



DEPARTMENT OF **CORRECTIONS,** REHABILITATION & REENTRY

2025 HEALTHCARE SERVICES DIVISION

Mission

Our mission is to enhance public safety across Arizona through modern, effective correctional practices and meaningful engagements

Vision

Reimagining Corrections

Principles

- Always deliver a perfect effort
- Transform power and control mentality into respect, rapport, and engagement
- Modernize correctional practices and develop staff for meaningful performance
- Be responsive, communicate effectively, and responsibly serve the public and population
- Develop solutions that promote systemic wellness and deliver positive, effective outcomes
- Center our work on transparency, accountability, and humanity

Goal 1: Build a Meaningful Organizational Culture & Promote the Development of Team

- 1.1 Assess the needs of the division by conducting a needs assessment survey for staff by 03/30/2025 to help improve division operations through a more targeted approach
- 1.2 Increase 'On the Spot' recognitions and team building activities by 25% in comparison to CY 2024
- 1.3 Re-assess the HSD Professional Development Training Program: Developing 'U', by 04/30/2025 to help identify staff training needs
- 1.4 Improve intra and interdisciplinary communication as a division (e.g., Branding Emails / Sharing Process Maps, etc.), and promote shared responsibilities in delivering quality patient care

Goal 2: Create and Implement Optimal Population Management & Progression Strategies

- 2.1 Cross collaborate with intra-divisions to increase support for ADCRR programming and training efforts related to healthcare topics to help reimagine corrections

Goal 3: Deploy Quality Service Delivery & Continuity of Care in Complexes & Communities

- 3.1 Monitor 100% of Permanent Injunction Quality Indicators (QIs) by 04/30/2025
- 3.2 Finalize the Continuous Quality Improvement (CQI) Program that is inclusive of developing Plan-Do-Study-Act (PDSA) Protocols and Documents by 09/30/2025
- 3.3 Develop and implement a process to identify the reasons for low-performing QIs and create sustainable remedial plans for system improvements within the next 12 months
 - 3.3.1 Collaborate with relevant stakeholders to gather data, analyze performance, and create actionable improvement strategies that can be sustained long-term
 - 3.3.2 Establish and document the process for identifying root causes of low QI performance and implement at least one operational remedial plan for each identified issue
 - 3.3.3 Implement the first set of remedial plans within the first six (6) months of CY 2025
- 3.4 Treat Hepatitis C patients according to the needs of the population and ensure patients receive treatment prior to release by utilizing the prioritized list
- 3.5 Medication for Opioid Use Disorder (MOUD):
 - 3.5.1 Achieve Opioid Treatment Program (OTP) Certification at five (5) Arizona State Prison Complexes (ASPCs)
 - 3.5.2 By 04/01/25 evaluate the viability and feasibility of the hospital/clinic designation, from DEA / SAMHSA regarding using the available 'hospital designation' for a corrections system to prescribe methadone, not utilizing the traditional OTP licensure
- 3.6 Work with Community Treatment Services (CTS) on further expansion of substance abuse programs specific to women.
- 3.7 Continue to pursue the implementation of an Electronic Perpetual Inventory System by the CHP to help strengthen the tracking and accountability of medications on complexes and increase patient and staff safety

Goal 4: Achieve Modernization & Sustainability of Practices & Resources

- 4.1 Successfully complete office moves by 06/30/2025 to consolidate the HSD Team into one building to improve team proximity to enhance collaboration, communication, efficiency, and overall productivity
- 4.2 Increase the Clinical Experiences Opportunities Program (CEOP) Student participation in CY 2025 by 10% overall (statewide), in comparison to CY 2024 via modernizing student recruitment tools (e.g., QR scans)
- 4.3 In collaboration with the CHP, enhance communication between healthcare staff and patients using technology to improve bi-directional communications
- 4.4 Add 100% of the paper education sheets that are currently used to the inmate tablet.
- 4.5 Implement strategies to improve workforce sustainability by reducing employee burnout and eliminating redundant work through process improvements and better workload management
- 4.6 Conduct employee surveys to identify burnout causes, streamline processes, and introduce flexible work options, clear role definitions, and time management tools
 - 4.6.1 Reduce burnout rates by 20% and decrease instances of double work by 30% through improved workflows, clear task delegation, and better work-life balance initiatives