

WOODBURY COUNTY BOARD OF SUPERVISORS AGENDA ITEM(S) REQ

#166

Date: 07/05/2016 Weekly Agenda Date: 07/19/2016

ELECTED OFFICIAL / DEPARTMENT HEAD / CITIZEN: Sheriff Dave Drew

WORDING FOR AGENDA ITEM:

Present proposal for medical services in the Jail.

ACTION REQUIRED:

Approve Ordinance

Approve Resolution

Approve Motion

Give Direction

Other: Informational

Attachments

EXECUTIVE SUMMARY:

BACKGROUND:

Midwest Correctional Medical Group is presenting a proposal to provide medical services for Woodbury County as a contractor within the Jail. Casey Rote, Director of Business Development will be addressing the Board of Supervisors and Sheriff Dave Drew at the Board meeting on July 19th. Mercy Medical has not presented their proposal and there has been a proposal by ACH already presented.

FINANCIAL IMPACT:

Unknown at this time.

IF THERE IS A CONTRACT INVOLVED IN THE AGENDA ITEM, HAS THE CONTRACT BEEN SUBMITTED AT LEAST ONE WEEK PRIOR AND ANSWERED WITH A REVIEW BY THE COUNTY ATTORNEY'S OFFICE?

Yes No

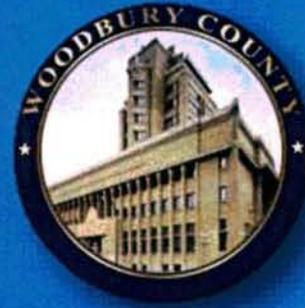
RECOMMENDATION:

No recommendation.

ACTION REQUIRED / PROPOSED MOTION:

Informational meeting. MCMG is presenting a proposal for services as informational.

Prepared for **Woodbury County, Iowa**



Response to the **County of Woodbury,**
Call for Inmate Medical Services

MWCMG
Midwest Correctional Medical Group

Midwest Correctional Medical Group
(MWCMG)

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Submitted: June 30, 2016



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

Cover Letter

June 29, 2016
Major Greg Stallman
Woodbury County Jail
407 7th Street
Sioux City, Iowa

Dear Major Stallman:

Midwest Correctional Medical Group (MWCMG) is excited to submit our sole source proposal to provide comprehensive inmate medical, mental, and ancillary healthcare programs and services. MWCMG's experience with successfully serving county facilities of similar size and scope to Woodbury County allows us to truly understand your unique and evolving inmate healthcare needs and gives us confidence that you will quickly realize the numerous benefits and value that a MWCMG partnership will bring to Woodbury County.

MWCMG understands and appreciates the value of your taxpayer dollars and we are passionate about being responsible stewards of these precious funds. We also understand the inherent risks in providing healthcare in the complex correctional setting, and are serious about our responsibility to reduce the County's medical related transports, expenditures and risk by operating a quality program, staffed with a fully licensed, qualified and a trained local healthcare team.

Our review of the County's current inmate healthcare program and your escalating transports, expenditures and risks, convinces us that we can bring Woodbury County a trust-based partnership that will not only satisfy your medical, administrative and risk management needs; but will allow Woodbury County to feel secure in your decision to contract your inmate healthcare services.

MWCMG would like to take this opportunity to **sincerely thank Woodbury County, and the other members of the procurement decision process** for their insight and assistance in reviewing this sole source. Your passion and dedication to increasing the quality of care provided to your inmate population, maximizing the county's value and protecting Woodbury County is clear. Without your passion and insight, this proposal would not have been possible.

Thank you!

A handwritten signature in blue ink that reads "Casey L. Rote".

Casey Rote, MWCMG Director of Business Development
712-899-6656 (Cell)
casey.rote@cmgcos.com



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MWCMG Company Overview

Midwest Correctional Medical Group, Inc. (MWCMG) is a member of the Correctional Medical Group Companies, Inc. (CMGC), which has been providing professional and quality comprehensive inmate medical, mental, dental and ancillary healthcare services through California Forensic Medical Group (CFMG) for more than 32 years. Through these years we have built an organization focused 100% on providing quality comprehensive inmate healthcare services, exclusively to county jails/detention centers. We serve 53 counties, and 94 facilities in eight states, with an average daily population of more than 20,500 inmates.

For 32 years, CMGC has been providing quality correctional healthcare services and living by a simple code: **Always Do the Right Thing!** This code translates to unparalleled customer satisfaction and retention. This code is also the foundation for the things that distinguish us from other correctional healthcare providers, and the things that will make all the difference for Woodbury County:

- **We hire and keep great people**

Over the past four years, annual turnover among full-time CMGC team-members has averaged about 10% - unmatched in correctional healthcare. How do we achieve this? Simple (at least to us). We hire well, pay well, and treat people well. Our compassionate, engaged, and stable health-care teams lead to better care, fewer grievances and less risk.

- **We are committed to maintaining full staffing at all times.**

This isn't just a goal, but a mission that we fulfill time and time again. In fact, we are committed to covering every shift, every day, in every county we serve. And we back-up our commitment with a **No Missed Shifts Guarantee**. Unlike our competitors, we always build a significant relief factor into our planning and staff budgets. We never leave a position empty because a key person is on vacation or sick. We always build a solid, qualified PRN pool, and we never rely on temporary agency staffing on an ongoing basis.

- **We deliver a lower TOTAL cost over the long term**

It's easy for a provider to offer a lower price up-front by hiring less qualified staff, skimping on training, or not filling shifts. Yet the long-term consequences of inadequate care and increased risk can more than offset any perceived savings. In contrast, MWCMG's advanced systems, and focus on preventative care help to reduce costly offsite burdens on custody staff; risk to officers, the public and inmates; and Woodbury County liability.



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- **We are experts in maintaining standards and accreditations**

We have been successfully managing industry leading programs and services in our partner-counties for more than 32 years and we're proud of the fact that our partner counties have never lost a certification or accreditation under our watch. Our team has extensive experience working with facilities to earn and maintain NCCHC and ACA standards in a number of counties we've managed. We are prepared to help Woodbury County achieve accreditations if the County chooses to pursue this.

- **100% of our customers are enthusiastic references**

Our customer satisfaction is without parallel, and our customers are not just satisfied, but enthusiastic supporters and references. Our average customer tenure is 15 years and after 32 years in business, we have lost only **two** customers. Eight customers have switched from CMGC to another provider, and six of these have come back after the new provider failed to meet expectations.

- **We are experts at transitioning correctional healthcare programs**

We understand that when you bring in a new partner to take responsibility for providing inmate healthcare services, a well-planned and executed transition is essential to the overall plan and critical to long-term success. Over the past 32 years, we have established an intensive transition/start-up program that is organized, systematic, thorough and proven to be extremely effective. Once we are awarded the opportunity to serve Woodbury County, we will execute our start-up plan, which includes a robust on-site transition team. We will work closely with the County to ensure a smooth transition.

Our 32-year track record is a reflection of our firm commitment to deliver compassionate, high quality and correctional based healthcare to our inmate-patients and to meet the unique, complex and evolving needs of our County partner-customers every day. If awarded the contract, MWCMG commits to working closely with Woodbury County, Woodbury County's Sheriffs and the Woodbury County Administration to build a successful, long-term, trust-based partnership. **You have our commitment and personal promise; we will not let you down!**

Counties deserve a correctional healthcare provider-partner who will provide quality inmate healthcare services, do so through maximizing on-site programs and services, control costs and limit your risk and liability. Over the past 32 years we have done just that, time and time again. We sincerely appreciate your consideration of our programs and services and very much look forward to a long, successful working partnership.



Key Personnel

Recruiting and hiring **the right** people is key to any successful, long-term client-partnership. At MWCMG, we recruit well, hire well, train continuously, invest in and retain great people. Year after year, our turnover rate among full-time staff is below 10%.



Our program encourages direct communication from the "front lines" to our corporate team through a flat organization structure and open leadership. Our launch into the Midwest started with the building of our local team, as described below. This team is already intimately familiar with the County, the County's Administration and the County's unique and evolving needs, and is extremely excited about the opportunity to serve the County for many years to come.

MWCMG Local Leadership Team

Casey Rote, MWCMG Director of Business Development

Casey has provided extraordinary sales, service, and support to Midwest companies for the past seven years. Casey's career is dedicated to providing customized business solutions to county government correctional agencies, serving her client-partners with proactive and personalized service.

With Casey's knowledge of the nuances of government politics, law, and ethics and her passion to understand counties' unique and evolving needs, she excels at providing counties the quality healthcare partner relationship they deserve. Casey is a strong supporter of state, regional and national correctional associations that provide the stringent processes and procedures accreditation standards for the various county agencies in which we serve. With Casey's experience in the Midwest and her passion for developing successful programs and services in Midwestern counties, no one is a better advocate and ambassador for the County and Midwest counties than Casey.

At MWCMG, we encourage and provide support for our people to give back to their local communities by encouraging and compensating every local team member to spend at least one day each year in service to a local charity important to the County.

By utilizing effective and open communication, Casey ensures that every client-partner receives 24/7 service and support through the life of the partnership. She is excited about the opportunity to represent MWCMG and bring Correctional Medical Group Companies' brand of outstanding quality care, culture and personal touch to the County, counties in Iowa and the Midwest.



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Victor Hutchinson, Director of Operations

Victor Hutchinson, MWCMG's Director of Operations, is a nurse with 19 years of extensive hands-on experience in correctional healthcare operations throughout the Southwest. He provides strong, local leadership to the healthcare team in Woodbury County, ensuring that you will receive the operational quality and excellence you deserve.

Prior to joining MWCMG, Victor served four years in various management roles with Correctional Healthcare Companies, including Health Services Administrator for the 1,200-bed Collin County Detention Center, and Divisional Director overseeing two Contract Managers and 22 counties from Georgia through Arizona. Victor's background includes six years as a case manager, and four years with University of Texas Medical Branch (UTMB) correctional managed care, where he served as a regional infection control coordinator and retired with the U.S. Air Force.

Mary Zold, LISW, Regional Manager of Clinical Services

Mary Zold, LISW, brings 23 years of experience as a Licensed Independent Social Worker, and has spent the last four years specializing in correctional mental health as a Mental Health Manager, providing management, oversight and direct clinical services to county detention facilities. Mary has served as the interim Mental Health Director in two correctional facilities and has been responsible for providing consulting services to HSAs, clinical personnel, and Detention Administrators, and for training, clinical oversight, implementation of startup programs and services, recruitment of mental health personnel, and quality assurance (QA) monitoring of behavioral health programs.

Mary works effectively with Behavioral Health, Operations, the Corporate Office, and clinical staff, including the HSA, Mental Health Professionals, Psychologists, Psychiatric Providers, medical, nursing, and security staff.

Mary will be a ready resource to assist in Woodbury County with the implementation of both the mental health and medical programs and services. She will work closely with the Woodbury Jail Administration, the RN/HSA, and MWCMG medical and clinical leadership to ensure the immediate and long term success and continuity of our professional programs and services.



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MWCMG Leadership Team

Our corporate leadership team isn't comfortable staying behind a desk, limiting their knowledge of our clients to written reports. They are hands-on leaders who spend time in the field with our staff and our clients to ensure that we not only meet our contractual obligations, but also achieve our ongoing goal of 100% customer satisfaction. Our leadership team includes:

- **Kip Hallman, Chief Executive Officer**
- **Raymond Herr, M.D., Chief Medical Officer**
- **Taylor Fithian, M.D., Founder, Chief of Behavioral Health Services**
- **Cindy Watson, Chief Operating Officer**
- **Don Myll, Chief Financial Officer**



Medical Services

MWCMG's Healthcare Philosophy

All inmates residing in the Woodbury County Jail will have access to emergent, medically necessary and non-emergent health care services, as deemed appropriate by the MWCMG healthcare team to maintain the well-being and safety for all Woodbury County inmates during their period of incarceration. We will operate the jail's health care system in a cost-effective manner with full reporting and accountability to the County. Provider referrals will be made available for all mutually agreed upon healthcare services for all inmates as clinically indicated. Licensed personnel will provide all healthcare services in accordance with community standards and professional ethical codes. We will maintain written health care plans with clear objectives, policies, and procedures and provide an annual evaluation of our compliance to these plans.

The MWCMG health care team in the Woodbury County Jail will provide health care services for inmates and act as their advocates in health care matters. We believe that health care services should be delivered with consideration for the patient's dignity, feelings, privacy, and in a manner that encourages the patient's subsequent use of appropriate health services. MWCMG healthcare professionals will obtain verbal consent for all direct patient contact encounters and written informed consent for all invasive and other procedures in accordance with established MWCMG procedures, facility and community standards of practice.

MWCMG never puts financial considerations before delivering compassionate, clinically appropriate care. From our leadership to our on-site healthcare team, we are focused on the well-being of the inmates and patients entrusted to us. Our care and concern is reflected in our commitment to **Always Do the Right Thing!**

Intake Health Screening

MWCMG will provide our Initial Health Screening/Receiving Screening/Intake Screening in accordance to the following standards: NCCHC Standard **J-E-02 & J-E-04, ACA Standards **A-ALDF-4C-22, 4-A-ALDF-4C-23****

The initial health screening provides a critical foundation for early detection and initiation of proper treatment for inmates requiring medical care and establishes medical clearance before admittance to the Woodbury County Jail. Identifying



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those with immediate and long-term health care needs helps the County to avoid unnecessary legal and financial risks. The initial health screening is also a valuable tool for assisting with the proper placement of the arrestee in the general inmate population and determining clearance for work detail.

Our licensed nursing staff will conduct initial health screenings upon booking, 24 hours per day, seven days per week. We understand that currently the medical staff may not see the inmate upon intake. We would like to propose that our medical staff screens all new inmates within 72 hours of their arrival into the Woodbury County Jail. This process will reduce risk for the facility.

Our initial screening process:

- identifies and addresses any urgent health needs
- identifies arrestees who may be contagious and require isolation
- determines any known or identifiable health needs that require attention prior to a health assessment
- identifies arrestees who may pose a potential threat to themselves or others

The basic components of the initial health screening include inquiries into a wide range of current and past health issues such as:

- current or past health condition or illnesses
- recent symptoms of communicable disease
- alcohol/other drug use
- mental health problems including any suicidal thoughts or risk
- medications
- routine medical treatments
- special health requirements (including dietary needs or restrictions)
- history of trauma and/or abuse/sexual assault
- history of hospitalizations
- dental issues/problems
- allergies
- current or recent pregnancy (as applicable)
- health insurance coverage
- cognitive or physical impairments
- screening for tuberculosis, as appropriate



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It also includes collection of various vital signs (temperature, pulse, blood pressure, height, weight and SpO₂ measurement) and pertinent observations (behavior, body deformities, ease of movement, persistent cough or lethargy, and skin condition). Upon admission, arrestees who are under the influence of alcohol or drugs or those suspected of infectious diseases, are separated from the general population and kept under close observation. MWCMG ensures proper management of any arrestee requiring segregation due to drugs, alcohol, or infectious disease.

MWCMG medically evaluates an arrestee currently taking prescribed medication. If medically indicated and in accordance with established protocols, the medications are made available to the inmate.

Placement within the Detention Center

Inmates screened at intake, who are unconscious, semiconscious, bleeding, mentally unstable, or otherwise having emergent or urgent health care needs will be referred immediately for care to a County approved facility and/or hospital for medical clearance to the Woodbury County Jail. Once cleared, appropriate documentation of approval for admission to the facility will be required and filed in an inmate's medical record.

Once cleared, an Intake Receiving Form with appropriate documentation of approval for admission to the facility will be required and filed in an inmate's medical record.

MWCMG is committed to work closely with the Woodbury County Jail personnel to aid in identifying proper placement of an arrestee as follows:

- placement in the general inmate population
- placement in the general inmate population and referral to the appropriate health care services at the facility
- immediate referral to a physician or nurse practitioner for health review/treatment
- referral to an appropriate offsite facility or preferred provider for emergency treatment

MWCMG will explain to new arrivals the procedures for accessing medical, mental health, (including initial screening) and the dental services that will be provided to inmates. Inmates are also provided healthcare information in handbooks given by other departments upon their arrival at the jail.

We will notify the corrections staff if an inmate refuses any aspect of the intake screening.



Comprehensive Health Appraisal

MWCMG will perform all Health Assessments in accordance to the following standards of care: NCCHC Standard **J-E-02**,
ACA Standards **-4-ALDF-4C-15, 4-ALDF-4C-24, 4-ALDF-4C-25, 4-ALDF-4C-26**

MWCMG will provide comprehensive health assessments for Woodbury County Jail. Our health assessment processes follow all applicable federal, state, and local guidelines, including, but not limited to NCCHC standards, ACA standards, and procedures established by the Iowa Corrections Association (ICA) and the Woodbury County Jail.

We will perform a comprehensive health assessment on every inmate at the Woodbury County Jail facility within 14 days after arrival at the facility, developing a treatment plan as medically indicated.

Licensed nurses will provide initial screenings and conduct all examinations with review by the physician or mid-level provider. Our comprehensive health assessment is designed to meet accreditation standards, including, but not limited to:

- review of the receiving screening results
- recording of height and weight
- recording of vital signs (pulse, blood pressure, and temperature)
- review of the findings of the health assessment and tests and identification of problems by a physician
- collection of additional data, as necessary, to complete the medical, mental healthcare, and dental histories
- complete physical examination, including comments
- applicable laboratory and/or diagnostic testing diseases
- oral (dental) history, including instruction in oral hygiene and oral health education
- MWCMG will coordinate mental health assessments that will include:
 - history of hospitalization and outpatient treatment
 - current psychotropic medication
 - suicidal ideation and history of suicidal behavior
 - drug usage
 - alcohol usage



- history of sexual abuse
- history of expressively violent behavior
- history of victimization due to criminal violence
- special education placement and history of cerebral trauma or seizures
- emotional response to incarceration
- initiation of a problem list along with diagnostic and therapeutic plan for each problem
- additional screenings and testing, such as TB testing, as deemed medically necessary

MWCMG healthcare staff documents all health assessment information in the inmate's health record and any additional progress notes are added as necessary. MWCMG will also document initiation of therapy and immunizations as applicable.

Periodic Health Assessments

In accordance with applicable standards, a physician or mid-level provider will conduct health assessments on all inmates who have been incarcerated at the Woodbury County Jail for over one year. These annual health appraisals follow the same criteria as the initial health appraisals and initial oral screenings, and include a full review of medical services with the inmate.

Sick Call

MWCMG will provide Sick Call in accordance to the following standards of care:
NCCHC Standard **J-E-07**, ACA Standard **4-ALDF-4C-03**

Our correctional health delivery system follows a strong, routine sick call process to ensure the swift delivery of medical care. MWCMG has implemented and maintains a timely formal sick call procedure to address all inmate non-emergency illness or injury issues. Our sick call processes follow all applicable federal, state, and local guidelines, including, but not limited to NCCHC standards, ACA standards, ICA and guidelines established by the County.

MWCMG's sick call system includes:

- medical requests submitted by inmates
- daily triage by trained Registered Nurses or Licensed Practical Nurses
- direct resolution of inquiries or time sensitive matters



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- documentation for scheduling and tracking
- scheduling of appropriate sick call visits
- clinic triage and screening

Our nurses will maintain a log of all sick call requests and record the following information at the time of triage:

- inmate's name
- inmate's identification number
- inmate's location
- date of triage
- description of problem
- disposition of request

Nursing personnel will then schedule the inmate for a sick call appointment. During the sick call visit, MWCMG team members explain the nature of the problem and its treatment.

MWCMG's Site Medical Director will provide the direction for our sick call procedures. Upon contract award, MWCMG will work with the County and the Woodbury County Administration to determine a mutually agreed upon sick call schedule.

We will forward requests for mental health services on the same day as receipt to the mental health staff. If we deem the sick call request urgent/emergent and mental health team members cannot be located at the time of receipt, we will notify the on-call mental health provider and/or Site Medical Director to review and provide orders regarding the sick call concern. We record all telephone orders in the inmate's medical record.

We guarantee that all MWCMG inmates will have the opportunity to request healthcare services daily, and we enforce the timely follow-up of care. We document all requests and review the requests for immediacy of need/required intervention and prioritize them for the daily schedule. Our healthcare specialists monitor sick call as part of our continuous quality improvement programs. All inmates, regardless of housing assignments, have access to regularly scheduled sick call. Ongoing training and internal monitoring of this process is a key to our success.

Segregation Rounds

All inmates will have access to healthcare services (including sick call) regardless of their housing location. Should an inmate's custody status preclude his/her attendance at sick call, we arrange to provide sick call services in the



unit of the confined inmate. MWCMG healthcare team members provide the same level of care (as directed by our program and treatment protocols) to inmates in a segregation unit as inmates housed in any other unit. Our nursing team members and/or mid-level provider team members make daily rounds for all segregation unit inmates.

All contact with healthcare staff, no matter the placement of the inmate, will be documented in the inmate's medical record to ensure healthcare consistency and accuracy.

Reproductive Services / Obstetrical Care

MWCMG follows the Obstetrical Care of the following standards: NCCHC Standards **J-G-08 and J-G-09**, ACA Standard **4-ALDF4C-13** for all OB/GYN requirements.

MWCMG understands female inmates may require specialized care relating to the reproductive system and obstetrical care. MWCMG follows all applicable federal, state, and local guidelines, including, but not limited to NCCHC, ACA, ICA standards and guidelines established by the Woodbury County to ensure all female inmates have access to obstetrical and gynecological services. We provide pregnant inmates with timely and appropriate prenatal care, specialized obstetrical services (as appropriate), and postpartum care. We also provide health education specific to female issues.

MWCMG will provide comprehensive services for women's unique health issues. Considering women's special reproductive health needs, the frequency of repeating certain tests, exams, and procedures (e.g., pap smears, mammograms) are based on guidelines established by the American Cancer Society, the U.S. Preventive Services Task Force, and ACOG, and take into account age and risk factors of the female correctional population.

The MWCMG healthcare team will query all females regarding pregnancy, recent delivery, miscarriage or abortion as part of the intake health screening completed upon admission to the facility.

MWCMG's staff will provide a pregnancy test to any inmate suspected of being pregnant in order to confirm the pregnancy. Any pregnant inmate will be provided with timely and appropriate prenatal care, counseling, specialized obstetrical services, and postpartum care, when indicated. Care will be in accordance with nationally accepted prenatal care guidelines, and will include:

- pregnancy testing



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- comprehensive counseling in accordance with their expressed desires (to keep the child, use adoption service, or have an abortion)
- routine and high-risk prenatal care; to include:
 - medical examinations
 - laboratory and diagnostic tests (including HIV/STD testing, when indicated)
 - vital signs and fetal monitoring
 - advice on appropriate levels of activity, safety precautions and nutritional guidance and counseling
 - management of chemically addicted pregnant inmates
 - dietary supplements
 - observation for signs of toxemia

MWCMG's correctional healthcare program maintains appropriate diagnostic instruments on site in order to perform evaluations of pregnant inmates. In addition, we will provide treatment for pregnant inmates with chemical dependency. Such treatment will be supervised by an obstetrician and delivered in such a manner as to consider drug withdrawal impact of the inmate and the fetus.

While we will provide prenatal care, MWCMG will not be responsible for the care or cost of care to the newborn, or for pregnancy terminations that are not deemed medically necessary.

Infectious Disease

MWCMG focuses on minimizing the incidence of infectious and communicable diseases among inmates and within the County detention environment. Our CorEMR provides MWCMG real time information regarding any type of disease and condition, supporting earlier intervention, appropriate and timely treatment, and meticulous tracking.

Under MWCMG's Infection Control Program, our focus includes, but is not limited to, the following practices:

- monitoring and treating infectious and communicable diseases
- identifying and reporting communicable diseases (including HIV, AIDS, TB, Hepatitis and sexually transmitted diseases)
- collecting, evaluating and reporting epidemiological data (for analysis and trends)



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

- educating inmates and facility employees regarding the symptoms, transmission and prevention of communicable diseases
- coordinating a thorough discharge plan to ensure inmates have community resources and adequate follow-up upon release

Our program also requires our staff to follow strict adherence to standard precautions, minimizing the staff's risk of exposure to any inmate's blood and body fluids.

MWCMG works with the County to ensure guidelines for isolation precautions are in place for inmates with a communicable disease or a specific infection. If the County can accommodate, negative pressure rooms can be used to assist in managing those who may be symptomatic. Guidelines include ventilation, respiratory infection programs, and other infection control measures. We review these guidelines regularly to ensure they remain efficient and effective. If any recommendations for change are determined, the HSA will submit these to the Woodbury County Administration for approval.

As a component of the 14-day health assessment, MWCMG healthcare staff will review the TB screening and testing results performed during the booking process. For all suspected active TB cases, MWCMG immediately notifies and coordinates with the Woodbury County Administrator. MWCMG will report health conditions to the Siouxland District Health Department. Our reports are consistent with all requirements defined by the Iowa Department of Public Health.

Your Director of Business Development, Casey Rote, will conduct site audits and work with the Continuous Quality Improvement (CQI) Committee to ensure its ongoing effectiveness. She may conduct training to health and facility staff to address critical infection control issues and address the latest standard precautions to be utilized when handling inmates with communicable diseases.

Ms. Rote will work with the Woodbury County Administration to ensure guidelines for isolation precautions are in place for inmates with a communicable disease or a specific infection. Guidelines include ventilation, respiratory infection programs, and other infection control measures. We review these guidelines regularly to ensure they remain efficient and effective. Ms. Rote will submit any recommendations for changes to the Woodbury County Administrator for approval.

Our Infection Control Manual focuses on education, prevention and monitoring of infection control issues. It is kept on site, and accessible to all staff. Our



infection control coordinator will monitor this and apprise of issues and items to be reported at the monthly Medical Advisory Committee (MAC) meeting.

Our Policies and Procedures Manual, which includes infection control policies and procedures related to education, prevention and monitoring of infection control issues, is kept on site, and is accessible to all staff.

HIV/AIDS Testing of Inmates

MWCMG includes HIV risk assessment for all inmates receiving a 14-day health inventory. HIV counseling shall be given and testing offered to inmates assessed with the following:

1. Clinical evidence of HIV infection
2. Symptoms of history of STD, Hepatitis B
3. Pregnancy (female)
4. Active TB or PPD reactions > 5mm

MWCMG will collaborate with the Woodbury County Administrator to provide counseling and assistance with voluntary contact tracing to inmates who test HIV positive.

Requests for voluntary HIV testing by inmates for consideration other than those above, especially with a history of injection drug use and/or sexual activity with injection drug users, will be referred to the licensed nurse via sick call slips, sick call, or pill call.

If the test yields a positive result, MWCMG will notify the facility administrator and the Iowa Department of Health.

Our health services staff will provide pre- and post-test counseling and specimen collection. Tests will be performed by the Siouxland District Health Department who will also be responsible for appropriate pre- and post-test counseling to include risk reduction techniques.

Because of the potential for psychological complications relating to test results, counseling including risk reduction techniques will be performed by a qualified, knowledgeable health care professional.

For confidentiality reasons, only inmate health services personnel will have access to test results. The Woodbury County Jail personnel will be notified of infectious conditions as required by statute.



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Any person (health or custody staff) who willfully or negligently discloses test results to any third party without written authorization may be guilty of a misdemeanor and punishable by imprisonment and fine.

Proactive Chronic Care Management

MWGMC will provide Chronic Care services in accordance to NCCHC Standards **J-G-01, J-G-02**, ACA Standards **4-ALDF-4C- 19, 4-ALDF-4C-07 4350, 4-4374, 4-4399**

We define chronic illness as any health problem/condition lasting at least six months, which has the potential to, or actually does, impact an individual's functioning and long term prognosis. Effective chronic and specialty clinics help control various medical issues, educate inmates to promote healthy lifestyles, manage liability, and control costs.

Our licensed nursing staff will immediately address inmates with chronic conditions identified at booking and will contact the physician or mid-level provider for any inmate with unstable conditions. The physician or mid-level provider will determine the course of treatment, obtaining baseline data, monitoring and scheduling for chronic care within a seven-day period. Inmates who are stable will be scheduled for chronic care visits at least every 90 days or more frequently as determined by the medical provider. The chronic condition will be listed on the master problem list. We will list vital signs, blood sugar and other relevant health data together in chronological order, regardless of how, when or by whom the information was collected.

MWCMG will establish procedures for transfer of inmates with suspected or known active tuberculosis in compliance with statutory and regulatory requirements.

MWCMG provides close medical supervision and, as needed, multidisciplinary care for inmates with chronic diseases and/or other special medical needs. We follow the most current applicable Centers for Disease Control (CDC) guidelines for testing and treatment for conditions including, but not limited to:

- cardiac conditions
 - cardiovascular disease
 - high blood cholesterol
 - hypertension
- chronic infectious diseases
 - Hepatitis B and C



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

- HIV/AIDS
- sexually transmitted diseases
- tuberculosis
- chronic pulmonary diseases
 - asthma
 - COPD
- diabetes mellitus
- gynecological disorders or diseases
- Attention Deficit/Hyperactivity Disorder (ADHD)
- neurology/seizure
- orthopedics
- podiatry

Examples of special medical needs include, but are not limited to:

- chronically ill/frail inmates
- inmates requiring convalescent care
- inmates with communicable disease
- inmates with special mental health needs
- physically or developmentally disabled inmates
- pregnant inmates
- terminally ill inmates

At the discretion of the medical provider, other conditions may be included as appropriate. Our staff will work with the Woodbury County Administration / custody staff to provide notifications of special accommodations required to address the inmate's needs.

MWCMG's close medical supervision and/or multidisciplinary care, provides the patient necessary periodic follow-up, evaluation, and treatment. The medical providers will schedule these encounters no less frequently than every 90 days, although they may occur more frequently at their discretion. For each inmate assigned to a chronic or specialty care clinic, our healthcare staff creates an individualized, written treatment plan that addresses the patient's particular needs. Within this treatment plan, we provide the inmate with access to the necessary supportive and rehabilitative services to maintain or improve the inmate's health. As applicable, the treatment plan includes, but is not limited to:



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- program assignments
- disciplinary measures
- medications
- therapeutic diets
- physical therapy
- type and frequency of laboratory tests
- frequency of follow-up examinations
- treatment adjustments
- dressing changes
- housing
- transfer

Treatment Protocols

MWCMG's treatment protocols are written instructions that specify the steps to be taken when appraising and responding to a wide variety of medical complaints and problems. They direct medical care based on the symptoms presented. Our treatment protocols are reviewed and approved annually by the Site Medical Director and our Chief Medical Officer.

MWCMG's treatment protocols comprise various elements including, but not limited to:

- information to be gathered/questions to be asked
- problem oriented record (POR) form used for S.O.A.P.E. documentation
- specific examination criteria
- assessment guidelines
- treatment procedures
- handout educational material, if available, to be distributed to the inmate as part of our treatment plan

Ultimately, our treatment protocols facilitate standardization of care, which helps manage/decrease costs as well as improve quality and service to entire inmate population.



Ancillary Services

Ancillary services are a vital part of a patient's total health care services. MWCMG aims to provide as many diagnostic services onsite as feasible, potentially including phlebotomy procedures, routine x-rays, ultrasound services and EKGs. When onsite services are not available or an inmate's condition dictates the necessity for offsite services, we make arrangements with the appropriate detention staff to transport the inmate to a local radiology group, clinic or hospital.

Laboratory

We understand that you currently work with Mercy Sioux City Health for your ancillary services. MWCMG will maintain your relationships at these facilities to ensure the continuity of care for your inmates. Whenever possible, we conduct laboratory tests on site. Laboratory testing includes routine, special chemistry and toxicology analysis. MWCMG's on-site testing complies with the Clinical Laboratory Improvement Amendments of 1988 and meets standards of the American College of Pathology and national and Iowa laws, rules, regulations and standards regarding analytical methods/procedures. We conduct periodic testing of devices and updates, as needed, to ensure devices yield consistent, accurate results. Examples of tests typically performed on-site include, but are not limited to:

- blood sugars - finger stick
- peak flow
- pregnancy tests
- stool for blood
- urine testing - multi-test stick

We will initiate testing/collect samples, as needed, for outside laboratory evaluation. Such tests include, but are not limited to:

- tuberculin skin test
- syphilis serology
- gonorrhea culture
- pap smears
- hematology
- urinalysis
- AIDS/AIDS related



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We will coordinate with Mercy Sioux City Health for timely pickup and delivery of accurate reporting. Upon receipt of the test results, the Site Physician reviews, dates and initials laboratory data. Once reviewed, the results are filed in the inmate's health record. Our healthcare staff establishes a plan of care, as appropriate and immediately report crisis levels to the site physician.

Stat Orders

We will make arrangements for transporting laboratory specimens ordered as "STAT." Tests will be reported telephonically and by fax/electronically. We track the type and numbers of specimens sent to the laboratory on a log to ensure timely return of results. The Site Medical Director reviews all STAT labs and abnormal results within 24 hours.

Radiology

MWCMG will use registered, accredited radiology resources which meet applicable state and federal law. We will maintain current certifications or licenses of our onsite and offsite diagnostic services at the facility.

We will continue to work with Mercy Sioux City Health for all radiological services. When on-site services are not available or an inmate's condition dictates the necessity for off-site

services, we will make arrangements with the County to transport the inmate to a local radiology group or hospital. Services typically performed offsite include invasive x-ray



MWCMG aims to provide as many diagnostic services onsite as applicable, potentially including, phlebotomy procedures, routine x-rays, ultrasound services and EKGs.

procedures, EEG, MRI, and CT Scans. A board certified or board eligible radiologist will interpret test results. All radiology results will be reviewed as quickly and efficiently as possible and initialed by the site physician with a follow-up plan of care as indicated.

Therapeutic Diet Program

To address certain inmates' clinical conditions and promote health, MWCMG recommends a proper therapeutic diet, and has developed detailed procedures for the ordering of medical diets in coordination with the County's Food Service Coordinator. Dietary services in the Woodbury County Jail will adhere to the standards outlined in NCCHC and ACA accreditation as well as ICA and Woodbury County Jail guidelines and standards. MWCMG's healthcare



team will then continue to monitor inmates on a special diet program. In general, the County's Food Service Coordinator will be directed to offer a sufficient variety of meals, allowing individuals with specific dietary restrictions to meet their nutritional needs in an appropriate fashion. Diets to be considered by the Food Service Coordinator will include, but not be limited to, the following:

- restricted calorie
- low sodium
- low fat
- pureed
- soft
- liquid (full or clear)
- nutritional supplementation diets (diabetic, pregnancy)

Our medical staff will provide simple instructions to the inmates to ensure their menu selection meets their dietary requirements.

Dental Care

All dental services provided by MWCMG will be in accordance to **NCCHC Standard J-E-06, ACA Standard 4-ALDF-4C-20** and established Woodbury County Health Services policies, procedures, and County standards of care.

We understand that the County currently works with Dr. Rick Kava for the Jail's dental needs. If requested by the County, we are happy to provide an alternative dental care option, as described on page 80.

MWCMG follows all applicable federal, state, and local guidelines, including, but not limited to NCCHC standards, ACA standards, American Dental Associations clinical guidelines regarding Oral Care, ICA and guidelines established by the Woodbury County Jail in order to provide basic and adequate dental services. Should these standards change, staffing may need to be revisited.

Our healthcare personnel perform dental screening as part of the 14-day health assessment. Inmates will be triaged, prioritized and will be scheduled to see the dentist. Referrals for emergency services will be made as necessary. Although treatment is not limited to simple extractions, elective restorative work that can reasonably be deferred without serious detriment to the patient should be considered the inmate's responsibility. Such work may, with custody's approval, be done during the period of incarceration at the inmate's expense. Appropriate referral information will be provided upon release. A record of dental treatment will be maintained in each patient's medical record.



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

We perform our oral care procedures in a manner consistent with community standards of care. Based on the inmate's length of stay and priorities listed, MWCMG will either coordinate or provide the treatment listed below:

- relief of pain and treatment of acute infections, including hemorrhage, toothaches, broken, loose or knocked out teeth, abscesses, and dry sockets after extractions;
- extraction of unsalvageable teeth;
- repair of injured or carious teeth;
- removal of irritation conditions that may lead to malignancies (if incarceration is prolonged);
- dental hygiene services and exam for inmates in custody for a year or more.

Instruction in proper oral hygiene and preventive oral education are available to inmates upon request and/or within one month of admission.

An oral examination is performed by a dentist within twelve months of the inmate's admission to the facility. In the case of a readmitted inmate who has received an oral examination in the correctional system within the past twelve months, a new exam is not required unless determined necessary by the supervising dentist.

Hospital Services

All hospital services will be performed under the Hospital and Specialty Services - NCCHC standard **J-D-05**, ACA Standard **4-ALDF -4C-05** and Woodbury County Jail policies, procedures, standards of care, and prevailing community standards.

We will refer inmates requiring acute hospital services such as critical care, intensive care/monitoring and general surgery to Mercy Sioux Center Health for emergencies. The medical director corresponds with hospital medical staff to transfer inmates back to custody or the special housing unit as soon as it is medically feasible.

Once an inmate has been admitted to an inpatient hospital, the offsite treating physician undertakes the care and treatment of the patient; however, MWGMC's site Medical Director or designee communicates on a daily basis with the treating physician regarding the delivery of all hospitalization services. Our physician-led utilization management (UM) program, described below, provides effective coordination and oversight of all inmates who require offsite care. This program is designed to return inmates to the facility as soon as medically appropriate, to help manage off-site expense, risk to the public, and burden on custody staff. Our UM program also ensures inmates have access to



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the level of medical treatment they truly need, as well as ensures treatment remains:

- Consistent with community standards
- Cost-effective
- Timely

MWCMG will acquire a Discharge Summary upon any inmate's discharge from a hospital. In the event that the off-site provider does not return the discharge summary with the inmate, we will make every effort to obtain the information. We will work with Mercy Sioux Center Health to obtain access via electronic method so that we can access inmate information about their recent episode of care. Upon return, the Site Medical Director reviews the inmate's hospital discharge documentation to determine post-hospitalization status, orders, recommendations and disposition. The Site Medical Director then documents the review in the inmate's medical record.

Emergency Services

All healthcare team members will be assessed and trained to ensure they are familiar with the common medical emergencies that may occur in Woodbury County and know the appropriate first aid procedures necessary to treat them.

We will work with the County to establish a network of emergency providers. When complete, the names, addresses and telephone numbers of on-call medical personnel and the local hospitals will be made readily available to healthcare and custody staff.

If an emergency arises, our onsite medical team responds immediately to the scene to assess and stabilize the ill or injured party. Once stabilized, and as indicated, the inmate is transported to an offsite urgent care center or emergency room for further evaluation/treatment. In some cases, our staff may contact the local emergency room and verbally describe the event in order to deliver coordinated care.

All health care, including emergency care, will be documented. The HSA will provide a special emergency report to the Sheriff or his designee.

Emergency Care to Other Individuals

The MWCMG staff will immediately respond in the event employees, visitors and contractors become injured or ill while at the Woodbury County Jail. Our staff works to stabilize the patient 24 hours per day, seven days per week. If appropriate, other medical personnel are notified and asked to respond. Once stabilized and if medically indicated, we coordinate the transfer of the patient



to the local emergency room for further treatment. Otherwise, we refer the patient to his or her private physician. MWCMG will document all incidents in the event that they should result in worker's compensation claims or other actions.

Although we agree to provide emergency medical care, MWCMG will not provide routine medical care, or medications, to the detention staff, county employees, contractors, visitors or MWCMG staff.

Emergency Response Plan

Emergency Preparedness

MWCMG will participate in quarterly emergency medical response drills involving both our personnel and facility staff. These drills will provide mock emergency settings such as fire, tornado, epidemic, riot, strike, or mass arrests. Once we complete these exercises, the HSA, in conjunction with our healthcare team members, will provide observations and critiques of each individual drill through a written report to the Woodbury County Administration and the Site Medical Director. MWCMG also evaluates our staff performance and, as deemed appropriate, will develop a corrective (training) and preventive action plan to improve upon our preparedness. The HSA will include the evaluations of the drill and our team members in the monthly Medical Audit Committee meeting. The HSA will monitor any progress on improvement and report any status updates to the Woodbury County Administration.

INCIDENT PREPARATION

MWCMG develops focused, emergency plans for specific incidents. Plans would include how our staff will respond, emergency medical codes and processes during lockdowns.

A plan for a flu epidemic, for example, would include how we screen, evaluate, and treat potential inmates. It would detail the vaccination process, treatment, evaluation and possible isolation of inmates.

The HSA and Medical Director will work with the Woodbury County Jail to identify potential areas of risk that require further consideration or planning. We will develop a Comprehensive Emergency Response Plan that addresses identified risks and other hazards.

As part of our emergency plan, MWCMG will identify a central medical command post for each facility as well as a command post at our office to work through incidents until resolution. We will train all staff and coordinate such training with the Woodbury County Jail Administration and local Iowa Department of Health for coordination of internal/external incidents.



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Internal issues include, but not limited to:

- explosions
- fire
- flu outbreak
- labor action
- multiple casualty incidents
- riots

External issues include, but are not limited to:

- communicable disease outbreak in community
- severe weather
- terrorist activity

Some issues may not seem to be major concerns at first (heating/air conditioning failure, pipe break, etc.), but, they may quickly develop into substantial healthcare disruptions. If facility hazards or risk concerns are discovered, we will develop a healthcare action plan and eliminate these possible disruptions of care.

To notify the Woodbury County Jail Administration and MWCMG Leadership of real or potential incidents, the HSA will develop a comprehensive communication plan to make all parties aware of any risks that may occur inside the facilities. Every plan we develop will be in accordance with, or exceed, NCCHC, ACA, and ICA guidelines, including, but not limited to, 24-hour medical on-call services and ambulance services, when necessary. For any emergency treatment, MWCMG will coordinate services through predetermined arrangements with your local hospital.

As mentioned previously, the HSA will maintain updated lists of the following:

- The name, work schedule, telephone number and address of all healthcare staff;
- A list of medical service providers in the area that can provide emergency medical services with contact information, including hospital, ambulance, x-ray, lab, and specialty care. This list shall include a primary and secondary service provider for each area; and
- The name, title and telephone number of the applicable HSA staff including the Director of Business Development, Director of Operations, Chief Medical Officer, responsible physician, mental health monitor, Chief Psychiatrist, and Director of Mental Health Services.



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

This information will be made readily available to healthcare and custody staff. The HSA will identify and prepare a list of alternative areas within the facility that may serve as backup treatment areas taking into consideration accessibility, security and ability to safely treat patients.

All of the preceding information will be securely maintained in the medical unit of the facility and accessible by all healthcare staff. We will also provide this information in duplicate to the facility administration to be securely maintained in a separate location of the facility for use in emergency situations.

The Comprehensive Emergency Response Plan will address these potential emergencies and provides for the following:

- communications system
- recall of key staff
- respond to all codes
- assignment of health care staff
- establishment of command post
- safety and security of the patient and staff areas
- use of emergency equipment and supplies
- establishment of a triage area
- triage procedures
- medical records – identification of injured
- use of local ambulance services
- transfer of injured to local hospitals
- evacuation procedures (to be coordinated with security personnel)
- practice drills
- personnel shall be available, if necessary, to assist the institution experiencing an emergency
- back-up plan
- 24/7 coverage

All non-scheduled, off-site emergencies, or those that include 911 services, or its equivalent, will be reported to the Woodbury County Jail Administration immediately. We will include all proper documentation, such as call times, elapsed timeframes, etc., in our administrative report.



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Any deaths that occur onsite will be documented and reported to the Woodbury County Jail Administration by telephone within two hours of the occurrence. MWCMG's HSA will then submit an accident report to include the deceased inmate's name and address, name and address of any involved sub-contractor, and a detailed description of the accident and whether any of County's equipment, tools, material, or staff were involved.

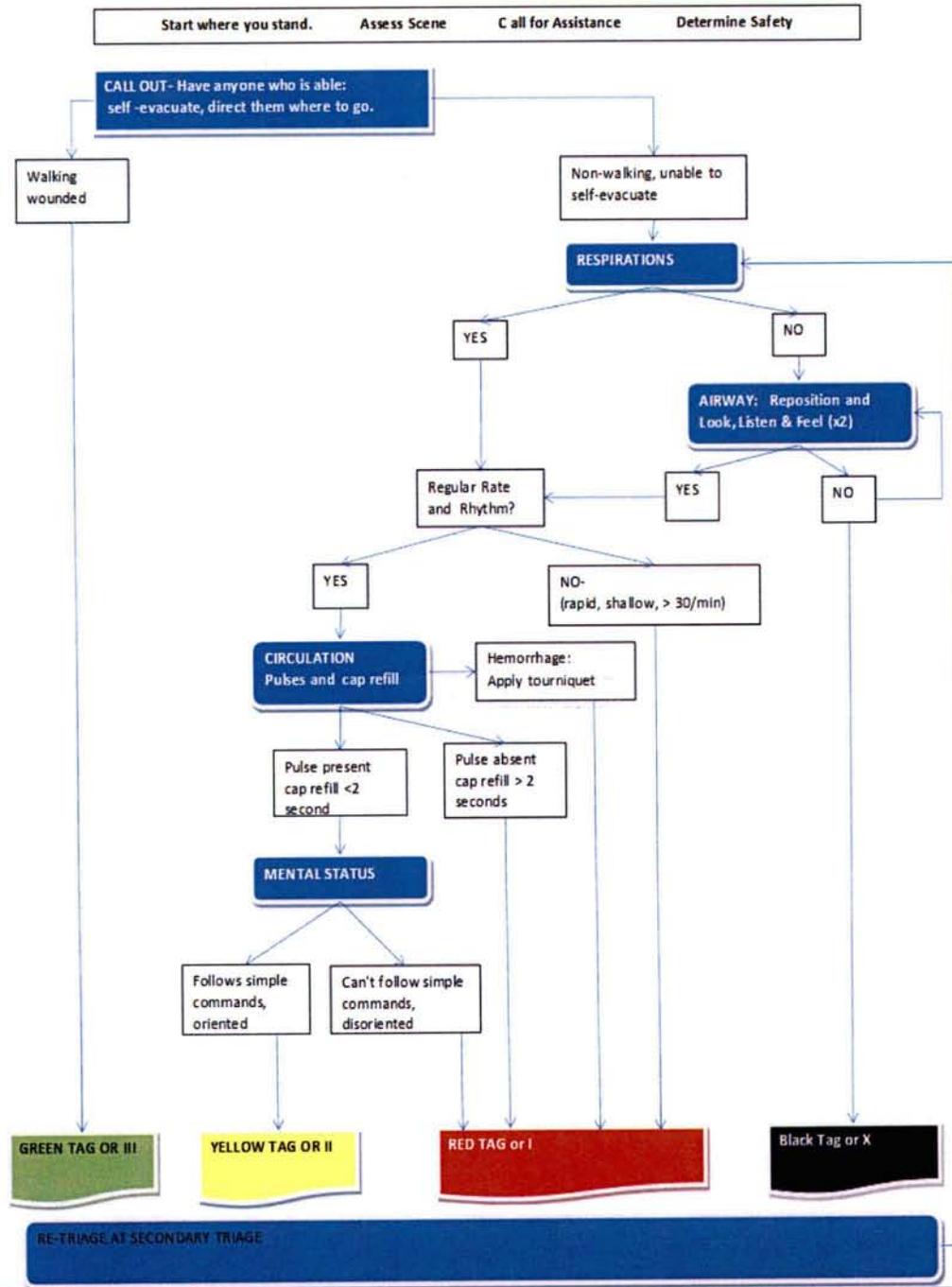
If such an incident occurs, the MWCMG staff will take reasonable steps to preserve the physical evidence and information which may be relevant to the circumstances surrounding a potential claim. The County will have the opportunity to review and inspect all evidence collected, including the scene of the accident.

The following is a process map our MWCMG rapid multi-casualty triage plan.

WOODBURY COUNTY IOWA
WOODBURY COUNTY JAIL



RAPID MULTI-CASUALTY TRIAGE





Consults and Specialty Services

MWCMG will make every effort to provide specialty services on site. Our program structure, staff expertise and treatment protocols will help us limit the need for offsite care. However, when treatment cannot be delivered on site, we will coordinate the care with outside providers. We will provide such notice well in advance except for emergency situation where treatment cannot be delayed. For security and safety purposes, we do not disclose any appointment information (such as date, time and place of appointment) to inmates, their family or friends. We will formalize processes with Woodbury regarding the notification process for offsite medical services in ensure it aligns with the County's procedures and guidelines.

Upon receipt of an approved referral or consultation form from our Utilization Management Department for medical procedures or consultations requiring an off-site medical treatment, healthcare staff will make the appropriate appointment. For non-emergency procedures or consultations, the appointment will be at least five working days after the referral to allow our healthcare staff to process the referral.

For emergency procedures or consultations, the on-call physician and HSA will be notified by telephone.

The Woodbury County Jail administration will ensure that security staff are available to escort patients from the facility to outside healthcare facilities to meet scheduled health appointments.

Healthcare staff will arrange for any medical equipment or medical records needed for the transport. They will also complete a Consultation and Referral Form which includes information about the patient, the purpose of the visit and medications, if any. The form is placed in a sealed envelope marked personal and confidential and given to the transport security staff to hand to the off-site provider personnel when the patient arrives. All patient confidentiality is maintained during transport consistent with security needs.

If an appointment is missed for any reason, the healthcare staff will contact the offsite provider and reschedule the appointment for the next available time. Security staff will be notified to arrange transportation.

Exclusive InmateCare+ Referral Management Process

MWCMG's Referral Management Process is built on two principles: first, that **clinical, rather than financial considerations, should always take precedence;**



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

and second, that **medical decisions should be made by medical staff**. We never rely on non-physicians to make utilization decisions.

e-Referral and e-Consult

Key to consistently achieving our goal of optimal (not minimal) off-site care is our **cloud-based e-Referral application**. First, this application ensures that our Chief Medical Officer, Dr. Raymond Herr, reviews and approves all **non-emergent** offsite referrals.

Because it is a cloud-based system, Dr. Herr is able to review referrals any place/any time on any web-enabled device, including iOS and Android mobile devices. Dr. Herr can approve, defer or request additional information on any referral, and generally does so within a few hours, and always within 24-hours. While emergent referrals are fast-tracked through the system without review, Dr. Herr reviews all emergent referrals retrospectively, providing retrospective guidance and training where appropriate.

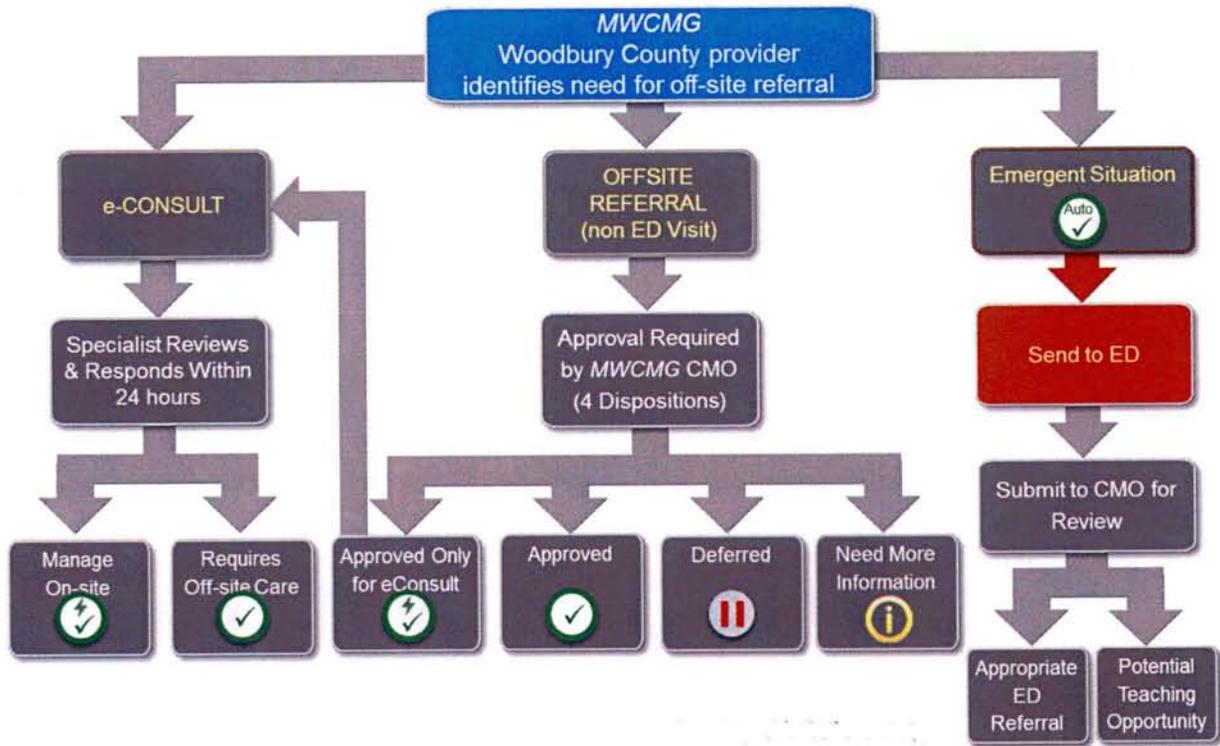
The **e-Consult** provides near-real-time consultations with a panel of medical specialists. Using **e-Consult**, our on-site physicians and mid-level providers can access any one of 24 specialties and 35 sub-specialties, including infectious disease, orthopedics and cardiology. These specialists can either confirm that our provider should send the patient for an off-site referral or, as happens about half the time, provide expertise to support management on-site, reducing unnecessary offsite referrals, and ensuring optimal clinical care. All **e-Consults** are documented in the patient chart.

Upon completion of an approved referral, appointments are set and scheduled. The specialist is advised of the requirement of a referral, the expectations of submitting a claim, the reimbursement and points of contact for assistance.

This application includes robust analytics and dashboards that allow our clinical team to analyze data on all referrals to identify opportunities to help optimize the delivery of on-site care and to reduce unnecessary offsite referrals. **It has been our experience that about half of all e-Consults result in management by our on-site providers, supported by the consulting specialty physician, effectively eliminating the need for an off-site specialist visit.**



InmateCare+ Workflow at a Glance



Specialty Areas

- Addiction Medication
- Allergy and Immunology
- Cardiology
- Dermatology
- Endocrinology
- ENT
- Gastroenterology
- General Surgery
- Hepatology
- Hematology
- Infectious Disease
- Internal Medicine
- Nephrology
- Neurology
- OB/GYN
- Oncology
- Ophthalmology
- Orthopedic Surgery
- Palliative Medicine and Hospice
- Pulmonology
- Psychiatry
- Rheumatology
- Sleep Medicine
- Urology

We make **e-Consults** from qualified specialists available to all of our providers (at any time and for any reason), with a guaranteed response within 24 hours or less.



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Our specialty physicians:

- are experts in over 24 specialty and 35 sub-specialty areas;
- are board-certified;
- are active clinicians: all in practice, many with academic and major health system affiliations;
- have earned the highest physician credentialing standards according to NCQA guidelines
- have extensive training in telemedicine, technology, corrections, and **e-Consults**;
- go through rigorous background checks;
- participate in an on-going quality monitoring program;
- are fully insured for **e-Consult** program;
- provide complete and official documentation added to the patient record.

Specialty Referrals

MWCMG will make referral arrangements, pursuant to a contract or written agreement, with specialists for the timely treatment of inmates with health care conditions that require expertise beyond the primary care services provided onsite.

Using our **cloud-based e-Referral application**, Dr. Herr can immediately review and approve, defer or request additional information on any non-emergent off-site referral, as described above.



MWCMG ensures all specialists are Board Certified or Board Eligible in their respective specialty.

Specialists' Recommendations

We will work with outside healthcare providers to ensure that they understand that they must communicate all recommendations involving any special procedures or non-routine follow-up to our Site Medical Director or designee. Each activity results in a report in the inmate's medical record. When a patient returns to the facility, the physician/mid-level provider reviews the findings and/or schedules the inmate for a clinical follow up, if necessary. The



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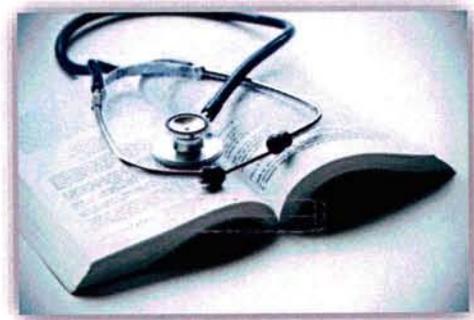
physician/mid-level provider then enters the documentation, including the specialist's note, into the medical record. Documentation and notes will include the following:

- reason for the consult (subjective)
- appropriate exam/lab findings (objective)
- diagnosis (assessment) including specific recommendations
- discharge plan(s) as appropriate
- follow-up appointment (if necessary)
- treatment plan and documentation of any reason for variance with the specialist's recommendations

We will ensure that all specialists must be Board Certified or eligible in their respective specialty and licensed in the State of Iowa.

Health Education of Inmates

MWCMG's inmate education program helps inmates understand their conditions and promotes healthy lifestyles. This includes health education and promotion of self-care strategies for chronic conditions. And, while we respect the right of inmates to make their own decisions about the health interventions, we understand our responsibility to clearly explain the pros and cons of each intervention.



MWCMG's inmate education program includes health education and promotion of self-care strategies for chronic conditions.

Biomedical Waste Disposal

Proper handling and disposing of biomedical/hazardous waste helps prevent and control infectious disease. MWCMG will maintain a waste disposal program that follows all applicable federal, state, and local guidelines, including OSHA regulations and Department of Health standards.

Our infectious waste disposal program includes training our healthcare team regarding the proper methods of handling, storing, and disposing of hazardous and/or contaminated medical waste.

We review decontamination procedures, infectious spills, and possible contamination of staff or other inmates to ensure proper process enforcement.



We also offer support, as warranted, regarding appropriate disposal and/or cleaning of items potentially contaminated.

Hazard Identification

Our team of healthcare experts will implement an assertive program for identifying, reporting and evaluating workplace hazards, including the following elements:

- The HSA or designee, conducts periodic inspections to identify unsafe conditions and work practices and reports the results of such inspections to the Woodbury County Jail Administration.
- Designated health team members are responsible for aggressively pursuing safe and healthful conditions in the work area under their control.
- We place Employee Hazard Report Forms (Incident Reports) in areas accessible to all employees. MWCMG will take action on all reports filed in a timely manner. The HSA presents a concise overview of each Hazard Report Form filed since the previous meeting at each meeting of the Continuous Quality Improvement (CQI) Committee. The Committee initiates appropriate action whenever they deem corrective action reported to be insufficient or inappropriate.
- We will place special emphasis on recurring hazards, not only to correct the conditions, but to determine why the system failed and allowed the recurrence.
- The CQI Committee will review written plans for emergency actions.

Hazard Corrections

Based upon the severity of the hazard, MWCMG will correct all identified unsafe or unhealthy conditions in a timely manner.

MWCMG's designated HSA will immediately notify your Director of Operations of any hazardous condition that cannot be corrected in a timely manner, either due to the unavailability of adequate resources or the inability to bring about the necessary changes in work practices. The report will list the condition, the recommended corrections, the reason the correction cannot be made in a timely manner, the expected "correction" date, and a description of any mitigating actions taken, pending a more permanent resolution.

Hazard Communications

All employees will report unsafe conditions or newly perceived hazards to the supervisor responsible for the area in which the hazard is located, or to the HSA.



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Hazards posing imminent danger of injury should be reported immediately to the person in charge of the area or activity posing the hazard. When a hazard does not require immediate action and a hazard has been reported verbally, to formally document the incident, our healthcare staff will complete the Employee Hazard Report Forms (Incident Report Form) and give to the HSA. The HSA will file this report pursuant with written procedures and guidelines established and approved by the medical director, HSA and the Jail Administrator in accordance with state and local regulations and accepted community standards and practice.

Supervisors will not prevent employees from reporting unresolved hazards, nor take any sort of reprisal against employees who report hazards through appropriate means and appropriate channels. Persons wishing to make anonymous reports may do so by using the Employee Hazard Report Form (Incident Report Form).



We comply with procedures established by the federal Solid Waste Disposal Act of 1956 [42 U.S.C. Section 6901 et seq.] regarding the removal of Hazardous Waste.

When a supervisor receives an Employee Hazard Report Form (Incident Report Form), they will attempt to resolve the situation immediately. The supervisor will analyze the perceived hazard, initiate corrective action appropriate to that level and route the report as instructed on the form.

All exposure incidents are recorded on the OSHA 200 Log maintained at the MWCMG corporate offices and posted annually at the facility.

All employees are encouraged to provide feedback on safety concerns and are expected to be advocates for safe and healthful work conditions and practices.

Safety and Health Training

Our employee orientation includes training on general safety and health procedures and employee responsibilities within the Illness and Injury Prevention Plan. MWCMG will abide by with all applicable laws, ordinances, codes and regulations of federal, state, municipal, and local governing bodies, including all applicable provisions of the Iowa Occupational Safety and Health Act. MWCMG will maintain written documentation of the training. At a minimum our safety training will include:



- Where to obtain Employee Hazard Report Forms (Incident Report Forms) and to whom hazards are to be reported.
- Identification of hazardous activities that are a part of this assignment.
- Protective measures to be used, such as work practices, personal protective equipment, and emergency procedures.

General safety and health training will be provided to employees through memos, meetings and any other means appropriate. We will keep records of all employee safety training in the employee personnel files at each location, as well as in the MWCMG business office.

Mental Health Services

Medical and Mental Health Cooperation

What sets MWCMG apart from our competitors is our strong focus and attention to correctional mental health and behavioral health services. We not only aim to produce the best clinical outcomes, but when we arrive at a facility, we quickly engage and work with all stakeholders including, community behavioral health, community based agencies, the courts, probation departments, and any other community entity that may be helpful for re-entry. Our combined sensitivity to the welfare of our inmates, employees, clients, and community stakeholders is the number one reason for our overall success in contracting and maintaining long-term partnerships. While our behavioral health programs have been well-appreciated and praised by our customers, meeting and exceeding virtually all evaluation standards, it's important that potential customers know what motivates us, and **why we excel above others**. In the end, four reasons stand out:

CMGC provides mental health services in 80% of all of our client locations, and correctional mental health remains a strong focus and priority for our management team.

1. Expert, Experienced Program Delivery

For over 32 years, CMGC's mental health leadership team has demonstrated success in providing Behavioral Health services to jail inmates inside the facility and outside in the community. MWCMG's mental health leadership team possesses unparalleled expertise in developing and implementing correctional behavioral healthcare programs and systems designed to meet the specific needs of jail populations. Our team intimately understands jail systems: the attention and focus that it takes to ensure that programs run smoothly; the organized and streamlined processes that lead to consistency; the care in staff training that leads to quality; and the collective collaboration of



stakeholders that lead to program success and sustainability. MWCMG's behavioral health programs excel because of our leadership team's ability to attend to issues and detail, provide a direct hands-on approach to management, and apply valuable lessons learned over the years.

MWCMG's mental health leadership team is comprised of correctional and forensically trained doctors with strong expertise in development, implementation, and monitoring of mental health and behavioral health programs in jail settings.

2. Attention to Detail, Responsiveness, and Hands-on Program Approach

MWCMG applies a proactive approach to behavioral health management, paying close attention to program details and specific issues as they arise. Upon start-up, MWCMG's corporate and field behavioral health leaders provide intensive training to behavioral health staff to ensure program quality and maintenance. Throughout the contract, they provide guidance on-site when challenging problems occur, or when needed. When complex situations arise, our behavioral health leaders have a trained eye, catch details early, understand nuances and anticipate solutions quickly. **Woodbury County will consistently have access to skilled behavioral health managers who are actively engaged in monitoring the performance of the program, and who are immediately committed to rapidly handling any requests or concerns as they occur.** From the field to the highest corporate level, our leaders are readily accessible. Any Woodbury County Jail or community stakeholder will be able to easily reach MWCMG's Chief or Director of Behavioral Health Services, Chief Medical Officer, President, or Chief Executive Officer. MWCMG strongly believes accessibility and responsiveness is vital in the success of our long-term partnerships and contracts.

3. Applying a True Multidisciplinary Approach to Behavioral Health

MWCMG's behavioral health leadership believes that the highest level of behavioral healthcare can only be achieved through a multidisciplinary team approach. Our behavioral health leadership promotes collaboration between community agencies and in-custody departments to ensure the interest of all parties are addressed and taken into consideration. Service gaps, systemic problems and breakdowns are actively identified, and in coordination or communication between entities, concerns are discussed using an open door policy. MWCMG believes, mutual respect, shared training, ongoing communication and cooperation, lays the foundation for a solid treatment team. We promote cross-disciplinary training to enhance our understanding of facility dynamics, expand our perspective and the entire group's repertoire of



skills, and, ultimately, maximize resources that can be available to our clients (the inmates). MWCMG believes that it is only through learning others' perspectives that we can facilitate interagency coordination, resulting in a more organized and comprehensive range of behavioral health services, reducing the likelihood that "clients will be neglected or fall through the cracks."

4. **Outcome-Driven Evidence-Based Practices**

MWCMG's mental health programs and staff training curriculums are specifically designed to meet the needs of jail-based populations. Like other companies, MWCMG follow jail accrediting standards in behavioral healthcare such as: the National Commission of Correctional Healthcare (NCCHC), the American Correctional Association (ACA), and the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO). But unlike many of our competitors, MWCMG's mental health policies, procedures, and processes are driven by outcomes, best-practice interventions and treatment strategies that are specific and proven to work in a jail setting, not a prison or community setting. Our foundational programs are structured, with organized systems and streamlined processes in place from intake to referrals, from crisis management to suicide prevention, from outpatient therapies and discharge planning. **Our treatment curriculums are evidence-based and well-researched in demonstrating clinical effectiveness in increasing treatment compliance, lowering in-custody misconduct and infractions, lowering drug use, increasing employment, lowering re-arrest and overall recidivism rates for jail inmates.** From our processes to our treatment practices, MWCMG's behavioral health programs focus strongly on enhancing the inmate's performance inside the facility with the end goal of recovery, stability and a successful "hand-off" into the community. MWCMG's focus and commitment to reducing jail recidivism distinguishes us from others. We work actively to return the inmate into the community, and take the time to earn the understanding and trust of our inmates, customers and community stakeholders.

MWCMG will ensure all inmates have access to mental healthcare by providing the following services: Initial mental health screenings; mental health evaluations; crisis management; suicide prevention; 1:1 supportive therapy or follow-ups; medication prescribing and management; treatment plans and discharge planning.

Health care staff will be trained on the identification and treatment of inmates who are at risk for suicidal and/or homicidal acts. Detailed policies and procedures will be in place for both on-site and off-site treatment for continuity of care.



Our Mental Health Program for the Woodbury County Jail will follow the NCCHC standard **J-G-04, ACA Standard 4-ALDF-4C-27** and Facility established policies and procedures.

All inmates determined to be mentally or emotionally disabled, either due to chronic mental illness, developmental disability, situational stress, or having a substance abuse disorder (or co-occurring disorder) will be referred for mental health services.

Mental Health Assessments and Referral

Assessments

Our Mental Health Screening Assessment will follow all NCCHC Standard **J-E-02 and ACA Standard 4-ALDF-4C-22** and Facility established policies and procedures.

For all new inmates, mental health screenings will be conducted face to face by qualified and trained intake staff utilizing standardized tools that include, risk assessments and suicide screenings. As part of the intake health screening all new inmates will be observed and queried for signs or presence and history of mental illness, including inquiries into:

- history of:
 - psychiatric hospitalization and outpatient treatment
 - suicidal behavior
 - violent behavior
 - victimization
 - special education placement
 - cerebral trauma or seizures
 - sex offenses or sexual abuse
- the current status of:
 - psychotropic medications
 - suicidal ideation
 - drug or alcohol use
 - orientation to person, place, and time
- emotional response or adjustment to incarceration;
- screening for intellectual functioning (i.e., mental retardation, developmental disability, learning disability).



Referral

Once an inmate is flagged or identified as having mental health issues, immediate treatment recommendations are initiated. The inmate is triaged to appropriate housing, and referred to a Mental Health Professional (MHP) for further evaluation. MWCMG prioritizes all referrals according to urgency utilizing the following criteria and timeframes:

- **Emergent/Urgent:** Inmates exhibiting suicidal behavior, acute psychosis, emotional distress, or any behaviors indicative of acute mental illness are considered urgent and are seen ASAP or within four hours of referral. When the psychiatric provider or MHP are not on-site, medication treatment may be initiated via on-call services and a follow-up session will be conducted by the MHP within his/her next shift. The inmate will also be automatically placed on the psychiatric clinic list to be seen upon the provider's next clinic.
- **Priority:** Inmates exhibiting unusual behavior but relatively stable, reporting a mental health history, or have requested to address specific concerns are considered a priority and are seen within 24-48 hours of referral.
- **Routine:** All other non-emergency referrals (including inmates with developmental disabilities who are otherwise stable) are considered routine and are seen within 48-72 hours.

Psychiatric Referrals. Any inmate during the initial screening process with verified medications who specifically requests to see a psychiatric provider, or who has been referred by a MHP or nursing staff, will be seen by a Psychiatrist or Psychiatric Nurse Practitioner based on the triaged level of need as described above. If the Psychiatrist or Nurse Practitioner is not on-site and an emergent case arises, medications will be initiated via on-call procedures. The inmate will then be seen upon the provider's next on-site clinic. Priority and routine referrals will be scheduled within 48-72 hours or the provider's next on-site clinic. The Psychiatrist or Psychiatric Nurse Practitioner will counsel inmates requiring psychotropic medications on potential risks and side effects. As well, "Consent for Medication" forms will be presented to the inmate for review and signature.

We will continue to work with your local hospital for any mental health services that require off-site referral services.

MWCMG Medication Bridging or Continuity of Care Policy. Any new inmate prescription that is active and verifiable will automatically be continued per MWCMG's Continuity of Care Policy. The medications will be continued until the inmate is seen by the Psychiatrist or Nurse Practitioner and a determination is made that an alternate form of treatment is warranted.



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During the intake health screening process, inmates receive education and instructions on how to access mental health services through self-referral, the mental health sick call process or by contacting staff for any urgent issues. Security or healthcare staff may recommend mental health services for inmates at any time. MWCMG's policies and procedures specifically address both the on-site and off-site treatment available for all inmates, as well as, procedures for coordinating and collaborating with the Woodbury County Jail staff.

Evaluations

Mental Health Evaluations. MWCMG's mental health evaluations are conducted by qualified, licensed MHPs in a structured interview format that includes completion of a mental status exam, brief psychological history, initiating procurement of treatment records, determination of diagnosis, mental stability, risk factors (including suicide and homicidal thoughts), development of treatment and discharge plan, and referral to the Psychiatrist or Psychiatric Nurse Practitioner. This process includes initiating contact with outside community providers and engaging in discussions on treatment options once the inmate is released. All MHPs receive orientation and training on MWCMG evaluation forms and documentation standards.

Psychiatric Evaluations. MWCMG's Psychiatric evaluations are conducted by qualified, licensed psychiatric providers in a structured interview format that includes a comprehensive psychiatric history, social history, medical history, and mental status examination. Psychiatric evaluations are completed prior to initially prescribing psychotropic medications. Required laboratory tests are ordered as appropriate.

Psychiatric Follow-ups. A psychiatric follow-up is conducted at least once every two to four weeks upon initiation of any new psychotropic medication and for a period of four to six weeks thereafter, or as determined by the provider. For inmates receiving antipsychotic medications, an Abnormal Involuntary Movement Scale (AIMS) test is administered every six months. All Psychiatrists and Psychiatric Nurse Practitioners receive orientation and training on MWCMG evaluation forms and documentation standards. MWCMG ensures that inmates are re-evaluated in 15-30 days by the Psychiatrist/Nurse Practitioner or sooner if the inmate becomes unstable. If stable, the inmate is evaluated every 90 days thereafter unless clinically determined that a follow-up is needed sooner. The Psychiatrist/Nurse Practitioner will refer the inmate to a MHP if supportive therapy is indicated.



Treatment Plans

MWCMG's mental health staff will conduct a comprehensive mental health evaluation and formulate a treatment plan, if warranted, for all inmates referred for mental health services. The treatment plan will follow MWCMG format and will be completed within established timeframes. The treatment plan will include a specific course of therapy, roles of medical, mental health, and non-medical personnel in carrying out the therapy. Based on an assessment of the person's needs, it will be individualized with short and long-term goals and the methods by which the goals will be pursued. The treatment plan will be under the direction of mental health staff, and the problem list, progress of the inmate, and effectiveness of the plan will be reevaluated periodically. As part of the treatment plan, mental health staff will monitor the inmate with follow-up visits to occur at least monthly or more often if the condition warrants. Any modification to a treatment plan will consider various aspects of the inmate's:

- current mental health status;
- psychotropic medication treatment plan;
- medical treatment plan; and
- information as provided by others including outside mental health providers, legal entities, and family members.

Discharge Planning and Re-entry

MWCMG understands the impact of an effective discharge plan in reducing recidivism rates and therefore devotes MHP manpower specifically to provide consistency in "hand-off" of inmates into the community. MWCMG understands that the Woodbury County Jail security staff will provide as much advanced notice as possible so that consistency in "hand-off" processes are achieved. MWCMG will work collaboratively with community agencies to:

- coordinate aftercare arrangements;
- make referrals to appropriate community programs;
- ensure medications are continued with at least a three-day minimum supply (when advanced notice will allow);
- and, for patients receiving psychotropic or HIV medications, ensure medications are continued with a 30-day supply.

Crisis Management

Inmates in acute crisis will receive immediate attention by a MHP upon notification of the emergency. This includes inmates exhibiting suicidal behavior, acute psychosis, emotional distress or any behaviors indicative of acute mental



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illness. The MHPs will determine the type of treatment needed, such as psychotropic medications, supportive therapy, suicide watch placement, or referral to a mental health facility, etc. Our staff will work with contracted mental health agencies for inmates who may require more intense care than available at the facility or are deemed unable to be safely managed in a detention setting.

Suicide Prevention

MWCMG will utilize NCCHC Standard **J-G-05** and **ACA Standard 4-ALDF-4C-32** as well as Facility established policies and procedures when developing a suicide prevention program for the Woodbury County Jail.

Our suicide prevention program ensures processes are in place so there are clear, effective avenues of communication between mental health, medical, security and jail administration staff in the event an inmate is a suicide risk.

During the initial intake screening, health assessment or any encounter, an inmate will be referred immediately to a MHP for intervention if any of the following are present:

- severe agitation, signs and symptoms suggestive of self-harm or potential harm to others
- symptoms of psychosis
- suicidal thoughts or behaviors
- severe mood instability



Inmates on special watch are placed in cells or rooms that are as suicide-resistant as possible.

MWCMG will work collaboratively with the facility when an inmate is placed on suicide watch, making certain that all treatment needs are addressed and outside transfer to a facility is considered especially for severely unstable or mentally-ill inmates. Contact and monitoring procedures will be strictly followed by all MWCMG mental health and medical staff.

MWCMG's suicide prevention program also includes provisions for intervention, notification, reporting, review, and critical incident debriefing (for inmates and staff). In cases of a suicide attempt or completion, notification will be made immediately to:

- Woodbury County Jail Security Administration
- Health Services Administrator



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- Mental health staff
- Healthcare/medical staff
- Site Medical Director
- Corporate Medical Director
- Clinical Manager
- Director of Behavioral Health Services
- Chief of Behavioral Health Services
- Corporate Legal Department

All suicide attempts and completions will be documented and submitted to the CQI committee for review as part of MWCMG's CQI program. Completed suicides will be reviewed in accordance with our established procedures regarding inmate deaths.

Treatment Services

Supportive Therapy or Counseling. As appropriate, the MHP will conduct 1:1 counseling or brief supportive contact to include brief intervention or therapy with goals of symptom reduction. These sessions include face to face interactions to examine the inmate's progress or monitor his symptoms. The MHP will provide 1:1 counseling, or brief supportive therapy for crisis contacts, follow-up appointments and close observation contacts.

Development of Site Specific Policies and Procedures

Upon arrival to the Woodbury County Jail, MWCMG will develop site-specific policies and procedures that will include (but will not be limited to):

- Emergency psychotropic medication administration.
- Distribution of psychotropic medication incorporating NCCHC Standards J-D-01 and J-D-02 as well as facility procedures regarding maximum safety and compliance.
- Written informed consent prior to administering non-emergent psychotropic medications.
- Monitoring of all inmates receiving psychotropic medication, including appropriate laboratory studies.
- Visits by our Mental Health Staff, Psychiatrist, Mental Health Nurse Practitioner, medically trained personnel or designee for all inmates on direct observation.
- Number of contacts or visits for inmates in confinement or segregation.



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- Development of suicide prevention procedures to be followed by all staff.
- Training of all institutional staff on relevant mental health topics.

Mental Health Documentation

Thorough and accurate documentation drives a quality program and is critical to managing exposure and risk. MWCMG's mental health staff will be trained on all documentation protocols and will provide thorough documentation of all mental health encounters. This information will be stored in the inmate's medical record. MWCMG's mental health staff will maintain mental health logs, reports, and service delivery records which will be securely stored in the healthcare or mental health office.

Quality Improvement Program

MWCMG's designated mental health staff including the site Psychiatrist or Psychiatric Nurse Practitioner will attend monthly administrative meetings, and participate in the Quality Improvement Program. Our Corporate Mental Health Leadership staff also prefers to remain hands on and will routinely attend QA meetings, provide support and drive quality. MWCMG's mental health staff will support continuous quality activities through chart audits, peer reviews, and submission of monthly statistics. As well, our Corporate Behavioral Health Leadership Team will actively collect and analyze data to create plans and goals that will improve the program.

Pharmacy Services

MWCMG will implement Pharmacy Services in accordance to NCCHC Standards **J-D-01** and **J-D-02**, ACA Standards **4ALDF-4C-38** and **4-ALDF-4C-39** and Woodbury County Jail policies and procedures.

We understand that Woodbury County currently uses Drilling Pharmacy to supply over-the-counter and prescription pharmaceuticals, and prefers to continue doing so. Our proposed services include the management and administration of medications, but **EXCLUDE** the cost of medications provided by Drilling Pharmacy.

Medication Pass (Pill Call)

MWCMG will ensure all medication services are clinically appropriate and delivered in a manner that is timely, safe, secure, and sufficient.

After a medication has been prescribed by a duly licensed provider (physician, midlevel clinician, dentist, or psychiatrist), our staff will enter the order into a



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Medication Administration Record (MAR) and notify the pharmacy of the order. If we have a stock supply of the proper dosage, it will be distributed during the next medication pass. If the medication is not stored on site, we will order a supply from the pharmacy. All new medications that are ordered from the pharmacy will be administered at the next medication pass.

MWCMG's standard procedures ensure that only properly trained medical personnel, such as LPNs and RNs will administer prescribed medications.

Distribution Frequency

The MWCMG staff will distribute medication generally twice per day with additional medication passes for patients requiring (TID), three times a day, or (QID), four times a day, medications. We understand that Woodbury County distributes medications at 4:00 a.m., 11 a.m., 4:00 p.m., and 8:00 p.m. If selected as your provider, we will work with the County to keep these current medication pass hours to avoid inmate routine disruption. This process will be finalized with the County during our transition. Medication will be administered seven days per week as is the current practice in the Woodbury County Jail.

"Keep-on-Person" or Blister Pack Programs

MWCMG will adhere to the "Keep-on-Person" or Blister Pack medication policies as approved by the Woodbury County Jail Administrator or designee. Policies regarding self-administration of medications are established following NCCHC, ICA and Woodbury County Jail Administration policies and procedures follow specific guidelines in order to provide a safe environment for self-administering of medications. Inmates will be allowed to keep certain prescribed medications on their person, but no more than their prescribed dosage and only for a 24-hour period.

Documentation

All medication must be taken in the presence of the medication administrator (nurse or designee). If an inmate displays any side effects after medication administration, the licensed nurse will treat and document effect in the medication administration record.

MWCMG ensures all administration or delivery of each dose and will document that the inmates received and the required medication.

In such cases where medication is not administered in a timely manner, staff will document details regarding why the medication was not administered. Any refusal of medication will be documented in the electronic medical record. The



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inmate will be required to sign a Refusal of Treatment Form. After three refusals, our Site Medical Director will counsel the inmate regarding the effects.

Segregation Units

We will ensure all inmates, including those housed in segregation units, receive medication in a timely fashion.

Medication Administration Record

MWCMG staff will document the prescription and administration of all prescribed and over-the-counter medications. The P&T Committee will use the information gathered from the standard MAR to capture all necessary information including:

- inmate information:
 - name
 - id number
 - date of birth
 - diagnosis
 - drug allergies
- medication information:
 - name
 - date ordered
 - dosage
 - order expiration/discontinuation date
- medication administration information:
 - route
 - frequency
 - times
- facility name and housing location
- medication administrator's initials and signature

Policies and Procedures

MWCMG's correctional health care program is driven by policies, procedures and treatment protocols that are geared specifically toward the correctional environment. Our Policies and Procedures (P&P) Manual adheres to all



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applicable federal, state, and local guidelines, including, but not limited to NCCHC standards, ACA standards, Iowa State Association of Counties (ISAC) Adult Detention Standards and guidelines established by the County to ensure all policies and procedures are consistent with applicable standards and laws, and addresses the needs of the facility.

Medical Records

MWCMG healthcare providers maintain individual, complete and dated health records consistent with state regulations, community standards of practice and **NCCHC J-H-02, NCCHC MH-H-02, ACA 4-ALDF-4D-13, ACA 4-ALDF-4D-14.**

Keeping accurate and current medical records is a key component in ensuring proper delivery of quality healthcare, and plays a vital role in managing and limiting liability risk. MWCMG's program design and our oversight of daily operations ensure medical records remain accurate, thorough, complete, current and in the proper format. Our medical records processes follow all applicable federal, state, and local guidelines, including, but not limited to NCCHC and ACA accreditation standards and ICA guidelines. MWCMG's program directs the establishment and maintenance of a medical record separate from the confinement records. Our medical records management policies and procedures will meet or exceed confidentiality, retention, and access federal, state and accreditation standards.

We ensure all medical records are unified and contain all healthcare documents generated for the inmate, and that all medical records are maintained in a systematic manner. This not only facilitates their use, but provides for continuity of care. As new inmates enter the facility, we will create an individual medical record that will be updated throughout the inmate's stay.

MWCMG will maintain detailed records to justify all charges, expenses and costs incurred in performing the work for at least two years after completion of the contract resulting from this request for proposal. The Woodbury County Jail Administration will have access to all records, documents and information collected and/or maintained.

Content of Medical Records

Our complete medical records include, but are not limited to, the following:

- The completed Receiving Screening Form
- Health Inventory/Communicable Disease Screening forms
- Physician's orders



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- Problem lists
- All findings, diagnosis, treatments, dispositions
- Prescribed medications and their administration
- Laboratory, x-ray and diagnostic studies
- Consent and Refusal Form
- Release of Information Form
- Place, date and time of health encounters
- Names of persons treating, prescribing or evaluating
- Health service reports (i.e., dental and other consultations)
- Consultation, emergency and hospital reports and discharge summaries
- Medical record summaries (Transfer forms)

All healthcare team members are required to maintain current, accurate and legible medical records. The physician-patient confidentiality privilege applies to the medical/psychiatric record. The medical records supervisor, under the guidance of the HSA, controls the access to the inmate's medical record and ensures that the team will maintain medical records in a secure and locked area located within the medical area. Licensed health services providers and medical records personnel have sole access to medical records.

Requests for medical information requires the written consent of the inmate, guardian or subpoena. Alcohol and drug abuse information is confidential under federal regulations and can be disclosed only by specific written consent of the inmate or guardian. Release of Information forms are processed by the HSA or his/her designee. To ensure continuity of care as appropriate, the medical records team will work to obtain previous medical and psychiatric records from the county, its agencies and other outside providers.

Medical Records Audit

The Medical Audit Committee and MWCMG's Medical Director, or his/her designee, will monitor services provided by non-physician providers, including a focus on medical records quality, pharmaceutical practices and carrying out of direct or standing orders. Regular Audits of Medical Records are a critical component for continuous quality improvement. We recognize that other agencies (e.g. Public Health Department) may audit the medical records. With regular review and internal audits, we will be prepared when they occur.



Confidentiality of Health Records

Confidentiality of Health Records is maintained in accordance to NCCHC Standard **J-H-02**, ACA Standards **4-ALDF-4D-13**, **4-ALDF-4D-14** and **4-ALDF-4D-28** as well as Woodbury County Jail's policies and procedures.

MWCMG's processes to secure and enforce confidentiality of health records follow all applicable federal, state, and local guidelines, including, but not limited to NCCHC standards, ACA standards, HIPAA guidelines, ICA Standards and guidelines established by the Woodbury County Jail. This applies to each inmate's written and/or electronic medical record. All healthcare information conveyed to healthcare staff will be protected health information. To protect such information, all written health records will be stored in a locked cabinet or in a locked room separate from correctional records.

MWCMG will limit access to medical records to healthcare staff and other department personnel on a need-to-know basis. All requests for access to an inmate's health record will be in accordance to all HIPAA guidelines. We will ensure our staff acquire an inmate's consent prior to disclosure for any other purpose unless security risks are involved. We will train all our staff on HIPAA guidelines. Our HIPAA Manual, which includes rules and regulations on the confidentiality of health records, will be maintained at the Woodbury County Jail.



Transfer of Medical Information

MWCMG's medical record management processes include preparation of information for inmates who are transferring to another correctional facility. We prepare a copy of the inmate's current health record and either provide it electronically or place it in a sealed envelope marked "Confidential." We work with the Woodbury County Jail Administration to ensure the record accompanies the inmate. The original inmate record remains at the facility.

When an inmate transfers to a local hospital, clinic or specialty provider for healthcare services, MWCMG medical team members will either provide an electronic copy or will prepare a copy of pertinent information from the inmate's current health record. We may send such information through a secured fax number to the provider. We will work closely with the Woodbury County Jail's Administration to ensure the record accompanies the inmate. The original inmate record will remain property of the Woodbury County Jail.



Destruction of Medical Records

Medical records scheduled for destruction under court order or under approved retention schedules of the State of Alabama will be returned to the Director of the Woodbury County Jail for destruction. At the termination of our Agreement, all inmate medical records will become the sole property of the Woodbury County Jail. In the event of future litigation, the prior contractor may have access to the records for litigation preparation brought on by third parties in connection with the prior agreement of services rendered by the contractor.

Electronic Medical Records (EMR)/ Electronic Health Record (EHR) System – Optional Service

If Woodbury County is interested in our optional EMR/EHR services, MWCMG is able to provide these services to the county as an a la carte option – please see p. 80.

We have a strategic relationship with CorEMR and, if Woodbury County requests this services, MWCMG will utilize CorEMR in Woodbury County Jail, as described below. Our technology team places clinical systems as its number one priority, and we ensure that systems are reliable, scalable, secure, and well supported. We do not rely solely on vendor support, but we provide in-house support to our users for fast, effective results.



CorEMR

- Comprehensive EMR software
- Fully managed at our corporate data center
- Web-based system access, fully secured
- JMS (CTS of America), pharmacy, commissary, and EHR

CorEMR is a national leader in providing corrections-focused EMR applications, serving nearly 150 correctional facilities, with a total ADP of more than 83,000 inmates in 30 states. CorEMR was designed from the start as a correctional EMR, and is a true web-based application. CorEMR is certified by the ONC-ACB as a 2014 "Complete EHR."

CorEMR has extensive experience in Integrations with other systems using HL7, Web services, file sharing and file transfer protocols that include:



- offender/jail management
 - demographics
 - housing location
 - release
- pharmacy
- laboratory
- radiology
- state wide information exchanges

Key features of the CorEMR system include:

Reporting

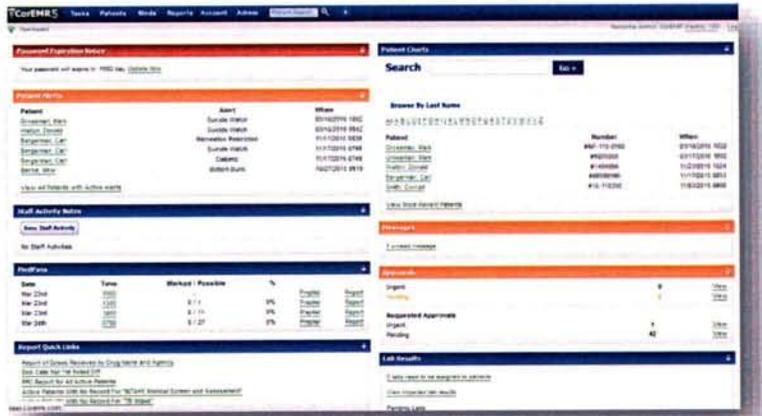
- CorEMR easily generates Management Reports which can be generated and emailed to specific users every month.
- Examples of Management Report items include:
 - MedPass compliance/non-compliance
 - Active patients yet to receive 14-day health appraisal/nurse evaluation
 - Demographic distributions of patient population
 - Current patients with specific medical problems





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Dashboard



Patient Charts

- Patient charts can be pulled up by name, booking number, social security number, and other identifiers. Historic patients are not included and can be searched separately.
- Chart summaries include: current medical problems, medications, task summary, intake form summary, and recent medical history with links to each detailed section.
- CorEMR maintains an active medical problem list for all patients.
- Scanning and file upload capabilities make CorEMR an entirely paperless system.
- All non-system documents can be scanned and stored in the patient's chart.
- CorEMR logs and stores a complete historical summary of every action recorded for each patient, as well as an audit log reporting who made the changes.
- Flow sheets for vital signs and blood sugar levels can be recorded and logged.



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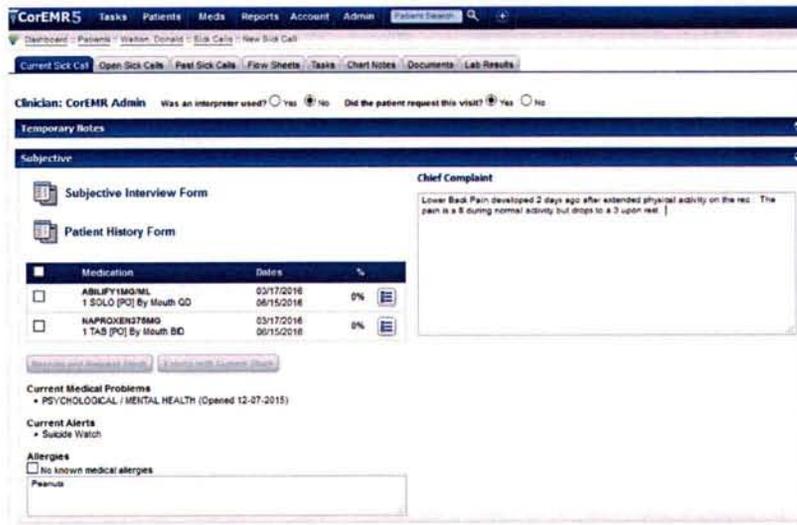


Sick Calls

- CorEMR uses the standard Subjective, Objective, Assessment, Plan, Evaluation (S.O.A.P.E.) format to guide the examiner.
- Displays include the summary information such as current medical problems and medication compliance.
- The module allows users access to all parts of S.O.A.P.E. note, allowing doctors to record actions for later, or complete the planning actions themselves.
- Actions available in the module include: completing interview or exam forms, scheduling future appointments, ordering lab work, ordering medications, and more.
- Scanned documents and electronic files can be stored directly into S.O.A.P.E. notes.



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Medication Pass (MedPass) / Pill Call

- MedPass times are configured by day and a MedPass list is generated accordingly.
- MedPass lists can be grouped by housing unit, alphabetically by last name, or by percentage of completion.
- MedPass can be completed using a laptop or tablet, either connected to a network, or off-line.
- Patient's acceptance/refusal of each dose is recorded.
- CorEMR can also integrate with patient wristband identifiers as well as medication identifiers.
- CorEMR automatically highlights medication expiration dates and refill notifications.



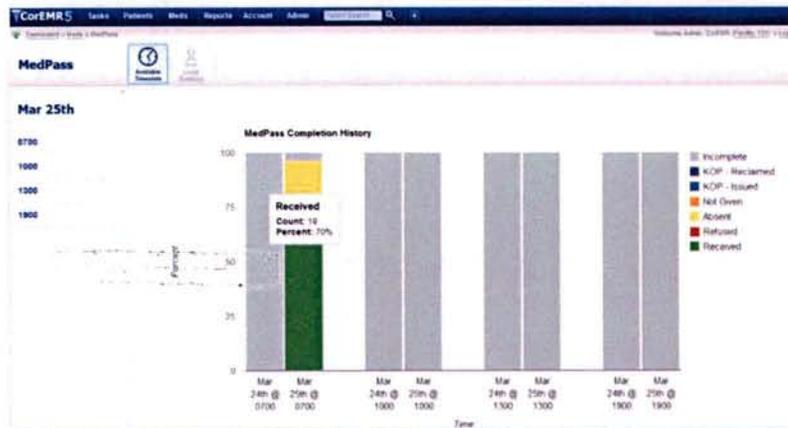


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CorEMRS

Results for 03/25/2016 0700

Patient	Current Location	Prescription	Is Administered	Order	Status	Marked By	Notes
APMA 4-2		Glyburide 2.5MG 1 TAB (PO) By Mouth QD	03/25/2016 0700	1.00:1.00	Received	Admin: CorEMRS	
APMA 3-9		Multivitamin and mineral supplement 250 mg T	03/25/2016 0700	1.00:1.00	Received	Admin: CorEMRS	
APMA 3-8		VITAMIN B COMPLEX 1 CAP By Mouth QD	03/25/2016 0700	1.00:1.00	Received	Admin: CorEMRS	
APMA 12-32-8		NAPROXEN 250MG 1 TAB (PO) By Mouth QD	03/25/2016 0700	1.00:1.00	Received	Admin: CorEMRS	
APMA 12-32-8		VITAMIN B COMPLEX 1 CAP By Mouth QD	03/25/2016 0700	1.00:1.00	Received	Admin: CorEMRS	
ALPMA 24-800m		ACETAMINOPHEN 650MG 1 SUP (PO) By Mouth QD	03/25/2016 0700	2.00:1.00	Not Used	Admin: CorEMRS	
APMA 31-75d		GLYBURIDE 2.5MG 1 TAB (PO) By Mouth QD	03/25/2016 0700	1.00:1.00	Received	Admin: CorEMRS	
APMA 31-75d		IBUPROFEN 400MG 1 TAB (PO) By Mouth QD	03/25/2016 0700	1.00:1.00	Received	Admin: CorEMRS	
ALMA 1-1		HUMALIN R U-100 1 AU (PO) By Mouth BID	03/25/2016 0700	5.00:1.00	Admin	Admin: CorEMRS	
ALMA 1-1		LANTUS 100/ML 12 AU (PO) By Mouth BID	03/25/2016 0700	5.00:1.00	Admin	Admin: CorEMRS	
		CHLORAZEPATIDE HCL 25MG 4 CAP (PO) By Mouth QD	03/25/2016 0700	1.00:1.00	Received	Admin: CorEMRS	
		RISPERIDONE 25MG 1 TAB (PO) By Mouth QD	03/25/2016 0700	1.00:1.00	Received	Admin: CorEMRS	
APMA 31-21-7		SERTRALINE HCL 25MG 1 TAB (PO) By Mouth QD	03/25/2016 0700	1.00:1.00	Received	Admin: CorEMRS	
APMA 31-21-7		ACETAMINOPHEN 325MG 2 TAB (PO) By Mouth QD	03/25/2016 0700	1.00:1.00	Received	Admin: CorEMRS	

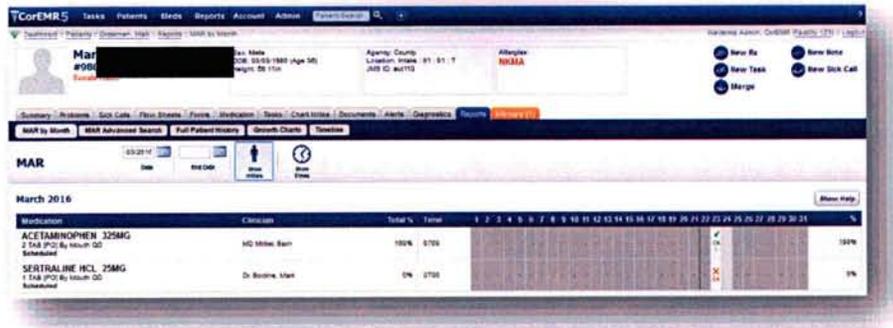


Electronic Medical Administration Records (eMAR)

- Graphical and detailed eMAR reports can be generated and viewed at any time.
- eMAR reports include percentage of acceptance for each current medication as well as the initials for the administering user.
- eMAR reports include the option to view several months simultaneously.
- Advanced eMAR reports display current or previous medication(s) administered by all or specific users for a range of dates.



Proposal to Provide Inmate Medical Services at the Woodbury County Jail



HIPAA Compliance

- Individual user permissions can be created and maintained by administrators.
- "Locked" items will allow users to view charts and notes, but not to edit them.
- CorEMR is hosted in our own secure data center, managed by our in-house technology team.

Calendar

- The task calendar can be filtered by task category (medical, dentist, mental health, etc.), by priority, and by housing location.
- Tasks and appointments can be viewed by day, week, or month.
- Sick calls can be started directly from the schedule view.
- Task status is easily managed to keep updated records of current and overdue tasks.

Integration

- CorEMR imports patient data from existing systems.
- CorEMR can send orders to and receive confirmations from our pharmacy provider. As part of the setup, CorEMR staff will configure this integration.

Pharmacy Module

- The pharmacy module orders prescriptions, makes MedPass assignments, and schedules refills.
- CorEMR includes our formulary and identifies formulary medications.



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

- Users can search the drug list by name, analgesic category, and by other criteria.

Technology

- CorEMR can be accessed simultaneously by different users at multiple stations.
- CorEMR needs no extra software beyond a web browser.
- CorEMR runs on our EMC Windows servers on a SQL backend and is compatible with Microsoft SQL Server version 2005/2008/2008 R2 and MySQL 5.0+.

Security

- Integrates with existing LDAP security networks (Active Directory).
- Password update reminders (configurable by user).
- Date/Time Stamp for user's login data.
- Passwords are encrypted on MD5 algorithms, a strictly one-way encryption.
- Software supports an https format.

Program Support Services

Continuous Quality Improvement (CQI) Program

MWCMG will provide Continuous Quality Improvement services in accordance to **NCCHC (2014) Standards for Health Services in Jails**, Section: Governance and Administration Standard: **J-A-06** – Continuous Quality Improvement Program (Essential), Section: Personnel and Training Standards: **J-C-02** – Clinical Performance Enhancement (Important), **NCCHC (2015) Standards for Mental Health Services in Correctional Facilities**, Section: Governance and Administration Standards: **MH-A-06** – Policies and Procedures (Essential), Section: Personnel and Training Standards: **MH-C-02** – Clinical Performance Enhancement (Important), **ACA 4-ALDF-4D-24** Health Care Internal Review and Quality Assurance (Mandatory), **ACA 4-ALDF-4D-25** Peer Review (Mandatory)

MWCMG uses a Continuous Quality Improvement (CQI) Program to ensure the adequacy and quality of health care services. The medical director and the HSA for each contract delivery site are responsible for insuring that the quality management program is implemented and maintained in accordance with the MWCMG Quality Management Plan.



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

The CQI committee meets at least quarterly and oversees regularly scheduled audits of our health care services. The CQI committee includes members representing MWCMG, Woodbury County Jail Administration, and other members as appropriate. Committee members are identified by the Woodbury County Jail Administrator and MWCMG.

Our multi-disciplinary CQI committee typically reviews the following types of events and activities:

- inmate deaths
- inpatient hospitalizations
- surgical procedures
- disaster drill results
- other incidents, as deemed appropriate
- in-service training
- medical record reviews

All meeting minutes of the Peer Review and CQI will be provided to the Woodbury County Jail Administrator.

Utilization Review /Utilization Management

MWCMG's utilization management (UM) and cost containment program is specifically designed for the correctional environment. As noted previously, our program begins with our cloud-based offsite referral management program which helps ensure clinical oversight, utilization review and cost control by requiring that all non-emergent offsite referrals are reviewed and approved by our Chief Medical Officer. Emergent referrals are reviewed retrospectively to ensure the medical necessity of the referral.

Care Oversight

Our care oversight, as described below, ensures procedures are necessary and the care delivery remains consistent within acceptable, community standards. We also conduct prospective reviews, concurrent reviews, and retrospective reviews to further ensure proper care.

Prospective Review

Prospective review occurs through our cloud-based system, and is required for:

- scheduled hospitalizations;



- outpatient surgical procedures;
- scheduled courses of outpatient treatment;
- scheduled specialty office visits;
- or, scheduled diagnostic procedures and imaging.

Emergent and obstetrical referrals are automatically approved.

Concurrent Review

Concurrent review begins immediately after admission and continues throughout a patient's hospital stay. Our Care Management Team of Registered Nurses, led by our Chief Medical Officer, Dr. Raymond Herr, work closely with acute care hospital staff to and attending physician to ensure the most appropriate treatment and timely discharge planning.

Retrospective Review

Retrospective review is initiated if a question or concern arises about the quality or appropriateness of an inmate patient's care. Our UM reports and daily operating indicators help drive the retrospective review process.

Cost Containment Program

In addition to our UM program MWCMG applies cost containment principles to help control and reduce offsite costs. Key elements of this program are listed below.

Proactive Onsite Care Optimization

By optimizing the delivery of medical care onsite, we significantly reduce off-site transports and offsite care requirements. This not only reduces your cost of off-site care, but can reduce significantly the cost and burden on your custody staff.

Claims Administration, Adjudication and Processing

MWCMG uses industry-standard claims adjudication methodology for offsite medical claims. By applying the same rules used by Medicare, Medicaid, and private insurance payors, we can assure that the Woodbury County Jail only pays for eligible charges as defined by National Correct Coding initiatives. This allows us to eliminate line item charges that are already included in the primary procedure billed on the claim. We then apply the County's negotiated discounts, if any, to the eligible charges, further reducing the final claim cost. This process routinely produces significant



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

reductions of billed charges involving inpatient stays, outpatient surgeries, specialist visits and ER visits.

Contract Fee Negotiations

Our staff is experienced in negotiating fees for services from community providers, and negotiates fair and reasonable costs for services delivered.

Risk Management Program

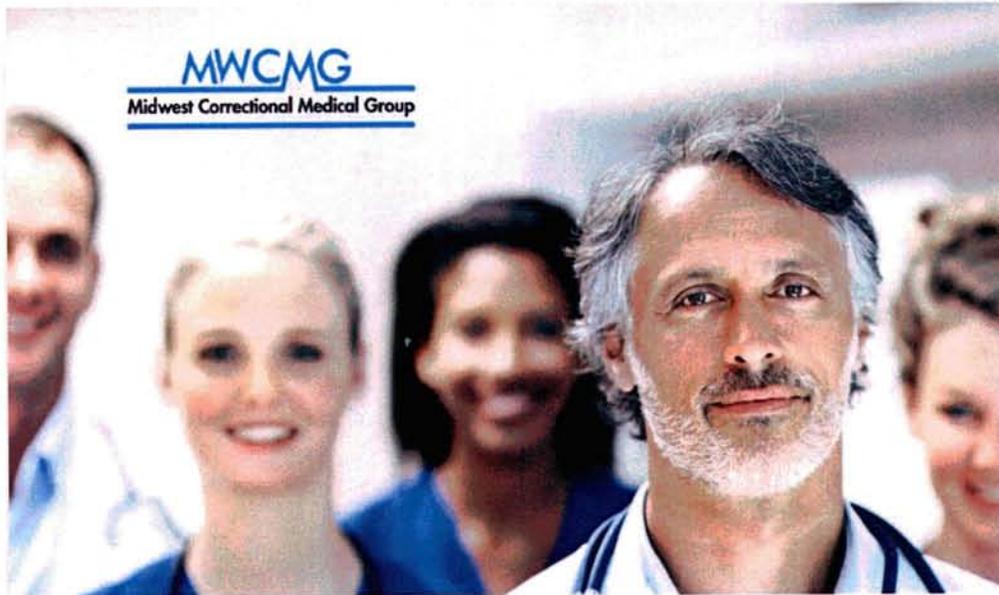
MWCMG recognizes the risks associated with providing medical and behavioral health care to a population with a prevalence of unhealthy lifestyles, chronic illnesses and substance use disorders, who often have had limited access to care prior to their incarceration. As a result, we have developed a comprehensive Risk Management Program to mitigate and minimize the risk to our patients, our county customers and ourselves. Key elements are described below.



The program provides effective coordination and oversight of all inmates who need specialty and/or offsite care to ensure treatment is timely, consistent with community standards, and is cost-effective.

STRIVE Care Checklist

Human error is inevitable in every clinical setting, and is often what leads to bad outcomes that increase risk. We developed the STRIVE checklist to ensure that our care team members meet certain expectations in every patient interaction. STRIVE Posters (as seen on the following page) in multiple locations in every facility and STRIVE lanyard cards worn by every team member act as visible reminders of critical care steps.



STRIVE

to save lives (every day, every shift, every patient visit)

S-Start medication(s) without hesitation; contact on-call provider for guidance on unverified critical/chronic care medications.

T-Trust what you observe and hear; never assume lying or faking; if history or patient complaint is questionable, **it is mandatory** to discuss with your provider who can rule out what might be a real and possibly serious medical complaint or concern.

R-Report and document all important findings, contacting the PM/HSA and/or on-call provider for **all critical issues**; **Report** all pertinent clinical issues when **handing off** patient to incoming staff or to receiving EMS and ED staff.

I-Information saves lives; review past jail records, request outside records; share all critical **information** with the people caring for the inmate-patient (PM/HSA, on-call provider, mental health staff, security staff).

V-Vital signs are **vital** and are required for all clinical contacts/visits/sick calls and must be documented; **always** address abnormal findings and report **critical vital signs** with your on-call provider.

E-Evaluate the patient for medical and mental health problems; use *SP/* Protocols; **ensure** proper housing-suicidal? Detoxing? Lower bunk for seizure history?

Always Do The Right Thing!



Mortality Review

MWCMG will conduct a site and corporate review of all in-custody inmate deaths. The facility review is conducted within the CQI program and will involve the facility physician, nurses, and other relevant personnel. The mortality review seeks to determine whether a pattern of symptoms was present that might have resulted in an earlier diagnosis and/or intervention that, in turn, might have prevented the death. The mental health staff will provide a psychological review as a component for inmate suicide reviews. Within the first 48 hours of the event, MWCMG will submit a preliminary report to the Woodbury County Jail Administration. The mortality and morbidity review is generally completed within thirty days after the death occurs. Timing is dependent upon the receipt of an autopsy report.

MWCMG will work with the Mental Health Provider to inform the Woodbury County Jail Administration as soon as possible after a mortality has occurred.

Quality Assurance Meetings and Reports

MWCMG coordinates quarterly Quality Assurance (QA) meetings with the Woodbury County Jail Administration to discuss health care services. Topics of discussion typically include:

- monthly statistics
- quality improvement findings
- infection control
- inmate grievances
- health and safety inspection reports
- relief plan updates
- other health care topics, as warranted
- offsite services report, including the purpose of the medical transport and result

Unlike other providers, who typically limit quality assurance or MAC meetings to a small, internal group, we typically invite and seek input from key members of the local health and medical community, including public health, community mental health, and other key stakeholders. This establishes and maintains unique and powerful alignment between the County, MWCMG, and community partners.



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

Minutes or summaries are maintained and shared with all committee members. MWCMG participates in external reviews, inspections, and audits as requested.

Safe Work Environment

MWCMG has policies and procedures designed to maintain a safe and healthful working environment in correctional facilities. Our program provides the safeguards, processes, and equipment needed to reduce or eliminate potential accidents and subsequent injuries.

- program structure that complies with all applicable laws and best practices relating to occupational safety and health
- safety manual that is geared for the correctional environment
- safety and risk management training for all our employees during orientation, annually and as needed
- oversight (including periodic audits) by a risk manager to ensure compliance



Staffing and Price Proposal

Staffing and Recruitment Policies

As correctional healthcare experts, we appreciate the need to provide the right mix and number of healthcare staff to cover the needs of the County. Understaffing is bad for morale, hampers productivity and can increase risk to staff and inmates, alike. Overstaffing adds needless costs to the County. We pride ourselves on staffing to the right level and ensuring that we are always fully staffed, as demonstrated by our commitment to leave no shift unfilled.

Credentialing

MWCMG adheres to the National Committee of Quality Assurance (NCQA) standards to ensure our health care staff and sub-contract staff are appropriately licensed, certified and registered to perform their assigned duties in compliance with applicable state and federal law. Health care staff may perform only those tasks permitted by their licensure and credentials, and within their scope of training. This is strictly enforced.

Credentials Verification

For all physicians and mid-level practitioners, MWCMG's HR department performs primary source verification on all standard credential verification elements to include:

- Education
- Licenses (for validity and current status)
- Any disciplinary actions taken against the potential employee
- Licensing Board restrictions

MWCMG's Human Resource Department also conducts primary source verification of credentials for all nursing and ancillary staff according to their licensure or certificate on a monthly basis. Using an internal, proprietary database verification tool, MWCMG's Human Resources team runs a monthly report containing every clinical staff member's permit, certification, and license renewal date. If any items are due to expire within the reporting month, a dedicated HR team member will notify the appropriate HSA to notify the staff member to update their verification credentials.

Once the staff member has updated their credentials, the partner-site's HSA notifies MWCMG's Human Resource department. A dedicated MWCMG



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

Human Resources team member will then update our verification database to reflect the updated status.

Credentials verification is performed for all licensed health care staff on a monthly basis to ensure licenses remain current and without restriction. We track all expiration dates for licenses in order to confirm their timely renewal.

As a condition of employment, all health care staff must agree to notify our HR Department and the site supervisor regarding any change in status of licensure, any filing of a malpractice claim, or any problem that may impair their ability to provide care.

We understand that initial and continued employment of healthcare personnel and subcontractors are subject to approval of the Woodbury County Jail. We will maintain open and ongoing communication with Woodbury County Jail staff throughout this process. MWCMG will submit all candidates for employment to the Woodbury County Jail for background checks and approval on a timely basis. We understand that, should the need arise, Woodbury County Jail may prohibit any MWCMG employee and/or independent contractor from entering the premises or performing any service with regard to our contract.

We understand that the Woodbury County Jail will run clearance for all prospective contract personnel prior to be considered for employment. Once the initial clearance is completed, the prospective employee will complete the background package supplied by the Woodbury County Jail and provide any certifications or personal identifying documents the Woodbury County Jail requires.

Once these steps are complete, MWCMG will require the applicant to sign a statement agreeing to abide by the County's rules. We will provide the Woodbury County Jail with the perspective employee's package to review and, if applicable, the Woodbury County Jail will schedule an interview.

MWCMG provides up to two-weeks of in-house documented orientation to any manager, supervisor or employee hired to provide healthcare services to the Woodbury County Jail. Specific training is adjusted per job description and all training will be complete within 30 days of employment

For every staff member we hire, we provide a thorough and successful orientation, critical to ensure an employee's success and, in turn, the overall success of the program. We ensure that, prior to orientation, all new personnel are properly cleared by security for entry into the Woodbury



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

County Jail. Our HSA will present an introduction to the medical unit class during each monthly training session. After security clearance has been obtained, our staff will attend security training to perform their essential job functions.

In addition to our orientation/training, each employee participates in the Jail's security orientation and attends training on an annual basis, or as required by the Woodbury County Jail Administrator. All new employees' security orientation will be arranged by our on-site HSA and the Woodbury County Jail Administrator. The HSA will provide the Woodbury County Jail Administrator with a copy of the MWCMG training program, if requested. . Per the County's request, positions requiring BLS-CPR certification will receive annual training to ensure all certifications are current.

Our orientation and ongoing training emphasize our obligation to our client, the inmate population, our community, co-workers and other vendors. Our program covers such topics as:

- Ethical standards
- Facility security issues
- 14-day health assessments
- Advanced clinical provider care
- Emergency care
- TB screening
- Equipment usage
- Code of conduct (including Facility code of conduct)
- Facility-specific procedures
- Conditions of employment
- Drug-free workplace
- Medication management (pill call)
- Infirmary/observation care
- General health care issues (i.e., dietary, laboratory, radiology, etc.)
- Stocking and restocking of medical supplies
- Safety issues
- Organizational / reporting structures
- Receiving screening (Intake health screening)
- MWCMG policies and procedures
- NCCHC/ACA standards of care
- Suicide prevention and intervention
- Confidentiality of records/HIPAA
- Sexual harassment and PREA
- UM referral process
- Segregation rounds
- Correctional health care and constitutional issues
- Sick call



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

- Chronic care
- Infection control program/OSHA guidelines/blood-borne pathogen policies
- Employee injury/exposure plan
- Inmate release/transfer – off-site referrals
- Alcohol and drug withdrawal
- Medical records management
- Hepatitis immunization
- Review of medical protocol and issues for pregnant inmates
- Training on specific requirements for federal or ICE detainees
- EMR training, if applicable
- Quality improvement/risk management
- Specific position orientation

MWCMG includes, as part of orientation and training, competency testing to determine and demonstrate the staff's understanding of topics covered in training as well as competency testing for required equipment. We also ensure our staff receives annual suicide prevention training. MWCMG submits an outline of our training program for the Woodbury County Jail Administrator's approval.

MWCMG keeps complete records of all training, and provides the Detention Administrator with written documentation of orientation within 30 days of completion. No employee receives clearance for work or an identification card until orientation is completed. Included in the documentation are the following items:

- employee name
- training date
- subject matter
- employee signature

All personnel files of MWCMG healthcare employees will be maintained at the Woodbury County Jail and will be available to the Woodbury County Jail Commander upon request.

Ongoing Training

MWCMG invests in our employees, setting aside up to two weeks per year for each employee for continuing education. We recognize the value of educated and well-informed health care professionals and simply want our employees to reach their full potential. In addition, we are aware that staff development, through the use of continuing education and training, assures



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

staff remains current in accepted medical procedures, diagnosis and treatment. Continuing education ultimately ensures and/or improves the quality of care. Therefore, we provide our qualified health care professionals with comprehensive, correctional-specific education that meets or exceeds accreditation standards for health care staff annually, including employees, agents, subcontractors, and service providers.

MWCMG provides initial and continuous education training for the Detention staff to support a total, integrated inmate health care program. Our in-service training supports the basic identification of inmates requiring immediate medical attention. It addresses emergencies and emergency prevention.

Staffing Matrix

MWCMG proposes the following staffing matrix for the Woodbury County Jail. We recognize that our staffing plan will result in additional labor cost to Woodbury County; however, MWCMG strongly believes that appropriate staffing and compensation is key to providing a quality program that also minimizes risks and costly off-site care. If we are selected as your medical services provider, Woodbury County will be making a commitment to enhancing the quality of your correctional healthcare program.

Woodbury County, Iowa Staffing Plan ADP 253										
Position	Scheduled Hours							Total Hours	FTEs	Facility
	SUN	MON	TUE	WED	THU	FRI	SAT			
Day Shift										
RN Supervisor		8.0	8.0	8.0	8.0	8.0		40.00	1.00	WCJ
RN	12.0	12.0	12.0	12.0	12.0	12.0	12.0	84.00	2.10	WCJ
LPN	12.0						12.0	24.00	0.60	WCJ
Evening/Night Shift										
RN	12.0	12.0	12.0	12.0	12.0	12.0	12.0	84.00	2.10	WCJ
LPN	12.0	12.0	12.0	12.0	12.0	12.0	12.0	84.00	2.10	WCJ
Medical and Mental Health Providers										
PA/NP	6 hours per week							6.00	0.15	WCJ
Physician	4 hours per week, on-call 24/7							4.00	0.10	WCJ
Psych NP or PA	4 hours per week, on-call 24/7							4.00	0.10	WCJ
LCSW	24 hours per week, on-call 24/7							24.00	0.60	WCJ
Totals								354.00	8.85	WCJ

The above plan reflects additions to your existing staffing levels as follows:

- 2.7 FTEs - Additional nursing staff (LPNs) provides for two nurses to be on-site at all times during the evening/night shift, and during weekends and most hours on the day shift. This additional staff will decrease Woodbury County's liability and deliver the quality of care which meets national accreditation standards.



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

- .65 FTEs – Enhanced staffing for mental health care to provide timely and appropriate attention to initial screening, mental health evaluations, medication prescribing and management, suicide prevention, crisis intervention, treatment plans and discharge planning.
- .17 FTEs – Additional on-site Physician/Physician's Assistant (PA) hours. The addition of an on-site Physician/PA will decrease liability and risk, which reduces the County's overall correctional management costs in the long-run.

Cost Proposal



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

Woodbury County, IA Cost Proposal Summary	
ADP Overview	
Average Daily Adult Population	250
Per Diem for ADP Below 225 (Rebate) or Over 275 (Premium)	\$2.94
On-Site Services	
Medical Services 24/7	✓
On-Call Coverage by MD and/or FNP/PA 24/7	✓
Mental Health Services, including 24/7 On-Call Coverage	✓
Tailored, Comprehensive Policies and Procedures	✓
Dental Services - Optional Add-on, see below	Optional
Medical and Office Supplies	✓
Medical Waste Removal	✓
Training for Custody Staff	✓
Administrative and Support Services	
Comprehensive Medical Malpractice Insurance (\$2mm/\$5mm)	✓
Corporate Management and Oversight	✓
Full-time On-Site Health Services Administrator (RN)	✓
Support by Regional Director of Operations	✓
Offsite Services ¹	
Arrange, Coordinate and Oversee Required Off-site Care, including: Hospitalization, ER, Ambulance	✓
Utilization Management, Including Cloud-Based e-Referral and e-Consult application	✓
Pharmacy Services ²	
Pharmaceutical Management	✓
Corrections-Specific Formulary	✓
OTC and Prescription Pharmaceuticals ²	See Note ²
Cost Proposal - Year One ^{1, 2, 3}	
Monthly rate (excludes pharmaceuticals) ^{1, 2}	\$ 110,193
Annual rate (excludes pharmaceuticals) ^{1, 2}	\$ 1,322,321
Optional add-on services - annual rate	
<i>Onsite Dental Services</i> ³	\$ 25,479
<i>CorEMR - Electronic Medical Records System</i>	\$ 11,025
¹ Offsite costs subject to \$225,000 annual limit.	
² MWCMG will not be responsible for the cost of pharmaceuticals provided by the County's contracted pharmacy provider.	
³ Cost for currently provided dental services to remain the responsibility of Woodbury County. Mobile onsite dental services provided as an optional add-on.	
³ Annual renewal pricing to be based on the percentage increase for the previous 12-month period in the Medical Care Services component of the Consumer Price Index, as published by the U.S. Department of Labor, not to exceed 4.0 %.	

Comprehensive Medical and Pharmaceutical Services

MWCMG will provide the County with a comprehensive program including all staffing, and all onsite, offsite and support services described in our proposal and outlined in the previous Cost Proposal table.



Pharmacy

We understand that Woodbury County currently uses Drilling Pharmacy to supply over-the-counter and prescription pharmaceuticals, and prefers to continue doing so. Our proposal includes the management and administration of medications, but **EXCLUDES** the cost of medications provided by Drilling Pharmacy.

Offsite Costs

MWCMG will be responsible for all offsite costs incurred, including inpatient, outpatient, specialists, ambulance transportation and offsite laboratory and diagnostic services, subject to a \$225,000 annual limit. We established this limit based on our extensive experience in managing facilities similar in size to Woodbury County Jail, and we believe we can realize significant offsite cost savings for the County. Costs incurred in excess of the annual limit will be the financial responsibility of the County. 100% of unused funds below the limits will be rebated to the County after a 180-day reconciliation period.

Adjustments to ADP

This proposal is based on a base average daily population (ADP) of 250 total adult inmates. If, in any calendar month, the ADP exceeds 275 inmates, the County will pay MWCMG a per diem of \$2.94 per inmate to be reconciled quarterly. If, in any calendar month, the ADP falls below 225 inmates, MWCMG will credit the County a per diem of \$2.94 per inmate to be reconciled quarterly.

This per diem is intended to cover additional costs in those instances where short-term changes in the inmate population result in higher utilization of routine supplies and services. It is not intended to cover additional fixed costs, such as new staffing that might be required if the ADP increases significantly and for a sustained period. In such cases, MWCMG would propose to negotiate a mutually agreeable contract price increase to accommodate the needs of an increased inmate population. If the County experiences a sustained decrease in inmate population, MWCMG is willing to discussing changes in staffing levels that would be possible while maintaining quality care.



Optional Services

In addition to our comprehensive medical services, MWCMG is also able to provide the optional services described below:

1. On-Site Mobile Dental Services

We understand that the County currently works with Dr. Rick Kava for the Jail's dental needs. If the County would like to consider an on-site option, MWCMG is able to provide mobile dentistry services. All services currently provided by Dr. Kava will then be provided on site by a licensed dentist. Treatment will be provided based on the inmate's length of stay and priorities. Please refer to [Dental Care in our Scope of Services](#) section for additional details regarding these services.

By providing on-site mobile dentistry, the County can predictably manage and schedule dental care, limit transports and, in turn, decrease overall healthcare costs and reduce the County's risk.

Annual Cost for Eight Hours every six weeks of Dental	\$25,479
MWCMG Comprehensive Healthcare Total with Dental	\$1,347,800

2. Electronic Medical Records (EMR) System

As described more fully on [page 58](#) of this proposal, MWCMG can implement the CorEMR System for Woodbury County Jail. The annual cost below includes installation, integration with the existing JMS, hardware and license fees.

Annual Cost for CorEMR	\$11,025
MWCMG Comprehensive Healthcare Total with CorEMR	\$1,333,346

Renewal Pricing

The annual cost presented in this cost proposal will remain in effect through an initial 12-month contract period. For subsequent annual renewals beyond the initial 12-month contract period, MWCMG proposes annual price increases based on the percentage increase for the previous 12-month period in the Medical Care Services component of the Consumer Price Index (CPI), as published by the United States Department of Labor, not to exceed 4.0 percent.



Contract References

Our customer satisfaction is without parallel, and our customers are not just satisfied, but enthusiastic supporters and references. Our average customer tenure is 15 years, and after 32 years we have only two former customers. Eight customers have switched from CMGC to another provider, and six of these have come back after the new provider failed to meet expectations.

Below we are listing a complete list of our client-partners. We welcome Woodbury County Jail to contact any one of our clients. This is how confident we are in our partner-relationships.

County Name & Address	ADP	Years Active	Services	Contact
Amador County Amador County Main Jail 700 Court Street Jackson, California 95642	80	Jun-99	Medical, Dental, Mental Health	Sheriff Martin Ryan http://www.amadorsheriff.org 209-223-6500
Ben Hill County Ben Hill County Jail 255 Appomattox Road Fitzgerald, GA 31750	140	2011	Medical, Dental, Mental Health	Sheriff Bobby McLemore benhillcounty.com/contact/sheriff.htm 229-759-3328
Brunswick County Brunswick County Detention Center 70 Stamp Act Drive Bolivia, NC 28422	447	2012	Medical, Dental, Mental Health	Chief Charlie Miller cmiller@brunscoco.net 910-253-2752
Buncombe County Buncombe County Detention Center 20 Davidson Drive Asheville, NC 28801	600	2011	Medical, Dental, Mental Health	Chief Glen Matayabas Glen.Matayabas@buncombecounty.org 828-250-4578
Butte County Butte County Main Jail 33 County Center Drive Oroville, CA 95965 Butte County Juvenile Hall 41 County Center Drive Oroville, CA 95965	587	May-02	Medical, Dental, Mental Health	Sheriff Kori Honea infosheriff@buttecounty.net 530-538-6759
Calaveras County Calaveras County Jail 1045 Jeff Tuttle Drive San Andreas, CA 95249	80	Jun-99	Medical, Dental, Mental Health	Sheriff Rick DiBasilio http://co.calaveras.ca.us/departments/sheriff.html 209-754-6500
Chaves County Chaves County Detention Center 3701 S Atkinson Roswell, NM 88203	320	Jul-15	Medical, Dental, Mental Health	Director Clay Corn ccorn@co.chaves.nm.us 575-624-6517
Collin County Collin County Detention Facility 4300 Community Ave. McKinney, TX 75071	1078	Oct-15	Medical, Dental, Mental Health	Terry G. Box, Sheriff sheriffbox@collincountytx.gov 972-547-5100
Columbus County Columbus County Detention Center	192	2013	Medical, Dental, Mental Health	Captain Clementine Thompson cthompson@columbusco.org 910-642-6551



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

County Name & Address	ADP	Years Active	Services	Contact
805 Washington Street Whiteville, NC 28472				
Colusa County Colusa County Correctional Facility 929 Bridge Street Colusa, CA 95932	65	Jun-00	Medical, Dental	Sheriff Joe Garofalo http://www.colusasheriff.com 530-458-0208
Cook County Cook County Jail 1000 County Farm Road Adel, GA 31620	150	2013	Medical, Dental, Mental Health	Major Jimmy Hill j.hill@cookcogasheriff.com 229-896-7471
Douglas County Douglas County Jail 4000 Justice Way, Suite 2630 Castle Rock, CO 80109	330	Feb-16	Medical, Dental	Captain Kevin Duffy dcso@douglas.co.us 303-814-7037
Effingham County Effingham County Jail 601 North Laurel Street Springfield, GA 31329 Effingham County Correctional Institute 321 Highway 119 South Springfield, GA 31329	390	2004	Medical, Dental, Mental Health	Chief Richard Bush rbush@effinghamcounty.org 912-754-9715 Warden Bill Tomokins btomokins@effinghamcounty.org 912-754-2108
El Dorado County Placerville Jail 300 Fair Lane Placerville, CA 95667 El Dorado County Juvenile Hall 299 Fair Lane Placerville, CA 95667 South Lake Tahoe 1051 Al Tahoe Blvd. South Lake Tahoe, CA 96150 El Dorado Juvenile Treatment 1041 Al Tahoe Blvd, South Lake Tahoe, CA 96150	120	Jun-96	Medical, Dental, Mental Health	Undersheriff Randy Peshon http://www.edcgov.us/sheriff 530-642-4706
Garland County Garland County Adult Detention Center 525 Ouachita Avenue Hot Springs, AR 71901 Garland County Juvenile Detention 222 Woodbine Street Hot Springs, AR 71901	202	Jan-15	Medical, Dental, Mental Health	Sheriff Michael McCormick mmccormick@garlandcounty.org 501-760-1805
Glenn County Glenn County Jail 141 S Lassen Street Willows, CA 95988 Glenn County Juvenile Hall 306 N Villa Ave. Willows, CA 95988	120	Nov-09	Medical, Dental, Mental Health	Sheriff Rich Warren gcsoadmin@countyofglenn.net 530-934-6441
Halifax County Halifax County Adult Detention Center 355 Ferrell Lane Halifax, NC 27839	120	2013	Medical, Dental, Mental Health	Major Jay Burch burchj@halifaxnc.com 252-593-1010



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

County Name & Address	ADP	Years Active	Services	Contact
Haywood County Haywood County Detention Center 1620 Brown Avenue Waynesville, NC 28786	120	2014	Medical, Dental, Mental Health	Sheriff Greg Christopher GChristopher@haywoodnc.net 828-356-2863
Henderson County Henderson County Detention Center 375 1st Avenue East Hendersonville, NC 28792	254	2015	Medical, Dental, Mental Health	Captain Jim Player jplayer@hendersoncountync.org 828-694-3091
Hertford County Hertford County Detention Center 701 North Taylor Street Winton, NC 27986	92	2013	Medical, Dental, Mental Health	Mary White mary.white@hertfordcountync.gov 252-358-7906
Humboldt County Humboldt County Correctional Facility 826 Fourth Street Eureka, CA 95501 Humboldt County Probation Department 2002 Harrison Ave. Eureka, CA 95501	285	Jul-96	Medical, Dental	Sheriff Mike Downey hso@co.humboldt.ca.us 707-445-7251
Imperial County Imperial County Jail - Regional Adult Detention Facility (RADF) 328 West Applestill El Centro, CA 92244 Minimum Security Facility Herbert Hughes Correctional Center (HHCC) 328 West Applestill El Centro, CA 92244	475	Jan-95	Medical, Dental, Mental Health	Sheriff Raymond Loera rloera@icso.org 442-265-2000
Lake County Lake County Correctional Facility 4913 Helbush Drive Lakeport, CA 95453 Lake County Juvenile Home 1111 Whalen Way Lakeport, CA 95453	280	Jan-96	Medical, Dental, Mental Health	Sheriff Brian Martin http://www.lakesheriff.com 707-262-4200
Lane County Adult Corrections Division 101 West 5th Avenue Eugene, OR 97401	326	Jul-15	Medical, Dental, Mental Health	Captain Dan Buckwald Adult.Corrections@co.lane.or.us 541-682-4263
Lassen County Lassen County Jail 1405 Sheriff Cady Road Susanville, CA 96130 Lassen County Juvenile Detention Center 1425 Chestnut Street Susanville, CA 96130	120	Feb-15	Medical, Dental, Mental Health	Sheriff Dean Growdon sheriff@co.lassen.ca.us 530-257-6121
Lee County Lee County Jail 119 Pineland Road Leesburg, GA 31763	120	2010	Medical, Dental, Mental Health	Major Jennifer Dunbar jdunbar@lee.ga.us 229-759-3334



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

County Name & Address	ADP	Years Active	Services	Contact
Madera County Madera County Jail 14191 Road 28 Madera, CA 93638 Madera County Juvenile Detention 28219 Ave 14, Madera, CA 93638 Madera County Juvenile Boot Camp 28261 Avenue 14 Madera, CA 93638	450	Apr-09	Medical, Dental, Mental Health	Chief Manual Perez MaPerez@co.madera.ca.gov 559-675-7951
Mendocino County Mendocino County Jail 951 Low Gap Road Ukiah, CA 95482	300	Nov-90	Medical, Dental, Mental Health	Sheriff Thomas Allman sheriff@mendocinosheriff.com 707-463-4411
Merced County Merced County Main Jail 700 West 22nd Street Merced, CA 95340 John Latorraca Correctional Facility 2584 W. Sandy Mush Road El Nido, CA 95317	595	Jan-02	Medical, Dental, Mental Health	Sheriff Vern Warnke http://www.co.merced.ca.us/sheriff 209-385-7444
Monterey County Monterey County Jail 1414 Natividad Road Salinas, CA 93906 Juvenile Hall 1420 Natividad Road Salinas, CA 93906	1006	Jan-84	Medical, Dental, Mental Health	Sheriff Steve Bernal http://www.montereysheriff.org 831-755-3702
Napa County Napa County Jail 1125 3rd Street Napa, CA 94559 Napa County Juvenile Hall 212 Walnut Street Napa, CA 94559	235	Jul-00	Medical, Dental, Mental Health	Director Lenard Vare corrections@countyofnapa.org 707.253.4401
Nevada County Wayne Brown Corrections Facility 925 Maidu Avenue Nevada City, CA 95959 Carl F. Bryan II Juvenile Hall 15434 CA-49 Nevada City, CA 95959	225	Feb-92	Medical, Dental, Mental Health	Sheriff Keith Royal sheriff@co.nevada.ca.us 530.265.1471
Otero County Otero County Detention Center 1958 Dr M.L.K. Jr. Drive Alamogordo, NM 88310	65	Aug-15	Medical, Mental Health	Director Dan Stump dstump@co.otero.nm.us 575.439.2125 (work)
Placer County Auburn Main Jail 2775 Richardson Drive Auburn, CA 95603 South Placer Jail 11801 Go For Broke Road Roseville, CA 95678	646	Oct-88	Medical, Dental, Mental Health	Sheriff Ed Bonner EBonner@placer.ca.gov 530.889.7800



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County Name & Address	ADP	Years Active	Services	Contact
Pender County Pender County Jail 104 N. Walker Street Burgaw, NC 28425	92	2015	Medical, Dental, Mental Health	Captain Sam Jones sam.jones@pendersheriff.com 910-259-1500
San Benito County San Benito County Jail 710 Flynn Road Hollister, CA 95024 Juvenile Hall 708 Flynn Road Hollister, CA 95023	135	Jul-04	Medical, Dental	Sheriff Darren Thompson info@sbcsheriff.org 831-636-4080
San Diego County Kearny Mesa Juvenile Detention Facility 2801 Meadow Lark Drive San Diego, CA 92123 Camp Barrett Youth Corrections 21077 Lyons Valley Road Alpine, CA 91901 Work Furlough-Correctional Alternatives 551 S 35th Street San Diego, CA 92113 East Mesa Reentry Facility 446 Alta Rd #5200 San Diego, CA 92158 Otay Detention Facility 446 Alta Road, Suite 5400 San Diego, CA, 92143	514	Mar-99	Medical	Chief Probation Officer, Adolfo Gonzales adolfo.gonzales@sdcounty.ca.gov 858-514-3200
Sandoval County Sandoval County Detention Center 1100 Montoya Road Bernalillo, NM 87004	380	14-Jul	Medical, Mental Health, On-site Ancillary & EMR	Director Al Casamento acasamento@sandovalcountynm.gov 505-867-5339
Santa Cruz County Santa Cruz Main Jail 259 Water Street Santa Cruz, CA 95060 Blaine Street Women's Facility 141 Blaine Street Santa Cruz, CA 95060 Rountree Men's Medium Facility 90 Rountree Lane Watsonville, CA 95076	445	Sept-12	Medical, Dental	Sheriff Jim Hart shf177@santacruzcounty.us 831-454-7619
Shasta County Shasta County Jail 1655 West Street Redding, CA 96001	460	97 to 05 Jul-08	Medical, Dental, Mental Health	Sheriff Tom Bosenko sheriff@co.shasta.ca.us 530.245.6167
Solano County Solano County Justice Center 500 Union Ave Fairfield, CA 9453 Stanton Correctional Facility 2450 Clay Bank Road Fairfield, CA 94533	944	Mar-04	Medical, Dental, Mental Health	Sheriff Tom Ferrara solanocounty.com/depts/sheriff/contact_us 707-784-7000



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

County Name & Address	ADP	Years Active	Services	Contact
Claybank Detention Facility 2500 Clay Bank Road Fairfield, CA 94533 Solano County Juvenile Hall 740 Beck Ave, Fairfield, CA 94533				
Sonoma County Main Adult Detention Facility 2777 Ventura Ave. Santa Rosa, CA 95403 North County Detention Facility 2254 Ordinance Road Santa Rosa, CA 95403	1120	Feb-00	Medical, Dental	Sheriff Steve Freitas www.sonomasheriff.org 707-565-3520
Stanislaus County Adult Detention Center 805 12th Street Modesto, CA 95354 Public Safety Center 200 Hackett Road Modesto, CA 95358 Stanislaus County Probation 2215 Blue Gum Ave. Modesto, CA 95358 Stanislaus County Juvenile Commitment Center 1241 Hawks Flight Court El Dorado Hills, CA 95762	1179	93 - 08 Mar-13	Medical, Dental Mental Health	Sheriff Adam Christianson chradam@stanislaussheriff.com 209-567-4468
Sumter County Sumter County Jail 352 McMath Mill Road Americus, GA 31719 Sumter County Correctional Institute 346 Mc Math Mill Road Americus, GA 31719	300	2013	Medical, Dental Mental Health	Col Eric Bryant ebryant@sumtercountyga.us 229-924-4094 Warden Jimmie Colson, jcolson@sumtercountyga.us 229-928-4582
Teller County Terrell County Correctional Institute 3110 Albany Highway Dawson, GA 39842 Terrell County Jail 3108 Albany Highway Dawson, GA 39842	140 55	2011	Medical, Dental Mental Health	Warden J.W. (Billy) MClung warmcclung1@aol.com 229-995-5381 Sandra Walker, Jail Administrator swalker1016@windstream.net 229-995-4488
Thomas County Thomas County Jail 921 Smith Avenue Thomasville, GA 31799	300	2012	Medical, Dental Mental Health	Captain Ron James patrol1@rose.net 229-225-3312
Tuolumne County Tuolumne County Correctional Facility 175 Yaney Ave. Sonora, CA 95370	140	Dec-99	Medical, Dental	Sheriff Jim Mele sheriff@tuolumnecounty.ca.gov 209-533-5858
Transylvania County Transylvania County Detention Center	140	2009	Medical, Dental Mental Health	Captain Eddie Lance elance@transylvaniasheriff.org 828-553-9812 828-553-9814



Proposal to Provide Inmate Medical Services at the Woodbury County Jail

County Name & Address	ADP	Years Active	Services	Contact
153 Public Safety Way Brevard, NC 28712				
Valencia County Valencia County Detention Center 436 Courthouse Road Los Lunas, NM 87031	165	Mar-16	Medical, Mental Health	Warden, Joe Chaves Joe.chaves@co.valencia.nm.us 505-565-8900
Ventura County Ventura County Jail 2101 E Olsen Road Thousand Oaks, CA 91360 Pre-Trial Detention Facility 800 S Victoria Ave. Ventura, CA 93009 Todd Road Detention Facility 600 Todd Road Santa Paula, CA 93060 Juvenile Justice Center 4333 E Vineyard Ave. Oxnard, CA 93036	1620	Nov-87	Medical, Dental Mental Health	Sheriff Geoff Dean geoff.dean@ventura.org 805-654-2490
Wayne County Wayne County Jail 1892 South Macon Street Jesup, Georgia 31545	180	2009	Medical, Dental Mental Health	Captain Bo Jackson gjackson@co.wayne.ga.us 912-427-5975
Wichita County Wichita County Jail 900 7th Street Wichita Falls, TX 76301	557	Mar-16	Medical, Dental, Partners with MH	Chief Deputy Derek Meador derek.meador@co.wichita.tx.us 940-766-8170
Yolo County Monroe Detention Center 140 Tony Diaz Drive Woodland, CA 95776 Walter J. Leinberger Memorial Center 2420 East Gibson Road Woodland, CA 95776 Yolo County Juvenile Hall 2880 E Gibson Road Woodland, CA 95776	375	Jul-90	Medical, Dental Mental Health	Sheriff Ed Prieto 530.668.5284