

**Rehabilitation Administration – Special Commitment Center  
135 - M2 - MK - COMPLIANCE AND ACCOUNTABILITY**

**Agency Submittal: 11-2017-19-YR Agency Req**

**Budget Period: 2017-19**

**SUMMARY**

The Special Commitment Center (SCC) is at risk for failing to comply with established operational standards, which have been identified as findings in the Inspection of Care (IOC) Report. As a result, SCC has had a difficult time sustaining long term strategies to achieve compliance and has not been able to effectively update policies and procedures to reflect current national best practices. Basic reporting requirements and compliance monitoring needs to be supported. This package requests funding for the staff needed to manage required training and policy development, reduce the backlog of investigations, and meet reporting requirements. SCC requests 4.0 FTE and \$966,000 (GF-State).

**PROBLEM STATEMENT**

Since 2011, the SCC has not had staff dedicated to managing and monitoring statutory and court order compliance directives. It has been a repeated finding in the IOC report and by Disabilities Rights Washington (DRW) that the SCC must be able to demonstrate improvement in treatment hours, better manage investigations, update and maintain policies and procedures based on nationally recognized best practices, and provide oversight, management and documentation of training. The SCC currently does not have dedicated staff to perform these critical functions, which places the SCC at risk of new litigation. With a DRW settlement agreement in place that stipulates reporting performance measures and an IOC report that finds that investigations are backlogged and not being conducted in a timely manner, funding for this decision package is critical.

SCC risks liability because of limited emergency medical care staff and unfunded EMT training. These requirements are mandated by RCW 18.73.150 and WAC 296-305-01509. The SCC is located on an island and is responsible for providing its own emergency medical response services. This requires the SCC to pay for EMT training from operational funding that has not been allocated to the budget. Failure to fund this would result in a loss of our Ambulance License and result in no emergency medical transport capability on the island. The cost of an outside contractor to provide this service would be more than \$1 million dollars annually for 24/7/365 coverage. Finally, due to limited barge operations and the length of time it takes the barge to reach the island, even under ideal conditions, it is unrealistic to use Pierce County or other private ambulance services.

The SCC has entered into a settlement agreement with DRW involving the care and treatment of residents with serious mental illness, intellectual and developmental disabilities, brain injuries and other cognitive conditions and those residents' inability to effectively participate in the treatment program offered at the SCC. The settlement agreement stipulates the SCC will fund an independent oversight contract to monitor the terms of the settlement agreement. The independent third party will monitor SCC progress toward meeting the agreed upon performance standards in the settlement agreement and will report to DRW.

### PROPOSED SOLUTION

The SCC requests funding to establish compliance and accountability oversight to our program. This funding will provide the SCC with the ability to set performance goals and monitor progress, gain visibility of training needs and establish priorities to address training shortfalls, reduce backlog, monitor and provide oversight to resident abuse complaint investigations, and maintain compliance with state emergency medical response service requirements and DRW monitoring.

### EXPECTED RESULTS

The outcomes expected from this funding include:

- The Research Analyst 3 position would be charged with the establishment of an analytic platform to track data driven performance measures and the analysis of trends that provides management with the identification of root cause issues from which decisions on priorities for resourcing can be made. It is critical that SCC is able to identify both positive and negative trend lines in order to meet the performance goals identified in the proposed DRW settlement agreement. Additionally, data analytics and trend analysis allows the SCC to set performance goals and apply its limited resources toward those areas that achieve the highest payoff based on DSHS, Rehabilitation Administration, and SCC priorities and goals. This reduces the stress on its current resources and would positively impact fiscal decisions resulting in the elimination of wasteful spending.
- The Training Manager would be charged with the establishment and management of a training management system that tracks all staff training requirements and progress. This position would also manage all Learning Management System inputs in order to capture a digital record of completed training. Additionally, this position would coordinate all training needs across the entire SCC and ensure that staff are 100 percent compliant with all annual training, industry standard training, and recertifications as required. This position would report monthly to SCC senior management on the status of training across the SCC as well as providing a plan for all SCC staff to achieve compliance in training requirements. Finally, the Training Manager would work closely with the Policy Development Manager to develop training that is in line with nationally recognized best practices for staff.
- The SCC currently has a significant backlog of resident abuse complaints as identified in the IOC final report. This is due, in part, to a lack of investigatory oversight and management and a lack of trained investigators. The Investigations Manager would manage the small SCC investigations team charged with performing resident investigations. The expected results include: investigations would be completed in a timely and professional manner, case management would be greatly improved, case work quality would greatly improve and better outcomes would be achieved for the SCC and residents. Additionally, this position would investigate the more complex investigations that often lead to criminal charges. Historically, the SCC has had a difficult time prosecuting criminal cases because investigations were not done properly.
- The Policy Development Manager would be responsible for maintaining and updating over 130 SCC operational policies. All SCC policies must be in line with nationally recognized best practices, which requires tremendous research and outreach to other sex offender programs across the country. A dedicated policy manager would guarantee that the SCC is operating based on current best practices. This position would also work closely with the Training Manager to develop updated training packages used to train SCC staff on emerging best practices. Currently that capability does not exist, which places the SCC at risk for not meeting best practices.

### STAKEHOLDER IMPACT

This proposal is expected to have support from Disability Rights Washington.

Agency Contact: Ken Brown, 360 902-7583

Program Contact: Georgina Carleton, 360-902-8107

OTHER CONNECTIONS

Performance Outcomes/Important Connections

**1. Does this DP provide essential support to one or more of the Governor's Results Washington priorities?**

Goal 5: Efficient, Effective & Accountable Government - Customer Satisfaction and Confidence - 1.1 Increase customer services.

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**2. The decision package meets the following DSHS' strategic objectives:**

6.1: Increase public safety through provision of coordinated rehabilitative services to residents at SCC.

7.1: Maintain a productive, effective organization and maximize the ability to deliver services within available resources.

**3. Identify other important connections or impacts below.** (Indicate 'Yes' or 'No'. If 'Yes' identify the connections or impacts related to the proposal.)

a) Regional/County impacts? No

b) Other local government impacts? No

c) Tribal government impacts? No

d) Other state agency impacts? No

e) Responds to specific task force, report, mandate or executive order? No

f) Does request contain a compensation change or require changes to a Collective Bargaining Agreement? No

g) Facility/workplace needs or impacts? No

h) Capital budget impacts? No

i) Is change required to existing statutes, rules or contracts? No

j) Is the request related to litigation? No

k) Is the request related to Puget Sound recovery? No

l) Other important connections?

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4. Please provide a detailed discussion of connections/impacts identified above.

Alternatives/Consequences/Other

5. What alternatives were explored by the agency, and why was this alternative chosen?

SCC has attempted to assign compliance and accountability responsibilities to managers within the SCC however, these managers are not trained in data collection and reporting, training management, policy research and development or investigations. Adding this workload to existing workloads and case management has resulted in no progress in all areas.

6. How has or can the agency address the issue or need within its current appropriation level?

The SCC has made many attempts to reassign these responsibilities internally but it has been unsuccessful. SCC simply does not have enough administrative staff to effectively manage compliance and accountability programs.

7. Does this decision package include funding for any IT-related costs (hardware, software, services, cloud-based services, contracts or IT staff)?

No

Yes (Include an IT Addendum)

**Fiscal Detail****135 - M2 - MK - Compliance and Accountability**

<b>Operating Expenditures</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>
001-1 General Fund-State	483,000	483,000	483,000	483,000
<b>Total Cost</b>	<b>483,000</b>	<b>483,000</b>	<b>483,000</b>	<b>483,000</b>

<b>Staffing</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>
FTEs	4.0	4.0	4.0	4.0

**Performance Measure Detail**

<b>Activity:</b>	<b>Incremental Changes</b>			
	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>
<b>Program: 135</b>				
M010 SCC Total Confinement Facility	0	0	0	0
No measures submitted for package				

**Object Detail**

	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>
A Salaries and Wages	279,000	279,000	279,000	279,000
B Employee Benefits	100,000	100,000	100,000	100,000
E Goods and Other Services	91,000	91,000	91,000	91,000
P Debt Service	1,000	1,000	1,000	1,000
TZ Intra-agency Reimbursements	12,000	12,000	12,000	12,000
<b>Total Objects</b>	<b>483,000</b>	<b>483,000</b>	<b>483,000</b>	<b>483,000</b>

**DSHS Source Detail****Overall Funding**

<b>Operating Expenditures</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>
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**Fund 001-1, General Fund-State****Sources Title**

0011 General Fund State	483,000	483,000	483,000	483,000
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**Total for Fund 001-1**      **483,000**      **483,000**      **483,000**      **483,000**

**Total Overall Funding**      **483,000**      **483,000**      **483,000**      **483,000**

**2017-19 Biennial Budget**  
**M2-MK-Compliance and Accountability**

Special Commitment Center

<b>Compliance and Accountability</b>	<b>FTE</b>	<b>Dollars</b>	<b>FTE</b>	<b>Dollars</b>	<b>FTE</b>	<b>Dollars</b>
	<b>FY 2018</b>		<b>FY 2019</b>		<b>Biennium Request</b>	
Research Analyst 3 (DRW)	1.0	\$86,000	1.0	\$86,000	1.0	\$172,000
WMS Band 2 (Training Manager)	1.0	\$110,000	1.0	\$110,000	1.0	\$220,000
WMS Band 1 (Investigation Manager)	1.0	\$110,000	1.0	\$110,000	1.0	\$220,000
WMS Band 1( Policy Development)	1.0	\$110,000	1.0	\$110,000	1.0	\$220,000
EMT Training		\$25,000		\$25,000	0.0	\$50,000
DRW Monitoring		\$42,000		\$42,000	0.0	\$84,000
<b>Estimated TOTAL</b>	<b>4.0</b>	<b>\$483,000</b>	<b>4.0</b>	<b>\$483,000</b>	<b>4.0</b>	<b>\$966,000</b>