



CONTRACT AMENDMENT

This amendment by and between the Contractor and State Entity defined below shall be effective as of the date this Amendment is fully executed.

STATE OF GEORGIA CONTRACT	
State Entity's Name:	Georgia Department of Corrections
Contractor's Full Legal Name:	MHM Correctional Services, LLC
Contract No.:	ES-RFP-46700-415
Solicitation No./Event ID:	ES-RFP-46700-415
Solicitation Title/Event Name:	Mental Health (MH) / Integrated Treatment Services and Dental Health Services for Offenders
Contract Award Date:	July 01, 2019
Current Contract Term:	July 01, 2019 - June 30, 2020
Amendment No.:	1

WHEREAS, the Contract is in effect through the Current Contract Term as defined above; and

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties do hereby agree as follows:

1. Contract **Section C. DESCRIPTION OF SERVICES** is deleted in its entirety and replaced with the following:

C. DESCRIPTION OF SERVICES

1. **Specifications in Bidding Documents.** All Services shall be provided in accordance with the specifications contained in the contractor's RFP Technical Response, the terms of the Contract, and as further described in Contractor's Response below (not inclusive of all services):

The Contractor agrees to perform fully and faithfully the services described herein and in Attachment B, Mental Health and Integrated Treatment Services and Attachment C, Dental Health Services (which is incorporated herein by reference) (the Scope of Services), in accordance with standards applicable to similar professionals practicing in geographic locality that services to be performed. Any additional or different services to be performed shall be specified by an amendment to this agreement, executed by the parties in the manner provided for herein. No provision of this agreement shall be construed to prohibit Contractor from offering similar or difference services to the public, including other state agencies.

Staffing shall be as set forth in Attachment Y and Z subject to any adjustments as may be agreed to from time to time including, but not limited to, staffing adjustments based on fluctuations in the MH/MR and ITS population.

The MH and Integrated Treatment Services (ITS) to be provided by Contractor shall include, but not inclusive of all services:

- (i) Caseload Management
- (ii) Clinical Supervision and Consultation
- (iii) Clinical Facility Audit Support
- (iv) Crisis Stabilization Unit (CSU) Bed Management
- (v) Assist with telemedicine program coordination
- (vi) Quality assurance including participation in the state-wide CQI process
- (vii) Human resources/personnel support including appropriate recruiting and management and assist with training and follow SOP 508.01 MH Organization and Administration, which states that the contractor will be responsible for hiring staff, but the MH & ITF Program Supervisor will have veto authority and all hiring must have the approval of the on-site administrative staff. Is also states that all administrative decisions regarding work schedules, jobs duties, use of leaves, etc. is subject to approval by the DOC administrative staff. The process for Resolution of Clinical Conflict states that it will be resolved by the local Deputy Warden of Care and Treatment or Warden if necessary. If there is still conflict the State MH & ITF Program Supervisor will consult with the Regional Program Manager, Regional Clinical Director and local administrative staff to resolve. The highest level of resolution rests with the State Mental Health Services Director.
- (viii) Cooperative level management, supervision and planning.
- (ix) Psychotropic pharmaceutical utilization management.
- (x) Contractor shall maintain an appropriate staff at regional office to supervise delivery of the services to the department.
- (xi) Dental Health Services shall include:
 - (xii) Intake Exams
 - (xiii) Comprehensive exams
 - (xiv) Sick Call exams
 - (xv) Fillings
 - (xvi) Simple Extractions & Other Surgeries
 - (xvii) Cleaning
 - (xviii) Denture repair and completion
 - (xix) Partial denture repair and completion

- (xx) DNA
- (xxi) Infection control
- (xxii) Prescription Dental medication
- (xxiii) Dental education
- (xxiv) Other Mental or Dental Health services as requested.
- (xxv) Implementation Plan and Timeline. Contractor shall identify liaisons team members and establish implementation planning Team with GDC to begin transition planning to new contract services no later than two weeks after Notice of Award (NOA) is posted by the State Purchasing Division.

2. **Product Shipment and Delivery.** All products, if any, shall be shipped F.O.B. destination. Destination shall be the location(s) specified in the RFX or any provided Purchase Instrument. All items shall be at the Contractor's risk until they have been delivered and accepted by the receiving entity. All items shall be subject to inspection on delivery. Hidden damage will remain the responsibility of the Contractor to remedy without cost to the State Entity, regardless of when the hidden damage is discovered.
3. **Non-Exclusive Rights.** The Contract is not exclusive. The State Entity reserves the right to select other contractors to provide services similar to the Services described in the Contract during the term of the Contract.
4. **No Minimums Guaranteed.** The Contract does not guarantee any minimum level of purchases or use of Services.

2. **Contract Section D.1 Pricing and Payment (i) is deleted in its entirety and replaced with the following:**

D. COMPENSATION

1. Pricing and Payment.

- (i) The Contractor will be paid for Services provided pursuant to the Contract in accordance with the MHM Clarification Cost Proposal Workbook as incorporated into the State Entity Standard Contract Form and the terms of the Contract. The state will pay a flat monthly fee and the Prices shall include, but are not limited to Implementation cost, Personnel expenses, an operational expense per month, per facility. For the initial terms, the state shall pay a monthly fee of Three Million, One Hundred Seventy-Four Thousand, Nine Hundred Forty Dollars (\$3,174,940.00) for the MH and ITS, a not to exceed total of Thirty-Eight Million, Ninety-Nine Thousand, Two Hundred Eighty-One Dollars (\$38,099,281.00).

For the initial term, the State shall pay a flat monthly fee of Eight Hundred Three Thousand, Six Hundred Fifty-Four Dollars (\$803,654.00) for Dental services. The State shall also pay a yearly fee of Twenty-Nine Thousand, Four Hundred Eighty-Six Dollars (\$29,486.00) for software assurance for a total initial term cost for Dental Services and software assurance not to exceed Nine Million, Six Hundred Seventy-Three Thousand, Three Hundred Thirty-Four Dollars (\$9,673,334.00).

During Year One of the Contract, GDC shall also pay the following fees:

Service Description	Amount (per compensable increment)
Project Management related to Dental Health Software Implementation	Eighteen Thousand, Four Hundred Dollars (\$18,400.00)
Implementation charge for Dental Health Software (Payable upon completion and acceptance of full implementation per facility, not to exceed 34 facilities)	Four Thousand Eight Hundred One Dollar and Five Cents per Facility (\$4,801.05 per Facility)
Data Migration (Payable upon completion and acceptance by GDC)	Two Thousand, Two Hundred Dollars (\$2,200.00)
Dentrix Training (Training is for 36 days, Not to exceed 90 users)	Ten Dollars and Twenty-Two Cents per Day per User (\$ 10.22 per Day per User)
Support Desk Training for Superusers identified by GDC (Training shall not exceed three (3) days)	Two Thousand One Hundred and Sixty Dollars per Day (\$2,160.00 per Day)
Go-Live Support (Support shall be provided during standard GDC operating hours, and shall not exceed eight (8) days)	Two Thousand One Hundred Sixty Dollars per Day (\$2,160.00 per Day)
Hosting	On Hundred Seventy Thousand Dollars (\$170,000.00)

In no event shall the initial term maximum amount due to the Contractor under this Contract exceed Forty-Eight Million, Two Hundred Twenty Thousand Eight Hundred Fifty-One Dollars (\$48,220,851.00) Unless clearly stated otherwise in a contract amendment all prices are firm and fixed and are not subject to variation.

3. Contract **Section I. BONDS** is deleted in its entirety and replaced with the following:

I. Bonds

The awarded Supplier shall be required to furnish a performance bond to the State Entity for the faithful performance on the contract in amount equal to 25% of the annual total amount of the contract per annum. Changes to the bond amount will be authorized at the sole discretion of GDC and may be amended with the execution of each contract renewal. The bond shall be issued by a Corporate Surety authorized to do business with the State of Georgia. The performance bond/letter of credit must be submitted to the State Entity within ten (10) calendar days of the date the contract is

awarded, but in any event, prior to the beginning of any contract performance by the awarded supplier.

4. Contract Attachment B – Scope of Services, Mental Health is deleted in its entirety and replaced with the new Attachment B – Scope of Services, Mental Health revised attached hereto.
5. Contract Attachment C – Scope of Services, Dental Health is deleted in its entirety and replaced with the new Attachment C – Scope of Services, Dental Health revised attached hereto.
6. Staffing Matrix Attachment Y is deleted in its entirety and replaced with the new Attachment Y – Staffing Matrix, Mental Health revised attached hereto.
7. Staffing Matrix Attachment Z is deleted in its entirety and replaced with the new Attachment Z – Staffing Matrix, Dental Health revised attached hereto.
8. **SUCCESSORS AND ASSIGNS.** This Amendment shall be binding upon and inure to the benefit of the successors and permitted assigns of the parties hereto.
9. **ENTIRE AGREEMENT.** Except as expressly modified by this Amendment, the contract shall be and remain in full force and effect in accordance with its terms and shall constitute the legal, valid, binding and enforceable obligations to the parties. This Amendment and the contract (including any written amendments thereto), collectively, are the complete agreement of the parties and supersede any prior agreements or representations, whether oral or written, with respect thereto.

IN WITNESS WHEREOF, the parties have caused this Amendment to be duly executed by their authorized representatives.

CONTRACTOR

Contractor's Full Legal Name: (PLEASE TYPE OR PRINT)	MHM Correctional Services, LLC
Authorized Signature:	
Printed Name and Title of Person Signing:	Steven H. Wheeler, President & Chief Executive Officer
Date:	7/30/2019
Company Address:	1593 Spring Hill Road #600, Vienna VA 22182

STATE ENTITY

Authorized Signature:	
Printed Name and Title of Person Signing:	Jennifer Andrews, General Counsel
Date:	8/7/19
State Entity Address:	PO Box 300 Forsyth, Ga 31029



Request for Proposal: Mental Health and Dental Health Services for Offenders

Attachment B – Scope of Services, Mental Health - revised

GDC Policies and Standard Operating Procedures:

1. The supplier's personnel shall abide by applicable regulations and directives of the Georgia Department of Corrections (GDC). All proposed services as outlined in this proposal will be delivered in conformance with ALL Departmental Standard Operating Procedures (SOP) for GDC Mental Health (MH), Specialized MH Treatment Unit and Integrated Treatment Facilities (ITF) as they may be amended from time to time.
2. The supplier will be required to adhere to policies listed in Captiva (GDC Intranet), unless otherwise noted in a written directive, which may include email communications, from the State MH Director. The requirement for implementation of a policy change will be stated in the directive. The supplier shall be aware that any and all directives from the State MH Director will supersede procedures on Captiva or prior policies. There may be a directive from the GDC Legal Department where the supplier will be responsible to incorporate changes into their procedures.
3. The supplier's onsite employees must meet the same pre-employment standards and standards of conduct as Department employees (SOP 104.47-IV014-0001).
4. The supplier must obtain security background investigations on all potential employees prior to hiring. Investigations will include; but not limited to, a fingerprint check with the state and federal agencies and verification of personal data, to include education and employment experience.
5. The supplier shall perform drug tests performed on all employment applicants who will be working in GDC Facilities prior to employment and will perform random drug testing of hired employees who work in GDC Facilities.
6. The supplier shall prepare a random drug testing plan (including timelines/schedules) to include at least five percent (5%) of employees each calendar month. The supplier will submit the schedule and identify the drug screening process and test(s) to be used, to GDC



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for review and approve. This requirement is due no later than thirty (30) calendar days prior to the Service Commencement Date. The supplier shall retain all records relating to its employee drug testing. Supplier shall provide quarterly reports and an annual aggregate report of employee drug testing to the Office of Health Services

7. The supplier must agree not to reassign staff members which have been terminated from a facility, to another facility without the written permission from the State MH Director or the Director of Health Services. The supplier further agrees to coordinate with GDC regarding a "no rehire" list.

8. The supplier shall not employ any individual to perform work under the contract who has previously been determined unacceptable for performance under any other GDC Facility, contract, or who has been separated for cause by GDC.

9. The supplier will discontinue the use of any employee for performance of work under the Contract upon written notice from GDC that the individual is not, or is no longer, acceptable for performance under the Contract.

Staff Coverage

1. The supplier shall perform drug tests on all employment applicants who will be working in GDC Facilities prior to employment and will perform random drug testing of hired employees who work in GDC Facilities.

2. Supplier shall fill vacancies within no more than thirty (30) calendar days with personnel meeting the minimum qualifications outlined by GDC. In the event any position remains unfilled for thirty (30) Calendar days, a penalty will be incurred. This penalty shall be based on the number of days vacant beyond the 30th day divided by the current salary for that position. It should be noted that penalties on staff vacancies does not impact penalties with certification requirements.

3. The supplier is required to provide coverage for all positions in the event of leave, training, resignation/termination and all other absences. The supplier shall allow other staff



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to substitute for absent staff, provided that:

- a. The substituting staff's professional qualifications, including certification and licensure meets or exceeds those required of the absent staff; and,
- b. In the sole judgment of GDC, the substituting staff's primary duties and responsibilities are adequately fulfilled during the substitution.

Performance Management

1. The supplier will be responsible to conduct an annual audit (financial and programmatic) to report contract compliance with expected levels of service and key performance indicators such as staffing, provisions for MH delivery and financial accounting and reporting aspects. The scope of the audit must be approved in advance and be agreed upon by GDC. The supplier's annual audit scope will be subject to the discretion of GDC. The written audit report to the Office of Health Services within 60 days of the end of the first 12 months period and thereafter within 60 days of the end of the Fiscal year. (June30)
2. The supplier must report the status of any and all contractual obligations, upon request of GDC.
3. The supplier must facilitate on site monitoring visits from GDC as requested. Any service delivery deficiencies identified during audits, will require corrective action plans and a timeline for improvement that is subject to the discretionary approval of GDC.

Space Allocation, Equipment and Supplies

The supplier shall be furnished with the following items and services by GDC:

1. Space will be allocated within the facilities by GDC for the Supplier's staff.



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2. Equipment such as furniture and administrative equipment, including a minimum of one (1) stand-alone personal computer (PC) and a minimum of one (1) compatible printer, will be provided by GDC at each Facility. GDC will be responsible for ongoing maintenance, repair and replacement of this equipment unless, in GDC's sole judgment, any damage or destruction resulted from the supplier's negligence or abuse; in which case, the supplier will be responsible for repair and replacement. GDC will provide access to one (1) copier per Facility. The supplier will provide all its own copier paper as needed. Each provider, contract employee, who provides direct service will be provided a personal panic alarm for use in the facility.
3. Supplies provided by GDC include standard forms for offenders. The supplier shall provide all other clinical and administrative supplies (including computer software not currently provided by GDC) such as those required to provide the required services.
4. Telecommunications or telephones will be provided by GDC. GDC will provide telephones. GDC will be responsible for ongoing maintenance, repair, and replacement of the telephones provided unless, in GDC's sole judgment, any damage or destruction resulted from the supplier's negligence or abuse; in which case the supplier will be responsible for repair and replacement.
5. Utilities and Housekeeping Service will be provided by GDC such as water, trash collection and any related services.
6. Information Technology Computer Equipment, Supplies and Maintenance will be Provided by GDC for GDC-owned equipment and existing software. Supplier will provide hardware, software, and maintenance for supplier-owned software and hardware.

Transition Plan

1. The incoming supplier shall cooperate with the outgoing supplier to ensure a smooth



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transition of services. Replacement of outgoing supplier's staff, equipment, supplies, and other resources with those of the incoming supplier, and the scheduling of such replacement, shall be at the mutual agreement of the suppliers under GDC oversight.

2. No aspect of the transition shall have an adverse effect on the delivery of services by either supplier, excepting cases in which either or both suppliers have previously advised GDC of such probable effect and will proceed in accordance with case-by-case agreements between GDC and both suppliers.

Electronic Health Records (EHR)

1. The supplier shall support GDC in the implementation of Electronic Health Records, through research, recommendations and ultimately, with maintaining Electronic Health Records (EHR).

Mental Health Program Services

The supplier will provide MH services to Georgia offenders in State facilities, which includes psychotropic medication utilization management.

A. Psychiatry Services

As required by GDC's policies and procedures for MH services, psychiatrist will provide the following services:

1. **Medication Management:** Psychotropic medication management services will be provided by qualified psychiatric positions in accordance with SOP 508.01. Face-to-face evaluative services for offenders on psychotropic medications will be conducted at such intervals as outlined in the SOP's.
2. **Diagnostics/Evaluations/Emergency Evaluations:** Psychiatrists will perform routine and emergency evaluations in response to referrals or requests as outlined in relevant SOP's



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such as 508.15 and 508.19. Psychiatrists will provide services according to current Diagnostic Statistical Manual (DSM) published by the American Psychiatric Association criteria.

3. **Making rounds (Level V Acute Care Units (ACU) and Crisis Stabilization Unit's (CSU):**

Psychiatrists will make rounds and perform face-to-face clinical services to patients in level V crisis stabilization units, acute care units, and observation cells in accordance with Georgia Department of Corrections SOP's.

4. **Meeting Attendance/Participation:** (SOP 508.08) Psychiatrists will attend and actively participate in clinical and administrative meetings (i.e., Treatment team, hospitalization planning, Continuous Quality Improvement, MH staff meetings and community meetings) as outlined in the SOP's and as may be additionally required by GDC.

5. **Consultation:** Psychiatrists will be available and receptive to facility MH and administrative staff for consultation. The Continuous Quality Improvement process will include facility input as to the receptivity and availability of psychiatrists for consultation.

6. **Charting/Documentation:** Psychiatrists will legibly document according to the department's policies and procedures, utilizing GDC's forms and protocols for documentation or EHR.

7. **Twenty-four (24) Hour Availability:** The supplier will provide 24-hour psychiatry coverage and availability through an on-call protocol. Psychiatrists will be responsive to calls (based on current GDC SOP requirements) from their assigned area at their assigned time on a 24-hour basis. Secondary or backup coverage will be provided through an on-call rotation of regional psychiatrists.



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8. **Clinical Recommendations:** Psychiatrists will provide written clinical recommendations and findings as requested and assist in the referral and transfer of offenders to alternative facilities as required. Psychiatrists will openly communicate clinical information and hold dialogue with MH personnel at receiving facilities, as requested, regarding reasons for transfer to CSU or ACU and clinical status.

9. **Clinical Supervision:** Psychiatrists will be available on a regularly scheduled basis to perform clinical supervision and/or consultation services to MH nurses.

10. **Staff In-Service/Training:** Psychiatrists will participate in training and educational in-service programs for facility staff and allied health professionals on a regular basis or as requested by GDC.

11. **Participation in Continuous Quality Improvement (CQI) and Utilization Review (UR) programs:** Psychiatrists will participate in GDC's CQI and UR Programs.

12. **Unique Services:** Psychiatrists will provide clinical services unique to the mission of the facilities, community corrections, and the MH program.

B. Psychology Services

As required by the Georgia Department of Corrections' policies and procedures for MH services, psychologists will provide the following services:

1. **Individual/Group Psychotherapy:** Psychologists will provide individual and group psychotherapy services to offenders referred for such services or identified through the comprehensive treatment plan.



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2. **Clinical Program Oversight and Program Development:** Psychologists will provide program oversight to all MH offenders and develop programs and groups. Clinical Directors (a Psychologist) are responsible for developing and ensuring implementation of MH programs to address clinical issues identified on offenders' comprehensive treatment plans. MH units will have therapeutic programs which address mental illnesses as defined by the current DSM.

3. **Diagnostics/Evaluations/Psychological Testing:** Psychologists will provide evaluative and diagnostic services to referred offenders. Psychologist will complete written psychological evaluations in a timely fashion according to Departmental policy. Psychologists or behavior specialists will administer and score psychological tests. Psychologist will interpret the test results.

4. **Clinical Consultation and Training:** Psychologists will be available on a regularly scheduled basis as part of their routine services to facilities and perform clinical consultation to institutional MH staff counselors, behavior specialists, activity therapists, MH nurses, multifunctional correctional officers, interns, students, etc. The Clinical Director, along with the MH Unit Manager will ensure all licensed staff performs within the parameters and scope of their duties. *See Appendix

5. **Supervision:** Psychologists will provide clinical supervision to all unlicensed MH counselors and consultation to activity therapists and licensed staff as needed.

6. **Meeting Attendance/Participation:** Psychologists will attend and actively participate in clinical and administrative meetings as outlined in the SOPs and as may be additionally required by GDC.



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7. **Clinical Recommendations:** Psychologists will provide written recommendations and findings as requested and assist in the referral and transfer of offenders to alternative facilities. Psychologist will hold dialogue with MH personnel at the receiving facilities regarding reasons for transfer and clinical status of offenders being transferred.

8. **Staff In-Service/Training:** Psychologists will participate in education/in-service programs for facilities staff and allied health professionals on a regular basis or as otherwise requested. Along with the MH Unit Manager, the Clinical Director will ensure training addresses clinical deficiencies and other areas of clinical concern found in the Continuous Quality Improvement (CQI) studies and supervision/observations.

9. **Charting/Documentation:** Psychologists and Mental Health Unit Managers will collect data and provide timely interpretation of monthly statistical reports as may be requested by GDC.

10. **Participation in CQI and UR Programs:** Psychologists will participate in GDC's Continuous Quality Improvement and Utilization Review programs. The Clinical Director will be responsible for reviewing all CQI studies and, along with the MH Unit Manager, develop a corrective action plan to address clinical/programming concerns/deficiencies found in the CQI studies, or other data collection activity. The Clinical Director and the Unit Manager will conduct a second CQI within 6-months to ensure that corrective action address the problem(s) adequately.

11. **Unique Services:** Psychologists will provide clinical services unique to the missions of the facilities, community corrections, and the MH program.



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C. Mental Health Unit Managers (MH Unit Manager)

As required by GDC's policies and procedures for MH services, the MH Unit Managers will provide the following services:

1. **Plans and directs the operations and administration of the MH unit:** Under authority of the Deputy Warden of Care and Treatment, the MH Unit Manager plans, directs, and assumes responsibility for administration and operation of the MH program. The MH Unit Manager will coordinate with appropriate staff to ensure that business and administrative services and support needs of the program are met using appropriate channels of communication (appropriate reporting authority as per the organization charts). The MH Unit Manager will create and maintain a high-performance environment characterized by positive leadership and strong team orientation.
2. **Monitor MH program and services:** The MH Unit Managers will continually observe and monitor the care and treatment activities and staff to ensure proper delivery of programs and services to the offenders (such as CQI), in accordance with the GDC's policies and procedures. (Supplier will have their internal system of quality assurance and the scenario will capture the strategy). The MH Unit Manager appropriately assigns work to employees based on pertinent factors such as staff ability, available resources, workload, and security requirements.
3. **Supervises and manages MH staff assigned to the program:** The MH Unit Managers will ensure that employees are aware and understand performance standards associated with job responsibilities. They will properly complete and process performance reports for assigned staff. They will appropriately review, recommend and/or initiate disciplinary/adverse actions according to applicable policies and procedures. The MH Unit Managers will, along with the Clinical Directors, ensure that all licensed staff performs within the parameters and scope of their license.



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4. **Staff in-service and training:** The MH Unit Managers will ensure that MH staff receive necessary training and maintain appropriate certifications, licensure, etc. in accordance with established requirements and guidelines. They will maintain appropriate logs and files as outlined in the GDC's SOP's.

5. **Data Collection:** The MH Unit Managers will collect data and provide interpretation for monthly statistical reports as requested by GDC.

6. **Meeting Attendance/Participation:** The MH Unit Managers will attend the Warden's meeting and participate on committees as required.

7. **CQI/UR Programs:** MH Unit Managers will oversee quality improvement program and participate in self-audits. The MH Unit Managers will ensure that deficiencies and problems found are properly reported and documented and that appropriate corrective action is taken to address them as per GDC SOP's.

D. Mental Health Counseling Services (MH Counselors)

As required by the GDC's policies and procedures for MH services, counselors will provide the following services:

1. **Conduct mental health screening and assessments and develop individual treatment plans:** Counselors will review offender's records and conduct psychological assessments for initial MH classification of needs. The MH Counselors will develop treatment plans and make well prepared recommendations to the Treatment Team.

2. **Conduct individual and group counseling sessions to meet identified needs of the MH offender population:** The MH Counselors will hold individual sessions with those on



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assigned caseloads on a regular basis. The MH Counselors will hold group counseling sessions as stipulated in the treatment plans and use appropriate consultation or supervision to work on desired outcomes. The MH Counselors will document individual and group counseling sessions within established time frames and according to GDC SOP's.

3. **Provide appropriate interventions (evidence based and/or best practice) in crisis situations:** MH Counselors will provide appropriate interventions and emergency counseling sessions as needed. The MH Counselors will de-escalate disruptive, hostile, or crisis situations by using appropriate therapeutic techniques/interventions. MH Counselors will consult with psychiatry, psychology, nursing, medical, security, and others as applicable to gather information.
4. **Provide case management services to assigned caseload:** The MH Counselors will assist with making appropriate referrals (if a Multifunctional officer is not available) to community services to ensure continuity of care when offenders are discharged. MH Counselors will serve as advocates to offenders as needed for disciplinary due process hearings.
5. **Serve as duty officer:** MH Counselors will serve as a MH duty officer for related mental health concerns on a rotating basis and may serve as backup to the MH Unit Manager in his/her absence. While serving as duty officer or backup to the MH Unit Manager, the MH Counselor will be available by phone and call/report to the facility after hours and on weekends, in accordance with facility policy and procedures (local operating procedures (LOP)) or as directed by the Warden or designee.
6. **Staff In-Service and Training:** MH Counselors will attend annual Health Information Portability & Accountability Act (HIPAA) training. The MH Counselors will participate in



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two (2) hours per month of MH in-service training, one (1) per month of Case Consultation, annual Ethics and annual Suicide Awareness training. The MH Counselors will actively participate in consultation/trainings to develop skills and address clinical deficiencies.

7. **Maintain a consistent, high quality, customer focus first when conducting business and providing services to the public:** MH Counselors will treat customers with respect, courtesy, and tact. MH Counselors will approve offenders' work schedules, activities or other needs that may arise after hours. MH Counselors will maintain logs and reports as necessary to ensure security and smooth operation of the unit. MH Counselors will interact with all levels of State government in a way that promotes respect, encourages cooperation, and contributes to excellent performance.
8. **Participate as a member of the MH team:** MH Counselors will participate in Continuous Quality Improvement activities and attend weekly MH staff meetings.
9. **Unique Services:** MH Counselors will provide clinical services unique to the missions of the facilities, community corrections, and the MH program.

E. Medication Clinic Coordinator

As required by the GDC's policies and procedures for MH services, the Medication Clinic Coordinators will provide the following services:

1. **Perform routine clerical processing of documents and transactions according to prescribed procedure:** The Medication Clinic Coordinators will prepare the clinic with appropriate supplies including forms, desk chairs, etc. They will fill out information on medication clinic forms as directed. They will coordinate scheduling and notification of offenders and security to ensure patients are available when staff is available.



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2. **Maintain record-keeping for reference manuals:** The Medication Clinic Coordinators will maintain accurate appointment schedules, producing daily callout lists that include the type of appointment and other information as requested. They will coordinate with the Unit Manager to ensure that counselors, officers, and nurses are working and contributing to the clinic effectively and efficiently.

3. **Coordinate and assist as appropriate in triaging who is to be seen in the clinic:** The Medication Clinic Coordinators will collaborate with the physicians, nurses, security officers, and counselors to ensure required labs are up to date and results available to the clinicians. They will make sure medication clinic records are available for clinic appointments and review when needed for ACU, CSU, and MH observation cells.

4. **Conduct routine and special studies of medication clinic productivity and effectiveness:** The Medication Clinic Coordinators will keep the MH Unit Manager informed of all Continuous Quality Improvement studies and will work with the MH Unit Managers and Health Service Administrators to address deficiencies. They will prepare the shadow files, related callouts, and reports as well as facilitate clinic contacts. They will utilize EHR when available.

F. Activity Therapists (AT)

As required by the GDC's policies and procedures for MH services, the Activity Therapist will:

1. **Conduct activity therapy assessments:** Activity Therapists will conduct individual assessments according to established guidelines. They will interview clients and treatment staff to determine offender needs. They will utilize the Activity Therapist assessment form.



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2. **Supervise, monitor, and document:** Activity Therapists will ensure that there is appropriate equipment, supplies, and materials for scheduled activities. They will conduct activities using current and acceptable therapeutic techniques.

3. In Supported Living Unit (SLU) programs, each Activity Therapist will provide no less than three hours of therapeutic activities per day for MH level III and level IV offenders.

4. **Meeting attendance/participation:** Activity Therapists will participate in treatment team meetings, staff meetings and training, as well as Continuous Quality Improvement activities as required by SOP.

5. **Staff in-service/training:** Activity Therapists will participate in education/in-service programs for the facility staff and allied health professionals on a regular basis or as otherwise required by SOP.

6. **Documentation:** Activity Therapists (AT) will complete monthly notes on all activity therapy participants using the Data Assessment Plan (DAP) format. Group rosters and group attendance data will be maintained. Activity therapy assessments will be completed within 30 days on all Level III and IV offenders placed on the MH caseload. If a Level III or IV offender transfers to a facility without an Activity Therapist assessment, the Activity Therapist will complete an AT assessment within 30 days of arrival. The assessment will be reviewed and updated annually with the treatment plan.

7. **Supervision:** Activity Therapists will receive a minimum of one hour of consultation a month from a psychologist.

8. **Unique services:** Activity Therapists will provide clinical services unique to the missions of facilities, corrections, and the MH program (i.e., juveniles, Integrated Treatment Facilities



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(ITF), medical, the under-death sentence (UDS) population, the special management unit, and Specialized Mental Health Treatment Units (SMHTU)).

G. Clerical Support

As required by GDC's policies and procedures, MH clerks will:

1. **Maintain record-keeping and filing systems and/or reference manuals/materials:** MH Clerks appropriately classifies, sorts, files, transfers, and/or retrieves correspondence, articles, records and other documents as required.
2. **Copies and/or distribute letters, memos, reports, and other documents and materials:** MH Clerks prepares and distributes documents to appropriate parties according to established policies, procedures, time frames, or as instructed. MH Clerks operates and maintains the copy machine and associated equipment ensuring appropriate supplies are maintained.
2. **Enters data from forms, records, and reports into the computer:** MH Clerks enters data for purposes of maintaining databases. They may use computer software for performing routine clerical assignments.
3. **Maintains calendars and schedules appointments, meetings, and conferences:** MH Clerks support will establish and maintain a well-organized calendar system for the assigned work unit or program area. They schedule appointments according to instructions from staff.
4. **Staff in-service/training:** MH Clerks will participate in educational/in-service programs for facilities staff and allied health professionals on a regular basis.



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H. Staff Management

1. The supplier shall provide adequate capacity for intake and a high-quality level of care for Offender identified for services by adhering to minimum staff to offender ratio requirements. As necessary, GDC may adjust the ratios and increase or reduce the staff requirements per position and/or per facility.

Minimum Staff to Offender Ratios

STAFF TITLES:	Minimum number of Staff as per ratios (FTE's)
Psychiatrist and/or Advanced Practice Registered Nurse (APRN)	1 FTE per 250 MH Offenders
Psychologist	1 FTE per 200 MH Offenders
MH Counselor	1 FTE per 75 Level II MH Offenders 1 FTE per 50 Level III MH Offenders 1 FTE per 20 Level IV MH Offenders * In addition to the above, Close Security Prisons: 2 FTE per 60 Level II MH Offenders 2 FTE per 40 Level III MH Offenders 1 FTE per 20 Level IV MH Offenders (Valdosta, Baldwin, Hays, Jackson, Diagnostics, Georgia State Prison) require an additional 2 FTE MH Counselors at each facility. **In addition to the above, Diagnostic facilities require an additional 4 FTE MH Counselors for Intake.
Crisis Stabilization and Acute Care Units	1 FTE per 15 MH Offenders



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Special Mental Health Treatment Units	1 FTE per 20-25 MH Offenders
Activity Therapist and Supportive Living Units (SLU)	1 FTE per 50 MH Offenders
Medication Clerk Coordinator & Clerks	28.50 FTE (Total)

2. The supplier agrees that once employees are released from GDC's facilities, they will not be reassigned to another facility without the written permission from the State MH Director or the Director of Health Services. The supplier further agrees to coordinate with GDC regarding a no rehire list.

I. Pharmacy and Therapeutics Committee/Medication Utilization Review

1. The supplier will appoint a physician to serve as voting member of the Pharmacy and Therapeutics Committee. The supplier will utilize this opportunity to assist GDC and Augusta University Department of Corrections Adult Health (AUP) with policy and procedure development for the use of psychotropic medications and the ongoing review of GDC's formulary.

2. The supplier will also provide psychotropic medication utilization and management services as an integral component of the overall program. The supplier will also monitor any formulary exceptions and counsel psychiatrists whose prescription practices are outliers. Additionally, the supplier will establish medical leadership and pharmacological consultation services to review psychotropic medication utilization.



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J. Staffing Plan

1. The success of the MH delivery system is largely dependent on the quality, competence, character and performance of the clinical and administrative staff involved in the delivery of services. The supplier will rapidly recruit, train, activate and subsequently retain a staff of qualified professionals to implement a wide-scale MH services program. The supplier will be accountable to the client's organizational structure as described in SOP 508.01, Organization and Administration.

K. Staff Composition

1. The program will be implemented by a staff of qualified clinical (Psychiatrists, Psychologists, and master's degree professionals, Activity Therapists) and administrative professionals geographically located throughout the state. The program will establish leadership as well as core clinical staff positions in sufficient numbers in each region to fill the service and outcome requirements of GDC.

L. Recruitment/Credentialing

1. The supplier will utilize recruitment and credentialing processes to identify those professionals capable of meeting the demands of an on-site MH services program in facilities and community corrections. All applicants and credentials will be made available to GDC and the supplier will relinquish to GDC all rights and authority to refuse and/or terminate applicants whose credentials are insufficient to GDC or whose service to GDC is unsatisfactory.

2. The supplier will perform the following functions as it relates to the credentialing of program professionals:



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- Procure and verify copies of the following as they apply: professional state license(s), academic diplomas, internship certifications, residency certification, board certification, curriculum vitae, drug enforcement agency (DEA) certification, and other certifications presented by applicants.
- Request and contact references provided.
- Verify previous experience/employment.
- Conduct criminal background checks.

M. Program Director

1. The supplier will establish a position for a full-time Program Director with overall responsibility for this program. The Program Director will reside in an area that is in reasonable proximity to GDC Headquarters (State Offices South-Tift College, Forsyth Georgia) and be based out of the supplier's area office to facilitate consultation and service coordination with GDC's Director of MH and other state officials as may be necessary.
2. The preferred qualifications for this position will include at a minimum a Bachelor's degree in human services or related field, at least five years program management experience in healthcare and total working knowledge of the correctional environment. The Program Manager will be required to possess full understanding of GDC's SOP's and be charged with delivering a statewide consistent level of service, serving as the main point of contact for the State on issues related to the program. The supplier shall not hire or retain a Program Director whose credentials are insufficient or whose service is unsatisfactory.

N. Psychiatrists

The supplier will recruit and retain only Georgia licensed physicians who are Board eligible or Board certified in psychiatry. Psychiatrists with experience and training in correctional



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psychiatry are preferred. A psychiatrist will be named by the supplier to serve as the psychiatric leader and shall be responsible for all clinical oversight related to mental health programing services. This leader will be expected to participate and attend meetings as required by the GDC in order to facilitate effective communication and ongoing operations with the GDC State Mental Health Director.

O. Psychologists

The supplier will recruit and retain only Georgia licensed clinical psychologists. Psychologists with experience and training in forensic psychology are preferred. A psychologist will be named by the vendor to serve as the psychology leader and shall be responsible for providing leadership to the supplier's psychologists, mental health counselors, and others as it relates to all mental health programs. This leader will be expected to participate and attend all meetings as required by the GDC in order to facilitate effective communications, program execution, training, compliance, and ongoing operations with the GDC Chief Psychologist and GDC State Mental Health Director.

P. Management Plan

Key to success of the program is the productivity of the clinical staffing and the overall satisfaction of the facilities in which the services are delivered.

1. **Leadership:** The supplier will establish program leadership through a designated Program Director supported by designated Clinical Directors (licensed psychologists) all with experience and expertise in delivering specialty MH services in the correctional environment.



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2. **Expectations/Productivity Standards:** Service expectations will be clearly defined in writing and communicated to each applicant. Productivity standards will be based on reasonable service volumes taking into consideration the unique security issues of delivering MH services in the correctional environment.
3. **Scheduling:** Clinical service visits by professional staff will be scheduled in advance and published as required by GDC. Professionals will be designated to each facility to maintain consistency of service and continuity of care. The supplier will work with each facility to establish regularly scheduled days and times for routine visits for professionals to provide services to referred offenders.
4. **Communication:** The quality, frequency, and content of the communication with field professionals are recognized to be an integral component to the success of any on-site health services system. The supplier will implement a program of ongoing, planned, effective communication with field professionals to ensure the program's objectives are understood by professionals and ultimately attained.

Q. Peer Review

1. The supplier values the importance of the peer review process as an essential component of Continuous Quality Improvement. The following guidelines are to enable staff to provide consistent evaluation of peers.
2. Peer review will be completed using the supplier's peer review tool.
3. Completion of the peer review process will be documented by the reviewer's completion of the peer review verification form and submission of the peer-reviewed tool.



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4. Reviewer and reviewee should discuss peer-reviewed findings. This is intended to facilitate a productive exchange of ideas between peers and both must sign the Peer Review Verification Form.
5. If peer review reveals minor deficits, reasonable solutions and corrective actions will be identified and discussed by the reviewer and the reviewee.
6. Upon completion and resolution at this level of peer review, review findings will be forwarded to the Program Director office. The peer-review tools will be placed in a locked confidential file in accordance with current American Correctional Association (ACA) and National Commission on Correctional Health Care (NCCHC) peer review standards.
7. Copies of the Peer Review Verification Form will be maintained in the supplier's Continuous Quality Improvement file to confirm completion of the peer review process.
8. When the peer review process has been completed a copy of the verification form will be maintained by the credentialing file and audited annually.

R. Tele-Mental Health

As required by GDC's policies and procedures for telemedicine services, the supplier will:

1. Interface, when needed, with Augusta University Department of Correctional Medicine Adult Health (AU) to expand the use of current and future telemedicine sites to include psychiatric medication management for select MH offenders.
2. This coordination will include but is not limited to training and participating in the preparation of shadow files per SOP 507.04.12 (VH17-0003), training and providing clinical



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coverage, training and providing shadow file maintenance. The utilization of EHR will occur when available.

3. The supplier will procure the tele-MH equipment, as needed.
4. The supplier will identify the needs for equipment as technology advances and work with the Georgia Department of Corrections Information Technology (IT) program to bring these options into operational use.
5. This program will allow Georgia Department of Corrections to provide additional services to a percentage of the MH caseload throughout the State in routine and emergency circumstances as directed by GDC.

S. Performance Management

1. The supplier will be responsible to conduct an annual audit (financial and programmatic) to self-report contract compliance with expected levels of service and key performance indicators such as staffing, provisions for MH delivery and financial accounting and reporting aspects. The scope of the audit must be approved in advance and be agreed upon by GDC. The written audit report shall be presented to the Office of Health Services within 60 days of the first 12 months of the agreement and thereafter within 60 days of each Fiscal year (June 30). The supplier's annual audit scope will be subject to the discretion of GDC.

Upon request of GDC, the supplier must report the status of all contractual obligations.

2. The supplier must facilitate on site monitoring visits from DOC as requested. Any service delivery deficiencies identified during audits, will require corrective action plans and a timeline for improvement that is subject to the discretionary approval of GDC.



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Specialized MH Treatment Unit (SMHTU) Services

The Supplier shall conform by Standard Operating Procedures associated with the Specialized MH Treatment Unit Program and its associated directives included in the SOP 508.23.

T. Program Services for SMHTUs

1. The supplier agrees to provide the following services for offenders with mental illness and behavioral challenges:
 - a. A screening assessment to determine best treatment unit based on need
 - b. An individualized treatment plan;
 - c. On-going monitoring of MH symptoms;
 - d. Illness management;
 - e. Cognitive Behavioral Treatment (CBT) programs;
 - f. Trauma-focused treatment;
 - g. Psycho-educational and therapy groups;
 - h. Skill- building (i.e., coping strategies);
 - i. Problem-solving approaches;
 - j. Psychopharmacologic Interventions;
 - k. Sleep hygiene;
 - l. Re-entry plan, which includes a possible placement in the SMHTU Transition Unit



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U. Therapeutic Community Approach for SMHTUs

1. The supplier agrees to develop a therapeutic approach where participants are provided flexibility, little confrontation, affirmations for achievement, non- intense methodology, a short duration of group sessions (no longer than 60 minutes), individualized treatment, and some progressive sanctions and alternatives sanctions.
2. The supplier must develop and distribute a SMHTU Orientation material to each offender that addresses the expectations of each unique the SMHTU.

V. Employment Standards for SMHTUs

1. The supplier will manage employment standards and a staffing plan according to GDC's minimum requirements. The success of the SMHTU program delivery system is largely dependent on the quality, competence, character and performance of the clinical and administrative staff involved in the delivery of services. The supplier will recruit, train, and subsequently retain qualified professionals to manage the SMHTU program with accountability to the MH Unit Manager and Clinical Director.

W. Psychiatry Services for SMHTUs

As required by GDC's policies and procedures for MH services, psychiatrist will provide the following services:

1. **Medication Management:** Psychotropic medication management services will be provided by qualified psychiatric positions in accordance with SOP 508.01 and SOP 508.24. Face-to-face evaluative services for offenders on psychotropic medications will be conducted at such intervals as outlined in the MH SOP's. Orders made through tele-psychiatry over the phone will be signed within 24 hours.



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2. **Diagnostics/Evaluations/Emergency Evaluations:** Psychiatrists will perform routine and emergency evaluations in response to referrals or requests as outlined in SOP 508.01, SOP 508.15 and SOP 508.24. Psychiatrists will provide face to face services according to current Diagnostic Statistical Manual (DSM) criteria.
3. **Meeting Attendance/Participation:** Psychiatrists will attend and actively participate in clinical and administrative meetings (i.e., Treatment, hospitalization planning, Continuous Quality Improvement, ITF staff meetings and community meetings) as outlined in the SOP's and as may be additionally required by GDC.
4. **Consultation:** Psychiatrists will be available and receptive to facility MH and administrative staff for consultation. The Continuous Quality Improvement process will include facility input as to the receptivity and availability of psychiatrists for consultation.
5. **Charting/Documentation:** Psychiatrists will legibly document according to GDC's policies and procedures, utilizing GDCs forms and protocols for documentation or the Electronic Health Record when available.
6. **Twenty-four (24) Hour Availability:** The supplier will provide 24-hour psychiatry coverage and availability through an on-call protocol. Psychiatrists will be responsive to calls from their assigned area at their assigned time on a 24-hour basis. Secondary or backup coverage will be provided through an on-call rotation of regional psychiatrists.
7. **Clinical Recommendations:** Psychiatrists will provide written clinical recommendations and findings as requested and assist in the referral of offenders to alternative facilities as required. Psychiatrists will openly communicate clinical information to MH personnel at receiving facilities, as requested, regarding reasons for transfer to a Crisis Stabilization Unit or Acute Care Unit and clinical status.



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8. **Clinical Supervision:** Psychiatrists will be available on a regularly scheduled basis to perform clinical supervision and/or consultation services to MH nurses.
9. **Staff In-Service/Training:** Psychiatrists will participate in training and educational in-service programs for facility staff and allied health professionals on a regular basis or as requested by GDC.
10. **Participation in Continuous Quality Improvement and Utilization Review Programs:** Psychiatrists will participate in GDC's Continuous Quality Improvement (CQI) and Utilization Review (UR) programs.
11. **Unique Services:** Psychiatrists will provide clinical services unique to the mission of the facilities, community corrections, and the SMHTU program.

X. Psychological Services for SMHTUs

As required by GDC's policies and procedures for MH services, psychologists will provide the following services:

1. **Individual/Group Psychotherapy:** Psychologists will provide individual and group psychotherapy services to offenders referred for such services or identified through the comprehensive treatment plan. Psychologist will also provide consultation services to GDC SMHTU staff providing individual and group therapy as needed per staff's privileging stipulations and/or as may be requested by the GDC.
2. **Clinical Program Oversight and Program Development:** Psychologists will provide program oversight to all offenders and develop programs and groups. Clinical Directors are responsible for developing and ensuring implementation of needed programs to address



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clinical issues identified on the offenders' comprehensive treatment plans. SMHTUs will have therapeutic programs which address mental illnesses based on the current DSM criteria.

3. **Diagnostics/Evaluations/Psychological Testing:** Psychologists will provide evaluative and diagnostic services to referred offenders according to Diagnostic and Statistical Manual criteria. Psychologists will complete written psychological evaluations in a timely fashion according to GDC policy. Psychologists or behavior specialists will administer and score psychological tests. Psychologist will interpret the test results.

4. **Clinical Consultation and Training:** Psychologists will be available on a regularly scheduled basis as part of their routine services to facilities and perform clinical consultation to the SMHTU staff counselors, nurses, security staff, etc. The Clinical Director, along with the MH Unit Manager will ensure all licensed staff performs within the parameters and scope of their duties.

5. **Supervision:** Psychologists will provide clinical supervision to all unlicensed SMHTU counselors and to licensed staff as needed.

6. **Meeting Attendance/Participation:** Psychologists will attend and actively participate in clinical and administrative meetings as outlined in the SOPs and as may be additionally required by GDC.

7. **Clinical Recommendations:** Psychologists will provide written recommendations and findings as requested and assist in the referral and transfer of offenders to alternative facilities. Psychologist will hold dialogue with MH personnel at the receiving facilities regarding reasons for transfer and clinical status of offenders being transferred.



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8. **Staff In-Service/Training:** Psychologists will participate in education/in-service programs for facilities staff and allied health professionals on a regular basis or as otherwise requested. Along with the MH Director, the Clinical Director will ensure training addresses clinical deficiencies and other areas of clinical concern found in the Continuous Quality Improvement studies and supervision/observations.

9. **Charting/Documentation:** Psychologists and MH Directors will collect data and provide interpretation of monthly statistical reports as may be requested by GDC.

10. **Participation in Continuous Quality Improvement (CQI) and Utilization Review (UR) Programs specific to the SMHTU:** Psychologists will participate in GDC's Continuous Quality Improvement and Utilization Review programs. The Clinical Director will be responsible for reviewing all CQI studies and, along with the MH Director, develop a corrective action plan to address clinical/programming concerns/deficiencies found in the CQI studies, or other data collection activity. The Clinical Director and the MH Director will conduct a second CQI within six months to ensure that corrective action address the problem(s) adequately.

11. **Unique Services:** Psychologists will provide clinical services unique to the missions of the facilities and the SMHTU program.

Y. Counseling Services for SMHTUs

As required by the GDC's policies and procedures for SMHTU program(s) and services, counselors will provide the following services:

1. The SMHTU Counselor will be licensed through the Georgia Secretary of State's Composite Board as a licensed clinical social worker (LCSW), a licensed marriage family



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therapist (LMFT), or a licensed professional counselor (LPC), and have experience working with the Seriously Mentally Ill.

2. Partially licensed counselors who are licensed master social worker (LMSW) or licensed associate professional counselor (LAPC) will be expected to receive supervision and work to obtain their license as a clinical social worker or professional counselor.

3. They will conduct psychological screening and testing and develop individual treatment plans. Counselors will review offender's records and conduct assessments for initial classification of treatment needs. They will develop treatment plans and make well prepared recommendations to the treatment team.

4. They will conduct individual and group counseling sessions to meet identified behavioral and MH needs of the SMHTU offender population. Counselors will hold individual sessions with those on assigned caseloads on a regular basis. They will hold group counseling sessions as stipulated in the treatment plans and use appropriate consultation and/or supervision to work on desired outcomes. Counselors will document individual and group counseling sessions within established time frames and according to Departmental policies and procedures.

5. They will provide appropriate interventions in crisis situations, appropriate interventions and emergency counseling sessions as needed. They will de-escalate disruptive, or crisis situations by using appropriate therapeutic techniques/interventions. They will consult with psychiatry, nursing, medical, security, and others as applicable to gather information.

6. SMHTU Counselors will serve as MH duty officer for related mental health concerns on the same rotating basis as other MH Counselors and may serve as backup to the MH Director in their absence. While serving as duty officer or backup to the MH Director, they will be available by phone and call/report to the facility after hours and on weekends, in accordance with facility policy and procedures or as directed by the Warden or designee.



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7. At a minimum, SMHTU Counselors as all MH Counselors will attend Basic MH Training, and annual HIPAA training. They will participate in two hours per month of MH in-service training, one hour per month of MH case conference training, and will actively participate in consultation/trainings to develop skills and address clinical deficiencies.

8. They will maintain a consistent, high quality, customer focus first when conducting business and providing services to the offenders. SMHTU Counselors will treat offenders with respect, courtesy, and tact. They will interact with all levels of State government in a way that promotes respect, encourages cooperation, and contributes to excellent performance.

9. They will participate as a member of the SMHTU Treatment team. Counselors will participate in Continuous Quality Improvement activities and attend weekly multi-disciplinary staff meetings.

10. Counselors will provide clinical services unique to the missions of the facilities and the SMHTU program.

Z. Activity Therapy Services for SMHTUs

As required by the GDC's policies and procedures for SMHTU program(s) and services, counselors will provide the following services:

1. They will conduct activity therapy screening and develop individual treatment plans. Activity Therapists will review offender's records and conduct assessments for initial classification of treatment needs. They will develop treatment plans and make well prepared recommendations to the treatment team.



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2. They will conduct individual and group activity therapy sessions to meet identified behavioral and MH needs of the SMHTU offender population. Activity therapists will hold individual sessions with those on assigned caseloads on a regular basis. They will hold group counseling sessions as stipulated in the treatment plans and use appropriate consultation and/or supervision to work on desired outcomes. Activity Therapists will document individual and group counseling sessions within established time frames and according to GDC SOPs.
3. They will provide appropriate interventions in crisis situations. Activity Therapists will de-escalate disruptive, or crisis situations by using appropriate therapeutic techniques/interventions. They will consult with psychology, psychiatry, nursing, medical, security, and others as applicable to gather information.
4. At a minimum, Activity Therapists will attend Basic MH Training, and annual HIPAA training. They will participate in two hours per month of MH in-service training, one hour per month of MH case conference training, and will actively participate in consultation/trainings to develop skills and address clinical deficiencies.
5. They will maintain a consistent, high quality, customer focus first when conducting business and providing services to the offenders: SMHTU Activity Therapists will treat offenders with respect, courtesy, and tact. They will interact with all levels of State government in a way that promotes respect, encourages cooperation, and contributes to excellent performance.
6. They will participate as a member of the SMHTU Treatment team: Activity Therapists will participate in Continuous Quality Improvement activities and attend weekly multi-disciplinary staff meetings.



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7. Activity Therapists will provide clinical services unique to the missions of the facilities and the SMHTU program.

AA. SMHTU Program Manual

The supplier shall develop a SMHTU program manual that includes all program materials. The purpose is to have the majority of program materials in one manual, which will act as a manual for treatment and a training guide. The supplier shall present the SMHTU Program Manual to GDC for review and approval no later than ninety (90) calendar days after the Service Commencement Date. The supplier, at its own expense, will provide a copy of the approved SMHTU Program Manual to each facility housing an SMHTU and GDC OHS-MH (Central Office). This SMHTU Program Manual and its contents shall become property of GDC.

BB. Mode of Delivery

The supplier mode of delivery shall be intensive specialized programming to include process group format and psycho-educational format:

1. Process group format – allows for the practicing of appropriate skills and confronting of inappropriate behavior patterns. Process groups focus primarily on interpersonal interactions within the group setting. During this process the offenders may reveal information about themselves on a deeper level. The curative factors introduced by Irvin Yalom are more prevalent within this setting.
2. Psycho-educational format – Primarily didactic, in which information is introduced and guided by the facilitator (counselor). The facilitator uses the prepared curriculum to guide instruction. Offenders are involved in experiential activities such as role or sole plays which allow them to learn by doing and learning opportunities through peer exchange in which participants share ideas, experiences and information.
3. Activity Therapy Groups -both individual and group therapies to promote prosocial skills, recreational leisure activities and other activity related programming



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4. Individual Therapy - Provided by Activity Therapist, MH Counselors and/or Psychologist as needed and determined by the treatment team.

5. Meaningful contacts - A minimum of two (2) meaningful contacts will be documented per month. These entries shall reflect on-going progress with treatment plan, progress and treatment, to include both positive and negative events. Each contact should be documented in Data, Assessment, Plan (DAP) format.

6. Assignments - Detailed relevant assignments, both written and experiential.

7. Instructional aids - Use of relevant, appropriate, and topical videos, audio tapes, and films can serve as helpful adjunctive approaches to staff-led discussions and process groups. (If the supplier elects to utilize multi-media materials, all such materials will be at supplier's cost and must be approved by GDC prior to use in the Program.)

CC. Active Roles for SMHTU Program Participants

SMHTU Program participants should have an active role in their treatment. Offenders should be given responsibility for certain aspects of Treatment planning.

DD. Continuous Program Monitoring (SMHTU)

Continuous monitoring of the Program shall be performed by both the supplier and by GDC personnel. This monitoring will focus on process evaluation and outcome evaluation and will incorporate feedback mechanisms whereby issues of Program design, implementation, and outcome can be addressed through appropriate modification of programming. This measurement and monitoring of offenders should occur at all levels of treatment and aftercare, so as to provide information and feedback regarding Program elements and participant outcomes. This aspect of the Program is essential and critical to its success, and as such should be considered an integral component of Program design. Suggested elements for this aspect of the Program includes assessments- the use of standardized, valid assessment tools at pre- and post- treatment, as well as follow-up intervals.



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EE. Ownership (SMHTU)

All products from this Contract will become the property of GDC.

FF. SMHTU Program Screening and Intake Process (SMHTU)

The Office of Health Services, Mental Health division will make all decisions as to eligibility and enrollment of offenders in the SMHTU programs.

GG. Program Clinical Files (SMHTU)

The supplier shall establish subsequent documents and maintain clinical files, which will be stored and secured behind 2 locked doors in locked metal file cabinets within the Mental Health office area. The files will be maintained in accordance with GDC SOPs. All participant files and information contained therein are the property of GDC.

HH. Additional Program Requirements (SMHTU)

The GDC requires the supplier to develop a form on each participant that summarizes SMHTU highlights. It may include information such as entry date, exit date, reason for entry and exit, release method (parole, transfer, etc.), level completion dates (proposed and actual), disciplinary infractions and the sanctions imposed (including both minor violations that result in SMHTU Program sanctions and major disciplinary reports that must go into SCRIBE). This type of information will be completed for all removals from the SMHTU Program as well as for graduates.

II. Performance Measures (SMHTU)

1. The supplier must be responsible for developing performance measures that are acceptable to GDC and that provide Department management with an assessment of the accomplishments of the SMHTU Program. Reports to GDC management will be generated



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and submitted to GDC on a regular basis. The supplier shall provide and incorporate the following elements:

- Program Purpose
- Program Goals
- Desired Results
- Results Measures (pre-& post-tests)
- Program Data
- Actual Results
- Comparative Analysis Report

2. The supplier must generate management reports tracking these measures. The supplier's Proposal shall support and demonstrate the ways in which its services will meet Program goals and how it will measure achievement of these goals. GDC is interested in both quantitative and qualitative measures of the Program's performance. The performance measures will be congruent with the goals listed below:

- To increase each participant's level of knowledge of the behaviors that resulted in their placement in the SMHTU and MH symptoms and to reduce anti-social thinking, criminal behavior patterns, and the negative effects of their behavior. Pre- and post-tests will be administered for all offenders at entry and at prior to completion of program.
- Empower participants through education in the SMHTU to achieve positive behaviors and skills.
- Provide treatment services that address MH and dysfunctional behavior of each offender.
- Hire and maintain competent and caring clinical staff to provide treatment services.



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- Provide SMHTU offenders with a continuum of care plan for post-release treatment once discharged from the SMHTU.
- To decrease the average number and severity of Disciplinary Reports received by SMHTU offenders, as compared to their pre-SMHTU Program behavior, over the course of the Program.

3.The supplier will develop a management plan to successfully track and measure the productivity of the clinical staff.



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Integrated Treatment Facilities (ITF) Program Services

The Supplier shall conform by Standard Operating Procedures associated with the Residential Substance Abuse Treatment Programs (RSAT) and its associated directives included in the Policy (VB03-0003) and the Substance Abuse aftercare standard Operating Procedures.

A. Program Services for ITFs

1. The supplier agrees to provide the following services for offenders with co-occurring disorders:
 - a. A screening, assessment to include Risk- Need- Responsivity (RNR model)
 - b. An individualized treatment plan (based on the criminogenic risk and behavioral health needs framework)
 - c. On-going monitoring of MH symptoms
 - d. Illness management
 - e. Criminogenic risk-focused cognitive behavioral treatment (CBT) programs
 - f. Trauma-focused treatment
 - g. Psycho-educational and therapy groups
 - h. CBT; cognitive restructuring; dual-diagnosis; skill-building (i.e., coping strategies)
 - i. Motivational Enhancement Therapy
 - j. Relapse Prevention
 - k. Medicated Assisted Therapies



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- l. Psychopharmacologic Interventions
- m. Problem-solving approaches
- n. Dual recovery mutual self-help recovery
- o. Mood Disorders
- p. Sleep hygiene
- q. Peer and community-based groups
- r. Re-entry plan, which includes a Wellness Recovery Action Plan (WRAP).

B. Therapeutic Community Approach for ITFs

1. The supplier agrees to develop a Therapeutic Community (TC) approach where participants are provided flexibility, little confrontation, affirmations for achievement, non-intensive methodology, a short duration of group sessions (no longer than 60 minutes), individualized treatment, and some progressive sanctions and alternatives sanctions.
2. The supplier must develop and distribute a Therapeutic Community Handbook to each offender that addresses the aforementioned.

C. Employment Standards for ITFs

1. The supplier will manage employment standards and a staffing plan according to GDC's requirements. The success of the Integrated Treatment program delivery system is largely dependent on the quality, competence, character and performance of the clinical and administrative staff involved in the delivery of services. The supplier will recruit, train, and subsequently retain qualified professionals to manage the ITF program with accountable to the client hierarchy as described in **SOP Integrated Treatment Programs**.



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D. Psychiatry Services for ITFs

As required by GDC's policies and procedures for MH services, psychiatrist will provide the following services:

1. **Medication Management:** Psychotropic medication management services will be provided by qualified psychiatric positions in accordance with SOP 508.01. Face-to-face evaluative services for probationers on psychotropic medications will be conducted at such intervals as outlined in the SOP's for MH either in person or via tele-psychiatry. Orders made through tele-psychiatry over the phone will be signed within 24 hours.
2. **Diagnostics/Evaluations/Emergency Evaluations:** Psychiatrists will perform routine and emergency evaluations in response to referrals or requests as outlined in SOP 508.15 and other related SOPs. Psychiatrists will provide face to face or tele-psychiatry services according to current DSM criteria.
3. **Meeting Attendance/Participation:** Psychiatrists will attend and actively participate in clinical and administrative meetings, i.e., Treatment, hospitalization planning, Continuous Quality Improvement, ITF staff meetings and community meetings) as outlined in the SOP's and as may be additionally required by GDC.
4. **Consultation:** Psychiatrists will be available and receptive to facility MH and administrative staff for consultation. The Continuous Quality Improvement process will include facility input as to the receptivity and availability of psychiatrists for consultation.
5. **Charting/Documentation:** Psychiatrists will legibly document according to GDC's policies and procedures, utilizing GDCs forms and protocols for documentation.



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6. **Twenty-four (24) Hour Availability:** The supplier will provide 24-hour psychiatry coverage and availability through an on-call protocol. Psychiatrists will be responsive to calls from their assigned area at their assigned time on a 24-hour basis. Secondary or backup coverage will be provided through an on-call rotation of regional psychiatrists.
7. **Clinical Recommendations:** Psychiatrists will provide written clinical recommendations and findings as requested and assist in the referral and transfer of probationers to alternative facilities as required. Psychiatrists will openly communicate clinical information and hold dialogue with MH personnel at receiving facilities, as requested, regarding reasons for transfer to Crisis Stabilization Unit or Acute Care Unit and clinical status.
8. **Clinical Supervision:** Psychiatrists will be physically available on a regularly scheduled basis, to perform clinical supervision and/or consultation services to MH nurses.
9. **Staff In-Service/Training:** Psychiatrists will participate in training and educational in-service programs for facility staff and allied health professionals on a regular basis or as requested by GDC.
10. **Participation in Continuous Quality Improvement and Utilization Review Programs:** Psychiatrists will participate in GDC's Continuous Quality Improvement (CQI) and Utilization Review (UR) programs.
11. **Unique Services:** Psychiatrists will provide clinical services unique to the mission of the facilities, community corrections, and the ITF program.



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E. Psychological Services for ITFs

As required by GDC's policies and procedures for MH services, psychologists will provide the following services:

1. **Individual/Group Psychotherapy:** Psychologists will provide individual and group psychotherapy services to offenders referred for such services or identified through the comprehensive treatment plan. Psychologist will also provide consultation services to GDC Integrated Treatment staff providing individual and group therapy as needed per staff's privileging stipulations and/or as may be requested by the GDC.
2. **Clinical Program Oversight and Program Development:** Psychologists will provide program oversight to all Probationers and develop programs and groups. Clinical Directors are responsible for developing and ensuring implementation of needed programs to address clinical issues identified on the probationers' comprehensive treatment plans. The ITFs will have therapeutic programs which address mental disorders based on the current DSM criteria.
3. **Diagnostics/Evaluations/Psychological Testing:** Psychologists will provide evaluative and diagnostic services to referred offenders according to Diagnostic and Statistical Manual criteria. Psychologist will complete written psychological evaluations in a timely fashion according to GDC policy. Psychologists or behavior specialists will administer and score psychological tests. Psychologist will interpret the test results.
4. **Clinical Consultation and Training:** Psychologists will be available on a regularly scheduled basis as part of their routine services to facilities and perform clinical consultation to the Integrated Treatment staff counselors, nurses, security staff, etc. The Clinical Director, along with the Program Unit Manager will ensure all licensed staff performs within the parameters and scope of their duties.



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5. **Clinical Supervision:** Psychologists will provide clinical supervision to all unlicensed Integrated Treatment counselors and to licensed staff as needed.
6. **Meeting Attendance/Participation:** Psychologists will attend and actively participate in clinical and administrative meetings as outlined in the SOPs and as may be additionally required by GDC.
7. **Clinical Recommendations:** Psychologists will provide written recommendations and findings as requested and assist in the referral and transfer of offenders to alternative facilities. Psychologist will communicate with MH personnel at the receiving facilities regarding reasons for transfer and clinical status of offenders being transferred.
8. **Staff In-Service/Training:** Psychologists will participate in education/in-service programs for facilities staff and allied health professionals on a regular basis or as otherwise requested. Along with the Program Unit Manager, the Clinical Director will ensure training addresses clinical deficiencies and other areas of clinical concern found in the Continuous Quality Improvement studies and supervision/observations.
9. **Charting/Documentation:** Psychologists and Program Unit Manager will collect data and provide interpretation of monthly statistical reports as may be requested by GDC.
10. **Participation in Continuous Quality Improvement (CQI) and Utilization Review (UR) Programs:** Psychologists will participate in GDC's Continuous Quality Improvement and Utilization Review programs. The Clinical Director will be responsible for reviewing all CQI studies and, along with the Program Unit Manager, develop a corrective action plan to address clinical/programming concerns/deficiencies found in the CQI studies, or other data



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collection activity. The Clinical Director and the Program Unit Manager will conduct a second CQI within six months to ensure that corrective action address the problem(s) adequately.

11. **Unique Services:** Psychologists will provide clinical services unique to the missions of the facilities, community corrections, and the ITF program.

F. Program Unit Managers for ITF's

As required by GDC's policies and procedures for MH services, the Program Unit Manager will provide the following services:

1. **Plans and directs the operations and administration of the ITF program:** Under authority of the Superintendent, plans, directs and assumes responsibility for administration and operation of the Integrated Treatment program. They will coordinate with appropriate staff to ensure that business and administrative services and support needs of the program are met using appropriate channels of communication. They will create and maintain a high-performance environment characterized by positive leadership and strong team orientation.

2. **Monitor MH and Substance Abuse care of the Integrated Treatment program and services:** Program Unit Manager will continually observe and monitor the care and treatment activities and staff to ensure proper delivery of programs and services to the probationers, in accordance with the GDC's policies and procedures. Appropriately assigns work to employees based on pertinent factors such as staff ability, available resources, workload, and security requirements.

3. **Supervises and manages staff assigned to the program:** Program Unit Manager will ensure that employees are aware and understand performance standards associated with job responsibilities. They will properly complete and process performance reports for



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assigned staff. They will appropriately review, recommend and/or initiate disciplinary/adverse actions according to applicable policies and procedures.

4. **Staff in-service and training:** Program Unit Manager will ensure that staff receive necessary training and maintain appropriate certifications, licensure, etc. in accordance with established requirements and guidelines. They will maintain appropriate logs and files as outlined in the GDC's SOPs.

5. **Data Collection:** Program Unit Manager will collect data and provide interpretation for monthly statistical reports as requested by GDC.

6. **Meeting Attendance/Participation:** Program Unit Manager will attend the Superintendents meeting and participate on committees as required.

7. **CQI/UR Programs:** Program Unit Manager will oversee quality improvement program and participate in self-audits. They ensure that deficiencies and problems found are properly reported and documented. Appropriate corrective action will be taken to address deficiencies as per GDC SOPs.

8. The Program Unit Manager will complete a monthly status report on all offenders and send it to the Chief Probation Officer from the referring circuit.

9. The Program Unit Manager will provide GDC a monthly report by the 5th of each month. The report must include the following but limited to:

- Admissions
- Diagnosis
- Drug of Choice
- The number of successful completions



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- The number of unsuccessful completions
- Drug testing outcomes
- County of Conviction
- Phase progression
- Phase setbacks
- Number of Disciplinary Reports
- Learning Experiences
- A list of all participants in the program broken down by race
- The number of ACU/CSU placements
- Number of Self Injuries
- Number of Assaults
- Number of medications
- Other data as requested

10. Weekly Reports: The Program Unit Manager must provide GDC with a weekly report.
The weekly report must include but not limited to:

- Average daily beds occupied
- Number in each Phase
- The daily average of vacant beds
- Staff vacancies
- Staff listings
- Number if substance abuse screenings completed
- Number of MH screenings completed
- Other data as requested



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G. Counseling Services for ITFs

As required by the GDC's SOPs for Co-occurring services, counselors will provide the following services. The supplier will comply with Georgia law regarding hiring of all certified, licensed and unlicensed staff.

1. Counselors will be licensed or licensed eligible through the Georgia Secretary of State's Composite Board as a licensed clinical social worker (LCSW), a licensed master social worker (LMSW), a licensed marriage family therapist (LMFT), a licensed professional counselor (LPC), a licensed associate professional counselor (LAPC), and have experience with MH and substance abuse.
2. Counselors must be Certified Alcohol and Drug Counselors (CADC), through the Alcohol and Drug Abuse Certification Board (ADACB-GA) or Georgia Addiction Counselor Association (GACA) or International Certification and Reciprocity Consortium (ICRC) or eligible to obtain certification with one (1) year of hire date.
3. The number of weekly hours of service element will follow American Society of Addiction Medicine (ASAM) level of care for residential services.
4. Counselors will review offender's records and conduct co-occurring assessments for initial classification of needs. They will develop treatment plans and make well prepared recommendations to the treatment team.
5. **Conduct individual group counseling sessions to meet identified co-occurring needs of the integrated offender populations:** Counselors will hold individual sessions with those on assigned caseloads on a regular basis. They will hold group counseling sessions as stipulated in the treatment plans and use appropriate supervision to work on desired outcomes. Counselors will document individual and



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group counseling sessions within established time frames and according to GDC SOPs.

6. **Provide appropriate interventions in crisis situations:** Counselors will provide appropriate interventions and emergency counseling sessions as needed. They will de-escalate disruptive, or crisis situations by using appropriate therapeutic techniques/interventions. They will consult with psychiatry, nursing, medical, security, and others as applicable to gather information.
7. **Service as duty officer:** Counselors will serve as duty officer on a rotating basis and may serve as backup to the Program Unit Manager in their absence. While serving as duty officer or backup to the Program Unit Manager, they will be available by phone and call/report to the facility after hours and on weekends, in accordance with facility policy and procedures or as directed by the Superintendent or designee.
8. **Training/In-service:** At a minimum, Counselors will attend Basic MH Training, and annual HIPAA training. They will participate in two hours per month of MH in-service training, substance abuse training, and will actively participate in consultation/trainings to develop skill and address clinical deficiencies.
9. **Maintain a consistent, high quality, customer focus first when conducting business and providing services tot the public:** Counselors will treat customers with respect, courtesy, and tact. They will interact with all levels of State government in a way that promotes respect, encourages cooperation, and contributes to excellent performance.



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10. **Participate as a member of the Integrated Treatment team:** Counselors will participate in Continuous Quality Improvement activities and attend weekly integrated staff meetings.
11. Counselors will provide clinical services unique to the missions of the facilities, community corrections, and the Integrated Treatment program

H. Activity Therapy Services for ITFs

As required by the GDC's policies and procedures for ITF program(s) and services, Activity Therapists will provide the following services.

1. They will conduct activity therapy screening and develop individual treatment plans. Activity Therapists will review offender's records and conduct assessments for initial classification of treatment needs. They will develop treatment plans and make well prepared recommendations to the treatment team.
2. They will conduct individual and group activity therapy sessions to meet identified behavioral and MH needs of the ITF offender population. Activity Therapists will hold individual sessions with those on assigned caseloads on a regular basis. They will hold group counseling sessions as stipulated in the treatment plans and use appropriate consultation and/or supervision to work on desired outcomes. Activity Therapists will document individual and group counseling sessions within established time frames and according to GDC SOP's.
3. They will provide appropriate interventions in crisis situations. Activity Therapists will de-escalate disruptive, or crisis situations by using appropriate therapeutic techniques/interventions. They will consult with psychology, psychiatry, nursing, medical, security, and others as applicable to gather information.



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4. At a minimum, Activity Therapists will attend Basic MH Training and annual HIPAA training. They will participate in two hours per month of MH in-service training, one hour per month of MH case conference training, and will actively participate in consultation/trainings to develop skills and address clinical deficiencies.
5. They will maintain a consistent, high quality, customer focus first when conducting business and providing services to the offenders. ITF Activity Therapists will treat offenders with respect, courtesy, and tact. They will interact with all levels of State government in a way that promotes respect, encourages cooperation, and contributes to excellent performance.
6. They will participate as a member of the ITF Treatment team. Activity Therapists will participate in Continuous Quality Improvement activities and attend weekly multi-disciplinary staff meetings.
7. Activity Therapists will provide clinical services unique to the missions of the facilities and the ITF program.

I. Medication Clinic Coordinator for ITFs

As required by GDC's SOPs for MH services, the Medication Clinic Coordinators will provide the following services:

1. **Perform routine clerical processing of documents and transactions according to prescribed procedure:** The Medication Clinic Coordinators will prepare the clinic with appropriate supplies including forms, desk chairs, etc. They will fill out information on medication clinic forms as directed. They will coordinate scheduling and notifying offenders and security to ensure patients are available when staff is available.



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2. **Maintain record-keeping for reference manuals:** The Medication Clinic Coordinators will maintain accurate appointment schedules, producing daily callout lists that include the type of appointment and other information as requested. They will coordinate with the Program Unit Manager and the Nursing Staff to ensure that counselors, officers, and nurses are working and contributing to the clinic effectively and efficiently.

3. **Coordinate and assist as appropriate in triaging who is to be seen in the clinic:** This will include collaboration with the physicians, nurses, security officers, and counselors. They will make sure required labs are up to date and results available to the clinicians. They will make sure medication clinic records are available for clinic appointments and review when needed for MH observation cells.

4. **Conduct routine and special studies of medication clinic productivity and effectiveness:** The Medication Clinic Coordinators will keep the Program Director informed of all Continuous Quality Improvement studies and will work with Program Director and Medical Staff to address deficiencies. They will prepare the shadow files, related callouts, and reports as well as facilitate clinic contacts.

J. Clerical Support for ITFs

As required by the GDC's policies and procedures, Integrated Treatment clerks will:

1. **Maintain record-keeping and filing systems and/or reference manuals/materials:**

Clerical support appropriately classifies, sorts, files, transfers, and/or retrieves correspondence, articles, records and other documents as required.

2. **Copies and/or distribute letters, memos, reports, and other documents and materials:**

Clerical support prepares and distributes documents to appropriate parties according to



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established policies, procedures, time frames, or as instructed. Clerical support operates and maintains the copy machine and associated equipment ensuring appropriate supplies are maintained.

3. **Enters data from forms, records, and reports into the computer:** Clerical support enters data for purposes of maintaining databases. They may use computer software for performing routine clerical assignments.

4. **Maintains calendars and schedules appointments, meetings, and conferences:** Clerical support will establish and maintain a well - organized calendar system for the assigned work unit or program area. They schedule appointments according to instructions from staff.

5. **Staff in-service/training:** Clerical support will participate in educational/in-service programs for facilities staff and allied health professionals on a regular basis.

K. Staffing Patterns for ITFs

1. The Supplier shall meet the counselor to offender ratio of 1:25, following a staffing pattern for each ITF program to be operated under the terms of this Request for Proposal (RFP). The Supplier shall provide a staffing pattern for each ITF program to be operated under the terms of this RFP, using the format given below:

Minimum Staff to Offender Ratios

Location	Position Title	Minimum Number of FTE's
West Central ITF	Clinical Director/Psychologist	1 (Available 24 hours)
	Program Director	1
	Bachelor's Level CADC/CAC	3



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	Psychiatrist	.5 (20 hours per week)
	Master's Level Counselor	5
	Activity Therapist	1
	Clerical	1
	Medication Clinic Coordinator	1
Applying ITF	Clinical Director/Psychologist	1 (Available 24 hours)
	Program Director	1
	Bachelor's Level CAD/CAC	3
	Psychiatrist	.5 (20 hours per week)
	Master's Level Counselor	7
	Activity Therapist	1
	Clerical	1
	Medication Clinic Coordinator	1

2. The supplier shall hire and manage staffs qualified to deliver integrated services to the offender population. The supplier will provide staffs that meet GDC's minimum Georgia licensing qualifications for psychiatrists, psychologists, counselors and/ or Certified Addiction Counselors (CAC), and Certified Masters Addiction Counselors (MAC) as outlined.

3. The Program Unit Manager minimum qualifications for this include a degree in human services or a similarly related field, at least five years program management experience in



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healthcare and overall working knowledge of the correctional environment. The Program Unit Manager will be expected to possess full understanding of GDC's SOPs and be charged with delivering a consistent level of service statewide, serving as the main point of contact for the State on issues related to the program. The supplier shall not hire or retain a Program Unit Manager whose credentials are insufficient or whose service has been documented as unsatisfactory.

4. The supplier will not hire former incarcerated offenders, parolees or probationers to perform any work on-site at a GDC facility, nor be allowed to access the files of offenders currently serving sentences in GDC custody.
5. The program will be implemented by qualified staff to deliver integrated services to the offender population.
6. The supplier will have a strategy to recruit credentialed professionals, identifying professionals capable of meeting the demands of an on-site integrated treatment services in each ITF. All employees' credentials will be made available to the GDC. GDC will retain all rights and authority to refuse and/or terminate applicants whose credentials are insufficient to meet GDC standards or whose service to the GDC is unsatisfactory. At minimum, the supplier will perform the following functions as it relates hiring professionals:
 - Obtain and verify copies of professional state license(s), academic diplomas, internship certifications, curriculum vitae, drug enforcement agency, certification, and other certifications presented by applicants, as they apply to the position.
 - Request and contact references provided and verify previous experience/employment.
 - Conduct criminal background investigations on all potential employees prior to hiring. Background investigations will include, but not limited to, a fingerprint check with the



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state and federal agencies and verification of personal data, to include education and employment experience.

L. ITF Participant Handbook

1. The supplier shall develop a Participant Handbook to describe the Program rules, regulations and expectations, and shall present it to GDC for review and approval no later than thirty calendar (30) days prior to the Service Commencement Date. The supplier, at its own expense, shall provide a copy of the approved handbook to each new Program participant. The handbook will be used in participant orientation and throughout the Program. Program structure, content, rules, and expectations will be included in the Treatment Agreement that each offender signs during orientation. The ITF Participant Handbook will become property of GDC.

M. Facility Staff Program Awareness (ITF)

1. The supplier shall be responsible for making Facility staff, including administrators, counselors, and correctional officers, aware of the Programs to the extent necessary for them to work effectively with them. This will differ significantly based upon the degree of interaction between various personnel and the Program staff, participants, and administrators.

N. ITF Participant Workbook

1. The supplier shall develop a participant workbook that incorporates handouts, homework, skill steps, etc. The purpose is to have the majority of handouts and skill steps in one workbook, which will act as a journal of treatment and as a participant's journal of progress. It will also aid as a study guide for phase movement. The supplier shall present the workbook to GDC for review and approval no later than thirty (30) calendar days prior to the Service Commencement Date. The supplier, at its own expense, will provide a copy of the approved workbook to each new Program participant. This workbook(s) shall become property of the offender for their personal use. The master copy and any revisions will become the property of GDC.



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O. Mode of Delivery (ITF)

The supplier mode of delivery shall be an intensive process group format and psycho-educational format including:

1. Process group format – allows for the practicing of appropriate skills and confronting of inappropriate behavior patterns. Process groups focus primarily on interpersonal interactions within the group setting. During this process the offenders may reveal information about themselves on a deeper level. The curative factors introduced by Irvin Yalom are more prevalent within this setting.
2. Psycho-educational format – Primarily didactic, in which information is introduced and guided by the facilitator (counselor). The facilitator uses the prepared curriculum to guide instruction. Offenders are involved in experiential activities such as role or sole plays which allow them to learn by doing and learning opportunities through peer exchange in which participants share ideas, experiences and information.
3. Activity Therapy Groups – both individual and group therapies to promote prosocial skills, recreational leisure activities, and other activity-related programming.
4. Individual Therapy – Provided by Activity Therapists, MH Counselors and/or Psychologists as needed and determined by the treatment team.
5. Meaningful contacts - A minimum of two (2) meaningful Counselor contacts will be documented per month. These entries shall reflect on-going progress with treatment plan, progress and treatment, to include both positive and negative events. Each contact should be documented in DAP (Data, Assessment, Plan) format.
6. Assignments - Detailed relevant assignments, both written and experiential.
7. Instructional aids - Use of relevant, appropriate, and topical videos, audio tapes, and films can serve as helpful adjunctive approaches to staff-led discussions and process groups. (If the



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supplier elects to utilize multi-media materials, all such materials will be at supplier's cost and must be approved by GDC prior to use in the Program.)

P. Active Roles for Program Participants (ITF)

ITF Program participants should have an active role in their treatment communities. While it is not necessary to allow for the high levels of participant management often seen in traditional therapeutic communities, participants should be given responsibility for certain aspects of ITF Program function. This can be done in such a way that participants have responsibility for, but not authority over, selected areas of the ITF Program. Assuming responsibility in this manner typically assists in ITF Program management and provides participants with experiences in the healthy exercise of responsibility. One way in which this has been done with success is through peer specialists (volunteer or coordinated through outside agencies) or facilitators. ITF Program participants whose progress and performance is notable to the point where they can assume responsibility for certain aspects of Program function.

Q. 12-Step and Double Trouble Participation (ITF)

Participation in 12-step groups shall be a part of the curriculum throughout the course of the Program. The supplier will provide 12-step and Double Trouble groups at both Program sites.

R. Continuous Program Monitoring (ITF)

Continuous monitoring of the Program shall be performed by both the supplier and by GDC personnel. This monitoring will focus on process evaluation and outcome evaluation and will incorporate feedback mechanisms whereby issues of Program design, implementation, and outcome can be addressed through appropriate modification of programming. This measurement and monitoring of participants should occur at all phases of treatment and aftercare, to provide information and feedback regarding Program elements and participant outcomes. This aspect of the Program is essential and critical to its success, and as such should be considered an integral component of Program design. Suggested elements for this



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aspect of the Program include; the use of standardized, valid assessment tools at pre- and post-treatment, as well as follow-up intervals. Examples of such instruments are the Addiction Severity Index (ASI) and the Level of Service Inventory-Revised (LSI-R)

S. Drug Testing Participants (ITF)

Drug testing is an integral component within the Program and will be conducted in all phases of the Program. Drug testing will be done by GDC at least monthly for 10% of Program participants at each site. GDC will provide drug-testing supplies. Security will follow the appropriate GDC SOPs for chain of custody and will do actual collection of the specimen. The supplier will cooperate with GDC security to ensure that testing takes place and that the test results are recorded as part of the data collection and tracking system.

*Special Note to the Vendor:

Augusta State Medical Prison- Acute Hospital Exclusion

Augusta State Medical Prison (ASMP) is the Department of Corrections Unique (Acute Care Hospital) Medical Prison. ASMP has a facility capacity of 1,326 beds of which 130 are designated in the ASMP hospital building of the campus facility. The hospital has a bed capacity of 75 beds for medical/surgical acute care, dialysis, and acute psychiatry care including a crisis stabilization unit, acute stabilization unit, and dialysis. The hospital does offer numerous chronic care clinics including a unique psychiatric clinic. For the purpose of this request for proposal (RFP) the ASMP (acute care hospital) and its current psychiatric programs and services are excluded from this RFP. However, mental health program and services for the remaining ASMP population are within the scope of the RFP.



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Request for change of scope/program modification: The Georgia Department of Corrections does retain the right to modify the scope of services across its facilities from time to time. GDC will notify in vendor, in writing, of the desired change of scope, level of care or other programming requirement. The vendor will respond in writing to the scope change request describing the operational effect, cost and impact of such change. Upon mutual agreement between the vendor and GDC, a time and date for scope implementation will be determined.

Comprehensive Requirements for MH Programs & ITF's

1. The supplier must agree to obtain prior approval from the GDC prior to implementing program elements.
2. The selected Supplier must meet with designated GDC representatives in Forsyth, Georgia upon award of the contract and at regular intervals as required by GDC.
3. Supplier must allow GDC access to the supplier's senior staff and staff assigned to the program 24 hours a day, 7 days a week.
4. Supplier shall be available to meet with representatives of GDC MH and Risk Reduction Staff within four (4) hours' notice. If the supplier is not able to meet in person in Forsyth, Georgia, the supplier should be able to promptly respond to any request of the GDC via electronic mail or telephone.
5. Supplier shall provide written monthly activity reports. The reports must be provided to GDC by the fifth of each month or upon request by GDC. The report must be a detailed breakdown of the monthly invoice, elaborating, as a minimum, the



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names and titles of those working on the account, time expended, and activities performed

6. The supplier shall have a fully staffed business location within proximity to the Georgia Department of Corrections, Forsyth, Georgia office.

A. Program Recruitment, Retention, and Professional Enhancement

The supplier shall provide its recruitment and retention plan to meet the requirements of this scope of work. Information may include, but need not be limited to:

1. Recruitment: Include, as applicable, methods of advertising job opportunities, screening and evaluation process, pre-placement training, starting salaries without fringe benefits for all staff listed by job titles, including differentiation between certified and non-certified personnel, and salary incentives toward certification.
2. Retention: Include, as applicable, fringe benefits, vacation and leave policy, financial incentives, and policy on pay raises/promotions, retirement plan.
3. Professional Enhancement: Include, but not limited to, training manuals, policies and procedures for training or otherwise assisting employees toward licensure and certification, for those who will receive licensure or certification within one year of hire.

B. Reporting

1. Prior to execution of a Contract, and prior to the beginning of each contract year, the supplier shall provide an annualized rate per position to include all



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compensations and fringe benefits. Fringe must be separate from annual salary. This information will be used by GDC as needed.

2. Supplier shall provide monthly time reports in conjunction with payroll information summarizing by position the total hours worked, the total hours required by the staffing pattern, and the variance between hours worked and hours required. Reports shall be made on all personnel including independent suppliers and sub-contractors. Time reports showing daily, weekly, monthly and/or annual hours for each Program shall be kept by the supplier at the Program site to be available for GDC's review.

3. Progress Reports: The supplier will complete a monthly status report on all offenders and send it to the Chief Probation Officer from the referring circuit.

4. Monthly Reports: The supplier will provide GDC a monthly report by the 5th of each month by facility and aggregated year. The report must include the following, but not limited to:

- Admissions
- Diagnosis
- Drug of Choice
- The number of successful completions
- The number of unsuccessful completions
- Drug testing outcomes



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- County of Conviction
- Phase progression
- Phase set backs
- Number of Disciplinary Reports
- Learning Experiences
- A list of all participants in the program broken down by race
- The number of ACU/CSU placements
- Number of Self Injuries
- Number of Assaults
- Number on medication
- Other data as requested

5. Weekly Reports: The supplier must provide GDC with a weekly report. The weekly report must include but not limited to :

- Average daily beds occupied
- Number of participants in each Phase; MH Treatment
- The daily average of vacant beds



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- Staff vacancies
- Staff listings
- Number of substance abuse screenings completed
- Number of MH screenings completed
- Other data as requested

C. Confidentiality

1. The supplier and its employees will have direct access to incarcerated offenders, probationers and to confidential information.
2. The supplier shall establish a confidentiality policy in accordance with Federal Regulations and Georgia law that identify how confidentiality will be assured and maintained and identify any exception in accordance with Departmental SOPs and Federal Regulations, 42 CFR Part 2 (<http://lula.law.cornell.edu/cfr/cfr.php?title=42&type=part&value=2>), which covers confidentiality of alcohol and drug abuse patient records. In addition, supplier will follow state regulations as they relate to the confidentiality of mental health records.

D. Ownership

All products from this Contract will become the property of Georgia Department of Corrections.



Request for Proposal: Mental Health and Dental Health Services for Offenders

Attachment B – Scope of Services, Mental Health - revised

Job Titles Listed in SOW

Activity Therapist: a person providing therapeutic recreation, a systematic process that utilizes recreation and other activity-based interventions to address the assessed needs of individuals with illnesses and/or disabling conditions, as a means to psychological and physical health, recovery and well-being

Certified Addiction Counselor: assist individuals who have addictions or addictive tendencies toward things such as alcohol, drugs, gambling and food.

Clerical: provide support with clerical duties to include but not be limited to coordinating meetings, taking minutes, and answering outside/inside phone calls

Clinical Director: a licensed Psychologist/Psychiatrist approved by the Warden, MH/MR Unit Manager and Statewide MH/MR Program Supervisor or designee to provide clinical direction and oversight to the facility's MH/MR program.

Duty Officer: a mental health professional that handles emergency calls after hours as needed. Provides support for staff not trained in mental health. May need to secure emergency crisis housing for offenders in crisis.

Licensed Counselor: professionals that have completed a master's degree and completed a test to obtain license from the state licensing board. This staff will not require clinical supervision from a psychologist or psychiatrist.

Medication Clinic Coordinator: a staff member that schedules psychiatry appointments for offenders to have medications reviewed, continued or changed.

Mental Health Clerks: a staff member that provides clerical support. Duties are set by



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Attachment B – Scope of Services, Mental Health - revised

the Mental Health Unit Manager.

Mental Health Unit Managers: a professional hired to oversee the management of a mental health staff and insure the daily operation. Duties may include but not be limited to coordinating staff schedules, duties and caseload assignments.

Mental Health Nurses: appointed position of a nurse that has specialized in mental health and cares for people of all ages experiencing mental illness or mental distress, such as schizophrenia, schizoaffective disorder, bipolar disorder, psychosis, depression, anxiety, dementia, and many more.

Program Director: administer and supervise, help to implement specific programs, such as substance abuse, trauma support, coping strategy programs, usually under the umbrella of a parent organization.

Psychiatrist: a medical practitioner specializing in the diagnosis and treatment of mental illness

Psychologist: a professional specialty concerned with diagnosing and treating diseases of the brain, emotional disturbance, and behavior problems. Psychologists can only use talk therapy as treatment; you must see a psychiatrist or other medical doctor to be treated with medication.

Unlicensed Counselors: professionals that have completed a master's degree but have not completed a test to obtain license from the state licensing board. This staff will require clinical supervision from a psychologist or psychiatrist.

SMHTU Counselor: a qualified mental health counselor that serves in a specialized living unit. Responsible for developing and facilitating groups directed to that specific offender population.



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Attachment C - Scope of Work, Dental Services

Historical Summary/Overview

The Georgia Department of Corrections (GDC) provides comprehensive health services for all offenders and incarcerated probationers at all state facilities. The GDC currently houses approximately 55,000 individuals within 33 state prisons, 4 private prisons, 13 transitional centers, 16 probation centers and 1 parole revocation center. The four (4) private prisons represent about 7,000 offenders are not served under this RFP. The state prisons all have full service medical staffing to provide for the physical, dental and mental health care of their populations in addition to providing care for residents of the surrounding transitional centers, probation centers and parole revocation centers, according to the classification level of each facility. Oral care by licensed dentists and hygienists is available to every offender, with access to the full range of dental services offered at the resident facility or referral facility, as defined by GDC Standard Operating Procedures.

Program Service

Supplier will provide dental health services to Georgia Department of Correction inmates utilizing Georgia licensed and qualified dentists and dental hygienists, and qualified dental assistants. The definition of qualified is determined by the rules, codes and guidelines of the Georgia Board of Dentistry. GDC will identify a GDC employed Statewide Dental Director to provide oversight to the vendor regarding dental service.

A. GDC Policies and Standard Operating Procedures:

1. The Supplier's personnel shall abide by applicable regulations and directives of the Georgia Department of Corrections (GDC). All proposed Dental Services as outlined in this proposal will be delivered in conformance with ALL Departmental Standard Operating Procedures (SOP) for GDC as they may be amended from time to time.
2. The Supplier will be required to adhere to policies listed in Captiva (GDC Intranet), unless otherwise noted in a written directive, which may include email communications, from the State Dental Director. The requirement for implementation of a policy change will be stated in the directive. The Supplier shall be aware that any and all directives from the State Dental Director will supersede procedures on Captiva or prior policies. There may be a directive from the GDC Legal Department where the Supplier will be responsible to incorporate changes into their procedures.
3. The Supplier's onsite employees must meet the same pre-employment standards and standards of conduct as Department employees. (SOP 104.47-IV014-0001).
4. The Supplier must obtain security background investigations on all potential employees prior to hiring. Investigations will include; but not be limited to, a fingerprint check with the state and federal agencies and verification of personal data, to include education and employment experience.



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5. The Supplier shall have drug tests performed on all employment applicants who will be working in GDC Facilities prior to employment and will perform random drug testing of hired employees who work in GDC Facilities.
6. The Supplier shall prepare a random drug testing plan (including timelines/schedules) to include at least five percent (5%) of employees each calendar month. The Supplier will submit the schedule and identify the drug screening process and test(s) to be used, to GDC for review and approve. This requirement is due no later than thirty (30) calendar days prior to the Service Commencement Date. The Supplier shall retain all records relating to its employee drug testing. Supplier shall provide quarterly reports and an annual aggregate report of employee drug testing to the Office of Health Services
7. The Supplier must agree not to reassign staff members which have been terminated from a facility, to another facility without the written permission from the Director of Health Services. The Supplier further agrees to coordinate with GDC regarding a "no rehire" list.
8. The Supplier shall not employ any individual to perform work under the contract who has previously been determined unacceptable for performance under any other GDC Facility, contract, or who has been separated for cause by GDC.
9. The Supplier will discontinue the use of any employee for performance of work under the Contract upon written notice from GDC that the individual is not, or is no longer, acceptable for performance under the Contract
10. If a patient requests a dental examination at sick call, the request is triaged by medical staff within twenty-four (24) hours. The patient is placed on the dentist clinic list or seen on an emergency basis as deemed appropriate by the treating dentist. In the event that the sick call notice identifies concerning symptoms such as signs and symptoms of infection, medical staff shall immediately assess the patient and contact the on call medical provider for urgent/emergent treatment needs. Likewise, the results of all treatment and all treatment planning are recorded in the dental section of the health record and will be recorded in the electronic dental health record once it is implemented.
11. Patients see the dentist within seven (7) days from the date of complaint or written sick call request. Interceptive care is provided for extensive subacute or oral pathoses including, but not limited to:
 - a. Significant restorations of carious teeth
 - b. Extractions by the dentist or oral surgeon
 - c. Management of significant periodontal disease
 - d. Removable prosthodontic procedures necessary to retain or restore essential masticatory function



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12. The Supplier dentists determine at each visit if and when patients need routine corrective care and prophylactic treatment based upon need, including:
- a. Scale and oral prophylaxis
 - b. Oral hygiene instructions
 - c. Use of fluoride applications and anti-microbial rinses where indicated
 - d. Limited periodontal treatment and closed procedures, to be determined on an individual basis.
 - e. Fillings/restorations (amalgam and composite) to eliminate decay and restore function, as determined by extent of decay, location and ability to obtain marginal integrity
 - f. Removable partial and complete dentures, as determined for function
 - g. Extractions and oral surgery

All interceptive and corrective care is documented on the patient's dental care plan and included in the patient's dental health record.

13. Supplier will provide routine dental services including comprehensive assessment of patient needs and development of treatment plans as well as providing all necessary corrective services. Supplier dentists identify routine corrective and prophylactic treatment during the initial examination and schedule follow-up with a dentist within 180 days. MHM provides ongoing, routine care for conditions that require treatment to restore the form and function of a patient's oral tissues, and are not solely elective or cosmetic in nature such as:
- a. Lost fillings
 - b. Sensitivity to hot and/or cold
 - c. Broken clasp of partial plate
 - d. Partial Adjustment
 - e. Broken or nonfunctional prosthetic appliance
 - f. Edentulous and partially edentulous patients requiring replacement
 - g. Caries
 - h. Non-restorable teeth
 - i. Presence of temporary, sedative, or intermediate restorations
14. Dentists are responsible for providing the necessary treatment services that address such conditions, including providing:
- a. Periodontal treatment: prophylaxis, scaling, root planning, and closed curettage
 - b. Operative treatment: amalgams, composites, and temporary restorations
 - c. Routine oral surgery
 - d. Prosthetic treatment: full dentures or full dentures in conjunction with a non-cast removable partial denture needed to balance occlusion
15. As required, Supplier shall ensure that patients are seen by dental staff following receipt of a sick call request for treatment. Patient sick call requests, including requests involving dental complaints or services, are triaged and responded to in accordance with NCCHC Standard P-E-07, Nonemergency Health Care Requests and Services and GDC/SOP (507.05.03 Guidelines for Dental Treatment and 507.05.07 Dental Treatment Priorities)



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16. If a patient has been edentulous for some time prior to being admitted to the custody of the GDC, Supplier dental providers conduct a patient-specific evaluation to determine the need for prosthetic devices and/or dentures or partials. All patients must have the ability to properly bite into foods, chew, and swallow foods without the danger of choking. This applies to regular and appropriate raw and cooked foods to maintain weight and nutrition. If a patient cannot maintain this level of mastication, the Supplier dentist assesses the patient and orders the appropriate dental prosthetic. **Dentures/Partials** are not constructed for aesthetic reasons. Referrals for both partial and full dentures are first approved by the Dental Supervisor.
17. Replacement of a lost, destroyed, mutilated, or damaged prosthesis that had been provided by the Supplier or GDC is solely the responsibility of the patient if it is determined that the loss of the prosthetic was the result of patient negligence. The applicable dental co-payment fee is assessed in each instance of a self-initiated dental visit, as per policy. Refer to GDC/SOP Guidelines for Dental Treatment 507.05.03.
18. The Supplier understands that emergent or urgent oral surgery needs require intervention on an as needed, as soon as possible, basis.
19. Minor oral surgery, such as extractions or surgical removal of an erupted tooth, shall be performed on site by licensed dentists. Oral surgeries that may be performed off site include but are not limited to:
 - a. Surgical removal of impacted teeth
 - b. Pathology
 - c. History of infection
 - d. Non-restorable
 - e. Maxillary and mandibular fracture reductions
 - f. Tuberosity of tori reductions (removal of excess bone)
 - g. Alveoloplasty (shaping of sockets that hold teeth, once teeth are extracted)
 - h. Patients with complex medical histories
20. Removal of teeth involving a cyst, tumor, or neoplasm are highly recommended for referral for Oral Surgery.
21. Maxillary and mandibular fracture reductions must be referred and performed off site.
22. For any specialized dental services (i.e., complex oral surgery, facial fractures, oral maxillofacial pathology, or severe compromised medical issues) that are provided off-site, the dentist must submit a completed GDC Consultation Request Form (PI-2007A) for approval to schedule the patient at Augusta State Medical Prison.

Following the consultation, patients with a broken jaw, a dislocated jaw, or whose jaw is held in a steady position for a significant amount of time by either a wiring of the jaw or by a taping around the outside of the head, are treated in appropriate medical housing such as an infirmary or nursing care unit until or as medically indicated by the responsible dentist.
23. Orthodontic care is generally considered to be an elective treatment. Supplier dental staff do not initiate or provide orthodontic care.



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24. The Supplier will continue to abide by the GDC's policy regarding elective care.
25. For patients undergoing continuation of treatment such as prosthetics or serial extraction, the dentist schedules a re-appointment for the patient. For those patients requiring continuing routine dental work, such as fillings, the patient is required to submit a sick call request for each visit.
26. The Supplier shall not provide fixed prosthodontic, orthodontic, and endodontic treatment or dental implants, ridge augmentation, or cosmetic surgery.

B. Staff Coverage

1. The Supplier shall perform drug tests on all employment applicants who will be working in GDC Facilities prior to employment and will perform random drug testing of hired employees who work in GDC Facilities.
2. Supplier shall fill vacancies within no more than thirty (30) calendar days with personnel meeting the minimum qualifications outlined by GDC. In the event any position remains unfilled for thirty (30) Calendar days, a penalty will be incurred. This penalty shall be based on the number of days vacant beyond the 30th day divided by the current salary for that position. It should be noted that penalties on staff vacancies does not impact penalties with certification requirements.
3. The Supplier is required to provide coverage for all positions in the event of leave, training, resignation/termination and all other absences. The Supplier shall allow other staff to substitute for absent staff, provided that:
 - a. The substituting staff's professional qualifications, including certification and licensure meets or exceeds those required of the absent staff; and
 - b. In the sole judgment of GDC, the substituting staff 's primary duties and responsibilities are adequately fulfilled during the substitution.

C. Performance Management

1. The Supplier will be responsible to conduct an annual audit (financial and programmatic) to report contract compliance with expected levels of service and key performance indicators such as staffing, provisions for dental health delivery and financial accounting and reporting aspects. The scope of the audit must be approved in advance and be agreed upon by GDC. The Supplier 's annual audit scope will be subject to the discretion of GDC. The written audit report to the Office of Health Services within 60 days of the end of the first 12 months' period and thereafter within 60 days of the end of the Fiscal year. (June 30)
2. The Supplier must report the status of any and all contractual obligations, upon request of GDC.



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3. The Supplier must facilitate on site monitoring visits from GDC as requested. Any service delivery deficiencies identified during audits, will require corrective action plans and a timeline for improvement that is subject to the discretionary approval of GDC.

D. Space Allocation, Equipment and Supplies

The Supplier shall be furnished with the following items and services by GDC:

1. Space will be allocated within the facilities by GDC for the Supplier's staff.
2. Equipment such as furniture and administrative equipment, including a minimum of one (1) stand-alone personal computer (PC) and a minimum of one (1) compatible printer, will be provided by GDC at each Facility. GDC will be responsible for ongoing maintenance, repair and replacement of this equipment unless, in GDC's sole judgment, any damage or destruction resulted from the Supplier's negligence or abuse; in which case, the Supplier will be responsible for repair and replacement. GDC will provide access to one (1) copier per Facility. The Supplier will provide all its own copier paper as needed. Each provider, contract employee, who provides direct service will be provided a personal panic alarm for use in the facility.
3. Supplies provided by GDC include standard forms for offenders. The Supplier shall provide all other clinical and administrative supplies (including computer software not currently provided by GDC) such as those required to provide the required services.
4. Telecommunications or telephones will be provided by GDC. GDC will provide telephones. GDC will be responsible for ongoing maintenance, repair and replacement of the telephones provided unless, in GDC's sole judgment, any damage or destruction resulted from the Supplier's negligence or abuse; in which case the Supplier will be responsible for repair and replacement.
5. Utilities and Housekeeping Service will be provided by GDC such as water, trash collection and any related services.
6. Information Technology Computer Equipment Supplies and Maintenance will be provided by GDC for GDC-owned equipment and existing software. Vendor will provide hardware, software and maintenance for vendor-owned software and hardware.
7. Panic Alarm: Each provider, contract employee, who provides direct service will be provided a personal panic alarm for use in the facility.



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E. Transition Plan

1. The incoming Supplier shall cooperate with the outgoing Supplier to ensure a smooth transition of services. Replacement of outgoing Supplier's staff, equipment, supplies, and other resources with those of the incoming Supplier, and the scheduling of such replacement, shall be at the mutual agreement of the Suppliers under GDC oversight.
2. No aspect of the transition shall have an adverse effect on the delivery of services by either Supplier, excepting cases in which either or both Suppliers have previously advised GDC of such probable effect and will proceed in accordance with case-by-case agreements between GDC and both Suppliers.

F. Electronic Dental Health Record (DHR)

The Supplier shall provide and maintain an electronic dental health record. The content of the OHR will remain the property of GDC and be transferred upon any termination of services. Reports will be made to GDC from OHR upon authorized requests.

G. Dental Services (Dentist)

All Dental care and services to be provided to the inmate population of the Georgia Department of Corrections shall be in accordance with standards applicable to similar practices in the state of Georgia. As required by the department's policies and procedures for dental services (see Georgia Department of Corrections Standard Operating Procedures), the Dentist will provide the following services:

1. Diagnostic Services: procedures necessary to provide information to establish diagnosis and treatment plan.
 - a. Dental screening: an evaluation to rule out any acute dental problems requiring immediate treatment.
 - b. Dental examination: an examination to include a review of the inmate's medical history, dental history, charting of existing restorations, missing teeth and dental pathology, a hard and soft tissue evaluation including oral cancer screening and oral hygiene instruction.
 - c. Radiographs deemed necessary to adequately evaluate and treat the patient.
2. Urgent Care: treatment for severe pain, infection or any other condition where, in the dentist's opinion, the delay of care would be deleterious to the inmate's health. The Dentist must arrange for timely referral to Augusta State Medical Prison for cases of facial fractures, severe infections or other emergency conditions. Access to urgent care is available through the institution's sick call policy during normal business hours or by an established after-hours emergency policy (Refer to Standard Operating Procedures VH66-0001 and VH67-0002)



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3. Routine Dental Services: All routine dental treatment will be provided on a time available basis and will include the full range of services specified in the department's Standard Operating Procedures for routine dental services including:
 - a. Comprehensive examination
 - b. Treatment Planning
 - c. Periodontal treatment including prophylaxis, scaling, root planning, and closed curettage
 - d. Operative treatment that may include amalgams, composites and temporary restorations
 - e. Oral surgery
 - f. Prosthetic treatment limited to full dentures or a full denture in conjunction with a non- cast removable partial denture necessary to balance the occlusion.
4. Specialized Dental Services: Dentists will complete and submit a Georgia Department of Corrections Consultation Request form (PI-2007A) for approval and scheduling of patients at Augusta State Medical Prison (or other facility if indicated) for services including complex oral surgery cases, facial fractures, oral maxillofacial pathology, or patients with a severely compromised medical history.
5. Excluded Services: Fixed prosthodontic (crowns and bridges), orthodontic and endodontic treatments are not available in Georgia Department of Corrections (unless approved by State Dental Director in very unusual circumstances). Dental implants, ridge augmentation and cosmetic surgery are not approved services.
6. Documentation and Statistics: All procedures are to be documented in the appropriate sections of the inmate's health record. Additionally, all patient requests for treatment and all procedures are to be logged in and documented in a vendor provided electronic tracking system. The system must have the capability to manage requests for dental services, categorize by discipline of dentistry, incorporate lapse time for requests, document treatment rendered with notes as needed, electronically transfer all information entered between facilities as inmates are reassigned, generate a range of continuously updated composite and individual reports on all dental activity for each offender in each facility, allowing GDC management, health service directors and state dental directors to access at any time.
7. Infection Control: All dental personnel will read and be familiar with the dental guidelines contained in the Georgia Department of Corrections, Offices of Health Services infection control manual. Dentists are responsible for ensuring that all dental personnel adhere to universal precautions including at least the following:
 - a. The use of masks, gloves, protective eyewear and gowns, and radiation badges
 - b. Proper hand washing before and after direct patient care
 - c. Proper sharps disposal
 - d. Autoclaving of all instruments used for patient treatment
 - e. Weekly spore testing of autoclave, maintaining proper documentation
 - f. Proper labeling of specimens, smears, etc. for transport



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8. Continuing Education/In-Service/Training: All dentists will maintain continuing education required for Georgia licensure renewal. Continuing education requirement for Georgia Board of Dentistry licensure renewal also satisfies the Medical Association of Georgia's requirement. All dentists must include a course addressing safe opioid prescribing as part of their continuing education requirements and register with Georgia's Prescription Drug Monitoring Program, maintaining compliance with DEA controlled substance registration requirements. Documentation of Continuing education will be submitted to the facility Health Services Administrator. Dentists will attend in-service training and staff meetings as required for ACA certification up to 40 hours per year by the assigned institution's Healthcare Authority. Dentists will be expected to attend annual or bi-annual Statewide Dental Meetings/workshops.
9. Oversight by Health Services Administrator and Deputy Warden of Care and Treatment: The site Dental Director will work in conjunction with the site Health Services Administrator (HSA) and Deputy Warden of Care and Treatment to resolve issues and insure that established missions and necessary tasks are accomplished. The HSA will maintain "oversight" responsibilities for both Dental and MH Services to include all duties and obligations as defined by current National Commission on Correctional Health Care (NCCHC) Standards applicable to the HSA/Responsible Health Authority, and as audited during Medical Association of Georgia Surveys, ACA surveys, OHS surveys and others as may be defined.
10. Participation in Peer Review and CQI Process: All dentists will participate in the peer review process annually. The peer review process shall be established by the Vendor and approved by GDC. GDC approved Peer Review Tool will be maintained by the vendor in accordance with NCCHC standards. Dentists will participate in Continuous Quality Improvement programs as directed by GDC Health Authority at each site.

H. Dental Hygienist

1. Routine Dental Services: Dental Hygiene and periodontal services will be provided as prescribed by a licensed dentist and specified in the department's Standard Operation Procedures. Services include:
 - a. Routine prophylaxis
 - b. Scaling and root planning
 - c. Closed flap curettage
 - d. Oral hygiene and nutrition instruction
2. Assist in Diagnostic Services: Dental Hygienist will take and develop dental x-rays as prescribed by a dentist and evaluate patients to assist in triage and scheduling for treatment.
3. Assist the Dentist if necessary: In the event of the absence of an assistant or in a clinical emergency, the hygienist may be requested to assist the dentist.



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4. Documentation and Statistics: All procedures are to be documented in the appropriate sections of the inmate's health record. Additionally, all patient requests for treatment and all procedures are to be logged in and documented in the Correctional Dental Software System. Dental Hygiene statistics to be reported with Dentists Monthly Dental Health Statistics Reports which are submitted for entry into the Georgia Department of Corrections SCRIBE system by the fifth of each month for the previous month's activity. Dental Health Statistic reports will be submitted by the 10th day of each month for the preceding month (See Dental Dashboard for required statistics to be maintained).
5. Infection Control: All dental personnel will read and be familiar with the dental guidelines contained in the Georgia Department of Corrections, Offices of Health Services infection control manual. All dental personnel are expected to adhere to universal precautions and infection control practices listed above.
6. Continuing Education/In-Service/Training: All hygienists will maintain continuing education required for Georgia licensure renewal. Continuing education requirement for Georgia Board of Dentistry licensure renewal also satisfies the Medical Association of Georgia's requirement. Documentation of Continuing education will be submitted to the facility Health Services Administrator. Hygienists will attend required in-service training and staff meetings as deemed appropriate by the Dental Director or the assigned institution's Healthcare Authority. Hygienists will attend annual or bi-annual Statewide Dental Meetings/workshops which include auxiliary staff.
7. Dental Hygienist will attend in-service training and staff meetings as required for ACA certification up to 40 hours per year by the assigned institution's Healthcare Authority.

I. Dental Assistant

1. Chairside Dental Assistants: Assistants will be expected to competently assist the dentist in all dental procedures rendered according to Georgia Department of Corrections Standard Operating Procedures.
2. X-Ray: Assistants must be trained and certified to take, develop, and mount dental radiographs as prescribed by the dentist.
3. Clinic Duties and Responsibilities: Assistants will perform indicated laboratory procedures, maintain the clinic, equipment, and supplies as outlined by Georgia Department of Corrections Dental Assistant job description.
4. Documentation and Recording Keeping: Assistants will help to maintain patient records and necessary records for audit compliance for the Dental Clinic. Correctional Dental Software will be utilized to track inmate requests for dental services.



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5. Scheduling: Assistants will maintain an appropriate clinic schedule under the direction of the dentist, ensuring necessary entry into SCRIBE for inmate callouts.
6. Infection Control: All dental personnel will read and be familiar with the dental guidelines contained in the Georgia Department of Corrections, Offices of Health Services infection control manual. All dental personnel are expected to adhere to universal precautions and infection control practices listed above.
7. In-Service/Training: Dental Assistants will attend in-service training and staff meetings as required for ACA certification up to 40 hours per year by the assigned institution's Healthcare Authority. Assistants are expected to attend Statewide Dental Meetings/workshops which include auxiliary staff as they are reasonably able.

J. Recruitment and Credentialing

Vendor will utilize a recruitment and credentialing process to identify those professionals capable of meeting the demands of dental practice in a correctional setting. All applications and credentials will be made available to the Department and the Department will maintain all rights to refuse and/or terminate applicants whose credentials are insufficient to the Department or whose service to the Department is unsatisfactory. The vendor will perform the following functions as it relates to the credentialing of dental professionals:

1. Procure and verify copies of the following as they apply: professional's state license(s), Academic diplomas, curriculum vitae, board certification, Drug Enforcement Agency certification and other certifications presented by applicants.
2. Request to make contact with references provided
3. Verify previous experience/employment
4. Conduct criminal background checks

K. Ability to cover multiple institutions

Dentists, hygienists and assistants are expected to be able to provide services for more than one facility, traveling to multiple institutions in their geographic area as indicated by inmate population distribution. Dental Service coverage for institutions temporarily without a Dentist will be designated by the vendor in concurrence with the Georgia Department of Corrections State Dental Director.



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L. Confidentiality

1. The Supplier and its employees will have direct access to incarcerated offenders, probationers and to confidential information.
2. The Supplier shall establish a confidentiality policy in accordance with Federal Regulations and Georgia law that identify how confidentiality will be assured and maintained and identify any exception in accordance with Departmental SOPs and Federal Regulations, 42 CFR Part 2 (<http://lula.law.cornell.edu/cfr/cfr.php?title=42&type=part&value=2>), which cover confidentiality of alcohol and drug abuse patient records. In addition, Supplier will follow state regulations as they relate to the confidentiality of dental health records.

M. Ownership

All products from this Contract will become the property of Georgia Department of Corrections.

Attachment Y - Staffing Matrix Mental Health, effective 08-01-2019

Institution	Medication Clerk/Coordinator	Acct Therapist	ASAC/OTCS	Chaplain	Clerks	Counselor	Dental Assistant	Dental Hygienist	Dental	Behavioral Specialist	Psychiatrist	Psychologist	Unit Mgr.	Grand Total
ARRENDALE STATE PRISON	2.00				2.00	18.25				1.00	2.50	2.50	1.00	28.25
ASMP	8.00				1.00	29.00						2.25	2.00	42.25
AUTRY STATE PRISON	1.00				1.00	6.00					1.00	0.75	1.00	11.75
APPLING ITF	1.00				1.00	8.00					0.50	0.50	1.00	12.00
BAINBRIDGE STATE PRISON						1.00				1.00				2.00
BALDWIN STATE PRISON	3.00				3.00	12.00					1.50	1.50	1.00	22.00
BLECKLEY RSAT						2.00					0.20	0.40		2.60
BURRUS CTC						2.00					0.25	0.25		2.25
CALHOUN STATE PRISON														-
CENTRAL STATE PRISON	1.00				1.00	10.00					1.00	1.00	1.00	17.00
COASTAL STATE PRISON	1.00				1.00	4.00					1.00	0.50	1.00	8.50
WOMEN'S PDC						2.00					0.06			2.06
DODGE STATE PRISON														-
DOOLY STATE PRISON														-
EMANUEL-TWIN CITY PDC						2.00					0.25	0.06		2.31
EMANUEL-WOMEN'S FACILITY											0.50	0.25		0.75
GA DIAGNOSTIC CLASSIF PRISON			1.25		3.00	17.00				1.00	1.75	4.00	1.00	31.00
GEORGIA STATE PRISON	1.00		1.00		2.00	17.00					1.25	1.50	1.00	27.75
HANCOCK STATE PRISON														-
HAYS STATE PRISON	0.50				1.00	14.00					0.75	1.00	1.00	18.25
JOHNSON STATE PRISON	0.50				1.00	10.00					1.00	0.75	1.00	16.25
LEE STATE PRISON														-
MACON STATE PRISON						1.00					0.25	0.50		1.75
METRO TOHELM'S UNIT						2.00								2.00
METRO RE-ENTRY						1.00								1.00
MONTGOMERY STATE PRISON														-
PATTEN PDC						1.00								1.00
PHILLIPS STATE PRISON	3.00				2.00	15.00					1.50	1.75	1.00	24.25
PULASKI STATE PRISON	0.50				1.00	12.00					1.00	1.50	1.00	18.00
ROGERS STATE PRISON						4.00					0.50	0.50	1.00	6.00
RUTLEDGE STATE PRISON	1.00					10.00					0.75	1.00		14.75
SMITH STATE PRISON						2.00								2.00
TELFAR STATE PRISON						2.00								2.00
VALDOSTA STATE PRISON	1.00		1.00			15.00					1.50	2.00	1.00	24.50
WARE STATE PRISON						1.00								1.00
WASHINGTON STATE PRISON														-
WEST CENTRAL ITF														-
WHITWORTH PDC	1.00				1.00	6.00					0.50	0.60	1.00	10.10
WILCOX STATE PRISON						3.00					0.40	0.40	1.00	5.80
WILCOX STATE PDC														-
TELE-PSYCH MD's														-
TELE-PSYCH PHD's														-
Grand Total	6.50	35.00	3.25	-	22.00	229.25	-	-	-	3.00	19.60	25.52	18.00	362.12
Psychiatrists Unassigned INCLUDES Dr. Griffin											1.00			1.00
Psychologist- Clinical Director Dr. DeGroot												1.00		1.00
Sub-total														364.12
Regional Office														
Adm Asst														4.00
Program Manager														1.00
Asst'n Program Manager														1.00
Tele-Psyc Coordinator														3.00
Quality Assurance														5.00
Activity Therapist Supervisor														1.00
ITF Supervisor														1.00
Tele-Psych PHD														1.00
Tele-psych MD														3.00
Total														20.00
Total MHM FTE	6.50	35.00	3.25	-	22.00	229.25	-	-	-	3.00	20.60	26.52	18.00	384.12

Attachment Z - Staffing Matrix, Dental Health, effective 08-01-2019

Institution	Location	Total Capacity	Dentist	Hygienist	Dental Assistant	Grand Total	Days per Week	Operating Hours
Arrendale SP (LASP)	Cordelia, Ga.	1500	2.00		2.00	4.00	M-FR	5:00AM-3:30P.M.
ASMP	Augusta, Ga.	1326	1.00	1.00	2.00	4.00	M-FR	8:00AM-4:30PM
Autry SP	Pelham, Ga.	1712	1.00		1.00	2.00	M-TH	5:00AM-3:30PM
Baldwin SP	Hardwick, Ga.	981	1.00	1.00	1.00	3.00	M-TH	7:00AM-5:30PM
Bleckley PDC (to Pulaski)	Cochran, Ga.	208						
Calhoun SP (Share DH with Autry)	Morgan, Ga.	1639	1.00	1.00	1.00	3.00	M-W	5:00AM-3:30PM
Burruss CTC Share staff with CSP)	Forsyth, Ga.	758					T&TH	10HRS/DAY
Central SP	Macon, Ga.	1153	1.00		1.00	2.00	M&W	10HRS/DAY
Claxton PDC (to Emanuel WF)	Claxton, Ga.	237						
Coastal SP	Garden City, Ga.	1839	1.00	1.00	1.00	3.00	M-TH	7:00AM-5:30PM
Columbia Regional (to ASMP)								
Dodge SP (DH from Johnson)	Chester, Ga.	1236	1.00		1.00	2.00	M-TH	5:30AM-4:30PM
Dooley SP	Unadilla, Ga.	1679	1.00	1.00	1.00	3.00	M-TH	4:30AM-3:00PM
Emanuel PDC (to Rogers)	Twin, City, Ga.	369						
Emanuel WF	Swainsboro, Ga.	415	0.50		0.50	1.00	M&TH	6:00AM-4:00PM
GD&CP	Jackson, Ga.	2710	2.50		2.00	4.50	M-TH	4:00AM-3:30PM
Georgia SP	Reidsville, Ga.	1537	1.00	1.00	1.00	3.00	M-TH	6:00AM-4:30PM
Hancock SP (DH from Johnson)	Sparta, Ga.	1201	1.00		1.00	2.00	M-TH	6:00AM-4:30PM
Hays SP	Trion, Ga.	1100	1.00		1.00	2.00	M-TH	5:00AM-3:30PM
Helms (go to LASP or ASMP)	Atlanta, Ga.	67						
Johnson SP (DH one Day per week)	Wrightsville, Ga.	1612	1.00	1.00	1.00	3.00	M-TH	5:00AM-3:30PM
Lee SP	Leesburg, Ga.	762	0.50		0.50	1.00	T&W	7:00AM-5:30PM
Long Unit (go to Smith SP)	Ludowici, Ga.	212						
Macon SP	Macon, Ga.	1762	1.00	1.00	1.00	3.00	M-TH	6:00AM-4:30PM
Metro ReEntry	Atlanta, Ga.	350	0.80	0.80	0.80	2.40	M-TH	8:00AM-4:30PM
Montgomery SP	Mt. Vernon, Ga.	418	0.50		0.50	1.00	T&W	6:00AM-4:30PM
Phillips SP	Buford, Ga.	928	1.00	1.00	1.00	3.00	M-TH	6:00AM-4:30PM
Pulaski SP	Hawkinsville, Ga.	1211	1.00	1.00	1.00	3.00	M-TH	6:00AM-4:30PM
Rogers SP	Riedsville, Ga.	1391	1.00		1.00	2.00	M-TH	7:00AM-4:30PM
Rutledge SP	Columbus, Ga.	640	0.50		0.50	1.00	M&W	6:30AM-4:30PM
Smith SP	Glenville, Ga.	1562	1.00	1.00	1.00	3.00	M-TH	6:30AM-4:30PM
Telfair SP (DH part time with Dodge)	McRae, Ga.	1410	1.00	1.00	1.00	3.00	M-TH	5:00AM-3:30PM
Valdosta SP	Valdosta, Ga.	1200	1.00	1.00	1.00	3.00	M-TH	5:30AM-4:30PM
Walker State Prison (go to Hays)	Rock Springs, Ga.	644						
Ware SP (DH from VSP)	Waycross, Ga.	1530	1.00		1.00	2.00	M-TH	4:30AM-3:00PM
Washington SP	Davisboro, Ga.	1350	1.00	1.00	1.00	3.00	M-TH	7:30AM-6:00PM
Whitworth (to LASP)	Hartwell, Ga.	442						
Wilcox SP	Abbeville, Ga.	1840	1.00		1.00	2.00	M-TH	5:00AM-4:30PM
GRAND TOTAL		40931	29.30	14.80	29.80	73.90		

Please see Attachment O (Facility Listing) to confirm addresses for service locations.