,507	2,502	2,507	2,524	2,476	2,359	2,131	2,096	2,116	2,031	1,845	1,798	1,798	1,815	1,874
LCC	473	469	469	474	472	473	473	405	325	322	313	286	245	229	198	219	212
MCCCW	316	312	267	252	257	254	249	222	175	160	154	132	133	130	118	119	125
MCC	2,517	2,530	2,514	2,526	2,536	2,526	2,510	2,337	2,246	2,214	2,152	2,044	1,922	1,680	1,584	1,505	1,513
OCC	376	370	381	385	378	385	385	323	299	305	279	264	238	236	205	167	176
SCCC	1,960	1,959	1,957	1,953	1,956	1,951	1,960	1,908	1,891	1,862	1,830	1,815	1,772	1,844	1,803	1,759	1,771
WCC	1,893	1,866	1,922	2,018	1,892	1,830	1,834	1,690	1,755	1,738	1,670	1,367	1,568	1,573	1,574	1,620	1,662
WCCW	981	919	913	921	904	898	899	794	762	739	696	638	572	544	543	539	542
WSP	2,586	2,566	2,453	2,405	2,411	2,386	2,324	2,371	2,279	2,101	2,067	2,122	1,962	1,985	1,925	1,931	1,927
Totals:	17,204	17,035	16,821	16,811	16,702	16,636	16,548	15,716	14,972	14,597	14,225	13,596	13,026	12,674	12,322	12,208	12,284

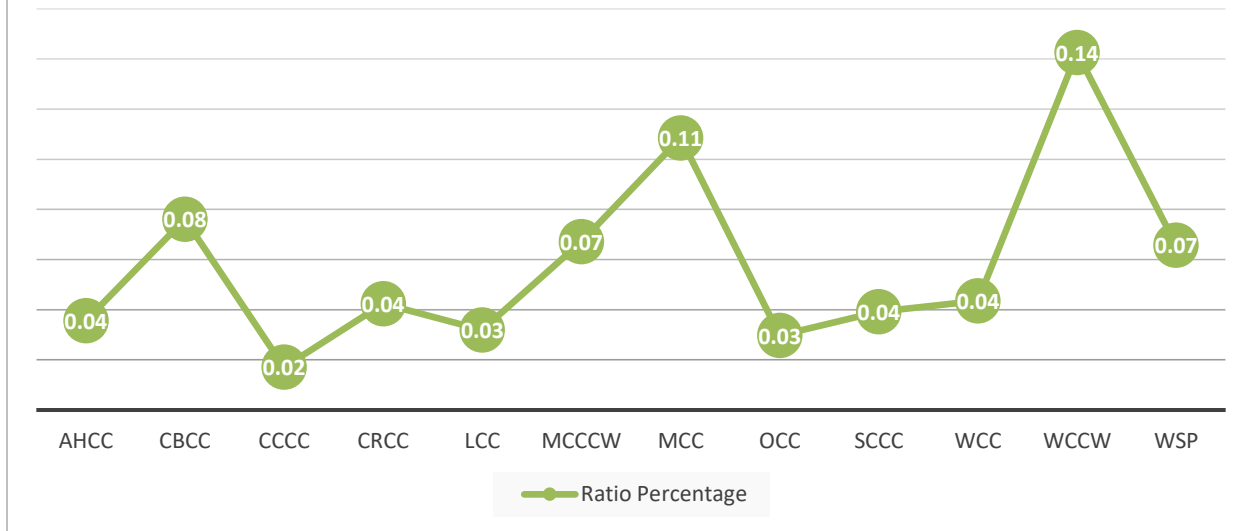
Facility Staffing Levels

Each Department of Corrections (DOC) institution offers unique challenges due to physical plant variations, additional mission components or requirements, regional and geographic differences, and staffing levels and patient needs.

Facility Staffing Information was compiled with the following logic and limitations:

- Established funded position data is as of July 1, 2022.
 - Funded positions do not include funded overtime or on-call placeholder positions.
 - Funded positions do not imply positions are encumbered; a vacancy table is available at the end of the report.
- Established unfunded positions is as of July 1, 2022.
 - Unfunded positions include on-call, double-fills, project, and non-permanent positions.
 - AHCC, WCC, WCCW, and MCC had projects during the reported period supporting the DOC COVID response. These locations had additional staffing to support standalone Regional Care Facilities (RCF) that managed COVID patients.
- Contract Full Time Employees (FTEs) based on total hours billed in FY 2022.
 - Note that that billing can be late, and these hours may not be all inclusive.
 - AHCC, WCC, WCCW, and MCC had contract staff during the reported period supporting the COVID response. These locations had additional staffing to support standalone RCFs that managed COVID patients.
- Average Daily Population (ADP) is based on FY 2022, Quarter 4 average.
- Advanced Care Practitioner positions are inclusive of the Advanced Registered Nurse Practitioner (ARNP) and Physician Assistant (PA-C) job classes.

Funded Staff v. Average Daily Patient Count



Airway Heights Corrections Center (AHCC)

Location: Spokane

Custody Levels: Medium, minimum, Safe Harbor which serves as a protective custody for those leaving gangs at all custody levels, co-located camp

Special Programs: Violator Unit, Regional Care Facility, K-Unit (Aged Population), Gender Affirming Hub, Substance Abuse Recovery Program, and Sex Offender Treatment

Inpatient Unit Beds: Yes

Unique Challenges/Barriers to Timely Treatment: The facility is close in proximity to the city of Spokane which houses the largest trauma hospital in Eastern Washington. AHCC frequently receives patients that are transferred to Sacred Heart Hospital who were housed at either WSP or CRCC. It is difficult to recruit licensed staff, because there are several community entities offering competitive salaries, schedules, and benefits.

Airway Heights Corrections Center serves incarcerated individuals who are classified as medium and minimum-security levels. In addition, the population includes incarcerated individuals who

are classified needing safe harbor (SH) housing (safe harbor is a protective custody population of former security threat groups creating additional complexities with housing safely. The FY 2022 average daily population was 1,852.

This facility currently offers sex offender and substance abuse treatment in addition to primary care and mental health treatment within the outpatient and 21-bed inpatient unit. AHCC has a 30-bed violator unit which houses individuals who come in directly from the streets or jails to complete their time requirements for their supervision violation. Many of the individuals charged with violations have not managed their health care needs sufficiently while in the community and often times arrive having recently abused substances. This level of care requires additional nursing staff to provide the medical detoxification and healthcare treatment and oversight for appropriate patient care.

Due to its proximity and relationship with community providers, AHCC has a higher concentration of complex medical cases including cardiac and cancer patients who require frequent trips to community providers for treatment of chronic conditions. AHCC has a 260-bed unit that houses a population of incarcerated individuals aged 50 and over. This unit provides incarcerated individuals a structured living environment and provides meals in the unit as opposed to a centralized dining facility. Additionally, peer support therapy aids are used to push the wheelchairs of those patients with limited mobility to attend appointments and programming. Incarcerated individuals in this unit have a higher acuity level as demonstrated by a greater need for medical and mental health support.

AHCC has a co-located minimum custody facility. This unit provides those classified to the facility potential opportunities to work in the community as part of their reentry plan. Because this unit is co-located with a major facility, the AHCC minimum custody residents often have higher medical needs than can be placed in standalone DOC minimum security facilities. Those individuals assigned to live in this unit must also be able to manage their medications through the keep on person (KOP) medication program as AHCC, there is no medication pill line service at that unit.

There is an increasing demand for gender affirming services to support the needs of transgender incarcerated individuals across the state. Seattle and Spokane are the only areas in Washington State that provide transgender surgical services resulting in many DOC transgender patients being concentrated at AHCC. Housing transgender female patients in a male facility and meeting the individual needs in a gender diverse population as they undergo medical treatment creates the need for a unique skill set and care environment.

During the ongoing COVID response, AHCC was identified as a location to stand up a temporary regional care facility to support COVID patients during their recovery in the system. In FY 2022 there were several unfunded FTEs and contractors utilized to support these efforts.

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements.

The medical unit has a full-time facility medical director (FMD) and one physician 3. There are four advanced care practitioners to manage the primary care and inpatient clinical needs of the population.

Mental health is staffed with a team of 10 individuals focused on the needs of the long and short-term populations. This includes one psychiatrist, two psychologists 4s, six psychology associates, and one psychiatric social worker.

The AHCC dental team consists of two dentists, one hygienist, and three dental assistants. Nursing is led by one RN4 who oversees five RN3s and 35 other various level nurses.

The nurses also provide coverage in the violator restrictive housing unit 10 hours daily, seven days a week. DOC is currently recruiting one clinical pharmacist at AHCC who will work with all the clinical teams.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 1.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at AHCC

AHCC Health Services Positions	Funded FTEs	Unfunded FTEs	Contract FTEs	Average Daily Population	Funded FTE/ADP
Facility Medical Director	1.0	0.0	0.0	1852	1:1852
Physician 3	1.0	0.0	0.1	1852	1:1852
Advanced Care Practitioner	4.0	3.0	1.9	1852	4:1892
Clinical Pharmacist	1.0	0.0	0.0	1852	1:1852
Medical Assistant	3.0	2.0	4.1	1852	3:1852
Patient Services Representative	5.0	0.0	0.0	1852	5:1852
Psychiatrist	1.0	0.0	0.0	1852	1:1852
Psychologist 4	2.0	0.0	0.9	1852	2:1852
Psychology Associate	6.0	0.0	0.0	1852	6:1852
Psychiatric Social Worker 3	1.0	0.0	0.0	1852	1:1852
Dentist	2.0	0.0	0.3	1852	2:1852
Dental Hygienist	1.0	0.0	0.0	1852	1:1852
Dental Assistant	3.0	0.0	0.0	1852	3:1852
Registered Nurse 4	1.0	0.0	0.0	1852	1:1852
Registered Nurse 3	5.0	1.0	0.0	1852	5:1852
Registered Nurse 2	18.0	23.0	9.1	1852	18:1852
Licensed Practical Nurse 4	3.0	0.0	3.1	1852	3:1852
Licensed Practical Nurse 2	5.0	4.0	0.0	1852	5:1852
Nursing Assistant	3.0	2.0	5.8	1852	3:1852
Totals	66.0	35.0	25.3	1852	66:1852

Table 1.1 - Number of funded vacancies for medical/healthcare staff at AHCC

AHCC Vacancy Data	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	1.0	100%	1.0	100%	1.0	100%	1.0	100%	1.0	100%
Advanced Care Practitioner	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	0%
Medical Assistant	1.0	33%	1.0	33%	0.7	22%	0.3	11%	3.0	50%
Patient Services Representative	2.7	53%	0.0	0%	0.0	0%	0.7	13%	0.3	7%
Psychiatrist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Psychologist 4	0.3	17%	0.3	17%	1.0	50%	1.0	50%	0.0	0%
Psychologist 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychology Associate	1.0	17%	2.3	39%	2.0	33%	1.0	17%	1.0	17%
Corrections MH Counselor 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections MH Counselor 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychiatric Social Worker 3	0.0	0%	0.0	0%	0.0	0%	0.0	0%	1.0	100%
Dentist	1.0	50%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dental Hygienist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dental Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Registered Nurse 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Registered Nurse 3	2.0	40%	2.3	47%	1.0	20%	1.0	20%	1.7	28%
Registered Nurse 2	6.0	33%	7.0	39%	7.3	40%	8.3	46%	5.3	29%
Licensed Practical Nurse 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Licensed Practical Nurse 2	1.7	33%	3.0	60%	3.0	60%	3.0	60%	3.0	60%
Nursing Assistant	0.3	11%	1.0	33%	1.0	33%	1.0	33%	0.3	11%

"N/A" means position classification not funded at the facility.

Clallam Bay Corrections Center (CBCC)

Location: Clallam Bay

Custody Levels: Medium, Close, Maximum, Safe Harbor, Intensive Transition Program, Restrictive Housing Unit

Special Programs: N/A

Inpatient Unit Beds: No

Unique Challenges/Barriers to Timely Treatment: It is difficult to recruit staff, especially in the clinical licensed positions to work at this prison. An off-site trip for outside medical provider services is a minimum of 2.5 hours round trip for the travel. The closest community hospital is in Forks, 30 miles away. Complex or critical cases must be air-lifted to the nearest trauma center in Seattle.

Clallam Bay is a multilevel custody facility that incorporates medium, close, and maximum-security levels including a safe harbor unit, Intensive Transition Program (ITP), and a Restrictive Housing Unit (RHU). The FY 2022 average daily population was 389.

Due to the high percentage of close custody individuals housed at CBCC, most clinic appointments require a two-man escort. The clinic operates 24-hours a day, seven days a week and many services are offered in unit to lessen movement demands. Unit-based services include pill line, sick call, and medical appointments that can occur without specialized equipment.

CBCC offers primary care, dental, and mental health services on weekdays. They provide limited on-site services for physical therapy, optometry, and x-ray. The health services clinic does not have an in-patient (IPU) unit but does have two close observation area beds for mental health and one medical observation bed that can be used for limited observation needs up to 96 hours.

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements. CBCC has one FMD, two advanced practitioners, two medical assistants, and three patient services representatives (schedulers) to support the primary care needs.

Mental health is staffed with four mental health staff and one part-time psychiatrist whose care is delivered via telemedicine.

Dental includes one dentist, one part-time hygienist, and 1.6 dental assistants.

Nursing is led by two RN3s that supervise 11 nurses that staff the clinic 24 hours a day, seven days a week. Unlike other major facilities, CBCC does not have an RN4 nursing leader.

There are two health services managers that support CBCC as well as Olympic Corrections Center (OCC) for administrative needs. Additional administrative staff that manage the medical

records, scheduling, and facility needs to run a clinic in a correctional setting. DOC is currently recruiting for one clinical pharmacist at CBCC who will work with all the clinical teams.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 2.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at CBCC

CBCC Health Services Positions	Funded FTEs	Unfunded FTES	Contract FTES	Average Daily Population	Funded FTE/ADP
Facility Medical Director	1.0	0.0	0.0	389	1:1852
Physician 3	0.0	2.0	0.0	389	0:1852
Advanced Care Practitioner	2.0	1.0	0.0	389	2:389
Clinical Pharmacist	1.0	0.0	0.0	389	1:389
Medical Assistant	2.0	0.0	0.0	389	2:389
Patient Services Representative	3.0	0.0	0.0	389	3:389
Psychiatrist	0.5	0.0	0.0	389	0.5:389
Psychologist 4	1.0	0.0	0.4	389	1:389
Psychology Associate	3.0	0.0	0.0	389	3:389
Dentist	1.0	0.0	0.0	389	1:389
Dental Hygienist	0.5	0.0	0.0	389	0.5:389
Dental Assistant	1.6	0.0	0.0	389	1.6:389
Registered Nurse 3	2.0	1.0	0.0	389	2:389
Registered Nurse 2	9.0	5.0	0.4	389	9:389
Licensed Practical Nurse 4	2.0	0.0	0.0	389	2:389
Totals	29.6	9.0	0.8	389	29.6:389

Table 2.1 - Number of funded vacancies for medical/healthcare staff at CBCC

CBCC Vacancy Data	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Advanced Care Practitioner	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	100%
Medical Assistant	1.0	50%	1.3	67%	2.0	100%	2.0	100%	4.0	100%
Patient Services Representative	0.0	0%	1.0	33%	0.0	0%	1.0	33%	0.0	0%
Psychiatrist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Psychologist 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.3	33%
Psychologist 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychology Associate	0.0	0%	0.0	0%	0.0	0%	0.0	0%	1.0	33%
Corrections MH Counselor 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections MH Counselor 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychiatric Social Worker 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dentist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dental Hygienist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dental Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Registered Nurse 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 3	0.0	0%	0.0	0%	0.0	0%	0.0	0%	1.3	45%
Registered Nurse 2	0.3	4%	1.0	11%	1.3	15%	0.0	0%	0.7	7%
Licensed Practical Nurse 4	0.0	0%	0.7	33%	0.0	0%	0.0	0%	0.0	0%
Licensed Practical Nurse 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nursing Assistant	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

"N/A" means position classification not funded at the facility.

Cedar Creek Corrections Center (CCCC)

Location: Littlerock

Custody Levels: Minimum (Camp)

Special Programs: N/A

Inpatient Unit Beds: No

Unique Challenges/Barriers to Timely Treatment: An off-site trip for outside medical provider services is a minimum of 2.5 hours round trip for the travel. The closest community hospital is in Olympia, 23 miles away.

Cedar Creek Corrections Center is a minimum level custody facility that was opened in 1954. The facility currently has a capacity level of 480 minimum security classified individuals with a FY 2022 average daily population of 293.

The clinic at CCCC provides primary care and mental health services as well as urgent and emergent care to the point of stabilization. The clinic does not have an inpatient unit. Dental and radiology services for these patients are provided by WCC.

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements.

The camp is staffed 40 hours a week with one Advanced Care Practitioner (ACP) primary care provider, one RN, one medical assistant, one patient services representative, and one psychology associate for mental health treatment. Sick call is operated Monday through Friday. The health care clinic does not have an inpatient unit for observation or inpatient care. Individuals are all required to self-administer their medications through the KOP program. There is a weekly pill line where patients receive refills for medications. Individuals that require psychotropic medications or Schedule I or II narcotics are not eligible to be placed at Cedar Creek Corrections Center.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 3.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at CCCC

CCCC Health Services Positions	Funded FTEs	Unfunded FTES	Contract FTES	Average Daily Population	Funded FTE/ADP
Advanced Care Practitioner	1.0	0.0	0.0	293	1:293
Medical Assistant	1.0	0.0	0.0	293	1:293
Patient Services Representative	1.0	0.0	0.0	293	1:293
Psychology Associate	1.0	0.0	0.0	293	1:293
Registered Nurse 2	1.0	0.0	0.0	293	1:293
Totals	5.0	0.0	0.0	293	5:293

Table 3.1 - Number of funded vacancies for medical/healthcare staff at CCCC

CCCC Vacancy Data	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Advanced Care Practitioner	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Medical Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Patient Services Representative	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	100%
Psychiatrist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychologist 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychologist 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychology Associate	0.0	0%	0.7	67%	0.0	0%	0.3	33%	0.0	0%
Corrections MH Counselor 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections MH Counselor 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychiatric Social Worker 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dentist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dental Hygienist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dental Assistant	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 2	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Licensed Practical Nurse 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Licensed Practical Nurse 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nursing Assistant	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

"N/A" means position classification not funded at the facility.

Coyote Ridge Corrections Center (CRCC)

Location: Connell

Custody Levels: Medium, minimum with co-located camp

Special Programs: Sage Unit (Assisted Living Program), Substance Abuse Treatment

Inpatient Unit Beds: None

Unique Challenges/Barriers to Timely Treatment: Due to the facility's location, it is difficult to recruit staff, especially in the clinical licensed positions to work at the prison. An off-site trip for outside medical provider services is a minimum of 3 hours round trip for the travel. The closest community hospital is in Tri-Cities, 46 miles away.

Coyote Ridge was originally established as a minimum-security facility in 1992 and added the medium security units in 2009. The facility currently has a capacity level of 2,468 individuals with a FY 2022 average daily population of 1,815.

This facility offers primary medical care, mental health, and dental services within the outpatient unit as well as urgent and emergent care to the point of stabilization.

The first responder support from Connell is 100% volunteer firefighters and medics. If volunteers are not available, ambulances must make the 45-minute drive from Tri-Cities to the facility to respond.

In the clinic space, there are two close observation area (COA) beds as well as three medical observation beds in which patients can be monitored for up to 96 hours, but no inpatient beds. Additional services include substance abuse treatment. Coyote Ridge is home to the DOC assisted living unit, Sage East, which houses high medical needs patients who require assistance with activities of daily living, skilled nursing care and supervision around the clock.

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements.

The staffing at Coyote Ridge consists of the medical team which includes the facility medical director, one physician 3, four primary care advance care practitioners, six medical assistants, one imaging technologist 1, one lab technician 2 as well as administrative support staff.

The mental health team is comprised of one advanced care practitioner, one psychologist 4, eight psychology associates and one psychiatric social worker 3.

The dental team has two dentists, two dental hygienists, and four dental assistants.

The nursing team is led by the RN4 and is comprised of five RN3s, 18 RN2s, seven LPN4s, one LPN2 and nine nursing assistants. DOC is currently recruiting one clinical pharmacist at CRCC who will work with all the clinical teams.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 4.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at CRCC

CRCC Health Services Positions	Funded FTEs	Unfunded FTES	Contract FTES	Average Daily Population	Funded FTE/ADP
Facility Medical Director	1.0	0.0	0.0	1815	1:1815
Physician 3	1.0	0.0	0.2	1815	1:1815
Advanced Care Practitioner	5.0	2.0	0.2	1815	5:1815
Clinical Pharmacist	1.0	0.0	0.0	1815	1:1815
Medical Assistant	6.0	1.0	0.0	1815	6:1815
Patient Services Representative	4.0	0.0	0.0	1815	4:1815
Psychiatrist	0.0	0.0	0.1	1815	0:1815
Psychologist 4	1.0	0.0	0.3	1815	1:1815
Psychology Associate	8.0	0.0	0.0	1815	8:1815
Psychiatric Social Worker 3	1.0	0.0	0.0	1815	1:1815
Dentist	2.0	0.0	0.0	1815	2:1815
Dental Hygienist	2.0	0.0	0.0	1815	2:1815
Dental Assistant	4.0	0.0	0.0	1815	4:1815
Registered Nurse 4	1.0	0.0	0.0	1815	1:1815
Registered Nurse 3	5.0	0.0	0.0	1815	5:1815
Registered Nurse 2	18.0	13.0	1.8	1815	18:1815
Licensed Practical Nurse 4	7.0	0.0	2.3	1815	7:1815
Licensed Practical Nurse 2	1.0	0.0	0.0	1815	1:1815
Nursing Assistant	9.0	4.0	0.0	1815	9:1815
Totals	77.0	20.0	4.9	1815	77:1815

Table 4.1 - Number of funded vacancies for medical/healthcare staff at CRCC

CRCC Vacancy Data Position	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	1.0	100%	1.0	100%	1.0	100%	1.0	100%	1.0	100%
Advanced Care Practitioner	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	100%
Medical Assistant	5.0	83%	4.3	72%	1.0	17%	0.7	11%	1.7	24%
Patient Services Representative	2.0	50%	2.3	58%	0.0	0%	0.7	17%	1.0	25%
Psychiatrist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychologist 4	0.3	33%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Psychologist 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychology Associate	3.0	38%	3.3	42%	1.3	17%	0.7	9%	2.0	25%
Corrections MH Counselor 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections MH Counselor 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychiatric Social Worker 3	0.0	0%	0.0	0%	0.3	33%	1.0	100%	0.3	33%
Dentist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dental Hygienist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dental Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Registered Nurse 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Registered Nurse 3	1.0	20%	10.0	20%	0.0	0%	0.0	0%	0.7	11%
Registered Nurse 2	3.0	17%	3.3	19%	6.0	33%	4.3	24%	2.3	13%
Licensed Practical Nurse 4	3.7	52%	4.0	57%	4.7	66%	4.0	57%	3.0	43%
Licensed Practical Nurse 2	1.0	100%	1.0	100%	1.0	100%	1.0	100%	1.0	100%
Nursing Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%

"N/A" means position classification not funded at the facility.

Larch Corrections Center (LCC)

Location: Yacolt

Custody Levels: Minimum

Special Programs: Dental Services, Substance Abuse Treatment

Inpatient Unit Beds: No

Unique Challenges/Barriers to Timely Treatment: It is difficult to recruit staff, especially in the clinical licensed positions to work at the prison. An off-site trip for outside medical provider services is a minimum of 3 hours round trip for the travel. The closest community hospital is in Vancouver, 25 miles away.

Larch Corrections Center (LCC) is a minimum level custody facility that was opened in 1956. The FY 2022 average daily population was 219. LCC is a work camp. DOC has contracts with Department of Natural Resources (DNR) to provide incarcerated individuals to assist in forest firefighting, fire suppression and prevention, and other incidents and significant events. This is a primary vocational opportunity for persons residing at LCC.

The clinic at LCC provides primary care, dental, and mental health services as well as urgent and emergent care to the point of stabilization. Due to the remote location, medical services are 45 minutes away in Vancouver, WA. There can be delays in emergency vehicle response times and weather can greatly increase the response times. LCC is the only stand-alone camp with dental services, providing flexibility for placement of persons eligible for camp from a custody level but requiring follow up dental care. The clinic does not have an inpatient unit.

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements.

The facility is staffed 40 hours a week with one advanced care practitioner primary care provider, one RN, one medical assistant, one patient service representative, one dentist, one dental assistant, and one mental health professional. They operate sick call Monday through Friday. Minimum custody individuals are all required to self-administer their medications. There is a weekly pill line where patients receive their refills for medications, however, individuals that require psychotropic medications or schedule I or II narcotics are not eligible to be placed at LCC.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 5.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at LCC

LCC Health Services Positions	Funded FTEs	Unfunded FTES	Contract FTES	Average Daily Population	Funded FTE/ADP
Advanced Care Practitioner	1.0	0.0	0.0	219	1:219
Medical Assistant	1.0	0.0	0.4	219	1:219
Patient Services Representative	1.0	0.0	0.0	219	1:219
Psychologist 4	0.0	0.0	0.2	219	0:219
Psychology Associate	1.0	0.0	0.0	219	1:219
Dentist	1.0	0.0	0.0	219	1:219
Dental Assistant	1.0	0.0	0.0	219	1:219
Registered Nurse 2	1.0	0.0	0.3	219	1:219
Totals	7.0	0.0	0.9	219	7:219

Table 5.1 - Number of funded vacancies for medical/healthcare staff at LCC

LCC Vacancy Data	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Advanced Care Practitioner	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Medical Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.3	33%
Patient Services Representative	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	100%
Psychiatrist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychologist 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychologist 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychology Associate	0.7	67%	0.7	67%	0.0	0%	0.0	0%	0.0	0%
Corrections MH Counselor 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections MH Counselor 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychiatric Social Worker 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dentist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.7	67%
Dental Hygienist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dental Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Registered Nurse 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 2	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Licensed Practical Nurse 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Licensed Practical Nurse 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nursing Assistant	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

"N/A" means position classification not funded at the facility.

Mission Creek Corrections Center for Women (MCCCW)

Location: Belfair

Custody Levels: Minimum (Camp)

Special Programs: Pill Line, Weekend RN coverage for urgent care, Substance Abuse Treatment

Inpatient Unit Beds: No

Unique Challenges/Barriers to Timely Treatment: An off-site trip for outside medical provider services is a minimum of 2.5 hours round trip for the travel. The closest community hospital is in Bremerton, 17 miles away.

Mission Creek Corrections Center for Women is a minimum level custody facility opened in 2005. While the facility has a capacity of 321 individuals, the FY 2022 average daily population was 119.

The clinic at MCCCW provides primary care and mental health services as well as urgent and emergent care to the point of stabilization. They do not have onsite dental; dental services are provided at WCCW. The clinic does not have an infirmary and utilizes the inpatient unit at WCCW for inpatient admissions.

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements.

Staff include one advanced care practitioner, three nurses, one medical assistant, one psychiatric advanced care practitioner, one psychologist 4 and one psychology associate. The clinic is available Monday through Friday, with sick call on weekdays. An RN2 is available Saturdays and Sundays to conduct pill lines and respond to medical emergencies. MCCCW is the only standalone camp that operates a pill line for the patients.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 6.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at MCCCW

MCCCW Health Services Positions	Funded FTEs	Unfunded FTES	Contract FTES	Average Daily Population	Funded FTE/ADP
Advanced Care Practitioner	2.0	1.0	0.0	119	2:119
Medical Assistant	1.0	0.0	0.0	119	1:119
Psychologist 4	1.0	0.0	0.0	119	1:119
Psychology Associate	1.0	0.0	0.0	119	1:119
Registered Nurse 2	3.0	3.0	0.0	119	3:119
Totals	8.0	4.0	0.0	119	8:119

Table 6.1 - Number of funded vacancies for medical/healthcare staff at MCCCW

MCCCW Vacancy Data Position	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Advanced Care Practitioner	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Medical Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Patient Services Representative	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	100%
Psychiatrist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychologist 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	1.0	100%
Psychologist 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychology Associate	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Corrections Mental Health Counselor 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections Mental Health Counselor 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychiatric Social Worker 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dentist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dental Hygienist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dental Assistant	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 2	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Licensed Practical Nurse 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Licensed Practical Nurse 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nursing Assistant	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

"N/A" means position classification not funded at the facility.

Monroe Correctional Complex (MCC)

Location: Monroe

Custody Levels: Maximum, Close, Medium, Minimum, Co-located camp, Safe Harbor

Special Programs: Violator Unit, Regional Care facility, Specialty Care Hub, TRU, and SOU (High Mental Health and Geriatric needs), Gender Affirming Hub, Substance Abuse Treatment, Sex Offender Treatment

Inpatient Unit Beds: Yes

Unique Challenges/Barriers to Timely Treatment: The facility is a specialty care referral hub managing more complex care cases due to the proximity to the University of Washington system and the multiple specialty practices represented, has small IPU with high volume requiring intense turnover, onsite hemodialysis unit, high needs medical, surgical, and mental health population, and five discrete campuses.

Monroe is a multilevel custody facility that incorporates minimum, medium, , and maximum-security levels. The overall facility is comprised of Intensive Management Unit (IMU), Minimum Security Unit, Special Offender Unit, Twin Rivers Unit, and the Washington State Reformatory. The FY 2022 average daily population was 1,505. This facility currently provides court ordered sex offender treatment through our Sex Offender Treatment Program. MCC also houses a 90-bed violator unit in the IMU which houses individuals who come indirectly from the streets or other jails to complete their time requirements for their violation. Many of these individuals have not managed their health care needs or arrive having recently used illegal substances. The care needs often include medical detoxification and immediately necessary medical care.

MCC's proximity to Seattle and the expansive medical services available in the Seattle area, brings complex cases to MCC for treatment that can only be provided outside of the Department of Corrections Health Services clinics. Seattle Cancer Care Alliance supports many DOC patient cancer needs, and the University of Washington hospital system provides a pivotal link for critical specialty care services. Each Monday, a statewide call of the Facility Medical Directors is held to move patients into and out of the beds at MCC to facilitate timely specialty services for the whole population. MCC houses the only in-custody hemodialysis services which brings all cases in the state to MCC for this service. MCC has housed other state incarcerated individuals and Washington state jail incarcerated individuals to manage their dialysis needs while incarcerated.

MCC provides primary care, mental health, dental, lab, x-ray, physical therapy, and a full-service pill room. On the second story of the health services building is an 18 bed IPU with 2 administrative segregation beds, two close observation area beds, and one dry cell watch bed. MCC also has a dialysis clinic for that special population. Due to the various missions of MCC

and its physical plant separation into five discreet campuses, there are multiple pill line locations that are staffed twice daily.

There is an increasing demand for gender affirming care to meet the needs of our transgender patients across the state. Since there are only two areas that provide transgender surgical services, Seattle, and Spokane, many of our transgender population concentrate at Monroe to enable this specialty consultation. This service provision does present a unique set of challenges since there is the delicate balance of housing transgender female patients in a male facility while they go through their gender affirming procedures. As outlined above, these challenges include appropriate housing placement, staff awareness and education, and excellent ongoing communication with the population of patients.

Due to COVID response, MCC was identified as a regional care facility to support COVID patients during their recovery in our prison system. In FY 2022 there were several unfunded FTEs and contractors to support the efforts.

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements. MCC has two funded full-time FMDs and two physician 3s with two additional physician 3s paid by grant or contract funding. There are 16 total advanced care practitioners (9 ARNP and 7 PA) to provide medical and mental health services.

Mental health is staffed with 1.8 advanced care practitioners, 2.5 psychiatrists, 11 psychologists, and 34 additional mental health personnel focused on the patient population's individual needs.

The MCC dental team consists of two dentists, one hygienist, and three dental assistants.

Nursing is led by an RN4 who oversees nine RN3s, 46 RN2s, 14 LPNs, and three nursing assistants.

There is a co-located health services administrator and three health services managers that support MCC. Additional administrative staff manage the high volume of medical records, scheduling and facility needs to provide complex care coordination in a correctional setting. We are funded for and currently hiring one clinical pharmacist at MCC who will work with all the clinical teams.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 7.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at MCC

MCC Health Services Positions	Funded FTEs	Unfunded FTES	Contract FTES	Average Daily Population	Funded FTE/ADP
Facility Medical Director	1.0	0.0	0.0	1505	1:1505
Physician 3	2.0	1.0	1.3	1505	2:1505
Advanced Care Practitioner	10.8	1.0	4.9	1505	10.8:1505
Clinical Pharmacist	1.0	0.0	0.0	1505	1:1505
Medical Assistant	10.0	1.0	2.3	1505	10:1505
Patient Services Representative	8.0	0.0	0.0	1505	8:1505
Psychiatrist	2.5	0.5	0.0	1505	2.5:1505
Psychologist 3	3.0	0.0	0.0	1505	3:1505
Psychologist 4	8.0	0.0	2.2	1505	8:1505
Psychology Associate	16.0	0.0	0.0	1505	16:1505
Corrections MH Counselor 3	8.0	0.0	0.0	1505	8:1505
Corrections MH Counselor 2	10.0	0.0	0.0	1505	10:1505
Psychiatric Social Worker 3	4.0	0.0	0.0	1505	4:1505
Dentist	2.0	0.0	0.2	1505	2:1505
Dental Hygienist	1.0	0.0	0.0	1505	1:1505
Dental Assistant	3.0	0.0	0.0	1505	3:1505
Registered Nurse 4	1.0	1.0	0.0	1505	1:1505
Registered Nurse 3	9.0	1.0	0.0	1505	9:1505
Registered Nurse 2	46.0	21.0	13.5	1505	46:1505
Licensed Practical Nurse 4	4.1	0.0	6.4	1505	4.1:1505
Licensed Practical Nurse 2	10.0	13.0	0.0	1505	10:1505
Nursing Assistant	3.0	0.0	2.5	1505	3:1505
Totals	163.4	39.5	33.3	1505	163.4:1505

Table 7.1 - Number of funded vacancies for medical/healthcare staff at MCC

MCC Vacancy Data	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	1.0	100%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Advanced Care Practitioner	2.3	45%	3.0	59%	2.3	45%	1.0	17%	0.7	6%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	100%
Medical Assistant	4.0	40%	4.0	40%	2.0	20%	2.0	20%	2.7	24%
Patient Services Representative	2.3	29%	1.7	21%	1.3	17%	1.0	13%	0.0	0%
Psychiatrist	0.0	0%	1.0	40%	1.0	40%	1.0	40%	1.0	40%
Psychologist 4	0.3	4%	1.0	13%	1.0	13%	2.0	25%	1.7	21%
Psychologist 3	0.3	11%	1.0	33%	1.7	56%	2.0	67%	0.7	22%
Psychology Associate	1.0	6%	2.3	15%	3.0	19%	5.7	36%	4.7	24%
Corrections MH Counselor 3	2.0	25%	1.3	17%	0.7	9%	0.3	4%	1.7	21%
Corrections MH Counselor 2	1.0	10%	1.3	13%	4.7	47%	6.0	60%	5.7	57%
Psychiatric Social Worker 3	0.0	0%	0.0	0%	0.0	0%	0.3	8%	1.0	25%
Dentist	0.3	17%	1.0	50%	0.0	0%	0.0	0%	1.0	50%
Dental Hygienist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dental Assistant	0.0	0%	0.3	11%	1.0	33%	0.3	11%	0.0	0%
Registered Nurse 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Registered Nurse 3	3.0	33%	3.0	33%	3.0	33%	3.0	33%	3.0	33%
Registered Nurse 2	7.0	15%	6.0	13%	7.0	15%	6.7	14%	7.7	16%
Licensed Practical Nurse 4	1.0	32%	1.7	54%	2.0	65%	1.0	32%	1.0	32%
Licensed Practical Nurse 2	3.0	30%	4.3	43%	3.0	30%	3.0	30%	3.0	30%
Nursing Assistant	1.0	33%	0.0	0%	0.7	22%	0.0	0%	1.0	33%

"N/A" means position classification not funded at the facility.

Olympic Corrections Center (OCC)

Location: Forks

Custody Levels: Minimum (Camp)

Special Programs: Intensive Chemical Dependency Therapeutic Community

Inpatient Unit Beds: No

Unique Challenges/Barriers to Timely Treatment: It is difficult to recruit staff, especially in the clinical licensed positions to work at the prison. An off-site trip for outside medical provider services is a minimum of 2.5 hours round trip for the travel. The closest community hospital is in Forks, 26 miles away.

Olympic Corrections Center is a minimum custody level facility that was opened in 1968. The FY 2022 average daily population was 168. As a work camp, OCC utilizes the DOC contracts with the Department of Natural Resources (DNR) to provide incarcerated individuals to assist in forest firefighting, fire suppression and prevention, and other incidents and significant events.

The clinic at OCC provides primary care and mental health as well as urgent and emergent care to the point of stabilization. They operate sick call Monday through Friday and do not have an infirmary. Dental care for these patients is provided by CBCC. Dental and radiology appointments are scheduled at CBCC on a weekly as needed basis.

Minimum custody individuals at OCC are all required to self-administer their medications through the keep on person medication program. There is a weekly pill line where patients receive their refills for medications. Individuals that require psychotropic medications, schedule I or II narcotics are not eligible to be placed at OCC. Due to the remote location, medical services are 45 minutes away. There can be delays in emergency vehicle response times and weather can greatly increase the response times.

There is an intensive chemical dependency therapeutic community which is the most intensive form of treatment that DOC provides.

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements.

OCC is staffed 40 hours a week Monday-Friday with one primary care advanced care practitioner, one nurse, one medical assistant, one patient services representative, and one mental health professional.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 8.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at OCC

OCC Health Services Positions	Funded FTEs	Unfunded FTES	Contract FTES	Average Daily Population	Funded FTE/ADP
Advanced Care Practitioner	1.0	0.0	0.0	168	1:168
Medical Assistant	1.0	0.0	0.0	168	1:168
Patient Services Representative	1.0	0.0	0.0	168	1:168
Psychology Associate	1.0	0.0	0.0	168	1:168
Registered Nurse 2	1.0	1.0	0.0	168	1:168
Totals	5.0	1.0	0.0	168	5:168

Table 8.1 - Number of funded vacancies for medical/healthcare staff at OCC

OCC Vacancy Data	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Advanced Care Practitioner	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Medical Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Patient Services Representative	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	100%
Psychiatrist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychologist 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychologist 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychology Associate	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Corrections MH Counselor 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections MH Counselor 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychiatric Social Worker 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dentist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dental Hygienist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dental Assistant	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registered Nurse 2	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Licensed Practical Nurse 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Licensed Practical Nurse 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nursing Assistant	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

"N/A" means position classification not funded at the facility.

Stafford Creek Corrections Center (SCCC)

Location: Aberdeen

Custody Levels: Maximum, medium, minimum

Special Programs: Skill building Unit (High Behavioral Health Needs)

Inpatient Unit Beds: Yes

Unique Challenges/Barriers to Timely Treatment: One negative pressure room, Airlift is the only out of county patient transport available. An off-site trip for outside medical provider services is a minimum of 45 minutes round trip for the travel for local care – however specialized care can lead to transports that are 2.5 hours roundtrip. SCCC’s remote location is challenging to recruit licensed clinical staff. A recent tuberculosis outbreak has put additional unanticipated demands on the health services team at SCCC

Stafford Creek Corrections Center is a multilevel custody facility that incorporates minimum, medium, and maximum-security levels that opened in 2000. The FY 2022 average daily population was 1,760.

The Health Services Clinic provides all services for general population to include medical, mental health, dental, lab, x-ray, physical therapy, and full-service pill room. On the second story of the health services building, SCCC has an 18 bed IPU with 18 medical beds, two administrative segregation beds, two close observation area beds and one dry cell watch bed.

There is one small satellite clinic in IMU F Unit staffed 16 hours a day, seven days a week by nursing that provides primary care and sick call for maximum security level patients. The IMU does have a dental chair and an office for mental health providers or other services to conduct confidential appointments.

The Skill Building Unit (SBU) is located at SCCC, and services individuals identified with intellectual or developmental disabilities, and moderate to severe traumatic brain injury (TBI). This population requires additional services related to the capabilities of the SBU population. Dental services, including dental hygiene are provided. SBU runs approximately 30 classes a week run by mental health staff and a special education teacher from Grays Harbor College. There is an advanced practitioner and licensed practical nurse that support the health care needs of this special population (these numbers are integrated into the below totals).

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements. Medical has a full-time FMD and one physician 3. There are four advanced care practitioners to manage the primary care needs of the population.

Mental health is staffed with a team of one psychiatrist, one psychologist 4, five psychology associates, three correctional mental health counselors, and one psychiatric social worker focused on the needs of the long-term population and the IMU.

The SCCC dental team consists of two dentists, one hygienist, and 3 dental assistants.

Nursing is led by an RN4 who oversees seven RN3s managing a 24/7 operation, 17 RN2s and 10 LPNs. SCCC is funded for two medical assistants and two nursing assistants.

There are two health services managers that support SCCC as well as Cedar Creek Corrections Center. Additional administrative staff manage the high volume of medical records, scheduling and facility needs to run a clinic in a correctional setting.

DOC is currently recruiting one clinical pharmacist at SCCC who will work with all the clinical teams.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 9.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at SCCC

SCCC Health Services Positions	Funded FTEs	Unfunded FTES	Contract FTES	Average Daily Population	Funded FTE/ADP
Facility Medical Director	1.0	0.0	0.0	1760	1:1760
Physician 3	1.0	0.0	1.5	1760	1:1760
Advanced Care Practitioner	4.0	0.0	1.5	1760	4:1760
Clinical Pharmacist	1.0	0.0	0.0	1760	1:1760
Medical Assistant	2.0	0.0	0.1	1760	2:1760
Patient Services Representative	6.0	1.0	0.0	1760	6:1760
Psychiatrist	1.0	0.0	0.0	1760	1:1760
Psychologist 4	1.0	0.0	1.5	1760	1:1760
Psychology Associate	5.0	1.0	0.0	1760	5:1760
Corrections MH Counselor 3	3.0	0.0	0.0	1760	3:1760
Psychiatric Social Worker 3	1.0	0.0	0.0	1760	1:1760
Dentist	2.0	0.0	0.0	1760	2:1760
Dental Hygienist	1.0	0.0	0.0	1760	1:1760
Dental Assistant	3.0	0.0	0.0	1760	3:1760
Registered Nurse 4	1.0	1.0	0.0	1760	1:1760
Registered Nurse 3	7.0	1.0	0.0	1760	7:1760
Registered Nurse 2	17.0	9.0	2.9	1760	17:1760
Licensed Practical Nurse 4	10.0	0.0	6.4	1760	10:1760
Nursing Assistant	2.0	1.0	0.5	1760	2:1760
Totals	69.0	14.0	14.4	1760	69:1760

Table 9.1 - Number of funded vacancies for medical/healthcare staff at SCCC

SCCC Vacancy Data	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	1.0	100%	1.0	100%	1.0	100%	1.0	100%	1.0	100%
Advanced Care Practitioner	0.7	18%	2.3	58%	2.7	68%	1.7	43%	1.0	25%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	0%
Medical Assistant	0.0	0%	1.3	67%	2.0	100%	1.7	83%	2.7	44%
Patient Services Representative	2.0	33%	3.0	50%	1.7	28%	1.0	17%	1.0	17%
Psychiatrist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Psychologist 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	1.0	100%
Psychologist 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychology Associate	1.0	20%	1.3	27%	2.0	40%	2.3	47%	2.0	40%
Corrections MH Counselor 3	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.3	11%
Corrections MH Counselor 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychiatric Social Worker 3	0.0	0%	0.0	0%	0.0	0%	0.0	0%	1.0	100%
Dentist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dental Hygienist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dental Assistant	0.0	0%	1.0	33%	0.3	11%	0.0	0%	0.0	0%
Registered Nurse 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Registered Nurse 3	3.3	48%	3.3	48%	4.0	57%	4.0	57%	2.3	34%
Registered Nurse 2	4.7	28%	5.7	33%	7.7	45%	9.0	53%	9.0	53%
Licensed Practical Nurse 4	1.3	13%	2.0	20%	2.0	20%	1.0	10%	1.0	10%
Licensed Practical Nurse 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nursing Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%

"N/A" means position classification not funded at the facility.

Washington Corrections Center (WCC)

Location: Shelton

Custody Levels: Maximum, Close, Medium, Minimum, Safe Harbor

Special Programs: Reception Center, Transfer Hub, Regional Care Facility, Substance Abuse Treatment

Inpatient Unit Beds: Yes

Unique Challenges/Barriers to Timely Treatment: The volume of individuals that move through WCC creates many challenges. Individuals coming from jails often need immediate health care, can arrive COVID positive, detoxing from illicit substances, or requiring timely care coordination to facilitate needed follow-up care. Staff are frequently solicited to volunteer from other prisons to support the workload needed to manage the priority cases and ensure that reception processes are completed. An off-site trip for outside medical provider services is a minimum of 40 minutes round trip for the travel.

The Washington Corrections Center is a multilevel custody facility that incorporates minimum, medium, close, and maximum-security levels that was opened in 1964. The diversity of custody levels requires two person escorts and complexity of keeping individuals separate from rival security threat groups, can impact clinic operations. The FY 2022 average daily population was 1,620.

As the only male reception center, WCC provides intake medical, dental, and mental health evaluations before residents can be classified by custody then moved to their resident facility. WCC is a midway hub for statewide transfer of incarcerated individuals placing demands on medical services for timely care, monitoring, and medication management. A third function of the health services staff at WCC is to care for a population of over 500 persons who reside at the facility long term. The need to function in a reception/transition capability with high throughput demand and longitudinal primary, specialty, and dental care is peculiar to WCC. WCC provides immediate triage of reception patients, primary care, mental health, and dental services as well as emergent and urgent care to the point of stabilization. It has a 10 bed IPU with five close observation cells.

The IMU satellite clinic is staffed 16 hours a day, seven days a week with a nurse and one advanced care provider one day a week. There is a community hospital within 10 minutes of the facility, however most specialty care and emergent care cases are sent to the Olympia area requiring a 1.0 hour round trip commute. Due to COVID response, WCC was identified as a temporary regional care facility to support COVID patients in our prison system. In FY 2022 there were several unfunded FTEs and contractors to support the efforts.

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements. Medical has one full-time FMD and one physician 3. There are four advanced care practitioners, three medical assistants, and four patient services representatives (schedulers) to perform routine and reception intake work.

Mental Health is staffed with a team of 15 individuals focused on the critical needs and intake processes. This includes 1.5 psychiatrists, two psychology 4s, eight psychology associates, and one psychiatric social worker.

The WCC dental team consists of three dentists and three dental assistants who perform intakes examinations and manage the on-going dental needs of the long-term population. There is no dental hygiene support at WCC.

Nursing is led by an RN4 who oversees five RN3s managing a 24/7 operation and 30 RN2s and LPNs. Due to the various missions of WCC, there are multiple pill line locations that are staffed twice daily.

There are two health services managers that support WCC as well as Larch Corrections Center. Additional administrative staff manage the high volume of medical records, scheduling and facility needs.

DOC is currently hiring one clinical pharmacist at WCC who will work with all the clinical teams.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 10.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at WCC

WCC Health Services Positions	Funded FTEs	Unfunded FTES	Contract FTES	Average Daily Population	Funded FTE/ADP
Facility Medical Director	1.0	0.0	0.0	1620	1:1620
Physician 3	1.0	2.0	2.0	1620	1:1620
Advanced Care Practitioner	6.0	1.0	1.8	1620	6:1620
Clinical Pharmacist	1.0	0.0	0.0	1620	1:1620
Medical Assistant	3.0	2.0	2.7	1620	3:1620
Patient Services Representative	4.0	0.0	0.0	1620	4:1620
Psychiatrist	1.5	0.0	0.2	1620	1.5:1620
Psychologist 4	2.0	0.0	0.0	1620	2:1620
Psychology Associate	8.0	2.0	0.0	1620	8:1620
Psychiatric Social Worker 3	1.0	0.0	0.0	1620	1:1620
Dentist	3.0	0.0	0.0	1620	3:1620
Dental Assistant	3.0	1.0	0.0	1620	3:1620
Registered Nurse 4	1.0	0.0	0.0	1620	1:1620
Registered Nurse 3	7.0	1.0	0.0	1620	7:1620
Registered Nurse 2	15.0	16.0	8.6	1620	15:1620
Licensed Practical Nurse 4	8.0	1.0	5.0	1620	8:1620
Licensed Practical Nurse 2	5.0	6.0	0.0	1620	5:1620
Nursing Assistant	0.0	0.0	3.7	1620	0:1620
Totals	70.5	32.0	24.0	1620	70.5:1620

Table 10.1 - Number of funded vacancies for medical/healthcare staff at WCC

WCC Vacancy Data	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Advanced Care Practitioner	0.0	0%	0.3	8%	0.7	17%	0.3	8%	1.7	28%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	0%
Medical Assistant	1.0	33%	1.0	33%	0.7	22%	0.7	22%	1.7	83%
Patient Services Representative	1.0	25%	1.3	33%	0.3	8%	0.0	0%	0.0	0%
Psychiatrist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Psychologist 4	0.3	17%	0.0	0%	0.7	33%	1.3	67%	1.7	83%
Psychologist 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychology Associate	1.0	13%	1.3	17%	2.7	34%	3.7	46%	2.0	22%
Corrections MH Counselor 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections MH Counselor 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychiatric Social Worker 3	0.0	0%	0.0	0%	0.0	0%	0.0	0%	2.0	100%
Dentist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.7	22%
Dental Hygienist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dental Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.3	11%
Registered Nurse 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.3	33%
Registered Nurse 3	3.3	48%	3.7	52%	2.3	34%	2.0	29%	1.3	19%
Registered Nurse 2	3.7	25%	5.0	34%	6.0	40%	5.7	38%	4.3	29%
Licensed Practical Nurse 4	0.0	0%	0.0	0%	1.0	13%	1.0	13%	0.0	0%
Licensed Practical Nurse 2	1.0	20%	1.0	20%	2.3	47%	2.7	47%	3.3	67%
Nursing Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%

"N/A" means position classification not funded at the facility.

Washington Corrections Center for Women (WCCW)

Location: Gig Harbor

Custody Levels: Maximum, Close, Medium, Minimum

Special Programs: Reception Center, Regional Care Facility, Addictions Medicine Physician, Substance Abuse Treatment, Sex Offender Treatment

Inpatient Unit Beds: Yes

Unique Challenges/Barriers to Timely Treatment: Only provider for maternal fetal medicine, Complex women's health. An off-site trip for outside medical provider services is a minimum of 30 minutes round trip for the travel.

The Washington Corrections Center for Women is a multilevel custody facility that incorporates minimum, medium, close, and maximum-security levels that was opened in 1971. The facility supports a standalone minimum-security camp, MCCCW. The facility currently has a capacity level of 738 individuals and a FY 2022 average daily population of 540. As the only women's facility, it serves as the reception center for female incarcerated Individuals and provides intake medical, dental, and mental health evaluations upon entry.

WCCW provides primary care, mental health, and dental services as well as emergent and urgent care to the point of stabilization. It has a 14-bed inpatient unit with an eight-bed close observation area. WCCW additionally offers physical therapy, Sex Offender treatment, substance abuse treatment, obstetrics, and gynecology services, and has a focus on trauma informed care. Having a stable resident population, WCCW is both intake and primary facility for the incarcerated individuals.

Due to COVID response, WCCW was identified as a temporary regional care facility to support COVID patients in our prison system. In FY 2022, there were several unfunded FTEs and contractors to support the efforts.

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements.

The staffing at WCCW consists of the medical team which includes the 0.5 FMD, one physician 3, 3.5 advanced care practitioners, four medical assistants, four patient services representatives (schedulers) and administrative support staff.

The mental health team is comprised of one psychiatrist, one advanced care practitioner, two psychologist 4s, three psychologist 3s, and seven psychology associates. The dental team has two dentists, one dental hygienist, and three dental assistants.

The nursing team is led by the RN4 and is comprised of six RN3s, 19 RN2s, one LPN4, 10 LPNs and six nursing assistants.

DOC is currently recruiting one clinical pharmacist at WCCW who will work with all the clinical teams.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 11.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at WCCW

WCCW Health Services Positions	Funded FTEs	Unfunded FTES	Contract FTES	Average Daily Population	Funded FTE/ADP
Facility Medical Director	0.5	0.0	0.0	540	0.5:540
Physician 3	1.0	0.0	0.0	540	1:540
Advanced Care Practitioner	4.5	3.0	0.4	540	4.5:540
Clinical Pharmacist	1.0	0.0	0.0	540	1:540
Medical Assistant	4.0	1.0	0.0	540	4:540
Patient Services Representative	4.0	0.0	0.0	540	4:540
Psychiatrist	1.0	0.0	0.0	540	1:540
Psychologist 4	2.0	0.0	0.2	540	2:540
Psychologist 3	3.0	0.0	0.0	540	3:540
Psychology Associate	7.0	0.0	0.0	540	7:540
Psychiatric Social Worker 3	1.0	0.0	0.0	540	1:540
Dentist	2.0	3.0	0.2	540	2:540
Dental Hygienist	1.0	0.0	0.0	540	1:540
Dental Assistant	3.0	2.0	0.0	540	3:540
Registered Nurse 4	1.0	0.0	2.8	540	1:540
Registered Nurse 3	6.0	0.0	0.0	540	6:540
Registered Nurse 2	19.0	19.0	3.3	540	19:540
Licensed Practical Nurse 4	1.0	0.0	2.8	540	1:540
Licensed Practical Nurse 2	9.0	10.0	0.0	540	9:540
Nursing Assistant	6.0	7.0	0.0	540	6:540
Totals	77.0	45.0	6.9	540	77:540

Table 11.1 - Number of funded vacancies for medical/healthcare staff at WCC

WCCW Vacancy Data	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	0.0	0%	0.0	0%	0.0	0%	0.0	0%	1.0	0%
Advanced Care Practitioner	0.0	0%	0.3	7%	0.7	16%	1.3	29%	2.3	51%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	0%
Medical Assistant	1.0	25%	1.0	25%	1.0	25%	0.7	17%	0.7	17%
Patient Services Representative	1.3	33%	1.0	25%	0.0	0%	1.0	25%	0.0	0%
Psychiatrist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Psychologist 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Psychologist 3	0.0	0%	1.0	33%	0.3	11%	0.0	0%	0.0	0%
Psychology Associate	0.7	9%	1.0	14%	1.0	14%	1.3	19%	2.0	29%
Corrections MH Counselor 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections MH Counselor 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychiatric Social Worker 3	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dentist	1.7	83%	1.0	50%	1.0	50%	1.0	50%	1.0	50%
Dental Hygienist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dental Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Registered Nurse 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Registered Nurse 3	1.0	17%	0.7	11%	0.0	0%	0.0	0%	1.0	17%
Registered Nurse 2	6.0	33%	8.0	44%	6.0	33%	5.3	29%	4.3	24%
Licensed Practical Nurse 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Licensed Practical Nurse 2	0.0	0%	3.0	33%	1.7	18%	3.3	37%	4.7	52%
Nursing Assistant	1.0	25%	1.0	25%	1.0	25%	0.7	17%	0.3	6%

"N/A" means position classification not funded at the facility.

Washington State Penitentiary (WSP)

Location: Walla Walla

Custody Levels: Maximum, Close, Medium, Minimum, Co-located Camp, Safe Harbor

Special Programs: BAR Unit for close custody management, Residential treatment unit for high mental health needs population), Pill Line at Co-located Minimum Security facility, Large Inpatient Unit, Infectious Disease Physician

Inpatient Unit Beds: Yes

Unique Challenges/Barriers to Timely Treatment: One peritoneal dialysis patient requiring two negative pressure rooms. An off-site trip for outside medical provider services is a minimum of 20 minutes roundtrip for travel.

WSP is the oldest facility in the state having opened in 1886. It has capacity of 2,439 individuals and has multiple custody levels to include minimum, medium, close, and maximum security. The diversity of custody levels requiring two person escorts and complexity of keeping individuals separate from rival security threat groups, can impact clinic operations. WSP has outpatient clinics in different complexes across the facility. The average daily population in FY 2022 was 1,931. The main outpatient clinic housed within the health services building provides services to all custody levels. South complex clinic serves medium and close custody. East complex clinic serves the minimum custody level. Maximum custody levels are primarily served by the clinics within the IMU North and IMU South. This duplication in services is necessitated by the need to keep separate the individuals in the different custody levels.

Services offered at WSP include primary care, mental health, dental, physical therapy, and substance abuse treatment as well as emergent and urgent services to the point of stabilization. The centrally located health services building houses a 46-bed inpatient unit and 18 close observation areas beds. The minimum-security camp on the East complex is currently the only male camp in the state that has a pill line to support individuals who are camp eligible but would be precluded due to the type of medication they require.

WSP has two Residential Treatment Units (RTU), one for medium custody and one for close custody. Additional mental health staffing is used to support the treatment needs of the RTU population. WSP houses one of the two male facility residential treatment units that focus on services to support incarcerated individuals with severe mental illness. The large IPU provides a resource for statewide DOC.

Caseload data for health care staff showing the ratio of medical staff to incarcerated individuals is evident in the tables below. However, our medical providers do not have a tracked version of caseload due to high turnover rates of staffing and patient movements.

The staffing at WSP consists of the medical team which includes the FMD, one physician 3, seven advanced care practitioners, seven medical assistants, one imaging technologist 1, one lab technician 1, six patient services representatives (schedulers) and administrative staff.

The mental health team is comprised of two psychiatrists, two advanced care practitioners, four psychologist 4s, 13 psychology associates, seven psychiatric social worker 3s and four corrections mental health counselor 2s.

The dental team has three dentists, one dental hygienist, and four dental assistants.

The nursing team is led by the RN4 and is comprised of nine RN3s, 42 RN2s, seven LPN4s, and five nursing assistants.

DOC is currently recruiting one clinical pharmacist at WSP who will work with all the clinical teams.

As noted above, staffing model showing additional health care staff needed is yet to be determined.

Table 12.0 - Number of funded, unfunded, contract, and the ratio of equivalent medical/healthcare FTEs at WSP

WSP Health Services Positions	Funded FTEs	Unfunded FTES	Contract FTES	Average Daily Population	Funded FTE/ADP
Facility Medical Director	1.0	0.0	0.0	1931	1:1931
Physician 3	1.0	0.0	0.4	1931	1:1931
Advanced Care Practitioner	9.0	1.0	0.4	1931	9:1931
Clinical Pharmacist	1.0	0.0	0.0	1931	1:1931
Medical Assistant	7.0	1.0	0.0	1931	7:1931
Patient Services Representative	6.0	0.0	0.0	1931	6:1931
Psychiatrist	2.0	0.0	0.0	1931	2:1931
Psychologist 4	4.0	0.0	2.8	1931	4:1931
Psychology Associate	13.0	0.0	0.0	1931	13:1931
Correctional MH Counselor 2	4.0	0.0	0.0	1931	4:1931
Psychiatric Social Worker 3	7.0	0.0	0.0	1931	7:1931
Dentist	3.0	0.0	0.0	1931	3:1931
Dental Hygienist	1.0	0.0	0.0	1931	1:1931
Dental Assistant	4.0	0.0	0.0	1931	4:1931
Registered Nurse 4	1.0	0.0	0.0	1931	1:1931
Registered Nurse 3	9.0	1.0	0.0	1931	9:1931
Registered Nurse 2	42.0	20.0	1.3	1931	42:1931
Licensed Practical Nurse 4	7.0	2.0	0.2	1931	7:1931
Nursing Assistant	5.0	2.0	0.2	1931	5:1931
Totals	127.0	27.0	5.3	1931	127:1931

Table 12.1 - Number of funded vacancies for medical/healthcare staff at WSP

WSP Vacancy Data	FY22 Quarter 1		FY22 Quarter 2		FY22 Quarter 3		FY22 Quarter 4		FY23 Quarter 1	
	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate	Vacancies	Vacancy Rate
Physician 3	0.0	0%	0.0	0%	0.3	33%	1.0	100%	1.0	100%
Advanced Care Practitioner	0.7	8%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Clinical Pharmacist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.0	0%
Medical Assistant	5.0	71%	4.3	62%	2.7	38%	3.3	48%	3.7	46%
Patient Services Representative	2.0	33%	3.0	50%	2.0	33%	0.3	6%	0.0	0%
Psychiatrist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Psychologist 4	2.0	50%	2.0	50%	2.0	50%	2.0	50%	3.0	75%
Psychologist 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychology Associate	2.0	15%	4.0	31%	4.7	36%	4.7	36%	2.0	15%
Corrections MH Counselor 3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections MH Counselor 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychiatric Social Worker 3	0.0	0%	0.0	0%	0.0	0%	0.7	9%	2.0	29%
Dentist	0.0	0%	0.0	0%	0.3	11%	1.0	33%	0.0	0%
Dental Hygienist	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Dental Assistant	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Registered Nurse 4	0.0	0%	0.0	0%	0.0	0%	0.0	0%	1.0	100%
Registered Nurse 3	3.3	37%	4.0	44%	2.0	22%	2.3	26%	2.0	20%
Registered Nurse 2	4.7	11%	5.3	13%	5.7	13%	6.7	16%	4.7	11%
Licensed Practical Nurse 4	0.0	0%	0.7	9%	0.0	0%	0.0	0%	0.0	0%
Licensed Practical Nurse 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nursing Assistant	0.0	0%	0.7	13%	1.0	20%	1.3	27%	1.3	27%

"N/A" means position classification not funded at the facility.

Future State of Corrections Health Care

The DOC is committed to providing prompt, proactive, quality health care to the incarcerated individuals it serves. While the absolute census numbers have declined in the last few years, the trends manifesting in the patient population covered by DOC are that they are increasingly more ill, more violent and many are steadily becoming older, more frail, and experiencing more health care challenges and needs. As noted above, DOC is contracted with Moss Adams to work on a staffing matrix and a Patient Centered Medical Home (PCMH) model of care. Upon completion of this work, each facility will revamp its staffing and care models with current funding and new funding received from the Fiscal Year 2022 Supplemental. If additional funds are needed to meet the agencies goals, a future decision package will be submitted. It is expected this work with Moss Adams will be completed in Fiscal Year 2023.