



**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**

County Manager's Office

**DATE:** July 20, 2009  
**BOARD MEETING DATE:** August 4, 2009  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** None

**TO:** Honorable Board of Supervisors  
**FROM:** David S. Boesch, County Manager  
**SUBJECT:** 2008-09 Grand Jury Response

**RECOMMENDATION:**

Accept this report containing the County's responses to the following 2008-09 Grand Jury reports:

1. Camp Glenwood Should Remain an Honor Camp,
2. San Mateo Medical Center's Medical Administration Check System, and
3. San Mateo County's Pharmaceutical Disposal Program

**BACKGROUND / DISCUSSION:**

The County is mandated to respond to the Grand Jury within 90 days from the date that reports are filed with the County Clerk and Elected Officials are mandated to respond within 60 days. To that end, attached are the County's responses to the Grand Jury reports on Camp Glenwood and the Medical Center's Medication Administration Check System issued on May 20, 2009 and the Pharmaceutical Disposal Program, issued on May 26, 2009.

Acceptance of this report contributes to the Shared Vision 2025 outcome of a Collaborative Community by ensuring that all Grand Jury findings and recommendations are thoroughly reviewed by the appropriate County departments and that, when appropriate, process improvements are made to improve the quality and efficiency of services provided to the public and other agencies.



## **Camp Glenwood Should Remain an Honor Camp**

### **Findings:**

Staff is in general agreement with the Grand Jury's findings.

### **Recommendations:**

**The Grand Jury recommends that the San Mateo County Board of Supervisor's:**

- 1. Continue to keep Camp Glenwood (Glenwood) as an unfenced honor camp.**

**Response:** Agree. This recommendation has been implemented. The Probation Department agrees that fencing Camp Glenwood or otherwise making it a secure custody environment would lead to a shift in the focus of the camp. One of the keys to the success of the camp is that there is an environment focused on treatment and counseling. Securing the grounds would limit staff efforts to guide youth toward self-control and positive decision-making. As noted in the Grand Jury Report, the department developed and implemented a protocol to assess a youth after his first 30 days to determine whether he is suitable for the camp program. The youth returns to court after the first month and staff present their assessment. The court then makes a decision about whether the youth should remain at the camp. In addition, as noted above, Probation has implemented new procedures to respond quickly in the event that a youth tries to leave the grounds. These procedures include timely notification of the Sheriff's Office and Probation field supervision officers, so that youth can be located quickly and safely.

- 2. Evaluate the capital improvement plan to consider allocating funds to repair critical areas to the facility to avoid potential catastrophic failures, which may result in long-term costly repairs.**

**Response:** Agree. This recommendation will be implemented. The Probation Department's Capital Improvement Plan, which was submitted in February 2008, has been granted preliminary approval for \$3.28 million over the next five years. The plan still must obtain final approval from the Board of Supervisors in the September revision process for the County's budget. Probation anticipates working with the Department of Public Works thereafter to triage critical improvements to the buildings and grounds.

**3. Maintain a staff ratio of two counselors to fifteen juveniles.**

**Response:** Agree, but this recommendation cannot be implemented at this time. While the Probation Department agrees that the 2:15 staff-youth ratio would lead to improved outcomes for youth, it will be unable to maintain the increased level of staffing due to budget constraints. However, the Department will stay in compliance with state supervision guidelines. Also, the Department reassigned two additional staff from the Juvenile Services Division to provide roaming security on the late afternoon / evening shift, the time when youth are more likely to leave the camp.

**4. Direct the County Manager to work with the San Mateo County Probation Department (Probation) to budget and allocate funds for a full-time mental health professional at Glenwood.**

**Response:** Agree. This recommendation will be implemented. The County Manager's Office and the Probation Department engage in regular collaboration on all aspects of Department operations. The Department's 2009-10 budget provides for an increase in existing mental health services; providing one full-time Marriage and Family Therapist II (MFT). The increase will be funded through the Youthful Offender Block Grant, which is provided by the state as a result of the gradual closure of Department of Juvenile Justice facilities. In addition to the full-time MFT, Youth and Family Enrichment Services, a community-based organization, already provides some youth with drug and alcohol counseling and group sessions.

**5. Work with the Chief Probation Officer to ensure that the "30-Day Assessment Plan" is followed. Provide a semi-annual report that includes audit assessment as to the appropriate youth who are in the camp to the Juvenile Justice & Delinquency Prevention Commission.**

**Response:** Agree. This recommendation has been partly implemented. As described above, the Probation Department implemented 30-day assessments of youth who are sent to Camp Glenwood. At this time, the process is working smoothly. The Chief Probation Officer will meet with the Juvenile Justice and Delinquency Prevention Commission to determine the content and format of the audit assessment.

**6. Work with the Chief Probation officer and the San Mateo County Sheriff's Office, on an as-needed basis, to ensure that Probation's policies and procedures and security assessments are preventing as many walk-aways as possible.**

**Response:** Agree. This recommendation has been implemented. The Sheriff's Office completed a comprehensive security assessment of the camp in January 2008 and again in the summer of 2009. As required by state guidelines, the Department will work with the Sheriff's Office Countywide Security Unit to do annual assessments of all three Probation residential facilities for youth. In addition, Probation will work with Countywide Security regarding any capital improvements. In terms of policies and procedures, this fall Probation will be training all institutions staff (permanent and Extra Help) in policies and procedures, safety and security practices, and emergency procedures. This training will include policies regarding youth who leave Probation's camps unsupervised.

- 7. Work with the Chief Probation Officer to develop an objective measure of success by tracking the juveniles after leaving Glenwood to see whether they have been incarcerated by the County or anywhere else in the United States.**

**Response:** Partially agree. Unfortunately this recommendation cannot be implemented because of legal, technical, and logistical barriers. Youth who successfully complete Camp Glenwood are usually terminated from probation. At that point, the Department loses jurisdiction and their right to privacy returns to full force and effect. In addition, there is no nationwide or even local cross-departmental database to determine if Camp Glenwood graduates are rearrested in San Mateo County or elsewhere.

- 8. Continue to work with the Chief Probation Officer to evaluate other models to successfully operate honor camps.**

**Response:** Agree. This recommendation has been implemented. In the past year, staff toured Sonoma's boys camp and Santa Clara County's James Ranch. The Sonoma camp puts a heavy emphasis on vocational programming and rehabilitation. James Ranch has implemented the Missouri Model of low staff-youth ratios and a home-like environment. Probation staff plans to continue visits to other best-practice sites. Finally, this recommendation will be communicated to our Training Unit for their research into other camp "best practices".

## **San Mateo Medical Center's Medication Administration Check System**

### **Findings:**

Staff is in general agreement with the Grand Jury's findings.

### **Recommendations:**

**The Grand Jury recommends that the San Mateo County Board of Supervisor's direct the Chief of the Health System to work with the Chief Executive Officer of the San Mateo Medical Center (Medical Center) to:**

- 1. Improve data used to measure the Medication Administration Check (MAK) system performance by creating benchmarks and a baseline to assess the safety and efficiencies when dispensing medication to patients at the Medical Center.**

**Response:** Agree. This recommendation has been partially implemented. The San Mateo Medical Center Pharmacy has continued to report on medication errors and discrepancies using methodologies that predate the MAK system implementation. These methodologies used data on medication errors, discrepancies and near misses that was generated by reporting mechanisms that existed outside of the MAK system (i.e unusual occurrence reports completed by staff). These reports have demonstrated that the MAK system has had a significant positive impact on the safe administration of medications at San Mateo Medical Center. These reports were shared with the Grand Jury as part of their investigation. By November 1, 2009, quality reports from the Department of Pharmacy shall begin to incorporate data that comes directly out of the MAK system so as to further support this assertion. These reports will include information on averted medication administration errors, overrides and other data relevant to the safety of inpatient medication administration.

- 2. Utilize MAK data to make decisions and suggestions for improvement of the current MAK module, and development of future software modules.**

**Response:** Agree. This recommendation has not been implemented but will be implemented in the future. By November 1, 2009, San Mateo Medical Center will use compiled data to begin work with its MAK vendor to further develop the MAK system to better serve the needs of San Mateo Medical Center and its patients.

- 3. Submit regular reports that evaluate the overall effectiveness and efficiency of the MAK system and recommend areas for system improvement to the Medical Center Board of Directors.**

**Response:** Agree. This recommendation has not been implemented but is slated for implementation once the reports and data listed in items 1 and 2 are fully developed. By November 1, 2009, these reports will be incorporated into Pharmacy services' quarterly report to the Hospital Quality Improvement Committee. These reports and their recommendations are then submitted to the Hospital Board.

- 4. Contact other hospitals who use MAK and share ideas contributing to successful data gathering and reporting processes.**

**Response:** Agree. This recommendation has not been implemented but is consistent with the Medical Center's approach to implementing new technologies. Now that the Medical Center has gained sufficient experience with the MAK system, it can begin to seek out other MAK users to share best practices. This process will begin by October 1, 2009.

- 5. Evaluate the purchase of a Computerized Provider Order Entry (CPOE) module, which allows physicians to coordinate with the MAK software module.**

**Response:** Agree. This recommendation has not been implemented but will be implemented in the future. The Medical Center agrees that the implementation of a CPOE system would better leverage the potential of the MAK system and further improve medication safety. The purchase of a CPOE module would, however, involve a significant outlay of capital that the Medical Center does not currently possess. Federal stimulus funding aimed at the expansion of Health Information Technology may provide the means by which the Medical Center can purchase this module. The Medical Center will continue to track federal stimulus funds and evaluate whether these funds can be secured to purchase a CPOE module. It is anticipated that this analysis can be completed by November 1, 2009.

# San Mateo County's Pharmaceutical Disposal Program Report

## **Findings:**

Staff is in general agreement with the Grand Jury's findings.

## **Recommendations:**

**The Grand Jury recommends that the San Mateo County Board of Supervisor's direct the San Mateo County Division of Environmental Health to:**

- 1. Develop a marketing plan to promote the Pharmaceutical Disposal Program (Disposal Program) at the pharmaceutical dispensing sources throughout the County including pharmacies, doctor offices, hospitals, medical centers, veterinary clinics, senior centers, and retail outlets.**

**Response:** Agree in part. The Pharmaceutical Disposal Program, which includes disposal of sharps, is currently included as part of our pollution prevention outreach efforts. Our outreach materials are widely distributed and include many of the locations recommended by the Grand Jury. However, there is no dedicated source of funding to provide outreach materials dedicated solely for this program.

- 2. Expand the Disposal Program throughout the County by working with local jurisdictions to establish the program in all appropriate law enforcement locations.**

**Response:** Disagree. The 14 jurisdictions currently participating are situated to provide convenient access to neighboring cities and jurisdictions. Smaller jurisdictions do not have the manpower available to provide the needed staff for collection and/or transportation of the material. Additionally, an increase in locations would increase disposal costs, without necessarily increasing the amount of pharmaceuticals collected, as the collection costs include a per stop charge.

- 3. Explore development of a pharmacy take-back option for unused pharmaceuticals in partnership with pharmaceutical manufacturers.**

**Response:** Agree. Statewide Extended Producer Responsibility (EPR) initiatives, which place the responsibility of product disposal on the producer, include pharmaceuticals. Environmental Health Staff are actively involved with these efforts.

**4. Expand the Disposal Program to include a separate container for sharps at the same drop-off locations**

**Response:** Agree. Staff is currently working with many of the jurisdictions to identify appropriate containers and collection methods for sharps.

**5. Adopt a resolution in support of HR 1191 and other federal and state legislation that encourages the appropriate disposal of unused pharmaceuticals.**

**Response:** Agree in part. Staff is concerned that HR 1191 would allow collection, storage and transportation of controlled substances without the requirement of having a Peace Officer present. This could lead to public and employee safety issues and criminal activity at those less secure collection locations. However, there are components of HR 1191 that staff support such as extending producer responsibility programs.