From phone conversation with Dr. Ron Shansky:

(1) Overall, seems to have all of the basic elements for prison health care system.

(2) California had a problem with hiring physicians w/o credentials and then promoting them to leadership positions. We've done a good job of changing that, but we probably still could benefit from a training program for management positions in how to implement policies and how to self-monitor. How to manage and lead.

(3) We need to instill throughout the system a sense of ownership over individual patient health. The CMO has to convey that sense locally, and that has to become a theme statewide.

(4) Three is too few regions. Must expand number of regions so that regional leaders really get to know their institutions very well.

Clark Kelso