



PROPOSAL FOR  
HEALTH CARE SERVICES  
JEFFERSON PARISH CORRECTIONAL CENTER  
Resolution No. 140422 – SOQ 22-052

January 6, 2022 – 3:30 P.M.

Central Bidding  
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January 4, 2023

Via e-Procurement Site ([www.jeffparishbids.net](http://www.jeffparishbids.net))  
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General Government Building  
200 Derbigny Street, Suite 6700  
Gretna, LA 70053

*RE: Proposal to Continue to Provide Health Care Services  
for the Jefferson Parish Correctional Center, Resolution No. 140422, SOQ 22-05*

CorrectHealth Jefferson, LLC is pleased to submit this proposal to continue to provide health care services, mental health services, dental services, and infirmary care for the Jefferson Parish Correctional Center in response to Resolution Number 140422, Request for Statement of Qualifications 22-052.

We are proud of many of our accomplishments since becoming the contractor for inmate medical services for the Jefferson Parish Correctional Center (JPCC) sixteen years ago. As you know, our relationship with Jefferson Parish and the Jefferson Parish Sheriff's Office (JPSO) began in January 2006, following the devastation of Hurricane Katrina. The day after CorrectHealth assumed responsibility for health services at JPCC, inmates who had been evacuated in August 2005 as a result of Hurricane Katrina damage began to successfully return to the Facility. Since that time, we have developed a robust, comprehensive healthcare program for the JPCC, which includes a robust electronic medical records (EMR) management system with redundancy, an electronic pharmaceutical management system with redundancy, the opening of the Infirmary, and the development and implementation of a Facility-specific disaster preparedness plan. We were able to test our disaster preparedness plan in 2008 in connection with Hurricane Gustav, and the several that have followed, working with the JPSO to efficiently evacuate the Facility and later screen all inmates for changes in medical conditions upon their return. We are even more proud of our team's response to Hurricane Ida, where we were able to use our lessons learned during these storms to test our systems' redundancies and come up with creative solutions to continue to provide health care at JPCC and access electronic records and telehealth specialists utilizing wireless capabilities.

Additionally, CorrectHealth has maintained NCCHC Accreditation for the Jefferson Parish Correctional Center during our entire tenure. Our latest re-accreditation took place in 2017, with COVID-19 and Hurricane Ida delaying reaccreditation surveys throughout Louisiana.

Our other milestones and program enhancements implemented over the past sixteen years include, but are not limited to, the following:

- A 14-bed Infirmary was opened within the Facility (2006).
- New systems for healthcare delivery were put into place at JPCC, and X-ray, lab, psychiatric services, and dental services were reestablished at the Facility (2006).
- CorrectHealth reduced the number of offsite transports at JPCC by approximately 94%, which allowed the Sheriff's Office to reassign the transport division (2006).
- CorrectHealth assisted with housing of Plaquemines Parish inmates at JPCC (2007).
- Services at the Facility were expanded to include a Post-Traumatic Stress Group for female inmates, Alcoholics Anonymous, and Narcotics Anonymous (2008).
- CorrectHealth developed a Facility-specific pandemic flu disaster plan, which included offering all at-risk inmates an H1N1 and Seasonal Flu Vaccine, weekly monitoring, and coordinating data collection and reporting with JPSO and state and local authorities (2009).
- CorrectHealth assisted with the successful transition of Plaquemines Parish inmates to Orleans Parish without incident (2009).

- An administrative committee was formed with representatives of CorrectHealth, CBM, Jefferson Parish Community Justice Agency, and JPSO to address physical plant issues, equipment issues, and accreditation issues that affected all entities, including healthcare (2010).
- Members of CorrectHealth began to serve on the Jefferson Parish Mental Health Task Force (2010).
- Members of CorrectHealth were asked to serve on the Jefferson Parish Forensic Collaborative to investigate the mental health needs of the inmates and the development of a Mental Health Court in Jefferson Parish (2010).
- CorrectHealth participated in LSU Interim Hospital's utilization management system to ensure that the inmates who need care at the hospital and clinics are receiving it (2010).
- CorrectHealth successfully began t-Spot TB testing in the Facility (2010).
- CorrectHealth implemented LSU's Telemedicine program at JPCC - accessing Specialty Care Providers (Medicine, ENT, Dermatology, Cardiology, etc.) at the LSU Interim Hospital without inmates having to leave the Facility (2010).
- CorrectHealth added a new full time Licensed Clinical Social Worker position to the mental health team (2010).
- CorrectHealth began participating in the STD/HIV testing program with the Louisiana Office of Public Health (2010).
- Med pass process and procedure was revised with a combined committee of JPSO correctional staff and CorrectHealth staff (2010).
- Diamond Pharmacy Services became our new Pharmacy provider (2012).
- A major restructuring of the medical department work flow (including intake processes) was performed in association with JPCC Staff, resulting in staffing changes and increased productivity (2012).
- Increased surveillance of JPCC population when there was a nationwide shortage of TB testing serum (2013).
- In house OB services were added to the Facility (2013).
- A multidisciplinary sanitation committee was instituted to evaluate and recommend health and hygiene improvements for the Facility (2013).
- A new CorrectHealth electronic utilization management system was put into place to better manage inmate medical care and treatment outside of the Facility (2014).
- Sapphire eMAR was implemented, allowing for greater management of medication administration at the Facility (2014) and interface with Diamond Pharmacy.
- Memorandum of Understanding negotiated with LSUMC to access specialty care and 340B pharmacy pricing (2014).
- Implementation of telemedicine, increasing access to care, improving patient care (2015).
- Full Implementation of Electronic Health Record, CorEMR (2016).
- Collaborated with the JPSPD regarding the suicide prevention and step-down. Initiating plans to continue to monitor inmates following their release from suicide watch (2017).
- Collaborated with the JPHSA and the courts regarding continuum of care for the arrestees and inmates that are addicted to drugs. Education and intervention to assist in decreasing recidivism throughout the facility (2018).
- We worked with Jefferson Parish to implement the criminal justice COVID-19 testing/screening program to safely re-open the court system (2021).
- We upgraded from CorEMR to Sapphire, which is a more robust and secure EMR system that allows interface with local hospitals, providers, and the Greater New Orleans Health Information Exchange (2022). As Sapphire also provides eMAR and is affiliated with Diamond Pharmacy, this enabled greater efficiencies and greater access to patient information (e.g., prescription history).

In addition to these accreditation and other successes, we are proud to have an experienced workforce with a stellar leadership, and our work with Jefferson Parish and JPSO to protect inmates and Correctional Center personnel during the COVID-19 state of emergency. However, we also are acutely aware of the challenges resulting from the dual disasters of the COVID-19 pandemic and Hurricane Ida in maintaining a consistent, stable correctional healthcare workforce, including the high costs of utilizing agency nurses to fill vacancies. The current challenges we face with use of agency personnel are not unique to the Correctional Center, Jefferson Parish, or Louisiana. On March 1, 2022 the American Hospital Association sent a letter to the U.S. House of Representatives declaring the current nursing and healthcare workforce shortages to be “a national emergency that demands immediate attention from all levels of government”. That said, our care philosophy and recruitment strategy is local. We have an extensive presence in the Jefferson Parish and Louisiana. We understand better than any other correctional provider the challenges attracting and maintaining qualified staff in this market. We are committed to continuing to provide an experienced, responsive work force at the Correctional Center. Our budget assumes the pandemic and hurricane effects will continue to drive up costs and require some use of agency staff during in the near term. Yet, we have also taken into account our recent successes in recruiting and retain non-agency staff with increased wages (since April 2022). Thus our proposal reflects the current realities of the market, including nursing shortages, but contemplates that these challenges will be met and we can restore the level of pre-pandemic services at a lower cost structure.

Our proposal reflects our commitment to re-establish, build upon, and continually improve upon our partnership with Jefferson Parish and the Sheriff’s Office. As you know, CorrectHealth has the clinical and business experience, financial and personnel resources, relationships, and capabilities necessary to provide a high quality, effective inmate healthcare program for the Jefferson Parish Correctional Center. Our innovative approach and flexibility extends beyond merely providing healthcare, as is illustrated by our work with the JPSO attorneys to develop a cohesive risk management approach to inmate related liability. We consider ourselves a part of the community, as is further evident by our partnership with Jefferson Parish to reopen the courts during COVID-19.

We hope you will find that our proposal is based on our past successful performance, our Company’s longstanding record of providing correctional healthcare, and our plans to continue to innovate and improve services in the future. We would be honored to continue to serve Jefferson Parish.

Please refer to our Statement of Qualifications for a detailed description of our Healthcare Program, Program Support Services, Personnel Services, and Cost Proposal. Further, as requested in the Public Notice, we have completed a *General Professional Services Questionnaire*, which can be found in Tab A.

If you should have any questions regarding our services or this proposal, please do not hesitate to contact me. As a Louisiana native and a graduate of LSU Medical School, I remain fully committed to continue providing Jefferson Parish with high quality, cost-effective, comprehensive healthcare inside the walls of the Jefferson Parish Correctional Center.

Sincerely,

A handwritten signature in black ink, appearing to read "Carlo A. Musso".

Carlo A. Musso, M.D.  
President, CorrectHealth Jefferson, LLC

## Section 1 - CorrectHealth Executive Summary

**Louisiana Presence & Experience.** For more than 20 years, CorrectHealth has provided high-quality, cost-effective healthcare to inmate populations throughout the southeastern United States. We provide correctional healthcare services to nearly 20,000 maximum, medium, minimum security, pre-release, and transitional inmates in 49 facilities.

**We have proudly served as the correctional healthcare provider for the Jefferson Parish Correctional Center for the past sixteen years.** Some of our accomplishments and program enhancements over these sixteen years are highlighted in the cover letter above. Our existing community linkages are outlined below. We hope to seamlessly continue offering quality, cost-effective services under the future contract. Our clinical and leadership team understand the needs of the Correctional Center and are best positioned to ensure continued improvements and innovations without disruption or delay.

**With a 16 year presence in the State of Louisiana, we also understand the unique needs of the market. CorrectHealth currently manages 11 jails with over 5,000 inmates throughout the state, as illustrated in the map below.**



### Existing Community Linkages.

**Our Commitment and Existing Relationships.** CorrectHealth will continue to serve as a liaison with local, state and federal agencies with jurisdiction over health care and medical care in the correctional environment. Further, in as much as possible, CorrectHealth will utilize public agencies such as mental health services, substance abuse services, and public health services to reduce costs to the Parish, including, but not limited to: the tuberculosis clinic provided by the Office of Public Health (OPH); HIV screening, testing and informational materials provided by OPH; specialty clinic services and hospitalization provided by the Medical Center of Louisiana, including surgical or orthopedic, prenatal, elective and emergency hospital services; specialty services for HIV, including medications provided by the Medical Center of Louisiana; and forensic social work services. An explanation of our collaborative relationships with community providers includes, but is not limited to:



**Jefferson Parish Human Services Authority.** CorrectHealth works hand in hand with the Jefferson Parish Human Services Authority (JPHSA), the Provider of behavioral health services in Jefferson Parish.

- When arrestees with behavioral health needs come into the JPCC, CorrectHealth staff contact JPHSA to determine if the arrestee is receiving services from JPHSA. If so, healthcare information is shared between CorrectHealth staff and JPHSA, after appropriate patient consents are obtained. This allows JPHSA and CorrectHealth to continue care and immediately begin discharge planning for the patient's release back into the community.
- JPHSA has been awarded a Federal Bureau of Justice administration-planning grant. This grant supports JPHSA in their initiation and coordination of a Parish-wide collaborative effort to assess the needs of adults with mental illness who have been involved with the criminal justice system and to develop a strategic plan to help intercept them and provide services instead of incarceration. CorrectHealth was asked to participate in this collaborative effort. We have also participated in service planning meetings. CorrectHealth has worked collaboratively with the JPHSA by providing statistical information and by sharing our expertise in the incarceration processes for the mentally ill offender.

**Jefferson Parish Mental Health Task Force.** CorrectHealth is also an active participant in the Jefferson Parish Mental Health Task Force. This group meets monthly to allow those who treat and care for the mentally ill in Jefferson Parish to coordinate services and establish contacts to better serve the community and patients. Participants in this Task Force include: the Jefferson Parish Sheriff's Office, JPHSA, various mental health advocacy groups, local hospitals - both public and private, Veterans Affairs, the Jefferson Parish Coroners' Office, and CorrectHealth. This Task Force has provided a forum to allow for improved communication and enhanced continuity of care for the mentally ill of Jefferson Parish.

**Metropolitan Women's Center.** CorrectHealth coordinates a group run by the Metropolitan Center for Women for victims of sexual assault and domestic violence. The females who attend this group are screened by CorrectHealth staff and are referred for participation. *This support group averages over 150 encounters annually with women at the Jefferson Parish Correctional Center.*

**AA / NA Groups.** CorrectHealth coordinates both an Alcoholics Anonymous group and a Narcotics Anonymous group at the Jefferson Parish Correctional Center. The inmates may request to attend these meetings or they may be referred to the groups by CorrectHealth staff and/or our Mental Health Staff.

**Jefferson Parish Coroner's Office, Forensic Division.** CorrectHealth works closely with the Jefferson Parish Coroner's Office, Forensic Division. Specifically, when a patient is to be released who is having bizarre behavior, suicidal ideations or is psychotic and cannot safely be released to the street, we try to have a family member or significant other pick them up. If this is not possible, an Order of Protective Custody (OPC) is obtained through the Coroner's office. Then, the Jefferson Parish Sheriff's Office can transport the patient to a local hospital for observation and continued treatment.

**Louisiana Department of Health and Hospitals, Office of Public Health, Center for Preventative Health.** CorrectHealth actively participates with the Louisiana Department of Health and Hospitals, Office of Public Health, Center for Preventative Health.

- **Tuberculosis Testing.** CorrectHealth coordinates tuberculosis (TB) testing at the Jefferson Parish Correctional Center with the State TB Control Office / Tuberculosis Control. In November 2010, CorrectHealth implemented a T-Spot testing program, which is one of the latest diagnostic tests available, to rule out latent TB. All inmates who are seen in our TB Clinic are reported to the State TB



Control Office by an established system set up by that Office, which allows for follow-up after release or transfer to another facility.

- *HIV Testing.* The New Orleans area has one of the highest conversion rates of new HIV cases in the United States and CorrectHealth believes it best serves our community to test and identify individuals who have been infected with HIV, in order to allow for earlier treatment and education to prevent further transmission, as well as promote longer and healthier lives for those affected. Thus, at **no cost to Jefferson Parish**, CorrectHealth provides Rapid HIV testing during Intake Screening for those inmates who wish to be tested. All testing supplies are provided to CorrectHealth by HAP Prevention Unit/Testing Program HIV/Aids Program, part of the Louisiana Department of Health and Hospitals, Office of Public Health, Center for Preventative Health. CorrectHealth became involved in this program in 2009 after being approached by Sam Burgess, the State Program Coordinator.
- *Reporting.* Infectious diseases are reported to LDH, including gonorrhea, syphilis, covid, influenza, HIV, monkey pox, and others

#### **University Hospital.**

- *Off-Site Specialty Care & Hospitalizations.* CorrectHealth coordinates all inmate specialty care through the LSU Interim Hospital System (Medical Center of Louisiana) and we participate in their Utilization Review process of screening requests for appointments. All inmate surgeries are planned through, and performed at, the LSU Interim Hospital System. Emergencies are seen in the emergency room at LSU Interim Hospital, unless the inmate is in danger of losing life or limb in which case, inmates are brought to the Emergency Room at the West Jefferson Medical Center.
- *Telemedicine.* As part of a trial program through the LSU Interim Hospital, CorrectHealth established a telemedicine program at the Jefferson Parish Correctional Center to assess the impact of telemedicine. Telemedicine has allowed for many inmates to be seen by an off-site Specialist without having to leave the Facility. This has significantly reduced the number of off-site transports, thus decreasing the need for security staff to leave the Facility and increasing community safety. Subsequently, CorrectHealth has developed a company-wide telehealth program - interconnecting all sites and providers.

**State Forensic Social Services.** CorrectHealth coordinates State Forensic Social Services with, a State Forensic Social Worker with the Louisiana Department of Health and Hospitals. This effort provides services to mentally ill inmates who have been declared incompetent to stand trial and / or not guilty by reason of insanity. Sanity Commission proceedings subsequently occur. CorrectHealth identifies inmates with immediate mental health needs, so that we can ensure that these needs are addressed during their incarceration. In addition, CorrectHealth assists with procedures for transfer to / from the State Mental Health Hospital System.

**Greater New Orleans Health Information Exchange (GNOHIE).** CorrectHealth participates in GNOHIE and has implemented technology at JPCC to enable JPCC health care professionals to share and obtain information from GNOHIE to improve inmate health.

**CorrectHealth's Mission.** *To provide high quality, comprehensive and cost effective healthcare inside the walls of correctional facilities.* We are prepared to continue to support the Correctional Center with high quality, medically necessary diagnosis, treatment and pharmacy services consistent with evidence-based treatment guidelines and nationally recognized standards; subcontracting relationships with local providers of specialized services; use of the most appropriate, least restrictive, and economical settings available to ensure patients' well-being and custody status; and a strong commitment to new technologies

and innovation, including a full electronic medical records management system and electronic pharmaceutical management system.

**CorrectHealth's Approach.** Consistent with its mission, CorrectHealth's delivery model for the correctional healthcare setting is based on successful "informed treatment decisions" delivery systems. Under CorrectHealth's service delivery model, providers must know how, where, and when to best treat patients while optimizing resource consumption. Our primary care providers coordinate the patient's access to care, manage the patient's referral to specialty care when appropriate, facilitate the patient's return to the primary care system, and develop a discharge plan for an inmate's release back into the community. All patients will have unimpeded access to health care services without exception. Our approach is founded on providing as many treatment options as possible on-site, which allows us to expedite care delivery, monitor care more effectively, and lower administrative and transportation costs. When off-site care is required, we network with local providers to ensure that we provide the most efficient full range of care.

As the sole provider of healthcare, CorrectHealth is and will continue to be responsible for all medical care, mental healthcare (including psychiatric care), and dental care for the inmates commencing at booking and continuing through discharge/release.

**Healthcare Plan.** CorrectHealth's service begins by implementing a written health care plan for each facility that contains clear objectives, policies, and procedures that meet and exceed national standards established by The National Commission on Correctional Health Care (NCCHC) and the American Correctional Association (ACA). We monitor compliance with the health care plan as part of our ongoing efforts to deliver the highest quality, most cost-effective, and most comprehensive healthcare services for our correctional facilities.

**Accreditation.** *CorrectHealth is capable of meeting and exceeding accreditation guidelines, as evidenced by our success in obtaining NCCHC reaccreditation for the Correctional Center five times in the past sixteen years. Indeed, we obtained accreditation a year early after beginning our relationship with JPCC due to concerns about operations following Hurricane Katrina.*

We achieved accreditation for 100% of our clients that chose to seek accreditation and have never lost an accreditation. In 2021, one of CorrectHealth's facilities became the first facility in the country to become NCCHC accredited for mental health services, and the first to achieve dual accreditation from NCCHC in health and mental health services.

**Electronic Medical Records.** We recognize the importance and benefits of utilizing electronic means of documenting patient healthcare. One hundred percent of our correctional facilities, including the Jefferson Parish Correctional Center, operate with a full electronic medical records (EMR). The EMR is cloud based with back up in two states for redundancy purposes.

**Cost Containment.** Our objective is to provide savings without sacrificing quality. This includes negotiating favorable contracts for goods and services, creating staff efficiencies as well as efficiencies in pharmacy services, managing off-site visits and costs, and using economies of scale.

**Pharmacy Services/Electronic Pharmaceutical Management System.** CorrectHealth's experience and partnership with several Pharmacies enables us to provide seamless delivery of medications to inmates. In 2014, Sapphire eMAR was implemented at JPCC, allowing for greater management of medication

administration at the Facility. CorrectHealth will continue the utilization of Diamond Pharmacy for the Jefferson Parish Correctional Center.

**Telehealth Services/Nocturnists.** In addition to on-site services, CorrectHealth utilizes a 24/7 virtual healthcare delivery program to reduce the substantial costs and challenges associated with the delivery of off-site medical care to inmates. CorrectHealth also utilizes “nocturnists”, who are on duty providers assigned to work the night shift, to support our facilities via telehealth. Our nocturnist on-call program allows inmates who would otherwise be referred for off-site care, regardless of the time of day or night, to be examined in real time by a provider. This telehealth program not only reduces the security costs of transporting inmates to off-site providers, but also minimizes the need for on-site provider coverage.

**Mental Health Services.** CorrectHealth’s mental health services are award-winning. Our mental health staff team has extensive experience developing and managing both inpatient and outpatient correctional mental health programs across a diverse mix of facilities. We understand the role of the providers in aiding our patients in their walk toward wellness. In providing Mental Health Services, we collaborate with community resources. We recognize the value of these relationships and look forward to continuing to offer quality Mental Health Services.

**Dental Services.** CorrectHealth provides inmates’ urgent and routine dental needs, including, but not limited to, initial oral screenings, patient education, written treatment plans, annual examinations, and emergency dental services. All dental services are provided under the care of a licensed dentist consistent with accreditation standards.

**Project Contact.** The contact for this Project is:





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## Section 2 – CorrectHealth Background and Experience

### A. CorrectHealth’s Experience Managing Correctional Healthcare Services

For more than 20 years, CorrectHealth has provided high-quality, cost-effective healthcare to inmate populations throughout the southeastern United States. We provide correctional healthcare services to nearly 16,000 maximum, medium, minimum security, pre-release, and transitional inmates in 42 facilities. CorrectHealth has experience and significant expertise in the provision of inmate healthcare, allowing us to effectively partner with our correctional clients. Our success is attributable to our experience in correctional healthcare, background in emergency medicine, ability to partner with our clients, understanding our clients’ operations and needs, and integrating an appropriate healthcare program that meets national and community standards. Our local knowledge, treatment philosophy, delivery system and cost-saving methodologies make CorrectHealth the best choice to continue to serve as the inmate healthcare provider for the Jefferson Parish Correctional Center.

Below is a list of current correctional healthcare facilities served by CorrectHealth. Facilities in which CorrectHealth initially achieved accreditation or re-accreditation also are indicated in the list below.

<p><b>Athens Clarke County Correctional Institute</b> Medical &amp; Pharmaceutical Services</p>  <p>Athens, Georgia Capacity 116</p>	
<p><b>Bibb County Law Enforcement Center</b> Medical, Dental &amp; Pharmaceutical Services</p>  <p>Macon, Georgia Capacity 1000</p> 	<p><b>Bartow County Jail</b> Medical, Dental, Mental Health &amp; Pharmaceutical Services</p>  <p>Cartersville, Georgia Capacity 650</p>

<p><b>Carroll County Jail</b> Medical, Dental, Mental Health &amp; Pharmaceutical Services</p>  <p>Carrollton, Georgia Capacity 550</p>	<p><b>Carroll County Prison</b> Medical, Dental &amp; Pharmaceutical Services</p>  <p>Carrollton, Georgia Capacity 240</p>
<p><b>Catoosa County Jail</b> Medical, Dental, Mental Health &amp; Pharmaceutical Services</p>  <p>Ringgold, Georgia Capacity 250</p>	<p><b>Chatham County Detention Center</b> Medical, Dental, Mental Health, Telehealth &amp; Pharmaceutical Services</p>  <p>Savannah, Georgia Capacity 250</p> <div data-bbox="1052 1232 1187 1297">  </div> <p>NHCC Jail and NHCC Mental Health</p>
<p><b>Chattooga County Jail</b> Medical, Dental, Mental Health, Telehealth &amp; Pharmaceutical Services</p>  <p>Summerville, Georgia Capacity 100</p> <div data-bbox="472 1837 531 1900">  </div>	<p><b>Cherokee County Adult Detention Center</b> Medical, Dental, Mental Health &amp; Pharmaceutical Services</p>  <p>Canton, Georgia Capacity 600</p> <div data-bbox="1084 1837 1154 1900">  </div>



### Clayton County Jail

Medical, Dental, Mental Health  
& Pharmaceutical Services



Jonesboro, Georgia  
Capacity 1900

### Clayton County Prison

Medical, Dental & Pharmaceutical Services



Lovejoy, Georgia  
Capacity 242

### Columbia County Detention Center

Medical, Dental, Mental Health  
& Pharmaceutical Services



Appling, Georgia  
Capacity 338



### Crawford County Jail

Medical, Dental, Mental Health  
& Pharmaceutical Services



Knoxville, Georgia  
Capacity 30

### Dawson County Jail

Medical, Dental, Mental Health, Telehealth  
& Pharmaceutical Services



Dawsonville, Georgia  
Capacity 200

### Douglas County Jail

Medical, Dental, Mental Health  
& Pharmaceutical Services



Douglasville, Georgia  
Capacity 875





<p><b>Forsyth County Jail</b> Medical, Dental, Mental Health &amp; Pharmaceutical Services</p>  <p>Cumming, Georgia Capacity 600</p>	<p><b>GDCP Jackson</b> Physician Services</p>  <p>Forsyth, Georgia Capacity N/A</p>
<p><b>Harris County Prison</b> Medical, Dental, Mental Health, Telehealth &amp; Pharmaceutical Services</p>  <p>Hamilton, Georgia Capacity 150</p>	<p><b>Heard County Jail</b> Medical, Dental, Mental Health &amp; Pharmaceutical Services</p>  <p>Franklin, Georgia Capacity 60</p>
<p><b>Iberia Parish Detention Center</b> Medical, Dental, Telehealth &amp; Pharmaceutical Services</p>  <p>New Iberia, Louisiana Capacity 350</p>	<p><b>Jackson County Prison</b> Medical, Dental, Telehealth &amp; Pharmaceutical Services</p>  <p>Jefferson, Georgia Capacity 200</p>

**Jefferson Parish Correctional Center**  
Medical, Dental, Mental Health , Telehealth  
& Pharmaceutical Services



New Orleans, Louisiana  
Capacity 1193



**Jefferson – Davis Parish Jail**  
Medical, Dental, Mental Health, Telehealth  
& Pharmaceutical Services



Jennings, Louisiana  
Capacity 200

**Lafourche Parish Correctional Center**  
Medical, Dental, Mental Health, Telehealth  
& Pharmaceutical Services



Thibodaux, Louisiana  
Capacity 275

**Lafourche Parish Work Release Center**  
Medical, Dental, Mental Health  
& Pharmaceutical Services



Thibodaux, Louisiana  
Capacity 200



**Lumpkin County Jail**  
Medical, Dental, Mental Health  
& Pharmaceutical Services



Dahlonega, Georgia  
Capacity 170

**McDuffie County Detention Center**  
Medical, Dental, Mental Health  
& Pharmaceutical Services



Thomson, Georgia  
Capacity 100

**Monroe County Jail**

Medical, Dental, Mental Health, Telehealth  
& Pharmaceutical Services



Forsyth, Georgia  
Capacity 120

**Muscogee County Prison**

Medical, Dental, Mental Health, Telehealth  
& Pharmaceutical Services



Columbus, Georgia  
Capacity 700

**Peach County Jail**

Medical, Dental, Mental Health, Telehealth  
& Pharmaceutical Services



Fort Valley, Georgia  
Capacity 65

**Plaquemines Parish Detention Center**

Medical, Dental, Mental Health, Telehealth  
& Pharmaceutical Services



Davant, Louisiana  
Capacity 150

**Polk County Jail**

Medical, Dental, Telehealth  
& Pharmaceutical Services



Cedartown, Georgia  
Capacity 225



**Robert Rivarde Youth Detention Center**

Physician & Pharmaceutical Services



New Orleans, Louisiana  
Capacity 34



**Saint Bernard Parish Detention Center**  
Medical, Dental, Telehealth  
& Pharmaceutical Services



Chalmette, Louisiana  
Capacity 300

**St. James Parish Jail**  
Medical, Dental, Mental Health, Telehealth  
& Pharmaceutical Services



Convent, Louisiana  
Capacity 100

**Stephens County Jail**  
Medical, Dental, Mental Health  
& Pharmaceutical Services



Toccoa, Georgia  
Capacity 150

**Union County Jail**  
Medical, Dental, Mental Health  
& Pharmaceutical Services



Blairsville, Georgia  
Capacity 40

**Walton County Jail**  
Medical, Dental, Mental Health  
& Pharmaceutical Services



Monroe, Georgia  
Capacity 425

**White County Jail**  
Medical, Dental, Mental Health  
& Pharmaceutical Services



Cleveland, Georgia  
Capacity 54

**B. CorrectHealth Organization.** Organizationally, CorrectHealth is composed of a group of limited liability companies owned by Triage Holding, Inc., a physician owned and operated correctional healthcare company. We will continue to offer inmate medical services to the Correctional Center as CorrectHealth Jefferson, LLC, a limited liability company.

CorrectHealth has a unique leadership team, drawing from the fields of medicine, nursing, diagnostics, corrections, and law. At the Company level, we have over 250 combined years of experience in healthcare management, corrections, and provider services.

While our experience and expertise is premised on a vast network of correctional facilities, we have a lean management team and efficient staffing model designed to facilitate client service excellence, including quick decision-making and problem-solving. We rapidly respond to identified needs in a flexible, timely, and non-bureaucratic manner. The CorrectHealth leadership team has a proven track record of successfully delivering efficient, cost-effective healthcare in correctional settings with high quality outcomes through a patient-centered, coordinated care delivery model. Additionally, our team of clinical professionals are available to assist with program monitoring, training, in-services, accreditation surveys, disaster and emergency drills, real-life disasters, etc.

CorrectHealth programs are marked by centralized/regional control, administrative systems at the corporate level, and direct interaction with management at the service site level. In administering programs for clients, CorrectHealth draws upon extensive analytic and developmental resources as well as the institutional health care experience of its personnel.

CorrectHealth responds to our healthcare opportunities by bringing efficiency and innovation to the health services management field. With extensive experience in administering service delivery programs for local and state agencies as well as the retail sector, the company blends innovation with seasoned expertise in each of its program areas to provide clients with a unique combination of quality at competitive prices.

In addition to our extensive experience in health care management, corrections and provider services, our corporate leaders and clinical services team are well-versed in transition planning, short notice start-ups, accreditation surveys, disaster and emergency drills, real-life disasters, PREA and more.

### **C. Organizational Chart and Corporate Organization for CorrectHealth Companies**

Carlo Musso, M.D.  
CEO



Triage Holding Inc.



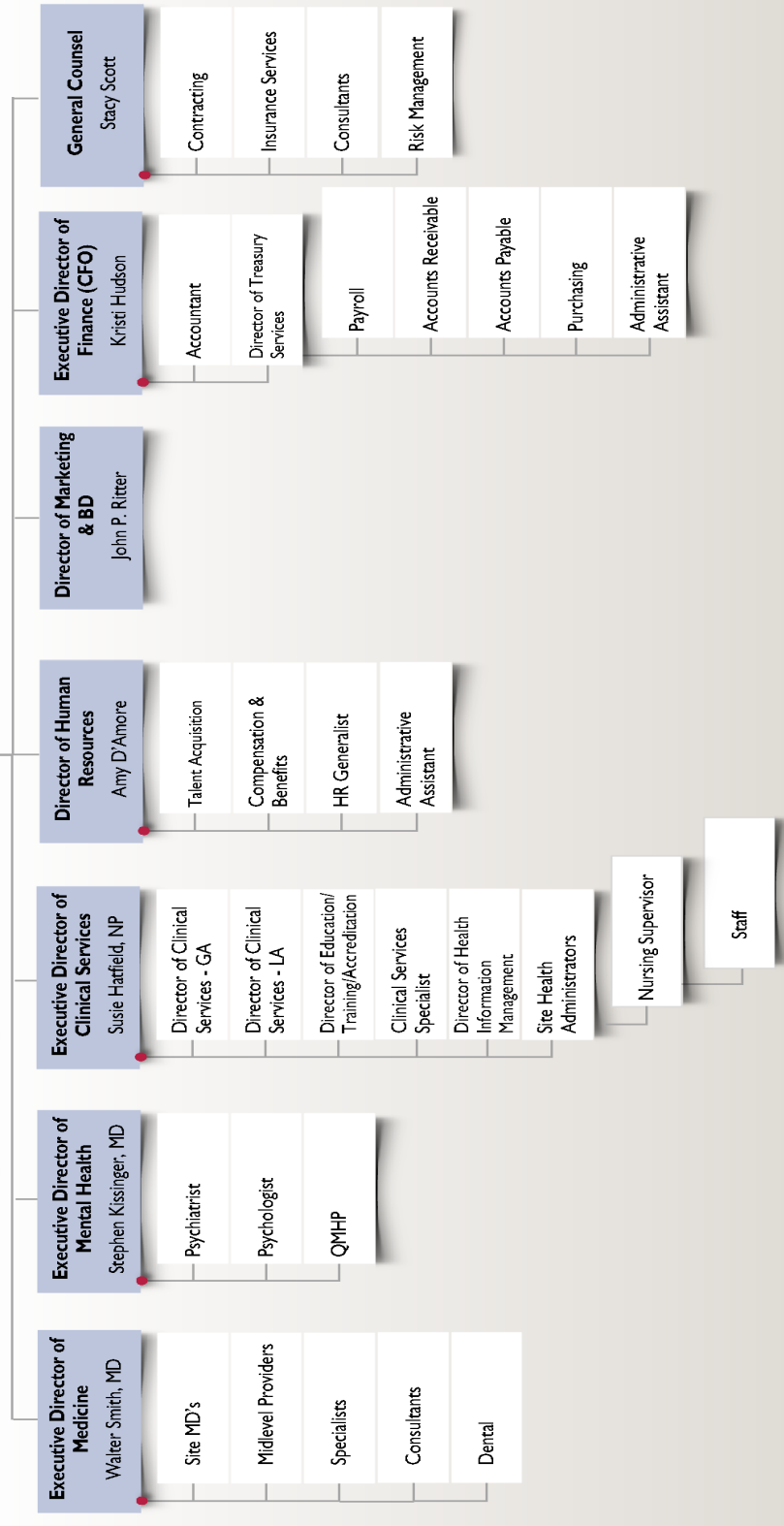
CorrectHealth Companies





**Carlo Musso, MD  
President (CEO)**

Consultants



**D. Key Vendors & Subcontractors.** Over the last 20 years, CorrectHealth established strong partnerships with industry leaders such as Diamond Pharmacy, Global Diagnostic Services, Inc. (X-Ray Services & Advanced Diagnostics), LabCorp Healthcare Diagnostics, McKesson Medical Supplies, Indoff, and MCF Environmental to assist CorrectHealth in its mission to offer quality correctional healthcare while also decreasing costs and liability.



**E. Recruitment; Licenses and Certifications.** The Jefferson Parish Correctional Center will be provided with an approved staffing matrix that assures a sufficient number of healthcare personnel are available to provide assessment and treatment consistent with contemporary standards of patient care as well as accreditation standards.

All employees and professional independent contractors for CorrectHealth will be appropriately credentialed, licensed, and certified to provide healthcare in the State of Louisiana. No person having restrictions on their license will be hired. Any past restriction will be reviewed carefully, and the Correctional Center administrators will be consulted prior to any offer to hire being made. All Mid-Level Providers and Physicians will be required to submit to an internal Credentialing Process, including the completion of a comprehensive and detailed Credentialing Application designed specifically for CorrectHealth.

When a vacancy occurs or a staffing need is identified, our site managers initiate the recruitment process by submitting a Personnel Action Requisition to HR for approval. This approval process is designed to ensure that the facility is adequately staffed while also maintain labor costs.

The following figure outlines the CorrectHealth recruiting process:



In addition to our requisition process outlined above, CorrectHealth also maintains coverage through the use of PRN employees. In the event a PRN team member is unavailable to provide coverage, our managers utilize part-time staff, full-time staff, or agency staffing if needed.

Once a Personnel Action Requisition is approved, CorrectHealth’s HR Team continue their recruitment efforts both internally and externally. In addition to continually maintaining a pipeline of qualified candidates, our team also is well-versed in effective and efficient recruitment methods such as networking (our proven best source of talent!), internal recruitment and advancement, internet recruitment, direct mail campaigns, employee referrals, college and university recruitment, external career fairs, local and regional newspapers, and more.

During the hiring process, all candidates will be interviewed at the Jefferson Parish Correctional Center with the special focus on technical expertise, emotional stability, and motivation.

All employees and professional independent contractors for CorrectHealth will be required to pass a background investigation prior to, or for continued, employment. CorrectHealth and its staff will comply with current and future state, federal and local laws, regulations, ordinances, administrative regulations, administrative directives, court orders, and policies and procedures of Jefferson Parish Correctional Center, the Sheriff’s Office, and professional standards.

**Performance Review.** All staff are evaluated based upon their job description on an annual basis or more frequently if necessary.

**Equal Employment Opportunities.** It is the policy of CorrectHealth to provide equal employment opportunities to all qualified employees and applicants for employment, without regard to race, color, religion, sex, sexual orientation, age, national origin, unfavorable military discharge, or disability pursuant to the guidelines of the EEOC. It is CorrectHealth’s policy to base our employment and promotional decisions on job-related standards of past performance, experience, education, evaluations, training, achievements, skills, interpersonal strengths and abilities, disciplinary history and references.

**Drug Free Workplace.** CorrectHealth is a certified “Drug Free Workplace”. We have a **Zero Tolerance Policy**. In addition to monthly education, pre-employment testing, post-accident testing, and random drug testing is conducted on a quarterly basis by our lab vendor, Quest Diagnostics.

**Orientation for Health Staff.** CorrectHealth utilizes a multi-disciplinary training program to introduce its new employees to the correctional environment, to explain their role, and to ensure their safety. This program includes a formal orientation program which is a modular design with sections that are specific to the scope of practice for each employee. The modules include general clinical, administrative, clerical, provider, and facility management components as applicable to the new employee. Currently this program begins with a two-day general orientation on site.

**On-Boarding.** In addition to the Orientation, CorrectHealth also offers a smooth On-Boarding Process to ensure our new employees are prepared to succeed as part of our team. This seamless process is our most successful strategy for maintaining our excellent retention rate while creating dedicated, well-trained employees. Our On-Boarding Process begins when an employment offer has been made and continues into the weeks and months after the employees first day of work.

**F. Training Education Generally.** The final step in our robust quality control plan is training our staff on updated policies and procedures. This closes the loop on performance improvement. In addition, CorrectHealth will provide staff with correctional orientation training, such as CPR, First Aid, AED, suicide prevention, universal precautions and emergency response drills. CorrectHealth provides on-going staff training programs consistent with legal and accreditation standards.

**G. Licensing and Credentialing.** CorrectHealth is responsible for verifying the credentials of each healthcare staff member hired or contracted to provide services for our clients. All personnel who provide services to inmates are appropriately credentialed according to licensure, certification, and registration requirements of the state or jurisdiction of practice. In addition to the pre-employment screenings, our providers (employee or independent contractor) must also complete an in-depth credentialing application that is used to further investigate the provider's background to determine their employment eligibility with CorrectHealth. Through the use of the National Practitioner Data Bank (NPDB), an alert system created by Congress to improve healthcare quality, we are able to quickly obtain a comprehensive review of the provider's professional credentials to be used in conjunction with our collection of primary source data, verification of education, training, and work history, and a ten year claims history verification with all current and prior malpractice insurance carriers.

**H. Clinical Performance Enhancement.** Each direct patient care clinician will be reviewed annually through a peer review process to facilitate skill enhancement and improvement and to evaluate the appropriateness of services delivered.

**I. Professional Development.** In accordance with current policy, all CorrectHealth healthcare staff participate annually in continuing education appropriate to their position.

## ***Section 3 – Staff Qualifications and Experience***

### **A. Senior Management Team**

The CorrectHealth leadership team has a unique combination of clinical and business experience. Representing the fields of medicine, nursing, diagnostics, corrections and law, our team intuitively understands the essential balance required to successfully manage dollars and diagnoses. CorrectHealth's Senior Management Team is comprised of the following individuals:

#### **Carlo A. Musso, M.D. – President (CEO)**

Dr. Musso, the founder of our Company, provides administrative oversight to all activities relevant to the mission statement. As an Emergency Medicine Physician, Dr. Musso's intuitive insight into patient care, coupled with a business background, provides a solid foundation as the Company leader. He works directly with the physicians, mid-level providers and healthcare managers in providing high quality, cost-effective healthcare through his active participation in Utilization Management and case review. As a clinical and administrative resource to all employees of the Company, Dr. Musso has instilled a Company culture of excellence in correctional healthcare. As the President of CorrectHealth, he is responsible for all aspects of company operations, including, but not limited to, clinical services, finance, marketing and business development, facility operations, client relations, and human resources. In addition, Dr. Musso is responsible for the development of internal and external business strategies designed to promote company growth while maintaining cost efficiencies for our clients. With the needs of our clients' in mind, Dr. Musso developed methods for cutting costs while improving the quality and efficiency of healthcare delivery within the correctional environment.

#### **Kristi Hudson, CPA – Executive Director of Finance (CFO)**

With nearly twenty years of experience in accounting and finance, Kristi Hudson is a highly skilled, results-driven Certified Public Accountant who has been with CorrectHealth since 2009. In her role as our Director of Accounting, Mrs. Hudson is responsible for supervising and managing the accounting department and all areas of financial reporting for CorrectHealth. Her demonstrated ability to streamline business operations drives growth and increased cost efficiencies for CorrectHealth and our clients.

#### **Walter Smith, M.D. - Executive Medical Director**

Dr. Smith, a licensed physician, served as a community family practice physician for over ten years before joining CorrectHealth. Now, with over twelve years of correctional healthcare experience, he serves as the Executive Medical Director for CorrectHealth. In this role, Dr. Smith's responsibilities include planning, implementing, managing, and improving the quality of healthcare services for CorrectHealth and our clients. In addition to providing services to patients and leadership to our medical personnel, he works closely with the physician and mid-level staff, and closely monitors Utilization Management for the Company. Dr. Smith has a proven ability to minimize inmate medical expenses, saving our client's time and money, while improving the quality of patient care.

#### **Susan L. Hatfield, RN, MS, FNP-C, CCHP – Executive Director of Clinical Services**

Ms. Hatfield is a licensed and board certified Family Nurse Practitioner. She has been a licensed registered nurse since 1984. Her early career was in traditional hospital and medical practice nursing and management. Ms. Hatfield has been with CorrectHealth for over ten years as a Nurse Practitioner and is a Certified Correctional Health Professional (CCHP) through the NCCHC. She manages all aspects of nursing clinical services for CorrectHealth, and has vast experience designing and implementing healthcare programs for detention facilities and prisons. As a NCCHC Certified Correctional Health Professional, Family Nurse Practitioner, and Executive Director of Clinical Services for CorrectHealth, Ms. Hatfield provides

oversight for all aspects of Clinical Services, including the supervision of all Health Services Administrators, Coordinators, and nursing staff within the company. Ms. Hatfield's responsibilities also include continuing education, infection control, continuous quality improvement/management, and health information management. Under the guidance of Ms. Hatfield, CorrectHealth continues to meet and exceed the NCCHC Correctional Healthcare Standards.

**Stacy M. Scott, Esquire – General Counsel**

Ms. Scott joined CorrectHealth in July of 2006 as Chief Legal Officer. Prior to 2006, Ms. Scott was a partner at a law firm that specialized in the defense of medical malpractice lawsuits. She now enjoys her proactive role in healthcare management with CorrectHealth. Her responsibilities include risk assessment, avoidance and reduction; oversight of credentialing of healthcare providers; contract drafting and review; assurance of contract compliance; assurance of corporate compliance with legal policy, laws, rules, and regulations; active involvement in the company's Continuous Quality Improvement Program; oversight of workers' compensation matters; and oversight and handling of all litigation matters. Ms. Scott's demonstrated ability to successfully develop risk management programs, limit litigation and ensure contract compliance has contributed to the successes of both CorrectHealth and our clients. In addition to providing oversight of litigation and loss prevention functions, Ms. Scott also is responsible for providing strategic guidance in the development of policies and procedures, chart audits, and insurance procurement. Successfully educating staff members through the facilitation of company in-services related to risk management and reduction, Ms. Scott's contributions directly align with the mission, vision, and values of CorrectHealth and our clients.

**Amy D'Amore – Director of Human Resources**

Ms. D'Amore joined CorrectHealth in July of 2012 and is serving as the Director of Human Resources. Before joining CorrectHealth, Ms. D'Amore worked for a large metro Atlanta healthcare system where she began her career in Human Resources. An Ohio native, she received her Bachelor of Science degree in Business Administration with a specialization in Healthcare Administration from Bowling Green State University. Ms. D'Amore's strong educational background combined with her healthcare experience has given her a vast understanding of people management within the medical environment. Ms. D'Amore is currently an active member of both the Society for Human Resources Management and the American Society for Healthcare Human Resources Administration. As the Director of Human Resources, Ms. D'Amore holds corporate-wide accountability for all human resources activities. Using a well-defined strategy tailored to meet the needs of each facility, Ms. D'Amore is responsible for ensuring the right people are in the right place at the right time. Ms. D'Amore works closely with our site managers to continuously evaluate and monitor staffing levels to ensure the delivery of high-quality healthcare while minimizing the cost of labor. In addition to talent acquisition and recruitment, Ms. D'Amore's responsibilities also include oversight of all day-to-day human resources functions such as employee relations, performance management, benefits, employee engagement, credentialing, and employee health services.

**B. Key Personnel – Jefferson Parish Correctional Center**

Alexes Walker brings a total of 37 years of nursing experience to the CorrectHealth team, 8 of which in managerial positions. Alexes is a highly educated director with a bachelor, masters, and doctorate degree in nursing, and a master of business administration. This position has a collaborative relationship with other management team members and is responsible for assisting in the supervision and review of nursing staff, growth and prosperity within the Clinical Services division.



**Alexis Walker, R.N., DNP. – Director of Clinical Programs (Louisiana)**

Dr. Walker has over 37 years of nursing experience with 8 of those years in correctional healthcare. She obtained her Registered Nurse degree from Dillard University. She has lived in Louisiana for over 50 years. Ms. Walker has been with CorrectHealth since 2020. She oversees the operation of all of our Louisiana facilities, including JPCC. Dr. Walker is a Board-Certified Nurse Executive through NEA-BC. In her capacity as Director of Clinical Services, Dr. Walker will work directly with the President and Senior Management of the Company to ensure all aspects of the healthcare program meet or exceed the expectations of the facility.

**Kelly Harris, R.N. – Health Services Administrator (HSA) Jefferson Parish Correctional Center**

Ms. Harris brings over a decade of nurse leadership experience to the CorrectHealth team, 5 of which in the correctional nursing industry. Kelly was originally hired as a Health Services Administrator for CorrectHealth in 2013. After a few years with the company, she left to gain other meaningful experience. Upon her return in 2021, she brought a new innovative approach to the company and her role. Under the guidance of Ms. Harris, the Jefferson Parish Correctional Center continues to meet and exceed the NNCHC Correctional Health Care Standards. This position is responsible for the supervision and management of all nursing staff within the Jefferson Parish Correctional Center.

**Azikiwe Lombard, M.D. - Medical Director JPCC**

Dr. Lombard brings just under a decade of experience to the CorrectHealth team. Prior to joining the team, Dr. Lombard spent 5 years as an Assistant Professor at Tulane University in New Orleans. He taught in the department of family and community medicine to educate current and future students in the healthcare field on the various aspects of family medicine in a professional manner, while incorporating the human touch. His additional experience has been traditional outpatient family medicine for underserved urban communities. As a medical director, Dr. Lombard is responsible for providing and supervising the medical care to inmates as well as the supervision of physician assistants, nurse practitioners, and other medical support staff.

**Stan Cowley, III, D.D.S. – Dental Services JPCC**

Dr. Cowley, III is a native of Jefferson Parish. He attended Louisiana State University, where he obtained his Bachelor of Science Degree in 1999 and his Doctor of Dental Surgery Degree in 2003. Alongside his father, Dr. Cowley, III, has served as Dental Director at the Jefferson Parish Correctional Center since 2003.

**William Lo, M.D. – Behavioral Health Services JPCC**

Dr. Lo has served as the psychiatrist at Jefferson Parish Correctional Center since 2015. He attended Louisiana State University, where he obtained his bachelor's degree in Zoology in 1994 and his medical degree in 1999. With over 22 years of correctional healthcare experience, Dr. Lo is a highly qualified psychiatrist who will continue to be responsible for the comprehensive mental healthcare system at the Jefferson Parish Correctional Center, including the evaluation and assessment of inmates with mental health complaints. He also works closely with the Medical Director to manage the mental health services.

**C. Accreditation Standards.** CorrectHealth healthcare programs for our jails and prisons comply with applicable standards as defined by NCCHC, ACA, MAG, PREA and state standards. CorrectHealth has significant experience obtaining and maintaining accreditation from the National Commission on

Correctional Healthcare (NCCHC), the American Correctional Association (ACA), and the Medical College of Georgia (MAG). ***We achieved accreditation for 100% of our clients that chose to seek accreditation and have never lost an accreditation. We are proud of our success in maintaining NCCHC accreditation for the Jefferson Parish Correctional Center.***



Additionally, in 2021, one of CorrectHealth's facilities became the first facility in the country to become NCCHC accredited for mental health services, and the first to achieve dual accreditation from NCCHC in health and mental health services.

## ***Section 4 – Approach to Scope of Services***

CorrectHealth will continue to provide a comprehensive health care program for the Jefferson Parish Correctional Center in accordance with the Proposal's Scope of Services for health care services for the Jefferson Parish Correctional Center.

CorrectHealth provides healthcare services in accordance with NCCHC, MAG, ACA, and PREA standards that includes on-site outpatient services for all inmates/detainees who require them. CorrectHealth will arrange transport for patients who require inpatient care or other off-site services. Services will be offered within budgetary limitations as set forth by the Jefferson Parish Council.

**A. Full Continuum of Medical Services.** CorrectHealth's delivery model for the correctional health setting is based on successful "informed treatment decisions" delivery systems. Under the CorrectHealth service delivery model, providers must know how, where, and when to best treat patients while optimizing resource consumption. Our primary care providers coordinate the patient's access to care, manage the patient's referral to specialty care when appropriate, facilitate the patient's return to the primary care system, and develop a discharge plan for an inmate's release back into the community. All care is timely and appropriate and continues until resolution of the problem or until discharge.

CorrectHealth will continue to be the sole provider and will coordinate the entire healthcare delivery system for the Correctional Center. CorrectHealth will be responsible for all medical care, mental healthcare (including psychiatric care), and dental care for the inmates at the Correctional Center. CorrectHealth will perform necessary administrative duties for the operation of the medical program. CorrectHealth is an experienced provider, having provided medical, dental, mental health, telehealth, and pharmaceutical services for numerous correctional facilities, including the Jefferson Parish Correctional Center.

All patients will have unimpeded access to health care services without exception. Our approach is founded on providing as many treatment options as possible on-site, which allows us to deliver care more efficiently, monitor care more effectively, and decrease administrative and transportation costs. When off-site care is required, we will network with local providers to ensure that we provide the most efficient full range of care.

All aspects of patient care and treatment are addressed by written policy and defined procedures already in effect for Jefferson Parish Correctional Center.

**B. Summary of Services.** The following services are currently provided at the Correctional Center, which services would be continued and are consistent with the services CorrectHealth has provided in other correctional settings in Louisiana and elsewhere:

- Intake: A receiving screening will be performed on all inmates booked into the Prison
- Transfer Screenings
- Sick Call & Primary Care Services
- Chronic Care Clinic
- Communicable/Infectious Disease Management: CorrectHealth will provide appropriately trained and qualified personnel to manage our infectious disease and chronic care disease programs. These positions are responsible for reporting, recording, charting, responding, and needed education and training. We are experienced at handling infectious disease outbreaks, including COVID-19.
- Scheduled and unscheduled off-site services: CorrectHealth operates a state-of-the-art system that coordinates, tracks, and validates specialty care, consultations, procedures, and emergency room visits. This includes monitoring, managing, and facilitating follow up care from off-site services.
- CorrectHealth will be responsible for arranging all emergency and off-site visits, orders, records, and discharge summaries. CorrectHealth arranges for transports and transfers as needed for inmates to obtain off-site care.
- Infirmary Services: CorrectHealth operates infirmary services that meet and exceed national standards. CorrectHealth is familiar with the operations of the eighteen (18) bed acute care infirmary at JPCC.
- Medication Services: CorrectHealth will utilize Diamond Pharmaceutical Services for the provision of pharmaceuticals at the Correctional Center.
- Ancillary Diagnostic Services: CorrectHealth will utilize various diagnostic services to complete necessary functions, including radiology and laboratory services.
- Health Education: CorrectHealth provides health education to inmates, Correctional Center staff, and healthcare staff.
- Medical Discharge Planning: CorrectHealth utilizes discharge practices that conform to national standards to manage and facilitate discharge planning. Discharge planning includes coordination with public health agencies, safety net clinics, and other community organizations.
- Mental Health/Psychiatric Services
- Dental Care
- Health screenings for correctional staff as required by the Sheriff's office, or applicable statutes or regulations
- Detoxification from drugs and/or alcohol
- Medically necessary diet programs

- Inmate health education and awareness programs
- Emergency and hospitalization arrangements with the local area hospitals
- Pharmaceutical supply and medication management, which includes an electronic pharmaceutical management system
- Services related to HIV/AIDS treatment, including testing, education, and working with community groups
- Comprehensive medical care, including administering and prescribing medication
- Women's Health, including prenatal, pregnant and postpartum services for female inmates
- Provision of prosthesis/glasses
- Family Services
- On-call services, including the use of telemedicine/Nocturnists
- Partnering with key vendors, and local resources such as outside health systems
- Staff Credentialing and Training: All team members who provide services to inmates will be appropriately credentialed and trained according to the licensure, certification, and registration requirements of CorrectHealth and the State of Louisiana.
- Continuous Quality Improvement: CorrectHealth utilizes a continuous quality improvement and management program that meets and exceeds accreditation standards.
- Compliance with National Accreditation standards – NCCHC/ACA/CALEA
- Emergency Response, Drills and Management: CorrectHealth will respond, aid and assist in emergencies at the Correctional Center. Routine drills for emergency response and disaster plans will be conducted to meet accreditation standards.
- CorrectHealth already has an established electronic medical records system with redundancy in place at JPCC.

**C. Exclusions.** In accordance with the proposal, CorrectHealth will not be responsible for the cost of specialty care, off-site advanced diagnostics, hospitalizations, off-site healthcare services, or emergency services transports (ambulance), dentures; bridgework or bridge repairs; eyeglasses; orthopedic shoes or other devices; any prosthetic devices, wheel chairs, walkers or quad-canes; chemotherapy medications; hemophilia medications; or dialysis medications.

**D. Healthcare Plan.** CorrectHealth will implement a written health care plan with clear objectives, policies, and procedures that will meet and exceed national standards. Additionally, an annual evaluation of compliance will be conducted in order to ensure the delivery of high quality, cost-effective, comprehensive healthcare within the Jefferson Parish Correctional Center.

- CorrectHealth will maintain an open and cooperative relationship with Jefferson Parish Correctional Center administration, the Sheriff, and Jefferson Parish administration.
- CorrectHealth will provide a comprehensive program for continuing staff education to include cross training with custody staff.

- CorrectHealth will maintain complete and accurate records of care, and healthcare statistics will be analyzed on a regular basis.
- CorrectHealth will operate the healthcare program in a humane manner with respect for the inmates' right to basic healthcare services.
- CorrectHealth will implement a site-specific emergency response plan and ensure all staff are educated, trained, and drilled on how to execute the plan.

**E. Receiving Screening.** Healthcare interactions in the first twenty-four (24) hours of an inmate's incarceration is most important to ensure an uneventful stay in a jail or prison. Denial, anger, and despair are among the most common emotions encountered during the incarceration process following arrest. While this is a particularly vulnerable time for an individual, it is also the most opportune time to build a complete healthcare data base and care plan for a patient.

During the intake process and before booking, an intake/receiving screening is performed. This encounter allows for medical decision making, treatment protocols, consultative support, planting of PPDs, and documentation of private insurance, Medicaid, or any other health insurance program that the inmate may be enrolled in. A standard form will be used for purposes of recording the information of the receiving screening, which will become part of the inmate's electronic health record. Referral of the inmate for special housing, emergency health services, or additional medical specialties also will be made as appropriate.

**Triage.** This part of the assessment ensures individuals who urgently need medical attention are referred for immediate care and potentially for medical clearance, including patients who are unconscious, semi-conscious, bleeding, mentally unstable, or in substance use withdrawal.

- Detainees who are unconscious, semiconscious, mentally or medically unstable, severely intoxicated, in alcohol or drug withdrawal, or otherwise urgently in need of medical attention will be sent to one of the local hospitals for emergency care. When detainees are sent to the local hospitals for clearance and return to the Correctional Center, a written medical clearance is needed prior to acceptance.
- Immediate health needs will be addressed, and potentially infectious patients will be isolated appropriately.
- If a woman reports current opiate use, she is immediately offered a test for pregnancy to avoid opiate withdrawal risks to the fetus and an inquiry of opiate use is done.

**Completing the Intake and Receiving Screening.** The next essential step is completion of the intake and receiving screening, which also will be completed before booking into one of the facilities. The CorrectHealth intake/receiving screening process meets ACA and NCCHC requirements. The findings of the Receiving Screening, including Triage, shall be documented in the inmate's medical record.

CorrectHealth's intake and receiving screening includes the following components:

- Current and past illnesses and health conditions, including inpatient stays, chronic conditions, new or recent injuries, and current issues such as pain

- Healthcare providers (specialists, PCPs, hospital visits)
- Movement, including any disabilities, abnormalities, mobility, gait
- Special health requirements (*e.g.*, hearing or visual impairment, mobility assistance via a wheelchair or walker)
- Allergies
- Verify prescription medications (including type, amount, and time of last use)
- Legal and illegal drug use (including type, frequency, amount, and time of last use), including prior treatment for substance use and current or prior withdrawal symptoms
  - Identify signs and symptoms of substance use or withdrawal (including anxiety and agitation, disorientation, visual and auditory disturbances, nausea, headache, tremors, paroxysmal sweats, elevated pulse, respiratory rate, and blood pressure)
  - Identify patients at risk for acute substance use withdrawal
  - Monitor at risk patients and implement timely intervention(s) when withdrawal symptoms are identified
- Tobacco use
- Past infectious disease
- Confirmed or possible infectious diseases
- Recent communicable illness symptoms (*e.g.*, chronic cough, coughing up blood, lethargy, weakness, weight loss, loss of appetite, fever, night sweats, etc.)
- Breathing issues, including breathing difficulties or persistent cough
- Skin conditions or wounds, including lesions, jaundice, rashes, infestations, bruises, scars, tattoos, and needle marks
- Behavior (*e.g.*, disorderly, appropriate, insensible)
- State of consciousness (*e.g.*, alert, responsive, lethargic)
- Abnormal appearance (*e.g.*, sweating, tremors, anxious, altered level of consciousness, signs of trauma or abuse)
- Mental health (past and current)
  - Current mental health status
  - History of inpatient, partial hospitalization, or outpatient mental health treatment
  - Psychotropic medication use
  - Mental health diagnoses, problems, or risks, including suicidal ideation, self-destructive thoughts or behavior, personality disorders, or psychosis
  - Suicide prevention
  - Immediate referral for persons identified as high risk for self-injury for placement on a suicide precaution status in identified safe and appropriate housing
- Dental problems and history
  - Visually observe the teeth and gums
  - Oral screening to identify any obvious or gross abnormalities that require immediate or prompt attention from a dentist



- Evaluate present conditions or complaints (e.g., decay, gum disease, abscess)
- Identify urgent issues such as pain and infection
- Medically necessary special diets or other dietary needs
- Immunizations
- Conditions unique to female inmates, including birth control, current or recent pregnancy, possible pregnancy (date of last menstrual cycle), current gynecological problems, and methadone use

Verification and Referrals are conducted as well, including, without limitation, the following:

- Verification of any health insurance coverage
- Referral as needed for emergency, specialty, mental health or dental care
- Identify minor medical needs that will require follow up
- Recommendations for special placement or housing, including in the case of inmates who need observation for medical or mental health reasons
- Recommendations for the management and any treatment required for inmates with disabilities

Education and wellness information is provided as appropriate, including, without limitation, the following:

- Available medical services, mental health services, and dental services, and means of accessing such services
- Hygiene, including oral health, in accordance with NCCHC standards
- Prison Rape Elimination Act (PREA) screening and education regarding sexual assault
- Grievance process
- Confidentiality issues
- Consent

The Screening allows for classification of the inmate's health status (immediate treatment needed, referral, etc.) After healthcare staff perform the Receiving Screening, the on-call provider will be consulted to address any medications or healthcare needs of the patient, including all immediate health needs. Prescribed medications are reviewed and appropriately maintained as clinically indicated. The on-call provider will determine if consultation with other providers is advisable when making decisions about the patient's treatment and continuity of community care plan.

Inmates with the following will be scheduled to see a provider:

- Medications either for medical or mental health reasons
- Were seen in the Emergency Room prior to being brought to Receiving and Discharge
- Were sent to the Emergency Room as a Pre-Incarceration Diversion
- Injury, wound, infection that inmate had prior to arrest but was not seen in the Emergency Room for
- Placed on a Benzodiazepine Withdrawal Guidelines, any level
- Placed on a Narcotic Withdrawal Guidelines
- Placed on an Alcohol Withdrawal Guidelines, any level
- Mental Health history

- Other illnesses or injuries as needed.

#### **F. Transfer Screening.**

A transfer screening will be performed on all “intrasystem transfers” by qualified healthcare personnel.

#### **G. Comprehensive Health Assessment.**

CorrectHealth will perform a comprehensive physical assessment on all inmates confined at the Correctional Center within fourteen (14) days of their arrival. Such assessment shall be performed by a qualified healthcare professional. The Medical Director will be available, as needed, for consultation and a patient specific healthcare plan will be developed for the duration of incarceration.

In addition, inmates identified with clinically significant findings as a result of the Receiving Screening will receive an initial health assessment as soon as possible by a provider.

The standardized health assessment to determine the presence or absence of signs of disease or risk factors will include, without limitation, the following:

- A review of the receiving screening (and prior assessment(s), if applicable)
- Recording of vital signs (TPR, BP, Pulse Ox), height, and weight
- Review of medical, dental, and mental health history and gather additional information needed for evaluation or treatment, including chronic diseases and communicable diseases
- Review of medications
- Review of drug/alcohol/tobacco use
- Review and documentation of allergies
- Immunization history and identification of needed immunizations (which will be administered)
- PPD test for tuberculosis (unless past history of positive tuberculosis or if administered prior to health assessment)
- Laboratory and/or diagnostic tests when clinically indicated or judicially mandated (*e.g.*, communicable diseases)
- Vision and hearing screenings
- Complete physical examination (including breast, rectal, and testicular exams as indicated by the patient’s gender, age, and risk factors)
- Other tests and examinations as appropriate, required, and indicated
- Pap testing for female patients as medically indicated
- Dental screening and hygiene education
- Mental health assessment, including suicide potential screening and psychiatric screening

All positive findings are reviewed by the treating clinician and specific problems are integrated into the initial problem list in the EMR. All abnormal findings are reviewed by a provider. Identified problems are placed on the problem list. Diagnostic and therapeutic plans for each problem are developed when clinically indicated.

## H. Mental Health Screening and Assessment.

**Overview.** Our current mental health team has developed an efficient method for triaging, evaluating, and stabilizing acute and chronic mental health conditions. Upon admission to the Correctional Center, all detainees will receive an Initial Mental Health Screening, which is part of the CorrectHealth Receiving Screening, by qualified licensed health professionals, specifically trained in medical and mental health screening and evaluation.

If indicated, the detainee will either be referred immediately for further evaluation by a qualified mental health professional or have an evaluation scheduled through the appropriate local health system. Individuals in crisis will be addressed contemporaneously utilizing our on call staff. Those individuals referred for an urgent evaluation, will be seen the next day (within 48 hours of flagging) by a mental health professional. Stable mental health patients will be referred to the mental health team for a routine assessment, which occurs within 5-7 days of incarceration, although typically sooner. The intake nurses will continue to document any mental health issues on the intake-screening tool and obtain releases of information so continuity of care can be achieved.

**Policy.** Mental health screenings are performed to ensure that urgent mental health needs are met. All inmates receive mental health screening. Those with positive findings are referred for a more comprehensive mental health evaluation.

### General Procedures.

1. Mental health screenings are performed on admission to the facility in the Intake/ Receiving area.
2. The Health Services Administrator will ensure that healthcare staff conducting initial mental health screenings have received training and supervision in identifying and interacting with individuals in need of mental health services.
3. During the intake screening, healthcare staff must note any observations of transporting officers, court, transferring agency, or similar individuals regarding the inmate's potential suicide risk.
4. During the intake screening, healthcare staff will conduct an initial mental health screening which is a structured interview and includes inquiry into:
  - a. Mental Health History:
    - i. Inpatient or outpatient psychiatric treatment;
    - ii. Substance use hospitalization;
    - iii. Detoxification and outpatient treatment;
    - iv. Suicidal behavior or at-risk for suicide;
    - v. Violent or assaultive behavior;
    - vi. Physical or sexual victimization;
    - vii. Special education placement;
    - viii. Cerebral trauma or seizures;
    - ix. Sex offenses;
    - x. Present treatment for mental health problems;
    - xi. Present mental health complaint or problem;

- xii. History of substance abuse; and
- xiii. History of withdrawal problems or seizures.

b. Current Status:

- i. Prescribed psychotropic medications.
- ii. Recent or current suicidal ideation;
- iii. Drug or alcohol use or intoxication, including substance, frequency, amount, last use; and
- iv. Orientation to person, place, time and circumstance.

c. The emotional response to incarceration.

d. Screening for intellectual functioning;

- Individuals with less than 9<sup>th</sup> grade education or those who cannot read or write are referred to a mental health professional for evaluation of developmental delay.
- Results of the initial mental health screening and all clinical encounters will be documented in the Electronic Medical Record (EMR).
- Referrals will be placed in the EMR as Emergent, Urgent or Routine, dictated by the presentation and acuity level of the inmate's needs. SAD form is completed also and referrals made based any positive findings.
- Inmates found to be suffering from acute alterations in mood, thought or behavior, but who can be managed appropriately on-site, will be referred immediately for mental health care. This may include notifying the on-call provider for instructions and admission into the Infirmary. CorrectHealth has the ability to provide crisis evaluation and intervention services on-site.
- Those inmates who require acute mental health services beyond the scope of the Correctional Center will be transferred to an environment that can meet their needs, via form 1013 to the hospital. Pre-incarceration diversion will occur for patients unsuited for admission into the Correctional Center.
- Information obtained during the initial mental health screening and the subsequent mental health evaluation will determine any housing placement recommendations.

**Pre-Release/Re-Entry Planning.** Re-entry planning involves screening for re-entry needs, development of re-entry plans, benefit and program enrollment, and coordination of services with community partners utilizing evidence-based practices. Thus, a major component of a mental health patient's discharge plan will be referrals to community services pertinent to the care of the patient. Staff will provide outreach and linkages to clinicians and programs in the community. Discharge planning also will include providing inmates currently taking psychotropic medication with a month's supply at the time of release with referred follow-up care.

**Community Partnerships and Case Management Geared Towards Reducing Recidivism.** At CorrectHealth, we *tear down the walls* of the correctional facility with regard to mental health patients. Our goal is to bridge the incarcerated client and community mental health resources, so we can import the community level of care into the facility, thereby allowing for continuity of care with our community partners for our

patients. With a focus on addiction medicine, we will partner with additional community substance abuse providers, methadone clinics, and rehabilitation centers.

### **I. Oral Care/Dental Services.**

CorrectHealth provides access to inmates' urgent and routine dental needs. Initial oral screenings are conducted at intake/receiving. A dental screening is part of the CorrectHealth Health History and Physical, as well as patient education regarding basic oral hygiene. The dental screening will include the charting of decayed, missing and filled teeth, and inquiry into the patient's dental history to ascertain dental problems. Written treatment plans will be developed for detainees exhibiting acute or chronic dental conditions.

CorrectHealth will provide dental services, provided by a licensed dentist, for the detainees at the Correctional Center to include dental treatment when the health of the inmate would otherwise be adversely affected as determined by the dentist. Emergency dental services will be made available twenty-four (24) hours per day, seven (7) days per week. Basic dental services will include dental assessment, x-rays, treatment for pain and infection, tooth extraction, incision, and drainage of abscesses.

### **J. Nonemergency Health Care Requests and Services.**

CorrectHealth ensures that inmate's non-emergent health care needs are met. An organized system for the provision and collection of healthcare requests on a daily basis, by qualified healthcare staff has been developed that includes:

- Inmates in all housing units have daily access to the secure sick call box to place sick call slips, or kiosk. Inmates who cannot fill out a sick call request, can receive help from the nurse. Additionally, inmates who cannot read and right may request assistance from the CorrectHealth staff.
- CorrectHealth staff will collect sick calls from inmates who cannot access the secure sick call box or kiosk.
- Alternatives for inmates who have language or communication challenges can be provided.
- Requests are triaged into categories:
  - By specialty: medical, dental, or mental health
  - By acuity: Emergency, Urgent, and Routine.
- A face-to-face encounter for healthcare request is conducted daily, when healthcare staff are on duty.
- Patient encounters are done in exam rooms/designated areas.
- All requests will be placed on the Sick Call Request Log or EMR.
- Verbal and written requests for healthcare will be received daily when healthcare staff are on site and triaged by qualified healthcare personnel within 24-72 hours of receipt.
  - Patients with routine requests will be scheduled for nursing sick call or provider sick



call.

- Patients with emergency or urgent needs will be seen without delay by qualified healthcare staff.
- All inmates have the opportunity to request healthcare services daily, either verbally or in writing via sick call slip or kiosk. The requests will be documented and reviewed for immediacy of need and the intervention required. Qualified healthcare professionals respond to health service requests and conduct nurse sick call (NSC), provider sick call (PSC) and other clinics on a timely basis.
- After hours care – Provider is available 24 hours a day 7 days a week to provide for urgent medical needs. A nocturnist (Provider MD/Midlevel Provider) is available on call 6pm to 6 am for phone or telemedicine consultation.

#### **K. Continuity, Coordination, and Quality of Care During Incarceration.**

CorrectHealth will ensure patient medical, dental, and mental health care is coordinated and monitored from admission to discharge as indicated by NCCHC.

Under existing written policies, continuity of care will be provided for all patients who are receiving medical, dental and mental health services. Continuity of care is measured from admission to the facility through discharge, and includes referral to community resources when indicated.

**Public Health Notification.** CorrectHealth will notify appropriate public health agencies of reportable illnesses and communicable diseases, and will make such reports prior to inmate release where possible.

**Transfer of Health Records.** Health records of an inmate who is being transferred, whether for medical or other reasons, shall be evaluated by medical staff and a transfer summary completed.

**Tuberculosis.** Procedures for transfer of inmates with suspected or known active tuberculosis are established by CorrectHealth in compliance with applicable statutory and regulatory requirements.

#### **L. Discharge Planning.**

CorrectHealth will ensure discharge planning is provided to inmates with serious health needs whose release is imminent.

- Inmates who are being followed for chronic medical or mental conditions will be given instructions regarding follow up in the community upon release.
- The medical staff will provide the inmate with, at a minimum, 1 week of medication.
- For patients with serious medical, dental, or mental health needs, arrangements or referrals are made for follow up services with community prescribers and partners, including exchange of clinically relevant information.

- For post-discharge arrangements and referrals in which the discharged inmate requests immediate access, CorrectHealth will coordinate with community service providers for transportation from the Facility to the arranged or referred provider.
- All aspects of discharge planning will be documented in the electronic medical records.

#### **M. On-Site Diagnostic Services.**

CorrectHealth has procured the services of professional vendors to provide on-site diagnostic services at the Correctional Center. The vendors are and will continue to be appropriately licensed, registered, certified, accredited, or otherwise meet applicable state and federal laws, rules, and regulations.

On-Site Diagnostic Services at the Correctional Center include the following:

- Laboratory
  - CLIA-waived tests
  - CLIA-waived tests include, but are not limited to:
    - Multiple test dipstick urinalysis
    - Finger stick blood glucose test
    - Stool for occult blood testing
    - Urine pregnancy testing
    - Urine for GC and Chlamydia
    - Troponin and CK-MB analysis
  - Professional Lab Services are provided. Specimen collection is done onsite and picked up by the lab vendor based on agreed schedule. Reports are provided to the facility via phone for critical labs and/or fax, email, and transfer to EMR or directly to EMR, based on facility capability.
- Diagnostic Imaging
  - General radiography and
  - Ultrasound/
  - Doppler Imaging
- Peak Expiratory Flow (PEF) meters will be available when needed to monitor certain chronic respiratory conditions.

#### **N. Ancillary Healthcare Services Generally.**

CorrectHealth already provides and has in place necessary procedures for the provision of ancillary services at the Jefferson Parish Correctional Center. CorrectHealth is currently and proposes to continue to be responsible for the provision of all blood work, laboratory, diagnostic testing, X-rays, and other ancillary services as required and indicated by qualified health care personnel.

- On-Site Ancillary Services at the facilities include, without limitation, the following: EKG, X-ray, Ultrasound, Doppler Studies, STD Surveillance, Telemedicine Services.

- Off-Site Ancillary Services provided for the benefit of inmates include any off-site services deemed medically necessary, including evaluation and/or treatment at local hospitals for urgent/or emergent care as medically appropriate.

## O. Pharmaceutical Operations.

CorrectHealth will provide pharmaceutical services in a manner that meets the needs of the facilities. Pharmaceutical services are provided in accordance with all local, state, and federal laws regarding prescribing, dispensing, distributing, administering, disposal and procuring pharmaceuticals.

- CorrectHealth will be responsible for the procurement, prescription, and administration of medications in accordance with ordered or recommended dosing schedules, documentation of such provisions, and ensuring that all dispensed medications are properly stored and that all related duties are performed by properly licensed personnel.
- The Health Services Administrator will develop procedures and accountability systems that addresses the receipt of prescription medications, over-the-counter medications and controlled substances from a patient or patient representative.
- Controlled substances:
  - Controlled substances brought in by the patient must be inventoried and recorded on the Receipt of Medication form and placed in locked cabinet.
  - The medication will be placed in a container or storage bag.
  - Sealed medication will be placed in locked cabinet.
  - Healthcare staff will not accept controlled substances brought in by the patient's representative.
  - If the prescription has expired, the medication, controlled or non-controlled, will be destroyed according to the rules and regulations of the State of Louisiana.
- Prescription Medications:
  - Prescription medications brought in by the patient will be inventoried and recorded on the Receipt of Medication form.
  - No prescription medication from an outside source may be administered unless it has been approved by the facility Medical Director or provider after verification of the medication from a reputable source.
  - If the Medical Director or provider approves the use of the medication, it will be given. Once the supply of this medication is exhausted, the facility Medical Director or other appropriate provider may order continuation of the medication or a substitute.
  - If the Medical Director or provider does not approve the use of the medication, the storage and accountability guidelines, as described in "Controlled Substances" above, will be followed.

- If a patient representative brings in a prescription medication, the Medical Director or provider must approve its receipt and use.
- Medication Administration Guidelines (See also Medication Services below):
  - No prescription medication will be administered by a healthcare staff member unless it has been ordered by a qualified provider or by a co-vendor provider within the facility.
  - Prescriptions or prescription medications from an outside provider will be approved by the appropriate facility provider prior to administration.
  - A licensed nurse will review and authenticate all medication orders and Medication Administration Records before an order is implemented.
  - Each Medication Administration Record will be valid only for the month in which the medication was ordered.
  - Ointments, creams, lotions, shampoos, inhalers, and suppositories ordered by a provider may be given to the patient in a sufficient quantity to last that dose of the prescription.
  - All other medication ordered will be kept on the medication cart. Injectable and refrigerated medications will be stored in the medication room until they are to be administered.
  - Inmates receiving injectable medications will be brought to the medical unit or other area within the facility designated for this purpose to receive the injection.
  - Under nursing supervision and per the facility's policies regarding contraband, patients receiving insulin may be allowed to draw up and administer their own insulin.
  - All medications will be administered as ordered and on time. Medications will be considered on time if is given within one hour before or one hour after the scheduled time.
  - No expired medications will be administered.
  - Once injectable multi-dose vials are opened, they will be dated and initialed. They must be used or discarded within twenty-eight (28) days.
  - The medications in multi-dose bottles of tablets or capsules are useable until the expiration date printed by the manufacture on the label regardless of the opening date.
  - In order to receive prescribed medications, each patient must show proof of identification prior to receiving prescribed medication.
  - Patients found to be "cheeking" or "palming" medications will receive non-compliance counseling. The nurse will document the "cheeking" or "palming" incident in the inmate's record by recording it using the note section in the EMR. The ordering provider will be notified to determine whether alternatives to administration are advisable. If necessary, essential medications may be crushed or given in liquid form if acceptable practice.

- Controlled Substances:
  - A limited supply of controlled drugs may be kept in the facility under the supervision of the Medical Director.
  - The Health Services Administrator will be responsible for ensuring that an organized system for inventory of these medications is maintained.
  - Controlled drugs will be kept under a double lock system, separate from non-controlled drugs.
  - Medication discrepancies will be reviewed through the CQI process.
  - All controlled substances will be signed out to the patient receiving them at the time they are administered.
- CorrectHealth uses Diamond Pharmacy Services Fix & Fill System in lieu of on-site pharmacy services at Jefferson Parish Correctional Center and its other correctional facilities. A Diamond licensed pharmacist inspects the medication room quarterly and monitors compliance.



#### P. Medication Services.

CorrectHealth provides medication services that are clinically appropriate and administered in a timely, safe, and sufficient manner to the patient population. Accordingly:

- Prescription medications will be administered to the patient only upon the order of a physician, dentist, psychiatrist, midlevel provider, or any other legally authorized individual.
- The ordering provider is notified of impending order expiration and makes determinations as to continuation and adjustment.
- Medications will be only prescribed when clinically indicated and medically necessary.
- During the intake process, information about current medications and other treatment modalities will be obtained.
  1. CorrectHealth staff will contact the Medical Director or designee to determine if the medication or modality is to be continued as clinically indicated.
  2. Medications ordered by the prescriber will be started from the stock of medications on site until patient specific medication(s) can be requested and obtained from pharmacy.
  3. The prescriber orders to continue verifiable prescription medications when necessary and documents justification for treatment alternatives or discontinuation.
  4. Patients on prescription medications prior to incarceration will be placed on the provider's appointment list in the EMR for the next scheduled clinic.



- A formulary is maintained for the Correctional Center, but the healthcare provider is able to order medications not on the formulary when needed.
- Medications are administered and delivered in a timely and safe fashion.
- Medications that are ordered stat or now that are not immediately available will be obtained through a back-up pharmacy.
- Adequate control and accountability of prescription medications is maintained by logging into the Electronic Medical Record (EMR) and/or written logs in the pharmacy.
- The medication program will be monitored through the CQI process.
- Inmates are permitted to carry emergency medications upon the order of a prescriber.
- Discontinued Medications will be returned to the pharmacy for destruction, a list of all returned medication cards, with RX # and the number of pills will be attached to the returned medication box

#### **Q. Medical Diets.**

CorrectHealth will coordinate with food vendor and recommend medical diets that enhance patient's health when clinically indicated. Medical diets will be prescribed by healthcare providers when necessary to meet specific therapeutic requirements related to clinical conditions.

#### **R. Patient Transports.**

CorrectHealth staff will coordinate transport for those patients who need to be seen for healthcare whether inside or outside the facility. Inmates will be transported safely and in a timely manner for any medical, mental health or dental appointment both inside and outside the facilities. CorrectHealth will ensure that patients can meet scheduled medical, mental health or dental appointments.

**S. Emergent or Urgent Health Problems.** When emergent or urgent health, dental, or mental health problems are brought to the attention of facility personnel, health care personnel are prepared to respond and address them immediately, including quickly responding to the patient's needs. This is an "open" system capable of responding to emergencies and time sensitive matters as they occur. Ambulance transportation will be utilized as appropriate and in the clinical best interests of the patient.

#### **T. Hospital and Specialty Care.**

CorrectHealth will make arrangements with local community providers, facilities, and agencies to ensure that patients receive hospitalization and specialty care as clinically indicated when this service cannot be provided internally or on-site.

#### **U. Patients with Chronic Disease and Other Special Needs.**

CorrectHealth established and will maintain a chronic disease and significant health condition(s) program that identifies and manages the care for patients with these illnesses and condition(s). The goal of

managing the individual in this program is to decrease the frequency and severity of symptoms, prevent disease progression/complications and foster improvement in individual functioning.

- Clinical guidelines are consistent with national clinical practice guidelines and evidence-based standards, appropriate for the correctional environment.
- Patients with chronic disease and special needs are identified through the intake/ receiving process and/or sick call clinics and are recorded on the problem list in the EMR.
- Clinical guidelines have been developed and revised as needed for:
  - Asthma
  - Diabetes
  - High Blood Cholesterol
  - Hypertension
  - Communicable diseases such as HIV, Tuberculosis and Hepatitis A, B and C
  - Mood Disorders
  - Psychotic Disorders

#### V. Mental Health Services.

CorrectHealth has provided comprehensive mental health services to correctional facilities for twenty (20) years in over forty (40) facilities, managing both inpatient and outpatient correctional mental health programs. As an award-winning correctional healthcare company for mental health services, the CorrectHealth mental health team understands the need to participate in efforts to aid our consumers in their pursuit of wellness.

CorrectHealth provides mental health services directly at the Jefferson Parish Correctional Center and other facilities.

**Objectives of the Mental Healthcare Program.** The objectives of the Mental Healthcare Program proposed by CorrectHealth for the Jefferson Parish include the following:

- To operate the Mental Healthcare Program in a humane manner with respect to the inmates' rights to basic mental healthcare services;
- To deliver high quality mental healthcare services that that will meet or exceed standards established by NCCHC that govern the healthcare of detainees;
- To operate the Mental Healthcare Program in a cost-effective manner as a steward of Jefferson Parish's inmate healthcare budget, with full reporting and accountability to Jefferson Parish and Sheriff;
- To operate a Mental Healthcare Program using only professionally trained personnel and fully licensed/certified individuals that meets all licensing requirements of the State of Louisiana;

- To develop and implement a Mental Healthcare Program that meets all requirements of NCCHC and includes clear objectives, policies, procedures, and an ongoing Continuous Quality Improvement/Management Program that evaluates our performance; and
- To develop partnerships with community-based providers to promote continuity and consistent delivery of mental health care.

**Our Approach.** Mental healthcare rendered at the Correctional Center will be evidence-based and will be representative of NCCHC standards. Paramount to providing appropriate, quality care is the collaboration of mental health providers and medical providers. This, along with the partnering with security, is a cornerstone of the CorrectHealth program. Mental healthcare will be documented in the patient's health record, and our staff will freely consult with each other, and with security staff, to ensure a consistent and integrated treatment plan. Additionally, CorrectHealth assists in ongoing mental health/special needs training for correctional officers.

**Mental Health Assessment.** As described above, CorrectHealth provides comprehensive Mental Health Assessments by a licensed mental health professional within 72 hours. This evaluation includes, without limitation, the following:

1. Review of mental health screening and appraisal data;
2. Direct observations of behavior;
3. Biopsychosocial interview
4. Collection and review of additional data from individual diagnostic interviews and tests assessing mental functioning, personality, intellect and coping abilities;
5. Compilation of the individual's mental health history; and
6. Development of an overall treatment and management plan with appropriate referrals.

Based on such assessments, patient's mental health needs are addressed on-site or by referral to appropriate off-site facilities. In accordance with Section VII of the Scope of Work, CorrectHealth schedules evaluations through the appropriate local public health system as deemed necessary for further treatment beyond initial assessment.

**Psychiatric Care.** Psychiatric care will be provided in accordance with NCCHC and state standards.

**Transfers.** When commitment of or transfer to an inpatient psychiatric setting is clinically indicated:

- Required transfer protocols are followed;
- The transfer occurs in a timely manner; and
- The patient is safely housed and adequately monitored until the transfer occurs.

**Suicide Prevention and Intervention.** Recognizing that suicide is the leading cause of death in jails nationwide, CorrectHealth understands the importance of an effective suicide prevention plan. An "outcry" is defined as a patient who declares intention to take one's own life or commit self-harm. Inmate outcries can present in a myriad of fashions and in different locations within the criminal justice system. Outcries can be witnessed by correctional officers, healthcare staff, attorneys, bailiffs in court or family members on a phone call. They can occur in intake, during a clinic visit, in a housing unit, or in a courtroom following sentencing. Regardless of the origin, patients who make an outcry require immediate attention utilizing the following procedure:

- When an outcry is identified, the inmate should be immediately protected by security. Once he/she is safe, the outcry is reported to healthcare staff.
- The nurse then calls the “medical provider on-call” to discuss the case, validate risk, manages comorbidities and transfer of the patient.
- Patient is placed on “suicide watch” and housed where welfare checks can be performed every 15 minutes, per facility protocol.
- A care plan is developed by licensed providers.
- Suicide watch is discontinued only upon the order of a licensed provider. Upon discharge, the provider should consider appropriate and timely follow up care.
- Careful consideration should be given to patients who are released from the facility while on suicide watch.

**Summary.** In summary, CorrectHealth will provide a comprehensive mental health program in accordance with NCCHC standards that includes on-site services for all inmates/detainees who require them. CorrectHealth will arrange transport for patients who require acute mental health services beyond those available on-site. By providing comprehensive mental health services to our inmate patients, we strive to reduce recidivism, import community standard of care within the Correctional Center, and allow for an unbroken continuum of behavioral healthcare.

#### **W. Continuous Quality Improvement Program**

**General.** CorrectHealth has developed a Continuous Quality Improvement (CQI) Program at the Jefferson Parish Correctional Center that monitors and improves health care delivery delivered at the Facility. The purpose of the CQI Program is to improve health care by identifying problems, implementing and monitoring corrective action and studying its effectiveness. In accordance with NCCHC and state standards, CorrectHealth uses a structured process to find areas in the healthcare delivery system that need improvement, and that when such areas are found, develop and implement strategies for improvement. Follow through and continued assessment is critical to the success of a quality healthcare program.

CorrectHealth’s Continuous Quality Improvement (CQI) Program enables us to recognize risks associated with clinical care and/or clinical processes before litigation ensues. This, in turn, allows us to make any necessary changes to improve our patient care or our processes.

Elements of the CQI Program include data collection (through health record audits, pharmacy report analysis, log audits and audits of other sources); data analysis and trending; program planning, intervention, and reevaluation. Aspects of the medical, dental, and mental health programs that are high volume, high risk, or problem-prone are evaluated, as will daily activities, such as sick call, physicals, chronic care clinics, and medication administration. CorrectHealth generates monthly reports of CQI activities for Jefferson Parish reported in our quarterly MAC meetings.

**X. Electronic Health Records & Privacy.** CorrectHealth recognizes the importance and benefits of utilizing electronic means of documenting patient healthcare. Accordingly, 100% of our jails and correctional centers operate with a full electronic medical record (EMR). CorrectHealth has experience with several Electronic Health Record platforms. Through the automation of patient health information, we ensure the availability of accurate, comprehensive, legible, and up-to-date electronic health records in a standard format for each inmate. CorrectHealth and Sapphire EMR customized the record keeping system used at the Jefferson Parish Correctional Center to offer real-time alerts, flags, notifications, and

monitoring capabilities that allow us to proactively track compliance with accreditation standards and facility protocols. For example, CorrectHealth's Sapphire platform tracks and notifies staff of various deadlines – including those associated with intake screenings, chronic care visits, sick call, infirmary care, medication administration, timing of rounds, and provision of diagnostic testing results – to assist the staff in providing timely, high quality care.

CorrectHealth's Sapphire system also is customized to capture and maintain all critical documentation. Among other things, the customized system has built-in stopgap measures and checks-and-balances that prevent staff and providers from failing to capture or enter key information and documentation. For example, the system will not allow a provider or staff member to save a record that omits a treatment plan, diet, or activity orders that should have been provided to the inmate.

CorrectHealth personnel comply with all state and federal laws protecting the confidentiality of protected health information, including, without limitation, the Health Insurance Portability and Accountability Act (HIPAA). As such, CorrectHealth maintains complete medical records with the highest regard for the inmate's privacy. CorrectHealth will comply with inmate access and confidentiality provisions, all in a manner consistent with applicable federal, state, and local laws, rules, regulations and orders.

## **Y. Reports.**

CorrectHealth will provide numerous reports on a daily, bi-weekly, monthly, quarterly and annual basis. Included in these reports are:

- Daily Activities / Sentinel Events Log
- Monthly Statistical Reports (Management Information System)
- Monthly Specialty Care Log
- Bi-Weekly or Monthly Productivity Report
- Security Training / Continuing Education Logs
- Grievance Tracking Report
- Continuous Quality Improvement (CQI) Reports (see above)
- Other Reports as requested by the Facility administration

Further, CorrectHealth will maintain and submit monthly reports of all activities conducted pursuant to any agreement negotiated, including, but not limited to, the number and types of screenings, number and types of examinations, number of prescriptions, transports and admission into other health care facilities, as well as personnel changes.

## **Z. Financial Systems and Reports.**

CorrectHealth will maintain an accounting system for personnel salaries, supplies, and other expenditures, including pharmaceuticals. In addition, as requested by Facility Administration, CorrectHealth will submit monthly financial statements, as well as an annual expenditure report.

## **AA. Insurance.**

CorrectHealth will have and maintain the following insurance policies, applicable to our healthcare operations at the Jefferson Parish Correctional Center:

- Workers' Compensation: statutory limits, as well as Employer's liability;



- Commercial General Liability (claims made) with minimum limits of \$1,000,000 combined single limit for any one occurrence and \$2,000,000 aggregate for bodily injury, personal injury and property damage; and
- Professional Liability: CorrectHealth will maintain enrollment with the Louisiana Patient Compensation Fund (LA PCF) and will maintain primary professional liability coverage, as specified and required by the LA PCF.

### **BB. Training and Screening Programs.**

CorrectHealth will organize and implement training programs for Correctional Center officers and screening programs for the protection of personnel and inmates from communicable diseases in accordance with NCCHC.

Ongoing education for our staff and those with whom we partner has been a hallmark of our working history. On an annual basis, ongoing training and education will be made available to security personnel by CorrectHealth staff. CorrectHealth provides monthly training to security personnel on the following topics:

- Signs and symptoms of emergency situations
- First Aid and AED Training
- Universal Precautions
- Communicable Diseases
- Inmate Down Drills
- AIDS awareness and Inmate handling
- Procedures for Patient Transport
- Signs and Symptoms of mental illness, with Suicide risk identification
- Disaster Planning

### **CC. Miscellaneous Services.**

CorrectHealth will provide additional services in accordance with the Scope of Services, to include:

- Providing necessary liaison with local, state, and federal agencies with jurisdiction over health care and medical care in the correctional environment.
- Utilizing, where possible, public agencies such as mental health services, substance abuse services, and public health services, to reduce costs to the Parish to include, but not be limited to, the tuberculosis clinic provided by the Louisiana office of Public Health, specialty clinic services and hospitalization provided by University Medical Center, including surgical or orthopedic, prenatal, elective and emergency hospital services, specialty services for HIV (including medications provided by the Medical Center of Louisiana), and forensic social work services.
- As requested and to the extent permitted by contract and law, CorrectHealth will testify at judicial, administrative, or other proceedings with respect to medical services and provide all records related to any such services in question at such proceedings.

Unless specifically stated otherwise, CorrectHealth acknowledges and agrees to all of the requirements stated in the Scope of Services, as clarified and revised in response to questions.

## ***Section 5 – Staffing Plan and Cost Proposal***

### **A. Staffing Plan & Schedule**

CorrectHealth will ensure sufficient numbers and types of health care staff to care for the inmate populations of the Jefferson Parish Correctional Center. As the existing correctional health care provider for Jefferson Parish Correctional Center, CorrectHealth already has in place staff necessary to provide coverage under the proposal despite a nationwide nursing shortage. Our goal is to stabilize the staff, decrease reliance on agency personnel, and restore staffing to its pre-pandemic levels.

Despite the challenges of the past two years, CorrectHealth's HR team is committed to attracting and retaining superior employees that are not only passionate about what they do, but fervently committed to providing high quality healthcare inside the walls of correctional facilities. By forming a partnership with our managers, we are able to continuously evaluate staffing levels and strategically plan for dynamic recruitment opportunities.

- The Medical Director (a Louisiana licensed physician) shall make sick and emergency call visits at the Correctional Center sufficient to meet or exceed accreditation standards;
- The HSA (a Louisiana licensed nurse) shall be at the Correctional Center during regular business hours (*i.e.*, an eight hour workday) five days per week;
- Nurses shall be at the Correctional Center 24 hours per day/365 days per year.

**CorrectHealth understands that the staffing proposal is based on the assumption that there will be a daily average of 1193 inmates at the Jefferson Parish Correctional Center.**

## Staffing Matrix

Jefferson Parish Staffing Matrix	Hrs/Wk	FTE
<b>Personnel</b>		
<b>Senior Staff</b>		
Medical Director (MD)	24	0.60
MLP-day	32	0.80
MLP - WH	4	0.10
HSA	40	1.00
Dir. of Nursing RN	40	1.00
Coord Chronic Clinic	40	1.00
Coord CQI / Accreditation	40	1.00
IT Support	40	1.00
<b>Intake</b>		
Registered Nurse - 12AP	84	2.10
Registered Nurse - 12PA	42	1.05
Registered Nurse - 12PA - Agency	42	1.05
LPN A	84	2.10
LPN P	84	2.10
CT AP	84	2.10
CT PA	84	2.10
<b>Clinic</b>		
LPN-D	40	1.00
<b>Infirmery</b>		
LPN A	84	2.10
LPN P	84	2.10
<b>Pill Team</b>		
LPN A	252	6.30
<b>Dental</b>		
Dentist	4	0.10
<b>Mental Health</b>		
Psychiatrist	8	0.20
MH Professional - LPC / LCSW	80	2.00
<b>Total</b>	<b>1316</b>	<b>32.90</b>

**Shift Schedules.** For many of our clinical positions, CorrectHealth utilizes a unique 12-hour shift schedule that provides for greater staffing stability, fewer call outs, guaranteed overtime for our full-time staff, and reduced turnover. This schedule allows us to provide the same level of staffing as a typical 8-hour shift schedule but with fewer FTEs and lower benefit costs. Additionally, this schedule provides a flexible schedule and facilitates an increased work-life balance for our team members. Copies of staffing schedules, which include all health care staff, will be posted in designated areas on a daily basis.

## B. Financial Proposal.

**Proposal Pricing.** CorrectHealth agrees to provide a quality-driven, cost effective, healthcare program for the inmates and detainees at the Jefferson Parish Correctional Center. Our base pricing includes comprehensive medical services, mental health services, dental services, nursing services, provider services, administrative support services, all pharmaceuticals and healthcare supplies, laboratory and routine radiology services, medical waste, oversight and all requisite insurance coverage to support the healthcare needs of the JPCC. In addition to these services, TeleHealth equipment and services and Electronic Health Record are also included in the base pricing.

**Employee Benefits and Salaries.** Employee staffing for healthcare is critical to the success of maintaining quality healthcare services at a correctional facility. Appropriate staffing will minimize off-site costs, security and transportation costs, security risks, and exposure to malpractice claims. CorrectHealth is pleased to present a staffing plan that will meet the needs of the JPCC as outlined in the RSQ. As the Staffing Matrix above indicates, we are providing 32.90 FTEs to provide healthcare services to the inmates at the JPCC.

Salary and benefit costs as indicated include base compensation, replacement staffing and payroll taxes and benefits. Total labor related expenses for staffing as presented comprise 65-75% of the total healthcare expense being presented to JPCC.

**Pharmaceuticals and Supplies.** CorrectHealth will continue to provide the services of Diamond Pharmacy Services to meet the pharmaceutical needs of the JPCC. Diamond has a proven track record of service excellence in the correctional healthcare industry. Pharmaceutical expenses include both formulary and non-formulary medications. Expenses for HIV medications is included in this pricing.

Dialysis, chemotherapy and bleeding disorder treatments will be provided off-site. The cost of medications for the treatment of bleeding disorders, including, but not limited to Factor VIII and IX, chemotherapy and dialysis treatments will be the responsibility of Jefferson Parish.

**Contract Fees.** Contract fees as submitted in this proposal include the following:

- Agency recruiting fees
- Laboratory and routine radiology services
- Biomedical equipment maintenance and repair
- TeleHealth equipment and contracted services
- Electronic Health Record
- Biohazardous waste management

**Administrative Costs.** General and Administrative costs as submitted in this proposal cover corporate overhead expenses to include the following:

- Human Resources support for employee and staffing needs
- Medical, mental health and dental provider credentialing
- Cost of Insurance
- Legal support for risk management and peer review programs
- Financial support for accounting and adjudication and payment of claims
- Other general and administrative costs such as travel



Specialty Care and Off-Site Services. Jefferson Parish will be responsible for payment of all costs and expenses associated with the provision of all on-site and off-site specialty care services, as well as all medical services that occur away from the JPCC.

CorrectHealth will manage and coordinate care, adjudicate and pay all claims as requested by Jefferson Parish. This includes off-site care providers, potential third party payment resources and all inmate off-site healthcare applicable costs, not including prior to booking costs, on a monthly basis. CorrectHealth will invoice Jefferson Parish on a monthly basis for all claims fully adjudicated.

Base Compensation. The base compensation paid to CorrectHealth by Jefferson Parish includes the provision of onsite healthcare services as outlined above for a maximum inmate population of 1100 Inmates per day at the Jefferson Parish Correctional Center.

Annual Base Compensation	Monthly Base Compensation	Per Diem
\$5,643,408.59	\$470,284.05	\$2.65

Per Diem Compensation. If the census at the Jefferson Parish Correctional Center exceeds 1050, CorrectHealth will charge the Jefferson Parish a per diem rate of \$2.65 for those inmates in excess of 1050. If the census should fall below 1050, CorrectHealth will reimburse Jefferson Parish a per diem rate of \$2.65 for those inmates below 1050. The per diem is intended to cover additional costs in those instances where minor, short term increases in the inmate population result in the higher utilization of routine supplies and services. However, the per diem is not intended to provide for any additional fixed costs, such as new staffing positions, which might prove necessary with additional service areas, or if the inmate population grows. If the average monthly population increases significantly over the maximum inmate population as indicated in this Cost Proposal and if the population increase is sustained for a three (3) month period, the parties agree to negotiate additional staffing complement and associated compensation in order to continue to provide services to the increased number of inmates and maintain the quality of care consistent with this Proposal.

Exclusions. CorrectHealth will not be responsible for the cost of specialty care, off-site advanced diagnostics, hospitalizations, off-site healthcare services, or emergency services transports (ambulance), dentures; bridgework or bridge repairs; eyeglasses; orthopedic shoes or other devices; any prosthetic devices, wheelchairs, walkers or quad-canes; chemotherapy medications; hemophilia medications; or dialysis medications.

Changes in Standards of Care or Scope of Services. The prices quoted reflect the scope of services as outlined in our technical proposal, the SOQ requirements, and the current community standard of care with regard to correctional healthcare services. If there is any change in or modification the local, national (e.g. NCCHC, ACA) or community standards of care or scope of services, court order, ruling or interpretation, state or federal law or statute or interpretation there of that results in sustained and material increase in costs (e.g. treatment of TB, HIV/AIDS, etc.). Coverage of costs related to such changes are not included in this proposal and would need to be renegotiated with Jefferson Parish. Further, if the mission and/or purpose of the Facility changes substantially, Jefferson Parish agrees to renegotiate with CorrectHealth in good faith for any change in services.



**Payment Terms.** CorrectHealth will invoice the Jefferson Parish for base compensation on a monthly basis on the 15th day of the month of service. Jefferson Parish agrees to pay CorrectHealth by the tenth day of the following month. Adjustments for census variations will be made by the 15th of the month following the month of services.

In the event this agreement should terminate on a date other than the end of a calendar month, compensation to CorrectHealth will be prorated accordingly for the shortened month.

**Annual Renewal.** CorrectHealth will guarantee the pricing for the first year of the contract. Upon annual contract renewal between CorrectHealth and Jefferson Parish, the compensation paid to CorrectHealth and all proposal prices above, including base compensation and per diem rate, shall be increased by the percentage increase of the Consumer Price Index-Wage Earners and Clerical Workers (CPI-W), Medical Care Component (MCC) for the Southern Region of the United States.

**Financial Systems and Reports.** CorrectHealth will maintain an accounting system for personnel salaries, supplies, and other expenditures, including pharmaceuticals. In addition, as requested by Facility Administration, CorrectHealth will submit monthly financial statements, as well as an annual expenditure report.

**Statement of Financial Condition.** CorrectHealth Companies is a group of private, limited liability companies currently licensed and insured to do business in the States of Louisiana and Georgia. At the close of business December 31, 2017, combined annual operating revenues exceeded \$44 million. Our annualized payroll is currently \$23.5 million. CorrectHealth Companies' operations have been self-funded for its entire 22-year history. CorrectHealth has significant cash balances, a healthy cash flow and an available line of credit in the amount of \$2 million. The companies are financially stable and capable of performing under the proposed contract.

**Summary.** CorrectHealth has carefully read the SOQ and all of the data submitted. We are making an honest, transparent and fair proposal to the Jefferson Parish to provide high quality, cost effective, comprehensive healthcare services to the inmates at the Jefferson Parish Correctional Center. CorrectHealth looks forward to the opportunity to discuss our proposal with Jefferson Parish representatives during the evaluation process.