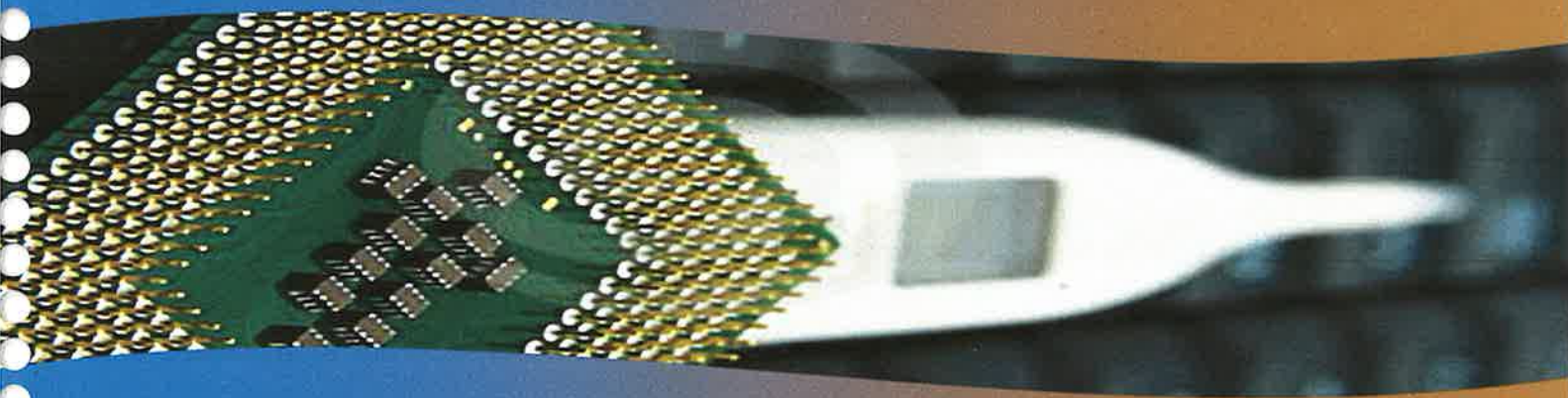


Inmate Medical & Pharmacy Services
For Muscogee County Prison
(Annual Contract)

REQUEST FOR PROPOSAL No. 18-0022

Original



Due Date: May 18, 2018
5:00 p.m.



Submitted By:
Correctional Medical Associates, Inc.
1000 Circle 75 Parkway, Suite 060
Atlanta, Georgia 30339



1000 Circle 75 Parkway, SE
Suite 060
Atlanta, GA 30339
Phone: 404.760.0296
Fax: 404.760.0298

May 17, 2018

Andrea J. McCorvey, Purchasing Division Manager
Columbus Consolidated Government - Purchasing Division
1100 Tenth Street
Columbus, GA 31901

REF: Inmate Medical & Pharmacy Services for Muscogee County Prison
(Annual Contract) – RFP No. 18-0022

Dear Ms. McCorvey:

Correctional Medical Associates, Inc. (CMA) is pleased to provide our Technical Proposal in response to the Request for Proposal RFP No. 18-0022, for "Providing Inmate Medical & Pharmacy Services for the Muscogee County Prison."

CMA has maintained an outstanding record for exceptional health care for over 30 years, including the delivery of comprehensive medical health, mental health and dental services to facilities including the Fulton County Jail, Atlanta, Georgia, as well as facilities in Mississippi. Our service program delivers measurable results...with an emphasis on quality, innovation and value. Our Cost Proposal form and Cost Proposal cover letter is included separately.

Our Technical Proposal outlines our Scope of Work and deliverables as requested in RFP No. 18-0022.

STAFFING PLAN:

- **Option 1: Specified Annual Proposed Staffing:** Incorporates the RFP Specified Staffing Plan with 7.625 FTEs. Includes Optometrist services on-site for up to 4 hours per week.
- **Option 2: Vendor's Recommended Staffing:** Incorporates the CMA Specified Staffing Plan with 7.15 FTEs. Although our Recommended Staffing reflects little change in the total FTE count, our revised mix of FTE hours and positions delivers a cost-effective advantage for the Muscogee County Prison. Our Staffing Plan revisions are detailed in our CMA Proposal. Optometrist services on-site are revised to be 8 hours per month.

CMA DELIVERABLES: Our Proposal fulfils all requirements of the RFP No. 18-0022, and the CMA program delivery approach plan is designed to work within the Georgia Department of Corrections standards and policies / procedures for the Prison. We include a sound program plan, effective staffing plan and an experienced support team. CMA is highly skilled in accomplishing a correctional healthcare program design tailored for the Prison. We will carefully consider the requirements of the RFP, our Proposal and the Muscogee County Prison leadership in delivering the required program.

CMA brings added value to our projects. We have the experience and expertise to meet the needs of the Muscogee County Prison, which will translate positively into a successful partnership with the MCP team. We focus on providing solutions and producing results.

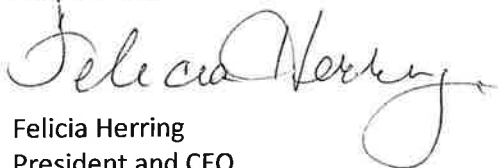
Page Two of Two
Ms. Andrea McCorvey, Purchasing Division Manager
Columbus Consolidated Government - Purchasing Division
May 17, 2018

CMA provides added value to our projects. We have the experience and expertise to meet the needs of the Muscogee County Prison, which will translate positively into a successful partnership with the Muscogee County Prison team. CMA brings the added advantage of local presence in Georgia. Our Corporate support and involvement continues *throughout our contract term*, not just at start-up. We focus on providing solutions and producing results.

We hereby confirm that CMA's submitted RFP No. 18-0022 Proposal is binding for at least 120 days from the proposal date.

For any questions, please contact Felicia Herring at CMA (404) 760-0296. We look forward to working with the Muscogee County Prison Warden, Muscogee County Prison Staff and leadership team of the Columbus County Government. We anticipate exceeding your expectations. CMA...setting the standard in Correctional Health Care.

Respectfully,

A handwritten signature in cursive script that reads "Felicia Herring". The signature is written in black ink and is positioned to the right of the typed name and title.

Felicia Herring
President and CEO

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**CONTRACTOR AFFIDAVIT
E-VERIFY / GEORGIA SECURITY & IMMIGRATION COMPLIANCE ACT**

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of *Columbus Consolidated Government* has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

935544

January 7, 2016

Company ID Number (*numerical, 4-7 digits*)

Date of Authorization

****See <https://e-verify.uscis.gov/emp/vislogin.aspx?JS=YES> to access your E-Verify Company Identification Number.**

Comprehensive Medical Associates, Inc. dba Correctional Medical Associates, Inc.

Name of Contractor

Inmate Medical & Pharmacy Services for MCPPrison (Annual Contract); RFP No. 18-0022

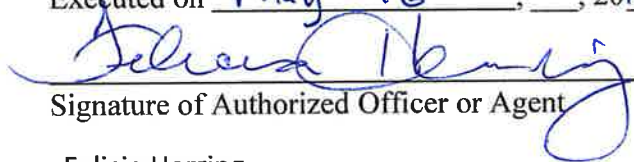
Name of Project

Columbus Consolidated Government

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

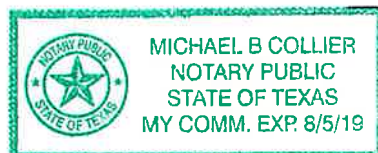
Executed on May 16, 2018 in Austin (city), TX (state).

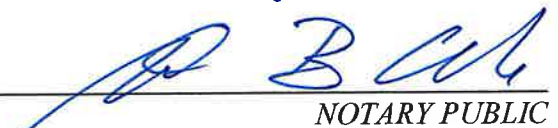

Signature of Authorized Officer or Agent

Felicia Herring

Printed Name and Title of Authorized Officer or Agent

Subscribed and sworn before me on this the 16 day of May, 2018.




NOTARY PUBLIC

My Commission Expires:

08/05/2019

A properly completed, notarized E-Verify Affidavit must be included with sealed proposal; failure to do so will render the firm's proposal non-responsive and ineligible for further consideration.

COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government



FINANCE DEPARTMENT
PURCHASING DIVISION

1100 TENTH STREET, COLUMBUS, GEORGIA 31901
P. O. BOX 1340, COLUMBUS, GEORGIA 31902-1340
706-653-4105, Fax 706-225-3033
www.columbusga.org

April 19, 2018

ADDENDUM NO. 1
Inmate Medical & Pharmacy Services for
Muscogee County Prison (Annual Contract)
RFP No. 18-0022

Handwritten signature and initials: pg 12/1

Proposals should include acknowledgement of receipt for all Addenda.

Vendors are informed that the above subject RFP is hereby modified, corrected, or supplemented as specified, described and set forth in this Addendum:

REQUEST/RESPONSE

Request: I am requesting the current contracts with any subsequent amendments related to Inmate Medical and Pharmacy Services for the Muscogee County Jail and Prison. This allows us to completely evaluate the services provided and provide the best, most cost-effective proposal in response to your current RFPs.

Response: Because this request is pertinent to outstanding Request for Proposals (RFPs), the information is being made available to all potential firms. The respective contract documents for the Muscogee County Jail and the Muscogee County Prison are posted as Attachment A on the web page of the Finance Department/Purchasing Division at https://www.columbusga.gov/finance/purchasing/docs/opportunities/Bid_Opportunities.htm.

Andrea J. McCorvey,
Purchasing Division Manager

COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government



FINANCE DEPARTMENT
PURCHASING DIVISION

1100 TENTH STREET, COLUMBUS, GEORGIA 31901
P. O. BOX 1340, COLUMBUS, GEORGIA 31902-1340
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May 4, 2018

ADDENDUM NO. 2
Inmate Medical & Pharmacy Services for
Muscogee County Prison (Annual Contract)
RFP No. 18-0022

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pg 1 of 3

Proposals should include acknowledgement of receipt for all Addenda.

Vendors are informed that the above subject RFP is hereby modified, corrected, or supplemented as specified, described and set forth in this Addendum:

I. PROPOSAL DUE DATE:

The due date is extended to **Friday, May 18, 2018 no later than 5:00 PM.**

II. NON-MANDATORY SITE VISIT

The Non-Mandatory Site Visit information included an incorrect telephone number. To schedule a site visit, contact Deputy Warden Daniel King at 706-641-5803 or dking@columbusga.org. Vendors may visit the Clinic through May 11, 2018.

III. QUESTIONS/RESPONSES:

Question 1: Can you provide us with a copy of the current healthcare agreement?

Response: Refer to Addendum No. 1.

Question 2: Please provide an inventory list of all medical and office equipment which is owned by the County and will be made available for use by the incoming vendor.

Response: Refer to page 21 of the RFP specifications.

Question 3: How many females are housed/incarcerated on a monthly average?

Response: Refer to page 13, Item I, Introduction of the specifications.

Question 4: Please provide the monthly number of patients currently on medications for the past year:

- a. Psychotropic
- b. Chronic Care
- c. Withdrawal

Response: Refer to Appendix C, beginning on page 23 of the specifications.

COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government



FINANCE DEPARTMENT
PURCHASING DIVISION

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P. O. BOX 1340, COLUMBUS, GEORGIA 31902-1340
706-653-4105, Fax 706-225-3033
www.columbusga.org

May 11, 2018

ADDENDUM NO. 3
Inmate Medical & Pharmacy Services for
Muscogee County Prison (Annual Contract)
RFP No. 18-0022

Proposals should include acknowledgement of receipt for all Addenda.

Vendors are informed that the above subject RFP is hereby modified, corrected, or supplemented as specified, described and set forth in this Addendum:

A. QUESTIONS/RESPONSES:

1. Please provide the monthly trend in prescriptions and medication costs in total and by medication category, including but not limited to HIV, Hepatitis C, Hemophiliac, cancer, and psychotropic classifications for the current and prior fiscal years.
Response: Offenders with illnesses in these areas are immediately transferred back to a state facility. The Muscogee County Prison (MCP) has only had one county offender with HIV in the past two years.
2. Please provide the monthly trend in medication costs credits (separate from above costs) and administrative fees for the current and prior fiscal years.
Response: N/A
3. Please provide a list of the top 25 medications by cost for the current and prior fiscal years.
Response: This is a list of the most common medication that this facility dispenses:

Clobetasol 0.5 cream, Divalproex 500 mg, Erythro 500mg, Levothyroxin 75mg Aceta-Gesis 325 mg, Amox.Clav 500mg, Calcium Ex Antacid Tab, Domeboro Pwd packet, Geri-Lanta Antacid Susp., Ibuprofen 800mg, Med-Lyte tabs, Mucinex 600MG, Qvar 80 mcg inhalers, Tenivac syringe, Tolnaftate Cream, Trimacin Cr Lb, Ventolin HFA inhaler, Clobetasol cream. These are the most commonly used items.
4. Please provide the trend and current number of inmates under treatment for Hepatitis C.
Response: We do not treat Hepatitis C at this facility. We monitor Hepatitis C status via chronic care clinic every 3 months.
5. Please provide the current protocol including medications currently in use for treatment of inmates

Experience and Qualifications

This section shall address the firm's ability to fulfill the requirements of the RFP. Provide responses to the following:

- A. *Describe in detail the firm's ability and experience in providing the medical and pharmacy services to incarcerated clients, as specified in Appendix A, as well as other clients with similar needs.*

Company Overview

Correctional Medical Associates, Inc. (CMA), organized in October 1986, to provide health care services in correctional facilities, was founded by Lloyd T. Baccus, MD. Dr. Baccus, with over 13 years experience as a Forensic Consultant with the Georgia Department of Corrections and 14 years as the Expert to the Special Master of Psychiatric Health Care Systems with the Department of Corrections, recognized the litigious nature of the corrections arena when the constitutionally-mandated rights of inmates were violated. With his background in identifying deficiencies in the provision of medical care for inmates, Dr. Baccus was fully armed with the knowledge to provide excellent service in-line with the constitutionally-mandated rights of inmates. Since that time, CMA has continually provided exceptional health care service to inmates for over thirty (30) years.

Experience Providing Correctional Health Care

Correctional Medical Associates operates under the philosophy of providing excellent health care by following standards established by the National Commission on Correctional Health Care (NCCHC), the American Correctional Association (ACA), Georgia Department of Corrections (GDC), and the state standards for where the Prison resides. With over 70 years of combined experience, CMA's corporate management team has broad knowledge of correctional health administration and clinical operations. Our corporate team will monitor and manage all aspects of the contract as assigned, and is dedicated to ensuring that we provide trained licensed staff responsible for the delivery of healthcare services rendered inside the Muscogee County Prison (MCP). **We are dedicated to providing the highest level of health care outcomes within in a correctional setting.**

CMA maintains the highest level of fiscal responsibility while minimizing facility operator liability. Through innovative, effective solutions, we provide quality inmate health care with high efficiency and maximum cost effectiveness. CMA's mission at the Muscogee County Prison is to:

- Deliver high quality health care services that can be successfully audited against established GDC standards;
- Follow the Muscogee County Prison policies and procedures and CMA's policies and procedures based on GDC guidelines;
- Ensure that all inmates receive medical, mental health, and dental screenings and appropriate treatment as indicated;
- Work collaboratively with New Horizons Mental Health Services;
- Maintain a complete Quality Assurance system with accurate records of care and to collect and analyze health statistics on a regular basis;
- Operate all programs in a humane manner with respect to the inmate's right to health care services;
- Create efficiencies and reduce cost through data collection and reporting;
- Work with correctional authorities to manage inmate movement, reducing the spread and risk of communicable disease;
- Utilize appropriate risk-management standards to minimize the health care-related liability of the facility operator;
- Be responsible stewards of public dollars by ensuring cost-effectiveness;
- Provide compassionate health care.

Experience with the Department of Justice (DOJ) and Operating Under Consent Decrees

Correctional Medical Associates has unique experience working with the Department of Justice (DOJ) while providing health care services under three (3) Consent Decrees (Foster v. Fulton County, Georgia, Harper v. Fulton County, Georgia, and U.S. v. Harrison County, Mississippi). **However, CMA has never been a party to any lawsuit resulting in a Consent Decree.**

When CMA was founded in 1986, we provided mental health services to the Fulton County Jail in Georgia. In 2000, the Southern Center for Human Rights filed a lawsuit against the Fulton County Sheriff's Department and their medical vendor. We were not a part of the Foster v. Fulton County lawsuit, however, due to our excellent mental health services we were asked to step in on an emergency medical contract. We worked with the Sheriff's Department and the Federal Monitor to successfully release Fulton County from court oversight as it related to "Abysmal" medical care (as quoted by Judge Shoob presiding in Foster v. Fulton County) by the previous medical vendor. In an unprecedented 22 months of taking over, **CMA improved conditions to Accreditation-level standards** and Fulton County was released from the Consent Decree. This was achieved by a conscientious and committed effort, that enabled us to draw on our many years of clinical and management expertise to develop systems and processes that complied with all aspects of the Settlement Agreement and the constitutional rights of all inmates.

In 2012, CMA began providing comprehensive healthcare services in Mississippi at the Harrison County Adult and Juvenile Detention Facilities. The Harrison County Adult Detention Facility was operating under a 1995 Consent Decree and we worked diligently with the Harrison County Sheriff's Department in bringing the Facility to meet or exceed the compliance standards established by the American Medical Association (AMA), National Commission on Correctional Health Care (NCCHC) and the American Correctional Association (ACA). This effort required a complete overhaul of the previous medical vendor's program, extensive staff recruitment and training, and routine on-site inspections, document reviews, and staff interviews by the Department of Justice (DOJ). In an unprecedented 36 months of providing health care services, US District Judge Louis Guirola, Jr. ended federal compliance monitoring of the Harrison County Adult Detention Facility and returned oversight back to Harrison County.

The Memorandum In Support For The Joint Motion For Dismissal states:

"In recent years, the Defendants have also developed self-monitoring and quality assurance mechanisms, which have generated reports and other documents demonstrating compliance with the Judgment. Examples of improvements include – mandatory pre-service and in-service training for all detention officers; providing prisoners access to law materials; significantly increased physician, psychiatrist, and mental health staffing; the creation of a chronic care program that includes improved collaboration between security and medical staff; disease screening, and professional management of prisoners with chronic conditions; improved medication practices; suicide screening and mental health treatment under the direction of qualified personnel, including a psychiatrist; and implementation of new auditing and quality assurance mechanisms, such as a physician peer review process and chart reviews." [Gupta, V., & Davis, G. K. (2015, August 11). [MEMORANDUM IN SUPPORT OF JOINT MOTION FOR FINAL DISMISSAL. Retrieved from United States Department of Justice. doi:<https://www.justice.gov/opa/file/706041>]

We are proud of the health care delivery program that we implemented at the Harrison County Adult Detention Facility and the strong collaboration with the Sheriff's Department to end DOJ oversight.

Experience with NCCHC Standards & Accreditation

Correctional Medical Associates has significant experience providing health care services, which fulfill all NCCHC standards and requirements. In 1987, we achieved NCCHC accreditation for the first time for the Fulton County Jail and we are proud that we maintained the accreditation for more than 15 years. Additionally, we supported the Fulton County Sheriff's Office in achieving the National Sheriffs' Association (NSA) elite **Triple Crown Award** in 2003, which encompasses simultaneous accreditation from the National Commission of Correctional Health Care (NCCHC), American Correctional Association (ACA) and the Commission on the Accreditation of Law Enforcement Agencies (CALEA). **Achieving these accreditations individually is a daunting task. Acquiring all three at the same time is an extraordinary feat.** Established in 1993, the Triple Crown Award is so rare that fewer than 100 sheriffs' offices have qualified for the distinction.

CMA provides health care services in compliance with the standards established by the AMA, ACA and NCCHC. Our Accreditation History is shown below:

Facility	Year of Accreditation	Type of Accreditation
Fulton County Jail, GA – Mental Health	1987	NCCHC
Fulton County Jail, GA – Mental Health	1995	NCCHC
Fulton County Jail, GA – Mental Health	1998	NCCHC
Fulton County Dept of MH/MR/SA, GA	1999	JCAHO (First Time in Fulton County's History to Receive this Accreditation)
Fulton County Jail, GA – Physical and Mental Health	2001	NCCHC
Fulton County Jail, GA – Physical and Mental Health	2003	NCCHC, ACA
Fulton County Jail, – Physical and Mental Health	2006	NCCHC, ACA
Fulton County Jail, – Physical and Mental Health	2011	NCCHC

The significance of the Consent Decree and Accreditation are paramount and describe CMA's commitment and dedication in delivering a comprehensive quality health care program.

Recent Experience with Correctional Clients with Similar Needs

Fulton County Jail Facilities, Atlanta, Georgia

ADP=2500 (main facility)

Correctional Medical Associates provided health care services at the Fulton County Jail Facilities for twenty-five (25) years. Our comprehensive services included physical health, mental health, dental services, and on-site pharmacy services staffed with a pharmacist and pharmacy technicians.

Harrison County Adult Detention Center, Gulfport, Mississippi

ADP=950

CMA provided comprehensive health care services at the Harrison County Detention for over five (5) years. Our comprehensive services included physical health, mental health, dental services, and pharmacy services. CMA subcontracted with IHS Pharmacy for pharmaceuticals and had complete oversight and accountability for pharmacy services.

Jackson County Adult Detention Center, Pascagoula, Mississippi

ADP=350

CMA provides comprehensive health care services at the Jackson County Detention Center for the past two years. Our comprehensive services include physical health, mental health, dental screening, and pharmacy services. Jackson County contracts with IHS Pharmacy for pharmaceuticals; however, CMA has complete oversight and accountability for pharmacy services.

CMA Pharmacy Management Experience

CMA will be accountable for all aspects of Pharmacy Services, including but not limited to procurement, payment, inventory control, inspections, dispensing and disposal of all pharmaceuticals. All pharmacy operations and dispensing will be in accordance with State law, Federal laws and pharmacy regulatory boards. Our pharmacy will be licensed and the on-site pharmacy area will display our current operating license(s)/permits at all times.

Our Pharmacy Program will ensure, at a minimum, delivering the following:

- Medications ordered only by a Licensed Clinician.
- A complete Policies and Procedures Manual customized for the Muscogee County Prison, maintained to ensure compliance with pertinent GDC guidelines.
- Complete published and bound formularies consistent with the needs of the Facility.
- A comprehensive Performance Evaluation and Adverse Drug Reaction reporting program.
- Compliance with all applicable state and federal regulations regarding prescribing, dispensing, administering and procuring pharmaceuticals.
- Maintain inventory, cost, and ordering records for all pharmaceuticals, including all over-the-counter medications dispensed by the pharmacy.
- Inventory management to include generic and therapeutic substitution guidance and formulary containment.
- Keep up-to-date patient drug profiles.
- Identify potential drug interactions for all ordered drugs.
- Have the capacity to generate lists of inmates on certain medications or categories of medication.
- Generate lists of inmates whose chronic medications are within seven (7) days of expiration.
- Medications as required and prescribed from the formulary. This includes sufficient stock of antiretroviral medications at all times.
- Maintaining procedures and records for the timely procurement, dispensing, distribution, accounting and disposal of pharmaceuticals.
- Maintaining maximum security storage and accountability for Drug Enforcement Agency (DEA) – controlled substances.
- To prevent a lapse in medications, all prescriptions will be automatically refilled by default. When an inmate is released from the Facility, the electronic medication Administration Record (eMAR) will automatically update and discontinue the medications.
- Drug storage and medication areas will be devoid of outdated, discontinued or recalled medications.
- Storing all medications under proper conditions of sanitation, temperature, light, moisture, refrigeration where applicable, ventilation, segregation and security.
- Providing an adequate and proper supply of antidotes and other emergency medications, and posting of emergency contract numbers / info will be readily available to Facility staff (in areas where overdoses or toxicologic emergencies are likely).
- Monthly inspections will be conducted by IHS Pharmacy in accordance with State of Georgia requirements, federal and regulatory agencies.
- Formal and informal staff in-service training as well as staff development support.
- Access to clinical updates upon request of physicians or other clinical staff.
- Pharmacy automation, providing electronic profiling screens to identify drug interactions,

prescription of multiple drugs, psychotropic drugs and medication allergies. CMA and IHS Pharmacy will manage drug utilization to ensure no duplication of therapy for greater cost-effectiveness.

- Customized statistical prescribing information related to Drug Usage Evaluation.
- Staff access to health care literature, newsletters, drug monographs and updates on new medications.

CMA has the experience and expertise to meet the needs of the MCP, which will translate positively into a successful partnership with the MCP team.

- B. Provide the names and titles of professional staff, including administrative, medical and pharmacy personnel, who will be dedicated to this contract to perform the services required. Provide copies of resumes, medical licenses, credentials, etc.*

CMA's corporate team has extensive correctional experience, as well as hands-on experience, in the transition and implementation of a new contract. Our corporate team will ensure that the provision of inmate medical services at the Muscogee County Prison runs smoothly. All staff are committed to meeting the high standard of quality that CMA expects, results of which are demonstrated in our Continuous Quality Assurance program. CMA prefers to maintain and train the current local staff at the start of a new contract to assist with the transition. At a minimum, our corporate staff, identified below, will train and assess the skill set of the current local staff to determine the positions that will need to be advertised.

Correctional Medical Associates Key Personal

Corporate Medical Director – Earl Joyner, MD, has more than 35 years of healthcare experience, including 19 years in the correctional industry (Jails and Prisons). Board certified in internal medicine, Dr. Joyner specializes in infectious disease and is certified as an HIV Specialist by the American Academy of HIV Medicine (AAHIVM). Dr. Joyner will provide leadership and overall supervision of clinical services at the Muscogee County Prison, and will ensure the clinical services are consistent with accredited and community standards of care

Corporate Director of Nursing and Risk Management – Tania Lynch, RN, MSN, CLNC, CRAC, has worked in the corrections industry for more than 14 years and served as CMA's Director of Nursing (DON) at the Fulton County Jail, and more recently as CMA's Corporate Director of Quality and Risk Management. She is uniquely qualified to serve as CMA's Interim Director of Nursing at the Muscogee County Prison and train her replacement once recruited and approved by the Muscogee County Prison. Tania Lynch, RN, MSH, CLNC, CRAC will continue to provide service to the Muscogee County Prison as the CMA Corporate Director of Nursing for training and nursing oversight.

Nurse Practitioner (RN) – Kudirat Burkie Mumuney, RN, MSN, CFNP, ACRN has close to 20 years experience as a Certified Family Nurse Practitioner and an educational instructor, which makes her a valuable asset. Ms. Mumuney is available to serve as the Nurse Practitioner at the Muscogee County Prison.

CMA Corporate Oversight – Felicia Herring, MSEE, President, is a results-driven leader with over 16 years in the corrections health care industry. Having a strong business and technology acumen, she will provide overall management and delivery of CMA's healthcare engagements to ensure contract compliance and client satisfaction.

CMA Corporate Counsel – H. Michael Dever, JD, has a depth of experience in corrections and has served as CMA's corporate counsel for over 25 years. Mike will represent CMA in contract preparations and negotiations.

Information Management Systems – Wayne Bowling, AAS, DBA, APICS, will serve as CMA’s lead Information Technology (IT) manager responsible for developing and coordinating all IT services and systems needed for the Muscogee County Prison. Wayne will manage all IT deployments including EMR, databases, maintenance, and will oversee IT vendor management.

Human Resources Director – Sharon Thomas with over 18 years in the corrections health care industry, will serve as the point of contact for CMA staff at the Muscogee County Prison for all Human Resources related issues, which include staffing, credentialing, benefits, insurance, payroll, etc. She will ensure appropriate levels of back up staff and will maintain a staffing pool of available qualified PRN staff to back fill when a call out or vacancy occurs.

Finance Manager – Angela Rankin will serve as CMA’s point of contact for all invoicing, vendor payments, reconciliation, and accounting for CMA at the Muscogee County Prison and will work collaboratively with IHS Pharmacy’s account receivable manager.

IHS Pharmacy Key Personal

CMA has collaborated with Independent Health Services, Inc. (IHS Pharmacy) as our preferred pharmacy provider for over six years. IHS Pharmacy, located in Alabama, is a family-owned business specializing in the corrections industry since 1999.

IHS Corporate Pharmacy Oversight – Roy Sanderson, RPh, President, will work collaboratively with Felicia Herring, CMA President to ensure that IHS meets the pharmacy requirements at the Muscogee County Prison.

IHS Corporate Counsel – Myra Sanderson, JD, Vice President, will be responsible for ensuring legal compliance in the fulfillment of pharmaceuticals at the Muscogee County Prison and resolving any issues with service.

IHS Supervising Pharmacist – Bryan Teat, RPh, will be responsible for supervising all pharmacy operations related to fulfillment at the Muscogee County Prison, including supervision of staff pharmacists and pharmacy technicians, and ensuring that these personnel meet the facility’s expectations.

IHS Compliance and Training Coordinator – Andi Givens, CPhT, will be responsible for all facility set up and training, including establishing policy and procedures for work compliance for order fulfillment by IHS pharmacy technicians from order entry to shipping and receiving.

IHS Accounts Receivable Supervisor – Gail Sparks, CPhT, RPhT, will be responsible for all billing and accounting for the Muscogee County Prison account and works collaboratively with CMA’s finance manager Angela Rankin.

IHS Shipping Supervisor – Derek Maness, RPhT, will ensure the accurate packaging and shipping of the Muscogee County Prison’s medication and supplies.

The combined CMA/ IHS Pharmacy team is strong, knowledgeable, and has the required experience and commitment to establish and fulfill every medical service requirement of the Muscogee County Prison. CMA brings the added advantage of local presence in Georgia. **Our Corporate support and involvement will continue throughout our contract term, not just at start-up.**

Please refer to the next page for staff resumes for CMA’s clinical personnel.

EARL JOYNER, M.D.

Corporate Medical Director

EDUCATION

- 1983 Medical Degree, University of Pennsylvania, School of Medicine, Philadelphia, PA
1979 Bachelor of Arts/Natural Science, University of Pennsylvania, Philadelphia, PA

POST GRADUATE TRAINING

- 1984 – 1987 Internal Medicine Residency
Mercy Catholic Medical Center, Darby, PA
1983 – 1984 Family Practice Residency
Georgetown University/Providence Hospital, Washington, DC

PROFESSIONAL EXPERIENCE

- 2014 – Present Corporate Medical Director & Infectious Disease Specialist
Correctional Medical Associates, Atlanta, GA
2012 – 2015 HIV Specialist, Clayton County, GA Board of Health
2011 – 2015 Staff Physician/HIV & IC Specialist
CSS – DeKalb County Prison, Decatur, GA
2008 – 20011 HIV & Hepatitis C Specialist
CMS/Limestone Correctional Facility, Harvest, Alabama
2004 – 2008 HIV Specialist
Correct Health/ DeKalb County Prison, Decatur, GA
2003 – 2008 Internal Medicine
Private Practice, Atlanta, GA
1999 – 2011 Infectious Disease Specialist
Correctional Medical Associates/ Fulton County Prison, Atlanta, GA
1996 – 2008 Health Services/HIV Care Director
Georgia Department of Health/Ryan White Clinic, LaGrange, GA
1991 – 2002 Internal Medicine
Private Practice, Griffin, GA
1987 – 1991 Physician
Public Health Service of NHSC, Orangeburg, SC

PROFESSIONAL LICENSURE & CERTIFICATION

- Medical Doctor, Georgia
Medical Doctor, Alabama
Board Certified – Internal Medicine 1996 – 2006
American Academy of HIV Medicine - Specialist

TANIA LYNCH, RN, MSN, CLNC, CRAC

Corporate Director of Nursing and Risk Management

EDUCATION

Post Master – Family Nurse Practitioner Candidate

St. Joseph College, Atlanta, GA

Master of Science in Nursing

Long Island University, Brooklyn, NY

Bachelor of Science in Nursing

Long Island University, Brooklyn, NY

PROFESSIONAL EXPERIENCE

2011 - Present	Director of Quality and Risk Management Correctional Medical Associates Atlanta, Georgia
2004 - 2010	Director of Nursing / Health Service Administrator Correctional Medical Associates Fulton County Jail Atlanta, Georgia
2002 - 2004	Emergency Room Registered Nurse Southern Region Medical Center Atlanta, Georgia
1998 - 2001	Director of Emergency Department South West Hospital and Medical Center Atlanta, Georgia
1997 - 1998	Nursing Supervisor Concord Nursing Home Brooklyn, New York
1996 - 1998	Emergency Room Staff RN St. Mary Hospital Brooklyn, New York

PROFESSIONAL LICENSURE/CERTIFICATIONS

Multi-State License

Certified Legal Nurse Consultant

Certified Resident Assessment Coordinator (MDS 3.0)

Basic Life Support (BLS)

Advanced Cardiac Life Support (ACLS)

KUDIRAT BUKIE MUMUNEY, RN, MSN, CFNP, ACRN

Nurse Practitioner

EDUCATION

- 1999 Master of Science, Nursing
 Salisbury State University
 Salisbury, Maryland
- Bachelor of Science, Nursing
 Salisbury State University, Salisbury, Maryland
- 1987 Bachelor of Science, Education
 University of Lagos, Lagos State, Nigeria

PROFESSIONAL EXPERIENCE

- 2017 - Present Nurse Practitioner
 Correctional Medical Associates
 Atlanta, Georgia
- 2001 - 2017 Family Nurse Practitioner
 Georgia Department of Public Health
 Ryan White and Reproductive Health Clinics
 Atlanta, Georgia
- 2010 - 2014 Nurse Practitioner
 United Healthcare
 Atlanta, Georgia
- 2009 - 2010 Family Nurse Practitioner
 Roosevelt Warm Springs Rehabilitation
 Warm Springs, Georgia
- 2000 - 2001 Family Nurse Practitioner
 Wellspring Medical Center
 Stockbridge, Georgia
- 2000 - 2001 Adjunct Instructor
 Emory University
 Atlanta, Georgia
- 1997 - 1999 Registered Nurse
 Peninsula Regional Medical Center
 Atlanta, Georgia

PROFESSIONAL LICENSURE/CERTIFICATIONS

- Georgia License
Family Nurse Practitioner (CFNP, CS) – ANCC, AANP, OCN, ACRN

C. *Attach additional facts about your firm that you feel will be an asset in evaluating your proposal.*

CMA is uniquely qualified in understanding the complexities of large and small Prisons. We focus on solutions to unique challenges and have implemented the following at correctional Facilities:

- Cross-training of all healthcare staff so when an unexpected call-out occurs we have the staff to fill in or work overtime to minimize the impact.
- “72 hour” intake process, which features an integrated approach for referring inmates to receive physical health, mental health and dental services. This approach is a quantum leap forward for aggressive, initial identification, which is still in use, and has been identified as a progressive achievement by NCCHC.
- Policies and procedures based on NCCHC standards, which enabled NCCHC Accreditation for the first time in Fulton County Jail’s history and we maintained the accreditation for 15 years.
- Complete overhauls of previous medical vendors’ health care programs enabling unprecedented releases from Consent Decrees initiated from Foster v. Fulton County, Georgia, and the United States v. Harrison County, Mississippi.
- Successfully achieved NCCHC and ACA accreditations and produced a sustained record of accomplishment for maintaining accreditations.

CMA has improved medication cost by:

- Negotiating lower fees with our supplier.
- Using a generic formulary that requires approval by the Medical Director for non-formulary prescriptions, except in emergencies.
- Implementing electronic ordering and tracking of medications.
- Changing the way medication is packaged.
- Negotiating with the drug provider to reduce “fill fee”, the price a pharmacy charges to fill a prescription
- Reviewing the pharmacy bill every month to ensure accuracy and
- Developing reports that track important metrics, such as the number of medications distributed per inmate per month, etc.

These measures have demonstrated clear savings on pharmaceuticals and will be effective in the Muscogee County Prison as well.

CMA Program Deliverables

Our CMA proposal offers the following summary of program deliverables for the Muscogee County Prison:

- Timely 14 Day Health Assessments as per NCCHC Standards and GDC requirements.
- Identification of Chronic Conditions with Appropriate Referral to Our Health Care Team.
- On-Going Chronic Clinics with Individualized Treatment Plans.
- Availability of Emergency and Non-Emergency Care (24 hr x 7 days week).
- Daily Nurse Sick Call Services 7 Days Week.
- Management of Off-Site Hospitalization and Off-Site Special Services.
- Utilization Management of All Off-Site Hospital Services & Off-Site Consultations for Quality Management and Cost-Effectiveness.
- Discharge Planning processes utilizing NCCHC Standards and meeting GDC requirements.
- Electronic Medical Record implementation for more integrated quality care, efficiency, CQI Monitoring, and Reporting.

- Formulary Management for Quality and Cost-Effectiveness.
- Training of CMA and Correctional Staffs (Security Officers and Healthcare Staff) on Relevant Medical Health Topics.

CMA provides added value to our projects. We have the experience and expertise to meet the needs of the Muscogee County Prison, which will translate positively into a successful partnership with the Muscogee County Prison team. CMA brings the added advantage of local presence in Georgia. ***Our Corporate support and involvement continues throughout our contract term, not just at start-up.*** We focus on providing solutions and producing results.

CMA's proposal fulfills all requirements of the RFP and our healthcare program delivery is in accordance with Georgia Department of Corrections guidelines and NCCHC standards. We will deliver a full-featured program that includes CQI, Utilization Management, Grievance Management and CMA corporate oversight. **We are dedicated to providing the highest level of health care possible within a correctional setting.**

CLIENT WORK HISTORY

Provide details of the last three (3) state, county or private jails/prison for which you have provided the specified services. The City reserves the right to contact additional clients not listed.

Facility Name: Jackson County Adult Detention Center	Contact Name: Major Michael Wright	Annual Contract Value: \$ <u>817,800.00</u>
Address: 65 Bruce Evan Drive Pascagoula, MS 39567	Telephone: 228-769-3246	Fax Number: 228-769-3049
	E-Mail Address: Michael_Wright@co.jackson.ms.us	
	Description of Services Provided: CMA provides medical and mental health care services at the Jackson County Adult and Juvenile Detention Center facilities since June 2016.	
Facility Name: Harrison County Adult Detention Center	Contact Name: Captain Elaine Lege	Annual Contract Value: \$ <u>2,586,917.00</u>
Address: 10451 Larkin Smith Drive Gulfport, MS 39503	Telephone Number: 228-342-2886	Fax Number: 228-896-0693
	E-Mail Address: Elaine.Lege@harrisoncountysheriff.com	
	Description of Services Provided: CMA provided comprehensive physical health, mental health, dental and pharmacy services from July 2012 to October 31, 2017. Operating under a 1995 Consent Decree, we implemented a NCCHC standards-based healthcare program and within 36 months of contract start the Jail was released from the Consent in August 2015. A new administration started in 2016 and all Jail contracts were bid. The contract was awarded to another vendor in November 2017.	
Facility Name: Fulton County Jail and Annex Facilities	Contact Name: George Herron, MHA	Annual Contract Value: \$ <u>15,759,347.00</u>
Address: 901 Rice Street Atlanta, GA 30318	Telephone Number: 404-434-2279	Fax Number:
	E-Mail Address: gdherron@yahoo.com	
	Description of Service Provided: CMA provided mental health care services at the Fulton County Jail (FCJ) from July 1986 to June 2011, and physical health, dental and pharmacy services from 2000 to June 2011. These services were provided under two (2) separate contracts and during our 25 year tenure at FCJ we defended and won more than five bidding cycles. Our contract was not terminated; however, the County wanted a vendor with EMR implementation experience, and at that time, we did not have EMR experience so we did not bid on the contract.	

Correctional Medical Associates, Inc.		May 15, 2018
COMPANY NAME	AUTHORIZED SIGNATURE	DATE



HARRISON COUNTY SHERIFF'S DEPARTMENT

Melvin T. Brisolara, Sheriff
(228) 865-7095

December 16, 2015

To Whom It May Concern;

As Sheriff of Harrison County, I view Correctional Medical Associates, Inc. (CMA) as more of a partner rather than a provider. CMA began providing comprehensive medical, mental and dental health services at the Harrison County Adult Detention Center in Gulfport, MS in July, 2012. From the beginning CMA worked in partnership with my Corrections staff to raise the level of health care at the jail.

CMA has a track record for delivering quality health care services and working under Consent Decrees during their years at the Fulton County, Georgia Jail. The Harrison County Adult Detention Center has been operating under a Consent Judgment since January 12, 1995. In an unprecedented 36 months of providing health care services we were released from the Consent Judgment on August 12, 2015 by United States District Judge Louis Guirola, Jr. This was achieved by a conscientious and committed effort on CMA's part in developing systems and processes that complied with all aspects of the Consent Judgment and the constitutional rights of all inmates. This accomplishment is a great source of pride for everyone. The working relationship between the Harrison County Adult Detention Center and CMA is the best we have ever experienced.

CMA's standards are high and I am always confident that health care services at the Detention Center are being provided in a manner that is not only constitutionally sound, but also of the highest quality.

I highly recommend CMA and I am confident that CMA can and will deliver health care services to your facility with the same professional standards and diligence as is being provided at the Harrison County Adult Detention Center.

If you have any questions, please feel free to contact me at 228-297-0348.

Yours for a better law enforcement,


Melvin T. Brisolara
Sheriff

Post Office Box 1480
Gulfport, Mississippi 39502

Fulton County Sheriff's Office

Fulton County Jail



901 Rice St N.W.
Atlanta, Georgia 30318
(404) 853-2001

November 7, 2015

To Whom It May Concern:

Correctional Medical Associates, Inc. performed well in the provision of health services to the inmates in the Fulton County Jail during their tenure.

Correctional Medical Associates, Inc. did well in the following areas:

- Performance of key personnel
- Chronic Disease Management
- Suicide Prevention Programming
- Receiving Screening/Intake Processes
- Working with Jail Classification to develop a Diagnostic Unit
(completing physical exams in 72 hours of admission to the facility)

During its tenure, Correctional Medical Associates, Inc. achieved National Commission on Correctional Health Care and American Corrections Association accreditation and performed well with three federal consent orders.

Sincerely,

A handwritten signature in cursive script that reads "George D. Herron".

George D. Herron, MHA
Director of Health Services

Myron E. Freeman
1990 Enon Road SW
Atlanta, GA 30331

July 15, 2015

Ms. Felicia Herring, President
Correctional Medical Associates, Inc.
2233 Peachtree Road
Atlanta, GA 30309

Dear Ms. Herring,

This letter serves as a formal assessment of the jail medical services provided by your company, Correctional Medical Associates (CMA), during the period of 2004-2008 while serving as the duly-elected Sheriff of Fulton County.

In 2002, the City of Atlanta re-routed all inmates with State charges to the Fulton County Jail. The jail's intake population increased by over 20% that first year and by 2004 we were performing nearly 30,000 health screenings per year.

The provision of health services to inmates included jail intake screenings, sexually transmitted diseases, HIV and tuberculosis skin testing (PPD), physical exams within 14 days of commitment, sick calls within 48 hours of commitment, sick calls within 48 hours of inmate's request, distribution of ordered medications, mental health treatment and a variety of other related services.

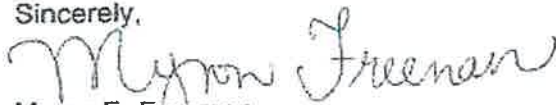
Just to give some perspective, by 2006, our jail population had swollen to nearly 4,000 inmates (most populous in the state) with 25% of every inmate on medication for psychological treatment and 66% of inmates on some type of medication for chronic and acute illnesses. Our medical budget was \$12,857,493 which rivaled any other major jail in the southeast.

During that time your company provided professional, timely and award-winning health care to the inmates in this very urban and unhealthy population. We were serving an average of 300 inmates a day diagnosed with HIV and had processed nearly 200 pregnant females, many dealing with drug abuse and sexually transmitted diseases.

In spite of the harsh realities of a high concentration of mentally and physically ailing inmates, your company managed to provide the level of services that qualified the jail through a rigorous accreditation process from the National Commission of Correctional Health Care. At the time, we were the only jail in the Southeast with the distinction of having that accreditation, along with the correctional and law enforcement accreditations, making the Sheriff's Office the only "Triple Crown" designated accredited agency in the state.

I would highly recommend your company for contractual services with another client based on the high-level of quality healthcare and commitment that was performed for the County during my tenure. I thank you again for your dedication to serving those incarcerated citizens with dignity and respect.

Sincerely,



Myron E. Freeman
Former Sheriff of Fulton County, Georgia

Edgar Riley Taylor
Fulton County Jail – Chief Jailer, Retired
Phone: 770.467.9562
Email: RileyTaylor07@comcast.net

November 2, 2011

To Whom It May Concern:

Correctional Medical Associates (CMA) provided mental health services at the Fulton County Jail in Atlanta, Georgia from 1986 to 2011, and due to a consent decree in 2000, became the emergency sole source provider for medical services at the request of the Fulton County Sheriff's Office. The working relationship between the Fulton County Jail and CMA was the best we ever experienced with any vendor. CMA always provided service that met and exceeded contract requirements and maintained the highest ratings from the Sheriff's Office to the Fulton County Purchasing Department.

One of the strengths of the CMA health care approach is the initial intake screening process where medical and mental health assessments are completed within 24 hours of arrival into the medical department. Suicidal inmates are immediately referred for care by a mental health social worker and placed under more intensive and direct observation.

CMA continually refined the delivery of physical and mental health care at the Fulton County Jail. Through continued conversations and regular meetings, the delivery of health care operated seamlessly on a daily basis. As a result, within 22 months of CMA having the emergency sole source contract, the Fulton County Jail was released from a Consent Order by United States District Judge Marvin H. Shoob in Foster vs. Fulton County. In addition, CMA supported the Sheriff's efforts to achieve NCCHC accreditation for the first time in 2001.

I am confident that CMA will deliver health services at your correctional facility in the same professional and efficient manner as they did in the Fulton County Jail. Their reporting will assist the jail administrator to ensure a consistent service delivery that runs on a daily basis with very little difficulty.

Riley Taylor
Chief Jailer, Retired
Fulton County Jail

Service Plan

A. *Describe the firm's understanding of the Scope of Services.*

Correctional Medical Associates understands that our responsibility begins at booking with the initial identification and ends with Discharge Planning when a patient is released or transferred from the Prison.

CMA will provide health services to offenders in compliance with all applicable federal and state standards, statutes and regulations, including, but not limited to, the U.S. Constitution and community standards of care.

CMA is committed to fulfilling the following objectives:

- We will deliver appropriate care to inmates who are in need of treatment.
- We will manage an efficient health care delivery program that contains costs without sacrificing quality.
- We will effectively manage clinical issues involving the treatment of HIV, AIDS, STDs and TB.
- We will hire, train and retain high performing staff.

Our proposed Scope / Approach is designed to deliver a comprehensive, quality health care program for the Muscogee County Prison and will incorporate the following goals:

- Deliver high quality health care services that are consistent with established standards, and meet or exceed RFP requirements.
- Incorporate a program design providing medical and dental care, and pharmaceutical management for offenders incarcerated in the Muscogee County Prison in accordance with our Proposal.
- Coordinate and arrange for the provision of healthcare to inmates requiring hospitalization in accordance with this Proposal and Contract terms.
- Operate the healthcare program in a cost-effective manner with full reporting accountability to the Muscogee County Prison Warden, and the Muscogee County Prison management.
- Operate the health care program using only licensed, certified and professionally trained personnel, where required by the State of Georgia.
- Implement a written health care plan with clear objectives, policies, procedures and an annual evaluation of compliance.
- Operate the health care program by standards established by the Georgia Department of Corrections, American Medical Association (AMA), the American Correctional Association (ACA), the Centers for Disease Control (CDC), the Georgia Department of Health and nationally accepted medical guidelines.
- Maintain an open and cooperative relationship between CMA and the administration and staff of the Muscogee County Prison.
- Provide a professional and supportive relationship with the Mental Health Services contractor for the Muscogee County Prison to promote an effective, quality service.
- Maintain complete and accurate records of care and collect, analyze and report health statistics on a regular basis.
- Operate the healthcare system in a humane manner with respect to the offender's rights to

constitutional level of healthcare services.

- Implement a comprehensive in-service education program that enables staff to maintain the highest level of skills and be knowledgeable about advances in healthcare that relate to quality of care, effectiveness of care and cost containment techniques.

In order to meet the above-stated objectives, CMA's program will follow GDC's guidelines and utilize NCCHC's Prison Health Standards.

- B. Provide a written narrative, which demonstrates the method, or manner in which the offeror proposes to satisfy the requirements of this Request for Proposals. Include a proposed transition plan, and the requirements from Columbus Consolidated Government and the incumbent contractor, in the event the incumbent contractor is not awarded the new contract.**

Scope of Services

Correctional Medical Associates will provide staffing, supplies, in-clinic contracts, systems, and administration to provide the following services to the offenders at the Muscogee County Prison within the time frame and to a level of quality, which will meet the standards published in the GDC Guidelines for Prisons. The medical and pharmacy services shall be provided in accordance with all state and federal laws and guidelines. The following list will serve as a minimum expectation of services the vendor will be required to provide within the scope of this contract:

Health Care Services

1. Intake Screening

Once an offender is accepted and booked into the Facility, CMA's Intake process ensures that all inmates are screened so that all emergent and urgent health needs are identified.

- A nurse will perform an Intake Screening using CMA's standard form and process on all incoming offenders who have been booked into the Muscogee County Prison as soon as possible and without unnecessary delay of initial processing into the system.
- CMA's Receiving Screening consists of a series of screens utilized by the nurse to collect health data from incoming inmates and is designed to review and update the following: chronic disease, tuberculosis (TB), infectious disease, acute conditions, mental health status, dental status, immunization and review of medications.
- A set of vital signs will be obtained during the intake screening.
- At a minimum, the screening will assess and determine the following:
 - Inquiry into current or past treatment for, or complaint of a medical, mental health or dental problem, including hospitalizations, medications, and allergies.
 - The offender's general appearance and behavior, physical deformities, evidence of abuse or trauma.
 - Medication history including medication verification and inquiry into the date and time of last medication dose taken.
 - Disposition of appropriate housing to general population or referral to an appropriate health care facility on an emergency basis.
- Inmates identified with chronic diseases at Intake will be enrolled in CMA's Chronic Disease Program. Overall, the goal of CMA's Chronic Care Program is to:
 - Screen, identify and monitor patients with chronic illnesses to initiate appropriate therapeutic regimens that will promote health and prevent complications.
 - Educating, counseling and encouraging patients/inmates to practice healthy behaviors.
- Inquiry into health insurance (Medicaid, Medicare, private insurance, etc.)

CMA's nurses are trained to conduct an Oral Care Screening as part of the initial health screening assessment. Oral Screening includes visual examination of the teeth and gums, noting any obvious or gross abnormalities or inmate's complaints. When treating inmates with dental pain or infection, the nursing staff will follow the established nursing protocol approved and signed off by the Medical Director. If the nurse assesses the inmate's dental issue to be urgent, the inmate is referred to CMA's medical provider (MD/NP) for further evaluation.

Once the Intake process is completed the Referral process is automatically initiated with CMA's Medical Director prioritizing the acuity levels of inmates to be referred to a provider on the same day of entry, the next day or the third day of entry.

Access to Care:

During intake, CMA's health care providers advise inmates verbally and in writing of the procedures necessary to access emergency and routine medical, mental health and dental services.

- Offender requests will be triaged promptly and inmates will receive timely scheduling for clinics and/or treatment as appropriated.
- CMA places a priority on the provision of on-site clinics to improve access to care and the timeliness of care.
- When clinically indicated, patients are referred to off-site specialty care.

Follow-Up Care and Monitoring of Treatment:

CMA's established systems ensure that all inmates receive health services and follow up care. Each Primary Care Provider (PCP) is responsible for diagnosing and treating the majority of patient health care needs. The provider must:

- Provide evidence-based quality care that encompasses diagnoses, treatment and follow-up as clinically indicated.
- Review laboratory tests and imaging ordered.
- Track and communicate key patient events on an ongoing basis, including: Inpatient and Outpatient Hospital Transfers.
- Collaboratively work with CMA's Medical Director determine the need for specialty medical consultations.
- Use resources efficiently.
- Effectively communicate with the patient, team, and others.
- Provide patient education.
- Promote patient satisfaction within the context of evidence-based care.

2. 14-day physicals

A complete health and physical examination provides an opportunity for CMA's healthcare providers to obtain baseline information, answer questions, and teach the offender's good health practices. Detecting a problem in an early stage can have good long-term results. All inmates will receive a complete health and physical assessment within 14 days of entering the Muscogee County Prison. A licensed nurse practitioner, registered nurse trained in history and physicals, or a physician will perform an inmates' physical examination. Physical findings will be documented in the detainee's medical records.

At a minimum, the individual health assessment will include laboratory and diagnostic tests for communicable diseases, such as a tuberculin skin test, laboratory and diagnostic tests for diseases, such as peak flow for asthmatics; Pap tests; and immunizations when appropriate. Particular problems are integrated with the initial problem list. Diagnostic and therapeutic plans for each problem will be developed as clinically indicated.

CMA's Comprehensive Health Assessment will include:

1. Timely review of the Receiving Screening results by the HSA or responsible physician.
2. Additional data necessary to complete a standard history and physical;
3. Tuberculosis and venereal disease testing;
4. Screening tests for tuberculosis, venereal disease, as well as urinalysis will be performed, as clinically indicated;
5. Additional lab work as directed by the physician for particular medical health problems;
6. Additional tests as required, based on the original screening tests;
7. Oral screening to determine if inmate needs additional dental care;
8. Height, weight, pulse, blood pressure and temperature;
9. A physician for appropriate disposition shall review any abnormal results of the health *assessment*.

3. Sick Call

CMA has established policies and procedures for Sick Call and the handling of offenders sick call requests, which will include the following:

- Nurse Sick Call will be held seven (7) days a week, excluding holidays;
- Inmates will have access to healthcare services within 48 hours (48 – 72 hours on weekends and holidays) after receiving a request;
- Sick Call requests will be processed no less than daily upon receipt and triaged within the first 24 hours of receipt.

CMA's Medical Director determines the appropriate triage process for managing specific categories of complaints. The following further describes our CMA Sick Call Process for the Muscogee County Prison.

- Sick Call request forms are provided to the inmate by the Med Pass nurse twice per day/ seven days per week;
- CMA medical staff triages health care requests multiple times per day to determine the need for intervention and/or scheduling of Sick Call;
 - After triage of health care requests, all inmates identified for routine medical attention will be scheduled to see our Sick Call provider.
 - All inmates deemed to require urgent / emergent evaluation will be scheduled as clinically appropriate 24 hours per day / 7 days per week.
 - Routine referrals to our on-site dentist will be accomplished in a timely manner.
 - After Sick Call is completed each day and orders are noted by nurses, the electronic medical record (EMR) will be noted and forwarded to the assigned physician for review and signature.
 - The Medical Record staff will: (a) verify the inmate has an active on-line healthcare record; or (b) will take appropriate steps to initiate / update the inmate's on-line record for Sick Call including specific complaint, provider's assessment, treatment plan, and if needed, follow up scheduling.

4. Chronic Care

Inmates identified with chronic diseases will be enrolled in CMA's Chronic Disease Program. Overall, the goal of CMA's Chronic Care Program is to:

- Screen, identify and monitor patients with chronic illnesses to initiate appropriate therapeutic regimens that will promote health and prevent complications.
- Educating, counseling and encouraging patients/inmates to practice healthy behaviors.
- Typical Chronic Clinics include (but are not limited to) Hypertension, Diabetes, HIV, etc.

Evidence-based chronic care guidelines are utilized by CMA's providers (NPs and MDs).

Documentation in the medical chart confirms that clinicians are following chronic disease protocols and clinically justifying any deviation from the protocols. Chronic Care Guidelines are reviewed and approved by CMA's medical director annually. Additionally, revisions are made to the Guidelines as required.

5. Medication Delivery

CMA and IHS Pharmacy will utilize a computerized pharmacy system. We will work closely with CorrecTek or CoreEMR to ensure that the electronic medication administration record (eMAR) is interfaced to IHS Pharmacy for seamless ordering and management of medications.

CMA's on-site Pharmacy operation will have restock and delivery services seven days per week at a minimum, excluding holidays. An IHS pharmacist will be available 24/7, 365 days per year and a local back-up pharmacy for STAT medications will be open 24/7, 365 days per year.

Administration of medication shall occur by CMA's healthcare staff, properly trained and under supervision of the medical director.

IHS will package medication in "compliance" packaging. With compliance packaging, each patient's medications are packaged at the pharmacy in a strip of unit-dose packets sufficient to last for a minimum of two weeks.

CMA will maintain a stock of frequently prescribed medications for use on an urgent basis. The types and quantities of stock medication will be determined by CMA in consultation with the IHS pharmacist. Stock medication will be packaged in unit doses and will be securely locked in an electronic medication cabinet with a direct connection to the pharmacy for monitoring usage and providing an additional level of security. The medication will be used according to protocol and obtainable from the cabinet only by CMA authorized staff.

CMA and IHS Pharmacy will assure packaging for controlled and over-the-counter drug prescriptions, as prescribed by the physician. There will be secure storage and perpetual inventory of all-controlled substances, syringes and needles.

The administration of prescription medications to inmates at the Muscogee County Prison is accomplished by CMA's licensed nurses, RNs and LPNs. In an effort to improve patient safety and reduce medication administration errors, CMA will implement an automated pharmacy management system for medication ordering, tracking and reporting. The automated pharmacy management system is part of CMA's Electronic Medical Record (EMR) system and will be instrumental in minimizing medication errors, improving documentation and reducing overall medication distribution time to inmates. Only CMA's trained nurses will be permitted to access the Electronic Medication Administration Record (eMar).

CMA will use a custom formulary, which will be continually reviewed and updated to incorporate changes in treatment protocols. Any non-formulary orders will require signed approval by the medical director.

All controlled substances, syringes, needles and surgical instruments will be stored under security conditions acceptable to the Muscogee County Prison.

Medication Pass

All Medication Administration will be under the supervision of the Medical Director. Licensed nurses will administer all medications during med pass, seven (7) days per week and two (2) times per day (or more as medically appropriate). IHS Pharmacy will work closely with CMA to assure pharmaceuticals are timely received and available for administration to inmates.

Self-Administered Medication/KOP

CMA'S "self-administered" medication program allows inmates to be given the full regimen of medication as ordered by the CMA licensed practitioner to take as it is prescribed. Our "self-administered" program is available but will require approval by the Muscogee County Prison.

Upon issuing a prescription, practitioners will evaluate the patient for "self-administered" medication eligibility. **Certain medications will never be permitted for "self-administration." These include psychotropic medications, controlled substances, tuberculosis-related medications, warfarin, and any other medications with abuse or high toxicity potential.**

If implemented, "Self-administered" medications will typically be issued in 7 or 14 day increments, depending upon the safety, cost and type of medication. Patients will receive education by the nurse on the proper method of taking the medication, including signs and symptoms of adverse reactions. Patients will be asked to sign a record documenting receipt of the medication and instructions. Patients receiving long-term medications for chronic conditions, such as high blood pressure will have "compliance checks" at least monthly by the nurses to be certain that the medications are being appropriately taken.

Medication for Offenders with Court Appearances

If an inmate is at Court during medication pass, a nurse will select the patient's compliance strip and administers medication to the inmate upon return from Court. In the case where CMA is aware that the inmate will be going to Court, the nurse will administer the medication prior to the inmates leaving for Court.

CMA will provide medication for inmates who are court ordered to treat programs.

6. Nursing Services

Nurses are the backbone of correctional health care and are the first healthcare provider that an inmate sees upon booking into the facility. CMA's nurses are trained to evaluate inmates concerns and determine the care or referral to an advanced provider such as nurse practitioner, physician or dentist.

CMA will use the below Nursing Process at the Muscogee County Prison to ensure the quality of the inmate's care:

- **Assessment Phase**
Assessments are the vital phase in the nursing process and consist of the inmate's history, general observations, physical exam, and pertinent diagnostic tests when clinically indicated.
- **Nursing Diagnosis Phase**
Nursing diagnosis involves the nurse's clinical judgment about an inmate's actual or potential health problem that a nurse is licensed to treat. The nursing diagnosis phase

determines the course of treatment.

- **Outcomes/Planning Phase**

Based on the assessment and diagnosis, the nurse will create a nursing care plan for the patient with nursing interventions focused on achievable outcomes. Nursing care plans are specific to each patient.

- **Implementation Phase**

CMA's implementation phase begins when the nurse follows through on the patient-specific nursing plan and documents the nursing actions taken (e.g., monitoring the patient for signs of change or improvement, educating and instructing the inmate about medication compliance or health management, etc.), and the results.

- **Evaluation Phase**

The patient's status and the effectiveness of CMA's nursing care must be continuously evaluated to determine if the desired results were achieved. CMA's nurses will review and revise the care plan as needed.

Nursing services in a Prison require that safety comes first, followed by therapy and treatment goals. CMA's nurses will work collaboratively with correctional officers when information about an inmate's health status is needed for the inmate's health condition or the health and safety of staff and the inmate population.

CMA and CMA's nurses will follow the Health Insurance Portability and Accountability Act (HIPAA) regulations concerning information sharing within a correctional setting covered in 45 C.F.R. 164.152 (k) (5) (i) section of the code. In general, CMA's nurses will avoid discussing specifics about a patient's medical or mental health condition with officers except when:

- Officers need to be alert to an urgent need of medical attention such as an unstable diabetic, seizure disorder, or post-concussion mental status.
- The condition needs special housing or activity interventions such as back injury.
- The patient is allergic a diet such as milk or peanut butter or a common element.

7. Emergency Services

Emergency care access at the Muscogee County Prison will be available 24-hours per day, seven days per week. All CMA healthcare staff are trained in CPR. Emergency care, including first response and CPR, will be available to inmates, visitors, and correctional staff, when necessary.

Offenders can access non-emergency health care at the Muscogee County Prison seven days per week by submitting a written request. The correctional staff will forward the inmate's request to CMA's medical staff. A CMA licensed nurse will triage the request within 24 hours of receipt. Urgent complaints are evaluated via sick call as soon as possible within the 24-hour period. Qualified nursing professionals will utilize physician approved nursing protocols for daily nursing sick call visits. Inmates requiring care beyond nursing protocols will be referred to the physician or advanced nurse practitioners based on the nursing assessment.

8. Referrals to Hospital and Specialty Care

CMA will arrange for all off-site specialty services and in-patient hospitalization at Columbus Regional for inmates who, in the opinion of the treating physician and the Medical Director or designee, require hospitalization or other off-site services not provided at the Muscogee County Prison. CMA will arrange all off-site transportation, in consultation with the Sheriff's Office, for emergency, urgent and non-emergency transportation of inmates for off-site healthcare, when required. We will utilize CMA Prior Authorization, when appropriate, and our management systems

will incorporate tracking of all off-site referrals and in-hospital stays.

According to AmeriHealth Administrators (2015), offsite care accounts for an estimated 15 to 25 percent of the overall healthcare budget in a Prison setting. Each clinic trip and hospital stay generates significant costs, particularly in overtime for security details.

9. Case Management

CMA's health care team of physician, nurse practitioner and nurses will utilize care plans, treatment plans and protocols to manage inmate care for the Muscogee County Prison inmates. Our electronic medical record will provide support for case management. CMA's Corporate physician, facility providers and our MCP Nurse Manager will work together to manage concurrent and case management review for off-site admissions. Our team conducts a concurrent review during any hospital stay and works together for effective and appropriate discharge plans and is integrated with our utilization management program. We interact with the off-site facility to assure appropriate planning for the patient's return to the MCP.

10. Utilization Management

Effective utilization management results in a comprehensive planning and referral system. One critical responsibility of CMA's Medical Director is to provide oversight and management of inmate hospitalization(s) and the utilization of off-site healthcare services. The Medical Director monitors all phases of the healthcare delivery program using nationally accepted Utilization Management (UM) criteria, ensuring cost-effective medical treatment without compromising inmate healthcare.

CMA has designed its Utilization Review Program to accomplish the following key objectives:

- Monitor and track the health care management of inmates.
- To provide guidelines for the provision of efficient, quality oriented, and cost-effective healthcare
- To provide education to the providers and other health care workers.

More specifically, CMA's Utilization Management program will review and analyze the utilization of off-site referrals including inpatient stays and will monitor that the use of outside services has been appropriate and that the length of stay is neither longer nor shorter than medically indicated.

CMA's Utilization Review will manage or slow the growth of costs by reviewing and approving only services that are clinically appropriate, approving a lower-cost treatment alternative, and preventing unnecessary hospitalization.

11. Prior Authorization

Prior Authorization will be utilized for off-site hospital stays and off-site procedures and/or specialty services. CMA will have an electronic tracking system to manage and monitor off-site referrals pending and/or in process, as well as off-site admissions. CMA's EMR and management information system(s) will accomplish tracking off-site care to support integration with our healthcare utilization program and reporting of cost data. When appropriate, CMA will utilize national accepted standards for utilization management reviews.

12. Billing Adjudication

As the Administrative representative (agent) for the Muscogee County Prison, CMA will review all medical service vendor invoices submitted for off-site services. We will verify the patient was an inmate at the MCP at the time of service and that the procedure is authorized as appropriate. CMA

will not be financially responsible for any off-site specialty or hospital care. We will pay the approved invoices, and submit those invoices to the MCP representative for reimbursement to CMA. CMA will monitor for use of the Provider Network contract rate established for off-site services by the MCP. We will advise off-site Providers in the Network regarding any inmates with Medicaid or other patient insurance to support the most cost-effective billing.

13. Quality Assurance/Quality Improvement

CMA is committed to conducting continuous evaluation and improvement of our health delivery processes to provide quality correctional healthcare that meets or exceeds expectations. CMA's robust CQI program is a strategic approach for providing the best healthcare. We utilize a preventive strategy built upon constant innovation to improve work processes and systems by reducing time-consuming low-value activities. The program encompasses ongoing data collection and analysis of systems processes and chronic disease care outcomes. We focus our training on evidence-based medicine with a particular emphasis on correctional health care, concentrating on any specific conditions currently affecting inmates in the facility.

CMA will establish a CQI Program at the Muscogee County Prison assuring that quality health care services are provided to the inmates. At least annually, the following services will be reviewed:

- Intake service
- Primary care services (sick call)
- Chronic disease services
- Unscheduled onsite and offsite services
- Scheduled offsite services
- Infirmary care
- Dental services
- Medication management
- Grievances
- Ancillary services

Additionally, CMA's CQI Program will evaluate the health care provided to the inmates at both onsite and off-site locations on a continual basis for appropriateness, access to care, continuity of care, timeliness of care, effectiveness of care, efficiency of services, safety of the environment and quality of the staff-patient interactions.

14. Offender Health Education

Education is a vital component to providing quality healthcare and teaching a patient is an important aspect of nursing care. Whether it is teaching a pregnant inmate the importance of healthy Commissary/Canteen choices or instructing a newly diagnosed HIV inmate on the importance of consistently taking their daily medications, the success of the individual is greatly impacted by the quality of the nurse's instructions and support.

CMA will assist with delivering health education programs to all inmates and will provide an orientation of available medical services and disease prevention education for newly committed inmates.

Additionally, for inmates with a chronic condition who consistently (greater than 3 days) refuse their daily medications, CMA's medication pass nurses will report medication refusals to the RN Manager. The RN Manager will speak with inmates on the importance of consistently taking their medication and will seek an understanding on the obstacles that are preventing the inmate to be compliant. The RN Manager will continue to monitor the inmate for medication compliance, and if after several unsuccessful discussions, the RN Manager will refer the inmate to the Medical Director or Nurse

Practitioner for medication non-compliance. We have had great success with this approach and inmates ultimately become more informed and engaged patients.

All education encounters will be documented in the inmate's medical record.

15. Medical Records Management

CMA will provide the program and staffing to manage and maintain inmate medical records. Compliance with HIPAA will be maintained and all laws regarding confidentiality will be enforced.

CMA will be responsible for maintenance and retention of a complete, standardized, problem oriented medical record for all inmates in accordance with current regulations for confidentiality, retention and access. CMA will ensure that staff documents all healthcare contacts in the inmates' medical record and in the appropriate format. It is not an exaggeration to affirm that without an adequate medical record system, constitutionally-mandated medical care will be seriously compromised. CMA will establish and maintain a medical record system for our healthcare services for the Muscogee County Prison in accordance with GDC policies and procedures and NCCHC guidelines.

Subject to applicable State and Federal laws regarding confidentiality of medical records, CMA shall comply with the Muscogee County Prison's policies and procedures regarding access by offenders and the Muscogee County Prison staff to medical records. No information contained in the medical record shall be released by CMA except as provided by the Muscogee County Prison's policies and procedures, by court order, or otherwise in accordance with applicable law.

CMA will ensure that each EMR medical record contains, but not be limited to: an updated problem list, physical examination, tuberculin skin test, RPR, hospital and outside service reports including discharge summaries. CMA also requires that an offender's medical record shall contain his/her receiving screening, the medical evaluations performed therein, dental evaluations, mental health evaluations and any and all documentation that in any way relates to the provision of healthcare of any form to an offender.

CMA's medical records staff will be responsible for forwarding a copy of the offender's medical record or summary of treatment, whichever is required by the receiving facility, in a timely manner to the appropriate facility in the event of a transfer. A current dated medical record will be available at all times for any inmate. All requests for medical record information and correspondence will be responded to in a timely manner.

CMA will work closely with the County in the timely implementation of an automated appointment system, medical record, and electronic medication administration record and report generator to implement an electronic medical record system.

16. Expendable Medical Supplies (includes all expendables in sufficient quantity to execute daily delivery of medical care such as antifungal creams, dressings, over the counter analgesics, cold medicines), (excludes pharmacy orders for prescription meds)

Correctional Medical Associates will provide expendable medical supplies in sufficient quantities to execute the daily delivery of medical care such as antifungal cream, bandages, sponges, gauze dressing, test strips, thermometers, etc.

17. All office supplies, printing, postage, manuals, telephones, and computers not directly involved in the actual point of delivery inmate medical care will be the responsibility of the vendor.

Correctional Medical Associates will provide all office supplies and equipment not directly involved in the actual point of delivery of inmate medical care.

18. Formulary Development and Management

CMA will work with closely IHS Pharmacy to establish a formulary that does not unreasonably restrict inmates from modern medicinal practice. We will implement a formalized process for obtaining non-formulary medications, which shall only be prescribed when clinically indicated and will require approval from the Medical Director. IHS pharmacists will assist in managing the formulary by notifying CMA of non-formulary orders and routinely recommend economical alternative medications. Our formulary will be reviewed, at a minimum, annually to ensure the needs of the Prison are met in the most cost-efficient, effective, but uncompromising manner.

When filling orders, an IHS pharmacist will check for allergies, potential drug interactions in medications ordered for a particular patient, and other contraindications, as required by law or regulation. IHS will receive prescription orders through an interface with the eMAR system.

CMA's standard practice is to substitute generic medication in place of brand name medication. In the rare circumstance that a non-formulary medication is judged to be the only medically effective drug, the eMAR will flag the order and the Medical Director must be contacted for approval before the medication is filled by the pharmacist. Approval will occur verbally, with paperwork simultaneously emailed for electronic signature, to expedite the process.

19. In clinic labs (includes contract with lab services provider)

CMA will provide all on-site Laboratory Services at the Muscogee County Prison.

- CMA will subcontract with Lab Corp to provide Reference Laboratory services for inmates, while at the Muscogee County Prison.
- CMA's Contract Laboratory service will include STAT work (when required) with results within 24 hours after the specimen is obtained.
- We will generate and provide a weekly electronic log of laboratory tests performed. Our log will include the inmate name, identification number and test type.
- RPR testing for syphilis will be provided by CMA and will be processed in 24-72 hours. In addition to specifications listed above, our CMA approach will include:
 - Assuring accreditation by a CLIA-approved agency for laboratory services.
 - Maintaining a procedure manual for each on-site laboratory service, including protocols for the calibration of testing devices to assure accuracy.
 - Providing on-site laboratory tests at the Muscogee County Prison will include, but are not limited to: multiple-test dipstick urinalysis; finger-stick blood glucose tests; peak flow meters (handheld or other); and stool blood-testing material .
 - Utilizing County, State or public health agency lab services when clinically indicated.
 - All laboratory results will be stored in the Lab section of the inmate's electronic medical record.
 - All laboratory results will be reviewed and signed by CMA's medical provider ordering the labs in accordance with a treatment plan.

In addition to having access to an individual inmate's lab record, our system displays aggregate results by patient, test or ordering provider. This capability gives additional data to determine, if results are suggestive of any particular pathological trends among the inmate population and for use with Utilization Reviews for our clinical providers.

20. In clinic x-ray services

CMA's on-site Radiology Services at the Muscogee County Prison will include:

- Establishing an agreement with a mobile radiological service provider (Global Diagnostic X-Ray, Conyers, GA or Mobile X, Nashville TB) to come on-site to the Muscogee County Prison.

- Assuring all x-rays performed at the Prison will be read by a Board Certified Radiologist, with a turn-a-round time of 48 hours or less.
- Patients needing STAT radiology services will be sent to Columbus Regional.
- All radiology results will be reviewed and signed by CMA's ordering medical provider in accordance with a treatment plan.

All X-ray results will be stored in the offender's electronic medical record.

21. Dental services (will not include costs associated with partials, dentures, and oral surgery conducted off site)

CMA will offer dental services to all inmates in the Muscogee County Prison through dental clinics. Dental services include x-rays, fillings, and extractions. Offenders are only referred off-site with serious dental conditions or if the procedure required is outside our general dentist's scope of practice.

CMA's dental care is provided on-site by a dentist licensed in the State of Georgia. Our program includes written policies, procedures and established priorities for care. We incorporate infection control practices defined by the American Dental Association and the Centers for Disease Control and Prevention, including sterilizing instruments; disinfecting equipment; and proper disposal of hazardous waste.

Most dental service needs are determined at the time of the initial intake screenings. CMA's nurses are trained to conduct an Oral Care Screening as part of the initial health screening assessment. Oral Screening includes visual examination of the teeth and gums, noting any obvious or gross abnormalities or inmate's complaints. Inmates experiencing marked pain or distress as a result of a dental condition are referred to the dental clinic during routine clinic hours. CMA's on-call staff provides stabilization during non-clinic hours. When treating inmates with dental pain or infection, the nursing staff will follow the established nursing protocol approved and signed off by the Medical Director for Oral Care.

Dental treatment is provided in accordance with a written treatment plan prescribed by CMA's dentist. Treatment plans focus on the elimination of dental disease infections and the maintenance of oral health through patient education. Patient education focuses on providing information on the patient's existing oral health status, the elimination and management of any existing diseases, abnormalities, and the practice of good oral hygiene. Treatment plans include but are not limited to extraction of teeth, treatment of acute and chronic dental infections, and treatment fillings.

22. Hazardous Waste Management and Disposal (includes contract with waste management disposal company)

CMA shall be responsible for the storage, removal and disposal of all hazardous waste materials. Such removal and disposal shall be in accordance with all applicable local, state and federal rules, regulations and code.

CMA's policy and procedure for handling hazardous waste will include, but not be limited to:

1. A contractual agreement with a waste management and disposal company to dispose of hazardous waste and materials.
2. A written plan for the utilization, pick-up and delivery of red bio-hazardous waste trash bags.
3. A policy for needle control, including locks on all cabinets and drawers containing needles, syringes and other sharp objects.
4. Mounted containers on the walls of each exam room for the disposal of used needles.
5. Training for all sanitation workers in appropriate methods for handling and disposing of bio-hazardous materials and spills.

23. Vendor is responsible for providing its employees with all equipment required for conducting routine medical assessments and procedures to include but not limited to any devices use to assess vital signs, Doppler's, stethoscopes, glucometers and test strips, dressings, suture kits etc. CMA will provide and maintain all healthcare equipment for routine medical assessments and procedures during the term of our Contact and will replenish such equipment and/or instruments as required to provide CMA Contractual services at the Muscogee County Prison.

- If additional or replacement healthcare equipment and/or instruments are required by CMA to ensure medically acceptable care during the term of our Contract, CMA agrees to purchase such non-durable items at its own cost.
- We will maintain all administrative information, forms, logs and/or reports required for equipment safety and maintenance.
- We will assure sufficient and suitable supplies for CMA medical and dental care services at the Muscogee County Prison.

Since it is imperative that all equipment, especially emergency equipment, remains fully operational, CMA will appoint one staff member to keep a log of regular service dates for all equipment and to schedule service when due. Routine periodic checks will be performed on all equipment per CMA procedures to ensure proper working order.

24. Drugs and Alcohol Withdrawal and Detox.

The safe and efficient treatment of withdrawal syndromes requires that clinicians are alert to the possibility of substance dependence in all new offenders arriving at the Muscogee County Prison. CMA's trained staff will follow CMA's clinical protocols and Policies and Procedures for Withdrawal Management. CMA's detoxification overview consists of the following:

- CMA's trained staff conducts careful history and clinical assessment because Substance abusers are rarely accurate in their description of patterns of drug use. At times, they greatly underestimate or deny their substance abuse, as well as overstate the extent of it.
- Every effort is made to ameliorate the inmate's signs and symptoms of alcohol or drug withdrawal.
- Inmates displaying acute detoxification symptoms will be admitted to the Infirmary and the Medical Director will be immediately notified.
- An inmate undergoing withdrawal will receive an individualized treatment plan.
- Frequent clinical assessments, along with indicated treatment adjustments (in both dose and frequency) will be provided.
- Since an overdose with a prescribed medication or with other drugs is always a possibility, CMA's providers, to the greatest extent possible, will control the inmate's access to the prescribed medication regimen during detoxification.
- Detoxification is performed only under medical supervision and in accordance with federal, state and local laws and regulations.

25. Vendor is responsible for filing Medicare.

CMA will inquire about patient insurance (e.g. Medicaid, Medicare or other insurance) at intake. Insurance information obtained will be provided to off-site providers, if the inmate requires off-site care, including hospital care, emergency room care or other specialty care for billing. This process is intended to reduce off-site costs for the MCP. As a part of Billing Adjudication, CMA will review / follow-up to identify the submission of billing for those inmates with valid insurance, prior to approval of claims for payment.

TRANSITION PLAN – CMA PROJECT SCHEDULE AND TRANSITION FOR THE MUSCOGEE COUNTY PRISON

PROJECT SCHEDULE

Upon award, CMA is committed to begin providing services for the Muscogee County Prison on September 1, 2018. Our Transition Plan is described below and includes an implementation grid on the following page.

TRANSITION PLAN

To ensure minimal disruption to the current medical program, CMA will provide a Transition Team comprised of our Corporate Implementation Specialist, Nursing Specialist and CMA Corporate staff, as assigned. Their responsibilities will be as follows:

- **Corporate Implementation Specialist**
Interview current staff and/or recruit additional staff as required. Orient potential staff to CMA and the facility systems and processes. Work with, organize and edit as required for all Protocols, Policy and Procedure Reviews, including all necessary forms. Work with the MCP staff to obtain necessary security and background clearances for all transition team members and/or new staff for the program.
- **Nursing Specialist RN**
Interview all medical staff and nursing staff for qualifications. Support / develop revision of nursing protocols as needed for approval. Orient to policies and procedures. Oversee the transition for Nursing and professional staff. Recruit and train as necessary. Verify all licenses and credentials.
- **Human Resources Specialist**
Interview current staffing and/or recruit additional staff as required. Work with the MCP staff to obtain necessary security and background clearances as required.
- **CMA Corporate Staff**
Support Information System training plan as required. Provide Administrative Support as needed during the transition, as assigned. CMA will include pre-turnover meetings with Prison Administration and key Prison Information Technology staff to prepare for the CMA Electronic Medical Record (EMR) install.

IMPLEMENTATION PLAN SUMMARY

Please refer to the following page for CMA's Implementation Plan Timetable of tasks.

	Pre-Contract	Contract Signature	PRE Wk 1	PRE Wk 2	PRE Wk 3	PRE Wk 4	Start Work 9/1/18
CMA - IMPLEMENTATION PLAN TASKS: MUSCOGEE COUNTY PRISON							
1.0	PRE-AWARD PERIOD						
1.1	DATE OF AWARD (Target - During Month of June, 2018)						
2.0	CONTRACT SIGNATURE & APPROVALS (Estimated - By July 1, 2018)						
2.1	Key Personnel Meetings (CMA, Facility, CCG & MCP) As Appropriate						
2.2	Re-Validate Objectives & Any Adjustments to Scope						
2.3	Exchange or Submission of Documents Required for Contract						
2.4	Data Gathering - Facility Policies & Procedures						
2.5	Review of Procedures for Security Clearances						
2.6	Revisit Site - Walk-Thru						
3.0	MEETINGS						
3.1	MEDICAL TRANSITION KICK-OFF MEETING # 1						
3.1.1	Review Plan of Action; Discuss Issues; Establish Key Dates						
3.1.2	Meeting with CMA & MCP Staff to Plan Effective, Orderly Transition						
3.1.3	Conduct Key Person Interviews						
3.1.4	Meet with - CHC Representatives & Establish Transition Plan						
3.2	MEDICAL TRANSITION MEETING # 2 (On-Site or Telephone)						
3.2.1	Timetable Review; Status Report; Issues: Next Steps						
3.2.2	Follow-Up Meets with CMA & MCP Staff as Assigned						
3.3	MEDICAL TRANSITION MEETS (On-Site or Telephone Contacts # 3)						
3.3.1	Status Report; Issues & Assignments						
3.4	MEDICAL TRANSITION MEETING # 4 - PRE-TURN-OVER						
3.4.1	Status Report; Issues & Assignments; Final Prep						
4.0	PERSONNEL						
4.1	Announcement Letter to Encumbent Staff & Interviews						
4.2	Continued Interviews & Probationary Employ Offers Extended						
4.3	Welcome to CMA Package & Training with CMA						
4.4	Verify Credentials for All Staff & Contract Staff						
4.5	Staffing Plan, Assignments & Schedule for Start-Up						
4.6	Additional CMA Support Staff During Week-One Start-Up						
5.0	SECURITY REQUIREMENTS						
5.1	Submit Security Clearance Requirements for Staff						
6.0	CMA OFF-SITE CONTACTS (NETWORK ALREADY IN PLACE) for MCP						
6.1	Hospital(s) Off-Site - Contract Reviews / Discussion						
6.2	Off-Site Key Specialty Service Contacts - Contract Reviews / Discussion						
6.3	Ambulance, Community Agencies as Applicable - Contract Reviews						
7.0	POLICY & PROCEDURE REVIEWS, PROTOCOLS						
7.1	Review Existing Facility Policies & Procedures & Contact with MSP Designee						
7.2	Submit CMA Protocol Revisions as Appropriate for Approvals (for Start-Up)						
8.0	TRAINING						
8.1	Facility Orientation & Training - New Personnel & CMA Staff						
8.2	CMA Orientation & Training - Key Facility MSP Staff & Officers						
8.3	CMA Orientation & Training - Encumbent Healthcare Staff						
9.0	SPACE & FACILITY REQUIREMENTS						
9.1	Telephone or Meets w-Facility Reps- Phones, Info Syst, Other Set-Up						
10.0	SUPPLIES						
10.1	Order Supplies						
10.2	Receive Supplies						
11.0	PRE-TURNOVER - MEDICAL & PHARMACY						
11.1	Record Reviews by CMA						
11.2	MAR Review of Medications & Orders						
11.3	Pharmacy Training - Encumbent & New Staf						
11.4	Transition Meeting(s) - With Key Personnel at MSP & CHC Rep						
11.5	Receive Medications & Set-Up						
11.6	Final Transition Info Systems , Pharmacy System Testing & Set-Ups						
12.0	TURN OVER TO CMA & START WORK						
12.1	CMA Meet with MSP / CHC Representatives; Sign-In & Turn Over						
13.0	INITIATE 90-120 DAY PLAN FOR ELECTRONIC MEDICAL RECORD INSTALL						
13.1	CMA Meet with Warden Representatives						

Pharmacy Services

CMA will provide a total pharmaceutical management system and will be accountable for all aspects of Pharmacy Services, including but not limited to procurement, payment, inventory control, inspections, and disposal of all pharmaceuticals at the Muscogee County Prison. CMA will contract with IHS Pharmacy, a leading mail-order Pharmacy headquartered in northeast Alabama, that currently serves more than 275 correctional facilities in 18 states, and provides medication for 46 correctional facilities in Georgia. IHS Pharmacy has an innovative clinical approach to medication management that ensures inmates receive their medications in a cost-effective and timely manner. Elements of the service IHS Pharmacy will provide include:

- **Tailored Dispensing System**
Patient specific medications are packaged together in compliance strips with inmate's name, date, and delivery time stamp (AM or PM) which reduces errors and saves time in the medication administration and distribution process.
- **Cost Containment**
Effective formulary management and volume purchasing power help to realize cost control and savings. Qualified medication return credits reduce expenditures on unused orders.
- **Customized Formulary Development and Management**
Formularies are continually updated to incorporate changes in preferred drug usage and treatment protocols. Every effort is made to continually enhance patient care while maintaining fiscal integrity.
- **Quality assurance program that ensures compliance with all local, state and federal guidelines, as well as those put forth by GDC, ACA, JCAHO, and NCCHC**
Utilizing effective reporting procedures, clinical monitoring, internal audits, team meetings, education and managerial strategic reviews, and maintaining compliance with all applicable guidelines and standards.
- **Pharmacy and Therapeutics Committees**
A consortium of physicians and clinical pharmacists analyze drug utilization and evaluate patient outcomes on a regular basis to ensure that currently used treatments are effective and appropriate.
- **Round-the-clock access to registered pharmacist providing clinical support**
A licensed pharmacist is available 24 hours a day, 7 days a week, including holidays, to answer questions presented by the physician, nurses and other health care staff.
- **Timely Delivery**
Twenty-four hour turn-around/delivery service ensures that inmates receive their needed prescriptions in a timely manner. We use a local pharmacy for medication continuation.
- **Prescription Medications and Controlled Substances**
All prescription medication will be prescribed by the responsible physician or nurse practitioner, and will be administered and dispensed by a licensed nurse. All controlled substances, syringes, needles and surgical instruments are stored under security conditions acceptable to the Muscogee County Prison and in accordance with GDC guidelines and NCCHC standards.

The administration of prescription medications to offenders at the Muscogee County Prison will be through CMA's licensed nurses, RNs and LPNs.

1. Formulary and non-formulary oversight

CMA will work closely with IHS Pharmacy to establish a formulary that does not unreasonably restrict inmates from modern medicinal practice. We will implement a formalized process for obtaining non-formulary medications, which shall only be prescribed when clinically indicated and will require approval from the Medical Director. IHS pharmacists will assist in managing the formulary by notifying CMA of non-formulary orders and routinely recommend economical

alternative medications. Our formulary will be reviewed, at a minimum, annually to ensure the needs of the Facility are met in the most cost-efficient, effective, but uncompromising manner.

When filling orders, an IHS pharmacist will check for allergies, potential drug interactions in medications ordered for a particular patient, and other contraindications, as required by law or regulation. IHS will receive prescription orders through an interface with the eMAR system.

CMA's standard practice is to substitute generic medication in place of brand name medication. In the rare circumstance that a non-formulary medication is judged to be the only medically effective drug, the eMAR will flag the order and the Medical Director must be contacted for approval before the medication is filled by the pharmacist. Approval will occur verbally, with paperwork simultaneously emailed for electronic signature, to expedite the process.

2. Prescribing and dispensing of medications

CMA and IHS Pharmacy will utilize a computerized pharmacy system and will work closely with our EMR vendor to ensure that the electronic medication administration record (eMAR) is interfaced to IHS Pharmacy for seamless ordering and management of medications.

CMA's on-site Pharmacy operation will have restock and delivery services seven days per week at a minimum, excluding holidays. An IHS pharmacist will be available 24/7, 365 days per year and a local back-up pharmacy for STAT medications will be open 24/7, 365 days per year.

Administration of medication shall occur by CMA's healthcare staff, properly trained and under supervision of the medical director.

IHS will package medication in "compliance" packaging with each patient's medications packaged together with a date and time stamp indicating AM or PM medications. The inmates medication will arrive from the pharmacy in a strip of unit-dose packets sufficient to last the patient for a minimum of two weeks. When the medication arrives in the medical department, it is ready to be administered. The medication has been packaged with 99.1% accuracy for the specific patient by one of IHS's compliance packaging machines, and a pharmacist has checked the packaged medication at least once before it leaves IHS's pharmacy to reduce the possibility of an error even more than the machines' 99.1% accuracy.

A few of the benefits of administering medications in compliance packaging are:

- **Reduced Cost** – A high percentage of medications in Blister Packs are thrown away from dropping on the floor during preparation for medication pass. Switching from Blister Packs to Compliance Strips reduces pharmacy cost by not handling the medication.
- **Improved Medication Adherence** – Inmates taking their medication in compliance strips are less likely to refuse a certain medication since all medications are packaged together.
- **Faster Medication Distributions** – Nurses spend less time preparing for medication pass and distribution is faster using the compliance strips.
- **Accountability** - The barcode on the medication and the Inmates armband will be scanned electronically recording the date and time the medication was given.

CMA will maintain a stock of frequently prescribed medications for use on an urgent basis. CMA will determine the types and quantities of stock medication in consultation with the IHS pharmacist. Stock medication will be packaged in unit doses and will be securely locked in an electronic medication cabinet with a direct connection to the pharmacy for monitoring usage and providing an additional level of security. The medication will be used according to protocol and obtainable from the cabinet only by CMA authorized staff.

CMA and IHS Pharmacy will assure packaging for controlled and over-the-counter drug prescriptions, as prescribed by the physician. There will be secure storage and perpetual inventory of all-controlled substances, syringes and needles.

IHS, who contracts with a hazardous waste disposal company to have unwanted medication destroyed legally and safely, will handle medication disposal. IHS will either have a hazardous waste disposal company retrieve discarded medication directly from the Muscogee County Prison or will arrange for shipment of the unwanted medication back to IHS.

3. Recordkeeping

In an effort to improve patient safety and reduce medication administration errors, CMA will implement an automated pharmacy management system for medication ordering, tracking and reporting. The automated pharmacy management system is part of CMA's Electronic Medical Record (EMR) system and will be instrumental in minimizing medication errors, improving documentation and reducing overall medication distribution time to inmates. Only CMA trained nurses will be permitted to access the Electronic Medication Administration Record (eMar).

During medication pass the Inmates armband and the compliance strip will be scanned which will electronically time stamp the date and time the inmate received the medication.

4. Management data and reports quantifying medications ordered, processed, delivered, and disposed.

With CMA's electronic pharmacy system, we will have the ability to quickly provide reports for pharmacy management data, quantifying medications ordered, processed, delivered and disposed. Additionally, we can provide reports on medication non-adherence, patients on chronic care medication by disease, most ordered medication, highest cost medication, etc.

5. Reports shall be delivered in a mutually agreed upon HIPAA-compliant format.

All CMA reports will be delivered in a mutually agreed HIPAA-compliant format.

6. Secure and proper storage of all medications in accordance with NCCHC standards, Muscogee County Prison policy, and applicable state and federal laws.

Correctional Medical Associates will properly store all medications in accordance with NCCHC standards, Muscogee County Prison policy and applicable state and federal laws. The pharmacy area is a secure area and the Director of Nursing will monitor that only medication nurses will have access to the pharmacy area and will audit the proper storage of all medications.

7. Contracted vendor shall invoice (monthly) the Muscogee County Prison for amounts paid by the contracted vendor, on behalf of the Muscogee County Prison for pharmacy services, and cost details for the same, plus the management fee (percentage).

Correctional Medical Associates will invoice the Muscogee County Prison monthly for medication cost incurred on behalf of the Muscogee County Prison for pharmacy services. We will provide an itemized list of the costs and will include a pharmacy management fee (percentage).

C. Provide a list of all known equipment that will be provided by the vendor, or must be provided by the Muscogee County Prison, under this contract.

Correctional Medical Associates proposes the following list of equipment that must be provided by the Muscogee County Prison and CMA:

EQUIPMENT PROVIDED BY MUSCOGEE COUNTY PRISON		
A.	Examination Tables	2 each
B.	Centrifuge	1 each
C.	Dental Chair (New)	1 each
D.	AED (New)	1 each
E.	Medication Cart	1 each
F.	Sharps Cart	1 each
G.	Glucometer	1 each
H.	Oxygen Tanks	4 each
I.	Emergency Bags (Stocked)	2 each
J.	Scales (1 digital, 1 manual)	2 each
K.	Wheel Chair	1 each
L.	Back Board	1 each
M.	Medical Refrigerator	1 each
N.	Specimen Refrigerator	1 each
O.	Gurnee	1 each
P.	Ophthalmoscope	1 each
Q.	Portable Pulse Oximeter	1 each
R.	Dental X-Ray Machine	1 each
S.	Autoclave	1 each
T.	Mobile Blood Pressure	1 each
U.	Copier (Under Contract)	1 each
V.	Physician Stools	3 each
W.	Compressor Nebulizer	1 each
X.	IV Pole	1 each
Y.	Office Desks	4 each
EQUIPMENT SERVICES TO BE PROVIDED BY VENDOR		
A.	EKG Machine (New)	1 each
B.	Computers (New)	2 each
C.	Otoscope	2 each
D.	Internet Services	
E.	Telephone Services	

D. Describe any similar contracts vendor is currently awarded and their duration. Include the entity name and contact person, project, location, services provided, date of completion, and contact telephone and email.

Correctional Medical Associates has been in business for over thirty (30) years with our first twenty-five years (25) solely providing comprehensive health care services at the Fulton County Jail and its annex facilities in the Atlanta-metropolitan area. *Our philosophy is that bigger is not always better and we have never strived to be a mega provider of correctional health care services.*

1. **Jackson County Adult Detention Center – Medical and Mental Health Services**
65 Bruce Evans Drive, Pascagoula, MS 39567 **2016-current**

In June 2016, CMA began providing comprehensive medical and mental health care services at the Jackson County Adult and Juvenile Detention Facilities in Pascagoula, Mississippi. The contract term is two (2) years with two (2) additional renewal options of one (1) year terms.

Major Michal Wright
michael_wright@co.jackson.ms.us
228-218-8983

Captain Tyrone Lewis
tyrone_lewis@co.jackson.ms.us
228-796-3246

2. **Harrison County Adult and Juvenile Detention Centers – Comprehensive Inmate Medical Services**
10451 Larkin Smith Drive, Gulfport, MS 39503 **2012- November, 2017**

Correctional Medical Associates provided medical, mental health, dental and pharmacy services at the Harrison County Adult Detention Center beginning in July 2012. The facility had been operating under a twenty-year (20) Consent Decree, due to overcrowding and medical care since 1995. CMA completely over hauled the previous medical provider's program and quickly established a National Commission on Correctional Health Care (NCCHC) standards-based medical program in the facility. We implemented Quarterly CQI Process Studies along with Annual Outcome Studies to the facility, which were reviewed with the medical staff, Sheriff's Office and the Department of Justice (DOJ). As a result of the significant progress made, and within 36 months of contract start, the Department of Justice released the Prison from the Consent Decree in August 2015. In January 2016, a new sheriff's administration came on board and all contracts went out to bid. As a result, the contract was awarded to another competitive bidder in November 2017.

Sheriff Melvin Brisolaro, 2012-2016
228-218-8983

Captain Elaine Lege
Elaine.Lege@harrisoncountysheriff.com
228-342-2886

Captain Earl Thomas
Earl.Thomas@harrisoncountysheriff.com
228-236-8708

Personnel Staffing

Vendor will be required to recruit, train, and manage all clinical staff. The Muscogee County Prison (MCP) has provided a sample-staffing matrix below, but vendors are encouraged to offer innovative ways to enhance the delivery of care with more efficient staffing models. Any changes in population or standard of care set forth in the GDC guidelines may require an adjustment in the staffing level agreed upon in the original contract. The changes shall be discussed between GDC and the awarded vendor. If an agreement in staffing or service levels cannot be met, either party may terminate upon 90 days written notice.

CMA will recruit, train and manage all clinical staff. Any changes in population or standard of care set forth in the Georgia Department of Corrections guidelines that may require an adjustment in the staffing level agreed upon in the original contract may be discussed between the GDC, and the awarded vendor. If an agreement in staffing or service levels cannot be met then either party may terminate upon 90 days written notice.

A. RECRUITMENT PRACTICES.

Our recruitment and screening process is vital, since it is our employees who ensure our success. Correctional Medical Associates conducts continuous recruitment and staffing initiatives through local, regional, national and trade publication advertising, on-line job sites, colleges, staffing agencies, Georgia Works Program, and by staff referrals. Staff referral provides unsolicited candidates who are eager to work in corrections and is also a good indicator of employee satisfaction.

We attract and retain high quality medical professionals by offering competitive salaries and a comprehensive benefits package. Taking care of our employee's needs is one of our top priorities, so, our benefits package includes a Work-life Balance Employee Assistance Program. Employees dealing with personal issues are often distracted at work and have difficulties remaining productive. Coupled with the challenges of working in a correctional environment where staff can experience burn out, our Work-life Balance Employee Assistance Program provides a variety of services to help our employees overcome these obstacles and focus on their jobs. We offer our employees the assistance they need to enjoy everyday life, thus allowing them to be productive and successful employees.

B. EQUAL EMPLOYMENT OPPORTUNITIES.

Correctional Medical Associates, Inc. is an equal opportunity employer and therefore prohibits discrimination based on race, color, national origin, religion, sex, sexual orientation, age, disability or veteran status.

C. LICENSURE/CERTIFICATION REQUIREMENTS.

CMA conducts pre-employment screening, as well as, credentialing to ensure our employees are well equipped to meet the healthcare needs of the facility. All employees are CPR certified and maintain current TB screening, with all licensures, local, state and federal, current.

D. STAFF TRAINING AND PERSONNEL DEVELOPMENT.

Employees are required to update their knowledge and skills by attending in-services and continuing education programs.

It is important that the Education and In-Service Training Program include the facility's policies and procedures, since it is important that the medical staff and prison security staff work in concert to ensure a quality healthcare program. We also provide on-going training in areas that include the most effective ways

to ameliorate any identified problems and the most effective ways for staff to interact with all inmates. Nothing in the in-service curriculum is intended to circumvent normal prison procedures, only to augment and enhance existing services and interaction between inmates and staff.

E. ORIENTATION OF NEW PERSONNEL.

All medical staff receives a comprehensive orientation before being allowed to work independently. The orientation/ training are designed in conjunction with department managers to keep it relevant. Examples of the areas covered during orientation are an introduction to correctional health, NCCHC standards, CMA values and mission, policies and procedures, chronic care guidelines, intake screening process, infection control, HIPAA, safety, security standards, standard of conduct, and drug/alcohol-free workplace policy.

All new employees have a 90-day evaluation period, which is intended as a period of learning and adjustment, and an opportunity for CMA to evaluate the employee's stability. During the evaluation period, employees are expected to meet or exceed the established performance standards for new employees in each position and to learn and observe standard procedures and work rule.

F. CONTINUING EDUCATION.

All employees are required to update their knowledge and skills by attending continuing education classes relevant to the scope of practice.

G. IN-SERVICE TRAINING.

In addition to the initial department & facility orientation, all full-time medical personnel are required to participate in in-service training each year. The scope of our training is designed to empower our staff so they are able to make independent autonomous decisions in almost any situation within the scope of their practice. Staff empowerment gives employees a sense of trust, importance, and capability, thus creating a positive work environment.

Staffing Matrix

Correctional Medical Associates includes 24 hours x 7 days provider on-call status and proposes the below Staffing Plan Options:

Option 1 - RFP Required Staffing Plan:

CMA - MEDICAL SERVICES STAFFING PROPOSAL	FTE	BRIEF DESCRIPTION
Medical Director - Physician	0.20	Responsible for the implementation of all clinical aspects of the program.
Nurse Practitioner	0.20	Responsible for evaluating, diagnosing and treating inmates' medical conditions.
Dentist	0.10	Provides oral examinations and treatment necessary for maintaining the inmate's health.
Optometrist	0.10	RFP specifies 4 hrs/week Optometrist on-site.
X-Ray Technician	0.025	RFP specifies 1hr/week X-Ray on-site.
Registered Nurse	1.0	Performs a variety of professional nursing services for inmates related to planning, organizing, monitoring, implementing nursing sick call and medical care services.
License Practical Nurse	5.0	Responsible for monitoring inmates' progress and responses to medical treatments, administering medication and conducting nursing sick call clinics.
Administrative Assistant	1.0	Responsible for the administrative functions of the program.
Total Medical Services Staffing	7.625	

Option 2 - Staffing Plan Comparative:

The CMA Recommended Staffing Plan is included as Option 2, which provides a cost-effective combination of Physician and Nurse Practitioner provider hours. Our FTE staffing Plan assures staff coverage across key functional areas, provides nursing supervision for oversight, and promotes flexibility for cross-coverage.

	Proposal Option 1 MCP Staffing Matrix FTE	Proposal Option 2 CMA Staffing Matrix Revised FTE's	Brief Functional Description for Option 2
Medical Director	0.20	0.20	Maintain Medical Director Provider Hours
Nurse Practitioner	0.20	0.20	Most Cost-Effective approach Provision of Added Provider Hours
RN Nurse Manager	1.00	1.00	Program and Nursing Supervisor; Oversight of CQI and Chronic Clinics
Administrative Assistant	1.00	0.00	Added 0.6 FTE LPN Hours to Provide a Combination of Clinical, Cross-Coverage & Administrative Support.
Licensed Practical Nurse	5.00	5.60	(4.2 FTE) 24 x 7 LPN Nursing; Provides Night & Week-End Support; Med Pass; Nurse Sick Call; and Clinic Support
			(1.4 FTE) Expands 0.8 FTE in Required Staffing to 1.4 FTE to Improve LPN Scheduling Capability and Cross-Coverage: Position Will Provide Support for Clinical and Administrative Tasks.
Dentist	0.10	0.10	No Change: 4 Hours per Week
Optometrist	0.10	0.05	Visits and Officer Transport Time; Option 2 Provides 8 Hours per Month (2 Sessions-4 Hr Ea)
X-Ray Tech (1 Hr Wk)	0.025	0.00	Will Utilize Mobile X-Ray Services, Which Includes the X-Ray Tech
TOTAL	7.625	7.15	
			*May Utilize 12 Hr or 8 Hr Shift for LPN Positions Option 2 More Cost-Effective and Reduces to 7.15 FTE's.

Vendor Requirements

- A. *Vendor will be responsible for arranging emergency service and emergency transport. Vendor will not be financially responsible for emergency room costs or the cost of transport.*

CMA will comply with this requirement and will be responsible for arranging emergency service and emergency transport. Additionally, CMA will not be financially responsible for emergency room costs or the cost of transport.

- B. *Vendor will be responsible for arranging hospital and specialty care. Vendor will not be responsible for the costs of either hospital or specialty care.*

CMA will comply with this requirement and will be responsible for arranging hospital and specialty care. CMA will not be responsible for the costs of either hospital or specialty care.

- C. *Vendor will not be responsible for elective care. Elective care is any treatment or medical intervention not required to prevent deterioration in the patient's health or required to avoid obvious harm to the inmate/patient. The vendor's Medical Director will determine what treatments, interventions, therapies and pharmaceuticals are elective as opposed to those required to maintain the patients' health.*

CMA agrees and will not be responsible for elective care. CMA will define elective care as any treatment or medical intervention not required to prevent deterioration in the patient's health or required to avoid obvious harm to the inmate/patient. CMA's Medical Director will determine what treatments, therapies and pharmaceuticals are elective as opposed to those required to maintain the patient's health.

- D. *Vendor will be required to provide emergency services to anyone on the property of the MCP to include, visitors, other contractors and staff. The vendor is not responsible for any costs associated with transport or follow on care provided to these patients.*

CMA agrees and will provide emergency care to anyone on the property of the MCP to include visitors, other contractors and staff. CMA acknowledges it will not be responsible for any cost associated with transport or follow on care provided to these patients.

- E. *Vendor is responsible for providing the MCP with a pharmaceutical formulary, which includes an objective process and peer oversight/ prior authorization for any prescriptions, which deviate from the base line first tier drug formulary. The vendor is NOT responsible for the cost associated with any prescription, which is derived from the formulary and/or follows the process agreed upon for ordering non-formulary drugs. In those cases in which the vendor's provider does not follow the formulary or the process for prior authorization for ordering non-formulary drugs the vendor WILL be responsible for the cost associated with that prescription.*

CMA will comply with this requirement and will be responsible for providing the MCP with a pharmaceutical formulary, which includes an objective process and peer oversight/prior authorization for any prescriptions, which deviate from the base line first tier drug formulary. CMA will not be responsible for the cost associated with any prescription, which is derived from the formulary and/or follows the process agreed upon for ordering non-formulary drugs. CMA agrees it will be responsible for the cost of ordering non-formulary drugs if it does not follow the formulary or the process for prior authorization.

- F. Vendor will be responsible for all Utilization Management and Claims Adjudication for any off site hospitalization or specialty care. The vendor will be identified as the administrative agent for all off-site medical care for the MCP. The vendor will not be financially responsible for any off-site specialty or hospital care.*

CMA will be responsible for all Utilization Management and Claims Adjudication for any off-site hospitalization or specialty care. CMA agrees to be identified as the administrative agent for all off-site medical care for MCP. CMA will not be financially responsible for any off-site specialty or hospital care.

- G. Vendor will bill the MCP 30 days after the end of the contract quarter for reimbursement equal to all the money the vendor has paid off-site medical services on behalf of the MCP. The MCP will submit payment to the vendor equal to the amount the vendor has billed within 30 days of receipt.*

CMA will comply with this requirement and agrees to bill the MCP 30 days after the end of the contract quarter for reimbursement equal to all the money CMA has paid off-site medical services on behalf of the MCP. Additionally, MCP will submit payment to CMA equal to the amount the vendor has billed within 30 days of receipt.

- H. The MCP will provide all the office space, clinic space, durable medical equipment and security that will be required by the vendor to allow the vendor to provide medical services to inmate/patients within the time frame and of the quality required by the published NCCHC and ACA standards.*

CMA acknowledges that the MCP will provide all the office space, clinic space, durable medical equipment and security that will be required by CMA to provide medical services to inmate/patients within the time frame and of the quality required by the published NCCHC and ACA standards.

- I. Vendor will not be responsible for mental health treatment.*

CMA agrees that it will not be responsible for mental health treatment. CMA will collaborate and work in partnership with New Horizons as needed.

- J. Vendor will provide monthly summary reports on clinical services to the MCP. These reports will include as a minimum the following:*

- 1. Number of patients on Psychotropic Drugs*
- 2. Treatment of patients with alcohol and drug abuse issues*
- 3. Any use of restraints*
- 4. Any use of forced medications*
- 5. Sick call*
- 6. Chronic care*
- 7. Physicals*
- 8. Intake Screening*
- 9. TB prevention*
- 10. Infection Control Tracking*
- 11. HIV Treatment*
- 12. Staffing report with actual FTEs, hours worked and level of professional certifications.*
- 13. Any sentinel events*
- 14. Legal Cases*
- 15. Dental Sick Call*
- 16. Vision Screening*

- 17. Referrals to outside specialists*
- 18. Any refusals of care by patients*
- 19. Any refusals of medication*
- 20. Narcotics counts*
- 21. Emergency Room visits (requires additional documentation and justification)*
- 22. Specialist visits (requires additional documentation and justification)*
- 23. Penalties for non-compliance*

CMA agrees to provide monthly summary reports on clinical services to the MCP. The reports will include but will not be limited to inmates on psychotropic drugs, alcohol and drug abuse treatments, any use of restraints, any forced medications, sick call, chronic care, physicals, intake screening, TB prevention, infection control tracking, HIV treatment, staffing report with actual FTEs, hours worked and level of professional certifications, any sentinel events, legal cases, dental sick call, vision screening, referrals to outside specialists, any refusals of care by patients, any refusals of medication, narcotics counts, emergency room visits, specialists visits and penalties for non-compliance.



1000 Circle 75 Parkway, SE
Suite 060
Atlanta, GA 30339
Phone: 404.760.0296
Fax: 404.760.0298

May 17, 2018

Andrea J. McCorvey, Purchasing Division Manager
Columbus Consolidated Government - Purchasing Division
1100 Tenth Street
Columbus, GA 31901

REF: Inmate Medical & Pharmacy Services for Muscogee County Prison
(Annual Contract) – RFP No. 18-0022

Dear Ms. McCorvey:

Correctional Medical Associates, Inc. (CMA) is pleased to provide our Cost Proposal in response to the Request for Proposal RFP No. 18-0022, for "Providing Inmate Medical & Pharmacy Services for the Muscogee County Prison."

Our Technical Proposal outlines our Scope of Work and deliverables as requested in RFP No. 18-0022.

The CMA Cost Proposal Form follows this letter and specifies the proposed Annual Contract Amounts and Total Initial Contract Amount (Two Years) :

- Option 1: Specified Annual Proposed Amounts, plus a Pharmacy pass-through cost management fee of 3%. Incorporates the Specified Staffing Plan: 7.625 FTEs. Includes Optometrist services on-site for up to 4 hours per week. Annual Contract Amounts are subject to negotiations as specified.
- Option 2: Vendor's Recommended Staffing, plus a Pharmacy pass-through cost management fee of 3%. Incorporates the CMA Specified Staffing Plan: 7.15 FTEs. Although our Recommended Staffing reflects little change in the total FTE count, our plan and revised mix of FTE hours by position delivers a cost-effective advantage for the Muscogee County Prison. Staffing Plan revisions are detailed in our CMA Proposal. Optometrist on-site services are revised to be 8 hours per month. Annual Contract Amounts are subject to negotiations as specified.

CPI ADJUSTMENTS FOR ANNUAL CONTRACT RENEWAL: For One Year Contract Renewal Years 3, 4, and 5, CMA proposes to include a CPI increase adjustment, not to exceed 2.95% per Annum. Our CPI Adjustment - Price Index will be based upon the last Annual (respective to the renewal period for Years 3, 4, and 5) Bureau of Labor Statistics Report - specific to the Columbus, Georgia Region. Our low CPI renewal rate represents a significant annual cost savings potential for the Muscogee County Prison.

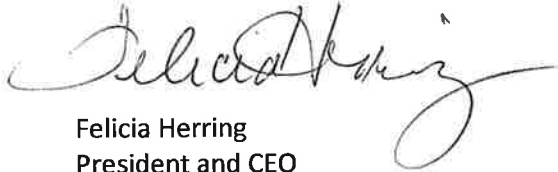
PER DIEM RATE: Since the Muscogee County Prison has a more stable inmate population level (as compared to the Jail), CMA does not provide a Per Diem Rate.

CMA brings added value to our projects. We have the experience and expertise to meet the needs of the Muscogee County Prison, which will translate positively into a successful partnership with the Muscogee County Prison team.

Page Two of Three
Ms. Andrea McCorvey, Purchasing Division Manager
Columbus Consolidated Government - Purchasing Division
May 17, 2018

CMA hereby agrees to the requirements of RFP # 18-0022, as a part of our proposal. For any questions, please contact Felicia Herring, at CMA (404) 760-0296. We look forward to working with the Muscogee County Warden and Staff, as well as the leadership for the Columbus County Government.

Respectfully,

A handwritten signature in black ink, appearing to read "Felicia Herring". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Felicia Herring
President and CEO

COST PROPOSAL

Inmate Medical Services for Muscogee County Prison (Annual Contract)

RFP No. 18-0022

OPTION 1: Specified Staffing

DESCRIPTION	CONTRACT YEAR	*ANNUAL CONTRACT AMOUNT
Medical Services	1 st Year	\$ 749,083.00
	2 nd Year	\$ 771,180.95
	Total Initial Contract Amount	\$1,520,263.95
Medical Services	3 rd Year	\$793,930.79
Medical Services	4 th Year	\$817,351.74
Medical Services	5 th Year	\$ 841,463.62
Pharmacy services at pass-through cost with a management fee		<u>3</u> % Management Fee

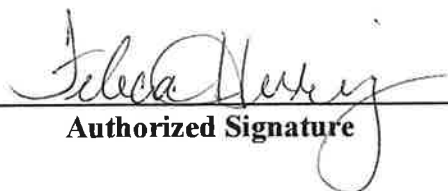
*Subject to negotiations

OPTION 2: Vendor's Recommended Staffing

DESCRIPTION	CONTRACT YEAR	*ANNUAL CONTRACT AMOUNT
Medical Services	1 st Year	\$ 728,532.00
	2 nd Year	\$ 750,023.69
	Total Initial Contract Amount	\$ 1,478,555.69
Medical Services	3 rd Year	\$772,149.39
Medical Services	4 th Year	\$794,927.80
Medical Services	5 th Year	\$ 818,378.17
Pharmacy services at pass-through cost with a management fee		<u>3</u> % Management Fee

*Subject to negotiations

Correctional Medical Associates, Inc.



May 17, 2018

Company Name

Authorized Signature

Date

CONTRACT SIGNATURE PAGE

Inmate Medical & Pharmacy Services for Muscogee County Prison (Annual Contract)
RFP No. 18-0022

THE UNDERSIGNED HEREBY DECLARES THAT HE HAS/THEY HAVE CAREFULLY EXAMINED THE SPECIFICATIONS HEREIN REFERRED TO AND WILL PROVIDE ALL EQUIPMENT, TERMS AND SERVICES TO THE CONSOLIDATED GOVERNMENT OF COLUMBUS, GEORGIA.

[Handwritten signature]
Witness as to the signing of the contract

By: [Handwritten signature] 5/14/18
Signature of Authorized Representative Date

Witness as to the signing of the contract
(Corporate seal, if applicable)

Felicia Herring
Print Name and Title of Signatory
Company: Correctional Medical Associates, Inc.

Company Ordering Address
1000 Circle 75 Parkway, SE, Suite 060
Atlanta, GA 30339
Contact: Felicia Herring
Contact Email fherring@correctionalmed.com
Telephone 404-760-0296 Fax 404-760-0298

Company Payment Address
1000 Circle 75 Parkway, SE, Suite 060
Atlanta, GA 30339
Contact: Angela Rankin
Contact Email arankin@correctionalmed.com
Telephone: 404-760-0296 Fax 404-760-0298

CONSOLIDATED GOVERNMENT OF COLUMBUS, GEORGIA

Accepted this ___ day of _____ 20__

APPROVED AS TO LEGAL FORM:

Isaiah Hugley, City Manager

Clifton C. Fay, City Attorney

ATTEST:

Tiny B. Washington, Clerk of Council

COMPLETE AND RETURN THIS PAGE WITH SEALED PROPOSAL

SAMPLE HEALTH CARE SERVICES AGREEMENT (for Illustration only)

THIS HEALTH CARE SERVICES AGREEMENT (the "Agreement") is entered into as of the ____ day of _____, 2018, by and between _____ and **COMPREHENSIVE MEDICAL ASSOCIATES, INC. d/b/a CORRECTIONAL MEDICAL ASSOCIATES, INC.**, a Georgia corporation ("CMA").

W I T N E S S E T H

WHEREAS, the County desires to provide medical, and dental health services to individuals (the "Inmates") under the custody and control of the Warden of Muscogee County Prison, (the "Warden") and detained, sentenced to or incarcerated at the Muscogee County Prison Facility, located in Columbus, Georgia ("Prison"); and

WHEREAS CMA represents to the County that it has specialized, training, experience and qualifications to provide medical, and dental health services to "Inmates" at the Muscogee County Prison in accordance with all applicable state, federal regulations, laws, and the American Correctional Association (ACA) and/or National Commission on Correctional Health Care (NCCHC) standards; and

WHEREAS, CMA's agreement excludes juvenile services; and

WHEREAS, the County and CMA desire to enter into this Agreement, whereby CMA agrees to provide medical, and dental health care services to the Inmates / detainees at the Prison ("Health Care Services") commencing on _____, 2018, unless terminated early in accordance herewith.

NOW, THEREFORE, in consideration of the covenants and promises hereinafter set forth, the parties hereto, intending to be legally bound, do hereby agree as follows:

**ARTICLE 1
RETENTION AND SCOPE OF SERVICES**

1.1 Retention of Services. Subject to the terms and condition hereof, the County hereby retains and appoints CMA to provide Health Care Services (as hereinafter defined) to the Inmates / Detainees at the Prison. CMA hereby accepts such appointment and agrees to provide Health Care Services to the Inmates at the Prison in accordance with the terms and conditions of this Agreement.

1.2 Scope of Services. CMA shall provide medical, mental health intake screening services, and dental services for the rendering of Health Care Services to Inmates at the Prison as described in the Scope of Services Exhibits "A", "B" and "C" attached hereto.

1.3 General Services. During the term hereof, CMA shall provide to the Inmates at the Prison, on a twenty-four (24) hours per day, seven days per week, basis, at its own cost and expense, nursing services and on-call provider services. Services are described in Exhibits "A", "B" and "C". Attachments and Exhibits to be defined at the time of Contract negotiation.

1.4 Booking and Commitment. Upon the booking and commitment of an Inmate to the Prison, CMA shall provide and bear the costs of all Health Care Services (except those excluded in CMA's Proposal in Response to No. 18-0022) regardless of the nature of the illness or injury or whether or not the illness or injury occurred prior or subsequent to the individual's incarceration at the Prison. CMA shall not bear the cost of any Health Care Services or other medical treatment provided to any Inmate prior to the Inmate's formal booking and commitment to the Prison.

1.5 Elective Medical Care. CMA shall not be responsible for providing Elective Medical Care (as defined below) to Inmates. For purposes of this Agreement, Elective Medical Care means medical care which, if not provided, would not, in the opinion of the Prison medical director (the "Prison Medical Director"), cause the Inmate's health to deteriorate or cause definite harm to the Inmate's well-being. Such decisions concerning medical care shall be consistent with the applicable American Medical Association ("AMA") Standards

1.6 Transportation Services. CMA shall identify the need, schedule and coordinate all emergency ambulance services. The County shall reimburse to CMA all invoiced ambulance services on a monthly basis. The Warden shall provide all non-emergency transportation for any inmate services provided off-site.

1.7 Inmates Outside the Prison. Health Care Services are intended only for those Inmates in the actual physical custody of the Prison, including Inmates under guard in outside hospitals. Such Inmates shall be included in the daily population count. CMA shall bear no responsibility for any other inmates of the County, including those in outside hospitals who are not under guard, nor shall such inmates be deemed to be Inmates or included in the daily population count. CMA shall bear no responsibility or costs for the furnishing of Health Care Services to Inmates on any sort of temporary release, including, but not limited to, Inmates temporarily released for the purpose of attending funerals or other family emergencies, Inmates on escape status, and Inmates on pass, parole or supervised custody who do not sleep in any of the Prison at night, and such Inmates shall not be included in the daily population count. Once an Inmate has been recommitted to the Prison, CMA shall be responsible for the provision of all on-site Health Care Services regardless of the nature of such services or whether the condition or injury requiring such services occurred during the temporary release.

1.8 Inmates from Other Jurisdictions. CMA shall be responsible for Health Care Services rendered within the Prison to Inmates from other jurisdictions housed in any of the Prison pursuant to contracts between the County and such other jurisdictions, as limited by Article 1.

1.9 Hazardous Waste. CMA shall be responsible for and remove and dispose of all hazardous waste materials, including, but not limited to, medical and infectious waste. Such removal and disposal shall be in accordance with all applicable local, state and federal rules, regulations and codes.

1.10 Obligation of CMA. CMA shall work in compliance within National Commission on Correctional Health Care (the "NCCHC"), Georgia Department of Corrections,

ACA, and AMA standards. It is understood and agreed that CMA is only responsible for meeting the NCCHC accreditation standards that are applicable to it in accordance with this Agreement. CMA shall comply with any and all Court Orders with respect to the Muscogee County Prison. Should additional staffing, services, medicine or equipment that are not presently contemplated by or covered under this Agreement arise as a result of any such recommendations made after the date of this Agreement, the County and CMA shall negotiate for the payment and provision of the additional staffing, services, medicine or equipment, if any.

1.11 Inmates at the Muscogee County Prison. CMA shall only be responsible for medication administration at the Muscogee County Prison.

1.12 Off-Site Services. The County shall be financially responsible for Off-Site services. CMA will be responsible for the referral, and arrangement of off-site inmate medical, and dental services, including transportation.

1.13 Pharmaceutical Services. CMA shall provide pharmaceutical management services and medication administration as defined in No. 18-002 and shall receive a Pharmacy Management Fee of 3% (of cost of prescription pharmaceuticals). CMA will not be responsible for the cost of prescription pharmaceuticals.

(a) Muscogee County Prison will be responsible for all pharmaceutical (prescription) costs; and

(b) Muscogee County Prison will receive any further savings for returned medications.

(c) CMA shall provide monthly reports of orders of pharmaceuticals to the County and the Warden together with actual cost thereof, for all pharmaceuticals for Inmates to keep the County and Warden informed of the costs of said services.

ARTICLE 2 COMPENSATION

2.1 Base Compensation. The County shall pay CMA the sum of \$ _____ "XX" _____ in equal monthly installments of \$ "XX" ("Base Compensation"), which shall be due and payable by the County upon submission of a monthly invoice and approval by the County. Payment shall be due on the 1st day of the month of services to be rendered. Except as otherwise provided herein, the County shall not reimburse CMA for any costs or expenses incurred by CMA in excess of the Base Compensation. CMA shall be authorized to spend the Base Compensation and other monies due from the County hereunder in its discretion in order to provide a level of care consistent with the requirements of the RFP – Medical Health, Dental Health Care Services and Pharmacy Management Services for the Muscogee County Prison. In the event this Agreement should terminate on a date other than the first or last day of any calendar month, compensation to CMA shall be pro-rated accordingly for the shortened month.

2.2 Changes in Inmate Population. The parties agree that the annual Base Compensation is calculated based upon an average daily Inmate population per month. ("Base

Population”). Base Compensation has been based upon approximately 576 offenders. CMA does not include a Per Diem adjustment for this Contract.

2.3 Compensation Escalator. The Base Compensation for CMA for succeeding twelve (12) month periods (after the first twenty-four months of the Agreement) shall increase by the lesser of (2.95%) or the percentage of the Consumer Price Index (“CPI”), Medical Care Component (“MCC”) for the Columbus, Georgia Region. The County and CMA shall determine the CPI MCC by comparing the CPI MCC for the most recent period of current contract year with the CPI MCC for the same period of the prior year. The resulting percentage increase shall be multiplied by the previous Annual Base Compensation to determine the Annual Base Compensation Increase.

ARTICLE 3 STANDARD OF CARE

3.1 Standard. CMA shall provide all Health, Care Services necessary to meet or exceed: (a) all constitutional obligations of the Prison and County to the Inmates; (b) all standards established by the Georgia Department of Corrections, NCCHC, the AMA, and the American Correctional Association (“ACA”) to the extent such guidelines exist during the Term; and (c) any other applicable local, state or federal guidelines, rules, regulations, code or laws.

ARTICLE 4 PERSONNEL

4.1 Staffing. CMA shall provide medical, dental, technical, and support personnel necessary for the rendering of Health Care Services to Inmates at the Prison as described in and required by this Agreement. CMA covenants to staff the Prison at all times with a sufficient number of medical, and dental providers in order to provide health services.. CMA shall provide health care staffing as described in Exhibits “A”, “B” and “C” attached hereto. (To Be Attached After Negotiated Agreement on Attachments)

CMA shall provide the Warden or the Warden’s authorized delegate with a current version of the staffing schedule and staffing matrix at the time of the execution of this contract. CMA shall provide the Warden or the Warden’s authorized delegate with a copy of CMA’s current schedule and staffing matrix on a monthly basis. To the extent that CMA alters the staffing matrix or schedule, CMA shall provide the Warden or his authorized delegate(s) with 7 days advance notice.

4.2 Vacancies. CMA shall provide staffing levels in accordance with the Staffing Matrix from the CMA Proposal, which was approved for contract award by the Muscogee County Prison.

4.3 CMA Hiring. CMA shall interview each staff candidate with special focus on technical expertise, emotional stability and motivation, and CMA shall hire only those

employees who are qualified and licensed in accordance with the provisions of Section 4.4 hereof. CMA's final selections shall be subject to approval by the Warden and the County. All CMA personnel must pass a background investigation conducted by the Warden as a requisite for initial and continued employment. Rejection of any job applicant or current employee by the Warden shall be final. All candidates shall make an on-site visit to the Prison prior to rendering a formal decision of whether to accept employment. All CMA personnel shall meet the minimum requirements established by the County department of Personnel for comparable positions, and all CMA personnel shall comply with current and future state, federal and local laws, regulations, court orders, administrative regulations, administrative directives and policies and procedures of the Prison, including all security regulations and procedures.

4.4 Licensure, Certificate and Registration of Personnel and Prison. All personnel provided or made available by CMA to render services hereunder shall be licensed, certified or registered, as appropriate, in their respective areas of expertise as required by applicable Georgia law, without any license, certification or registration restriction whatsoever and as appropriate in their respective areas of expertise pursuant to applicable Georgia law, federal law, applicable rules and regulations of the ACA, NCCHC, Georgia Department of Corrections, and the AMA, to the extent such rules or regulations exist during the Term (including any modifications or extensions hereto), and any other applicable legal requirements. CMA shall provide to the County, upon request, full documentation of all CMA personnel, including a resume, complete work history, clinical skills, and a photocopy of any certificates or other documentation evidencing degrees or licenses for each position. No medical doctor or other staff member shall be hired who has been denied privileges at any hospital or other medical facility or whose license has been previously revoked or suspended prior to employment without prior written approval of the County and the Warden.

4.5 County's Satisfaction with Health Care Personnel. If the County or the Warden shall become dissatisfied with any health care personnel provided by CMA hereunder, or by any independent contractor, subcontractors or assignee, CMA, in recognition of the sensitive nature of correctional services, shall, following receipt of written notice from the County or the Warden of the grounds for such dissatisfaction and in consideration of the reasons therefore, exercise its best efforts to resolve the problem.

4.6 Use of Inmates in the Provision of Health Care Services. Neither CMA, the County, nor the Warden shall employ or otherwise engage Inmates in the direct or indirect rendering of any Health Care Services.

4.7 Subcontracting and Delegation. In order to discharge its obligations hereunder, CMA shall engage certain health care professionals as independent contractors rather than as employees. It is understood and agreed that CMA, its physicians, psychiatrists, nurses and all employees or agents shall be, at all times, acting and performing as an independent contractor. As the relationship between CMA and the health care professionals shall be that of independent contractor, CMA shall not be considered or deemed to be engaged in the practice of medicine or other professions practiced by these professionals. However, CMA shall exercise administrative supervision over such professionals necessary to insure the strict fulfillment of the obligations contained in this Agreement and CMA agrees as between CMA and the County or the Warden their status as independent contractors will not and is not a defense to any matters.

4.8 Discrimination. During the performance of this Agreement, CMA and its employees, agents, subcontractors, assignees, and independent contractors (the "CMA Parties") agree as follows:

(a) None of the CMA Parties shall discriminate against any employee or applicant for employment because of race, religion, color, sex or national or ethnic origin, except where religion, sex or national or ethnic origin is a bona fide occupational qualification reasonably necessary to the normal operation of the CMA Parties. The CMA Parties shall post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

(b) In all solicitation or advertisements for employees, each of the CMA Parties shall state that it is an equal opportunity employer.

(c) Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this Section 4.8.

ARTICLE 5 REPORTS AND RECORDS

5.1 Medical Records Content. CMA shall maintain and retain a complete, standardized, problem-oriented medical record for each Inmate in accordance with prevailing medical regulations for confidentiality, retention and access. CMA shall maintain each medical record in accordance with applicable laws, NCCHC and ACA standards and the Warden's policies and procedures. Notwithstanding the foregoing, CMA shall not be responsible for the condition of medical records taken before the beginning of the Term.

5.2 Maintenance and Transportation of Medical Records. CMA shall provide all medical records, forms, jackets and other materials necessary to maintain the medical records. CMA shall keep medical records separate from the Inmate's confinement record. A complete legible copy of the applicable medical record shall be available, at all times, to the County and/or Warden. CMA shall comply with Georgia law and the County's policy with regard to access by Inmates and Prison staff to medical records. CMA shall not release information contained in the medical records except as provided by the County's policy, by a court order, or otherwise in accordance with the applicable law. In the event an Inmate is transferred, CMA shall forward a copy of such Inmate's medical record or a summary of treatment, whichever is required by the receiving facility, in a timely manner, to the appropriate facility. CMA shall ensure that a copy of the Inmate's medical record accompanies such Inmate on each health service encounter, both inside and outside the Facility. All medical records, electronic or otherwise, of Inmates shall be considered the property of the County, and at the termination of this Agreement, CMA shall deliver all medical records, electronic or otherwise to the Warden including any programs necessary to access the same subject to the County acquiring any licensing required if necessary or providing the records in a medium not requiring said program(s). The County shall provide CMA with reasonable ongoing access to all medical records after the termination of this Agreement for the purposes of defending litigation.

5.3 Regular Reports by CMA. CMA shall provide to the County and Warden, on a date and in a form mutually acceptable to CMA and the County, monthly and annual reports relating to health care services rendered under this Agreement. CMA shall also compile monthly statistical data of services provided and shall create quarterly service reports. CMA shall furnish these reports to the administration of the Prison and the Warden.

5.4 Inmate Information. Subject to applicable Georgia law, in order to assist CMA in providing the best possible Health Care Services to Inmates, the Warden shall provide CMA with information pertaining to Inmates that CMA and the Warden shall mutually identify as reasonable and necessary for CMA to adequately perform its obligations hereunder.

5.5 CMA Records Available to Warden with Limitations on Disclosure. CMA shall make available to the County and to the Warden, all records, documents and other papers relating to the direct delivery of Health Care Services to Inmates hereunder. The Warden understands that many of the systems, methods, procedures, written materials and other controls employed by CMA in the performance of its obligations hereunder are proprietary in nature and shall remain the property of CMA. The Warden may not, at any time, use, distribute, copy or otherwise utilize information concerning such CMA property except in connection with the delivery of health Care Services hereunder, or as permitted or required by law, unless such disclosure is approved in advance in writing by CMA.

5.6 Warden Records Available to CMA with Limitations on Disclosure. During the Term of this Agreement and for a reasonable time thereafter, the Warden shall provide CMA, at CMA's request and sole expense, the Warden's records relating to the provision of Health Care Services to Inmates as may be reasonably requested by CMA or as are pertinent to the investigation or defense of any claim related to CMA's conduct. Consistent with applicable law, the Warden shall make available to CMA such records as are maintained by the Warden, hospitals and other outside health care providers involved in the care or treatment of Inmates (to the extent the Warden has any control over those records) as CMA may reasonably request. CMA shall keep any such information provided by the Warden to CMA confidential, and CMA shall not, except as may be required by law, distribute such information to any third party without the prior written approval of the Warden and the County.

5.7 Disclosure to Third Parties. CMA shall not release or deliver any of the medical records generated as a result of its services required hereunder (the "Confidential Records") to the general public or local officials unless authorized in writing to do so by the County or Warden. CMA shall not make available to any individual or organization any reports, information or data given to or prepared or assembled by CMA hereunder (the "Confidential Information") that the County requests be kept confidential without prior written approval of the County. In the event that CMA is requested in any proceeding to release or deliver any Confidential records or Confidential Information, CMA will give the County prompt notice of such request so that the County may seek an appropriate protective order. If, in the absence of a protective order, CMA is nonetheless compelled by law to disclose such Confidential Records or Confidential Information, CMA may disclose such information in such proceeding without liability hereunder; provided, however, that CMA gives the County written notice of the information to be disclosed as far in advance of its disclosure as it practicable and, upon the

County's request and at its expense, use its best efforts to obtain assurances that confidential treatment will be accorded to such information. No reports or other documents produced in whole or in part hereunder shall be the subject of an application for copyright by or on behalf of CMA, and all rights in such reports and other documents are reserved to the County.

5.8 Electronic Medical Records (EMR). Upon approval from the County and the Warden, CMA will provide an EMR system to the Muscogee County Prison, at CMA's cost. CMA will be responsible for the design and development of the system which will interface with the Facility's Prison Management System.

ARTICLE 6 SECURITY

6.1 General. CMA and the County agree that adequate security services are necessary for the safety of the CMA Parties as well as for security of Inmates and Warden's staff, consistent with a correctional setting. The Warden shall provide sufficient security to enable CMA to safely and adequately provide the Health Care Services described in this Agreement. Nothing herein shall be construed to make the Warden, his deputies or employees a guarantor of the safety of the CMA Parties.

6.2 Loss of Equipment and Supplies. Neither the County nor the Warden shall be liable for loss of or damage to equipment and supplies of the CMA Parties unless such loss or damage was caused by the gross negligence of the County or the Warden.

6.3 Security During Transportation Off-Site. The Warden shall provide security as necessary and appropriate in connection with the transportation of any Inmate between the Prison and any other location for off-site services as contemplated herein.

6.4 Dismissal of CMA's Employees. CMA agrees to immediately remove from the Prison, upon request by the Warden, the Superintendent of Prison or the County, any CMA employee, agent or subcontractor who, in the sole determination of the Warden or County, poses a security risk at any Prison. CMA shall be provided upon request a written statement of the grounds for such removal within seven days after the request is made. CMA shall be responsible for providing a substitute employee, agent or contractor to fill the position of any such person as provided in Section 4.2.

ARTICLE 7 OFFICE SPACE, EQUIPMENT, INVENTORY AND SUPPLIES

7.1 General. The County agrees to provide CMA with office space, Prison and equipment that currently exist in the medical unit at the Prison, as well as all utilities, including providing and maintaining dental equipment. The County shall endeavor to provide trustees to perform necessary housekeeping of the office space and Prison to the extent sufficient trustees are reasonably available to perform such services. CMA shall provide and pay for all non-durable equipment required as a part of medical or dental services delivered. CMA shall

provide supplies used in the health care and/or dental health care delivery system administered.

7.2 Delivery of Possession. The Prison shall continue to provide to CMA, beginning on the date of commencement of this Agreement possession and control of all County medical and office equipment and supplies in place at the Prison' health care unit. Upon taking possession of this Agreement equipment shall be provided in good working order, reasonable wear and tear expected. At the termination of this or any subsequent Agreement, CMA shall return to the County possession and control of all supplies, medical and office equipment that were in place at the Prison' health care unit prior to the commencement of services under this Agreement, in good working order, reasonable wear and tear excepted.

7.3 Maintenance and Replenishment of Equipment. CMA shall maintain all equipment necessary for the performance of this Agreement in good working order during the Term of this Agreement. If additional equipment and instruments are required by CMA during the Term of this Agreement, CMA will be responsible for purchase of equipment only as specified in RFP No. 18-0022. At the end of the Term, or upon termination, the Warden or the County may purchase CMA's equipment and instruments upon a mutually agreed depreciation schedule.

7.4 General Maintenance Services. The Warden shall provide for each Inmate receiving Health Care Services the same services and Prison provided by the Warden for all Inmates at the Prison, including, but not limited to, daily housekeeping services, dietary services, building maintenance services, personal hygiene supplies and services, and linen supplies.

ARTICLE 8 TERM AND TERMINATION

8.1 Term. The term of this Agreement shall begin on September 1, 2018. The term of this Agreement shall be twenty-four (24) months, unless earlier terminated in accordance with the termination provisions of this Agreement (including any modifications or extensions thereof, the "Term"). The County reserves the right to renew this contract for three additional one year terms pending approval by the County.

8.2 Termination. This Agreement may be terminated with a ninety (90) days written notice by either party to the other party at any time with our without cause.

8.3 Responsibility for Inmate Health Care. Upon a proper termination of this Agreement in accordance with this Article 9, total responsibility for providing Health Care Services to all Inmates shall transfer from CMA to the County or its designee. In the interval between notice of termination and the effective date of such termination, CMA shall continue to fulfill all of its duties and obligations hereunder and shall cooperate fully with the Warden, County and their respective designees in effectuating a successful transfer of responsibility for the Health Care Services rendered hereunder from CMA to the Warden, County, their respective designees and the newly-designated provider of such services, if any.

ARTICLE 9
LIABILITY AND RISK MANAGEMENT

9.1 Insurance. At all times during the Term, CMA shall maintain the following insurance coverage, at a minimum:

(a) CMA shall maintain professional liability insurance covering CMA, its employees and its officers in the minimum amount of One Million Dollars (\$1,000,000) per claim and Three Million Dollars (\$3,000,000) annual aggregate.

9.2 Lawsuits Against the Warden or County. In the event any lawsuit (whether frivolous or otherwise) is filed against the Warden or his employees or against the County, its elected officials, employees or agents based on or containing any allegations concerning Health Care Services to Inmates or on the performance of the CMA Parties, the parties agree that CMA, its employees, agents, subcontractors, assignees and independent contractors, as the case may be, may be joined as parties defendant in any such lawsuit and shall be responsible for their own defense and any judgments rendered against them. Nothing herein shall prohibit any of the parties to this Agreement from joining the remaining parties as defendants in lawsuits filed by third parties.

9.3 Indemnification. CMA agrees to indemnify and save harmless Muscogee County, and its Warden, respective supervisors, agents, officers, employees, and directors from and against any and all liability, loss, damages, interest, judgments and liens growing out of any and all costs and expenses (including, but not limited to, reasonable attorney fees and disbursements incurred by the County or Warden) arising out of or incurred in connection with any and all claims, demands, suits, actions or proceedings, which may be brought against Muscogee County or Warden, their respective supervisors, agents, officers, employees, and directors by reason of, or as a result of:

(a) Acts or omissions of CMA, its independent contractors, agents, servants, employees, related in any way to or while in performance of this Agreement.

(b) Any act or omission, conduct or misconduct, of CMA, its independent contractors, agents, servants or employees not included in the paragraph (a) above and for which the County or Warden, its agents, servants, or employees are alleged to be liable.

ARTICLE 10
REPRESENTATIONS AND WARRANTIES OF CMA

10.1 Organization, Standing and Power. CMA is a foreign corporation duly organized, validly existing, and in good standing under the Laws of the State of Georgia, and registered to do business in the state of Georgia.. CMA has the corporate power and authority to carry on its business as now conducted and to own, lease and operate its assets.

10.2 Authority; No Breach.

(a) CMA has the corporate power and authority necessary to execute, deliver and perform its obligations under this Agreement and to consummate the transactions contemplated hereby. The execution, delivery and performance of this Agreement and the consummation of the transactions contemplated herein have been duly and validly authorized by all necessary corporate action in respect thereof on the part of CMA. This Agreement represents legal, valid and binding obligation of CMA, enforceable against CMA in accordance with its terms (except in all cases as such enforceability may be limited to applicable bankruptcy, insolvency, reorganization, moratorium, or similar laws affecting the enforcement of creditors' rights generally and except that the availability of the equitable remedy of specific performance or injunctive relief is subject to the discretion of the court before which any proceeding may be brought).

(b) Neither the execution and delivery of this Agreement by CMA, nor the consummation by CMA of the transactions contemplated hereby, nor compliance by CMA with any of the provisions hereof, will (i) conflict with or result in a breach of any provision of CMA's Articles of Incorporation or Bylaws, or (ii) constitute or result in a default under, or require any consent pursuant to, or result in the creation of any lien on any asset of CMA under, any contract or permit of CMA, where such default or lien, or any failure to obtain such consent, is reasonably likely to have, individually or in the aggregate, a material adverse effect on CMA, or (iii) violate any law, statute or regulation or order applicable to CMA or any of its assets.

ARTICLE 11 MISCELLANEOUS

11.1 Independent Contractor Status; Responsibility for Taxes and Other Withholding. The parties acknowledge that CMA is an independent contractor. Nothing in this Agreement is intended nor shall be construed to create an agency relationship, an employer/employee relationship, or a joint venture relationship among the parties hereto. CMA acknowledges that any individuals supplied hereunder to provide the services required of it shall be employees, contractors or agents of CMA. As between CMA and the County, CMA is responsible for all FICA, federal and state withholding taxes and workers' compensation coverage, and for any and all employment benefits due employees, contractors, or agents of CMA.

11.2 Publication of Information. Neither CMA nor the County shall publish any findings based on Data obtained from the operation of this Agreement without the prior written consent of the other party, which consent shall not be unreasonably withheld.

11.3 Research. No research projects involving Inmates shall be conducted without the prior written consent of the County and the Prison administrative staff. CMA, the County and the Prison shall agree upon the written guidelines and conditions under which any research shall be conducted. In every case, the parties shall obtain the written informed consent of each Inmate who is a subject of a research project prior to the Inmate's participation as a subject.

11.4 Assignment and Subcontracting. CMA shall not assign this Agreement without the express written consent of the County and the Warden. Any attempted assignment by CMA without the prior written consent of the County or the Warden shall, at the County's sole option, terminate this Agreement without any notice to CMA of such termination. Any properly

authorized assignment or subcontract shall include the covenants, agreements and obligations contained in this Agreement. No assignment or subcontract shall relieve CMA of any obligation under this Agreement.

11.5 Notice. Unless otherwise provided herein, all notices or other communications required or permitted to be given under this Agreement shall be effective if delivered by hand, delivered by United States mail with proper postage prepaid, or sent by facsimile transmission to:

(a) County-Columbus Consolidated Government

Email: _____

Copy to:

_____ Attorney

Email: _____

Warden:

Muscogee County Warden

Email: _____

Copy to:

_____ Attorney for Warden

Email: _____

(b) CMA: Felicia Herring, President
Comprehensive Medical Associates, Inc.
d/b/a Correctional Medical Associates
1000 Circle 75 Parkway
Atlanta, GA 30339
Email: fherring@correctionalmed.com

with copies to:

H. Michael Dever, Esq.
Friedman, Dever & Merlin, LLC

5555 Glenridge Connector, NE
Suite 925
Atlanta, GA 30342
Email: mdever@fdmlaw.com

11.6 Governing Law. This Agreement and the rights and obligations of the parties shall be governed by, and construed in accordance with, the laws of the State of Georgia, without giving effect to its principles of conflicts of laws. The proper venue shall be Muscogee County, GA.

11.7 Entire Agreement. This Agreement constitutes the entire agreement of the parties with respect to the subject matter hereof, and is intended as a complete and exclusive statement of the promises, representations, negotiations, discussions and agreements that have been made in connection with the subject matter hereof. No modification or amendment of this Agreement shall be binding upon the parties unless the same is in writing and signed by the respective parties. All prior negotiations, agreements and understandings with respect to the subject matter of this Agreement are superseded hereby.

11.8 Amendment. The parties may amend or revise this Agreement only in writing with the signature of all of the parties.

11.9 Waiver of Breach. The waiver by either party of a breach or violation of any provision of this Agreement shall not operate as, or be construed to be, a waiver of any subsequent breach of the same or any other provision hereof.

11.10 Other Contracts and Third-Party Beneficiaries. The parties acknowledge that CMA is neither bound by nor aware of any other existing contracts to which either the Warden or the County is a party and which relate to the providing of Health Care Services to Inmates at the Prison. The parties agree that they have not entered into this Agreement for the benefit of any third person or persons, and it is their express intention that the Agreement is intended to be for their respective benefit only and not for the benefit of others who might otherwise be deemed to constitute third-party beneficiaries hereof.

11.11 Severability. In the event any provision of this Agreement is held to be unenforceable for any reason, the unenforceability thereof shall not affect the remainder of the Agreement, which shall remain in full force and effect and enforceable in accordance with its terms.

11.12 Liaison. The Warden or her designee (so designated in writing by the Warden) shall be the liaison with CMA with respect to the provisions of this Agreement and the rendering of Health Care Services hereunder.

11.13 Force Majeure. Neither the County nor CMA shall be deemed in violation of this Agreement if either is prevented from performing any of its obligations hereunder for any reason beyond its control, including, without limitation, acts of God, civil or military authority, acts of public enemy, war, accidents, fires, explosions, earthquakes, floods or catastrophic failure of

public transportation. However, nothing herein shall relieve or be construed to relief CMA from performing its obligations hereunder in the event of legal strikes.

11.14 County's Right of Inspection. The County, the Warden, and the Warden's Medical Consultant have the right, at either the County's or the Warden's sole discretion, to inspect and review for acceptability the Health Care Services provided by CMA hereunder, including, without limitation, inspecting and reviewing CMA's services in progress, on-site at the Prison.

11.15 Cooperation by CMA with the County. CMA shall maintain regular communications with the County, the Warden and the Prison administrative staff, and shall actively cooperate in all matters pertaining to this Agreement including, without limitation, assisting the County and Warden in investigating and responding to any and all complaints, inspections or investigations, whether by Inmates or other third parties, arising in connection with the delivery of Health Care Services at the Prison.

11.16 Compliance with Applicable Laws, etc. CMA shall at all times observe and comply with all federal, state, local and municipal laws, ordinances, rules and regulations relating to the provision of the services provided by CMA hereunder or which in any manner affect this Agreement.

IN WITNESS WHEREOF, each of the parties hereto has caused this Agreement to be executed and delivered by its duly authorized officer as of the date first written above.

**COMPREHENSIVE MEDICAL ASSOCIATES,
INC. d/b/a CORRECTIONAL MEDICAL
ASSOCIATES, INC.**

By: _____

Its: _____

ATTEST:

Date: _____

(SIGNATURES CONTINUE ON NEXT PAGE)

**COLUMBUS CONSOLIDATED
GOVERNMENT, A POLITICAL
SUBDIVISION OF THE STATE OF
GEORGIA**

By: _____

Its: Chairman, _____

ATTEST:

Clerk of Columbus Consolidated Government