

Clearwater Complete: A TB Program
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1. Program Description

1.1 Program Overview

Tuberculosis (TB) is an airborne infectious disease caused by *Mycobacterium tuberculosis* that primarily affects the lungs. It remains a major global public health concern and is responsible for more than 1.23 million deaths worldwide each year (World Health Organization, 2025).

Clearwater County, an employment and public service hub of the southeastern United States, has reported an ongoing struggle with the control of tuberculosis in their community. Recently, the Clearwater County Health Department has helped identify high TB incidence rates and mortality rates as compared to the national and state averages. The specific health problem contributing to these numbers is the lack of TB treatment completion from the affected adults of Clearwater County. The overall mission of the Clearwater Complete TB program is to reduce tuberculosis (TB) incidence and mortality rates in Clearwater County, particularly among adults associated with Clearwater Federal Penitentiary, including inmates and employees.

The Clearwater Complete TB program is designed to address tuberculosis incidence rates in Clearwater County and among adults associated with Clearwater Federal Penitentiary. The program aims to improve treatment completion, health literacy, and TB resources by addressing barriers related to accessibility, low health literacy, and a lack of eligible healthcare providers.

1.2 Target Population and Setting

Clearwater Complete aims to reach adults in Clearwater County with active TB involved with Clearwater Federal Penitentiary (CFP). These adults are at a high risk for not completing their full course of treatment within 12 months of their diagnosis due to barriers to success such as geographic location, transportation, poverty, treatment side effects, and limited clinical staff to administer treatment. As the county's largest employer, CFP includes prolonged close contact among many Clearwater County residents, making it a high-risk setting for TB transmission among staff members and inmates. This population can realistically be reached or engaged through the Clearwater Federal Penitentiary itself, including the healthcare center on the penitentiary's campus. This program will take place in Clearwater County to meet the affected residents closest to where they are. More specifically, the program will be located at the Clearwater Federal Penitentiary to have direct access to the target population. This location has the capacity to address the identified health problem because of its coordination with the Clearwater County Health Department and their pre-existing TB programs, while maintaining a \$200,000/2 year budget. Program services will be delivered through the Clearwater Federal Penitentiary itself, along with mobile health clinics and employee training facilities.

1.3 Program Strategy

Clearwater Complete will deliver services through several core strategies including education and expansion of preexisting services. These strategies are designed to reduce barriers to accessibility within Clearwater Federal Penitentiary, improve health literacy, and increase treatment completion rates.

Major program components include Directly Observed Therapy, hiring and training new staff members, educational sessions and brochures, etc. These engaging activities hope to combat the health barriers of Clearwater County in order to directly address TB treatment completion rates.

1.4 Program Scope and Timeframe

The program will be implemented over a two-year period by following the course of TB treatment, transmission, education, and completion. Key partners include CFP, the local hospital, the local pharmacy, and the Clearwater County Health Department. The program expects to serve over 2000 county employees and inmates associated with Clearwater Federal Penitentiary. Participants will focus on improving treatment completion and health literacy rates throughout the course of their program.

2. Program Activities

2.1 Program Activity Descriptions

Table 2.1.1 Program Activities, Goal 1: Treatment Completion

Goal 1: To improve treatment completion rates among individuals with active TB associated with Clearwater Federal Penitentiary within the next two years.	
<i>Objective 1.1</i>	By the end of the two-year program, TB treatment completion rates among individuals associated with Clearwater Federal Penitentiary will increase from 74.6% to 85%.
Activity 1.1.1	Implement Directly Observed Therapy (DOT), administered by the advanced nursing staff, into the federal prison system for active TB patients when they begin treatment.
Activity 1.1.2	Incorporate a structured follow-up system (checklists, charts, etc.) for employees and inmates going through treatment to ensure all medications are properly taken each day.
Activity 1.1.3	Deliver small incentives, such as gift cards or extra recreational time, for those who successfully complete DOT under the nursing staff's supervision.
<i>Objective 1.2</i>	By the end of the two-year program, 90% of infected inmates and employees were properly diagnosed and received a form of treatment
Activity 1.2.1	Collaborate with the local hospital to support transportation efforts if hospitalizations become necessary due to severity of TB symptoms for CFP inmates and employees.
Activity 1.2.2	Train all staff and inmates to report all potential TB symptoms (ex. Persistent cough, fever, chest pain, etc.) immediately to healthcare staff or their supervisor.
Activity 1.2.3	Coordinate with local pharmacy to manage TB medication by ensuring timely delivery of resources and monitoring inventory levels when necessary.

Table 2.1.2 Program Activities, Goal 2: Improved Health Literacy

Goal 2: To improve health literacy and education for the target population throughout their course of treatment.
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<i>Objective 2.1</i>	Within the first six months of the program, TB education sessions will be provided to at least 75% of Clearwater Federal Penitentiary (including both employees and inmates and those who are not yet diagnosed).
Activity 1.2.1	Assign Clearwater County Health Department to assist in CFP education efforts for inmates and staff in person through workshops, handouts, and severity explanations.
Activity 1.2.2	Integrate Clearwater County Health Department's pre-existing brochures into education session and send them to inmate's families and staff member's homes to guide and encourage treatment.
Activity 1.2.3	Launch educational bulletin boards throughout the CFP hallways to educate inmates and staff members about TB transmission, severity, and current statistics throughout the county.
<i>Objective 2.2</i>	At least 70% of program participants demonstrate improved health literacy regarding TB treatment, symptoms, and transmission throughout the two-year program.
Activity 2.2.1	Administer pre assessments to all program participants to gain a baseline of knowledge and understanding of TB symptoms, treatment, transmission, and overall health literacy.
Activity 2.2.2	Administer post assessments to all program participants to assess knowledge and understanding of TB symptoms, treatment, transmission, and overall health literacy.
Activity 2.2.3	Offer one-on-one services and education by TB nursing staff for those with a language barrier or particularly low health literacy to further instruct program participants.

Table 2.1.3 Program Activities, Goal 3: Expansion of Services

Goal 3: To expand existing services, such as screening availability, mobile TB skin tests, and TB education materials that had previously excluded Clearwater Federal Penitentiary inmates and employees.	
<i>Objective 3.1</i>	At least one new provider (an advance practice RN) is hired and trained within the first two months of the program.
Activity 1.3.1	Train new staff members by collaborating with the Clearwater County Health Department and previously employed RN within the first two months of the program.
Activity 1.3.2	Guide CFP staff members through separate training methods, including Health Department modules and education sessions, to help lead the program alongside the Clearwater County Health Department employees.
Activity 1.3.3	Notify the newly employed RN that they will be given an incentive/compensation (increased wages for the month of training) for working within the prison system and to speed up their training process.
<i>Objective 3.2</i>	At least 50% of Clearwater Federal Penitentiary is screened for TB throughout the programs course of two years
Activity 2.3.1	Masks, PPE, and proper quarantine are implemented by staff members if an individual of the Clearwater Federal Penitentiary becomes infected with TB.
Activity 2.3.2	Schedule randomly assigned mobile TB skin tests for 25% of Clearwater Federal Penitentiary (including inmates and employees) at least once every six months.
Activity 2.3.3	Instruct Clearwater Complete staff to schedule immediate TB skin test for inmates and CFP employees who report a development of symptoms (ex. Persistent cough, fever, chest pain, etc.)

3. Theoretical Framework

3.1 Theory Description

This theoretical framework is designed to identify constructs that may influence the target population's behavior and health outcomes throughout the Clearwater Complete TB program. The primary theory guiding this TB program is The Health Belief Model (HBM). The HBM has an emphasis on explaining benefits to the target population, with an influence on perception and behavior. This educational primary theory is appropriate for TB treatment and education because individual choices often play a large impact in health outcomes, especially when dealing with tuberculosis.

3.2 Theory Constructs and Program Application

The following table shows the core constructs of the Health Belief Model and how it relates directly to Clearwater Complete.

Table 3.2.1 Theoretical Framework Explanation

Primary Theory: The Health Belief Model	
Construct	Program Application
Perceived Susceptibility	The program will directly combat perceived susceptibility. In Clearwater Federal Penitentiary, many individuals may underestimate their risk of developing TB or may feel like developing TB is out of their control. While this disease is highly transmissible, proper knowledge on susceptibility may help reduce the burden of disease throughout the county, especially at CFP. This construct is reflected in activities such as 1.2.2 and 3.2.2 which have an emphasis on educational training and routine screening methods to help patient's understand susceptibility.
Construct	Program Application
Perceived Severity	An emphasis on perceived severity can help the target population become more education on symptoms, transmission of disease, the risk of close contact, and other factors of TB severity. This construct applies to both individuals who are already diagnosed and to those who are asymptomatic. This construct is reflected in activities such as 3.2.1 and 2.1.3 which emphasize education and resources for screening and quarantine protocols to help explain the severity of TB.
Construct	Program Application
Perceived Benefit	This construct applies to Clearwater Federal Penitentiary employees and inmates who have already been diagnosed with active TB. Education methods will be designed to address the benefits of completed treatment, with an emphasis on the possibility of the disease mutating into DR-TB if treatment is not properly followed. Understanding the benefits of proper treatment is a step towards reducing its incidence rate and increasing treatment completion rates simultaneously across the county. This construct is reflected in education and incentive activities such as

	1.1.3 and 2.1.1 to help the participant believe their choices will improve outcomes.
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4. Program Implementation Plan

4.1 Participant Flow

The participant journey design describes how participants move through the program from recruitment to completion. Because Complete Clearwater is aimed at targeting those who are diagnosed with active TB, CFP participant may have differing pathways if they are not diagnosed.

Table 4.1 Participant Journey Diagram

Participant Identification	Individuals are eligible for the Clearwater Complete TB program if they are an employee or inmate of the Clearwater County Penitentiary, with or without active TB. Education methods, treatment oversight, and pre/post assessments will vary depending on if the individual is diagnosed with active TB or not.
Participant Recruitment	Inmates are contacted through their supervisor at Clearwater Federal Penitentiary. Employees are recruited through bulletin boards, staff newsletters, and brochures. Incentives, such as more recreation time, may be provided to inmates who agree to screening and education sessions.
Participant Enrollment	Participants are automatically enrolled in the program if they are diagnosed with active TB before or during incarceration. If an individual does not have TB, they will attend the education and screening sessions. Formal documentation is only required for treatment adherence.
Initial Assessment/Intake	Baseline information will be determined by individual pre assessments administered prior to education sessions. Screening also may serve as a form of initial assessment, as the patient's needs, risks, and circumstances will be taken into consideration.
Program Activities	Program activities include Directly Observed Therapy, hiring and training new staff, administering brochures and handouts, conducting routine screening sessions, treatment progression tracking, one-on-one counseling sessions, and pharmacy/hospital partner utilization.
Follow-up/Support	After screening and education sessions have been delivered, post assessments are administered to determine an increase in health literacy. After treatment begins, DOT is continued to ensure/help with patient participation and medication uptake.
Program Completion	Program completion may come with an incentive for inmates such as more recreation time or a certificate of achievement. For employees, a monetary benefit or employee benefit may come with completion. Here, all education sessions have been attended and/or all medication has been properly taken.
Outcome Evaluation	Post assessments and post treatment screening will be the main tools to assess the outcome evaluation. Screening will determine if the participant accurately recovered from TB after a diagnosis. If the participant was never diagnosed with TB, the post assessment will assess their health literacy levels and determine if knowledge increased after completion of the education portion of the Clearwater Complete TB program.

4.2 Implementation Plan

Table 4.2 *Implementation Plan, Goal 1: Treatment Completion*

Goal 1: To improve treatment completion rates among individuals with active TB associated with Clearwater Federal Penitentiary within the next two years.	
Objective 1.1: By the end of the two-year program, TB treatment completion rates among individuals associated with Clearwater Federal Penitentiary will increase from 74.6% to 85%.	
<p><i>Activity 1.1.1:</i> Implement Directly Observed Therapy (DOT), administered by the advanced nursing staff, into the federal prison system for active TB patients when they begin treatment.</p> <p><i>Activity 1.1.2:</i> Incorporate a structured follow-up system (checklists, charts, etc.) for employees and inmates going through treatment to ensure all medications are properly taken each day.</p> <p><i>Activity 1.1.3:</i> Deliver small incentives, such as gift cards or extra recreational time, for those who successfully complete DOT under the nursing staff's supervision.</p>	
Objective 1.2: By the end of the two-year program, 90% of infected inmates and employees were properly diagnosed and received a form of treatment	
<p><i>Activity 1.2.1:</i> Collaborate with the local hospital to support transportation efforts if hospitalizations become necessary due to severity of TB symptoms for CFP inmates and employees.</p> <p><i>Activity 1.2.2:</i> Train all staff and inmates to report all potential TB symptoms (ex. Persistent cough, fever, chest pain, etc.) immediately to healthcare staff or their supervisor.</p> <p><i>Activity 1.2.3:</i> Coordinate with local pharmacy to manage TB medication by ensuring timely delivery of resources and monitoring inventory levels when necessary.</p>	
Program Setting and Delivery Location	These activities will be delivered inside of the CFP through trained staff members and Clearwater County Health Department employees.
Target Population Recruitment	Inmates are contacted through their supervisor at Clearwater Federal Penitentiary. Employees are recruited through bulletin boards, staff newsletters, and brochures. Incentives, such as more recreation time, may be provided to inmates who agree to screening and education sessions.
Partnerships	The County Health Department will be the primary partnership involved with this goal and its corresponding objectives. The local hospital and pharmacy will assist in medication administration if necessary.
Staffing and Roles	The existing and new advance practice RN will administer DOT to patients within Clearwater Federal Penitentiary who have been diagnosed with TB and are going through treatment. These healthcare providers will also conduct routine checks in the follow-up system. CFP officers and employees will administer small incentives for those who complete treatment. County Health Department will conduct all training for employees, including plans if there is an unexpected outbreak and transportation.
Program Timeline	Year 1 is a focus on implementation while year 2 is a focus on treatment completion and adherence.
Materials and Resources	Flyers, brochures, and bulletin boards will be administered throughout the CFP to promote DOT, screening, and medications.
Participant Flow	Participants move through the program as best as their course of treatment will allow them to do so. Pre and post assessments as well as skin tests will determine if an individual has completed the program.

Table 4.3 *Implementation Plan, Goal 2: Improved Health Literacy*

Goal 2: To improve health literacy and education for the target population throughout their course of treatment.	
Objective 2.1: Within the first six months of the program, TB education sessions will be provided to at least 75% of Clearwater Federal Penitentiary (CFP), including both employees, inmates, and those who are not yet diagnosed.	
<p><i>Activity 2.1.1:</i> Assign Clearwater County Health Department to assist in CFP education efforts for inmates and staff in person through workshops, handouts, and severity explanations.</p> <p><i>Activity 2.1.2:</i> Integrate Clearwater County Health Department’s pre-existing brochures into education session and send them to inmate’s families and staff member’s homes to guide and encourage treatment.</p> <p><i>Activity 2.1.3:</i> Launch educational bulletin boards throughout the CFP hallways to educate inmates and staff members about TB transmission, severity, and current statistics throughout the county.</p>	
Objective 2.2: At least 70% of program participants demonstrate improved health literacy regarding TB treatment, symptoms, and transmission throughout the two-year program.	
<p><i>Activity 2.2.1:</i> Administer pre assessments to all program participants to gain a baseline of knowledge and understanding of TB symptoms, treatment, transmission, and overall health literacy.</p> <p><i>Activity 2.2.2:</i> Administer post assessments to all program participants to assess knowledge and understanding of TB symptoms, treatment, transmission, and overall health literacy.</p> <p><i>Activity 2.2.3:</i> Offer one-on-one services and education by TB nursing staff for those with a language barrier or particularly low health literacy to further instruct program participants.</p>	
Program Setting and Delivery Location	These activities will be delivered inside of the CFP through trained staff members and Clearwater County Health Department employees.
Target Population Recruitment	Inmates are contacted through their supervisor at Clearwater Federal Penitentiary. Employees are recruited through bulletin boards, staff newsletters, and brochures. Incentives, such as more recreation time, may be provided to inmates who agree to screening and education sessions.
Partnerships	The County Health Department will be the primary partnership involved with this goal and its corresponding objectives. The local hospital and pharmacy will assist in medication administration if necessary.
Staffing and Roles	Health literacy and education programs will be administered by CFP employees and trained healthcare officials from the Clearwater County Health Department.
Program Timeline	Education sessions and materials will be fully in place within the first six months of the program. Pre assessments are given on the participant’s first day in the program. Post assessments are given once treatment or education is completed.
Materials and Resources	Flyers, brochures, and bulletin boards will be administered throughout the CFP to promote the introduction and expansion of these new educational services.
Participant Flow	All individuals related to the CFP are eligible to attend the education sessions and complete the pre assessment. Those who score particularly low and are considered “high-risk” are recommended to attend a one-on-one education session. Post

	assessments are then administered and determine if the individual has successfully “completed” this part of the program.
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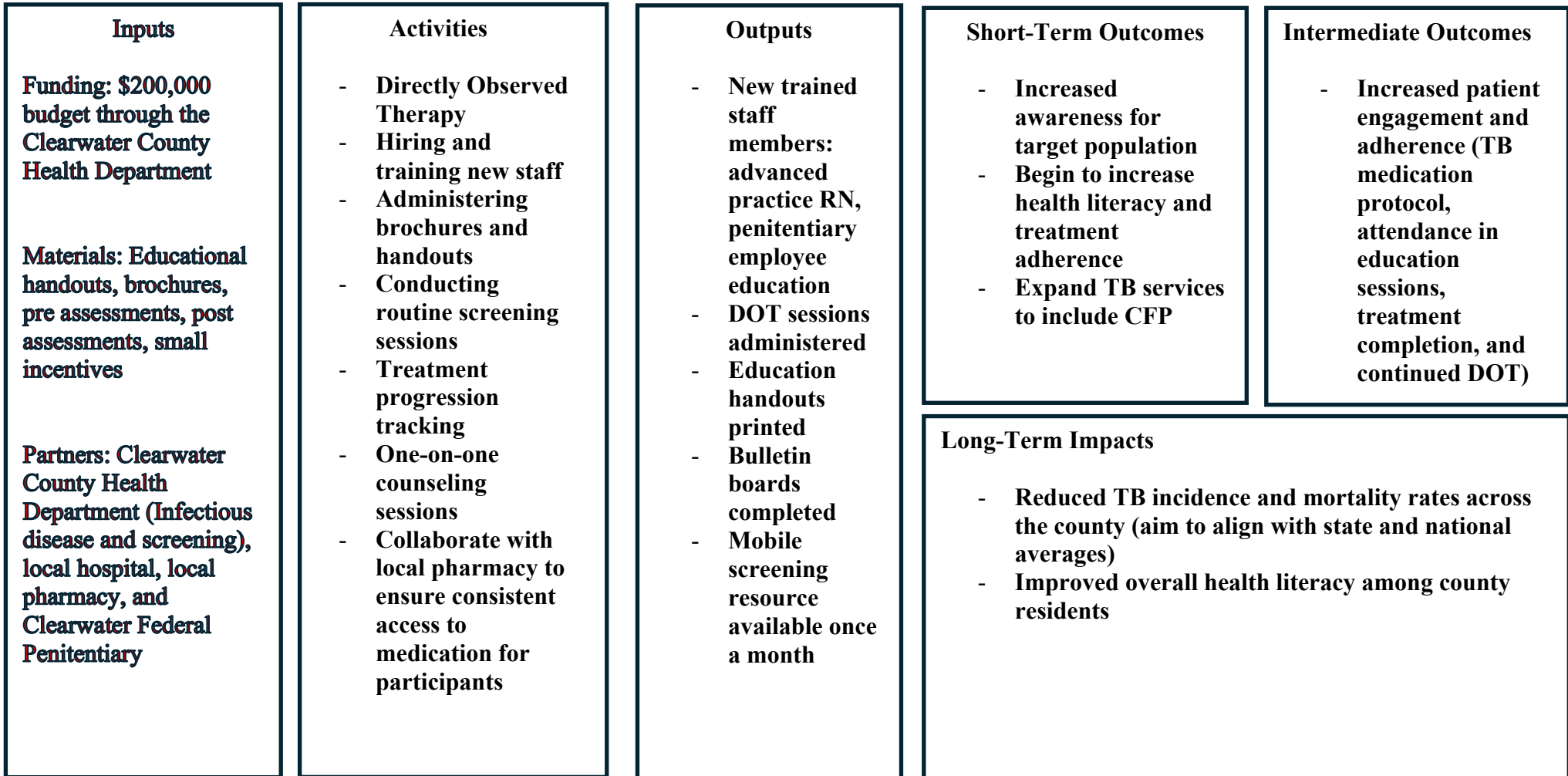
Table 4.4 *Implementation Plan, Goal 3: Expansion of Services*

Goal 3: To expand existing services, such as screening availability, mobile TB skin tests, and TB education materials that had previously excluded Clearwater Federal Penitentiary inmates and employees.	
Objective 3.1: At least one new provider (an advance practice RN) is hired and trained within the first two months of the program.	
<p><i>Activity 3.1.1:</i> Train new staff members by collaborating with the Clearwater County Health Department and previously employed RN within the first two months of the program.</p> <p><i>Activity 3.1.2:</i> Guide CFP staff members through separate training methods, including Health Department modules and education sessions, to help lead the program alongside the Clearwater County Health Department employees.</p> <p><i>Activity 3.1.3:</i> Notify the newly employed RN that they will be given an incentive/compensation (increased wages for the month of training) for working within the prison system and to speed up their training process.</p>	
Objective 3.2: At least 50% of Clearwater Federal Penitentiary is screened for TB throughout the program’s course of two years	
<p><i>Activity 3.2.1:</i> Masks, PPE, and proper quarantine are implemented by staff members if an individual of the Clearwater Federal Penitentiary becomes infected with TB.</p> <p><i>Activity 3.2.2:</i> Schedule randomly assigned mobile TB skin tests for 25% of Clearwater Federal Penitentiary (including inmates and employees) at least once every six months.</p> <p><i>Activity 3.2.3:</i> Instruct Clearwater Complete staff to schedule immediate TB skin test for inmates and CFP employees who report a development of symptoms (ex. Persistent cough, fever, chest pain, etc.)</p>	
Program Setting and Delivery Location	These activities will be delivered inside of the CFP through trained staff members and Clearwater County Health Department employees.
Target Population Recruitment	Inmates are contacted through their supervisor at Clearwater Federal Penitentiary. Employees are recruited through bulletin boards, staff newsletters, and brochures. Incentives, such as more recreation time, may be provided to inmates who agree to screening and education sessions.
Partnerships	The County Health Department will be the primary partnership involved with this goal and its corresponding objectives. The local hospital and pharmacy will assist in medication administration if necessary.
Staffing and Roles	The County Health Department will be the primary partnership involved with this goal and its corresponding objectives. The new advance practice RN will assist in screening. The local hospital and pharmacy will assist in medication administration if necessary.
Program Timeline	The new provider will be trained within the first two months of the program to assist in screening, the mobile skin testing, and other activities throughout the program.
Materials and Resources	Flyers, brochures, and bulletin boards will be administered throughout the CFP to promote the introduction and expansion of these new services.

Participant Flow	Participants move through the program as best as their course of treatment will allow them to do so. Skin tests and access to these services will determine if an individual has completed the program.
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5. Logic Model

Program Title: Clearwater Complete: A TB Program
Program Purpose: To combat TB in the federal prison system
Program Goal: To improve treatment completion, health literacy, and expand preexisting services



Moderators/Contextual Factors
 Health literacy, perceived benefit/susceptibility, preexisting conditions

5.2 Logic Model Narrative (1 page)

Inputs

The inputs for Complete Clearwater include all the materials, funding, and personnel responsible to produce this program. First, Funding will be provided by the Clearwater County Health Department through a budget of \$200,000 over the course of this two-year program. Program staff will include healthcare professionals, public health educators from the Clearwater County Health Department, and Clearwater Federal Penitentiary officers who oversee and assist the inmates. Partner organizations will be primarily from subdivisions of the Clearwater County Health Department, such as TB/Infectious Disease control and the local hospital/pharmacy. The program will be implemented at the Clearwater Federal Penitentiary itself, with some flexibility due to the mobile care clinics. Education materials necessary to complete the activities will be prepared online or in the health department offices and will include bulletin boards, pre/post assessments, DOT sessions, one-on-one sessions (if necessary), and group sessions.

Activities

The activities for Clearwater Complete include methods to both increase education and decrease incidence rates. Overall, these activities are implemented to increase treatment completion rates by education and providing accessible tools to the target population. Activities include Directly Observed Therapy, hiring and training new staff, administering brochures and handouts, conducting routine screening sessions, treatment progression tracking, one-on-one counseling sessions, and pharmacy utilization. These activities directly address the needs of the Clearwater County residents, as they continue to have high TB incidence rates and mortality rates, and low health literacy rates when compared to national and state averages.

Outputs

From these activities, we expect to have hired at least one new staff member to assist in screening and treatment operations. In terms of services delivered, DOT sessions will be administered to all inmates and staff members who are diagnosed with TB within this two-year program. Education handouts, such as brochures, will be passed out among the entirety of the target population. Bulletin boards will be decorated and displayed with information regarding times of the mobile care unit and screening programs throughout the CFP hallways and offices, reaching everyone in the facility.

Short-Term Outcomes – Awareness

Within the first 6 months of program participation, screening methods will be available for all inmates and employees of Clearwater Federal Penitentiary. Once additional staff is trained, education sessions will be implemented into inmate recreation or mealtime throughout the week and are dependent on the number of participants who develop TB at the time. Our short-term goals emphasize increased awareness of the available resources, such as the mobile screening clinic, employee engagement in reporting symptoms, and the education sessions occurring

throughout the penitentiary. Along with knowledge and awareness, the target population will begin to have a more positive attitude about their projected treatment plans.

Intermediate Outcomes – Behavior Changes

After the short-term outcomes have occurred, we expect to see the beginning of treatment adherence and completion among all TB patients enrolled in the program. Attendance in education sessions will reflect behavioral changes from the CFP community. Distribution of one-on-one sessions will greatly impact the health literacy and health behaviors of some individuals who initially fell behind to increase their knowledge. However, the larger education sessions are the main target. We expect improved TB behaviors to be demonstrated through conversations, proper handwashing and preventative methods, etc. The pharmacy will also track medication pick up to ensure the program is on track for our long-term impact. Post assessments will be evaluated to determine if there was truly an increase in health literacy and attitudes towards TB protocol. The main intermediate outcome is an increase TB treatment completion rate of 85%, a 10% increase from the previous number of 74.6%, which demonstrates improved behavioral outcomes from our target population.

Long-Term Impact – Overall Health

While this program takes place within Clearwater Federal Penitentiary, the long-term impact reaches further than these geographical boundaries. Even though we are targeting one organization, CFP encompasses 2,300 inmates and over 900 employees, serving as the county's largest employer. The amount of people CFP affects justifies the scope of our program and its mission. This impact leads our long-term health impacts to be centered around a reduced TB incidence in mortality rate overall. The efforts from Clearwater Complete are projected to support a better health status throughout Clearwater County, including improved respiratory health, increased health literacy, and reduced mortality.

Moderating Factors

A moderating factor that may weaken the program's effectiveness is the lack of knowledge and health literacy throughout the county. While this is what the program aims to combat, it may be difficult to communicate to individuals who are incarcerated and have a low health literacy status. Additionally, preexisting conditions may limit an individual's ability to participate in the education sessions and adhere to treatment plans. A third moderating factor is the potential of a false positive TB test, which may delay or waste services that are unnecessary for a patient.