



# Work-in-Progress

## **Federal Bureau of Prisons** *Medical Data Management*

### **ABOUT THE ACADEMY**

The National Academy of Public Administration is a non-profit, independent organization of top public management and organizational leaders who tackle the nation's most critical and complex public management challenges. With a network of more than 850 distinguished Fellows and an experienced professional staff, the National Academy is uniquely qualified and trusted across government to provide objective advice and practical solutions based on systematic research and expert analysis. Established in 1967 and chartered by Congress in 1984, the National Academy continues to make a positive impact by helping federal, state and local governments respond effectively to current circumstances and changing conditions. Learn more about the National Academy and its work at [www.NAPAwash.org](http://www.NAPAwash.org)

### **BACKGROUND**

The Federal Bureau of Prisons (BOP) currently provides healthcare to more than 156,000 inmates in more than 122 prisons (institutions) geographically dispersed throughout the contiguous United States, Hawaii, and Puerto Rico. BOP's Health Services Division (HSD) is responsible for medical, dental, social and psychiatric mental health services provided to Federal inmates in BOP facilities, including health care delivery, infectious disease management, and medical designations. The Reentry Services Division is responsible for inmate health care programs for inmates in community custody and psychologist provided mental health and drug treatment programs. In December 2017, the Government Accountability Office issued a recommendation that BOP improve its data systems so that the financial costs of various treatments could be better tracked and managed. A similar finding was highlighted by the Office of the Inspector General during the same month, expressing that "improved data aggregation will ensure better oversight of the BOP's health care contracts."

### **PROJECT DESCRIPTION**

The purpose of this project is to identify the best means by which to improve BOP's data aggregation and improve oversight of its health care contracts. BOP has contracted with the National Academy of Public Administration (the Academy) to:

- obtain a report comparing and contrasting the organizational structure of the BOP inmate health care system with the health care systems of at least two other government agencies and one large non-governmental health care system;
- a report on the Academy's findings and recommendations on organizational assessment of BOP/HSD's approach to data analysis and strategic planning; and
- a communication plan and presentation at the completion of the study for senior leadership, HSD departments, joint departments and staff.

The Academy has appointed a five-member Panel of Fellows to oversee the work of the study team, provide guidance on project approach, and issue recommendations. The study will be conducted over a period of 12 months, to conclude in September 2019.

## PANEL

**Kristine Marcy,\* Chair**, Former President and Chief Executive Officer, National Academy of Public Administration; Consultant, McConnell International; Chief Operating Officer, Small Business Administration; Senior Counsel, Detention and Deportation, Immigration and Naturalization Service; Former positions with U.S. Department of Justice: Assistant Director for Prisoner Services, U.S. Marshals Service; Associate Deputy Attorney General, Office of the Deputy Attorney General. Acting Director, Deputy Director, Office of Construction Management and Deputy Budget Director, U.S. Department of the Interior; Deputy Assistant Secretary, Office of Civil Rights, U.S. Department of Education; Assistant Director, Human Resources, Veterans and Labor Group, U.S. Office of Personnel Management.

**Gary Glickman,\*** Former Managing Director, Health & Public Service Innovation, Accenture. Senior Policy Advisor, US Department of Treasury; Coordinator, Partnership Fund for Program Integrity Innovation, Office of Management and Budget (OMB), Executive Office of the President; President and CEO, Imadgen LLC; President and CEO, Giesecke and Devrient Cardtech; President and Chief Marketing Officer, Maximus; President, Phoenix Planning & Evaluation, Ltd.; Principal/ National Director, Federal Consulting, Laventhol & Horwath; Practice leader, Financial Institutions Division, Orkand Corporation; Senior Consultant, Deloitte Consulting, LLP.; Team Member, Office of the Secretary, US Department of the Treasury; Chief, Financial Management Division, Office of the Comptroller of the City of New York.

**Harold Clarke,\*** Director, Virginia Department of Corrections. Former Commissioner, Massachusetts Department of Corrections; Secretary, Washington State Department of Corrections; Director, Nebraska Department of Correctional Services; Former Positions with Lincoln Correctional Center: Unit Administrator, Unit Manager; Former Positions with Nebraska State Penitentiary: Warden, Deputy Warden, Associate Warden/Custody, Assistant Superintendent, Rehabilitation Counselor/Supervisor, Institutional Counselor and Parole Advisor.

**Barton Wechsler,\*** Dean, Harry S. Truman School of Public Affairs, University of Missouri-Columbia. Former positions with Harry S Truman School of Public Affairs and Institute of Public Policy, University of Missouri: Director; Professor. Positions with Edmund S. Muskie School of Public Service, University of Southern Maine: Professor; Dean. Positions with Institute of Government and Public Affairs, College of Urban Planning and Public Affairs, University of Illinois-Chicago: Professor; Director of the Public Management Program. Positions with Florida State University: Director of Graduate Studies, Reubin O'D. Askew School of Public Administration and Policy; Associate Professor, Reubin O'D. Askew School of Public Administration and Policy; Assistant Professor, Reubin O'D. Askew School of Public Administration and Policy; Director, Florida Center for Productivity Improvement; Faculty Associate, Florida Center for Productivity Improvement.

**Thomas Garthwaite,\*** Former Vice President, Diabetes Care & Medical Director for Employee Health, Hospital Corporation of America, Nashville, TN. Vice President and Chief Operating Officer, Clinical Services Group, Hospital Corporation of America, Nashville, TN; Former Executive Vice President and Chief Medical Officer, Catholic Health East, Newtown Square, Pennsylvania; Former Director and Chief Medical Officer, Department of Health Services, County of Los Angeles, Los Angeles, California; Undersecretary for Health, Department of Veterans Affairs; Deputy Undersecretary for Health, Department of Veterans Affairs; Chief of Staff and Associate Dean, the Medical College of Wisconsin, Milwaukee, Wisconsin; Internal Medicine Residency, Medical College of Wisconsin Affiliated Hospitals; Endocrinology and Metabolism Fellowship, Medical College of Wisconsin, Veterans Medical Center.

## PROJECT STAFF

**Brenna Isman**, *Director of Academy Studies*

**Roger Kodat**, *Senior Project Director*

**Jonathan Tucker**, *Senior Analyst*

**Adam Darr**, *Research Analyst*

**Kyle Romano**, *Research Associate*

*\*Academy Fellow*