



Southern Health Partners

Your Partner in Affordable Inmate Healthcare

ORIGINAL

PREPARED BY:

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CORRECTIONAL HEALTH CARE SERVICES

PROPOSAL RESPONSE #18-0022:

MUSCOGEE COUNTY PRISON

PROPOSAL FOR

INMATE MEDICAL & PHARMACY SERVICES

COLUMBUS, GEORGIA

MAY 2018



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1. Section 1 – Transmittal Letter

May 16, 2018

Southern Health Partners, Inc.
2030 Hamilton Place Boulevard
Suite 140
Chattanooga, TN 37421

Andrea McCorvey, Purchasing Division Manager
Columbus Consolidated Government
Finance Department – Purchasing Division
100 Tenth Street
Columbus, Georgia 31901

RE: Response to RFP No. 18-0022 - Inmate Medical & Pharmacy for the Muscogee County Prison
County of Muscogee, Georgia

Ms. McCorvey,

Southern Health Partners, Inc. (SHP) appreciates the opportunity to provide a proposal of services for inmate medical care at the Muscogee County Prison. After reviewing the RFP, we understand your County's need for a high-quality, cost-effective medical program and we have designed some options for your careful consideration. SHP welcomes the opportunity to provide a quality program and a mutually beneficial partnership with Muscogee County.

Southern Health Partners (SHP) has been partnering with County jails and prison systems since 1994. Our principal owners gained experience as senior managers at a similar correctional medical provider for several years before starting SHP. As an added bonus, SHP believes having managers with extensive experience in law enforcement, jail operations, and county government is a value to our partners in working toward our mutual goal of a successful correctional medical program. This brings an understanding from SHP that is unique in the industry, allowing our leaders to speak to the struggles and rewards of working in a correctional environment.

The State of Georgia and our Georgia county partners are both an important part of the model and team at SHP. Managing medical care for inmates in more than 230 County detention and correctional facilities in 15 states, with 18 of these facilities in Georgia, we believe our experience will bring peace of mind to Muscogee County. Our business is jail health care services – we do not get pulled into other various business lines. Our partners in Georgia have relied on our expertise and have trusted SHP to build similar medical programs since 1995. This allows SHP to be very familiar with GA state standards and use the National Commission on Correctional Health Care (NCCHC), along with the American Correctional Association (ACA) standards, as a basis for our policies, procedures, and operations.

Based on our experience and review of the bid specifications, as well as the questions and answers, we have designed a customized staffing plan for the Muscogee County Prison with consideration for nursing scope of practice regulations, as each clinical level of licensing and ability to perform assigned medical functions.





As you will see in our enclosed proposal, the SHP core business model will provide comprehensive services for the Muscogee County Prison, such as Nursing, Clinical and Specialty Provider(s), Telemedicine Services, Mental Health Services, and Utilization Management / Bill Scrubbing. We value building a true partnership with the Muscogee County and therefore are flexible with future needs based on patient acuity and facility growth. The quality program we propose will bring cost-containment to Muscogee County.

As an added bonus, SHP partners with several correctional-minded vendors, streamlining products and services that Muscogee County may need to purchase for prison operations or staff. This is a unique and value-added service we offer our clients to utilize our purchasing power with various organizations to provide discounts to our partners. In addition, as part of our cost-containment efforts for Muscogee County, our accounting team is well-suited to negotiate discounts and apply mandated cost containment structures to provider billings for any service that may be performed outside of the facility. We are careful stewards of taxpayer funds and have worked alongside our partners' Jail leadership to be aware and address any changes in healthcare needs – to be ahead of the curve in making the administration aware of procedures necessary to treat potential expensive and complicated cases. All discounts achieved are passed back to the County; there is no mark-up or percentage charged by SHP. This saves your staff's time in reconciling services and payments.

We have tailored our program in an effort to meet the security structure of the jail's operation and the needs of the patient. On-site services are delivered with a common goal and a one-team mentality. SHP will also provide continuing education training in medical educational programs for the Muscogee County Prison Staff upon request. These sessions reinforce important healthcare topics and skills, which can enhance a correctional officer's job-related knowledge and effectiveness. This service, when combined with an experienced medical provider managing on-site patient care, allows liability exposure to be greatly minimized. As budgets get squeezed, looking for cost-effectiveness becomes key. Our training is free of charge and can be accomplished with on-site trainers as well as paper/computer-online training.

Should SHP be awarded the contract, client services will be a daily responsibility from the beginning of our partnership. Mr. Chris Hudson will be your personal Correctional Healthcare Consultant with Southern Health Partners. Mr. Hudson joined SHP after a long law enforcement career which began in 1991 at Laurens County, SC, where he currently resides. Hudson was named the 2010 South Carolina Jail Administrator of the Year and has obtained a national certification through the American Jail Association as Certified Jail Manager. Major Hudson was presented the prestigious award of Kentucky Colonial and named the 2014 Anderson University Criminal Justice Alumni of the Year. He would bring years of correctional experience to Muscogee County and can speak towards both the struggles and rewards of the correctional environment.

In addition to the services we have described, SHP will offer detailed Correctional Officer training, as we believe an on-site medical program becomes stronger with everyone understanding the common goal – a quality healthcare program. As budgets get squeezed, looking for cost-effectiveness becomes key. Our training is free of charge and can be accomplished with on-site trainers as well as paper/computer-online training.





We appreciate your consideration of this proposal for continuing inmate medical services to the Muscogee County Prison, along with the potential partnership with Warden Hamrick and the rest of the Muscogee County Prison Administration and look forward to your response. Please note, this proposal will be valid for 90 days. We stand ready to discuss these offerings or any other suggestions by the evaluation committee. Please feel free to contact Chris Hudson with any questions by phone at (864) 872-0659 or by e-mail at chris.hudson@shpjails.com. You may also call Chris Bell at (615) 651-3870 to discuss this proposal in more detail.

Sincerely,

A handwritten signature in black ink that reads "Jennifer Hairsine".

Jennifer Hairsine
President and Chief Executive Officer

cc: Lacey Lafuze, Vice President and Chief Financial Officer
Chris Bell, Vice President, Sales & Development
Chris Hudson, Correctional Healthcare Consultant





2. Section 2 – Affidavit for E-Verify / GA Security & Immigration Compliance Act

FORM 1

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:

66334 11-07-2007
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.

Southern Health Partners, Inc.
Name of Contractor

Inmate Medical & Pharmacy Services for MCPrison (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 Chattanooga (city), TN (state).

[Signature]
Signature of Authorized Officer or Agent

Lacey Lafuze, Vice President & Chief Financial Officer
Printed Name and Title of Authorized Officer or Agent

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



[Signature]
NOTARY PUBLIC

My Commission Expires:

8-7-2021

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.





3. Section 3 – Addenda Acknowledgement

SHP acknowledges receipt of the following addenda in regard to RFP No. 18-0022 – Inmate Medical and Pharmacy Services for Muscogee County Prison:

- Addendum No. 1
- Addendum No. 1 – Attachment A
- Addendum No. 2
- Addendum No. 3



4. Section 4 – Experience & Qualifications

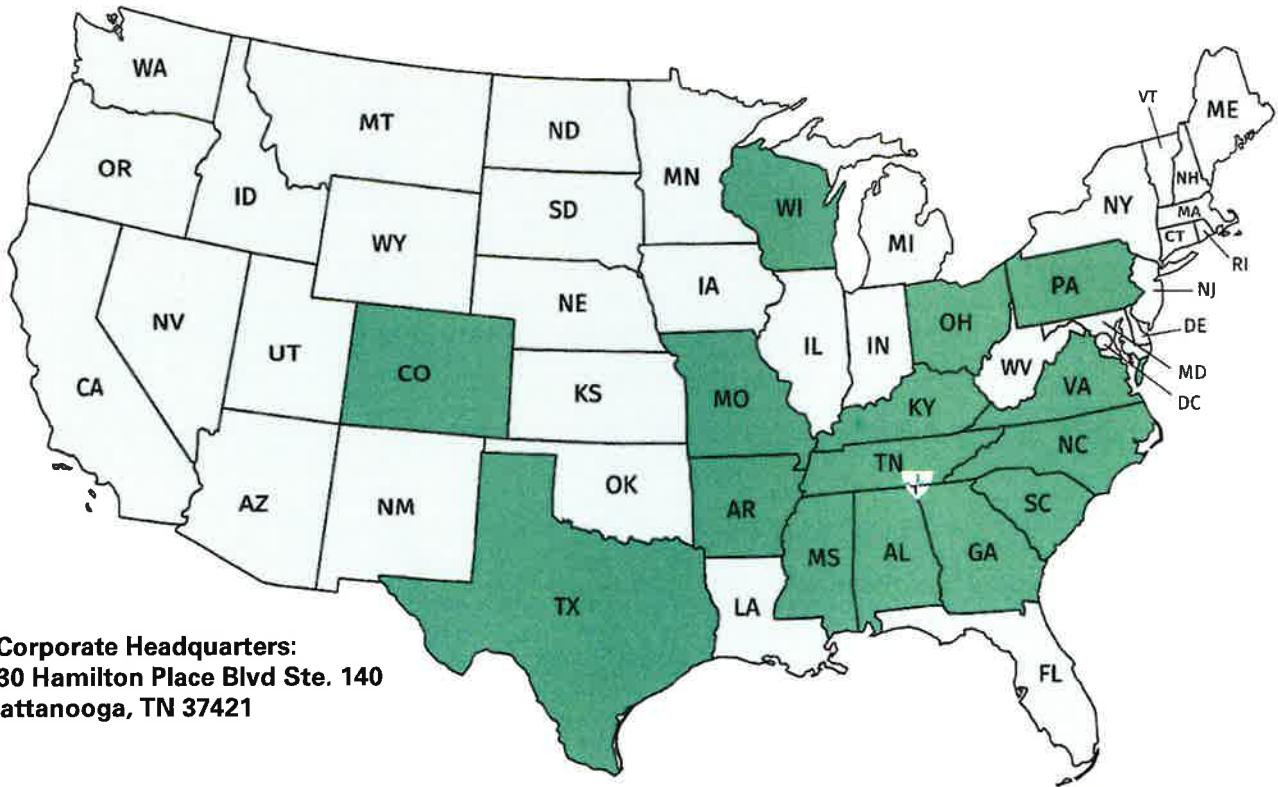
Southern Health Partners, Inc. (SHP) was founded in 1994 to initially provide health care services to inmates in jails and prisons classified as either small or medium size by the American Correctional Association (ACA). We recognized the opportunity to implement our services in an area desperately needing providers for correctional health care needs, including the State of Georgia, where we have over 20 years of experience with 18 current contracts. Our services now include clients with inmate populations of 850+ lives on any given day.

We have experience in jails and prison systems across the country. Our management team has extensive experience in law enforcement, jail operations, and County government. The combination of these key leaders allows us to be a better resource to our clients in all parts of jail management. At present, SHP is contracted to manage medical care for inmates in more than 230 City and County detention facilities of all sizes in 15 states, including 18 County facilities and 1 Prison/Correctional Institution in Georgia.

With over two decades of experience working with correctional institutions, we have a proven commitment to flexibility in working with our Sheriff partners and his administration.

We continue to focus our efforts on our clients' behalf while evolving with changing healthcare needs within the community. SHP is proud to be a potential partner with Muscogee County in providing a quality health care program tailored to the needs of the inmate population.

NATIONAL PRESENCE

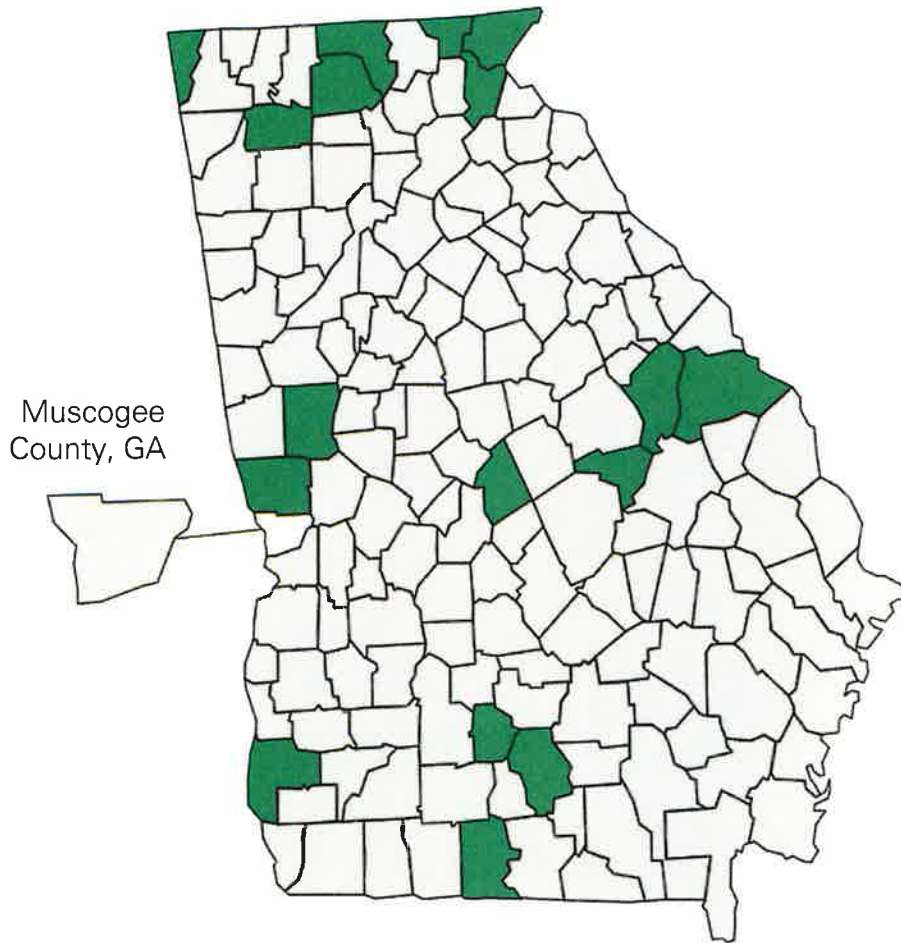


 **Corporate Headquarters:**
2030 Hamilton Place Blvd Ste. 140
Chattanooga, TN 37421





SOUTHERN HEALTH PARTNERS' GEORGIA PRESENCE



- Berrien
- Brooks
- Burke
- Dade
- Early
- Fannin
- Gilmer
- Gordon
- Habersham
- Harris (County)
- Jefferson & **Jefferson CI**
- Johnson
- Meriwether
- Rabun
- Tift
- Towns
- Twiggs

SHP has continually provided inmate healthcare services in the State of Georgia since 1995 and has experienced steady growth and consistency with our client partners.

SHP Mission Statement

To grow, through our experience, relationships, and reputation, and continue as the leader in providing affordable inmate healthcare to County jails/prisons.



ORGANIZATION / KEY PERSONNEL

Our corporate expertise in the areas of healthcare program design, delivery and administration can best be demonstrated by the following sampling of work experiences and accomplishments achieved by members of our management team and owners.



JENNIFER I. HAIRSINE
Owner/Director, President & Chief Executive Officer
Southern Health Partners, Inc. since 1996.

Ms. Hairsine is responsible for the management of all client contracts and programs, contract start-up activities, and all corporate administration, professional credentialing, quality assurance, and continuing education activities for SHP. She has nine (9) years' experience with PHS before joining SHP. Jennifer is a Certified Correctional Health Professional (CCHP) and a member of the American Correctional Health Services Association (ACHSA).

Office: Southern Health Partners, Inc.
Phone: 423-305-6967
Email: jennifer.hairsine@southernhealthpartners.com



TAMMY HERNLEY, LPN
Vice President of Operations
Southern Health Partners, Inc. since 2006.

Tammy Hernley graduated from West Georgia Technical College with a Practical Nursing degree and began her career with SHP as a staff nurse working part time at the local jail. She eventually left her position on the surgical floor of the hospital in her home town to work full time as an MTA at a local Correctional Institution. In 2010, she stepped into a management role as a Regional Administrator covering South Georgia and has since been promoted to Regional Director over Alabama and Georgia facilities. Tammy is also a BLS CPR instructor providing CPR to SHP facilities.

Office: Southern Health Partners, Inc.
Phone: 706-302-2459
Email: tammy.hernley@shpjails.com



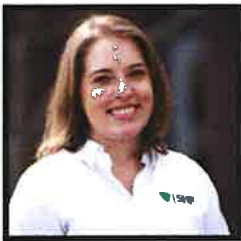


LACEY LAFUZE

Owner/Director, Vice President and Chief Financial Officer
Southern Health Partners, Inc. since 2008.

Lacey began her career in financial management in 2003 and now oversees the Accounts Payable and Accounts Receivable Departments and assists with contract administration and site budgeting. Her education includes a Bachelor's degree in Accounting and Business Management; and Masters of Accounting and Financial Management.

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Phone: 423-553-5635
Email: lacey.laFuze@southernhealthpartners.com



KATIE UTZ

Owner/Director, Senior Vice President, Human Resources
Southern Health Partners, Inc. since 2003.

A former professional recruiter and office manager, Katie brings fifteen (15) years Human Resources/Recruiting experience to the Southern Health Partners management team. Some of her responsibilities include recruitment, credentialing, employee benefits management, training, staff development, and worker's compensation and accident prevention.

Office: Southern Health Partners, Inc.
Phone: 423-553-5635
Email: katie.utz@southernhealthpartners.com



SHIRA A. CRITTENDON, JD

General Counsel
Southern Health Partners, Inc. since 2002.

Shira Crittendon brings a wealth of expertise and experience in the area of general civil litigation with an emphasis in medical malpractice defense, federal civil rights defense, and business litigation. In addition to her litigation experience, Shira also serves Southern Health Partners in various aspects of litigation prevention and Risk Management. She has received an "AV" rating from Martindale-Hubbell, which is the highest peer-review rating available, and has also been selected as one of Georgia's Rising Star lawyers the past three years by Atlanta Magazine. Additionally, Shira was selected by the Georgia Supreme Court to serve as a Special Master, acting as a trial judge in attorney ethics cases.

Office: Southern Health Partners, Inc.
Phone: 423-553-5635
Email: shira.Crittendon@southernhealthpartners.com



JASON C. JUNKINS, MD
Corporate Medical Director
Southern Health Partners, Inc., since 2012.

Dr. Junkins started with SHP as a site Medical Director in 2006 and later assumed the role of Corporate Medical Director in 2012. Dr. Junkins obtained his Doctorate of Medicine from the University of Alabama School of Medicine in 2001. Following medical school, he completed a Residency at the University of South Alabama Medical Center. Dr. Junkins is board certified in Internal Medicine, a fellow of The American College of Physicians, and continues to operate his private practice in Rainbow City, Alabama. His vast experience as a correctional medical director, private practitioner, and Medical Directorships has allowed him to assume the responsibility for medical leadership and direction to Southern Health Partners. Dr. Junkins is also actively involved in all policies and procedural updates and implementation that affect the delivery of healthcare in corrections.

Office: Southern Health Partners, Inc.
Phone: 423-553-5635
Email: jason.junkins@shpjails.com



WES WILLIAMSON
Owner/Director, Senior Vice President of Client Relations
Southern Health Partners, Inc. since 2004.

Wes proudly served the citizens of Etowah County, Alabama for 15 years as the Jail Administrator for the Etowah County Detention Center. He reached the rank of Chief of Corrections and was the lead transition and training supervisor during the agency's transition into the first Direct Supervision Jail in the State of Alabama. Wes has taught corrections and law enforcement classes at the University of Alabama, Jacksonville State University and other regional training facilities. He received his Certified Jail Manager certificate from the American Jail Association in 2000. Wes is a proud veteran of the Alabama National Guard.

Office: Southern Health Partners, Inc.
Phone: 256-490-4517
Email: wes.williamson@southernhealthpartners.com



CHRIS BELL
Vice President, Sales and Development
Southern Health Partners, Inc. since 2018.

Chris joined SHP in 2018 and has been in the correctional services industry since 1997. He has more than 12 years of experience in the healthcare services segment of this industry as well. Chris leads the sales team, proposal development, and marketing efforts for SHP around the country. He earned a Bachelor's degree in Journalism and Mass Communications from Auburn University and has completed advanced study in Business Administration. He has been an active member of the American Correctional Association and American Jail Association as well as a strong supporter of the National Sheriff's Association for many years.

Office: Southern Health Partners, Inc.
Phone: 615-651-3870
Email: chris.bell@southernhealthpartners.com



CHRIS HUDSON
Correctional Healthcare Consultant
Southern Health Partners, Inc. since 2014.

Chris joined SHP after a long law enforcement career which began in 1991. Hudson was named the 2010 South Carolina Jail Administrator of the Year and has obtained a national certification through the American Jail Association as Certified Jail Manager. Major Hudson was presented the prestigious award of Kentucky Colonial and named the 2014 Anderson University Criminal Justice Alumni of the Year.

Office: Southern Health Partners, Inc.
Phone: 864-872-0659
Email: chris.hudson@shpjails.com



KIM LITTLE
Mental Health Services Coordinator
Southern Health Partners, Inc. since 2010.

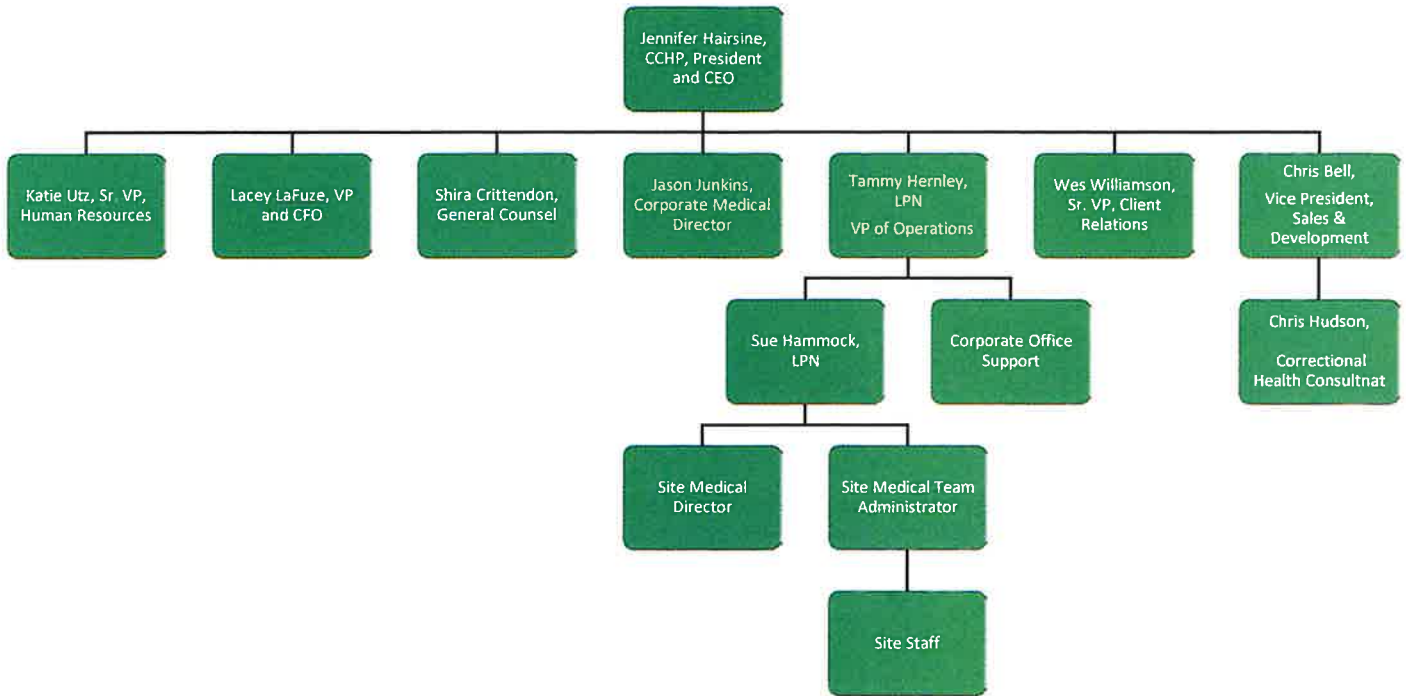
Kim is a licensed Social Worker who started with SHP as a contract provider in a QMHP role at several facilities. Her duties now involve coordinating and training on mental health services on behalf of SHP employees. Kim has much experience in working under Department of Justice Mental Health Consent Decrees and has been integral on establishing mental health programs which meets or exceeds community standards.

Office: Southern Health Partners, Inc.
Phone: 864-337-9036
Email: kim.gilchrist@shpjails.com



SITE SUPPORT FROM SHP

We believe a well-organized and motivated local management team is the best approach to managing the program at the site level. The SHP corporate staff (located in Chattanooga, Tennessee) supports each facility.



MANAGEMENT AVAILABILITY AND RESPONSIVENESS

Our Medical Team Administrator will meet with a County representative, the Prison Administration, or another representative on a regularly scheduled basis. Our Regional Manager will be in frequent contact with our MTA. At any other time, on short notice, all other corporate management staff are always available to discuss any issues, serious problems, and/or concerns to ensure your satisfaction.





QUALIFICATIONS

- Our business focuses solely on County and City correctional medical services
- Currently, our contracted facilities range in size from 25 inmates to more than 1000 inmates
- Continuously providing services in the State of Georgia for over 20 years with 18 current facilities
- Our professional liability insurance protection extends to the County as an additional insured. Our insurance, unlike some competitors' policies, also covers the corporate entity SHP, all our employees, and physician providers. We also have general liability and other coverage as detailed in this proposal
- Exceptional HR support responsible for recruiting and training within Georgia
- Corporate office capabilities include both clinical and business expertise. We not only have individuals from the medical and mental health fields, but legal, corrections, network development, community relations, and information technology. We collaborate with local specialty providers and utilize networks for subcontracted services as available and if needed
- Our physician provider is on-call to the nurses at all times for phone consultations
- We order all care, supplies, pharmaceuticals, and medical procedures
- Turn-key ordering, billing, and payment of care
- Bill Scrub procedures so the County only pays for what its responsibility entails
- SHP is a registered Continuing Education (CEU) provider for medical staff
- Single point of accountability – ability to contact our CEO directly
- Extensive Officer training is offered either on-site or via WebEx recording
- PREA training by SHP team members to Prison Staff each year
- Extensive Officer training on various medical topics
- Site specific Policy and Procedure Manual
- Senior Operations Team Members are Certified Correctional Health Professionals (CCHPs) through the National Commission on Correctional Health Care
- HCS EMR continued development based on current correctional trends





ACCOMPLISHMENTS

- Providing speakers and instructors upon request for medical training initiatives
- Working with local health departments with regard to communicable and sexually transmitted disease testing and treatment
- Working with food service providers to establish diet guidelines
- CEU certification for nurse training in all states
- Working with local pharmacies for back up and support services
- Coordinating with local mental healthcare providers for continuity upon re-entry
- Certified instructors for officer in-service training
- Successfully assists facilities in meeting Department of Justice Review and Consent Order Compliance
- 100% Compliance achieved in U.S. Immigration and Customs Enforcement (ICE) Audits
- Facilities accredited by the National Commission on Correctional Health Care (NCCHC) and the American Correctional Association (ACA)
- Certified Correctional Health Professional (CCHP) leaders with Operations Management Team
- Quick pay discounts negotiated on behalf of clients
- Achieving 35% or more discounts for ancillary services
- Established Successful correctional travel nurse program to support SHP Sites
- Development of HIPPA-compliant telehealth platform

Our professional staff members and their ability to work in correctional settings is the core and backbone of our business. SHP has a unique group of operational leaders. We have well-qualified regional representatives reporting to one of our Division Vice Presidents. All of the Regional Managers are nurses and the majority all of them have developed and matured as a team member of SHP.

Our Vice President of Operations, Tammy Hernley, and Sue Hammock, live in Georgia and would have the ability to quickly respond to individual needs of both the Medical Team Administrator (MTA) at the site and Prison's administrative staff. These regional representatives are physically located in the states they supervise and have the ability to quickly respond to individual needs of the Sheriff. They provide oversight and supervision, but also mentoring, guidance and influence for each program administrator, not just during each initial start-up and orientation, but throughout the life of the contract.

This combination of support and knowledge creates a bond which remains with the MTA when he/she is independently running your facility on a daily basis. Communication between each site and regional representative continues to build on those relationships and is a major factor in our success.





5. Section 5 – Client Work History

FORM 2

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: Jefferson County Correctional Institution	
Contact Name: Calvin Oliphant, Warden	
Address: 1159 Clarks Mill Road Louisville, GA 30434	Telephone: 478-625-7230
	Fax Number: 478-625-4000
	E-Mail Address: coliphant@jeffersoncountyga.gov
Description of Services Provided: SHP has provided inmate medical services for Jefferson CI since 2015.	
Facility Name: Meriwether County Sheriff's Office	
Contact Name: Chuck Smith, Sheriff	
Address: 17400 Roosevelt Highway Greenville, GA 30222	Telephone Number: 706-672-4489
	Fax Number: 706-672-1560
	E-Mail Address: contactus@meriwethercountysheriff.org
Description of Services Provided: SHP has provided inmate medical services for the Meriwether County Sheriff's Office since 2017.	
Facility Name: Gordon County Sheriff's Office	
Contact Name: Mitch Ralston, Sheriff	
Address: 2700 US-41 Calhoun, GA 30701	Telephone Number: 706-629-1245
	Fax Number: 706-629-1451
	E-Mail Address: mralston@gordoncounty.org
Description of Service Provided: SHP has provided inmate medical services for the Gordon County Sheriff's Office since 2009.	

Southern Health Partners, Inc.
Company Name

Jacey L. Jiff
Authorized Signature

05/16/2018
Date





6. Section 6 – Service Plan

STANDARDS

We will work closely with officials of Muscogee County to maintain a quality health care program and in doing so, will proceed to follow applicable standards under state standards and accrediting agencies. Southern Health Partners’ policies and procedures follow the NCCHC Standards for Health Services in Jails (2014) and will be the basis for maintaining our program in Muscogee County. SHP key staff members are Certified Correctional Health Professionals through the NCCHC – including our President Jennifer Hairsine.

Our comprehensive, written policies and procedures, approved by the County, detail how our program objectives and standards are met. The SHP Policy and Procedure Manual will be specific to your facility.

- SHP policies and procedures include, but are not limited to:
- Intake Screening
 - Physical Examinations
 - Sick Call Services
 - Patient Safety
 - Withdrawal Services
 - Medication Administration
 - Emergency Services
 - Chronic Care Management
 - Mental Health Services
 - Dental Care
 - Discharge Planning / Re-Entry Services

SHP has over 20 years of experience with proven effectiveness in administering medical services to inmates across the country. This is due to a proven system of support to on-site personnel, exceptional ability in supervising and monitoring said program to ensure satisfactory performance of services, the capability for strategic operational planning and consultation, and experience with accreditation audits.

ADMINISTRATIVE

At each facility, communication is key. Members of our on-site medical staff will regularly meet with the Prison Administration to ensure health care components are being met. Further, our Regional Representative would attend any other meetings with our Medical Team Administrator (MTA), upon request. These meetings provide an on-going opportunity for both parties to jointly evaluate and fine-tune the healthcare program and to discuss other health-related aspects of the institution’s operations, such as safety and sanitation, disaster planning, classification, infection control, service processes, etc. At any other time, on short notice, corporate office management personnel are always available to discuss any issues, serious problems, and/or concerns to ensure your satisfaction – *we are just a phone call or email away.*

SHP will have an experienced and licensed medical professional as our MTA on site who will help lead the facility’s healthcare program. Our Regional Management Team consists of experienced clinical leaders to add support, as well as the various corporate staff structure, to the MTA.

For the healthcare delivery system to function most effectively, the healthcare staff and corrections staff must work together. SHP staff is sensitive to the security needs and overall operating policies of the institution. Your correctional staff act as an "early warning" network throughout the institution



by assisting health services in identifying real or potential health problems. This cooperative working relationship between medical and corrections ensures medical problems are identified early, treated promptly, and then carefully monitored until recovery or resolution. At the same time, safety and security concerns are addressed. We also understand the current medical team has great experience working with Muscogee County. Therefore, we would give first opportunity of positions to this team, upon meeting all qualifications.



IN-SERVICE TRAINING FOR MEDICAL STAFF MEMBERS

SHP believes professionalism in nursing is enhanced through the continuous updating of knowledge and skills. We provide in-service programs for our on-site staff geared specifically to healthcare delivery in the correctional setting. These programs are designed to promote the continued development of knowledge, skills, and practices that are consistent with contemporary standards for nursing practice.

The following are topics SHP offers:

- Withdrawal Signs and Symptoms
- Infection Control - Universal Precautions
- Physical Assessment
- Cardiac, Neurological, and Respiratory Systems
- Nursing Management
- Infectious diseases – A.I.D.S. and tuberculosis
- Prison Rape Elimination Act (PREA)
- Mental Health Screening

Extensive training for all staff on bloodborne pathogens, PREA, and related patient safety topics are mandatory. These trainings are completed on an annual basis with copies of completed certificates available to the County's compliance training officer. CPR and use of AEDs are required training for new hires, and thereafter annually held.

SHP is an approved Nursing CEU provider licensed with the Alabama Board of Nursing, and these CEU units are honored by the nurse licensing boards in all the states where we operate.

Initial training for new hires will be established through on-site and online TalentLMS training modules. Online training has become a necessity when helping our customers deal with the challenges of scheduling flexibility for staff often working on all shifts as well as the ability to record training for use on an ongoing basis when orienting new employees at your facility. TalentLMS allows participants to register their attendance individually and watch the full duration of training, tracking their attention and attendance electronically. In many locations, we have been able to offer CE credits for this format of training with prior approval from the crediting institution for class content. At any time, SHP can view an employee's training history and print such for accreditation review meetings.

Development of new training will be worked through review of on-site trends and needs. We find our ability to tailor training specific to site areas has been most helpful to our staff.



HEALTH EDUCATION – PATIENTS AND PRISON STAFF

SHP provides inmate health education materials which are accurate, practical, and relevant. A combination of individualized health counseling and opportunities for general information sessions have proven most effective in inmate population settings.

Some of the subjects which are available with our program include:

- Personal hygiene
- Diet and nutrition
- Smoking cessation
- Drug and alcohol abuse
- Physical fitness
- Control of hypertension
- Stress management
- Communicable diseases
- Self-care for chronic disabilities or diseases
- Hygiene to avoid MRSA
- Flu prevention and vaccination

SHP has found a cooperative and supportive Prison Administration and Prison Staff enhances the health education effort by demonstrating awareness and interest by reinforcing program objectives through positive example.

UTILIZATION MANAGEMENT (UM)

SHP operates contracts with a managed care ideology. We consider Utilization Management (UM) to be a vital and necessary component of every healthcare program we provide. SHP strives to ensure all care rendered is medically necessary and is provided safely in the least costly setting while maintaining the quality of care. We accomplish this with concurrent daily reviews of each admission and retroactive reviews of cases. This sharing of information, experience and expertise contribute to the best combination of available resources without jeopardizing patient safety and the quality of care while saving valuable officer time.

The goal of the UM Program is to provide necessary and appropriate healthcare in the most efficient manner. Regardless of the payer source, our commitment to monitoring these patients results in the best use of available resources. The Discharge Planning program begins upon admission and with coordination often resulting in a combination of outpatient services or medication adjustment, allowing earlier return to the detention facility.

COST CONTAINMENT PROGRAM

In addition to our UM program, our cost containment efforts include several other programs which have resulted in substantial savings for both our clients and for SHP. In the following paragraphs, we briefly describe other programs and activities we routinely pursue to assist in controlling healthcare costs for your office/budget and the taxpayers of Muscogee County.

On-Site Services

Several on-site services are performed to maintain cost effectiveness for the County both in the management of the services as well as eliminating outside security issues. Lab and x-ray services are coordinated on-site with outside clinical providers. For x-ray services, a clinical provider will be contracted to come to the medical unit and provide on-site x-rays to the patients as ordered by the Medical Director and medical staff. All test results are reported via email, fax, or phone. Other services may be identified for on-site use as additional providers are added to the program.



Service Reports

Our regular healthcare activity reports containing utilization statistics, trends and healthcare program results are a valuable tool for cost-containment efforts. In our experience, the MTA, once charged with the responsibility for reviewing these management reports with an eye to possible cost-containment has the opportunity to impact savings.

Subcontractors and Bulk Purchasing

We also control costs by negotiating tight, cost-effective agreements with our subcontractors, vendors, and suppliers. We have been able to deal with national suppliers and enter into bulk-purchasing agreements which allow us to acquire medical equipment, drugs, supplies and services at very competitive prices. These discounts are then passed along to each of our partners, saving both time and money for the County.

Medical Discount Negotiation

Southern Health Partners is currently processing inmate medical claims at the Medicaid reimbursement rate according to Georgia Standards and Regulations. We are well equipped to adjudicate medical claims and assure only appropriate claims charges on bills are reimbursed. Individual edits are performed at the detail claim line level and include industry-standard edits such as unauthorized/inappropriate services, incomplete claims, duplicate claims, invalid or excessive codes, unbundled charges, etc. Our software enables us to ensure the County is only paying for medical services during the inmate's incarceration. Once it has been determined as to the responsibility of the claim, we begin our review and repricing process. We have access to and apply the most updated allowable reimbursement amounts to each medical claim. The maximum that Muscogee County will pay for each claim is the minimum allowed and nothing more.



RISK MANAGEMENT

Our Risk Management Department handles incident reports and legal matters. We also answer legal questions SHP staff may have and provide training on legal compliance and risk reduction. We subscribe to an "Open Door Policy" to all of our staff.

The process of Risk Management is designed to reduce or eliminate the risk of certain kinds of events happening or having an impact on our business while protecting both SHP and our partners.

Risk Management is a process for identifying, assessing, and prioritizing risks of various events. Upon identification of risks, the Risk Management Department will create plans to minimize or eliminate the impact of negative events to protect Muscogee County.

These plans include training topics such as:

- Performing quality patient care
- Follow through with treatment care plans
- Good documentation skills
- Review of previous incidents

Correctional Nursing is a professional specialty area that is becoming recognized around the world. It offers the opportunity to practice nursing in a unique atmosphere with other multi-disciplinary health care providers. While correctional nurses may deal with the same issues as the public sector, they have the added responsibility and challenge of providing quality nursing care to a challenging population.

SHP promotes patient safety through review of processes and symptoms regarding adverse and/or possible near-miss clinical events. In an effort to reduce risk and/or harm to patients, SHP encourages medical staff members to identify potential problems to the MTA and/or our corporate Risk Manager, Ms. Shira Crittendon, through our incident reporting system. All medical staff members are trained as to incident reporting upon their orientation and mortality reviews are performed after negative outcomes. An open forum is encouraged to properly identify problems, risks and the potential for risks within the prison's medical unit. Critical Incident Stress Debriefing is a process that prevents or limits the development of post-traumatic stress in people exposed to critical incidents. Debriefings help people cope with and recover from an incident's after effects. We want staff to understand they are not alone in their reactions to a distressing event, and this process provides them with an opportunity to discuss their thoughts and feelings. SHP encourages this process with our medical staff and prison officers.

For legal matters that may arise, Ms. Shira Crittendon serves as our General Counsel. Ms. Crittendon, along with our in-house risk management department staff, work closely with our insurer, the County, and our local counsel to manage claims and cases which may arise, to evaluate and address potential areas of future legal exposure and to ensure our health services program is conducted and administered in a legally appropriate and defensible manner.

SECURITY OF PATIENT INFORMATION

SHP understands the importance of keeping client medical files confidential. Our employees will only access security files as needed for any duties related to the contract, for continuity of care issues, and in accordance with the rules established by Muscogee County. SHP will ensure our employees cannot access any info of any relatives in any file system within Muscogee County. SHP employees will also be responsible for all policies and procedures for protecting, as well as safeguarding, the confidentiality of these files.

QUALITY ASSURANCE PROGRAM

At SHP, we are committed to effectively monitoring the healthcare we provide and have dedicated appropriate resources to assist in achieving this goal. We actively involve our employees in the Quality Program through gathering information, evaluating care, and problem resolution. This approach allows us to objectively assess and monitor the quality and appropriateness of patient care.

We accomplish these objectives with on-site visits, the use of audit tools, outcome studies, and medical chart reviews based on clinical indicators. Periodic meetings with the facility and SHP allow for these findings to be shared and the opportunity to provide feedback for modification and

implementation. This approach allows us to objectively assess and monitor the quality and appropriateness of patient care.

Our Quality Assurance Program includes, but is not limited to:

- Providing for the ongoing, objective and systematic monitoring and evaluation of each aspect of healthcare services in SHP facilities
- Monitoring clinical performances through peer review
- Resolving identified problems impacting patient care
- Monitoring cost effectiveness of services delivered
- Evaluating medication usage
- Regular review of medical records for accuracy
- Evaluation of clinical performance enhancement needs

There will be site-specific criteria developed to ensure compliance with key service timelines. Each on-site staff member will have a role in information-gathering and/or final process review. Our system is utilized to make any necessary changes or develop solutions which ultimately improve patient care.

REPORT(S) OF HEALTHCARE SERVICE TRENDS

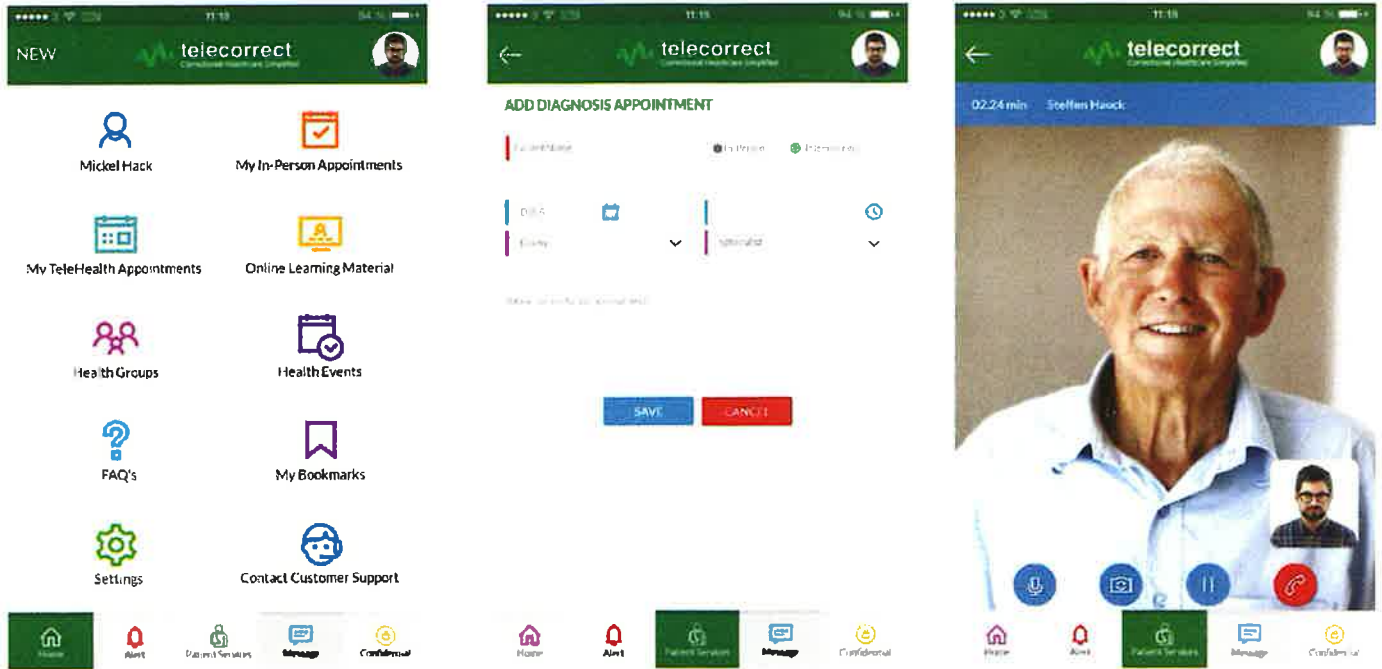
As part of our contract services, SHP will prepare monthly and quarterly reports of service for the County CI Administration. This information will show not only current services being performed for the inmate population, but also costs of outside costs. These reports will be helpful in looking at future trends of the healthcare services. Additional information can be gathered upon the request of the CI Administration at any time.

TELEMEDICINE SERVICES

SHP understands the importance of timeliness when it comes to certain medical conditions found within the facility. In order to utilize the latest technology and provide Muscogee County with the most efficient healthcare services possible, SHP provides an optional Telemedicine service that offers live interactive, face-to-face digital consultations with licensed clinical providers which may include the following clinical scenarios:

- Psychiatric consultation and treatment
- Medication management and recommendations
- Therapeutic counseling





SHP has found the use of telemedicine services, as a supplement to on-site provider staffing, helps eliminate barriers due to distance as well as improves access to certain providers not consistently available to our incarcerated population.

Other benefits to using telemedicine include:

- Potential reduction in ER visits or hospitalizations
- Better access and delivery of behavioral health resources
- Increased quality of care for patients
- Reduction of delays due to inclement weather
- Safety considerations for inmate movement
- Potential officer transport time reduced and overtime averted

If implemented, SHP will follow all state rules as to the use of a telemedicine practice within the Muscogee County Prison. Evaluation and monitoring of the services will be consistent to show over all use and savings.

HEALTH RECORDS

Any healthcare delivery system is only as good as the quality of its medical records. We also ensure medical records are maintained in compliance with state regulations and consistent with community standards of practice. SHP will assist Muscogee County with the fulfillment of requests regarding the records and serve as the Records Custodian in all medical record matters.





The following general policies and procedures concerning medical records will apply:

- All medical records will be kept locked and secured
- Information necessary for classification, security, and control of inmates will be provided to the appropriate corrections personnel
- Inmates will not have access to medical records
- Each inmate will have a separate and complete medical record
- All records will be retained for a minimum of seven (7) years, or as long as legally required
- SHP will follow County recommendations for archival
- Medical summaries will be prepared and sent with inmates transferred to other facilities or jurisdictions

ELECTRONIC MEDICAL RECORDS (EMR)

At Southern Health Partners, we strive to incorporate advanced technology into our delivery of health services. This includes Electronic Medical Records (EMR). An EMR system not only significantly improves the quantity and quality of information available to both providers and the client, but also increases the efficiency of staff resources.

Southern Health Partners currently partners with one of the leading systems in the industry, Health Care Systems, Inc. (HCS), for EMR systems in the facilities we serve.

SHP and HCS would install an EMR system in the facility. With EMR, all communication for the inmate is stored electronically in the chart and is accessible at the point of care. This will eliminate the need to move paper charts between the units, often leading to misplaced or lost paperwork.

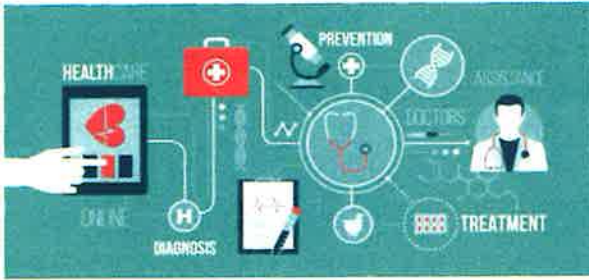
The EMR would integrate with most Jail Management Systems (JMS), as well as VendEng, who we've worked with before. This integration will enable our nursing staff to see the housing and classification of inmates, the proximity of inmates with chronic or communicable diseases, and especially for passing prescription medications in each housing unit. This is a HIPPA compliant web-based system. All information stores in cloud storage is arranged through HCS.

HCS would take the lead in transitioning to a paperless system. They will provide on-site implementation of the system, as well as on-site training for SHP employees and for supervising detention staff.

The EMR system is optional to the County and all costs would be the County's responsibility, if selected to use. Specific pricing information can be found in Section 7, *Cost Proposal*. A WI-FI connection would be required to connect the EMR components to outside vendors, such as Pharmacy, lab, and providers. The County will own this system after three years and therefore, the base pricing would reduce.



We currently have seven Counties contracted with SHP that use HCS' EMR system:



Tift County, Georgia
La Plata County, Colorado
Madison County, Alabama
Miller County, Arkansas
Cumberland County, North Carolina
Walworth County, Wisconsin
Buchanan County, Missouri

We have provided some additional information below from Health Care Systems, Inc. regarding their correctional EMR product.

HCS eMR for Corrections is a versatile electronic medical record that seamlessly integrates with corrections and pharmacy information systems. It is simply designed with one point of access to document patient encounters, medication administration (including prompts for the documentation of vital signs, blood glucose, heart rate, blood pressure, etc.), and provider orders.

A challenging environment creates an opportunity to keep up with clinical and administrative tasks. The Status Board provides the clinician with one click monitoring and scheduling of site specific activities such as past due medications, history and physicals, sick call, orders to be e-signed, etc. Administration compliance reports remove subjectivity from medication adherence reviews, allowing clinicians to display the frequency of missed doses, the medications or classes of medications missed, and the reason the medication was not given.

Take advantage of key features that improve documentation time, care management, and patient safety:

- Point of care administration with barcode identification of patients and medications
- Direct observation therapy prompts
- Real time alerts for responses to medications, vital signs, and other observations
- Point of Order formulary prompts
- Automatic documentation for KOP and No Show
- Patient assignment
- Reports including administration compliance (omissions), legal record, worksheet, and discharge MARs
- Flexible hardware options support both infirmary based and skilled/segregation unit workflows.





GENERAL CONSIDERATIONS

The primary responsibility for inmate custody and security within the facility rests with the staff of Muscogee County. SHP shall have primary responsibility in all matters pertaining to medical, dental treatment, and care of inmates under the terms of a resulting contract. Everyone who works in the facility has a responsibility for security. SHP shall be responsible for security of all material and equipment in our work area, which in the hands of an inmate, would be considered contraband and could present a danger to staff, other inmates, or to himself.

On matters of mutual concern, Prison Staff shall support, assist and cooperate with SHP. An officer must be present when an inmate is with our medical staff and close security must be provided for our medical staff when in the housing areas. Matters involving safety of staff, inmates, and security of the facility shall remain with facility security management and Prison Staff.

All decisions involving the exercise of medical and/or dental judgment will be the responsibility of SHP under the terms of a resulting contract. However, we encourage the prison's staff to err on the side of caution in an emergency, and we do not have to be consulted before calling for an ambulance or sending an inmate to the Emergency Department. Healthcare services are intended only for those inmates in the actual physical custody of the facility. Inmates outside the facility who are not under guard or were hospitalized prior to commitment to the facility shall not be the responsibility of SHP.

SHP will not be responsible for providing elective medical care to inmates. For purposes of this Proposal "elective medical care" means medical care which, if not provided, would not, in the opinion of the SHP Medical Director, cause the inmate's health to deteriorate or cause definite harm to the inmate's well-being.

SHP will provide emergency services to all visitors and staff so long as there are adequate staff on-site.

We take no responsibility for the regular healthcare and treatment of officers of the Prison, except for emergencies. We do offer to administer vaccines, such as Hepatitis B, and tuberculosis testing to officers of the Prison if the serum is provided by the County.

We offer training for officers on various topics. All of our training must be requested, and this training must be scheduled in advance.

SHP will be responsible for disposal of all hazardous medical waste resulting directly from our program, but not all of the waste from the Prison.

Our program and pricing allow us to manage most mental health complaints inside the Prison using our current mental health and medical staff as proposed. Outside referrals for treatment plans may be necessary given the patient's condition and/or diagnosis. If an outside mental health provider is engaged by the Prison for provision of services, we will coordinate our work with them.

We will need a high-speed internet connection and phone line to be provided by the County.



SCOPE OF SERVICES

We have provided a complete listing of our clinical services for Muscogee County below. As stated before, our clinical services will follow applicable NCCHC and GA State Standards. We would need to work with the County to have designated medical areas in which services can be provided, to help minimize outside visits but increase on-site monitoring. Should the County need more specific information on services not outlined in the RFP or this proposal, we will be happy to provide.

The following topics are outlined briefly to show understanding and compliance with standards:

- Receiving Screening
- Comprehensive Appraisal and Examination
- Daily Triaging of Complaints
- Clinical Pathways
- Sick Call
- Segregation Checks
- Coordination of Hospital Care
- On-Site Specialty Services
- Emergency Services
- Dental Care
- Mental Health
- Laboratory Services
- Chronic Care Management and Special Needs Program
- Female Healthcare Services
- Discharge Planning
- Pharmaceuticals and Medical Supplies
- Inventory Control Measure



RECEIVING/SCREENING

Upon the intake of an inmate into the Prison/CI, our medical staff personnel will review all medical documentation accompanying the patient within 24 hours.

Information regarding access to healthcare services is to be communicated orally and in writing to inmates upon their arrival at the correctional facility. SHP will use notices, printed in both English and Spanish. These will be posted in the intake area and in the Medical Department advising detainees how to access the healthcare delivery system.

Patients will be asked for information regarding prior treatment and medication history to promote continuity of care. Verification of information will be performed by medical staff with review of such information by the provider.

HEALTH APPRAISAL

A comprehensive medical history and physical examination will be performed on all inmates within 14 calendar days of arrival.





The health appraisal will include, as required or if clinically indicated, the following:

- Review of the preliminary health screening done at intake
- Screening for airborne infectious conditions
- Height, weight, pulse, blood pressure and temperature
- Mental health, dental and vision screenings
- Additional tests and examinations as appropriate
- Initiation of therapy and immunizations as appropriate

Inmates will be scheduled for annual physical examinations as indicated by their age and physical condition.

If at the time of the physical, it is determined an inmate requires further medical treatment, the inmate will be referred either for immediate medical treatment or to see the physician at the next scheduled sick call.

SAFETY/SANITATION INSPECTIONS

SHP realizes all communicable diseases require special attention in inmate populations. We have developed an Infection Control Program that incorporates education, diagnosis, and treatment. If an inmate is diagnosed with a communicable disease, steps are taken towards isolation and/or treatment as indicated.

More specifically, our Infection Control Program includes, but is not limited to:

- Surveillance procedures to detect inmates with infectious and communicable diseases
- Appropriate immunizations
- Decontamination of medical equipment
- Proper disposal of medically related sharps and bio-hazardous wastes
- Strict adherence to universal precautions to limit exposure to blood-borne pathogen

SHP also assures we will provide a clean, safe and healthy environment in the medical unit and will work with the corrections administration to develop and implement a comprehensive environmental health program at the facility. In an effort to reduce risk or patient harm, SHP encourages medical staff members to identify potential problems such as "near miss" events (med pass errors, etc.). This allows us to further strengthen our program and provide exceptional care to our patients.

GRIEVANCE

We understand not all inmate patients will be satisfied with our services and therefore we will work with the Prison Administration to implement and continue the formal grievance procedure that is used by inmates, staff and outside individuals. The actual process varies slightly depending upon who is initiating the complaint. We take our services seriously and will strive to reach a mutual resolution to a grievance.

An appeal process will be implemented for any inmate who feels such is warranted.



SICK CALL / DAILY TRIAGING OF COMPLAINTS

In order to ensure inmate health problems and requests are addressed promptly, appropriately and efficiently, SHP will use a structured triage procedure, proven effective in other correctional settings. All patients requesting sick call services are to be seen.

As a first step in the triage system, the inmate is seen by a member of the nursing staff within 24 hours of the submission of a sick call request. Those inmates requiring a higher level, or more emergent need, of service will be referred to the physician or other appropriate professional practitioner in a timely manner.

If the physician provider determines the patient's medical needs are more extensive or specialized, an appropriate referral to outside medical services will be made.

Appropriate documentation will be recorded and maintained for all inmates seen at sick call and incorporated into the inmate's permanent medical record. This ensures inmate health requests are promptly and properly handled, documented, and followed through to a satisfactory resolution.

SEGREGATION CHECKS

Medical staff will conduct segregation cell checks upon notification of an inmate's placement in such cell(s) within the nurse's on-site schedule. Further, should there be restrictions on inmate movement due to custody status and/or cell placement, medical staff will arrange to conduct sick call services at the inmate's cell. Under accreditation standards, all contact with patients housed in segregation will be documented in their medical record.

EMERGENCY SERVICES

Our MTA and site Provider will have twenty-four (24) hour on-call responsibility for any emergency that may arise, to respond by phone to speak with our on-site staff or officers. We also encourage training for officers to make determinations when 911 should be called first and then our health care staff. When emergency transportation is required, medical personnel will assist with the decision whether an ambulance or security van may be used.



HOSPITAL CARE

When it is medically necessary to transfer an inmate to a local hospital for treatment, SHP will utilize the facilities and services of a hospital which meet the approval of the County. All hospital charges for both inpatient and outpatient care, as well as physician charges outside the Prison, will be the County's responsibility. In order to help control expenses and utilization of costly inpatient hospital services, we will continually review the medical necessity for, and give prior approval to, all planned inpatient admissions.

SPECIALTY SERVICES

Our program is structured to utilize the fewest number of outside medical resources as possible. Doing so reduces expenses associated with transportation and security. We accomplish this through the extensive use of the triage system previously described and by making every effort to provide specialized consultative services on-site.



DENTAL CARE

SHP will screen all inmates for dental issues as a part of History and Physical. Dental treatment is provided through an established treatment plan with painful conditions receiving priority treatment. All treatment records are to be kept in the patient's medical record. Oral hygiene and patient teaching are a part of every SHP dental program. As part of our program, we have provided for a Dentist to be on-site for up to 8 hours per week. Annual dental services will be maintained and coordinated as specified in the State regulations.

SPECIAL MEDICAL / CHRONIC CARE PROGRAMS

SHP will provide all special needs healthcare services required including, but not limited to, care for inmates who have chronic conditions such as diabetes, hypertension, asthma, and epilepsy. The type of treatment will be determined by the needs of the individual inmate but may include such things as medications, special diets, outside clinic visits, laboratory tests or dressing changes. Each treatment plan will be initiated by the Provider and will be detailed in the individual's medical record. Special diets will only be given if a medical need is confirmed, or if ordered by our Provider, and we must have cooperation from the officers in assuring these needs are met.

There may be language barriers in obtaining information from non-English speaking inmates. SHP has partnered with a nationwide company to provide translation services.

LABORATORY / X-RAY SERVICES

SHP will use Garcia Laboratory Services for those procedures which cannot reasonably be conducted on-site. When using laboratory services, our healthcare personnel will draw specimens and prepare them for transport to the appropriate laboratory. All specimens will be collected in accordance with accepted laboratory standards and will be properly sorted and labeled prior to being sent out for processing. The results of these tests can be quickly transmitted back to the site.

All results, when returned, are checked by a medical staff member. The results are communicated to our staff Provider and then filed as part of the inmate's medical record. The Provider is notified immediately by the medical staff of any abnormal lab value.

We plan to use a portable x-ray service to perform any required procedures inside the Prison, under space allowances. This eliminates cost of transporting inmates and affords savings in officer time and potential overtime. Some procedures may need to be performed with equipment at a hospital or other radiology facility.

MENTAL HEALTH SERVICES

SHP uses a team approach for mental health services on-site, starting at the patient intake.

SHP will arrange for the mental health services for inmates including:

- Effective crisis intervention
- Suicide prevention and screening
- Mental Health Assessments and evaluations
- Monitoring mental health medication
- Referrals as necessary
- Mental Health Court reporting, upon request
- Discharge planning





SHP has established a written plan for identifying and responding to suicidal individuals within the facility. All SHP medical personnel and facility correctional officers will be trained in suicide prevention techniques. The plan established will incorporate recognizing and responding to suicidal individuals and the components will include but not be limited to training, intake screening, monitoring, communication, intervention and critical incident debriefing.

PHARMACEUTICALS AND MEDICAL SUPPLIES

SHP will have a program tailored specifically to Muscogee County under the direction of Clinical Solutions Pharmacy for the ordering, dispensing, and administering of prescription drugs for jails/prisons. We have developed a formulary of pharmaceuticals which is used in our facilities, following NCHC guidelines. The intent is to provide the safest, most efficacious and cost-effective medication appropriate to each individual's treatment. Together we are constantly searching for opportunities to improve medication delivery whether at the pharmacy, facility, or cell-side level.

Our general guidelines for pharmaceuticals are:

- Prescriptions brought in by the inmate or their family will be reviewed by the SHP staff and continued or substituted with formulary medications as necessary by our physician
- Verification will be performed by the medical staff of an inmate's current medication(s)
- A minimum of psychotropic or narcotic medication is prescribed based on need
- No more than a single dose will be administered
- Refusals of medication by an inmate must be documented
- Counseling will be provided to the inmate as to the consequences of non-adherence of the prescribed medication
- Counseling efforts will be documented
- All pharmaceuticals, needles, syringes and any other medical instruments with a potential for misuse will be inventoried and stored under secured conditions

24/7

CLINICAL solutions
PHARMACY

PHONE 1.877.826.5488

FAX 1.866.920.1597





Listed below are examples of the value-added services for Muscogee County provided by our pharmacy provider:

- 24/7/365 clinical pharmacist access
- Clinical Pharmacy Team for Consultative Services
- Next day medication delivery
- Blister Cards
- Quality Assurance Audits
- State-of-the-Art Bar Code Technology
- 30-Day Stock Medications
- Customized ordering parameters
- Formulary enforcement
- Breakout billing for special populations
- Preemptive package tracking
- Real time package status notification
- Backup pharmacy coordination
- Consulting pharmacist on-site audits
- Provision of Local Back-Up Pharmacy
- Online Database Management
- Specialized Reporting for analyzing trends
- Regulatory Specialist for Monitoring Purposes
- Expertise in Correctional Health Security Needs
- Computerized Physician Order Entry System
- System that provides County both cost effective & medically accurate medication

For immediate needs, we always use a local pharmacy for stat medications and will assure any medication will be available within 8 hours if needed.

INVENTORY CONTROL MEASURES

Certain items housed within the medical unit will be subject to inventory control measures. SHP has a process in which medical staff is trained to inventory items such as medications, supplies, and sharps on a consistent basis. Lock and key controls are also in place for cabinets, medical records, and controlled substances. All SHP staff will be responsible for ensuring counts are correct at the time they are designated to be completed. Any discrepancy will be reported immediately and must be resolved prior to present staff going off duty.



RFP-SPECIFIED STAFFING MATRIX (STAFFING OPTION 1)

Based on our experience and review of the bid specifications, SHP proposed the following staffing options to be a best-fit scenario for a quality program structure:

Muscogee County, Georgia Staffing Option 1 – RFP-Specified Staffing – 24/7 Coverage ADP – 600									
Position	Scheduled Hours							Total Hours	FTEs
	SUN	MON	TUE	WED	THU	FRI	SAT		
Administrative Staff									
RN - MTA		8	8	8	8	8		40	1.00
Admin Assistant		8	8	8	8	8		40	1.00
Support Staff									
LPN - Day	8	8	8	8	8	8	8	56	1.40
LPN - Weekend Day	12						12	24	0.60
LPN - Evening	12	8	8	8	8	8	12	64	1.60
LPN - Night	8	8	8	8	8	8	8	56	1.40
Weekly Nursing Hours								280	7.00
Medical Health Provider(s)									
Medical Director			8					8	0.20
NP/PA					8			8	0.20
Dentist*				8*				8*	0.20*
Total Weekly Hours								304	7.60

**Please note, the dental hours shown above reflect bi-weekly hours, not weekly hours.*

Professional Provider and medical staff on-site time and dates will be coordinated with Prison Management. Some of the time by the Provider may be used for consults and administrative items such as phone calls with medical staff. Medical staff may need flexibility based on day to day duties.



VENDOR-RECOMMENDED STAFFING MATRIX (STAFFING OPTION 2)

Muscogee County, Georgia Staffing Option 2 – Vendor-Recommended Staffing – 24/7 Coverage ADP – 600									
Position	Scheduled Hours							Total Hours	FTEs
	SUN	MON	TUE	WED	THU	FRI	SAT		
Administrative Staff									
RN - MTA		8	8	8	8	8		40	1.00
Admin Assistant		8	8	8	8	8		40	1.00
Support Staff									
LPN - Day	8	8	8	8	8	8	8	56	1.40
LPN - Weekend Day	12						12	24	0.60
LPN -Evening	12	8	8	8	8	8	12	64	1.60
LPN - Night	8	8	8	8	8	8	8	56	1.40
Weekly Nursing Hours								280	7.00
Medical Health Provider(s)									
Medical Director			2					2	0.05
NP/PA					6			6	0.15
Dentist*				8*				8*	0.20*
Total Weekly Hours								296	7.40

**Please note, the dental hours shown above reflect bi-weekly hours, not weekly hours.*

Professional Provider and medical staff on-site time and dates will be coordinated with Prison Management. Some of the time by the Provider may be used for consults and administrative items such as phone calls with medical staff. Medical staff may need flexibility based on day to day duties.



PROPOSED STAFFING FOR MUSCOGEE COUNTY

Our proposed medical staffing plan based on specifications relayed within the RFP (Staffing Option 1), includes 280 total weekly nursing hours, 304 total weekly staffing hours (including Medical Providers), and 7.60 FTEs.

Our proposed medical staffing plan based on our (SHP) experience in non-accredited facilities, (Staffing Option 2), includes 280 total weekly nursing hours, 296 total weekly staffing hours (including Medical Providers), and 7.40 FTEs.

Holiday coverage will be at a flexible/limited basis with medical staff passing all medications at the scheduled times.

Medical Team Administrator (RN - MTA):

Our Medical Team Administrator, a Registered Nurse (RN), will be our on-site manager with a background in medical administration and will serve as the primary liaison between SHP and the Muscogee County Prison administrative staff. He/She is responsible for the administrative responsibilities of the contract such as reporting and quality improvement processes. He/She will work 40 hours during weekdays (excluding holidays and reasonable time off for illness and vacation).

Medical Director (Physician/Physician Extender):

For the RFP specified staffing (Staffing Option 1), our Medical Director will be scheduled to visit the facility up to 8 hours every week along with a Nurse Practitioner / Physician's Assistant scheduled to visit the facility for up to 8 hours every week.

The primary purpose will be for sick call but also to provide ongoing guidance for chronic care. Our Medical Director will be expected to participate in the direct care of inmates, or in reviewing the direct care provided by nurses. There will also be time required to respond to calls from nurses, and for administrative duties such as formulary review, protocols, quality assurance, and education and training.

Per our recommendation (Staffing Option 2), our Medical Director will be scheduled to visit the facility up to 2 hours every week, while a Nurse Practitioner / Physician's Assistant would be scheduled to visit the facility for up to 6 hours every week.

Dentist:

We have included a Dentist to be on-site for up to 8 hours every other week.

Ancillary Staff:

Our staffing plan allows for additional nurses and other ancillary support staff (such as LPNs) to ensure adequate coverage. Each member of our healthcare staff at the Prison will be properly licensed and new employees will receive appropriate orientation and training before assuming duties within the Prison.

RECRUITMENT PRACTICES

SHP has been successful in nurse recruiting with a unique approach. We not only use word of mouth but have found that offering PRN positions and training those interested in the corrections field provides for a variety of qualified staff and a pool from which to utilize those at other facilities, both in training and in staffing.

Further, we believe our presence in Georgia will allow us a more frequent pool of nurse availability to ensure coverages are met.

In addition to credentialing information provided to us by the respective boards of medicine for licensed personnel, all SHP personnel are further subjected to an individual screening search in the US Department of Justice National Sex Offender Public Website (NSOPW) registry. This registry is the only government system that exists to link public state, territory, and tribal sex offender registries allowing for a more comprehensive search tool and safety resource. These jurisdictions include the 50 states, U.S. Territories, the District of Columbia, and participating tribes. This national search further increases our ability to ensure patient safety and facility security from potential sexual predators who might seek employment.



EQUAL EMPLOYMENT OPPORTUNITY

SHP is an Equal Opportunity Employer and follows established policy in all hiring and employment practices. It is the policy of SHP to comply with all local, county, state and federal laws prohibiting discrimination in employment and to make all personnel decisions without regard to race, color, religion, sex, age or national origin. SHP is committed to maintain places of employment that are safe, productive, and free from sexual harassment.

LICENSURE/CERTIFICATION

All professional healthcare licenses are verified prior to the employment and will be kept on file and available for inspection.

BACKGROUND CHECKS

If needed, SHP will rely on Muscogee County to perform criminal background checks on all submitted prospective applicants who have passed all previous interview processes.

DRUG-FREE COMPLIANCE

SHP performs a drug screen on 100% of new employees as a final condition to employment. In compliance with our national and multi-state drug free workplace certifications, all employees are subject to pre-employment, post-accident and random drug screening to ensure we maintain a drug-free workplace.

E-VERIFY

SHP has maintained its utilization of the Department of Homeland Security's E-Verify program requirements for screening of all its employees since November 7, 2007. Compliance with DHS and SSA regulations ensures our ability to protect the rights of employees and avoid possible discrimination.



POTENTIAL STAFF VACANCIES

Any vacancies of positions will be filled by PRN nurses, regular staff working extra hours, or by other arrangements made by the nurse administrator, until the position is filled. All scheduled shifts will be filled. Vacant shifts will be covered to the extent which nurses can be provided and will vary depending on the lead-time given for the shift vacancy.

SHP has trained travel nurses that are available to any new facility to provide support and staffing during the initial and start up orientation. This additional level of qualified individuals, along with the Regional Representatives, builds the work force of qualified nurses in local jails/prisons.

EMPLOYEE SAFETY

Employee safety is of paramount importance at SHP. We take a great deal of pride in our employee safety program. This program was developed to reflect the unique needs of a correctional work environment and to maintain compliance with OSHA Standards and Training Guidelines. We continually offer continued training to each employee in order to prepare for and adapt to the unique challenges of each correctional facility.

EMPLOYEE BENEFITS

Southern Health Partners offers competitive benefits in order to recruit and retain skilled employees.

Our benefits include:	
<ul style="list-style-type: none"> • Medical, Dental and Vision Insurance • Life Insurance • Dependent Life Insurance • Short Term and Long-Term Disability • 401K Plan • Section 125 Plan • Paid Time Off/ Paid Holidays • Training Reimbursement • Employee Assistance Program 	<ul style="list-style-type: none"> • Employee Scholarship Awards • Direct Deposit • Bereavement Leave • Family Leave • Parental Leave • Medical Leave • Jury Duty Leave • Military Leave

JOB DESCRIPTIONS

Job descriptions are available for review if requested, for each of the positions described in our staffing plan.

LIAISON WITH CORRECTIONAL STAFF

For the healthcare delivery system to function most effectively, the healthcare staff and corrections staff must work together. SHP staff is sensitive to the security needs and overall operating policies of the institution. Your correctional staff act as an "early warning" network throughout the institution by assisting health services in identifying real or potential health problems. This cooperative working relationship between medical and corrections ensures medical problems are identified early, treated promptly, and then carefully monitored until recovery or resolution. At the same time, safety and security concerns are addressed.

Beyond the routine, day-to-day interaction between the health services staff and correctional officers, our site Medical Team Administrator (MTA) participates in, at minimum, monthly meetings, with the administrative staff. These meetings provide an on-going opportunity for both parties to jointly evaluate and fine-tune the healthcare program and to discuss other health-related aspects of the institution's operations, such as safety and sanitation, disaster planning, classification, etc.





7. Section 7 – Cost Proposal

FORM 5**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	\$ 835,080
	2 nd Year	\$ 860,132
	Total Initial Contract Amount	\$ 1,695,212
Medical Services	3 rd Year	\$ 885,936
Medical Services	4 th Year	\$ 912,514
Medical Services	5 th Year	\$ 939,889
Pharmacy services at pass-through cost with a management fee		<u>0</u> % Management Fee

*Subject to negotiations

OPTION 2: Vendor's Recommended Staffing

DESCRIPTION	CONTRACT YEAR	*ANNUAL CONTRACT AMOUNT
Medical Services	1 st Year	\$ 742,020
	2 nd Year	\$ 764,281
	Total Initial Contract Amount	\$ 1,506,301
Medical Services	3 rd Year	\$ 787,209
Medical Services	4 th Year	\$ 810,826
Medical Services	5 th Year	\$ 835,150
Pharmacy services at pass-through cost with a management fee		<u>0</u> % Management Fee

*Subject to negotiations

Southern Health Partners
Company Name


Authorized Signature

05/16/2018
Date





PRICING

Our proposed annualized base price to furnish the RFP-specified pricing (Staffing Option 1) is \$835,080 (\$69,590 per month) for the first year. Our proposed annualized base price to furnish our recommended staffing (Staffing Option 2) is \$742,020 (\$61,835 per month) for the first year.

Payment by the County will be made in twelve (12) equal monthly installments as indicated above. SHP will send an invoice to the County approximately thirty (30) days prior to the month in which services are to be provided. The County agrees to pay SHP by the tenth (10th) day of the month in which service is rendered.

ADP PER DIEM / COMPENSATION FOR INCREASES IN INMATE POPULATION

This proposal is based upon an Average Daily Population (ADP) of up to 600 inmates. If for any month that month's average of daily inmate population counts exceeds the inmate population limit of 600, the County will pay a per diem (per inmate per day) amount of \$1.25 on the excess above the limit of 600 upon submission of a separate invoice by SHP and verification by County. This additional charge is designed to address a temporary fluctuation above the anticipated maximum for which this proposed program is developed. The charges paid to SHP will cover those items that are affected by the temporary excess population such as wages, supplies, insurance, etc. Longer term population changes beyond the average of 600 should lead to a renegotiation of contract terms.

VALUE-ADDED SERVICES

ELECTRONIC MEDICAL RECORDS (EMR)

Should the County elect to include an electronic medical record (EMR) system with their program, the cost would be an additional \$19,080 per year (\$1,590 per month) in addition to the base price along with any other selected value-added service. This price includes initial licensing and travel/training, as well as equipment, hosting, and monthly maintenance fees.

TELEMEDICINE SERVICES

SHP may use telemedicine services to connect Provider(s) to the patients within the facility. All equipment for this use will be provided by SHP, and we only ask the County to provide access and use of a wi-fi connection within the facility. We have found the use of telemedicine services, as a supplement to on-site provider staffing, helps eliminate barriers due to distance as well as improves access to certain providers not consistently available to our incarcerated population. Should the County elect to implement our Telemedicine services, the annual cost would be \$4,400 in addition to the base price and any other selected value-added service.

FUTURE YEAR'S PRICING

If Muscogee County elects to contract with SHP, annual renewals beyond the initial 12-month contract period will be based on Consumer Price Index (CPI) for Medical Care in all Urban areas. Annual renewals will not exceed the CPI as published by the United States Department of Labor. For purposes of this proposal, we have used a 3% value as an estimate for both years 2 and 3. This price increase will apply to the base fees and per diem rate. For years past the third year, we would plan to propose any price increase for the Prison's consideration in advance of the contract year end, and work toward a reasonable increase, as warranted.

TERMINATION OPTION

In conjunction with this proposal, we would expect to have our standard contract terms which allow either party to the contract to terminate the relationship without cause, with a 60-day notice to the other party



PRICE RESPONSIBILITY TABLE

In order to analyze the pricing of the program, we will specify below the responsibility of each of the two parties to the contract with respect to covering costs. We have certain categories of expenses that we always cover. We do this because we can typically buy these products at a lower cost and apply better control over the usage of these items. Please note these items will also be covered in the contract agreement.

SHP	COUNTY
Nurse wages and benefits	County pays for any medical equipment over \$250
Physician medical director	County pays for any equipment repair on county-owned equipment.
Policies and Procedures development	Any necessary licenses/permits for inmate medical services in the prison facility
Minor equipment (<i>over \$250 per single item or unit if SHP requests the equipment</i>)	Emergency kits and restocking supplies for kits
Repairs on existing SHP equipment	Repairs to SHP equipment, SHP pays. Otherwise, County pays
Over-the-counter medications	SHP Renal Dialysis and other major chronic care is County's responsibility
Folders and forms	Off-site medical services
Travel expenses	Off-site mental health services
Publications and subscriptions	X-ray services off-site
All required insurance as offered	Dental services off-site
Administrative services (cell phone)	Non-Routine prescription medications: Prescription medications for HIV+/AIDS, renal failure, hepatitis, cancer, MD, MS, hemophilia, Crohn's disease and tissue/organ rejection
Training for officers in the prison on various topics	Vaccines (Flu Hep B, etc.) / Immunizations (Measles, Mumps, etc.) / Blood Therapy Medications / Non-Formulary Psychotropics (Invega, Lyrica, etc.)
All other specific on-site services, including basic on-site mental health services	
Office supplies	
Medical supplies	
Medical hazardous waste disposal	
On-site clinical labs / on-site mobile x-ray (up to \$15,000 per annual contract term)	
Dental Services on-site	
Electronic Medical Records (EMR) (Should the County elect to include this option)	
Dental supplies	
EKG machine rental	
Phone, Fax, Internet - lines, calls, and connections	





8. Contract Signature Page

FORM 6

CONTRACT SIGNATURE PAGE

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

Please note: The submitted proposal and documents attached do not represent a complete and final contract between Southern Health Partners and Muscogee County. A formal contract with exact program details will be drawn up after negotiations and official award of bid.

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

Witness signatures: Garner S. Bell, Witness as to the signing of the contract

Signature of Authorized Representative: Lacey Lafuze, Date: 5/16/18

Lacey Lafuze, Vice President & Chief Financial Officer
Print Name and Title of Signatory

Company: Southern Health Partners, Inc.

Company Ordering Address: 2030 Hamilton Place Blvd. Suite 140, Chattanooga, TN 37421
Contact: Lacey Lafuze, VP & CFO
Contact Email: lacey.lafuze@southernhealthpartners.com
Telephone: 423-553-5635 Fax: 423-553-5645 ext. 9-21

Company Payment Address: 2030 Hamilton Place Blvd. Suite 140, Chattanooga, TN 37421
Contact: Lacey Lafuze, VP & CFO
Contact Email: lacey.lafuze@southernhealthpartners.com
Telephone: 423-553-5635 Fax: 423-553-5645 ext. 9-21

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





9. Summary

SHP has prepared an efficient, high-quality healthcare program for Muscogee County Prison in this proposal. We are prepared to discuss any aspects of the program, its cost, or alternatives with representatives of Muscogee County at any time throughout this process.

SHP is proud of the programs currently in place throughout 15 states in over 230 facilities, including our 18 contracts in the State of Georgia. Our dedication, commitment, and diligence have positioned us as a proven leader in the correctional healthcare market. We deliver on our promises and believe in being high responsive to our partners.

We welcome the opportunity to provide inmate medical care for the Muscogee County Prison. We are confident our qualifications and experience would deliver a quality health care program which meets the needs of those incarcerated in the Muscogee County Prison.

SHP stands ready to meet with the evaluation committee to clarify our program as indicated in our proposal materials. We understand the County may want more flexibility in its program components to help solidify its goal of building a quality program for all involved. SHP has prided itself in being a true partner with Counties and we understand changes may be warranted as you move through this process.

We truly appreciate your consideration of not just a proposal for inmate medical services to the Muscogee County Prison, but also a continued partnership with Warden Hamrick and the rest of the Muscogee County Prison Administration and look forward to your response. Thank you for your time in reviewing our Proposal. Again, this proposal will be valid for 90 days. We wish the best for the County in this process, and if there is anything further needed from our Company, please do not hesitate to reach out to us directly.



Request for Taxpayer Identification Number and Certification

**Give Form to the
requester. Do not
send to the IRS.**

Print or type See Specific Instructions on page 2.	Name (as shown on your income tax return) Southern Health Partners, Inc.	
	Business name/disregarded entity name, if different from above	
	Check appropriate box for federal tax classification: <input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____ <input type="checkbox"/> Other (see instructions) ▶ _____	Exemptions (see instructions): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____
	Address (number, street, and apt. or suite no.) 2030 Hamilton Place Blvd, Suite 140 City, state, and ZIP code Chattanooga, Tennessee 37421	Requester's name and address (optional)
List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number									

Employer identification number									
6	3	-	1	1	3	0	5	3	6

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. citizen or other U.S. person (defined below), and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here	Signature of U.S. person ▶	Date ▶ 5-2-18
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. The IRS has created a page on www.irs.gov/w9 for information about Form W-9, at www.irs.gov/w9. Information about any future developments affecting Form W-9 (such as legislation enacted after we release it) will be posted on that page.

Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, payments made to you in settlement of payment card and third party network transactions, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the

withholding tax on foreign partners' share of effectively connected income, and

4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct.

Note. If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

DESCRIPTIONS (Continued from Page 1)

Each Claim: \$1,000,000; Policy Aggregate: \$5,000,000; Self-Insured Retention (Each Claim) \$150,000
Professional Liability coverage includes Civil Rights violations alleged pursuant to 42 USC 1983 et seq
provided that alleged violation arise out of a medical incident.