Continued Growth and Success

By Jorge Dominicis, Chief Executive Officer

CCS has been blessed for more than a decade. Starting from a single contract to provide health care service to 9,100 correctional patients, we now have 302 contracts and provide care to approximately 250,000 patients in 37 states across two continents. We are organized for continued success. Patrick Cummiskey has ascended to the role of President of CCS, leading business development and customer relations for all operating divisions including our Local Detention Division headed by Chris Bove, the State and Federal Division led by Don Houston, and finally the Recovery Solutions Division providing forensic and behavioral residential treatment and care with Marta Prado at the helm. Our operations are bolstered by the best public health human resources, legal, finance, and IT teams. Over the past year, as we have experienced historic growth, I have been reminded time and again each day brings new challenges and new opportunities.

Our growth has resulted from satisfied governmental clients spreading the word that we are the right healthcare partner. They know that we deliver data-driven outcomes. For example, CCS jails and prisons have fewer suicides than the national correctional average. We saved 13 lives just since April through the implementation of our Narcan protocol (you’ll read more about that in this edition of LifeLine). Patient test results for hypertension and diabetes prove that we promote effective medication management that exceeds community standards. CCS also prioritizes preventative care, as exemplified by higher than community standard provision of the seasonal influenza vaccine. In our Recovery Solutions Division, we are recognized nationwide as a leader in the reduction of seclusion and restraint with rates that are a fraction of the national average. We have made recovery real, each year, with active treatment for thousands of people suffering from severe mental illness.

Another sign of our success, and perhaps the most fulfilling, is the smile and thankful eyes of our patients. Each time I visit a CCS clinic or hospital, my faith and admiration for you and for our company grows. Every visit reminds me that we are charged with a solemn responsibility to serve the most marginalized and vulnerable members of our society. We will learn of some of these stories in this newsletter, but also know that there are countless untold stories of miracles that happen every day and are waiting to happen because of your dedication.

We are all a part of a single family that will continue to excel. Over the coming months these newsletters will help us learn more about one another. Thank you for the work you do. I feel blessed to be here with you.

Results of Employee Engagement Survey Have Arrived

Overall Positive, Working Toward Improvements

By Scott Pustizzi, Senior Vice President, Human Resources

Earlier this year we asked you to help improve CCS by participating in an employee engagement survey. Preliminary results from the survey are in and we had almost 4,000 responses. Over 61 percent of eligible employees participated in the survey. For those that participated, we thank you for your feedback. We are going to use this feedback to help us improve CCS. While the overall results of the survey are very positive, the data also revealed areas in which we need to improve.

The survey measured overall satisfaction and four other employment dimensions:

1. Organizational Effectives
2. Recognition & Career Advancement
3. Supervision & Management
4. Co-Worker Performance & Cooperation

Positive Highlights

Some of the highest ranking items on the survey include:

• Autonomy and clarity of performance expectations that scores favorably for CCS.
• Employee perceptions of relationships in their immediate work environment.
• Positive perceptions of their coworkers, describing them as supportive and collaborative.

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People: Our Most Important Asset

CCS Employees Make a Difference Each Day

By Marta Prado, CCRS President

What is Correct Care Solutions? Is it just a company? An idea? A brand? A logo embroidered on a shirt?

For me, CCS is the people who deliver healthcare to some of our nation’s most vulnerable citizens – individuals suffering from mental illness, individuals who have lost their way, individuals who are caught in a seemingly endless cycle between institutions. Oftentimes, a patient’s first opportunity for a positive encounter with “the system” will be through interactions with CCS employees. Our people are on the front lines, entrusted with an amazing opportunity and solemn responsibility to make a difference in each patient’s life.

At Correct Care Recovery Solutions, our staff provide behavioral, mental health, and other special needs healthcare services to state and local government agencies by operating and managing civil and forensic mental health treatment hospitals, a jail diversion program, and a state sex offender treatment facility. CCRS has pioneered new approaches to support successful reentry as well as diversion from the criminal justice system for persons suffering from persistent and serious mental illnesses. CCRS staff are committed to helping this stigmatized population achieve more productive, satisfying lives by providing compassionate patient-centered, recovery-oriented treatment. We measure our success not just by contract performance measures, but also in the difference we make in the hearts of the people we serve.

I began my career 35 years ago as an emergency department nurse, caring for victims of violence, victims of circumstance, and victims of mental illness. Over the years, my roles have changed, but the passion I felt for patients all those years ago has never left me. We are not perfect, but we strive in everything we do to provide care that is dignified and promotes the well-being, independence, and recovery of the patients we serve.

Each time I visit one of our hospitals, jails, or prisons, I am overwhelmed by the compassion and commitment our team members show towards our patients and it always makes me both humble and proud. Recently, I visited our prisons in Australia and sensed the same compassion and concern from our team members “Down Under” that I see here in the states. It’s truly magnificent to see how our company culture is the same, no matter where in the world we are.

At every turn, I ask myself the same question and I hope you will do the same: “If my mom, dad or child needed this care, would I feel comfortable with them at this facility?” If the answer is ever “No,” then I would need to make it right. So far, the answer has been and is a resounding “Yes.”

Thank you all for reminding me of the difference our people make each day.
By John Hoogeveen, General Manager, Correct Care Australasia

In February 2014, Correct Care Solutions (CCS) acquired GEO Care, including its Australian operations. In January 2015, our Australian operations changed its name to Correct Care Australasia to reflect the change in ownership and the potential growth of the company in the region.

Correct Care Australasia (Correct Care) has delivered health services in Victorian prisons since the late 1990s, initially as Pacific Shores Healthcare. Correct Care has a home office centrally located in Melbourne and is contracted by the State of Victoria to provide primary health and primary mental health services to more than 4,600 prisoners in 12 prisons, two of which house female prisoners and one transitional center. Correct Care employs approximately 250 people; most of these resources are located at service sites and supported by 11 home office staff. Additionally, a new prison at Ravenhall, west of Melbourne, will provide an additional 1,000-bed capacity to the correctional system, and is due for completion in 2017.

Correct Care does not provide secondary or tertiary health services. These services are generally provided by St. Vincent's Hospital, a publicly-funded tertiary health service. However, Correct Care began servicing their first in-patient overnight beds at Hopkins Correctional Centre last month. These are primary care beds and will be utilized for short stays related to assessment and post-surgical recovery.

Recently, Correct Care underwent its scheduled organizational-wide survey (audit) under the Australian Council on Healthcare Standards (ACHS) and was awarded a full, four-year accreditation. Kudos to our staff on a job well done! We will provide you with more details of that process in the next edition of LifeLine. On behalf of all our Australasia team, we are excited to be a part of the CCS family and look forward to many years of success.

Clinical Corner
Why PSO Position?

By Dr. Carl Keldie, Chief Clinical Officer

Patient safety is the core of the practice of medicine. Every time you see your doctor, they develop a plan of care to keep you safe. This may be by giving you a prescription to make you better if you are ill or by managing your diabetes to keep you from developing heart disease. However, physicians are human and every patient encounter is an opportunity to negatively impact patient safety by virtue of human error and other factors. This same logic applies to nurses, medical assistants, pharmacy technicians, and any other person who affects patient care. As a result, every effort must be made to monitor these encounters to assure the benefits are maximized and the risks are minimized.

To that end, Dr. Judd Bazzel will transition from his current role of Chief Medical Officer of Prisons to that of Patient Safety Officer (PSO) for the company. As PSO, he will be heavily involved with the Continuous Quality Improvement Department to include providing clinical review of critical clinical events, mortality reviews, and hunger strikes as well as the Risk Management Department by providing clinical reviews of legal cases.

The latest concepts of the National Patient Safety Foundation include processes that focus not only on the root cause of an issue but also the actions that prevent patient harm; this is called RCA²—Root Cause Analysis and Action. By reviewing both individual events as well as trends among the events, it will better allow us as a company to identify high risk issues that otherwise may not have been apparent. Using the latest concept of RCA² will allow the company to soon have a patient safety program that is second to none.

I look forward to Dr. Bazzel’s contribution as the PSO and how this position will help assure the medical care CCS provides remains the best in the industry.
Congratulations to Dr. Jacob Confer with the Arapahoe County (CO) RISE program. He is the first Employee of the Semester for 2015. He is being recognized for his high quality of work and excellent leadership. Jacob consistently goes above and beyond expectations of his role; providing coverage and support for other team members when needed. He brings a strong expertise to the table and is always willing to share that expertise to help the RISE team better understand patients and improve effectiveness of interventions.

Here’s to CCS nurse Qiana Felder who was recently named “Support Person of the Year” for Washtenaw County (MI) Children’s Services/Youth Center. She is recognized for her excellent work in running the clinic operations and, according to Director Lisa Greco, “respected by all.” Director Greco adds, “Qiana’s steady, warm personality is a fabulous fit for our youth, matched only by her competence and dependability.” Congrats to Qiana!

We want to celebrate one of our nurses, Rebecca Charo, LVN, who went above and beyond the call of duty during recent flooding in Hays County, TX. She wasn’t scheduled to work, but knowing a new employee was on duty during an emergency situation, she maneuvered her way through streets of the flooded town to come into work. Rebecca helped staff with all the necessary med pass, etc., and assisted in the continuation of inmate evacuation. Once the flooding threat passed, she allowed others to go home and, according to Lynda Anderson, interim HSA, “When I made contact with the medical department mid-morning, Rebecca did, indeed, have everything under control and was calm and cheerful in her manner. She assured me that all was well, and that I did not need to come in to assist, or have any other staff risk the danger of flooding since she was already present. Rebecca Charo is truly the RIGHT PERSON for this job!”

Collin County (TX) Juvenile Detention Center just passed a recent audit and the CCS staff, as part of the team, made a significant impact. HSA Pamela Nelson said, “The administrator at juvi called our nurses ‘rock stars’ after the audit.” Thanks, rock stars, for your hard work in reaching this important milestone!

Kudos to the CCS team at Louisville (KY) Metro DOC. They recently got the attention of an ACA auditor (also an RN) with their “impressive mental health and inmate healthcare.” RVP Yvette Riker says, “This group has worked so hard the past three months and I want to acknowledge this and commend them for digging deep and making positive changes. Excellent job by Louisville Metro!”

Congratulations to Sandra Stratton (middle), HSA for NW Arkansas ACC and NW Arkansas Work Release. She was chosen as Leader of the Month for Region Three, Arkansas DOC. Pictured here with Regional Managers Kim Hofmann and Dona Gordon. Sandra began her corrections career as an RN and since that time has led teams at several Arkansas sites. Sandra mentors new leaders and is an excellent resource for many across the state. Since 2008, she has led the medical teams for both NW facilities. Her exceptional leadership has led to 100 percent ACA accreditations at both sites. Sandra is always willing to accept additional assignments and participates on special projects.

CCS was recently well represented abroad when Dr. Dean Rieger, Deputy Chief Clinical Officer, spoke to a group of law students in Kiev, Ukraine, about inmates’ rights to healthcare. Here, Dr. Rieger is standing under the People’s Friendship Arch. The arch was dedicated to the unification of Russia and Ukraine and opened in 1982 to commemorate the 60th anniversary of the USSR and the celebration of the 1,500th anniversary of Kiev.
Last week, Territory Three Regional Manager (Florida), Stephanie Peskowitz, conducted a regional meeting in Tallahassee for the Florida Department of Juvenile Justice sites. Also attending the meeting was FLDJJ Secretary Christy Daly and Assistant Secretary Dixie Fosler.

Way to go HSA Teresa Mathis and her crew at Jackson County Dept. of Corrections in Kansas City, MO. In the past two months this group has made significant improvements in all areas and has really stepped up to make a difference. Thanks to all of you for your dedication to our mission!

From Dan Ronay, VP, Private Prisons Division: “The Private Prisons Division staff at the Big Spring Correctional Center in Big Spring, TX, enjoyed a celebratory cookout to mark the medical unit’s ‘double June win.’ They received 100 percent ACA accreditation and the week after...an outstanding CFM that realized only five findings and no repeat findings. Big Spring is a 3,500 plus patient BOP complex comprising of four separate units under one umbrella. The CFM is the BOP annual audit to ascertain operational readiness and performance. Big Spring staff was proud to model their new CCS Texas sun visors. President Don Houston expressed his appreciation for a job well done by both staff and leadership.”

Last month, one of the TCFTC employees, MHT Elie St. Fleur (second from left), asked for assistance in raising money for an orphanage and school he is helping to build in Robillard, Haiti. The orphanage hopes to initially house and educate 36 children and continue to grow until it can care for around 200. The facility is expected to open in 2016 and as donations come in, they will be able to care for more children. It will assist children who have lost their families and have nowhere to go or no one to care for them. The TCFTC team raised $1,038 in just a couple of weeks through bake sales, special parking spaces, etc. Other facilities are challenged to match contributions to help these children. If you want to help, email Rita Palmieri at TCFTC and she can provide more information.
The Whiteboard

An Effective Tool for Managing Patient Care

By Alexis Gendell, HSA, Westchester County (NY) Department of Correction

It started with a mile high pile of out-of-compliance sick call charts with no one able to identify what, if any, system was in place to ensure that patients were going to be seen. And so, “The Whiteboard” idea of patient healthcare management was born. Initially, each manager’s name was written on the large, blank whiteboard that hung in the office. Under each name, tasks were written in red with clear deadlines attached. Over time, as the site took shape and moved to order, the whiteboards multiplied into a sort of HSA command center which calls for an interactive system of communication across disciplines in order to capture the key deliverables of the facility in real time.

A most fundamental tenet of optimal correctional healthcare delivery is the management of risk. On a daily basis, we are tasked with not only responding to issues, but we are also expected to predict, to plan, and to prevent. Therefore, while each site’s specific areas of tracking may vary, the development of these categories are driven by knowing the risks to our patients, risks to our client, and risks to our company.

During daily morning briefings, the whiteboard categories are the foundation of operational and clinical discussions. This visual map, which surrounds the conference table, serves as an outline that provides shape and structure to the focused review of salient topics. Every staff member is oriented to the life force of the whiteboard and is taught that there is no information sharing that is considered too small or insignificant. Relevant data is then translated onto the board by leaders who are assigned to update specific areas. Every employee is empowered to “own the board,” as what is posted is in direct relation to what is reported on a log, in an email, or in a conversation.

Whether the whiteboard reflects such things as high priority medical cases, pregnant patients, CPAP machine use, infection control statistics, upcoming events, and/or site expenditures, it is an accurate snapshot of the site’s responsibilities for that day, that month, that year. It is a reporting tool which demonstrates that we possess a global awareness of overall operations. And from this bird’s eye view, we are also able to see the finest detail and nuance of the multi-faceted dimensions of interdisciplinary healthcare coordination.

It is the intention of the whiteboard approach to promote the philosophy that every facet of our complex systems is to be a known entity. As facility staff, we are the ambassadors of our company, charged with advocating for our patients, executing policy and procedure, and representing our clients’ needs, while simultaneously weighing potential liability and risk to all involved. The whiteboard is offered as a means of enhancing the organization and streamlining our ever-evolving information highway – with providing excellent patient care as the driving force.
### Congratulations

We congratulate these team members on their July promotions:

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<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Location</th>
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<tbody>
<tr>
<td>Rebecca Lynn Anthony</td>
<td>HSA</td>
<td>Bell, TX</td>
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<tr>
<td>Gloria J Brownstein</td>
<td>Chief of Nursing</td>
<td>South Florida State Hospital, FL</td>
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<tr>
<td>Maria D Companioni</td>
<td>Assistant Director of Nursing CCRS</td>
<td>South Florida State Hospital, FL</td>
</tr>
<tr>
<td>Jessica Mae Dondero</td>
<td>HSA</td>
<td>Eagle, CO</td>
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<tr>
<td>Randy A Gilmore</td>
<td>Assistant Director of Nursing CCRS</td>
<td>S Florida Eval and Treatment, FL</td>
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<tr>
<td>Kathleen Holmes</td>
<td>HSA</td>
<td>Washenaw, MI</td>
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<tr>
<td>Wendy Jones</td>
<td>HSA</td>
<td>Caroline County, MD</td>
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<tr>
<td>Jo Scott King</td>
<td>Director of Nursing</td>
<td>Blackburn Correctional Complex, KYDOC</td>
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<tr>
<td>Sandra Marie Northcutt</td>
<td>Mental Health Director</td>
<td>Duval Regional Juvenile Detention, FLDJJ</td>
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<tr>
<td>Carisa R Sambo</td>
<td>HSA</td>
<td>Norfolk City Jail, VA</td>
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<tr>
<td>Kimberly D Snow</td>
<td>HSA</td>
<td>Varner Unit, ARDOC</td>
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<tr>
<td>Janice Staggs-Webb</td>
<td>HSA</td>
<td>Shelby Co Correctional Center, TN</td>
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<tr>
<td>Yvette Taylor</td>
<td>Director of Nursing</td>
<td>Northpoint Training Center, KYDOC</td>
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<tr>
<td>Jamie B Turner</td>
<td>HSA</td>
<td>Bell County Forestry Camp, KYDOC</td>
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### Welcome David Perry as CCS Chief Legal Counsel

CEO Jorge Dominicis asks you to join him in welcoming new Chief Legal Counsel David Perry. Most recently, David was a partner at Holland & Knight, a leading global law firm, as a corporate and securities attorney whose practice focused on corporate finance, securities, and mergers and acquisitions. He worked on numerous financings of significant size, representing organizations in media, food products, transportation, biotechnology, and other industries.

David received his bachelor’s degree from the University of Notre Dame and his juris doctor’s degree from Yale Law School. He will oversee all legal matters and serve as the primary legal advisor to CCS. A member of the senior leadership team, he will lead and manage legal, compliance, and risk management functions.

Again, please welcome David Perry to CCS!

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### Request for Proposals Won Year-to-Date 2015

- City of Las Vegas, NV
- Westchester County, NY
- Mahoning County, OH
- City of Portsmouth, VA
- Wood County- Adult, OH
- LaSalle County, IL
- Kentucky DOC Psychology
- St. Charles Juvenile, MO
- Allegan County, MI
- Teton County, WY
- Pennsylvania DOC
- Columbia County, OR
- Macomb County- Juvenile, MI
- Tecumseh State Correctional Institution, NE
- Texas Civil Commitment Center, Littlefield, TX
- Mohave County, AZ
- Pennsylvania Department of Corrections
- Lucerne County, PA
- Department of Juvenile Justice, Key West, FL
Satisfaction with the nature of the work itself, specifically the ability to help people, take on new challenges, learn new things every day, and work in corrections.

Satisfaction with flexible hours and overtime allowances.

Satisfaction with management, describing leaders as supportive and available.

Satisfaction with support from home office, and the integrity, mission, and growth of the organization.

Opportunities for Improvement

CCS areas for improvement revolved around communication, training opportunities and fostering professional development. Specifically, the following items scored least favorably:

- Communication throughout all levels of the company.
- Management support of professional development and availability of and time for training opportunities.
- Having the opportunity to share resources, ideas, best practices, etc., with other departments of CCS.
- Having opportunities at work to learn and grow.
- Strong correlations with overall job satisfaction and intent to resign.
- Fear and uncertainty in the field as it relates to job security and standard work processes.
- Concerns with job fit and the nature of the work.

Perceptions on conducting business with the highest ethical standards.

Next Steps

We have already educated senior leadership and regional management on the survey results and provided the tools needed to communicate with our sites accordingly. Site-level management will conduct feedback sessions on a departmental or site basis. Employees will be invited to participate in the feedback sessions in the next couple of months. These sessions will allow us to better understand the survey results and prioritize opportunities for improvement. Your manager will notify you when your department or site is scheduled to participate in a feedback session.

Having employees engaged in the CCS mission and values is vital to our success. This survey has provided us with valuable data to improve the overall satisfaction of our employees and that is extremely important to CCS leadership. There is a direct correlation with positive company performance and high employee satisfaction and engagement.

The employee engagement data collected through the survey found 20.6 percent of CCS employee responses were actively engaged (exhibiting a strong affinity/advocacy), while 60 percent were partially engaged (displaying somewhat neutral/slightly positive affinity), and 19.4 percent were actively disengaged (lacking an emotional connection to the areas critical to engagement).

We are committed to acting on the results of the survey and feel confident that we can drive meaningful movement in our overall satisfaction levels. With your help, we will soon be able to create positive, lasting change at CCS!

A Life Saved: Vigilant Nurse Administers Narcan

By Kristin Malone, Deputy Director of Nursing, Corrections

Early on a Friday morning, one of our nurses at the Oakland County (MI) jail was called to intake to evaluate a patient newly admitted to the jail. When the nurse arrived, the patient was extremely sluggish with low blood pressure, heart rate, and respirations. The nurse was able to obtain information that the patient may have possibly ingested multiple substances including heroin. Based on the patient’s level of consciousness, decreased vital signs, and suspected drug use, the nurse informed custody staff that the patient needed to go to the emergency room. Not wanting to delay life-saving treatment, the nurse administered a dose of Narcan, the antidote to heroin overdose. The patient showed only minimal improvement after the drug was given. Approximately five minutes later, the nurse administered a second dose of Narcan. The patient’s vital signs improved dramatically and his level of consciousness improved to the point that he was able to speak with the nurse. When the ambulance arrived, he had improved so much that he was able to walk. The recognition of a possible opioid overdose and administration of Narcan by this nurse (following the CCS Narcan administration policy) led to a life-saving outcome!

The CCS Narcan administration policy outlines the guidelines for use of Narcan in our facilities. When used in a suspected opioid overdose, as in this case, it can save lives. All CCS facilities, who are eligible under state law, have vials of Narcan in their emergency supplies along with the appropriate supplies for administration. Whether it is a known or suspected opioid overdose our nursing staff have been trained in Narcan administration and are encouraged and empowered in its use in order to save lives. This policy is readily available to all CCS sites on www.ccsmgr.com.