

Note: Correct Rx Pharmacy Services, Inc. considers the format of our RFP response to be confidential and proprietary and as such have redacted the original layout and design from this version.

A. Minimum Requirements

Provide evidence of a Delaware business license or evidence of an application to obtain the business license.

1. Delaware Business License

License Application Inserted on the Next Page

Correct Rx Pharmacy Services, Inc. has submitted our Delaware Business License application to the Delaware Division of Corporations.

Maryland & Delaware Pharmaceutical Licenses

Correct Rx Pharmacy Services, Inc. is a Maryland licensed institutional pharmacy. Correct Rx Pharmacy Services, Inc. is in good standing. There have not been any actions taken or any actions pending against our license in Maryland or any other jurisdictions where Correct Rx is licensed. In addition, **REDACTED** Vice President of Operations and **REDACTED**, our Director of Medication Therapy Management are Delaware Licensed Pharmacists performing under the DDOC contract.

License/Permit	License Number	Expiration Date
Maryland Board of Pharmacy Permit	PW0234	12/31/2011
Maryland Board of Pharmacy Wholesale Distributor Permit	D01558	12/31/2010
Delaware Non-Resident Board of Pharmacy Permit	A9-0000486	09/30/2010
Controlled Substance Registration	PH0780	06/30/2011
Delaware Pharmacist Permit REDACTED	REDACTED	09/30/2010 09/30/2010
U.S. Department of Justice Drug Enforcement Administration Registration	REDACTED	08/31/2012

Provide evidence of professional liability insurance in the amount of \$5,000,000.00.

2. Professional liability Insurance

Sample Certificate of Insurance Inserted on the Next Page

Correct Rx carries malpractice and liability insurance, \$1,000,000 per occurrence and \$5,000,000 aggregate. The liability insurance coverage required can be endorsed to name the DDOC as additional insured with respect to the activities performed under any contract.

REDACTED

Correctional Pharmacy Experience

Correct Rx Pharmacy Services, Inc. is a privately owned and operated Maryland Corporation formed in April 2003 and is not a subsidiary of any other corporation or an affiliate of another organization. Correct Rx is not currently nor has it ever been suspended, debarred or otherwise excluded from federal procurement and non-procurement programs.

The founders of Correct Rx Pharmacy Services, Inc. are *REDACTED*, *REDACTED* all University of Maryland graduates. The combined talents and experience of each of the principals of Correct Rx will provide the Delaware Department of Corrections (DDOC) with an immediate service advantage. All of the owners and operators of Correct Rx are Licensed Pharmacists.

Tax Identification Number: *REDACTED*

Address: Correct Rx Pharmacy Services, Inc.
803 A Barkwood Court
Linthicum, Maryland 21090
Phone: (800) 636-0501 **Fax:** (410) 636-9706

Key Contact: *REDACTED*
Email: *REDACTED*
Office: 410-636-9500 **Cellular:** *REDACTED*

Demonstrated Volume

Correct Rx currently provides institutional pharmacy services to *REDACTED* correctional facilities, dozens of juvenile facilities, many residential treatment programs and multiple assisted living and nursing home facilities from its pharmacy in Linthicum, Maryland. On average, Correct Rx fills about *REDACTED* prescriptions per month.

CORPORATE EXPERIENCE

CAPACITY TO SUCCESSFULLY MANAGE PROPOSED SERVICES

Correct Rx is uniquely qualified to provide comprehensive pharmacy services (including IV services) to the facilities covered by this RFP. There is no other pharmacy that can match our combination of experience in both the Correctional Care market and also in Federal, State and County Government contracting. **REDACTED** the correctional industry for over 28 years. Our ability to take on large pieces of business in an organized manner with no disruption to our clients and the patients they serve has been clearly documented. Correct Rx provides Pharmacy Services to over **REDACTED** correctional facilities. All of these contracts were assimilated since Correct Rx was established in 2003. Many of the large correctional systems referenced below were brought on with a very short start up time line. Our breadth and depth of experience is unmatched in the institutional correctional pharmacy arena. This should provide a **very high level of confidence** to the Delaware Department of Corrections when evaluating Correct Rx's ability to provide comprehensive services to the Delaware System.

The seven **specific government contract references** and sample facilities listed are currently served by Correct Rx Pharmacy Services, represent variations in size, scope and complexity and demonstrate Correct Rx's varied experience, expertise and ability to provide services at all levels to different populations and service systems, along with a brief description of the breadth of services provided by Correct Rx and level of involvement of the key Correct Rx personnel. All services are tailor made to meet the unique requirements of our customers.

Correct Rx encourages the DDOC to contact any of our contracts as we have built our client list by providing customers with excellent service and cost savings.

Correct Rx's management team and owners have a clear understanding of the depth and complexity of this project. We are fortunate at Correct Rx because many of our key managers **REDACTED** along with many of our current pharmacy staff already have direct experience in providing hands on services to correctional systems similar in size and scope to the DDOC. **REDACTED**

Correct Rx understands that cost-savings coupled with excellent and dependable customer service for the DDOC is of great magnitude when selecting a pharmacy partner. We believe that cost-savings are achieved through efficiencies from operational experience, advanced technologies and complemented with our value-added Clinical Pharmacy Programs.

We have laid out a comprehensive plan to achieve both short-term and long-term cost savings for the DDOC based upon proven strategies developed and successfully implemented for other Correct Rx clients. Our clinical pharmacy programs are based upon methods used by national managed care organizations and university health-systems. Correct Rx has extensive experience with per inmate per month managed contracts. Both formulary and non-formulary medications need to be managed

effectively under a management fee agreement. This requires monitoring both the selection and the quantity of medications ordered whether formulary or non-formulary and taking a pro-active clinical position. It is only a win-win situation if the pharmacy vendor and the DDOC are both satisfied with the results. Correct Rx is comfortable with this arrangement and will be a willing pharmacy partner with the DDOC utilizing this arrangement. Our reputation for consistent first rate service and state of the art clinical programs is recognized industry-wide.

The following specific information is being provided to the DDOC to clearly demonstrate Correct Rx's ability to manage the propose DDOC services outlined in this RFP.

PHARMACY SAVINGS THROUGH ACTIVE CLINICAL MANAGEMENT

“Proactively and positively affect prescribing patterns through detailing, educational in-services, drug information consults, and evidence based medicine recommendations before costs go out-of-control”

REDACTED

LONG-TERM COST SAVINGS THROUGH IMPROVED QUALITY OF CARE

Clinically, we have demonstrated significant medication cost savings for our clients that can be realized in a short period of time. In compliment, Correct Rx will also provide real long-term cost savings by improving the quality of care through disease state management programs for the DDOC. Our clinical pharmacy department will be fully integrated with your healthcare providers to create a unified healthcare team to control overall healthcare costs.

“Use medications effectively to treat diseases to improve quality of care and reduce overall healthcare costs.”

Long-term cost savings begins with cost-effective control of chronic diseases such as diabetes, anticoagulation, asthma, HIV, and mental illness. Meeting national guidelines for controlling these disease states will reduce healthcare resources such as unplanned urgent off-site care, frequent sick-call visits, and disease complications (e.g., dialysis, heart attack, stroke, opportunistic infections, and other urgent crisis). **REDACTED**

As an institutional pharmacy owned and operated by licensed pharmacists we firmly believe in the benefits of having pharmacists as part of the healthcare team. We know that the DDOC also knows the value of pharmaceutical care and it is our intention to work collaboratively with the entire DDOC healthcare team to provide the best possible outcomes utilizing our specialized medication expertise.

REDACTED

COST SAVINGS FROM OPERATIONAL EFFICIENCIES

Correct Rx has developed efficiencies from the 28 years of hands-on experience in correctional pharmacy operations that will provide valuable cost-savings to the DDOC. *REDACTED* hands on operational expertise and will work with the DDOC to implement customized operational improvements that will most certainly result in cost savings while improving services.

REDACTED

3. ACCREDITATION EXPERIENCE

Correct Rx ensures that all work is performed in compliance with all Federal, State, and RFP Specifications, or in their absence, the best practices of the trade. Correct Rx's facility policy and procedures will be customized to comply with all DDOC protocols and directives, NCCHC, ACA and JC standards. In addition, Correct Rx will assist the DDOC in updating protocols. Correct Rx Pharmacy Services is proud of our services and our experienced management team. Dr. *REDACTED* actually developed many of the standard practices surrounding correctional pharmacy while working as the Vice President of Operations for Choice Drug Systems. Our standards produce the desired outcome of improved patient care.

One of the value added services that Correct Rx offers our clients is assistance with accreditation or re-accreditation processes. Correct Rx Pharmacy Programs are all designed to meet or exceed NCCHC accreditation standards. Correct Rx has become known as correctional pharmacy accreditation specialists. Not one single correctional facility, institution, prison, and or jail receiving pharmacy services from Correct Rx has ever lost accreditation while we were providing services as the prime vendor or subcontractor.

REDACTED

List of Fines

REDACTED

Correct Rx has not been the subject of any actions taken or any actions pending against its license in Maryland, Delaware or any other jurisdictions where Correct Rx Pharmacy Services, Inc. or where any of our corporate officers or offices is licensed. Correct Rx Pharmacy Services, Inc. has no legal actions or potential claims pending. Correct Rx Pharmacy Services, Inc. does not have any affiliates, divisions or subdivisions or parent companies associated with Correct Rx. Correct Rx Pharmacy Services, Inc. is an S corporation owned by *REDACTED*

Correct Rx Pharmacy Services, Inc. has had no judgments settled since its inception. Correct Rx Pharmacy Service, Inc. has no ongoing litigation in any court. Correct Rx Pharmacy Services, Inc. has not been directed not to disclose information by any court.

Loss of Funds

Correct Rx Pharmacy has never experienced a loss of funds for any contract due to fines, delay damages, liquidated damages, and/or forfeiture of performance or proposal bonds in whole or in part.

No Early Terminations

REDACTED

Facilities on Probation

Correct Rx is not providing services to any facilities that are currently on probation or in jeopardy of losing accreditation or licensure.

Most Recent NCCHC accreditation surveys

Accreditation surveys are provided to the responsible health authority and a facility / Agency representative.

Correct Rx is 100% committed to ensuring that all DDOC facilities maintain their NCCHC accreditation and that all performance standards and the respective compliance indicators are completely satisfied. One of the value added services that Correct Rx offers our clients is assistance with accreditation or re-accreditation processes. Correct Rx Pharmacy Programs are all designed to meet or exceed NCCHC accreditation standards. Correct Rx has become known as correctional pharmacy accreditation specialists. Not one single correctional facility, institution, prison, and or jail receiving pharmacy services from Correct Rx has ever lost accreditation, while we were providing services as the prime vendor or subcontractor. We are dedicated to providing optimal pharmacy services and agree that accreditation serves as a great tool to ensure the delivery of health care according to professional standards that lead toward peak performance.

REDACTED

CREDENTIALS

Credentialing Process

The key to a well designed comprehensive pharmacy program is that all associates work in tandem to provide the highest level of patient care. First you must ensure that you hire staff with the best experience and impeccable credentials. It is equally important that you provide a corporate culture founded on caring and accuracy.

Correct Rx shall provide the following documentation regarding credentialing:

Correct Rx will perform the initial credentialing process prior to hire. Routine maintenance updates and ongoing monitoring are also performed to ensure continued compliance. Correct Rx will only employ associates who maintain the proper training, license and registrations necessary to provide services to our clients.

Ongoing credentialing will include updated registration certificates and random drug screening. All credential information will be maintained in the individual employee's personnel folder. These folders will be stored on site and will be readily available to the DDOC.

All credentials will be reviewed on an annual basis by the credentialing officer. *REDACTED* All initial employee credentials will be reviewed by an independent credentialing committee consisting of Correct Rx's CEO, Vice President of Operations and three (3) outside appointed members. These members are selected by the credentialing officer and are recognized healthcare leaders in the Medical and Pharmacy Community.

Maintain credential folders for all health care providers

Correct Rx will keep credentialing verification information for the DDOC's review for each Correct Rx staff associated with the contract. A detailed description of the Correct Rx credentialing process is included in our Protocol and Procedure Manual. The following information will be included in each associate's credentials file for the DDOC's review:

1. Signed application
2. Verification of education and work history
3. Professional references
4. Malpractice claims history
5. Results of a National Practitioner Data Bank Query
6. Current license to practice
7. Board or specialty certification
8. Evidence of review of health status
9. Professional License(s) or certifications
10. Lack of present illicit drug use
11. CPR certification.

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Contracting Out

1. Correct Rx acknowledges that the use of independent contractors does not relieve the vendor of the legal responsibility to provide timely health care to meet the serious medical needs of offenders.
2. Correct Rx will ensure that all pharmacy program services will meet NCCHC and other generally accepted professional standards and will provide sufficient and qualified management personnel as described above in *II.4.ii. Personnel* and throughout the Correct Rx Response to this RFP.

Medical Records

(1-4). This section does not directly apply to the Pharmacy Vendor. As part of the quarterly medication room audit, however, Correct Rx will be evaluating the Medication Administration Record (which is considered part of the patients' medical record) to ensure the documentation is complete and meets healthcare standards.

Outside Care

(1-4). This section does not directly apply to the Pharmacy Vendor.

Facilities and Resources

1. Correct Rx will ensure that space and supplies are adequately maintained to meet the healthcare needs of the institutional population. Correct Rx will assess the environment and equipment related to pharmacy services and the medication rooms in general as part of the quarterly inspections. Correct Rx will ensure that all medications are readily available in several ways. First, by providing same day delivery, the medications will be onsite and readily available for administration shortly after the order is written by the provider. While this value added service will reduce the need for interim starter dose medication, Correct Rx will work with the DDOC to ensure that there are medications on hand when it is necessary to initiate the first dose immediately, while awaiting the patient specific medication to arrive. In the rare situation when a medication becomes unavailable, (e.g. manufacturer recall), a Correct Rx clinical pharmacist will consult with the provider to discuss therapeutic alternatives. Correct Rx will be responsible for all equipment under \$500 and germane to providing pharmacy services under the terms of this contract.

Quality Improvement, Accreditation, and Compliance with Standards

(1-8) Correct Rx shares the DDOC's commitment to Quality Improvement, Accreditation and Compliance with Standards as outlined in this section and agrees to the requirements outlined.

Quality Assurance Program

Correct Rx will implement a comprehensive Continuous Quality Improvement (CQI) program, according to the NCCHC essential Standard P-A-06 (compliance indicators and definitions) and as set forth in ACA standards:

1. Includes a multidisciplinary improvement committee;
2. Monitors areas specified in the compliance indicators;
3. Provides an annual review of the effectiveness of the CQI Program itself;
4. The program includes two process quality improvement studies and two outcome quality improvement programs; and
5. All studies identify areas in need of improvement and effect remedial actions or strategies.

Correct Rx will perform quality assurance measurements, conduct studies, compile reports and monitor compliance with the CQI Program and the contract. Correct Rx will work collaboratively with the DDOC to ensure that all reports are generated in an approved format and will be submitted monthly as required. Correct Rx ensures that all goals are clearly defined and driven by input from multiple internal and external sources. The outcomes will be based upon service delivery, customer satisfaction, and must be derived from scientific data. Correct Rx will assure that the outcomes are communicated effectively and utilized in future goal setting.

Monitoring of Key Indicators:

Healthcare Industry Standards provide the model for creating goal statements, performance standards, outcome measures, expected practices, protocols and process indicators. All goals will be formatted according to these Standards. Correct Rx has identified six Global Areas of Focus (GAF) when considering performance based standards.

REDACTED

The purpose of any well designed Quality Assurance Program is to analyze all discrepancies from a systems approach. The attitude is not punitive but educational in order to implement a corrective action that improves the process to eliminate future occurrences. Correct Rx has an extremely active QA program that incorporates all aspects of our operation. Each member of our team has embraced the Correct Way and understands the importance of consistent quality.

All prescriptions dispensed by Correct Rx Pharmacy Services are checked a total of three times by a registered pharmacist. This triple checking system, along with our advanced automated bar code technology and aggressive QA program, results in a low error rate.

All members of the Correct Rx team recognize that there is zero tolerance for medication dispensing errors. Therefore, Correct Rx has implemented an enthusiastic QA program. This program has been implemented by Correct Rx to eliminate as many discrepancies as possible, ideally before they occur. A combination of written and verbal reports, internal check procedures, weekly team meetings, education and managerial strategic review are utilized to remove obstacles to achieving error free dispensing. Additional goals include timely order processing and delivery, user friendly packaging, labels, records, prompt/accurate dissemination of information regarding medication, documentation, regulation, and pharmacy services among others.

Correct Rx has a comprehensive Pharmacy Protocol and Procedure Manual. This manual addresses every segment of our operation including but not limited to: Continuous Quality Improvement, Emergency Management Plan, Equipment and Supply Inventory Control, Medical Records, Medication Dispensing and Administration, Medication Education Program, Pharmaceuticals, Pharmacists, Pharmacy Technicians, Pharmacy and Therapeutics Processes, Risk Management and Mortality Review, Utilization Management and Peer Review.

In addition, Correct Rx Pharmacy Services has developed many pharmacy policy and procedure manuals for correctional facilities or systems. These policies and procedures are intended to ensure compliance with all laws and regulations related to procurement, storage, labeling, administering and record keeping of drugs and biologicals. The purpose of a Policy and Procedure manual is to serve as a professional guide to pharmaceutical services for the correctional facility and to:

- Enhance patient care and assure the safety of offenders receiving pharmaceutical services
- Promote consistency and continuity
- Communicate important policies
- Aid in personnel training
- Increase legal protection
- Aid in evaluating performance

Correct Rx will work closely with the DDOC to design a comprehensive Pharmacy Program. Correct Rx reviews the policy and procedures and makes sure any necessary changes are made to assure that the revised P&P manual reflects the applicable DDOC requirements and those of the Correct Rx Pharmacy Program. This manual meets NCCHC standards. All procedures will be in compliance with NCCHC and State guidelines.

MTS Automation & Bar Code Technology: Correct Rx has invested heavily in the latest advancements in automated medication technology. This automation is designed to maximize operational efficiency and provides another level of accuracy. *REDACTED*

Automation/Advanced Bar Code Technology is utilized to enhance efficiency and provide an added layer of accuracy. Automation is just one tool to augment the pharmacy dispensing and distribution system. **Automation should never replace the importance of personal exactness.**

Documentation: As part of our QA process, Correct Rx has developed a pharmacy discrepancy report form. This simple check off form provides Correct Rx the ability to track all discrepancies. Correct Rx's ongoing QA program monitors all discrepancy reports and calculates our discrepancy rate every month. This data will be reported monthly in the Medication Error Report and will provide trending by facility and discrepancy type.

Delivery Schedules: Correct Rx Pharmacy Services, Inc. is located in Linthicum, Maryland and is a neighbor to the State of Delaware. All facilities serviced under this contract are no more than a two hour drive from our door to yours. The DDOC will reap the benefits of our close proximity by receiving **same day medication delivery** for each electronically transmitted and signed new prescription order and refill request that is received by 4:00 P.M. every weekday. Additionally, Correct Rx will provide **"same day"** Saturday delivery for all orders received by 12:00 P.M. The DDOC will find that Correct Rx can provide this value added service eliminating the dependence on overnight carriers.

Continuous Quality Improvement (CQI) is the management term utilized by Correct Rx to describe the process of systematically reviewing and improving existing operational processes. This process is best described as the commitment to the ongoing improvement of patient outcomes through the systematic review and enhancement of Correct Rx's Quality Care Initiatives and their continuous improvement over time. Correct Rx focuses on a team approach to improvements that rewards rather than creating a culture of blame.

A Corrective/Preventive Action policy is essential to an effective quality improvement program. Some of the key components of the Correct Rx corrective/preventive portion of our CQI program are:

- Identification of the Issue
- Evaluation
- Investigation
- Analysis
- Action Plan
- Implementation
- Follow up

Correct Rx's CQI program provides the knowledge and expertise to affect organizational improvements. Correct Rx focuses on the structure and dynamics of the entire organization to equip it with the tools and skills to meet existing and emergent challenges. Correct Rx, as part of our CQI initiatives, provides educational workshops to all of our associates. The following is a partial list of the Specific Quality Indicators that Correct Rx monitors as part of our CQI initiatives:

- Regulatory and Accreditation Standards
- Data Management
- Organizational Effectiveness
- Discrepancies and Errors
- Pharmacist Accessibility and Advice
- Patient Medication Management/Comprehensive Pharmaceutical Care
- Formulary Reviews
- Generic substitutions
- Therapeutic interventions
- Statistical Analysis
- Drug Information Services
- Dispensing Temperature Sensitive Products
- Pharmacy Appearance
- Pharmacist and Technician Appearance

Accuracy Rate: Operationally, Correct Rx ensures that error rates are minimized; the delivery schedule is followed; all DDOC standards for reports and meetings are followed; all CQI initiatives are performed; outcomes are measured; there is compliance with medication room audits; safety and security protocol is followed and there is regulatory adherence.

Correct Rx monitors all discrepancies on a monthly basis. A discrepancy report is generated each month and reviewed by the owners of Correct Rx. As part of our QA process, all discrepancies are investigated and the results will be reported at the quarterly meetings and submitted to the DDOC monthly as required. **Automation/Advanced Bar Code Technology is utilized to enhance efficiency and provide an added layer of accuracy.** Automation is just one tool to augment the pharmacy dispensing and distribution system. **Automation should never replace the importance of personal exactness.** Correct Rx has found that the key to establishing a successful CQI program is to make sure that it is fully understood by those who use it.

Periodic quality improvement, audits, inspections and reporting programs: Correct Rx Pharmacy Services considers the medication room audit as a valuable tool to measure quality indicators for the DDOC. The results of the medication room audit are reviewed with the designated healthcare staff at each respective facility as part of the exit report. The medication room audit is designed to meet all State and Federal regulations. In addition, adherence to this audit ensures compliance with pharmacy NCCHC standards. Correct Rx's role is to implement quality initiatives that will exceed industry standards. A copy of the written report is left with the appropriate medical staff. Corrective actions will be documented and followed for compliance. The following areas to be audited include but are not limited to:

- Medication Storage
- Medication Procedures
- Compliance with Regulations and Standards
- Compliance with Policies and Procedures
- Records
- Controlled Medications
- Emergency Medication Box

The Correct Rx Delaware licensed pharmacist ensures that the pharmaceuticals stored within the facility are within the expiration date and has not been compromised through improper storage or other environmental variables such as temperature and humidity. Medications found to be out of date or compromised are removed from inventory.

REDACTED will update the Formulary, Protocols, Policies and Procedures on a regular basis no less than once a year and following the requirements of the DDOC. The manuals are comprehensive with the goal of defining a safe and effective pharmacy distribution system. The revised manuals will remain the property of the facility.

CQI initiatives: Correct Rx is committed to Continuous Quality Improvement System (CQIS). Dr. *REDACTED* is a Certified Correctional Health Professional who is actively involved in the process of ensuring adherence to ACA and NCCHC Standards for Health Services and performance based standards and internal CQIS measures.

Correct Rx provides professional management services to support the Pharmacy Services Program. *REDACTED* to ensure the most comprehensive quality based pharmacy program. Each facet of the Correct Rx program is constantly monitored and appropriate adjustments are made as needed to address the DDOC requirements. *REDACTED* also ensures that the DDOC and all necessary facility representatives are informed of our performance. The required written reports and participation in P&T, CQI and MAC meetings provides Correct Rx with the opportunity to consistently demonstrate our quality of service and dedication to focusing on client value first, being customer friendly, customer centered, and always providing something extra. Understanding and meeting the needs of our clients is essential and always in the forefront of our operations.

Education and training of the staff is a key component of a quality program. Correct Rx provides expert in-house and guest trainers that help staff use their resources to the fullest potential. Associates are encouraged to take time to learn and explore new ideas that they can then bring back to group discussions. Correct Rx believes the outcome of education is a better product and service. If it is Accurate, then it is Correct.

Safety is first and foremost. Correct Rx understands the importance of security training in the correctional environment. Correct Rx will participate in the DDOC security in-service training as requested. In addition, Correct Rx's management team has reviewed the serious nature of working in the correctional environment with all associates.

Correct Rx is not new to the correctional industry and many of our associates have already participated in correctional security training program. Our employees understand the proper behavior and demeanor expected when they enter a correctional facility.

DDOC Training: Correct Rx will conduct in-services for the DDOC to include healthcare practitioners, custody and administrators on a myriad of subjects directly related to pharmacy services. Correct Rx Pharmacy Services is committed to education and training.

Comprehensive start-up "**REDACTED**

- **training manual**
- **MAR Training**
- **Pharmacist, Nursing and Physician CME's**
- **On-site in-services by our Clinical Department on topics selected by the DDOC and Correct Rx.**
- **Medication Error Prevention**
- **Medication Administration/Documentation**
- **Quarterly Pharmacy and Therapeutics meeting**
- **Quarterly Newsletters/New Drug Updates**

Peer Review Component

Correct Rx will coordinate a peer review program to evaluate the performance of our clinical staff. The Peer Review Panel will consist of fully credentialed pharmacists and administrators with an understanding of correctional pharmacy. The panel will be evaluating specific clinical competencies and our patient directed clinical programs.

Medication Education Program

Correct Rx will provide a comprehensive binder that includes detailed medication monographs that are intended to be used for patient education. These monographs are produced by Med-i-Span and are written in easy to understand lay person terminology. In addition, if any medical staff has a question concerning a new medication, a Correct Rx licensed pharmacist will be available to provide additional information.

DVD Library

Additionally, upon request, Correct Rx will provide a wide variety of material for group education. For example, a DVD on Diabetes Education that provides instruction on how to inject insulin, a DVD on proper inhaler technique, a DVD on HIV medication compliance (featuring Magic Johnson), posters and pamphlets on HIV medications and Prevention and the HIV life cycle, and pamphlets on understanding HCV disease.

Regulatory Affairs

Correct Rx recognizes that there is increased scrutiny to ensure regulatory compliance, particularly with the unique responsibilities that govern health care, handling of controlled substances, and caring for the safety and welfare of the public. Correct Rx's commitment to promoting strong business ethics and accountability is manifest through its development of a Corporate Compliance and Regulatory Affairs Division. Our focus promotes and monitors the laws, rules and regulations that govern institutional pharmacies and the clients that we serve. Legal and regulatory expertise is critical for operational and clinical programs to comply with the intricate landscape of federal, state and local legislation. *REDACTED*

The Director of Correct Rx's Regulatory Affairs Division is a fully licensed attorney that is employed full-time and charged with overseeing compliance by working hand in hand with each level of management and operations. This undertaking has created a complete program for oversight that addresses the needs of each tier of our corporate structure. The result is a company that is in tune with industry-wide changes as well as state-specific regulations.

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Correct Rx ensures that all work is performed in compliance with all Federal, State, and RFP Specifications, or in their absence, the best practices of the trade. Correct Rx's facility policy and procedures will be customized to comply with all DDOC protocols and directives, NCCHC, ACA and JC standards. In addition, Correct Rx will assist the DDOC in updating protocols. Correct Rx Pharmacy Services is proud of our services and our experienced management team *REDACTED*

Our standards produce the desired outcome of improved patient care.

One of the value added services that Correct Rx offers our clients is assistance with accreditation or re-accreditation processes. Correct Rx Pharmacy Programs are all designed to meet or exceed NCCHC accreditation standards. Correct Rx has become known as correctional pharmacy accreditation specialists.

Correct Rx knows that accuracy and reliability are essential when providing pharmacy services for the DDOC contract. When it comes to pharmacists, Correct Rx only employs licensed personnel with the proper training, licenses and registrations.

Correct Rx is committed to our Clinical Department. Correct Rx's Clinical Programs have set the benchmark for the industry. **This is where Correct Rx really shines.** *REDACTED*

Correct Rx will form a collaborative relationship with the DDOC and the dental, medical and mental health practitioners at the facilities. All therapeutic recommendations including formulary additions and deletions will be made in concert with the Pharmacy & Therapeutics Committee. Correct Rx generates standardized reports that provide a clear picture of all prescribing patterns and allow an accurate evaluation of data. Correct Rx not only produces the data but will provide the DDOC with an action plan containing therapeutic recommendations based on primary literature and community standards.

The P&T committee also serves as a wonderful vehicle to provide relevant pharmaceutical updates. This collaborative and well informed approach will make a difference in the quality of care and overall cost to the DDOC.

1. Special Accommodation Populations

Correct Rx understands that the DDOC offender population is comprised of individuals with special health care needs that require individualized treatment care plans to be developed by the respective medical and mental health vendors. Further, each vendor providing clinical staff requires the provision of case management services to ensure continuity of care and positive outcomes. Correct Rx will provide valuable consultative services with these populations, which will add to the quality of care provided and facilitate the achievement of positive outcomes. Our clinical pharmacists are well versed with the special health care needs of the DDOC offender population. Through the provision of pharmacoeconomic evaluations, treatment recommendations, chart reviews, patient education, proactive collaborative consultation, and the analysis of prescribing trends the Correct Rx clinical team will prove a valuable resource to the multidisciplinary healthcare team.

Disabled Offenders

Correct Rx will support the DDOC and the respective healthcare vendors to ensure the special needs of the disabled offender are satisfied.

Elderly/Geriatric Offenders

A current trend in corrections nationwide, including the DDOC offender population, is the increasing number of offenders who are elderly. There are specific healthcare issues (e.g. exacerbations of chronic conditions, dementia, Alzheimer's, etc) associated with this population that must receive special consideration. **REDACTED** as the Clinical Pharmacy Director, has provided medication use evaluations through P&T meetings for correctional facilities and consultant chart reviews for geriatric/long term care facilities. In fact the President and CEO of Correct Rx Pharmacy Services, **REDACTED** is the *Immediate Past President* of the Maryland Chapter of the American Society of Consultant Pharmacists (ASCP). The ASCP's mission is to empower pharmacists to enhance the quality of care for all older persons through the appropriate use of medication and the promotion of healthy aging. The ASCP has over 7,000 members who manage and improve drug therapy and improve the quality of life of geriatric patients. **REDACTED** is an expert in providing geriatric pharmacy services to the aging population, as she has provided direct oversight for skilled nursing homes, assisted living facilities and group homes for developmentally disabled adults for over 20 years. This combination of talent will provide the DDOC with the level of excellence necessary to meet the aging inmate population.

Chronically Ill Offenders

One of the cornerstones of effective healthcare services is to identify those patients with chronic conditions and to implement an effective treatment plan. The next step is to ensure continuity of care – this is one of the challenges in corrections. First and foremost, Correct Rx will ensure continuity of care by making sure the medications are dispensed accurately and delivered in a timely manner (same day delivery inside the facility). Additionally, Correct Rx will provide consultation regarding the latest prescribing trends and treatment guidelines, efficacy, pharmacoeconomics, new medications, those about to go generic and special considerations for corrections (e.g., abuse potential, frequency of administration, KOP versus Watch-Take). *REDACTED* The value of the clinical pharmacist on a multidisciplinary healthcare team is becoming quite prevalent in the community and Correct Rx is leading the way by introducing this model to Corrections.

Mentally Ill Offenders

The mentally ill offender provides the healthcare teams and correctional staff with a myriad of challenges; some health related and some safety related. Correct Rx understands the heightened importance of medication compliance and continuity of care. As mentioned repeatedly throughout this RFP, the DDOC should rest assured that Correct Rx will get the medication dispensed accurately and delivered in a timely manner. Our proposal provides a plan that will dramatically decrease the time it takes for a patient specific medication to be available onsite from the time the order is transmitted to the pharmacy vendor. We understand the importance of our responsibility in this area. With Correct Rx, the DDOC will never have to face patient decompensation because a medication was not delivered in a timely manner.

Further, Correct Rx has worked with many mental health vendors to provide an additional level of support to make certain that a patient's order does not expire inadvertently. *REDACTED* The report serves as a QA tool to be used by the provider to ensure that an order does not expire unintentionally. For example, perhaps a patient was scheduled to be seen, but for some reason the appointment was missed. If the medication was going to be renewed during this appointment and the patient was not rescheduled per protocol, there is a danger that the order would expire and the patient would go without the desired medication. This report would identify for the provider that the patient's order is going to expire within the next 30 days (the report provides the specific date) and provides an opportunity to reschedule before there is a lapse in care.

Offenders in a Diagnostic or Therapeutic “Pipeline”

Correct Rx understands that there are some “high acuity” patients that are receiving critical treatment based upon their healthcare needs. Our clinical team will provide chart reviews, provider consultation and treatment recommendations. Some of these patients require specialty drugs or IV therapy. Operationally, once approved through the proper nonformulary procedure, we are equipped to provide these drugs without delay. Additionally, Correct Rx will ensure that the DDOC Medical Director is apprised of the medication costs associated with the provision of treatment.

2. Special Needs Populations

Correct Rx will support the DDOC and our co-vendors in the treatment of special needs populations. Our clinical team will be available for consultation regarding these cases. In the past the Correct Rx clinical pharmacist has served on special task forces that have addressed self-injurious behavior and co-occurring diseases.

3. HIV/AIDS Screening, Testing and Treatment

Correct Rx has many years of experience with the management of HIV+/AIDS and will dispense authorized (antiretroviral) medication orders. Our clinical expertise will ensure that the providers are informed of the latest clinical findings, that the patients are receiving quality treatment and that these services are provided in the most cost effective manner for the DDOC and the citizens of the Delaware. Through effective disease state management there are improved outcomes at reduced costs. In the box that follows, you will find an example of a clinical pharmacist collaborative initiative.

4. Emergency Services and Maintenance of Automatic Defibrillators

Correct Rx will work with the DDOC to make certain that NCCHC Standards and DDOC policy assuring adequate response to medical emergencies are satisfied.

All Correct Rx employees who are assigned to correctional facilities to include the Clinical Pharmacy Director, the pharmacy technicians and all medication couriers will maintain active “Healthcare Provider Basic Life Skills” certification to include CPR and AED.

5. Suicide Prevention

Correct Rx will follow the DDOC BCHS suicide prevention procedures for all health care staff as applicable to our services and employees assigned to this contract. Also, Correct Rx will work cooperatively with the successful mental health vendor to ensure that all of our required employees are provided suicide prevention training.

6. Standards

Correct Rx ensures that all work is performed in compliance with all Federal, State, and RFP Specifications, or in their absence, the best practices of the trade. Correct Rx's facility policy and procedures will be customized to comply with all DDOC protocols and directives, NCCCHC, ACA and JC standards. In addition, Correct Rx will assist the DDOC in updating protocols. Correct Rx Pharmacy Services is proud of our services and our experienced management team. *REDACTED*

Our standards produce the desired outcome of improved patient care.

One of the value added services that Correct Rx offers our clients is assistance with accreditation or re-accreditation processes. Correct Rx Pharmacy Programs are all designed to meet or exceed NCCCHC accreditation standards. Correct Rx has become known as correctional pharmacy accreditation specialists.

Correct Rx knows that accuracy and reliability are essential when providing pharmacy services for the DDOC contract. When it comes to pharmacists, Correct Rx only employs licensed personnel with the proper training, licenses and registrations.

7. Research

Correct Rx will not conduct or participate in any research projects involving offenders without prior written consent of the Commissioner of Correction, prior written informed consent of each offender who is a subject of the project and prior approval by the Human Subjects Board approved by the Bureau Chief. Correct Rx further agrees with all terms specified in this RFP regarding conditions, Federal, State and HIPAA regulations should an authorized research study be conducted.

8. Drug Free Workplace

Correct Rx Pharmacy Services Drug-Free Workplace Program was adopted to ensure that we have a work environment free of the negative effects of drug and alcohol abuse. The abuse of drugs and alcohol leads to an increased number of accidents and medical claims.

Our goal is to ensure that our workplace is operating efficiently and safely. We believe that early recognition is critical to the minimization of business disruption. We also believe it is important that our Employee's personal privacy and dignity be respected while maintaining a safe and productive workplace.

The Correct Rx "Drug Free Workplace Policy" complies with Federal and State regulations as well as DDOC policies. All Correct Rx employees thoroughly review this policy during new-hire orientation. Our policy includes pre-employment urine analysis as well as a random urine analysis procedure that is similar to the DDOC program. Correct Rx agrees that the DDOC reserves the right to review urine analysis procedures and results. Correct Rx will also comply with any current or future drug detection initiatives that the DDOC may implement applicable to our employees, visitors, and consultants.

Our Drug Free Workplace Policy includes the following sections:

- Statement of Purpose
- Coverage
- Prohibited Conduct
- Testing Procedure
- Consequences
- Inspection Procedure
- Confidentiality Policy

9. Vendor Employee Orientation – Correct Rx Employee Orientation

Correct Rx provides an extensive new hire orientation program for all employees joining the Correct Rx Team. There are several components to our comprehensive program detailed below: Correct Rx Personnel Orientation; Correctional Facility Orientation; Position Specific Orientation, and Site Specific Orientation.

Correct Rx Personnel Orientation

This phase of orientation is designed to provide our employees with the history and mission of Correct Rx, while acquainting new team members with our culture, rules, performance expectations and benefits. Each new employee meets with a member of our Senior Management Team and is walked through our operations and introduced personally to their new teammates. The individual also tours the administrative offices and is introduced to our billing, management and clinical teams. All new associates are personally introduced to the owners of the company setting the tone for our “Open Door” Policy. At the first monthly Correct Rx staff meeting for all employees, all new employees are recognized and welcomed to our team with a round of applause, which helps establish our belief in teamwork and accomplishment through hard work, integrity and acknowledgement.

Each new employee participates in a scheduled orientation session in which every page of our “Personnel Policies & Procedures Manual” is reviewed (the manual is included in the sealed envelope labeled “Proprietary Information”). All employees are provided with their own personal copy of this manual and are required to sign an acknowledgement that the manual was reviewed and a copy was provided. *REDACTED*

Correct Rx believes our employees are our strength and our investment in the future begins with day one. All employees are engaged in designing their career path and goals as a part of the orientation process.

Correct Rx Correctional Facility Orientation

This phase of orientation is designed to introduce our new employees to the Policies and Procedures we have created for correctional facilities. Correct Rx Pharmacy Services has developed many pharmacy policy and procedure manuals for specific correctional facilities or statewide systems. These policies and procedures are intended to ensure compliance with all laws and regulations related to pharmacy operations. All Correct Rx employees participate in a scheduled session in which every page of a “Correct Rx Policy and Procedure Manual for Correctional Facilities” is reviewed. The purpose of a Policy and Procedure manual is to serve as a professional guide to pharmaceutical services for the correctional facility and to:

- Enhance patient care and assure the safety of offenders receiving pharmaceutical services
- Ensure regulatory compliance
- Promote consistency and continuity
- Communicate important policies
- Aid in personnel training
- Increase legal protection
- Aid in evaluating performance

Additionally, a second session is scheduled in which each new employee participates in a simulated “Start-Up” training. *REDACTED*

The Correct Rx pharmacy program is logical, comprehensive and efficient. One of the most essential components of delivering a quality service is to ensure a complete understanding of “how to” make full use of our program. All of our employees are expected to learn this information to the point where they would be comfortable providing the training for others. This stage of staff development begins with orientation.

Position Specific Orientation

All Correct Rx employees receive position specific orientation as well. This phase focuses on two key elements – understanding the job description and hands-on training by a more experienced team member. All positions at Correct Rx have well defined job descriptions. As our company continues to evolve over time, these descriptions are constantly updated to ensure accuracy. In fact as part of the annual performance evaluation, all employees are asked to provide a review of their job descriptions. At the time of hire all new employees are given a copy of their job descriptions for thorough review. In order to bring the description to life, Correct Rx has designed a shadowing program, in which the new employee is afforded the opportunity to work alongside a more experienced employee performing the same or similar job description. This personal approach affords the new employee with training and guidance specific to individual need. Also, the length of this personal orientation may be altered based upon actual performance as observed by a supervisor or manager.

Additionally, Correct Rx has an active CQI committee that also contributes to the orientation program. The CQI committee is responsible for developing, revising and maintaining our Correct Rx Emergency Preparedness Plans. All new employees must review these plans with the supervisor of their department within the first 30 days of starting work to ensure they understand how these plans will be implemented and any responsibilities they may be asked to fulfill. Each employee reviews these plans on an annual basis.

Site Specific Orientation

This phase of orientation applies to orientation related to specific site assignments. For example, in this contract any Correct Rx employee assigned to provide services in a DDOC facility will require the following:

1. Proper clearance for entry into the facility
2. Orientation and training regarding medical practices and security;
3. 40 hours of pre-service training and orienting within the first 30 days;
4. DDOC orientation regarding institutional operations;

5. DDOC security, DDOC code of ethics, code of conduct, drug free workplace, blood borne pathogen policies, and other vendor policies and procedures;
6. Security Orientation with DDOC staff and refresher training when offered (both DDOC-wide and site specific policies and procedures; and
7. Suicide Training and follow-up training;

Correct Rx agrees to provide the following under the terms of this RFP:

1. Written documentation of orientation completion to the DDOC within 30 days of completion (DDOC clearance and identification card will not be issued until orientation is completed);
2. Maintain and submit to the BCHS and site Warden, a comprehensive list of Correct Rx and DDOC personnel trained, the subject of each training, dates, and status of required retraining/updating; and
3. Maintain records of orientation and update training (including, signed documentation form employees that they have received orientation or update training on policies, procedures, protocols, procedures, and risk management.

10. Medical Administrative Committee (MAC) Meetings

Correct Rx understand through the last round of questions and answers posted by the DDOC, that the pharmacy vendor is not required to attend monthly MAC meetings and may attend via video or teleconference. If a pharmacy issue is identified in the agenda, Correct Rx would attend this meeting. Correct Rx understands the necessity of these meetings and views them more as opportunity as opposed to an administrative burden.

The Clinical Pharmacy Director for Correct Rx will ensure that the DDOC and all necessary facility representatives are informed of our performance. The required written reports and participation in interdisciplinary MAC meetings will provide Correct Rx with the opportunity to consistently demonstrate our quality of service and dedication to focusing on client value first, being customer friendly, customer centered, and always providing something extra. Understanding and meeting the needs of our clients is essential and always in the forefront of our operations. In the event that the DDOC has a concern with service delivery, Correct Rx will ensure that a corrective plan of action is initiated and communicated.

11. Infectious Waste Disposal

The majority of the infectious waste discussed in this section of the RFP falls outside of the pharmacy vendor's primary responsibilities, however, Correct Rx will follow all DDOC, NCCHC, state and federal regulations regarding the disposal of infectious waste including medication disposal.

Correct Rx Pharmacy will arrange for the return of non-contaminated outdated, discontinued, excess or unusable medications, excluding DEA control medications, according to the written policy and procedure for the pickup and credit of returned medications in compliance with the appropriate Delaware Board of Pharmacy regulations. Correct Rx will make arrangements for medications outside of the nurses' control to be destroyed, and will not be reissued. Controlled substances will be destroyed on site in compliance with Federal and State guidelines. DEA controlled medications cannot be returned to the pharmacy provider. Controlled substances shall be destroyed per state regulations and facility policies. *REDACTED*

12. Inspections/Audits: Quarterly Inspections and Audits

Correct Rx inspections of medication storage areas, inventory records, and administration processes are an integral and routine practice to ensure quality, safety, and compliance with state and federal laws. Correct Rx believes these inspections and audits are a critical element to ensuring safety and security. A well organized medication room enhances patient safety, ensures medication integrity and security, facilitates effective medication administration and provides institutional accountability. Correct Rx Pharmacy is familiar with standards on medication handling and administration established by the National Commission on Correctional Health Care (NCCHC), the American Correctional Association (ACA), and The Joint Commission (JC). The goal is to establish, maintain and even exceed standards in between accreditations - not just to prepare for them.

Even the best maintained organizations are faced with the continual challenge of training replacement staff or staying informed of new changes in standards of practice. The Clinical Pharmacy Director is a Certified Correctional Health Professional through the NCCHC and will ensure that the standards are well known throughout the DDOC system. *REDACTED*

Correct Rx has developed an inspection sheet that is in line with NCCHC, ACA, JC, and the Delaware Board of pharmacy. The use of the inspection sheet standardizes the condition of the medication rooms for the facilities across the state. The inspection sheet addresses Medication Storage, Controlled Substances, Emergency Medication Box, Medications and Labels, and Medication Administration and Orders. By working collaboratively and cooperatively with administration, the respective healthcare teams and key nursing staff, Correct Rx will provide clear and consistent feedback regarding regulatory compliance and meeting performance standards. Correct Rx will identify deficiencies and provide recommendations or specific training to address issues that threaten quality and safety of medication use.

Our reporting format provides immediate feedback at the specific site level, a summative narrative component that facilitates administrative monitoring and a CQI component that tracks the progress of corrective action as needed. This multi-level approach provides a valuable tool for the DDOC and the respective healthcare teams to ensure patient safety, employee accountability, institutional security and regulatory compliance.

REDACTED

These inspection reports will be discussed with the Support Services Administrator on site at the facility prior to the pharmacist leaving the facility. A copy of the inspection report will be distributed to the DDOC identified personnel, whether it is the DDOC Medical Director or the Bureau Chief within 10 calendar days of the inspection. The inspections will be conducted prior to the Pharmacy and Therapeutics Committee Meeting so that a consortium of the health care personnel will be aware of any issues identified during the inspections. Also, the findings and recommendations will be reported at the respective monthly Medical Administrative Committee (MAC) meetings as warranted.

13. Transportation

Transportation costs incurred for emergency transportation fall outside of the responsibility of the pharmacy vendor.

14. Disaster Plan

Correct Rx will work closely with the DDOC to design a *REDACTED*. Correct Rx has years of experience designing and coordinating these plans so that they may be incorporated into the comprehensive disaster/emergency preparedness plans of the correctional facility. Our site specific plans will be provided to the BCHS and each site's Warden and/or designee as required ensuring all aspects of pharmacy services are covered under the plan. Once the plan is approved and in place, Correct Rx will review the plan on a regular basis and provide necessary updates and revisions to assure that the revised plan reflects the applicable National (National Incident Management System-Incident Command System), State, and DDOC procedures. Correct Rx will participate in "mock trials," round table discussions, planning session and whatever other forums the DDOC decides is necessary to ensure proper preparedness. The Correct Rx plan covers, medication delivery, staffing shortages, clinical consultation and services, stockpiling options, vaccinations (if applicable), and alternative uses (skills) of employees onsite should there be a significant staffing shortage.

Also, Correct Rx has established **REDACTED** which will ensure the DDOC that we are prepared to deliver pharmacy services in the event of an emergency or disaster. The Correct Rx Quality Assurance committee will review our internal plan every sixty (60) days and provide proposed revisions and updates. This level of planning and commitment should ensure the DDOC that Correct Rx is prepared to provide comprehensive pharmacy services, even in the event of an emergency or natural disaster.

15. Telemedicine/Telepsychiatry Expansion

Correct Rx Pharmacy will support the use of telemedicine in coordination with the Medical and Mental Health Vendors should the DDOC engage in a Telemedicine System to reduce the incidence of offender travel. Correct Rx Pharmacy currently utilizes telemedicine in the medication management for certain chronic diseases and for the Maryland statewide population on anticoagulation therapy. Correct Rx Pharmacy's clinical initiatives have demonstrated the effectiveness of telemedicine programs **REDACTED**

Correct Rx Pharmacy Services provides telemedicine services using the **REDACTED** teleconferencing system. Correct Rx will be using infrastructure already in place, minimizing start-up costs. **REDACTED** is highly regarded in the industry and widely used through the telemedicine community. Its portable interface allows clinicians the flexibility to stay mobile and deliver uninterrupted and continuous service. The system can also be configured to meet any specific security parameters required by Delaware state agencies.

As requested, Correct Rx will provide services that will decrease offender travel. The offenders will receive substantial clinical pharmaceutical care without leaving their assigned locations, including but not limited to the state's four correctional facilities: Delores J. Baylor Women's Correctional Institution, the James T. Vaughn Correctional Center, the Howard R. Young Correctional Institution and the Sussex Correctional Institution. If needed, Correct Rx can expand these services to include additional disease state and locations.

16. DACS Data Entry Mandatory

Correct Rx will participate in the initial training on the Delaware Automated Correctional System (DACs) and will be responsible for follow-up training of our employees thereafter. Most responsibilities for documentation fall outside of the pharmacy vendor's responsibilities; however, it is important for Correct Rx to become knowledgeable of how this system is utilized. There may in fact be some cases in which our Clinical Pharmacy Director and/or pharmacy technicians will need to access information or provide data entry to this system.

17. State/DDOC Ownership of All Documentation

REDACTED

Correct Rx understands that all documents, charts, data, studies, surveys, drawings, maps, models, photographs and reports or other material in paper, electronic or other format are the property of the State of Delaware and remain such at the end of the contract, no matter the reason for contract termination. Further, DDOC shall have immediate access to all records on demand.

18. Maintenance of Records

Maintaining the offender record is the primary responsibility of other vendors under the terms of this RFP, however, if the DDOC should require the pharmacy vendor to work with the offender record, Correct Rx will ensure compliance with all federal and state laws, policies and procedures including but not limited to 11 *Del. C.* §4322.11 *Del. C.*

19. Offender Insurance

As the DDOC is aware, there are not any anticipated pharmacy services that would qualify for 3rd party reimbursement. Should Correct Rx provide any service that would qualify for 3rd party reimbursement from third party insurers for those offenders covered by health insurance including Medicaid, Correct Rx will seek and obtain payments and reimbursement. In these cases, Correct will gather the information needed to process claims and retain such information for auditing and inspection by DDOC. Correct Rx will credit the DDOC 100% of Medicaid costs. These credits will be included and clearly marked on the basic monthly services invoice/credits.

20. Transition Plan between Existing and New Vendor

At Correct Rx, we are transition experts! *REDACTED* Correct Rx Pharmacy Services has a proven method of transition and will approach this project in a systematic and organized manner. The DDOC would only have to go as far as the recent Maryland and Maine contracts to verify this statement. Correct Rx's owners and managers have demonstrated their ability to smoothly transition correctional facilities of all sizes. This includes systems similar to those of the DDOC. We have identified 18 associates to assist in the transition. They are prepared to hit the ground running. The Correct Rx personnel will be on site at all of the facilities to assess the needs of the facilities and to tailor the pharmacy services specific to that site. We will meet with the DDOC Medical Director and Bureau Chief with any recommendations we may have to in order to be successful from Day 1 of the contract.

REDACTED

ii. DDOC facility representatives during implementation to be determined by the Bureau Chief.

Communication:

Communication must be open, honest and designed to facilitate the sharing of all necessary information to ensure a smooth transition. Communication between the DDOC facility representatives selected by the Bureau Chief and Correct Rx will occur through regular discussions and written documentation. It is important that all communication is timely and complies with the transition timeline.

Clear Systematic Process:

Correct Rx will approach the entire transition/implementation for each facility in a systematic and organized approach. Assessment, planning, implementation, and evaluation of continuity of care activities are comprehensive and always patient focused. Correct Rx's policies, protocols, program description and evaluation will provide consistency and enhance continuity of care for the DDOC patients.

Coordination of Care throughout the Entire Transition/Implementation:

Correct Rx intends to coordinate the transition process from the time of contract award to contract implementation. Successful transitions are uninterrupted successions of events. We have outlined in great detail all activities that will occur during the designated transition period. Continuity of Care requires a coordinated and interdisciplinary team approach. Correct Rx's transition team will gather all the available resources and services from each discipline to ensure a quality transition.

iii. Document all requirements and specifications for integration and implementation

Devote the Necessary Time to the Planning Phase

Correct Rx's management team understands the importance of devoting the necessary time and energy into the planning phase in order to ensure the success of the implementation phase. Our management team pays attention to every detail and nuance surrounding each facility. This level of understanding comes from years of direct experience. All facilities are not created equal and neither are all correctional pharmacies. Our clients know that we have the resources and the skills to successfully transition any project. Correct Rx is willing to put forth the effort up front to ensure great results.

Staff Orientation/Training:

REDACTED

Correct Rx has developed an *REDACTED* to be utilized for startup in-service training. Each member of the healthcare team will be personally in-serviced by a Correct Rx professional regarding every aspect of the pharmacy system. The *REDACTED* was designed as a training tool and a useful reference manual to be used at any time.

Our Transition Team will coordinate with the DDOC a suitable set of dates for on-site training utilizing the Correct Rx *REDACTED*. This in-service manual will provide the necessary training so that every member of the healthcare team is familiar with the Correct Rx system. The *REDACTED* and training covers issues related to ordering procedures, medication storage, medication accounting procedures, the MAR, inventory management and how and who to contact in Correct Rx in case of problems among other topics.

Follow Up Support and Additional Training

Correct Rx will provide additional training needed to augment the initial start up pre-service training. Most importantly, the Clinical Pharmacy Director will visit every medication room at least every quarter for onsite QA assessments and audits. During these visits, Correct Rx will be available to repeat the in-service for any new employees or for those who need additional training.

iv. Identify equipment, facility, personnel and logistical needs required by Vendor during implementation to be provided by DDOC.

- Correct Rx will need the assistance of the DDOC to coordinate institutional entry for all members of the transition team who will be coming onsite to complete the initial medication room inspections and the gathering of facility specific information. This assistance will also be needed to clear the Correct Rx transition team who will be on-site on the first day the contract starts to provide hands on assistance with utilizing pharmacy services.
- Correct Rx intends to provide same day medication delivery to all DDOC facilities. **The medication couriers will be delivering the medications inside the facilities directly to the medication rooms and infirmaries.** Also, Correct Rx will be assigning a DDOC Clinical Pharmacy Director to this contract. These individuals will require DDOC identification badges to ensure proper security clearance and facility access. Correct Rx will need DDOC assistance to ensure these badges are authorized and obtained properly. In order to use the Correct Rx bar code system for medication check-in and the electronic ordering of refills, *REDACTED*
- Correct Rx will be responsible for installing the scan guns.

- If the DDOC will be using the Correct Rx remote electronic order entry system, *REDACTED*
- Correct Rx will need the assistance of the DDOC in coordinating the participants for the start-up orientation training for custody, administrators and healthcare staff. Correct Rx will provide all necessary training materials and is quite comfortable utilizing whatever space is available. We are also cognizant of the need to provide these trainings at different times throughout the day to accommodate different shifts. Correct Rx will work in concert with the other vendors to provide collaborative start-up training and we will also be available for impromptu, informal and discipline specific trainings.

v. Identify equipment, software, logistical support and personnel available to DDOC during and after implementation.

Correct Rx has identified *REDACTED* associates to be actively involved in the transition/implementation plan. They will each participate by performing specific tasks outlined in our transition plan. Our transition/implementation team will participate with the DDOC in State and individual facility level activities. The Correct Rx management team has years of experience in converting statewide correctional systems.

Numerous Correct Rx associates have worked with *REDACTED* for many years. Correct Rx is a company filled with an experienced and stable work force committed to doing things the “Correct Way”. Correct Rx has happy clients and happy employees.

REDACTED

Whatever it Takes: Every member of the Correct Rx transition/implementation team from the owners to the Clinical Pharmacy Director will roll up their sleeves and do whatever it takes to ensure a smooth implementation. Correct Rx is known for our attention to detail and Dr. *REDACTED* hands on approach. **Correct Rx will remain on-site, in the DDOC facilities, for as long as it takes to ensure all medical unit staff have had an opportunity to be trained by our transition/implementation team. In addition, our transition team members will be residing in Delaware hotels in close proximity to the Facilities.**

Continuity of Care: Correct Rx will focus all gear up and transition/implementation activities around continuity of care. Continuity of care is a process that provides for a seamless transition through reciprocal linkages between the current pharmacy provider and Correct Rx. The focus of continuity of care is on the needs of the patient and requires an interdisciplinary approach to any well thought through transition plan. The following activities will guide the Correct Rx transition plan:

Transfer of Pharmacy Data: Many aspects of continuity relate to the capacity to transfer accurate pharmaceutical information. Correct Rx utilizes CIPS software, which will allow the DDOC to transfer the current pharmacy data *REDACTED*

It is our expectation that there should be an easy electronic transfer of all patient data during the transition/implementation period. Correct Rx is proposing that an initial test transfer be made for each facility. *REDACTED*

We do not expect this to be a problem as Correct Rx utilizes the same pharmacy software as the current pharmacy provider. *REDACTED*

Inventory Gear Up - Internal and at the Wholesale Level: This data will be used to determine future utilization needs for our wholesaler *REDACTED* Correct Rx will alert our wholesaler of the anticipated needs along with factoring in the assimilation of the existing inventory so they can be prepared for the increased volume.

Staff Training and Recruitment: Correct Rx currently has a full staff of associates, all of which are qualified and have embraced the “Correct Way” of conducting pharmacy operations. Correct Rx has taken special care when selecting the key members of our team to provide the administrative, operational and clinical responsibilities of the DDOC contract. Each associate was chosen to ensure that their skills and qualifications match the tasks associated with their specific job. All licensed and professional staff will be fully credentialed.

Correct Rx is located in Anne Arundel County, Maryland, ten (10) minutes from downtown Baltimore. Both Anne Arundel County and Baltimore are rich urban areas with an abundance of resources. Our ability to grow and meet the needs of the DDOC will not be hampered by a shortage of skilled personnel. Correct Rx Pharmacy’s continuous recruitment program includes the following activities:*REDACTED*

vi. Detail the process for training of DDOC personnel.

On Site Start Up In-Service

Correct Rx Pharmacy Services is committed to education and training. Correct Rx has developed an **REDACTED** to be utilized for start up in-servicing. This handbook is designed as a “how to” manual for all pharmacy services provided under the terms of this contract. All identified DDOC staff assigned to maintaining the medication inventory in preparation for administering and for ordering new medications or re-ordering medications for the DDOC offenders and each member of the healthcare team will be personally in-serviced by a Correct Rx professional regarding every aspect of the pharmacy system. Our **REDACTED** was designed as a training tool and a useful reference manual to be used at any time. Correct Rx will provide all DDOC facilities with a copy of this handbook and we will be available for additional or refresher trainings as needed. Correct Rx has a proven pharmacy program that is logical, comprehensive and efficient. One of the most essential components of delivering a quality service is to ensure a complete understanding of “how to” make full use of our program. We will not leave you guessing; we will be providing guidance and support throughout the life of this contract.

Our Transition Team will coordinate with the DDOC to establish a suitable set of dates for onsite training using the Correct Rx “**REDACTED**”. This in-service manual will provide the necessary training so that every member of the healthcare team is familiar with the Correct Rx system.

Barcode Order Check in System Training

A segment of the startup in-service training will be devoted to instructing all DDOC healthcare team members how to effectively utilize the barcode order check in system. The barcode scanner will be installed and a demonstration will be performed by the transition specialist on the following services: “How To” View Shipments, “How To” Check in New Shipment and “How To” Scan Reorder Label. **REDACTED**

“In House” Trainers: Follow Up Support and Additional Training

Correct Rx will provide additional training to the Medical Services and Mental Health Services Vendors’ staff in the development of "in-house" trainers for on-going familiarization and training in the pharmacy system. Most importantly, the Clinical Pharmacy Director will visit every medication room at least every quarter for onsite QA assessments and audits. During these visits, Correct Rx will be available to repeat the in-service for any new employees or for those who need additional training.

In addition, Correct Rx will conduct at a minimum bi-annual in-service training or more frequently if requested to designated personnel (to include, but not limited to DDOC staff, RNs, LPNs, Pharmacy Technicians) at the facilities according to a schedule agreed to by the DDOC on a myriad of subjects directly related to Pharmacy Services, including appropriate administration, self-administration, maintenance and documentation of medications.

Correct Rx's education and training will focus on the Seven "Rights" to proper medication administration: "right patient, right medication, right dose, right route, right technique, right position and right time". Correct Rx will reinforce the DDOC uniform guidelines for charting of medications and treatments on the pharmacy's medication administration record (MAR). Correct Rx believes observation of actual medication administration between the health care provider and patient provides insight of areas of deficiencies.

Correct Rx will work closely with the DDOC and nursing management to establish, revise, and update medication administration guidelines and procedures. Proper medication administration and documentation play a vital part in medication error prevention. In addition, Correct Rx will provide support for adverse drug reporting and issues related to patient non-compliance.

Patient Counseling and Educational Materials

Correct Rx's Clinical Pharmacist will provide counseling material that can be provided to the patients when requested or necessary regarding purpose of medications, compliance, side effects, life styles which affect medication therapy or disease state management.

Medication Education Program

Correct Rx will provide a comprehensive binder that includes detailed medication monographs that are intended to be used for patient education. These monographs are produced by Med-I-Span and are written in easy to understand lay person terminology. In addition, if any medical staff has a question concerning a new medication, a Correct Rx Delaware licensed pharmacist will be available to provide additional information.

Staff and Healthcare Training

Correct Rx will conduct in-services to the DDOC staff and all healthcare staff providing services under the terms of this contract. Correct Rx believes that the in-services on a myriad of subjects directly related to pharmacy services would benefit healthcare practitioners. Correct Rx Pharmacy Services is committed to education and training.

REDACTED

Pharmacy and Therapeutics Committee

The Pharmacy and Therapeutics Meeting is an excellent educational forum where information can be exchanged between medical disciplines and the pharmacy provider. As part of the Pharmacy and Therapeutics meeting, Correct Rx Pharmacy Services provides a clinical newsletter to update providers about new developments in clinical therapeutics. The newsletter contains disease state reviews – focused on the clients’ needs and interests, new drug reviews, journal article reviews, and formulary comparisons. Also included are the new medications, new indications, new formulations, and new generic medications. This service usually comes at a very high cost; however, our clients receive this service at no additional cost. Correct Rx Pharmacy Services works in collaboration with the providers to make therapeutic recommendations that are designed to get the best possible outcomes.

DVD Library

Additionally, upon request, Correct Rx will provide a wide variety of material for group education. For example, a DVD on Diabetes Education that provides instruction on how to inject insulin, a DVD on proper inhaler technique, a DVD on HIV medication compliance (featuring Magic Johnson), posters and pamphlets on HIV medications and Prevention and the HIV life cycle, and pamphlets on understanding HCV disease.

vii. Identify how current offender prescriptions/MARs will be transferred to the Vendor’s system.

Many aspects of continuity relate to the capacity to transfer accurate pharmaceutical information. Correct Rx utilizes **REDACTED** which will allow the current pharmacy provider to transfer the current pharmacy data electronically. We do not expect this to be a problem as we have successfully transferred data between many pharmacy vendors including **REDACTED** the transition phase in **REDACTED**

Correct Rx will pay for any IT costs to accomplish this transfer. It is our expectation that there should be an easy electronic transfer of all patient data during the transition period. Correct Rx is proposing that an initial test transfer be made for each facility. **REDACTED** to ensure that the data did in fact transfer and that any potential problems are resolved. If the current vendor is not cooperative and for some reason will not permit an electronic transfer, Correct Rx is prepared to enter the data in manually.

Each Vendor must describe how their system of care delivery will accomplish each of the tasks citing the NCCHC standard or standards and relevant DDOC Policy (<http://doc.delaware.gov>) relating to each. The Vendor must indicate how the system meets the standard(s) and how it provides for efficient and effective offender care in all the following areas:

REDACTED

One of the value added services that Correct Rx offers our clients is assistance with accreditation or re-accreditation processes. If any relevant NCCHC Standard or DDOC Policy was inadvertently omitted, it was not a deliberate action by Correct Rx. Correct Rx will perform all aspects of our pharmacy program in compliance with NCCHC and DDOC Standards. These standards are actually expected practices that will produce the desired outcome of improved patient care. The goals, performance standards, outcome measures, expected practices, protocols and process indicators will be incorporated in the pharmaceutical services provided to the DOC.

Provide a system for medications that meet at a minimum the following: the next day on-site delivery for each electronically transmitted and signed new prescription order that is received before 3 PM every weekday and on Saturdays via over-night delivery through a reputable carrier. Refills will be transmitted at a minimum, a few days before they are due.

Correct Rx Pharmacy Services, Inc. is located in Linthicum, Maryland and is a neighbor to the State of Delaware. All facilities serviced under this contract are no more than a two hour drive from our door to yours. The DDOC will reap the benefits of our close proximity by receiving **same day medication delivery** for each electronically transmitted and signed new prescription order that is received by 4:00 P.M. every weekday. Additionally, Correct Rx will provide **“same day”** Saturday delivery for all orders received by 12:00 P.M. The DDOC will find that Correct Rx can provide this value added service eliminating the dependence on overnight carriers.

REDACTED

Correct Rx will provide the DDOC with written documentation of orientation completion within 30 days of completion as required and will also maintain and submit the appropriate documentation as required by the BCHS and site Warden.

Correct Rx will work closely with the DDOC to ensure that our team of medication couriers receives DDOC clearance and identification cards, so that they may deliver the medication inside the facility directly to the medication rooms / infirmaries or designated areas. This high level of service ensures continuity of care by systematically decreasing the time it takes for the patient to receive patient specific medication once it has been ordered. **With Correct Rx delivering medications not only inside the facilities, but on the same day the medication is ordered, patient care is enhanced and regulatory compliance is strengthened (e.g., DOJ, NCCHC, ACA), which also reduces the legal liability for the institutions.**

Correct Rx understands that disrupting a medication regimen may not only have an adverse impact on patient health, but may also threaten the safety of the environment. For example, some mental health patients may exhibit psychotic and violent behaviors if their medication is disrupted. This adds a threat to the security of the institution, the patient, other inmates, custody personnel, and the healthcare staff. Strengthening the security and safety of the institution through the provision of timely medication is one of the primary considerations that informs the Correct Rx medication delivery service.

All medication orders will be delivered in sealed containers properly identified with the facility name. The couriers will not deliver any packages that are not properly sealed or identified. Inside the packages there is an itemized manifest sorted alphabetically by the inmate's last name, listing each medication, strength and quantity. As mentioned, the Correct Rx medication delivery team is experienced with the special nuances of making deliveries to correctional facilities, they will receive DDOC orientation and ID badges. Therefore, after complying with the routine initial inspection at the point of entry performed by custody and in accordance with DDOC policy, the package containing the medication will be delivered directly to the Medical Unit if requested (or other identified area in the facility) where the driver will have the appropriate person sign a delivery receipt. One copy of this receipt will be provided to the signer and two are returned to the Pharmacy. Controlled medications will be delivered in a hermetically sealed package. Controlled medications are also listed on a separate delivery sheet that is signed and verified by the appropriate medical personnel before the driver leaves the facility.

This entire procedure only takes a few minutes, but ensures that all medications are packaged securely and that there are no unnecessary delays in each facility receiving their medication deliveries and that the appropriate documentation is in place to minimize any opportunities for diversion and or mistakes.

In the end, the DDOC will receive medication personally delivered inside the facilities to the medication rooms and infirmaries if requested, six days a week by our DDOC credentialed couriers in an efficient and cost effective manner. Correct Rx believes this is exactly the type of service the DDOC deserves.

REDACTED

Provide a system for ordering, monitoring on-site receipt, and maintaining an inventory of pharmaceuticals in a safe, secure, and organized fashion. The system must include an error tracking system consistent with applicable standards.

i. Ordering Process

Critical to the provision of pharmacy services is the ordering process. New, refill, OTCs and emergency medication orders are typically transmitted via fax or electronically utilizing a computer order entry system. Correct Rx Pharmacy technicians can be reached at 1-800-636-0501 and orders can be transmitted via facsimile to 1-800-636-9752. Correct Rx utilizes multiple phone lines and a fax server in order to eliminate busy signals or time delays.

REDACTED

ii. Monitoring On-Site Receipt System

Facility Web-Based Advanced Barcode Technology

- **Really is a Better Mouse Trap**

Correct Rx will initiate barcode scanning technology (upon approval of the DDOC). This innovation will allow for better accountability of the medication orders on-site and will improve efficiency of the refill ordering process. Correct Rx will provide the necessary software and scanners.

Correct Rx Pharmacy Services has invested in an automated shipment verification system to ensure the highest level of accuracy to our customers. This state-of-the-art system uses barcode scanning equipment to verify each order as it is placed into the shipping container for each facility that we serve. The computer system then compares each order scanned versus the computer record of outstanding orders for that facility. If there is any discrepancy, it will be resolved before the shipment is released to the carrier for delivery.

REDACTED

This same verification system can then be used by the DDOC to verify the receipt of your orders from Correct Rx. Your facilities each will be given a User ID and password that will grant you access to the Barcode section of our website. This User ID and password can be assigned by user or as a general user for your facilities, but in either case it will grant you access to only your patients and reports. Once logged in, you will be able to view shipments, check in your orders electronically and run reports.

REDACTED

Automated Refills Utilizing Scanning Technology

This web based system allows the Facilities to refill prescriptions simply by scanning the refill barcodes and then hitting submit. Once again, the order goes straight back to Correct Rx Pharmacy via the web and the prescriptions are ready to be filled. This website feature is real time. Every time 'submit' is hit, the report is sent back to Correct Rx Pharmacy. In the case of technical difficulties medications can always be refilled by faxing or calling the pharmacy.

We believe that this advancement in the use of technology provides significant time savings to our clients, and results in higher accuracy for our shipments. This is a measurable advantage that will make our clients even happier with the service that they receive from Correct Rx Pharmacy Services.

REDACTED

iii. Inventory Management

Correct Rx has the knowledge and experience to ensure proper medication control and accountability. The Correct Rx pharmacists and registered pharmacy technicians understand the importance of complying with standards, as well as maintaining order and accountability – particularly in regards to the psychotropic medications and controlled substances as to minimize diversion. Correct Rx will work together with the DDOC to integrate our established and proven policies procedures on the maintenance of accountability to ensure compliance within the facilities. In addition to addressing the possession, responsibilities and handling of keys to areas where medications are stored, the policies will also include recommendations on the proper storage and inventory of all scheduled medications. The use of medication logs to document additions, use, and spillage/waste of scheduled medications will be an integral part of the controlled medication policy as it is an efficient way to clearly document and track utilization. To minimizing the diversion of psychotropic medications and controlled substances among offenders in the correctional setting, Correct Rx supports the use of the “watch take” policy of many statewide systems.

REDACTED

The barcode scanning system has many functions; however in relation to control and accountability, the system allows the facility to view shipments and check in orders. Where this is advantageous is that it will keep a record of all medications entering the facilities electronically for thirty days. Online access can be granted for any administrator who wants to see deliveries to all DDOC facilities. This is in addition to the paper delivery sheets that the facility receives with their medication order.

Additionally, our fully credentialed clinical pharmacists will conduct quarterly inspections of all medication storage areas for all DDOC facilities. As part of these quarterly inspections, the pharmacist will ensure that these areas are maintaining order and following correct policies and

procedures as they pertain to the storage, handling and documentation of all medications including controlled medicines. These inspections will include but not be limited to checking that the following activities are taking place as they pertain to medication control and accountability: 1) the storage of controlled medications under double lock and key, 2) that controlled medications are being counted according to standards, 3) that there are no discrepancies with the controlled medication count, 4) that only authorized personnel have key possession to the medication storage area, 5) that there are no expired, discontinued or deteriorated medications on hand, and 6) that the correct refrigerator temperature is properly maintained for medication storage. In addition, a summary of these inspections will be provided to the appropriate DDOC personnel and Bureau Chief by our Clinical/Administrative Program Manager.

Controlled Substances

To allow for the quick, easy reconciliation of the number of doses of each controlled medication and assure the maintenance inventory, controlled substances will be packaged in 30 dose blister cards or the quantity ordered and will be sent to the facility with a control sheet. This control sheet will be filled out by a nurse with the appropriate information when the controlled medication is administered. This facilitates the required controlled medication count at each shift change. All controlled medications will be sent in a tamper proof sealed package with a separate packing list. All medical staff will be in-serviced concerning the proper procedure for checking in and verifying the receipt of control medications.

Completed control medication sheets should be kept on file for at least two (2) years. In addition, a copy must be transmitted to the pharmacy in order for Correct Rx to reconcile our perpetual inventory of controlled substances. Correct Rx will assist each facility in setting up and maintaining this process.

Correct Rx's clinical pharmacist will verify the accuracy of all controlled substance count records during their quarterly on site reviews. Any discrepancies will be fully researched. If any controlled substances are missing or unaccounted for the DDOC will be notified along with the appropriate regulatory boards.

All policies regarding the accountability of controlled substances will be provided in accordance with the Department's Policy and Procedure for administering schedule medications.

Emergency Starter Doses

Each 30 dose starter card *REDACTED*. Each line represents one dose. When the medication is administered it automatically subtracts a dose from the sheet therefore keeping an ongoing count. Since there is no patient named "Emergency Starter Dose" and these are legend prescription medications it is essential to have a system of accountability. This system of accountability complies with all ACA and NCHC guidelines.

This task will be audited during the quarterly on site pharmacy medication room inspection. Completed accountability sheets shall be returned to the pharmacy for reconciliation and documentation. The facility will keep the original on site and the pharmacy will keep the copy. The purpose of these accountability sheets is to track who administered these medications and to whom.

The quantity (par levels) and type of approved emergency medications will be determined in collaboration with the DDOC, Bureau Chief and Correct Rx. Normally the category of drugs are: antibiotics, asthma medications, seizure meds, diabetes, some cardiac and detox. All pharmaceuticals shall be prepared, maintained and stored under secure conditions at all times.

Electronic Patient Health Record

At the discretion of the DDOC, implementing an electronic patient health record system would enable the pharmacy order entry and electronic EMAR to document the order, receipt and administration of each dose.

iv. Medication Error Tracking

Correct Rx shall develop with the DDOC and BCHS a medication error review process to include electronic tracking, reporting and trending of dispensing and administration errors. This report shall be documented and disseminated monthly in compliance with the required Continuous Quality Improvement System (CQIS).

Medication occurrences are reported using the National Medication Error Reporting Program (MERP) format. This is the format endorsed by the United States Pharmacopeia and the Institute for Safe Medication Practices. The MERP format makes error trending and analysis uniform with national standards and includes each step in the medication use process from point of order, interpretation, dispensing, and administration. In other words, this is the recommended process for a health care system and not just for the pharmacy.

Correct Rx maintains an accuracy rate *REDACTED*

Specific Corrective Action Plans are created if the Accuracy Rate drops below a predetermined number established by the appropriate multidisciplinary CQI team.

Every member of the Correct Rx team recognizes that there is zero tolerance for medication dispensing errors. Therefore, Correct Rx has implemented an enthusiastic QA program. This program has been implemented by Correct Rx to eliminate as many discrepancies as possible, ideally before they occur. A combination of written and verbal reports, internal check procedures, weekly team meetings, education and managerial strategic review are employed to remove obstacles in achieving error free dispensing. Additional goals include timely order processing and delivery, user-friendly packaging, labels, and records, prompt and accurate dissemination of information regarding medication, documentation, regulation, and pharmacy services, among others.

At Correct Rx accuracy holds the highest priority in our company. We constantly reinforce the importance of exactness to our staff, utilize the latest technology, and have stringent review processes in place to monitor and improve our accuracy. In order to demonstrate our dedication to excellence, Correct Rx works diligently to ensure that all discrepancies are identified and reported. Further, we use a broader definition of discrepancy than most companies as we strive for perfection, not inflated statistics.

In order to ensure Continuous Quality Improvement we must ensure that all pharmacy discrepancies are reported following the proper procedure allowing us to implement our internal CQI program. The purpose of the Correct Rx Internal CQI is to analyze all discrepancies from a systems approach. The attitude is not punitive but educational in order to implement a corrective action that improves the process to eliminate future occurrences. The ultimate goal is ensuring patient safety and we have demonstrated this time and time again with our commitment to excellence and to an accuracy rate which is well above industry standards

Discrepancy Reporting Process

Correct Rx will calculate an accuracy rate based upon the number of prescriptions per month and the number of reported discrepancies per facility. A detailed report will be provided to the appropriate DDOC and BCHS personnel by the 10th of the month following the close of each report period.

As soon as a pharmacy discrepancy is identified, it should be reported to Correct Rx Pharmacy so that the proper medication can be sent to the facility. If a patient has received and taken the wrong medication, the patient should be evaluated by a physician. A Correct Rx Pharmacist will provide information about the potential deleterious impact of taking the wrong medication and of missing the prescribed medication. A discrepancy report should be completed and returned to Correct Rx to allow for implementation of CQI and counseling. A photocopy of the front and back of the medication blister card should also be sent to Correct Rx with the discrepancy report.

For every reported discrepancy, Correct Rx is able to identify the pharmacy technician(s) and pharmacist(s) involved with each medication dispensed. Every discrepancy is addressed through 1:1 counseling which is provided to those involved with each incident. On a monthly basis, Correct Rx analyzes all discrepancies from a systems perspective in order to determine operational controls that may be indicated to ensure the highest level of safety for our clients.

Specific Corrective Action Plans are created if the Accuracy Rate drops below a predetermined number established by the appropriate multidisciplinary CQIS team.

Provide any necessary training on-site for other Vendor or DDOC staff assigned to receive and maintain the medication inventory in preparation for administering, and for ordering new medications or re-ordering medications for DDOC offenders.

On Site Start Up In-Service

Correct Rx Pharmacy Services is committed to education and training. Correct Rx has developed an **REDACTED** to be utilized for start up in-servicing. This handbook is designed as a “how to” manual for all pharmacy services provided under the terms of this contract. All identified DDOC staff assigned to maintaining the medication inventory in preparation for administering and for ordering new medications or re-ordering medications for the DDOC offender and each member of the healthcare team will be personally in-serviced by a Correct Rx professional regarding every aspect of the pharmacy system. Our **REDACTED** was designed as a training tool and a useful reference manual to be used at any time. Correct Rx will provide all DDOC facilities with a copy of this handbook and we will be available for additional or refresher trainings as needed. Correct Rx has a proven pharmacy program that is logical, comprehensive and efficient. One of the most essential components of delivering a quality service is to ensure a complete understanding of “how to” make full use of our program. We will not leave you guessing; we will be providing guidance and support throughout the life of this contract.

Our Transition Team will coordinate with the DDOC to establish a suitable set of dates for onsite training using the Correct Rx **REDACTED**. This in-service manual will provide the necessary training so that every member of the healthcare team is familiar with the Correct Rx system.

Barcode Order Check in System Training

A segment of the startup in-service training will be devoted to instructing all DDOC healthcare team members how to effectively utilize the barcode order check in system. **REDACTED**

Follow Up Support and Additional Training

Correct Rx will provide additional training needed to augment the initial start up pre-service training. Most importantly, a qualified Delaware licensed pharmacist will return every quarter for onsite QA visits and audits. During these visits Correct Rx will be willing to repeat the in-service for any new employees or for those who need additional training.

In addition, Correct Rx will conduct at a minimum bi-annual in-service training or more frequently if requested to designated personnel (to include, but not limited to DDOC staff, RNs, LPNs, Pharmacy Technicians) at the facilities according to a schedule agreed to by the DDOC on a myriad of subjects directly related to Pharmacy Services, including appropriate administration, self-administration, maintenance and documentation of medications.

Correct Rx's education and training will focus on the Seven "Rights" to proper medication administration: "right patient, right medication, right dose, right route, right technique, right position and right time". Correct Rx will reinforce the DDOC uniform guidelines for charting of medications and treatments on the pharmacy's medication administration record (MAR). Correct Rx believes observation of actual medication administration between the health care provider and patient provides insight of areas of deficiencies.

Correct Rx will work closely with the DDOC and nursing management to establish, revise, and update medication administration guidelines and procedures. Proper medication administration and documentation play a vital part in medication error prevention. In addition, Correct Rx will provide support for adverse drug reporting and issues related to patient non-compliance.

Patient Counseling and Educational Materials

Correct Rx's Clinical Pharmacist will provide counseling material that can be provided to the patients when requested or necessary regarding purpose of medications, compliance, side effects, life styles which affect medication therapy or disease state management.

Medication Education Program

Correct Rx will provide a comprehensive binder that includes detailed medication monographs that are intended to be used for patient education. These monographs are produced by Med-I-Span and are written in easy to understand lay person terminology. In addition, if any medical staff has a question concerning a new medication, a Correct Rx Delaware licensed pharmacist will be available to provide additional information.

Staff and Healthcare Training

Correct Rx will conduct in-services to the DDOC staff and all healthcare staff providing services under the terms of this contract. Correct Rx believes that the in-services on a myriad of subjects directly related to pharmacy services would benefit healthcare practitioners. Correct Rx Pharmacy Services is committed to education and training.

REDACTED

Pharmacy and Therapeutics Committee

The Pharmacy and Therapeutics Meeting is an excellent educational forum where information can be exchanged between medical disciplines and the pharmacy provider. As part of the Pharmacy and Therapeutics meeting, Correct Rx Pharmacy Services provides a clinical newsletter to update providers about new developments in clinical therapeutics. The newsletter contains disease state reviews – focused on the clients' needs and interests, new drug reviews, journal article reviews, and formulary comparisons. Also included are the new medications, new indications, new formulations,

and new generic medications. This service usually comes at a very high cost; however, our clients receive this service at no additional cost. Correct Rx Pharmacy Services works in collaboration with the providers to make therapeutic recommendations that are designed to get the best possible outcomes.

DVD Library

Additionally, upon request, Correct Rx will provide a wide variety of material for group education. For example, a DVD on Diabetes Education that provides instruction on how to inject insulin, a DVD on proper inhaler technique, a DVD on HIV medication compliance (featuring Magic Johnson), posters and pamphlets on HIV medications and Prevention and the HIV life cycle, and pamphlets on understanding HCV disease.

Provide for STAT medications, medications that must be delivered within 6 hours by subcontracting with a local pharmacy to provide prescriptions services at a reduced rate.

Comprehensive Network of Local Backup Pharmacies

Correct Rx has partnered with a **REDACTED** that provides Correct Rx with a nationwide network of pharmacies (independents and chains) that can be easily accessed by each of the DDOC facilities. The claim is submitted electronically by the backup pharmacy and the bill is forwarded to Correct Rx for payment. The formulary and authorized quantity to be dispensed by the emergency backup pharmacies will be determined by the DDOC and the Bureau Chief along with Correct Rx. There are provisions in place for when exceptions are needed regarding the quantity to be dispensed by the backup pharmacy.

REDACTED and instructions on how to order medications is covered during the implementation training. The **REDACTED** eliminates the need for a credit card, cash, etc. to be used for payment.

Emergency Starter Doses: *Customized to meet the urgent needs of patients*

The Emergency Starter Stock supply of life sustaining medications will also be available to begin a drug order as soon as possible, while waiting for the patient specific blister card. Correct Rx will provide a sufficient quantity of Emergency Starter Stat Boxes to each DDOC correctional facility. The E-Box will be secured by a numbered lock system. The contents of the box and the expiration dates of the medications will be attached to the outside of the E-Box. The emergency medication box inspection will take place during the quarterly on-site audits conducted by the clinical pharmacist. Correct Rx will adhere to a policy for medication replacement within 24 hours once the e-box is opened.

Quantity and Type of Starter Medications

The quantity and type of starter medications will be determined in collaboration with the DDOC, Bureau Chief Correct Rx's Clinical Program Manager. The medications kept on hand are those that need to be started prior to the patient specific order being received from Correct Rx. Correct Rx is sensitive to the concern of the DDOC regarding the quantity and variety of starter medications. The quantity and type can be customized by facility type and size. Normally the category of drugs that are included in starter emergency medication supplies: antibiotics, asthma medications, seizure meds, diabetes, and some cardiac and detox medications. A system of accountability will be developed to comply with all ACA guidelines and Board of Pharmacy regulations.

Inventory Control

The DDOC facility medication room should never look like a well stocked pharmacy. If your pharmacy provider is delivering medications in a timely and orderly fashion then there will be no need for excess storage of emergency, starter or stat medications. An excess stock of medications leads to poor documentation, possible diversion and potential nurse dispensing.

Correct Rx intends to provide a comprehensive pharmacy program that eliminates the need to hoard unnecessary emergency, starter or stat medications. We will provide all emergency, starter or stat medications in accordance with the Policy and Procedures and in accordance with recommendations approved by the Pharmacy and Therapeutics Committee and the DDOC and Bureau Chief.

Same Day Delivery

While there are some cases that are true emergencies and a STAT medication delivery is medically necessary and essential, the DDOC will be comforted by the fact that Correct Rx understands a key issue related to STAT delivery is to eliminate those that can be avoided. Correct Rx will accomplish this goal by providing same day delivery of medication, ensuring that medications are ordered and dispensed accurately and timely and through the use of the starter stock. Ensuring that the ordering and dispensing policies and procedures are understood and being followed assist in reducing the need for unnecessary STAT deliveries. Correct Rx will partner with the DDOC and our co-vendors to minimize the need for avoidable STAT medication deliveries, but when they are needed these medications will be delivered well within the six (6) hour requirement.

Close Proximity to All Facilities:

Correct Rx Pharmacy is just two (2) hours away!

Additionally, Correct Rx Pharmacy is no more than two hours away from any of the DDOC facilities receiving medication under the terms of this contract. This will allow Correct Rx to serve as the emergency back-up pharmacy provider in select situations when the medication may be difficult to get from a retail pharmacy or if the retail pharmacy is closed.

Further, Correct Rx will establish cooperative relationships with local Delaware hospitals to ensure access to emergency medication.

Provide Vendor's prescribers the capability to electronically transmit prescription orders to the pharmacy for dispensing. As part of this solicitation, Vendor shall identify the system/means of transmission, provide, install and maintain necessary equipment and support services.

Critical to the provision of pharmacy services is the ordering process. New, refill, OTCs and emergency medication can be transmitted via fax or electronically utilizing a computer order entry system. Correct Rx utilizes a windows and web-based application for the electronic transmittal of orders. This system is currently operational and being successfully utilized.

REDACTED

Integration between DACS and Correct Rx Data Systems

Correct Rx is proficient in maintaining a computerized drug database in conjunction with our correctional pharmacy software and information provided by our clients. Correct Rx utilizes software that is specifically designed to service correctional institutions. Based upon the specifications provided in the RFP **REDACTED**

Correct Rx has a fully staffed in-house I.T. department. Our **REDACTED** I.T. Engineers breadth of experience and education is significant. Our ability to meet the technological demands of this proposal is enhanced by both the basis of their knowledge and their experience within our industry. Their previous efforts in regards to integrating our pharmacy software with other inmate management systems, electronic patient health records and electronic medical records, electronic medication administration records, and other software systems will prove to be invaluable. They are able to provide oversight and management as well as programming requirements.

Provide on-line 24-hour computer or telephone access to Vendor's pharmacist licensed to practice in Delaware for consultation on medications dispensed.

REDACTED Vice President of Operations **REDACTED**, is a Delaware licensed pharmacist (Delaware License # **REDACTED**) and oversees all aspects of our operations, including the 24-hour emergency consultation program. Additionally, **REDACTED**, Director of Medication Therapy Management and a senior ranking member of the Correct Rx Clinical Team is also a licensed Delaware pharmacist (Delaware License # **REDACTED**). **REDACTED** has direct oversight of our Clinical Drug Information Service – *Ask a Correct Rx Pharmacist* and has been designated by Correct Rx to serve as the DDOC Clinical Pharmacy Director.

As highlighted above, Correct Rx has two Delaware licensed pharmacists, who will be assigned to this contract. If Correct Rx is awarded the pharmacy services contract, additional Correct Rx pharmacists will submit applications for licensure in Delaware. This will ensure that Correct Rx complies with the requirements set forth in this RFP for tasks to be completed by pharmacists licensed to practice in Delaware.

24-hour Emergency Consultation

Correct Rx will provide emergency telephone consultations with a registered pharmacist twenty-four (24) hours a day, seven days a week. After normal business hours (*REDACTED*), a pharmacist can be reached at all times by a cellular telephone. The pharmacist will answer the call within 20 minutes. All of our on call pharmacists are fully licensed and credentialed. Our on call pharmacists have remote access to our computer system and will be able to answer any order specific questions. All of our pharmacists live within one hour of Correct Rx. There will not be any additional charge for pharmacist consultations after normal business hours.

Clinical Drug Online Information Service – *Ask a Correct Rx Pharmacist*

Correct Rx Pharmacy Services has developed an online drug information service for our clients. Providers are able to request clinical medication information by utilizing our website. Questions can include drug monographs, therapeutic economic comparisons, or patient specific disease state management issues involving medication therapy. Users should receive a response either through email, fax, tele-video conferencing, or direct telephone consultation. Responses are formulated by clinically trained pharmacists and are returned in a timely manner; within 24 to 48 hours.

Provide the facsimile (fax) machine or other electronic means, with appropriate encryption or secure electronic means for transmittal of prescriptions at Vendor's expense to allow the forwarding of prescription OTC orders electronically.

Correct Rx can provide two distinct means for order transmission. Facilities can send orders to the pharmacy via a fax machine or over the internet using our electronic order entry software. Both methods allow for appropriate and secure means for electronic transmittal that comply with Delaware, Federal and Maryland guidelines.

REDACTED

Provide a system for recording all offender data, e.g., offender SBI number, date of birth, drug allergies, etc., necessary to provide the prescription to the pharmacy.

Correctional Software-Data Management

Correct Rx's utilizes computer software systems specifically designed for the correctional market. All offenders are identified by both their SBI number and inmate name. Their DOB is used to provide additional identity confirmation. This system records all offender data to include but not limited to the offender SBI number, date of birth, and drug allergies. The information contained in Correct Rx's operating system will be identical to the information provided by the medical staff as entered in the DACS system. Correct Rx as the statewide pharmacy provider will be able to track the offender and their medication profile if they are moved to another facility or discharged.

Patient Profiles

All patient profiles are maintained and monitored for appropriateness and accuracy. Orders will be checked for contraindications, duplications, drug interactions, dosages, allergies, and timeliness of order i.e. too soon or too late. The medical staff will be contacted immediately to discuss any potential problems. A Clinical Pharmacist will be available 24 hours a day for consultation.

Provide prescriptions consistent with the available formulary or approved non-formulary medications.

Correct Rx will provide prescriptions consistent with the available DDOC formulary or approved non-formulary medications. Correct Rx will ensure that the DDOC formulary is accurately loaded into our computer system, so that our experienced technicians and pharmacists can facilitate the proper processing of formulary and non-formulary medications. When a non-formulary medication is ordered, Correct Rx will follow the proper protocol for non-formulary approvals. Further, if the non-formulary process has not been satisfied, Correct Rx will proactively communicate with the healthcare teams in the facilities to let them know that additional steps are needed to get the patient's medication. This active engagement ensures optimal healthcare and reduces the risk that a patient's care will be disrupted. Correct Rx is experienced with the nuances related to Formulary management and enforcement and we will serve as an asset to the DDOC by ensuring procedural compliance without jeopardizing continuity of care.

Correct Rx Pharmacy Services' management team has over 20 years of direct experience in developing and maintaining formularies specifically designed for statewide Correctional Systems. Dr. **REDACTED** has been instrumental in establishing many of the formulary management controls for the correctional industry that are common place today. Over the many years of her career she has successfully implemented formulary guidelines that have assisted large correctional systems to maintain their pharmaceutical budgets. Correct Rx currently provides formulary management services to multiple correctional facilities and statewide clients.

The formulary should represent a reasonable list of therapeutic treatment options for each category of medications. Formulary management provides a means to standardize medication selections while ensuring quality care. The formulary is not considered absolute but rather suggested and is always open for review by the Pharmacy and Therapeutics Committee, BCHS and the DDOC.

Medication Therapy Management: Correct Rx Pharmacy Services has a clinical consulting department headed by a Doctoral trained pharmacist with years of correctional experience.
REDACTED

Non-Formulary management provides a way for Correct Rx to assist in medication selections that fall outside the normal formulary list. Emergency non-formulary medications are always available if requested consistent with policy set in place by a collaborative effort between the Correct Rx, the Pharmacy and Therapeutics Committee, the BCHS regarding the use and delivery of non-formulary medications. The priority is always patient care. All recommendations will be based on evidenced based medicine along with the community standard of care in coordination with the Correct Rx clinical pharmacy department and DDOC Healthcare Authority in compliance with the Non-Formulary Medications Policy.

REDACTED

Provide notifications of contraindications, e.g., drug interactions, drug allergy, or incorrect dose.

Correct Rx will provide fully licensed and credentialed pharmacists who are experienced in correctional medicine and mental health services to screen all prescription orders for accuracy, interactions, duplications, completeness and formulary compliance prior to dispensing. The difference in a Correct Rx Pharmacist is that he or she understands the dynamics and the acuity level of the correctional population are more complex as compared to the community.

It is the policy of Correct Rx Pharmacy Services to notify the appropriate prescriber of problems associated with the medication order, including significant potential drug-to-drug interaction, inappropriate strength, route of administration, scheduling or medication allergy noted. The prescription computer flags the medication as interacting inappropriately with the new order. The pharmacist reviews the interaction, determines its authenticity, and determines whether or not it is a medically justifiable interaction, which warrants a hold.

If a hold is warranted, the pharmacist calls the facility and speaks with the nurse on the unit to notify personnel that a hold has been placed on the new order. The pharmacist informs the nurse of the reason and contacts the physician. When an order is held, no medication is sent until the pharmacist and the physician resolve the problem. Once the physician orders the appropriate medication the medication will be sent.

The procedure noted above will also be followed for drug allergies. The facility should alert the pharmacy immediately of any known drug allergies by completing the allergy section on the physician order form. If patient has no allergies, then the abbreviation “NKA” is used.

Correct Rx has also developed an easy-to-use pharmacist intervention form to help prevent adverse reactions from occurring. The pharmacist intervention forms are reviewed by the clinical department to identify areas or disease states where facility-tailored in-services can be conducted. The reporting of adverse reactions rates will be discussed with the DDOC and other appropriate attendees during the Pharmacy and Therapeutics Meetings and other QA forums as directed by the Bureau Chief and the DDOC.

Correct Rx’s quality control efforts are designed to identify and eliminate any Contraindications prior to medications being dispensed to the offender. Our use of specialized computer software combined with experienced competent pharmacy personnel should provide the DDOC with a high level of confidence that all the medications dispensed by Correct Rx have been thoroughly checked for all contraindications. The medical staff will be contacted immediately to discuss any potential problems. A Clinical Pharmacist will be available 24 hours a day for consultation.

Provide feedback if non-formulary medications are not requested with the proper authorization.

At Correct Rx, we believe in **REDACTED**

Formulary Management. This is what we do best and our track record shows it. Formulary Management is one of our corner-stone, value-added services. Correct Rx’s management team has over 25 years of direct experience in implementing formularies specifically designed for statewide Correctional Systems.

REDACTED

This department was created to supply information to our clients that will help them reduce medication cost while improving the quality of care. This is achieved by the clinical pharmacist’s recommendations supported by documented research of alternate therapies, drug product selection, and other methods that result in lower cost. This department is vital for helping our clients provide the highest quality of care while being mindful of costs. When comparable medications offer marginally improved therapeutic benefits, our clinical pharmacists can help to determine the cost-utility level at which the additional expense is justified. Clinical pharmacists at Correct Rx have experience in applying pharmacoeconomic principles in the correctional healthcare.

REDACTED

Provide the ability to print a hard copy of the faxed, or other electronic means, prescription order at the facility for all orders transmitted to the remote pharmacy. This record will be used by staff to verify that orders transmitted are received within twenty-four (24) hours.

Ability to Print Hard Copies of Faxed Orders

The Correct Rx fax server can export faxes to a system that will allow the DDOC to log in and view/reprint their faxes for as far back as you want. Access is a client log in button on our web page. The exports can be as often as you want thus making the system “real time”.

REDACTED

- i. Vendor will provide a barcode order check-in software system or an acceptable alternative to be approved by DDOC. With this system facility may check orders in more automated than by hand using a delivery sheet. Medications are to be delivered, bundled by offender and sorted by regular medications and scheduled medications. Within scheduled medications, psychotropic medications must be separated for ease of identification.*

Facility Web-Based Advanced Barcode Technology

- **Really is a Better Mouse Trap**

Correct Rx Pharmacy Services has invested in a proprietary automated shipment verification system to ensure the highest level of accuracy to our customers. This state-of-the-art system uses barcode scanning equipment to verify each order as it placed into the shipping container for each facility that we serve. The computer system then compares each order scanned versus the computer record of outstanding orders for that facility. If there is any discrepancy, it must be resolved before the shipment is released to the carrier for delivery.

REDACTED

Medications are to be delivered, bundled by offender and sorted by regular medications and scheduled medications. Within scheduled medications, psychotropic medications must be separated for ease of identification.

Medication Order Sort

Correct Rx has the ability to sort each facility’s medications in a variety of ways. General Population Medications can be separated from Infirmatory Medications from Segregated Housing Units, etc. Correct Rx has found that requests for multiple sorts of medications are often a result of a system that is currently not working and there does not appear to be a good method to verify that all medications have been received. In addition, the lengthy time it takes to check in orders using a manual system is so time-consuming that there is not time for the medical staff to separate “watch take” versus “KOP” or any other specialized category like psychotropic.

Correct Rx Pharmacy's barcode check in software is a tested and proven process that virtually eliminates the "missing card" syndrome combined with 100% accountability and significant time savings for the medication room staff. The medical staff is easily able to identify patient's blister cards when unpacking the order.

Controlled Substances

Extra care and accountability is taken when controlled substances are dispensed by Correct Rx. Controlled substances are packaged in 30 dose blister cards or the quantity ordered and sent to the facility. *REDACTED*. The DDOC healthcare authority or designee will have the ability to access this information at any time.

All medical staff will be in-serviced concerning the proper procedure for scanning in and verifying the receipt of controlled medications. This facilitates the required controlled medication count at each shift change.

Correct Rx's Clinical Pharmacist will verify the accuracy of all controlled substance count records during the quarterly on site reviews and more frequently if needed. Any discrepancies will be fully researched. If any controlled substances are missing or unaccounted for the DDOC will be notified along with the appropriate regulatory boards. All policies regarding the accountability of controlled substances will be provided in accordance with the Department's Policy and Procedure for administering scheduled controlled substances.

ii. Medications are to be dispensed in "blister pack" cards, or similar unit-dose packaging method, providing accountability of drugs administered, security, cost effectiveness and ease of storage and distribution. Prescription packages must be labeled to meet State and Federal labeling requirements.

Correct Rx will provide solid oral prescriptions primarily in 30 dose blister cards or bulk containers ready for dispensing and as approved by the DDOC. Each dose will be labeled with the drug name, strength, lot number, and manufacturer and expiration date. The quantity dispensed will be adjusted to meet the requirements of the Facilities, and is subject to the State Board of Pharmacy regulations and instructions of the prescribing practitioner. Correct Rx will provide the specified day supply or the quantity requested.

Each medication card, vial or bulk container will be labeled in accordance with applicable State and Federal regulations, as well as those of the DDOC and will include:

- Facility info
- the patient's name and ID number
- housing assignment
- prescriber's name
- name and strength of the medication
- Rx number

- start and stop date of medication order
- brand name and generic name
- total number of doses dispensed
- directions for use including time and dosing
- route of administration
- warning labels are applied as needed
- date filled
- expiration date

The DDOC will receive the benefit of a company managed through policies and procedures that comply with the strictest standards of our industry and regulatory branches of government. As noted above, Correct Rx Pharmacy has an internal Regulatory Affairs Division to assure that its practices (including the labeling of prescriptions) and procedures are in compliance with all State and Federal regulations in every jurisdiction in which it dispenses medications. Correct Rx licensure and compliance control allows for constant monitoring of State and Federal laws and modifications of practices to conform to any regulatory changes.

iii. Offender blister cards, or selected method of packaging medications determined appropriate by Vendor and DDOC, shall contain a thirty (30) day supply of medications or quantity to be determined by Vendor and DDOC.

Correct Rx will prepare and dispense 30 dose/day blister cards for the DDOC offender orders. However, the quantity of medication dispensed be adjusted to meet the requirements of the Facility and or the class of medications. **REDACTED** Correct Rx will provide the specified day supply or the quantity requested.

iv. Vendor pharmacy services shall include provisions of compounded intravenous solutions (e.g., antibiotics) to be administered in DDOC.

Correct Rx Pharmacy's IV room and policies are in compliance with USP 797. USP 797 is a far-reaching regulation that governs a wide range of pharmacy policies and procedures. It is designed both to cut down on infections transmitted to patients through pharmaceutical products and to better protect staff working in pharmacies in the course of their exposure to pharmaceuticals. Issued by U.S. Pharmacopoeia (USP), the regulation governs any pharmacy that prepares "compounded sterile preparations" (CSPs).

Qualified personnel will prepare the intravenous therapy products in our I.V. room that contains a laminar airflow hood. The area is certified yearly to assure that the hood that creates the sterile work area is properly working. Stringent infection control procedures are followed during preparation and distribution of infusion therapy products, and the provider has a quality assurance program for determining sterility of completed solutions.

If an offender is placed on IV therapy, Correct Rx will assign an IV technician to follow the patient's orders. This technician will call on a daily basis to verify if the patient is still on IV therapy and if any changes to the order are anticipated. **REDACTED**

v. Packaging shall minimize the waste of medication.

Correct Rx Pharmacy plans to address medication waste in a multifaceted approach.

REDACTED

This packaging will allow for the return and reuse of partial blister cards and will greatly reduce the waste of medications in adherence with State Board of Pharmacy Regulations.

In addition, to this specialized packaging Correct Rx will be delivering same day and the need for excess medications will be greatly reduced thus minimizing waste.

Lastly, our collaboration on packaging some medications in less than a 30 day supply will also assist in the reduction of waste.

i. Generic medications, when available, are to be used except where bioequivalence issues have been documented. Generic medications shall be substituted for brand name unless otherwise indicated by physician on a non-formulary request form.

Correct Rx automatically utilizes generic medications when available unless the provider specifically requires a brand name medication or if it's deemed not clinically prudent. Correct Rx only utilizes A or AB FDA rated generics thus ensuring the quality and efficacy of all medications. In addition, Correct Rx will adhere to the DDOC's formulary and make appropriate therapeutic recommendations to provide the highest quality care while reducing costs. Correct Rx's prime vendor holds approved New Drug Applications (NDA) or Abbreviated New Drug Application (ANDA) for all products.

Collaborative Recommendations that will result in cost effective solutions

Correct Rx will provide a variety of cost effective suggestions both operational and clinical. All recommendations will be made in collaboration with the Medical Director. Correct Rx prides itself in delivering a quality of care that is both personal and professional, while continuously striving for excellence and improvement. There are both formal and informal processes employed to ensure we provide the highest quality of care that demonstrates our commitment to our customer's needs.

ii. The Vendor shall ensure availability of generic substitutes and report reasoning for any unavailability and plan and target dates for provision thereof.

Purchasing Experience

Correct Rx's Vice President of Purchasing along with our Director of Purchasing have over 20 years of experience in purchasing and inventory control in the institutional pharmacy industry. Correct Rx tracks the release of existing and new generic medications for our clients. Through proper planning and our experience in purchasing we are able to ensure the DDOC that if a generic medication is available in the marketplace then your facilities will be receiving generic medications. Correct Rx Pharmacy will increase our internal inventory levels to accommodate the needs of the DDOC. The additional inventory will be received as new generics become available and packaged into user friendly blister cards ready for dispensing. This inventory will be maintained by our purchasing department establishing par levels for every site and proper reorder points to ensure uninterrupted delivery of medication up to six days a week.

Communication, Reporting and Planning

If for some reason there is a shortage of a particular generic medication our Clinical Pharmacy Department will communicate this information to the appropriate members of the DDOC healthcare team and the Medical and Mental health providers. This communication will be complete with an explanation for the shortage along with a plan to manage the orders while working through the shortage. In addition, Correct Rx through our active involvement as part of the healthcare team will keep all stakeholders informed regarding the target dates for generic availability.

Backorder Communication Process

On the rare occasion that there is a medication backorder Correct Rx makes every effort to send at least a partial amount of the medication to prevent a delay in therapy. *REDACTED*

A B/O designation will be placed in the appropriate slot on the daily delivery manifest to communicate the backorder. The medication will be shipped the following business day. The second yellow portion of the backorder slip will be attached to the medication thus communicating the completion of the order.

If there is a delay in shipping the medication due to a manufactures backorder or special order, a **Correct Rx Pharmacy staff member will call the facility to explain the reason for the delay and contact the appropriate medical provider to suggest a therapeutic alternative.** This entire process is described in detail in our "*REDACTED*" and will be reviewed with the medical staff during their start up training.

FDA or Manufacturer Recalls- Patient Safety First

Correct Rx is notified immediately by our prime vendor **REDACTED**, the manufacturer and the FDA when a medication is recalled. Correct Rx has a thorough policy regarding FDA and Manufacturer Recalls. All medication recalls are classified by severity and patient risk. The FDA lists all lot numbers and manufacturers that are affected by any recall. Correct Rx is able to identify immediately if we have dispensed these lot numbers or if we have them in our inventory.

Facility Notification

Correct Rx will immediately run a report that identifies any facility that has received a medication that has been recalled. If an offender currently has an order for a medication that has been recalled a Correct Rx pharmacist will call each facility affected by the recall and arrange for the medication to be returned to the pharmacy so in turn, it can be returned to the manufacturer. The pharmacist will speak with the provider to arrange for a different lot number to be issued or an alternate medication can be prescribed to treat the patient. A written follow up will be sent by Correct Rx Pharmacy's Clinical Department.

REDACTED

- i. Vendor shall establish a stock supply of commonly utilized medications (OTCs, legend and controlled substances) for administration to offenders prior to receipt of their actual offender specific prescription.*

The reason for starter dose medications is to begin a **necessary** drug order prior to receiving the patient specific blister card. Starter medications are particularly useful at intake and in a jail setting. A full course of therapy should not be routinely administered from the interim supply. Commonly utilized medications (OTCs, legend and controlled substances) will be supplied in 15/30-dose blister packs or manufacturer's original packaging (i.e., inhalers, ointments, etc.).

- ii. Stock medications shall be managed and maintained in a safe and secure environment with a perpetual inventory tracking system, developed by the Vendor, to ensure accountability.*

Security and Storage

Emergency starter medications are to be scanned in utilizing the Correct Rx automated bar code check in system. The scanning process will facilitate Correct Rx and the medical staff with maintaining a perpetual inventory. Once these medications are scanned in they must be locked inside a secure medication room or locked in a lockable medication cart. Access to all medications including emergency starter stock is limited to only authorized personnel.

REDACTED

iii. The Vendor shall train all involved DDOC and Medical Services and Mental Health Services Vendors' staff that are involved in the process subsequent to their duties and responsibilities, in order to initiate and maintain the system. The training program shall be approved in advance by the DDOC Medical Director.

Staff Training

Correct Rx is committed to training. Our transition team will be on site in each facility during the implementation period. The on-site implementation training and follow up trainings will include all Medical Services and Mental Health Services staff regarding the proper procedures and forms and the Barcode Check In system that should be utilized for ordering and maintaining the emergency interim medications.

The Bar Code Check in system will provide a scanned record of all medications received by each facility. Our scan in process provides proof of receipt of all emergency stock medications. As the DDOC moves to an electronic patient health record or upon the implementation of Correct Rx's electronic order entry system and EMAR the medical staff will be fully trained. This system will automate the receipt and administration of each dose of emergency medication.

iv. Stock medications shall be approved by the DDOC Medical Director. Over the Counter (OTC) medications that are ordered by the physician or ordered for use by DDOC.

The quantity and type of approved interim medications will be determined in collaboration with the DDOC Medical Director or designee along with the Medical and Mental Health Provider and Correct Rx's clinical pharmacist. Normally the categories of drugs are: antibiotics, asthma medications, seizure meds, diabetes, some cardiac and detox. The Correct Rx system of accountability is in compliance with all ACA, NCCHC and Board of Pharmacy standards.

REDACTED

All packaged medications, shall be stored in a lockable storage device, e.g. medication cart, to be supplied by the Vendor or currently on-site. The medication carts must be so constructed with a door locking mechanism to prevent unauthorized access to medication while being stored during non-medication administration time and during transit to units.

Correct Rx will ensure that all medications are stored in medication carts that meet the industry, NCCHC and DDOC security standards. Each medication cart will have a secure working lock mechanism that prevents unauthorized access to medications while being stored and during transit to units. Only authorized medical staff is permitted access to the medication cart.

Key control is essential for security and storage of medications. Correct Rx will keep a master set of keys to all medication carts and make them available if the medical staff accidentally locks the keys in the medication cart. Correct Rx is only two hours away from all of the Delaware facilities.

In addition the medication carts should have the following features: trash compartment, card row dividers/sub dividers, heavy duty caster and brake, self closing accurate slides, preplaced inserts for flexible placement of accessories and a locked narcotic box if needed.

ii. The Vendor shall provide additional carts to accommodate its system if the available medication carts currently utilized by DDOC are not adequate to the task. (Appendix I – Cart Inventory).

Once awarded the Contract for Pharmaceutical Services for the DDOC, Correct Rx will work with the DDOC to conduct an inventory of existing medication carts and their condition, as well as assessing the number needed for each facility. A sufficient number of medication carts will be purchased to supplement the carts currently on-site if necessary.

The carts that Correct Rx utilizes include the best locking mechanism with a removable core for easy replacement and large shock resistant wheels for ease of handling inside the facility. The color and size of the carts will be coordinated with the DDOC. Drawers will be provided to hold blister cards along with bulk liquids, topicals, ear, nose and eye products. Correct Rx will maintain the carts in good order and will repair and replace any parts as required.

i. The Vendor shall provide prescriptions ordered by 3 PM (Delaware time) by the next day. The Medical Services Vendor's staff will order refills at least 3-5 days prior to their due date. Routine delivery shall be available six (6) days a week, with procedures established for stock medications and provision for STAT medications.

Correct Rx Pharmacy Services, Inc. is located in Linthicum, Maryland and is a neighbor to the State of Delaware. All facilities serviced under this contract are no more than a two hour drive from our door to yours. The DDOC will reap the benefits of our close proximity by receiving **same day medication delivery for each new, refill and OTC prescription** order that is received by 4:00 P.M. every weekday. Additionally, Correct Rx will provide **“same day”** Saturday delivery for all orders received by 12:00 P.M. The DDOC will find that Correct Rx can provide this value added service eliminating the dependence on overnight carriers.

REDACTED

Emergency Starter Doses: Customized to meet the urgent needs of patients

The Emergency Starter Stock supply of life sustaining medications will also be available to begin a drug order as soon as possible, while waiting for the patient specific blister card. Correct Rx will provide a sufficient quantity of Emergency Starter Stat Boxes to each DDOC correctional facility. The E-Box will be secured by a numbered lock system. The contents of the box and the expiration dates of the medications will be attached to the outside of the E-Box.

The emergency medication box inspection will take place during the quarterly on-site audits conducted by the clinical pharmacist. Correct Rx will adhere to a policy for medication replacement within 24 hours once the e-box is opened.

Quantity and Type of Starter Medications

The quantity and type of starter medications will be determined in collaboration with the DDOC Medical Director or designee, Medical and Mental Health Providers and Correct Rx's Clinical Program Manager. The medications kept on hand are those that need to be started prior to the patient specific order being received from Correct Rx. Correct Rx is sensitive to the concern of the DDOC regarding the quantity and variety of starter medications. The quantity and type can be customized by facility type and size. Normally the category of drugs that are included in starter emergency medication supplies: antibiotics, asthma medications, seizure meds, diabetes, and some cardiac and detox medications. A system of accountability will be developed to comply with all ACA guidelines and Board of Pharmacy regulations.

ii. The Vendor shall provide, through an agreement with a local pharmacy, urgent delivery of STAT medications and pharmaceutical supplies within six (6) hours of placing the order. Urgent delivery shall be provided twenty-four (24) hours per day; seven (7) days a week and procedures for accomplishing cost-effective, emergency delivery shall be part of the Vendor proposal.

Comprehensive Network of Local Backup Pharmacies

Correct Rx has partnered with a **REDACTED** that provides Correct Rx with a nationwide network of pharmacies (independents and chains) that can be easily accessed by each of the DDOC facilities to provide STAT medications and pharmaceutical supplies within six (6) hours of placing the order. Correct Rx will make arrangements with a local taxi or courier service to delivery these medications to the DDOC facilities. This service will be available twenty-four (24) hours per day, seven (7) days a week.

REDACTED

iii. Vendor shall provide, through an agreement with a local pharmacy, emergency delivery of life sustaining formulary and/or non-formulary STAT medications that need to be obtained within one (1) hour of placing the order. Delivery shall be twenty-four (24) hours per day, seven (7) days a week.

Life sustaining formulary and/or non-formulary STAT medications will be available for administration within one (1) hour of placing the order utilizing the on-site emergency starter medications or the local backup pharmacies described in Section *ii* above. The first step is to develop a list of potentially life-saving medications that need to be instantly available in each facility.

This list will be compiled in collaboration with the DDOC Bureau Chief or designee, the Medical and Mental Health providers and Correct Rx's clinical team. Our years of experience and drug expertise will provide a basis for this important life saving list. Medications that may potentially be included in the emergency medication list could be: Nitroglycerin sublingual, Epipen, Benadryl injection, Ativan injections, Haloperidol injections, Albuterol inhalers or nebulizers, Aspirin, Potassium Chloride injections, Glucagon injections, Glucose Gel, Amiodarone injection etc. If for some reason the life saving medication is not on-site, then Correct Rx will make arrangements to procure the medication from the back up emergency pharmacy network. This service will be available twenty-four (24) hours per day, seven (7) days a week. Correct Rx will be responsible for the coordination of the delivery of these medications.

iv. The Vendor will provide a 30 day supply of discharge medications for those offenders who have been incarcerated for at least 14 days and who have a need for chronic care, special medical and mental health needs.

Correct Rx will provide a thirty-day (30) supply of discharge medications as designated by the DDOC for offenders who have been incarcerated for at least 14 days and who have a need for chronic care, special medical and mental health needs leaving the DDOC. Correct Rx will provide specific forms to be utilized for discharge orders consistent with the DDOC policy and procedures regarding discharge medications.

The medications will be provided in a packaging format consistent with state pharmacy law, i.e., childproof, light resistant vials, etc. Packaging will be approved by the DDOC and Bureau Chief. Correct Rx will provide the specified day supply or the quantity requested, along with a patient product information sheet. Discharge Medications will also be placed in a separate bag within the daily shipment clearly marked "DISCHARGE MEDS". The segregation of these medications from the rest of the shipment will make it easier for the medication room nurse to check in the discharge medications and get them distributed to the offenders upon discharge.

In addition, the forms and the proper method to notify Correct Rx when discharge medications are needed will be part of the startup implementation training. Correct Rx's technicians and pharmacists are familiar with providing discharge medications to other statewide systems. This concept will not be new to Correct Rx and we will ensure that we comply with the needs of the DDOC regarding discharge medications.

- v. The Vendor is encouraged to apply for funds from the Ryan White Drug Reimbursement Program for those offenders with HIV/AIDS discharged from DDOC facilities.*

Correct Rx Pharmacy Services has extensive experience with the AIDS Drug Assistance Program (ADAP). We have developed strong relationships with community outreach programs which provide both health-related services and promote continuity of care for individuals living with HIV.

REDACTED

Clinical pharmacists, working under her direction, will be available to provide medication adherence support – counseling patients on medication regimen and adverse drug reactions. This strategy mirrors that of the Department of Health and Human Services, concentrating efforts on viral load suppression and prevents unnecessary hospitalizations, alleviating strain on the state’s healthcare system.

Correct Rx Pharmacy Services will enforce the Delaware Health Services and Social Services ADAP’s formulary for offenders discharged from the DDOC facilities. Correct Rx Pharmacy will participate as a Delaware ADAP-approved pharmacy. **REDACTED**

Correct Rx’s breadth of experience with ADAP programs should provide the DDOC with a high level of confidence in our ability to apply for and access Ryan White funding for those HIV offenders leaving the DDOC facilities. We understand the process and will provide the DDOC with a program that will enhance the care of their HIV population while under their care and upon discharge.

- i. The Vendor shall participate in a quarterly Pharmacy and Therapeutics Committee meeting to include review of the formulary and non-formulary usage, provider prescribing practices, drug utilization review, educational information, drug costs and other relevant topics to pharmacy operations. The Bureau Chief shall determine the composition of the committee and approve the reports for the committee. The committee will be multidisciplinary in its membership.*

REDACTED

The P&T Committee is the primary formal link that establishes communications between the health care practitioners, the pharmacy, and the DDOC as it relates to the use of medications in the healthcare system. Correct Rx will provide utilization reports to the Committee which will allow it to assess the use of medication in certain disease states, the uses of medication by facility and provider, the use of formulary and non-formulary drugs, drug costs, etc. The Committee will also be responsible for maintaining the systems drug formulary and making recommendations to the DDOC for changes. Indeed, all matters pertaining to the use of medications within the institutions, including pharmacy programs, should be reviewed and approved through the committee. Correct Rx will not only produce the data but will provide the DDOC an action plan with therapeutic recommendations based on primary literature and community standards.

During Pharmacy and Therapeutics meetings, Correct Rx Pharmacy Services will provide an analysis of medication utilization data. Correct Rx will report the information as formulary costs, non-formulary costs, HIV medications costs, Hepatitis C medication costs, and psychotropic medication costs. The analysis also presents performance indicators such as cost per patient and number of orders per patient. Medication expenditures are analyzed by chronic disease states such as asthma, hypertension, and diabetes. Our pharmacists closely track and trend the utilization data in order to identify changes in prescribing pattern or the patient population. If there is a sudden change in the prescribing patterns, the clinical pharmacist will then make recommendations to the Committee on alternative medications.

Correct Rx is intimately familiar with the needs of special needs populations such as mental health, HIV and geriatric. We know that in order to care for these patients properly, there needs to be more care, resources, and attention directed towards them. Mental Health patients have more co-morbid disease states than the average patient. Correct Rx recognizes that there are no clear cut goals to assess whether a patient is being treated appropriately, such as Hgb A1c, blood sugar levels, or blood pressure. Cognoscente of this, Correct Rx has developed our own algorithms to help treat these patients with tiered formulary and nonformulary medication recommendations. We can work with DDOC to integrate cost effective methods for treating this unique population. The correctional facilities are mirroring what we see out in the community. More and more people are aging while incarcerated and as a result are on more medications with more chronic conditions. The geriatric population is more likely to experience medication misadventures. These patients are more sensitive to adverse drug reactions; therefore it is imperative that you have a pharmacy service that can scrutinize the care of these patients. Geriatric patients usually need lower doses, and if increasing doses, needs to be tapered up or down very slowly. Drawing from our wide institutional pharmacy experience, not only in the correction field, but also in the Long Term Care/Senior Care arena, Correct Rx is well equipped with the knowledge to care for these patients appropriately.

Cost savings initiatives will be implemented for chronic disease states where numerous medication options offer very little differences in therapeutic effect but have significant differences in cost. Specifically, Correct Rx will target anti-cholesterol agents, pain management, diabetes, hypertension, anticonvulsants, psychotropic agents, asthma, dialysis, anti-ulcer, dermatological, and HIV agents. Correct Rx will provide one-to-one provider counter-detailing as required, in-services, and written educational consult to objectively evaluate medication options. In addition, Correct Rx will continually monitor medication use and cost through our proven reporting systems. Specifically tailored drug regimen reviews for the DDOC will be used to identify patients who are at risk for sub-therapeutic and/or toxic drug regimens.

The P&T Committee will also serve as a vehicle to provide relevant pharmaceutical updates. This collaborative and well informed approach will make a difference in the quality of care and overall cost to the DDOC.

As new medications go generic, the clinical pharmacist will alert the DDOC and conversely as medications become a single source medication, the pharmacist will make recommendations for alternatives. The formulary will be a living document that should be revisited regularly as an action item of the Pharmacy and Therapeutics Committee. The P&T Committee will make recommendations to the DDOC for its deliberation in updating the State's formulary.

In addition, Correct Rx can provide guest lecturers as appropriate to assist the P&T Committee in obtaining updated pharmaceutical information on the availability of new drugs and in evaluating available evidence regarding the relative safety, efficacy, and effectiveness of prescription drugs within a class or classes of prescription drugs.

- ii. *The Vendors' consultant pharmacist must schedule a visit prior to each Pharmacy and Therapeutics Committee Meeting to assure that inspection reports can be shared at the Meeting, issues discussed, and any necessary administrative actions taken.*

Correct Rx Pharmacy Services considers routine facility audits a valuable tool for measuring quality indicators for the DDOC. **REDACTED** a Certified Correctional Health Professional and Delaware Licensed Pharmacist, or his designee, will conduct quarterly inspections of all medication storage areas for the DDOC facilities. As part of these quarterly inspections, he will ensure that these areas are maintaining order and following correct policies and procedures as they pertain to the storage, handling and documentation of all medications including controlled medicines. The Correct Rx consultant pharmacist auditor will check that the pharmaceuticals stored within the facilities are within the expiration date and have not been compromised through improper storage or other environmental variables such as temperature and humidity. Medications found to be out of date or compromised will be removed from inventory.

The results of the quarterly audits will be reviewed with the designated healthcare authority at the facility as part of the exit report. These audits are designed to meet all State and Federal regulations. In addition, adherence to this audit ensures compliance with state and federal regulatory agencies such as the Delaware Board of Pharmacy, NCHC and DDOC standards. Correct Rx's role is to improve quality initiatives that will exceed industry standards. A copy of the written report will be left with the Support Services Administrator. This report acts as an easy guide to program improvement or as a means to identify where a habitual problem with adherence to pharmacy regulations, laws, and standards may exist. **REDACTED**

The Vendor shall establish a formulary of legend drugs for use within the facilities. This formulary must meet with the approval of the DDOC Medical Director and must be current with community standards of practice within managed care environments. A comprehensive policy and procedure, consistent with DDOC Policy and NCHC standards shall describe the use of the formulary and procedures for non-formulary approval. It shall be the responsibility of the Vendor's on-site Medical Director to approve or deny any non-formulary request including psychotropic medications. The Vendor shall submit a draft formulary with their proposal.

REDACTED

A formulary is a living document that is maintained through a collaborative healthcare team and/or Pharmacy and Therapeutics Committee, finalized by the DDOC Medical Director. The formulary is a representation of the medical evidence for the most safest and cost-effective medication treatment for a specific health condition, and should contain a reasonable list of therapeutic treatment options for each category of medications.

Formulary management provides a means to standardize medication selections while ensuring quality care. The formulary is not considered absolute but rather suggested and is always open for review by the Pharmacy and Therapeutics Committee and the DDOC. It should also be current with the community standards of practice within managed care environments. Our clinical pharmacists will refer to the accepted Guidelines for Practice and research the medical literature in order to provide evidence based care for our clients.

ii. The Pharmacy Vendor shall also develop a formulary for OTC products and shall coordinate it with the use of approved nursing protocols for minor, self-limiting illnesses among the offender population. Again, a non-formulary process shall be established for any such request for an OTC product not identified as formulary.

Correct Rx will develop a formulary for OTC products. We will ensure that the medications used as a result of nursing protocols are contained in the OTC formulary. Nonformulary OTC medications will undergo the same non-formulary approval process as the non OTC medications where it is the Medical Director's responsibility to approve or deny non-formulary medication requests.

iii. The Vendor shall provide technical assistance to the Medical Services and Mental Health Services Vendors, and to the Bureau Chief or DDOC Medical Director, regarding the definition and procedural use of OTC's and a list of legend medications that may be safely self-administered by offenders (also known as Keep On Person (KOP) medications). The procedure should include restriction of KOPs for any offender unable to manage the responsibility of self-medication

Correct Rx will assist the medical and mental health vendors in determining which medications are best suited for a KOP program and also has the ability to label KOP orders as such in the direction line if this would help the medical staff handing out the medications. Keep on Person Medications are normally medications that are **not** psychotropic, controlled medications and or medications that have the potential for abuse. In addition, each facility will determine which offenders qualify for the KOP program. Correct Rx will furnish, as necessary, KOP medications in approved containers (no metal or glass) and label them as such in compliance with the existing DDOC policy.

REDACTED

iv. The Vendor shall provide a managed formulary (for legend drugs and OTCs) that will foster safe, appropriate and effective drug therapy. It will accomplish the following:

- Promote cost containment/effectiveness without increased risk of adverse consequences or therapeutic misadventures.*

The formulary decisions should seldom be left to just the cost of the medication, but dependent upon evidence-based medicine and improved quality health outcomes. When comparable medications offer marginally improved therapeutic benefits, our clinical pharmacists can help to determine the cost-utility level at which the additional expense is justified. Clinical pharmacists at Correct Rx have experience in applying pharmacoeconomic principles in the correctional healthcare.

- Promote rational and objective drug therapy.*

Our Medication Therapy Management Department is a clinical consulting department headed by a CCHP (NCCHC certified correctional healthcare professional) certified Doctoral trained pharmacist with years of correctional experience. This department was created to supply information to our clients that will help them reduce medication cost while improving the quality of care. This is achieved by the clinical pharmacist's recommendations supported by documented research of alternate therapies, drug product selection, and other methods that result in lower cost. This department is vital for helping our clients provide the highest quality of care while being mindful of costs.

- Promote appropriate generic drug utilization and use of the lowest cost therapeutically equivalent drug within a category*

As new medications go generic, the clinical pharmacist will alert the DDOC and conversely as medications become a single source medication, the pharmacist will make recommendations for alternatives. The formulary will be a living document that should be revisited regularly as an action item of the Pharmacy and Therapeutics Committee.

- Work with other state agencies to purchase medications in bulk at the state agency rate.*

Independent and Large

Correct Rx operates as an independent entity except when it comes to purchasing. Correct Rx has formed an alliance with a large consortium of institutional pharmacies nationwide to take advantage of volume driven manufacturer discounts. Through our various Group Purchasing Organizations (GPO's) and buying alliances Correct Rx Pharmacy Services is able to access pricing usually reserved for a select few. Correct Rx's buying department is led by a pharmacist with over 30 years experience.

Correct Rx Pharmacy Services currently provides institutional pharmacy services to over 160,000 lives in 193 correctional facilities, dozens of juvenile sites, several residential treatment homes and multiple assisted living facilities. We are positioned for growth but the DDOC won't have to wait for that expansion to access **giant sized pricing. It is a myth that you must be the largest to provide the best pricing.**

In addition, Correct Rx will work with the DDOC and other Delaware State agencies to purchase bulk medications for this contract if it is more favorable than the Correct Rx pricing to ensure the best possible savings for DDOC.

REDACTED

- i. The Vendor shall assure that every medication dispensed is in compliance with the prescribed orders and has been carefully reviewed for information by a pharmacist registered in the State of Delaware.*

REDACTED the Vice President of Operations and a Delaware licensed pharmacist oversees the entire operations. All of the pharmacy technicians and pharmacists working at Correct Rx are fully licensed and credentialed. Correct Rx provides licensed pharmacists who are experienced in correctional medicine and mental health services to screen all prescription orders for accuracy, completeness and formulary compliance prior to dispensing. The difference in a Correct Rx Pharmacist is that he or she understands that the dynamics and the acuity level of the correctional population are more complex, as compared to the community.

All prescriptions dispensed by Correct Rx Pharmacy Services are checked a total of three times by a registered pharmacist. This triple checking system, along with our advanced automated bar code technology and aggressive QA program, results in a low error rate. Prescriptions processed by Filling Technicians are given a final check by a licensed pharmacist before they are forwarded to the Shipping Department. The pharmacist checks the order to ensure that the medication listed on the label; the strength and quantity, match the contents in the blister card, vial or bottle. The checking Pharmacist initials each label once it is verified for accuracy. This is the second check by a Pharmacist in our system. The original data entry has already been checked by a Pharmacist for allergies, side effects, duplicate therapies and appropriateness of dose prior to the label being processed by the Filling Technician. The final check is an additional Quality Assurance step to ensure that the drug, strength and quantity match the information on the label before being dispensed.

It is the policy of Correct Rx Pharmacy Services to notify the prescriber of problems associated with the medication order, including significant potential drug-to-drug interaction, inappropriate strength, route of administration, scheduling or noted medication allergy. The prescription computer flags the medication as interacting inappropriately with the new order. The pharmacist reviews the interaction, determines its authenticity, and determines whether or not it is a medically justifiable interaction, which warrants a hold.

If a hold is warranted, the pharmacist calls the facility and speaks with the nurse on the unit to notify personnel that a hold has been placed on the new order. The pharmacist informs the nurse of the reason and contacts the physician. When an order is held, no medication is sent until the pharmacist and the physician resolve the problem. Once the physician orders the appropriate medication the medication will be sent. These procedures will also be followed for drug allergies. The facility should alert the pharmacy immediately of known drug allergies by completing the allergy section on the physician order form. If the patient has no allergies, then the abbreviation “NKA” should be used.

ii. A description of the Vendor's Continuous Quality Improvement System (CQIS) shall be included in their technical proposal.

Correct Rx will implement a comprehensive Continuous Quality Improvement (CQI) program, according to the NCCHC essential Standard P-A-06 (compliance indicators and definitions) and as set forth in ACA standards:

1. Includes a multidisciplinary improvement committee;
2. Monitors areas specified in the compliance indicators;
3. Provides an annual review of the effectiveness of the CQI Program itself;
4. The program includes two process quality improvement studies and two outcome quality improvement programs; and
5. All studies identify areas in need of improvement and effect remedial actions or strategies.

Correct Rx will perform quality assurance measurements, conduct studies, compile reports and monitor compliance with the CQI Program and the contract. Correct Rx will work collaboratively with the DDOC to ensure that all reports are generated in an approved format and will be submitted monthly as required. Correct Rx ensures that all goals are clearly defined and driven by input from multiple internal and external sources. The outcomes will be based upon service delivery, customer satisfaction, and must be derived from scientific data. Correct Rx will assure that the outcomes are communicated effectively and utilized in future goal setting.

Correct Rx will submit a Continuous Quality Improvement System Manual to include policies and procedures for all aspects of the CQIS program and designed specifically to meet the needs of the contract.

This manual will be submitted to the DDOC Medical Director within sixty (60) days from the date service delivery commences under the contract. All updates to the manual will be submitted to the DDOC Medical Director on a bi-annual basis thereafter or as required.

Monitoring of Key Indicators:

The Healthcare Industry Standards provides the model for creating goal statements, performance standards, outcome measures, expected practices, protocols and process indicators. All goals will be formatted according to these Standards. Correct Rx has identified six Global Areas of Focus (GAF) when considering performance based standards.

REDACTED

- iii. The Vendor must provide a registered pharmacist to conduct a quarterly facility audit and quality improvement review. The audit document used by the Vendor must be consistent with the accreditation requirements established by the NCCHC and DDOC, as appropriate, and must be approved by the Bureau Chief.*

Correct Rx Pharmacy Services considers routine facility audits a valuable tool for measuring quality indicators for the DDOC. *REDACTED* or his designee, will conduct quarterly inspections of all medication storage areas for the DDOC facilities. As part of these quarterly inspections, he will ensure that these areas are maintaining order and following correct policies and procedures as they pertain to the storage, handling and documentation of all medications including controlled medicines. The Correct Rx consultant pharmacist auditor will check that the pharmaceuticals stored within the facilities are within the expiration date and have not been compromised through improper storage or other environmental variables such as temperature and humidity. Medications found to be out of date or compromised will be removed from inventory.

The results of the quarterly audits will be reviewed with the designated healthcare authority at the facility as part of the exit report. These audits are designed to meet all State and Federal regulations. In addition, adherence to this audit ensures compliance with state and federal regulatory agencies such as the Delaware Board of Pharmacy, NCCHC and DDOC standards. The Bureau Chief will have the opportunity to review the inspection prior to the start of the contract to see if adjustments are necessary. Correct Rx's role is to improve quality initiatives that will exceed industry standards. A copy of the written report will be left with the Vendor's on-facility Support Services Administrator. This report acts as an easy guide to program improvement or as a means to identify where a habitual problem with adherence to pharmacy regulations, laws, and standards may exist.

REDACTED

The Vendor shall assist in the review of DDOC pharmacy policy and procedure. Development of any new policy language will be in conjunction with, and approved by, the Bureau Chief. The Vendor shall review the DDOC Policies annually and recommend modifications as necessary.

Correct Rx will work closely with the DDOC and Bureau Chief to design a comprehensive Pharmacy Program customized for the DDOC facilities. Once the program is approved and in place, Correct Rx will review the policy and procedures and make sure any necessary changes are made to assure that the revised P&P manual reflects the applicable DDOC procedures, NCCHC guidelines and the Correct Rx Pharmacy Program.

The DDOC Policy and Procedure manual will address every segment of our operation including but not limited to: Continuous Quality Improvement, Emergency Management Plan, Equipment and Supply Inventory Control, Medical Records, Medication Dispensing and Administration, Medication Education Program, Pharmaceuticals, Pharmacists, Pharmacy Technicians, Pharmacy and Therapeutics Processes, Risk Management and Mortality Review, Utilization Management and Peer Review.

Correct Rx Pharmacy Services has years of experience developing many pharmacy policy and procedures manuals for correctional facilities and systems. The DDOC will benefit from our years of experience as we work with the Bureau Chief to develop comprehensive policies and procedures. These policies and procedures are intended to ensure compliance with all laws and regulations related to procurement, storage, labeling, administering and record keeping of drugs and biologicals. The purpose of a Policy and Procedures manual is to serve as a professional guide to pharmaceutical services for the correctional facility and to:

- Enhance patient care and assure the safety of offenders receiving pharmaceutical services
- Promote consistency and continuity
- Communicate important policies
- Aid in personnel training
- Increase legal protection
- Aid in evaluating performance

This manual will meet NCCHC and DDOC standards. All procedures will be in compliance with NCCHC, DDOC and State and Federal guidelines. Correct Rx Pharmacy's Lead Clinical Liaison will review the policy and procedures manual regularly and recommend any necessary modifications in coordination with the DDOC and Bureau Chief.

Accreditation Standards of NCCHC and DDOC

One of the value added services that Correct Rx offers our clients is assistance with accreditation or re-accreditation processes. Correct Rx Pharmacy Programs are all designed to meet or exceed accreditation standards.

REDACTED of the facilities we service are NCCHC accredited, 80% are ACA accredited and at least four (4) adult FBOP facilities along with eight (8) residential treatment centers are JC accredited. Correct Rx has become known as correctional pharmacy accreditation specialists.

Correct Rx will perform all aspects of our pharmacy program in compliance with NCCHC and DDOC Standards. These standards are actually expected practices that will produce the desired outcome of improved patient care. The Goals, performance standards, outcome measures, expected practices, protocols and process indicators will be incorporated in the pharmaceutical services provided to the DOC.

The NCCHC's *Fundamentals of Performance-Based Standards* provides the model for creating goal statements, performance standards, outcome measures, expected practices, protocols and process indicators. Correct Rx ensures that all goals will be formatted according to NCCHC Standards within the specified time guideline. *REDACTED*

The Vendor shall generate and maintain Medical Administration Records (MARs) to DDOC for all offenders.

Paper

New pre-printed MARs are provided monthly and as needed for patients currently receiving medications that do not expire by the first day of the month as well as new patients who do not have a current MAR. Correct Rx takes great pride in making sure the information in the patient record is accurate. Therefore, the pre-printed MARs just need to be edited for any additions or deletions from the time they were printed by Correct Rx and delivered to the facility no more than five days before the end of the month or a date requested by the facility. The MARs are checked for quality before being sent to the facility to ensure that they are easily readable and they are lined up correctly.

In addition, *REDACTED* so when the facility receives their shipment of MARs each month they are clearly labeled and easy to retrieve from the order. Correct Rx also has the ability to sort the MARs alphabetically by facility or by offender SBI numbers or by housing units, etc. A case of medication administration record (MAR) forms will be provided as necessary for recording each offender's medication profile and administration record.

Electronic Medication Administration Record - Interface with EMR or Stand Alone (Optional)

Correct Rx Pharmacy Services can easily interface with any pharmacy module of any Electronic Patient Health Record once the DDOC determines the best system for the State in coordination with the DACS system.

If the DDOC decides not to move forward with an Electronic Medical Record then Correct Rx's Electronic Medication Administration Record Software System is capable of interfacing with our web based order entry technology and our correctional software. **REDACTED**

If for some reason the medication cannot be administered the nurse will be able to note in the system that the medication was not administered and the reason for this. If desired, the user can generate a printable MAR by selecting MAR within the reports menu and entering the required information. Patient notes can also be entered by selecting the patient notes button next to the patient name.

- i. The Vendor must have the personnel resources to provide consultant services by a pharmacist and/or physician for analysis and consultation with the DDOC Medical Director on prescribing practices and treatment alternatives. Vendor must work collaboratively in the collecting and reporting of data and in the development of indicators to be measured*

This is where Correct Rx really shines! Correct Rx's Clinical Programs have set the benchmark for the industry. **REDACTED**

We have experience working on multidisciplinary healthcare teams and have had great success demonstrating the value of our clinical programs. Correct Rx will remain focused on the three C's to ensure that we are partners that the DDOC and our co-vendors can trust: **C**ommunication, **C**ooperation and **C**ollaboration. We pride ourselves on delivering what we have promised and you will find that Correct Rx has great integrity.

REDACTED

Delaware DOC Dedicated Resources-Pharmacy Director and Clinical Team

The inclusion of a DDOC dedicated Clinical Pharmacy Director is an investment not an expense. It will undoubtedly create savings by improving service and reducing the overall healthcare costs.

The Clinical Pharmacy Director would request office space in Delaware, preferably in the James T. Vaughn Correctional Center. Correct Rx is conscientious of space limitations and will work collaboratively with the DDOC to determine the best location for an office. This local presence combined with our corporate operational and clinical personnel will provide the necessary oversight to manage every aspect of this project. The result will be that DDOC will have a dedicated Pharmacy Services Manager in addition to the offsite operational personnel who will be immediately available and dedicated to the DDOC contract.

As the Clinical Pharmacy Director, **REDACTED** primary responsibility will be to ensure **100% CONTRACTUAL COMPLIANCE**. This task will be achieved through contract understanding, effective communication and by forming responsive relationships. The DDOC will find Correct Rx to be readily available to meet the needs of those served by the DOC.

The Clinical Pharmacy Director for Correct Rx will ensure that the DDOC, our co-vendors and all necessary facility representatives are informed of our performance. The required written reports and participation in interdisciplinary meetings (e.g., MAC and CQI) will provide Correct Rx with the opportunity to consistently demonstrate our quality of service and dedication to focusing on client value first, being customer friendly, customer centered, and always providing something extra.

Understanding and Meeting the Needs of the DDOC

Understanding and meeting the needs of our clients is essential and always in the forefront of our operations. *REDACTED* will ensure successful delivery of a comprehensive pharmacy program by ensuring that Correct Rx meets or exceeds the DDOC, NCCHC, DOJ Performance Measures related to pharmacy services at each institutional site. In the event that the DDOC has a concern with service delivery, Correct Rx will ensure that a corrective plan of action is initiated and monitored closely ensuring a successful resolution.

Most importantly, *REDACTED* is an experienced doctoral level clinician who will prove to be a valuable asset to the multidisciplinary healthcare team. By providing clinical knowledge and expertise in the area of pharmacoconomics to the DDOC and our co-vendors, costs will be controlled while maintaining the highest level of patient care.

REDACTED

Our Clinical Pharmacy Director's full time attention to the DDOC contract will allow for consistency in the provision of medication room audits, participation in the quarterly P&T meetings, and management of CQI initiatives. Even further, *REDACTED* will be readily available to present and analyze utilization data, to offer treatment recommendations after rounding in the infirmaries, to manage statewide disease state initiatives like diabetes management and to educate patients during chronic care clinics.

REDACTED will work directly with the Correct Rx Corporate Director of Clinical Programs to ensure the quality and accuracy of the day to day workflow. In addition to operations, the clinical pharmacist will monitor medication consumption by tracking and trending the utilization data searching for anomalies and inconsistencies. Correct Rx believes in taking a proactive approach in preventing the misuse, over ordering, and inappropriate prescribing of medication. The Clinical Pharmacy Director will also help manage the drug costs by providing drug information services to the healthcare providers, including doctors, psychiatrists, dentists, nurses, as well as pharmacy personnel. We believe that direct communication with the prescribers and education can lead to better prescribing habits that will not only be cost effective, but be beneficial to the patients' overall health and well-being.

Whether it is reporting at CQI meetings, participation in Multidisciplinary Meetings or presenting at the Pharmacy and Therapeutics Meetings, our management team's reputation for attention to detail and follow through will be essential to providing a quality Statewide Pharmacy Service Program for the DDOC.

REDACTED

Our clinical pharmacy programs are based upon methods used by national managed care organizations and university health-systems.

Pharmacy Savings through Active Clinical Management

Correct Rx believes in proactively and positively affecting prescribing patterns through counter detailing, educational in-services, drug information consults, and evidence based medicine recommendations before costs go out-of-control.

REDACTED

Long-Term Cost Savings through Improved Quality of Care

Clinically, we have demonstrated significant medication cost savings for our clients that can be realized in a short period of time. In complement, Correct Rx will also provide real long-term cost savings by improving the quality of care through disease state management programs for the DDOC. The Correct Rx Statewide Clinical Director will ensure that the clinical pharmacy department will be fully integrated with your healthcare providers to create a unified healthcare team to control overall healthcare costs.

“Use medications effectively to treat diseases to improve quality of care and reduce overall healthcare costs.”

Long-term cost savings begins with cost-effective control of chronic diseases such as diabetes, anticoagulation, asthma, HIV, and mental illness. Meeting national guidelines for controlling these disease states will reduce healthcare resources such as unplanned urgent off-site care, frequent sick-call visits, and disease complications (e.g., dialysis, heart attack, stroke, opportunistic infections, and other urgent crisis). This is a differentiator from other pharmacy service providers that may only seek short-term cost savings – only to have those costs appear elsewhere in the DDOC budget as unmanaged patients and uncontrolled off-site care. *REDACTED*

As an institutional pharmacy owned and operated by licensed pharmacists, we firmly believe in the benefits of having pharmacists as part of the healthcare team. We know that the DDOC also knows the value of pharmaceutical care and it is our intention to work collaboratively with the entire DDOC healthcare team to provide the best possible outcomes utilizing our specialized medication expertise.

REDACTED

Comprehensive Pharmaceutical Data Analysis-Proactive and Results Driven

Anyone can run a report, but can they analyze the information in a way that is comprehensible? In addition to *REDACTED*, Correct Rx Pharmacy Services has eight clinical pharmacists on staff whose sole role is to provide clinical services and serve only in clinical functions. These doctoral level pharmacists who have completed post graduate residency programs, and some who are NCCHC Certified Correctional Health Professionals, are well versed in analyzing the information to track and trend prescribing patterns.

REDACTED will coordinate their efforts to ensure the DDOC and our co-vendors are equipped with accurate, meaningful and timely statistical data and analysis, all of which will be used to assess current treatment trends and to inform educate

The consultant services are really two-fold: retrospective and proactive. Every month, a spreadsheet with the facilities' utilization data is generated to assist the pharmacist, as well as the DDOC Medical Director and Bureau Chief, in identifying any significant changes in the prescribing patterns. The analysis will be performed by the Clinical Pharmacy Director who will apprise the DDOC Medical Director, Bureau Chief and respective healthcare teams of significant trends and will make recommendations. In addition, quarterly reports of disease state expenditures are also generated to focus more in depth at the utilization. The quarterly reports specifically address analgesics, antibiotics, cough/ cold/ allergy/, vitamins, cardiac, diabetes, endocrine, hypertension hyperlipidemia, otic/ophthalmics, psychotropics, and anticonvulsants. A complete analysis is conducted to see which subcategories contributed to the change in the overall cost of the disease state. A list of medications, by their costs, is generated so that the Clinical Pharmacy Director can recommend more cost effective regimens for review by the DDOC Medical Director and the Pharmacy and Therapeutics Committee.

But what is the value if all of the information provided is only reported after the fact? That is why Correct Rx believes in working collaboratively proactively with DDOC to provide the best cost effective care to the patients. *REDACTED* will assist in drug choice, education, and proactive interventions to help improve the quality of care provided to the patient, decrease hospitalizations, improve overall outcomes, while keeping an eye on the bottom line. Our consultant pharmacists research the best available regimens by reviewing currently accepted guidelines and available medical literature to ensure the most cost effective choices.

Correct Rx envisions this model as one that would evolve over time shaping itself to meet the demands of the changing needs of the DDOC offender population. **We like doing things the “Correct Way” and we know the DDOC will too!!**

- ii. *The Vendor shall conduct quarterly on-site inspections which shall be standardized and include aspects of pharmacy from the point of prescription order handling, through dispensing, administration/distribution, through the act of documentation. The pharmacist shall inspect all areas where the medications are stored and maintained at DDOC. The inspection shall cover other aspects of pharmaceutical management such as storage conditions, security, disposal practices, return of unused medications, and documentation of inventory management for stock medications, psychotropic medications and controlled substances. Security aspects such as double-locking shall be included. Survey of the physical plant shall be included such as light, temperature control, moisture, and refrigerator use shall be included. The inspecting pharmacist shall produce a report from each inspection and suggest corrective action plan for any areas found problematic. The reports shall be provided to the Vendor's on-facility Support Services Administrator within 10 calendar days of the inspection. The Vendor shall provide timely follow-up and problem resolution on any issue within its area of responsibility.*

Quarterly Inspections and Audits

Correct Rx inspections of medication storage areas, inventory records, and administration processes are an integral and routine practice to ensure quality, safety, and compliance with state and federal laws. Correct Rx believes these inspections and audits are a critical element to ensuring safety and security. A well organized medication room enhances patient safety, ensures medication integrity and security, facilitates effective medication administration and provides institutional accountability. Correct Rx Pharmacy is familiar with standards on medication handling and administration established by the National Commission on Correctional Health Care (NCCHC), the American Correctional Association (ACA), and The Joint Commission (JC). The goal is to establish, maintain and even exceed standards in between accreditations - not just to prepare for them.

Even the best maintained organizations are faced with the continual challenge of training replacement staff or staying informed of new changes in standards of practice. The Clinical Pharmacy Director is a Certified Correctional Health Professional through the NCCHC and will ensure that the standards are well known throughout the DDOC system. Additionally, **REDACTED** through his quarterly audits will become intimately familiar with the specific nuances of each of the medication rooms throughout the DDOC system. This familiarity will serve as a resource to ensure that performance standards are maintained and that issues, if identified are resolved through immediate, effective and long-lasting corrective action. The last thing you would want to do is to continually have to fix an issue that had been fixed before; yet in many institutions nationwide this is the reality. The Clinical Pharmacy Director will provide consistency and focus to ensure this problem does not occur within the DDOC facilities.

Correct Rx has developed an inspection sheet that is in line with NCCHC, ACA, JC, and the Delaware Board of pharmacy. The use of the inspection sheet standardizes the condition of the medication rooms for the facilities across the state. The inspection sheet addresses Medication Storage, Controlled Substances, Emergency Medication Box, Medications and Labels, and Medication Administration and Orders.

By working collaboratively and cooperatively with administration, the respective healthcare teams and key nursing staff, Correct Rx will provide clear and consistent feedback regarding regulatory compliance and meeting performance standards. Correct Rx will identify deficiencies and provide recommendations or specific training to address issues that threaten quality and safety of medication use.

Our reporting format provides immediate feedback at the specific site level, a summative narrative component that facilitates administrative monitoring and a CQI component that tracks the progress of corrective action as needed. This multi-level approach provides a valuable tool for the DDOC and the respective healthcare teams to ensure patient safety, employee accountability, institutional security and regulatory compliance.

REDACTED

These inspection reports will be discussed with the Support Services Administrator on site at the facility prior to the pharmacist leaving the facility. A copy of the inspection report will be distributed to the DDOC identified personnel, whether it is the DDOC Medical Director or the Bureau Chief within ten (10) calendar days of the inspection. The inspections will be conducted prior to the Pharmacy and Therapeutics Committee Meeting so that a consortium of the health care personnel will be aware of any issues identified during the inspections. Also, the findings and recommendations will be reported at the respective monthly Medical Administrative Committee (MAC) meetings as warranted.

- iii. Upon obtaining the contract and in preparation for providing services, the Vendor shall provide an initial inspection to determine the needs of each facility of health care services and to determine needs with respect to pharmacy storage, dispensing, and pharmacy security issues. Recommendations shall be presented to the Bureau Chief within 10 business days of the inspection.*

Initial Inspection with Recommendations to the Bureau Chief

REDACTED

As a part of our transition plan, Correct Rx will have an experienced transition team of correctional pharmacy experts who will be onsite to conduct an initial inspection of all medication rooms and to provide hands-on training regarding all aspects of our operations. The initial inspection will cover dispensing, storage, security, inventory, records, and administration processes as required by all states and to ensure quality, safety, and compliance with state and federal laws. Correct Rx will provide recommendations to the Bureau Chief within 10 business days of the inspection. In fact our reporting format allows for immediate feedback for staff onsite and a means to provide ongoing monitoring for administrators to ensure compliance with corrective action.

We are eager to share this reporting format with the Bureau Chief, so that it may be further enhanced to meet the needs of the specific facilities serviced by the DDOC. Not all facilities are equal! This initial inspection serves to identify the specific needs of the facility and will help the pharmacy to tailor the services to exceed their expectations. Correct Rx will form a collaborative relationship with the Bureau Chief to ensure “Continuous Quality Improvement.” As stated before our goal is to establish, maintain, and even exceed regulatory standards in between accreditations - not just to prepare for them.

The Clinical Pharmacy Director will be actively involved in coordinating the transition plan and will work tirelessly to understand the specific needs of each facility. It will be essential to understand the organizational structure and associated responsibilities of the DDOC and our co-vendors, but more specifically to be acquainted with the individuals employed in these critical positions. The Clinical Pharmacy Director will ensure that the Correct Rx Policies and Procedures for Correctional facilities are tailored to the needs of each facility, that our clinical and operational personnel are well known, and that all providing services for the offenders of the DDOC clearly understand the optimal way to access and utilize Correct Rx Pharmacy Services. The Clinical Director will maintain the Correct Rx Policy and Procedure Manual for Correctional Facilities. Each facility will have a copy of this manual readily available to describe all pharmacy policies and procedures. This manual will be updated on an annual basis or more immediately if deemed necessary by DDOC Medical Director or Bureau Chief. The Correct Rx Clinical Pharmacy Director will also be available to provide training regarding pharmacy operations as needed and on a scheduled basis quarterly.

The Vendor shall provide on-site in-service/training during system implementation for all appropriate parties that will be involved with administering and/or ordering medication or pharmaceutical supplies. Additional on-site training shall be provided as necessary. Assistance will be provided to the Medical Services and Mental Health Services Vendors' staff in the development of "in-house" trainers for on-going familiarization and training in the pharmacy system. The provision of updated training materials to DDOC and its agents involved in the prescribing, ordering, receiving, storing, and dispensing of medications shall be the responsibility of the Vendor.

On Site Start Up In-Service

Correct Rx Pharmacy Services is committed to education and training. Correct Rx has developed an **REDACTED** to be utilized for start up in-servicing. This handbook is designed as a “how to” manual for all pharmacy services provided under the terms of this contract. All identified DDOC staff assigned to maintaining the medication inventory in preparation for administering and for ordering new medications or re-ordering medications for the DDOC offender and each member of the healthcare team will be personally in-serviced by a Correct Rx professional regarding every aspect of the pharmacy system. Our “**REDACTED**” was designed as a training tool and a useful reference manual to be used at any time. Correct Rx will provide all DDOC facilities with a copy of this handbook and we will be available for additional or refresher trainings as needed. Correct Rx has a proven pharmacy program that is logical, comprehensive and efficient.

One of the most essential components of delivering a quality service is to ensure a complete understanding of “how to” make full use of our program. We will not leave you guessing; we will be providing guidance and support throughout the life of this contract.

Our Transition Team will coordinate with the DDOC to establish a suitable set of dates for onsite training using the Correct Rx *REDACTED*. This in-service manual will provide the necessary training so that every member of the healthcare team is familiar with the Correct Rx system.

Barcode Order Check in System Training

A segment of the startup in-service training will be devoted to instructing all DDOC healthcare team members how to effectively utilize the barcode order check in system. The barcode scanner will be installed and a demonstration will be performed by the transition specialist on the following services:

REDACTED

A copy of the Barcode Order Check in Manual will be kept on file at every facility as a reference guide.

“In House” Trainers: Follow Up Support and Additional Training

Correct Rx will provide additional training to the Medical Services and Mental Health Services Vendors’ staff in the development of "in-house" trainers for on-going familiarization and training in the pharmacy system. Most importantly, a qualified Delaware licensed pharmacist will return every quarter for onsite QA visits and audits. During these visits Correct Rx will be willing to repeat the in-service for any new employees or for those who need additional training.

In addition, Correct Rx will conduct at a minimum bi-annual in-service training or more frequently if requested to designated personnel (to include, but not limited to DDOC staff, RNs, LPNs, Pharmacy Technicians) at the facilities according to a schedule agreed to by the DDOC on a myriad of subjects directly related to Pharmacy Services, including appropriate administration, self-administration, maintenance and documentation of medications.

Correct Rx’s education and training will focus on the Seven “Rights” to proper medication administration: “right patient, right medication, right dose, right route, right technique, right position and right time”. Correct Rx will reinforce the DDOC uniform guidelines for charting of medications and treatments on the pharmacy’s medication administration record (MAR). Correct Rx believes observation of actual medication administration between the health care provider and patient provides insight of areas of deficiencies.

Correct Rx will work closely with the DDOC and nursing management to establish, revise, and update medication administration guidelines and procedures. Proper medication administration and documentation play a vital part in medication error prevention. In addition, Correct Rx will provide support for adverse drug reporting and issues related to patient non-compliance.

Patient Counseling and Educational Materials

Correct Rx's Clinical Pharmacist will provide counseling material that can be provided to the patients when requested or necessary regarding purpose of medications, compliance, side effects, life styles which affect medication therapy or disease state management.

Medication Education Program

Correct Rx will provide a comprehensive binder that includes detailed medication monographs that are intended to be used for patient education. These monographs are produced by Med-I-Span and are written in easy to understand lay person terminology. In addition, if any medical staff has a question concerning a new medication, a Correct Rx Delaware licensed pharmacist will be available to provide additional information.

Staff and Healthcare Training

Correct Rx will conduct in-services to the DDOC staff and all healthcare staff providing services under the terms of this contract. Correct Rx believes that the in-services on a myriad of subjects directly related to pharmacy services would benefit healthcare practitioners. Correct Rx Pharmacy Services is committed to education and training.

REDACTED

Pharmacy and Therapeutics Committee

The Pharmacy and Therapeutics Meeting is an excellent educational forum where information can be exchanged between medical disciplines and the pharmacy provider. As part of the Pharmacy and Therapeutics meeting, Correct Rx Pharmacy Services provides a clinical newsletter to update providers about new developments in clinical therapeutics. The newsletter contains disease state reviews – focused on the clients' needs and interests, new drug reviews, journal article reviews, and formulary comparisons. Also included are the new medications, new indications, new formulations, and new generic medications. This service usually comes at a very high cost; however, our clients receive this service at no additional cost. Correct Rx Pharmacy Services works in collaboration with the providers to make therapeutic recommendations that are designed to get the best possible outcomes.

DVD Library

Additionally, upon request, Correct Rx will provide a wide variety of material for group education. For example, a DVD on Diabetes Education that provides instruction on how to inject insulin, a DVD on proper inhaler technique, a DVD on HIV medication compliance (featuring Magic Johnson), posters and pamphlets on HIV medications and Prevention and the HIV life cycle, and pamphlets on understanding HCV disease.

- i. The Vendor's dispensing system must assure that offender medication is in accordance with the DDOC formulary. However, a documented mechanism must be in place to allow the Vendor's providers to authorize non-formulary or alternate medication where clinical need dictates.*

Correct Rx will provide prescriptions consistent with the available DDOC formulary or approved non-formulary medications. Correct Rx will ensure that the DDOC formulary is accurately loaded into our computer system, so that our experienced technicians and pharmacists can facilitate the proper processing of formulary and non-formulary medications. When a non-formulary medication is ordered, Correct Rx will follow the proper protocol for non-formulary approvals. Further, if the non-formulary process has not been satisfied, Correct Rx will proactively communicate with the healthcare teams in the facilities to let them know that additional steps are needed to get the patient's medication. **REDACTED**

The formulary should represent a reasonable list of therapeutic treatment options for each category of medications. Formulary management provides a means to standardize medication selections while ensuring quality care. The formulary is not considered absolute but rather suggested and is always open for review by the Pharmacy and Therapeutics Committee, BCHS and the DDOC.

Medication Therapy Management: Correct Rx Pharmacy Services has a clinical consulting department headed by a Doctoral trained pharmacist with years of correctional experience. This department was created to supply information to our clients that will help them reduce medication cost while improving the quality of care. **REDACTED**. The clinical department will provide relevant information regarding drug use, prescribing, etc. for formulary management and Quality Assurance programs.

Non-Formulary management provides a way for Correct Rx to assist in medication selections that fall outside the normal formulary list. Emergency non-formulary medications are always available if requested consistent with policy set in place by a collaborative effort between the Correct Rx, the Pharmacy and Therapeutics Committee, the BCHS regarding the use and delivery of non-formulary medications. The priority is always patient care. All recommendations will be based on evidenced based medicine along with the community standard of care in coordination with the Correct Rx clinical pharmacy department and DDOC Healthcare Authority in compliance with the Non-Formulary Medications Policy.

- ii. The Vendor shall be responsible for establishing a non-formulary approval process and a feedback mechanism to the DDOC Medical Director in the event a non-formulary medication is ordered without the appropriate use of a non-formulary request form. This feedback system must be such that the continuity of offender care is not compromised or unduly disturbed with respect to expediting the medication order.*

At Correct Rx, we believe in **REDACTED Formulary Management**. This is what we do best and our track record shows it. Formulary Management is one of our corner-stone, value-added services. Correct Rx's management team has over 25 years of direct experience in implementing formularies specifically designed for statewide Correctional Systems.

Our Medication Therapy Management department is a clinical consulting department headed by a CCHP (NCCHC certified correctional healthcare professional) certified Doctoral trained pharmacist with years of correctional experience. This department was created to supply information to our clients that will help them reduce medication cost while improving the quality of care. This is achieved by the clinical pharmacist's recommendations supported by documented research of alternate therapies, drug product selection, and other methods that result in lower cost. This department is vital for helping our clients provide the highest quality of care while being mindful of costs. When comparable medications offer marginally improved therapeutic benefits, our clinical pharmacists can help to determine the cost-utility level at which the additional expense is justified. Clinical pharmacists at Correct Rx have experience in applying pharmacoeconomic principles in the correctional healthcare.

COMPLIANCE/ENFORCEMENT: PHARMACY OPERATIONS AS A GATEKEEPER

Pharmacy Operations utilizes a computerized data entry system software, **REDACTED**, for processing medication orders. A clinical pharmacist enters the DDOC formulary into the **REDACTED** system identifying the medications designated as such. The data entry technicians, upon receipt of a prescription, will enter the order into the system. If the medication is a formulary item, it will be submitted to the pharmacist for checking. If the medication is not a formulary item, Correct Rx's pharmacists will evaluate non-formulary requests for clinical appropriateness. In the event the request does not present with the proper authorization, Correct Rx will proactively communicate with the healthcare teams in the facilities to inform them of the non-formulary protocol. All non-formulary medications that are ordered without proper authorization will be logged and submitted on each facility's daily medication delivery manifest. In addition, the pharmacists will also recommend formulary alternatives which may be suitable for the patient(s). Furthermore, non-formulary utilization will be reviewed for prescribing trends and cost savings opportunities and presented at the Pharmacy and Therapeutics (P&T) meetings.

All on-site Vendor's clinical providers and ancillary staff, and all off-site specially engaged by the Specialty Consultation Vendor shall support the use of telemedicine as required by the DDOC to reduce the incidence of offender travel. The Vendor is encouraged to include a severable proposal for enhanced statewide telemedicine capability and usage which meets generally acceptable professional standards for the delivery of health care services. Such proposal shall include locations and areas in which telemedicine may be appropriately utilized, the anticipated usage of such technology, the necessary hardware and software to implement such a system, and a proposed timeframe for completion of all work necessary to fully implement the proposed system. The proposal must be consistent with Department of Technology and Information requirements.

Correct Rx Pharmacy will support the use of telemedicine in coordination with the Medical and Mental Health Vendors should the DDOC engage in a Telemedicine System to reduce the incidence of offender travel. Correct Rx Pharmacy currently utilizes telemedicine in the medication management for certain chronic diseases and for the Maryland statewide population on anticoagulation therapy. Correct Rx Pharmacy's clinical initiatives have demonstrated the effectiveness of telemedicine programs. **REDACTED**

As requested, Correct Rx will provide services that will decrease offender travel. The offenders will receive substantial clinical pharmaceutical care without leaving their assigned locations, including but not limited to the state's four correctional facilities: Delores J. Baylor Women's Correctional Institution, the James T. Vaughn Correctional Center, the Howard R. Young Correctional Institution and the Sussex Correctional Institution. If needed, Correct Rx can expand these services to include additional disease state and locations.

(See related language in subsection k, above. Pharmacy Consultation and Inspection)

The Vendor shall provide a Project Work Plan identifying and documenting the detailed requirements/ specifications for integrating the Pharmacy Services System into DDOC operations. The Vendor shall include the following in the Project Work Plan:

- i. An implementation schedule, to include start date from award of contract. The Vendor will have a maximum of sixty (60) days to complete implementation process.*

At Correct Rx, we are transition experts! We have transitioned **REDACTED**. Correct Rx Pharmacy Services has a proven method of transition and will approach this project in a systematic and organized manner. **REDACTED** associates to assist in the transition. They are prepared to hit the ground running. The Correct Rx personnel will be on site at all of the facilities to assess the needs of the facilities and to tailor the pharmacy services specific to that site. We will meet with the DDOC Medical Director and Bureau Chief with any recommendations we may have to in order to be successful from Day 1 of the contract.

REDACTED

ii. DDOC facility representatives during implementation to be determined by the Bureau Chief.

Communication: Communication must be open, honest and designed to facilitate the sharing of all necessary information to ensure a smooth transition. Communication between the DDOC facility representatives selected by the Bureau Chief and Correct Rx will occur through regular discussions and written documentation. It is important that all communication is timely and complies with the transition timeline.

Clear Systematic Process: Correct Rx will approach the entire transition/implementation for each facility in a systematic and organized approach. Assessment, planning, implementation, and evaluation of continuity of care activities are comprehensive and always patient focused. Correct Rx's policies, protocols, program description and evaluation will provide consistency and enhance continuity of care for the DDOC patients.

Coordination of Care throughout the Entire Transition/Implementation: Correct Rx intends to coordinate the transition process from the time of contract award to contract implementation. Successful transitions are uninterrupted successions of events. We have outlined in great detail all activities that will occur during the designated transition period. Continuity of Care requires a coordinated and interdisciplinary team approach. Correct Rx's transition team will gather all the available resources and services from each discipline to ensure a quality transition.

iii. Document all requirements and specifications for integration and implementation

Devote the Necessary Time to the Planning Phase

Correct Rx's management team understands the importance of devoting the necessary time and energy into the planning phase in order to ensure the success of the implementation phase. Our management team pays attention to every detail and nuance surrounding each facility. This level of understanding comes from years of direct experience. All facilities are not created equal and neither are all correctional pharmacies. Our clients know that we have the resources and the skills to successfully transition any project. Correct Rx is willing to put forth the effort up front to ensure great results.

Staff Orientation/Training: REDACTED

Correct Rx has developed an REDACTED to be utilized for startup in-service training. Each member of the healthcare team will be personally in-serviced by a Correct Rx professional regarding every aspect of the pharmacy system. The REDACTED was designed as a training tool and a useful reference manual to be used at any time.

Our Transition Team will coordinate with the DDOC a suitable set of dates for on-site training utilizing the Correct Rx *REDACTED*. This in-service manual will provide the necessary training so that every member of the healthcare team is familiar with the Correct Rx system. The *REDACTED* and training covers issues related to ordering procedures, medication storage, medication accounting procedures, the MAR, inventory management and how and who to contact in Correct Rx in case of problems among other topics.

Follow Up Support and Additional Training

Correct Rx will provide additional training needed to augment the initial start up pre-service training. Most importantly, the Clinical Pharmacy Director will visit every medication room at least every quarter for onsite QA assessments and audits. During these visits, Correct Rx will be available to repeat the in-service for any new employees or for those who need additional training.

in. Identify equipment, facility, personnel and logistical needs required by Vendor during implementation to be provided by DDOC.

- Correct Rx will need the assistance of the DDOC to coordinate institutional entry for all members of the transition team who will be coming onsite to complete the initial medication room inspections and the gathering of facility specific information. This assistance will also be needed to clear the Correct Rx transition team who will be on-site on the first day the contract starts to provide hands on assistance with utilizing pharmacy services.
- Correct Rx intends to provide same day medication delivery to all DDOC facilities. **The medication couriers will be delivering the medications inside the facilities directly to the medication rooms and infirmaries.** Also, Correct Rx will be assigning a DDOC Clinical Pharmacy Director to this contract. These individuals will require DDOC identification badges to ensure proper security clearance and facility access. Correct Rx will need DDOC assistance to ensure these badges are authorized and obtained properly.
- In order to use the Correct Rx bar code system for medication check-in and the electronic ordering of refills, each medication room (or close proximity) will need a computer terminal with internet access. Correct Rx will be responsible for installing the scan guns.
- If the DDOC will be using the Correct Rx remote electronic order entry system, then there will be a need for computer terminals with a windows based operating system (XP or more advanced) and internet access in whatever locations the system will be utilized.

- Correct Rx will need the assistance of the DDOC in coordinating the participants for the start-up orientation training for custody, administrators and healthcare staff. Correct Rx will provide all necessary training materials and is quite comfortable utilizing whatever space is available. We are also cognizant of the need to provide these trainings at different times throughout the day to accommodate different shifts. Correct Rx will work in concert with the other vendors to provide collaborative start-up training and we will also be available for impromptu, informal and discipline specific trainings.

v. Identify equipment, software, logistical support and personnel available to DDOC during and after implementation.

Correct Rx has **REDACTED** to be actively involved in the transition/implementation plan. They will each participate by performing specific tasks outlined in our transition plan. Our transition/implementation team will participate with the DDOC in State and individual facility level activities. The Correct Rx management team has years of experience in converting statewide correctional systems.

Numerous Correct Rx associates have worked with **REDACTED** for many years. Correct Rx is a company filled with an experienced and stable work force committed to doing things the “Correct Way”. Correct Rx has happy clients and happy employees. **REDACTED**

Whatever it Takes: Every member of the Correct Rx transition/implementation team from the owners to the Clinical Pharmacy Director will roll up their sleeves and do whatever it takes to ensure a smooth implementation. Correct Rx is known for our attention to detail and Dr. **REDACTED** hands on approach. **Correct Rx will remain on-site, in the DDOC facilities, for as long as it takes to ensure all medical unit staff have had an opportunity to be trained by our transition/implementation team. In addition, our transition team members will be residing in Delaware hotels in close proximity to the Facilities.**

Continuity of Care: Correct Rx will focus all gear up and transition/implementation activities around continuity of care. Continuity of care is a process that provides for a seamless transition through reciprocal linkages between the current pharmacy provider and Correct Rx. The focus of continuity of care is on the needs of the patient and requires an interdisciplinary approach to any well thought through transition plan. The following activities will guide the Correct Rx transition plan:

Transfer of Pharmacy Data: Many aspects of continuity relate to the capacity to transfer accurate pharmaceutical information. Correct Rx utilizes **REDACTED** software, which will allow the DDOC to transfer the current pharmacy data electronically. It is our expectation that there should be an easy electronic transfer of all patient data during the transition/implementation period. Correct Rx is proposing that an initial test transfer be made for each facility. This test transfer will allow Correct Rx’s Vice President of Operations, **REDACTED** to ensure that the data did in fact transfer and that

any potential problems are resolved. Then, the second and last transfer of data closer to contract implementation will ensure that all patient information is accurate and up to date for the start of the contract.

We do not expect this to be a problem as Correct Rx utilizes the same pharmacy software as the current pharmacy provider. Correct Rx has successfully transferred data between many pharmacy vendors, *REDACTED*

Inventory Gear Up - Internal and at the Wholesale Level: This data will be used to determine future utilization needs for our wholesaler *REDACTED*. Correct Rx will alert our wholesaler of the anticipated needs along with factoring in the assimilation of the existing inventory so they can be prepared for the increased volume.

Staff Training and Recruitment: Correct Rx currently has a full staff of associates, all of which are qualified and have embraced the “Correct Way” of conducting pharmacy operations. Correct Rx has taken special care when selecting the key members of our team to provide the administrative, operational and clinical responsibilities of the DDOC contract. Each associate was chosen to ensure that their skills and qualifications match the tasks associated with their specific job. All licensed and professional staff will be fully credentialed.

Correct Rx is located in Anne Arundel County, Maryland, ten (10) minutes from downtown Baltimore. Both Anne Arundel County and Baltimore are rich urban areas with an abundance of resources. Our ability to grow and meet the needs of the DDOC will not be hampered by a shortage of skilled personnel. Correct Rx Pharmacy’s continuous recruitment program includes the following activities:

REDACTED

vi. Detail the process for training of DDOC personnel.

On Site Start Up In-Service

Correct Rx Pharmacy Services is committed to education and training. Correct Rx has developed an *REDACTED* to be utilized for start up in-servicing. This handbook is designed as a “how to” manual for all pharmacy services provided under the terms of this contract. All identified DDOC staff assigned to maintaining the medication inventory in preparation for administering and for ordering new medications or re-ordering medications for the DDOC offenders and each member of the healthcare team will be personally in-serviced by a Correct Rx professional regarding every aspect of the pharmacy system. Our *REDACTED* was designed as a training tool and a useful reference manual to be used at any time. Correct Rx will provide all DDOC facilities with a copy of this handbook and we will be available for additional or refresher trainings as needed. Correct Rx has a proven pharmacy program that is logical, comprehensive and efficient.

One of the most essential components of delivering a quality service is to ensure a complete understanding of “how to” make full use of our program. We will not leave you guessing; we will be providing guidance and support throughout the life of this contract.

Our Transition Team will coordinate with the DDOC to establish a suitable set of dates for onsite training using the Correct Rx *REDACTED*

This in-service manual will provide the necessary training so that every member of the healthcare team is familiar with the Correct Rx system.

Barcode Order Check in System Training

A segment of the startup in-service training will be devoted to instructing all DDOC healthcare team members how to effectively utilize the barcode order check in system. The barcode scanner will be installed and a demonstration will be performed by the transition specialist on the following services:

REDACTED

A copy of the Barcode Order Check in Manual will be kept on file at every facility as a reference guide.

“In House” Trainers: Follow Up Support and Additional Training

Correct Rx will provide additional training to the Medical Services and Mental Health Services Vendors’ staff in the development of "in-house" trainers for on-going familiarization and training in the pharmacy system. Most importantly, the Clinical Pharmacy Director will visit every medication room at least every quarter for onsite QA assessments and audits. During these visits, Correct Rx will be available to repeat the in-service for any new employees or for those who need additional training.

In addition, Correct Rx will conduct at a minimum bi-annual in-service training or more frequently if requested to designated personnel (to include, but not limited to DDOC staff, RNs, LPNs, Pharmacy Technicians) at the facilities according to a schedule agreed to by the DDOC on a myriad of subjects directly related to Pharmacy Services, including appropriate administration, self-administration, maintenance and documentation of medications.

Correct Rx’s education and training will focus on the Seven “Rights” to proper medication administration: “right patient, right medication, right dose, right route, right technique, right position and right time”. Correct Rx will reinforce the DDOC uniform guidelines for charting of medications and treatments on the pharmacy’s medication administration record (MAR). Correct Rx believes observation of actual medication administration between the health care provider and patient provides insight of areas of deficiencies.

Correct Rx will work closely with the DDOC and nursing management to establish, revise, and update medication administration guidelines and procedures. Proper medication administration and documentation play a vital part in medication error prevention. In addition, Correct Rx will provide support for adverse drug reporting and issues related to patient non-compliance.

Patient Counseling and Educational Materials

Correct Rx's Clinical Pharmacist will provide counseling material that can be provided to the patients when requested or necessary regarding purpose of medications, compliance, side effects, life styles which affect medication therapy or disease state management.

Medication Education Program

Correct Rx will provide a comprehensive binder that includes detailed medication monographs that are intended to be used for patient education. These monographs are produced by Med-I-Span and are written in easy to understand lay person terminology. In addition, if any medical staff has a question concerning a new medication, a Correct Rx Delaware licensed pharmacist will be available to provide additional information.

Staff and Healthcare Training

Correct Rx will conduct in-services to the DDOC staff and all healthcare staff providing services under the terms of this contract. Correct Rx believes that the in-services on a myriad of subjects directly related to pharmacy services would benefit healthcare practitioners. Correct Rx Pharmacy Services is committed to education and training.

REDACTED

Pharmacy and Therapeutics Committee

The Pharmacy and Therapeutics Meeting is an excellent educational forum where information can be exchanged between medical disciplines and the pharmacy provider. As part of the Pharmacy and Therapeutics meeting, Correct Rx Pharmacy Services provides a clinical newsletter to update providers about new developments in clinical therapeutics. The newsletter contains disease state reviews – focused on the clients' needs and interests, new drug reviews, journal article reviews, and formulary comparisons. Also included are the new medications, new indications, new formulations, and new generic medications. This service usually comes at a very high cost; however, our clients receive this service at no additional cost. Correct Rx Pharmacy Services works in collaboration with the providers to make therapeutic recommendations that are designed to get the best possible outcomes.

DVD Library

Additionally, upon request, Correct Rx will provide a wide variety of material for group education. For example, a DVD on Diabetes Education that provides instruction on how to inject insulin, a DVD on proper inhaler technique, a DVD on HIV medication compliance (featuring Magic Johnson), posters and pamphlets on HIV medications and Prevention and the HIV life cycle, and pamphlets on understanding HCV disease.

vii. Identify how current offender prescriptions/MARs will be transferred to the Vendor's system.

Many aspects of continuity relate to the capacity to transfer accurate pharmaceutical information. Correct Rx utilizes **REDACTED** software, which will allow the current pharmacy provider to transfer the current pharmacy data electronically. We do not expect this to be a problem as we have successfully transferred data between many pharmacy vendors including **REDACTED**

Correct Rx will pay for any IT costs to accomplish this transfer. It is our expectation that there should be an easy electronic transfer of all patient data during the transition period. Correct Rx is proposing that an initial test transfer be made for each facility. This test transfer will allow Correct Rx's Vice President of Operations, **REDACTED** to ensure that the data did in fact transfer and that any potential problems are resolved. If the current vendor is not cooperative and for some reason will not permit an electronic transfer, Correct Rx is prepared to enter the data in manually.

i. The Vendor shall provide an internet secure web-based integrated reporting system for DDOC use that provides up-to-date data (previous day's orders must be viewable) on all pharmaceuticals ordered for DDOC utilization management. This system shall provide for reporting by dates(s), cost, facility, prescriber, offender, drug or drug category utilization or any combination thereof, as well as those prescriptions needing to be refilled. In addition, monthly reporting of drug returns, and prescription errors shall be provided.

Electronic Order Entry

New, refill, OTCs and emergency medication can be transmitted electronically utilizing a computer order entry system. Correct Rx utilizes a windows and web-based application for the electronic transmittal of orders. This system is currently operational and being successfully utilized.

REDACTED

Using the internet each facility is able to connect to our application server at Correct Rx.

Each facility would connect to Correct Rx using a remote desktop connection. Remote desktop is native to all Windows operating systems and provides end to end security for the protection of all data being transmitted. There is no software to be installed and allows for different levels of role-based security, i.e. prescriber, non-prescriber, etc. Correct Rx will provide each user with the appropriate credentials to access the system. Correct Rx will conduct on-site and remote web based user training on both access and use.

Reporting Capability

The electronic order entry system allows for real time data access on all pharmaceuticals ordered for DDOC utilization through a web-based integrated reporting system. Correct Rx Pharmacy utilizes specialized correctional software specifically designed for the correctional market. The Correct Rx version has been customized for our clients and has the ability to provide an entire selection of utilization reports that can be sorted in a variety of ways to include and not limited to the items listed in the RFP (date or dates, cost, facility, prescriber, offender, drug or drug category utilization or any combination thereof, as well as those prescriptions needing to be refilled).

On-Line Computer Access

All authorized DDOC health personnel will have access to offender medication profiles utilizing Correct Rx's operating system *REDACTED*. Utilizing *REDACTED*, personnel with authorized log in and passwords can either view specific facility profiles or all facility profiles. This is a web based process that requires a PC with internet access. An entire myriad of real time reports can be run by facility, patient, provider, drug, etc *REDACTED*.

REDACTED

Electronic Medical Record

When the Delaware DOC is ready to move forward with an EMR, Correct Rx is confident in our ability to fully integrate the offender management system with our software systems and the pharmacy module of the electronic medical record system. We have successfully implemented other statewide systems, which included the creation of transparent web interfaces. Correct Rx will be a partner with the Delaware DOC by providing our in-house I.T. department's expertise in implementing similar systems and the cooperation of our primary software vendor.

Credit Report: Monthly Reporting of Drug Returns

The Credit Report will show all DDOC medications returned to Correct Rx for credit. We utilize bar-code scanners to record all orders that are returned to the pharmacy. The monthly report shows the patient name, the Rx number, the return date, the fill date, the drug name and strength, the quantity originally dispensed, the quantity returned, and the amount of credit being given. The total amount is then listed on the invoice coversheet and copies of the detail are sent with the billing reports usually as the last set of reports behind the billing detail.

Prescription Errors

Medication occurrences are reported using the National Medication Error Reporting Program (MERP) format. This is the format endorsed by the United States Pharmacopeia and the Institute for Safe Medication Practices. The MERP format makes error trending and analysis uniform with national standards and includes each step in the medication use process from point of order, interpretation, dispensing, and administration. In other words, this is the recommended process for a health care system and not just for the pharmacy.

Correct Rx maintains an accuracy rate above *REDACTED*

Specific corrective action plans are created if the accuracy rate drops below a predetermined threshold established by the appropriate multidisciplinary CQI team.

Every member of the Correct Rx team recognizes that there is zero tolerance for medication dispensing errors. Therefore, Correct Rx has implemented an enthusiastic QA program. This program has been implemented by Correct Rx to eliminate as many discrepancies as possible, ideally before they occur. A combination of written and verbal reports, internal check procedures, weekly team meetings, education and managerial strategic review are employed to remove obstacles in achieving error free dispensing. Additional goals include timely order processing and delivery, user-friendly packaging, labels, and records, prompt and accurate dissemination of information regarding medication, documentation, regulation, and pharmacy services, among others.

At Correct Rx accuracy holds the highest priority in our company. We constantly reinforce the importance of exactness to our staff, utilize the latest technology, and have stringent review processes in place to monitor and improve our accuracy. In order to demonstrate our dedication to excellence, Correct Rx works diligently to ensure that all discrepancies are identified and reported. Further, we use a broader definition of discrepancy than most companies as we strive for perfection, not inflated statistics.

In order to ensure *Continuous Quality Improvement*, we must ensure that all pharmacy discrepancies are reported following the proper procedure. This allows us to implement our internal CQI program. The purpose of the Correct Rx internal CQI is to analyze all discrepancies from a systems approach. The attitude is not punitive but educational in order to initiate a corrective action that improves the process and works to eliminate future occurrences. The ultimate goal is ensuring patient safety and we have demonstrated this time and time again with our commitment to excellence and to an accuracy rate which is well above industry standards.

The following list provides the type of pharmacy discrepancies tracked by Correct Rx:

- **Incorrect Drug Data Entry / Missed Orders:** The incorrect drug is selected or a specific order is missed at the time of medication order entry.
- **Incorrect Drug in Card:** The medication order is dispensed with the proper label, but the wrong drug in the card.
- **Incorrect Directions / Packaging:** The medication is dispensed with directions that do not match the order or are in the incorrect package (i.e., a request for child resistant discharge medication was dispensed in a blister card).
- **Incorrect Dosage from Data Entry:** The dispensed medication dosage does not match the medication order dosage.
- **Incorrect Quantity:** The number of pills dispensed does not match the quantity listed on the label.
- **Wrong Name / ID#:** The medication is dispensed under the wrong patient name, a misspelled name and /or incorrect patient identification number.
- **Shipping Error:** The medication was not shipped to the proper shipping location.

Discrepancy Reporting Process

As soon as a pharmacy discrepancy is identified, the onsite healthcare team is trained to contact Correct Rx Pharmacy so that the proper medication can be sent to the facility. If a patient has received and taken the wrong medication, the patient must be evaluated. A Correct Rx Pharmacist will provide information about the potential deleterious impact of taking the wrong medication and of missing the prescribed medication.

A discrepancy report should be completed and returned to Correct Rx to allow for implementation of CQI and counseling. A photocopy of the front and back of the medication blister card should also be sent to Correct Rx with the discrepancy report. For every reported discrepancy, Correct Rx is able to identify the pharmacy technician(s) and pharmacist(s) involved with each medication dispensed. Every discrepancy is addressed through 1:1 counseling, which is provided to those involved with each incident. On a monthly basis, Correct Rx analyzes all discrepancies from a systems perspective in order to determine operational controls that may be indicated to ensure the highest level of safety for our clients.

Correct Rx will calculate an accuracy rate based upon the number of prescriptions per month and the number of reported discrepancies per facility. A detailed report will be provided to the appropriate DDOC personnel and respective CQI teams by the 10th of the month following the close of each report period. Specific Corrective Action Plans are created if the Accuracy Rate drops below a predetermined threshold established by the appropriate multidisciplinary CQI team.

ii. The Vendor shall work collaboratively with the Medical and Mental Health Services Vendors in the collecting and reporting of data and in the development of indicators to be measured and standard reports for management and administrative purposes. These will include, but not be limited to, reports monitoring provider prescription practices against the DDOC formulary, established in conjunction with the Vendor, and any reports necessary for cost audit purposes. The Vendor shall provide the DDOC Director, Health Services upon request specific report detailing medical information within one business day.

Correct Rx will provide professionally written reports that that are informative, responsive and timely. All of the pharmacy reports discussed in this RFP and others as requested will be provided by Correct Rx on a regular basis by the due date. Correct Rx has experience working with multiple disciplines in a collaborative manner so that data may be collected and reported in the development of indicators to be measured. These performance indicators are then utilized in a standardized reporting format that may be used for clinical, management and administrative purposes. Correct Rx will provide reports that monitor provider prescription practices against the DDOC formulary and any reports necessary for cost audit purposes.

In collaboration with the Medical and Mental Health Services Vendors, additional reports detailing medical information based upon the needs of the DDOC will also be provided as requested often the same day as requested, but certainly within one business day as required. Listed below, you will find descriptions of some of the reports commonly provided by Correct Rx.

Correct Rx will submit operational and financial data reports, using report formats and transmission methods as defined by the DDOC. All reports will be available as hard-copy reports or as Microsoft Excel spreadsheets. All annual reporting shall be according to the State's Fiscal Year (July 1 to June 30).

Facility-specific operational and financial reports will be submitted, as well as an aggregated report for the entire system. The CIPS pharmacy dispensing software system, also generates the billing and financial reports that will be used to report to DDOC. CIPS can also produce Ad Hoc reports as needed to address any questions that might arise during the term of the contract. The following reports will be generated on a monthly basis to support the billing for this contract:

Correct Rx will prepare and submit operational reports, using templates approved by DDOC by the 10th of the month following the report period. Correct Rx will submit quarterly and annual financial statements, using templates provided by DDOC. These statements will be prepared in accordance with generally accepted accounting principles.

REDACTED

Quarterly Medication Room Inspection & Audit Summary

On at least a quarterly basis our DDOC Clinical Pharmacy Director will be completing medication room inspections and audits. Correct Rx has developed an inspection sheet that is in line with NCCHC, ACA, JC, and the Delaware Board of pharmacy. The use of the inspection sheet standardizes the condition of the medication rooms for the facilities across the state. The inspection sheet addresses Medication Storage, Controlled Substances, Emergency Medication Box, Medications and Labels, and Medication Administration and Orders. By working collaboratively and cooperatively with administration, the respective healthcare teams and key nursing staff, Correct Rx will provide clear and consistent feedback regarding regulatory compliance and meeting performance standards. Correct Rx will identify deficiencies and provide recommendations or specific training to address issues that threaten quality and safety of medication use.

Our reporting format provides immediate feedback at the specific site level, a summative narrative component that facilitates administrative monitoring and a CQI component that tracks the progress of corrective action as needed. This multi-level approach provides a valuable tool for the DDOC and the respective healthcare teams to ensure patient safety, employee accountability, institutional security and regulatory compliance.

REDACTED

These inspection reports will be discussed with the Support Services Administrator on site at the facility prior to the pharmacist leaving the facility. A copy of the inspection report will be distributed to the DDOC identified personnel, whether it is the DDOC Medical Director or the Bureau Chief within 10 calendar days of the inspection. The inspections will be conducted prior to the Pharmacy and Therapeutics Committee Meeting so that a consortium of the health care personnel will be aware of any issues identified during the inspections.

Monthly Utilization Reports

Correct Rx has the proven ability to produce dozens of standard and customized reports regarding utilization. Correct Rx's clinical department has spent years developing well designed statistical reports. These reports provide our clients with detailed year to date statistical and utilization data sorted by month and facility. Some of the more complex and detailed statistical reports are currently being produced for various clients. All data is expressed in easily understood terms and ratios specifically designed for the correctional healthcare arena. Reports will be provided in writing and can also be augmented by verbal clarification if requested or needed.

Monthly Statistical Report

The monthly statistical report shows twelve (12) months of data by facility stating costs of Formulary versus Non-Formulary usage, HIV costs, Total number of prescriptions, Number of clients on meds, Number of prescriptions per client per month, Percentage of clients on meds, Cost Per-Client-Per Month. It also includes cost per disease state per month. The reports show trends in cost spending by facility.

Utilization Review Reports

Correct Rx will provide utilization review reports that include comprehensive patient drug use evaluations that permit the review of the patient medication profiles based on orders processed by the pharmacy. These utilization review reports will be included in the routine contents of the Pharmacy and Therapeutics Committee agenda. (The report shall include, but not be limited to facility, service date, inmate, patient full name, patient date of birth, prescriber full name, identifier, Rx number, Rx start date, Rx stop date, generic name, strength, form, frequency, count, bill order quantity, price per unit, charges, directions, GPI#, and NDC#).

Quarterly Chronic Disease Report

The quarterly Chronic Disease Report lists by facility and by quarter all utilization/statistical data for chronic diseases including Asthma, Hypertension, Hyperlipidemia, Seizures, Diabetes, HIV, HCV, Psych and Dialysis. The report shows the total cost of each disease category and the cost per client per month of each disease state. The report includes the previous quarter's information so that a quick comparison can be made without searching for last quarter's report. DDOC can assess any trends or spikes in usage by facility, by disease state or by region.

Report Menu

Correct Rx will have the ability to generate reports and data by facility for any date range with the ability to have patient specific data or summary data. Correct Rx's pharmacy system maintains drug history and physician prescribing data. The reports can be printed and sorted in various ways. Listed below is a description of the information contained in Correct Rx's Drug Utilization and Provider Usage Reports.

Drug Utilization Report

This report is the most versatile report available for use by the DDOC. It can be provided at anytime. It can be manipulated to show high levels of detail or just show a total. The report can list pricing or the pricing can be left off. It can show only brand name drugs, only generic drugs or both. Reports can be run to show only the information for a specific patient or a list of specific patients. The reports can be broken down to show only the medications listed on the formulary or to show the non-formulary medications.

The report can be manipulated to show all classes of narcotics or only specific classes. This report can also be transferred into an electronic format such as excel for easy manipulation as well as ease in delivery. Descriptions of the most commonly used versions of the Drug Utilization Report are listed below:

Utilization by Drug

This Drug Utilization Report can be processed to list each drug prescribed for a specified period of time. The medications appear in alphabetical order along with the number of fills, total quantity dispensed and if desired, the total cost for that particular medication. The report can be broadened to include all the medications used by the facility or narrowed to include only specific classes or groups of medications.

This report can be used to gauge excessive usage of certain medications or find exact counts of pills being used. If looking at a specific group of medications, spikes in usage in a group such as Psychotropic Medications can indicate possible need for a reexamination of prescribing procedures or an in depth cost analysis.

Utilization by Facility

This report tends to be a broader report in general but usually can be specified to provide much needed information. This report is generally used when looking at multiple facilities in comparison activities. The report when generalized can just show totals for each facility, specifically listing the number of fills, total quantity of medication dispensed and if desired, cost. The more detailed report can go so far as to list each person, medication, prescription number, order start and stop dates, number of fills, prescription quantity and if desired, cost.

Utilization by Doctor

This Drug Utilization Report provides a listing of each patient, medication description, prescription number, order start and stop dates, number of fills, medication quantity and if desired, cost for any specified period of time. This report is grouped by physician for easy reference. This report is useful in ensuring that any formulary in use is being followed. It can be very useful in cost analysis activities.

Utilization by Location

This report can only be used if patients have been assigned to different locations within the facility such as a segregated unit or the infirmary and the facility has notified Correct Rx Pharmacy of those locations. The report lists the location of the patient, patient name, medication description, prescription number, order start and stop dates, number of fills, quantity dispensed, and if desired, cost for the time period specified. Again this report is useful for cost analysis purposes as well as patient specific utilization purposes.

Annual

Correct Rx will compile a comprehensive annual report of all statistical utilization along with a narrative summary delineating the specific achievements of the Correct Rx Pharmacy Program during the contract year. This report will be a roll up of the monthly statistical and narrative reports.

Additional Reports

Correct Rx will accommodate the DDOC if they prefer a different format or additional information not currently included in these reports. Before beginning service Correct Rx's clinical department will meet with the Medical Director to determine what reports you would like on a monthly and or quarterly basis. All information is available including the list of reports you are currently receiving from your existing vendor.

Correct Rx is constantly working with our software vendor to refine and tailor the reporting capabilities. Our goal is to provide the most relevant data in the most user friendly format

i: Vendor pricing shall be as follows: Total pricing shall include base cost (actual acquisition cost) of medications or pharmaceutical supplies plus management fee per offender per month. Separate proposals offering other pricing options of markup percentage (%) or service fee per prescription may also be offered.

Correct Rx has included the pricing for the listed formulary drugs in our RFP submission. We priced all drugs at the actual acquisition cost as of February, 2010.

ii. Management fee per offender per month. Management fee will include the cost of the entire program e.g. equipment, overhead, distribution, labor, taxes. (All proposals must include this option).

Our proposal includes a management fee per offender per month, as listed in Appendix G. This management fee was compiled based upon the pharmacy utilization data made available in the RFP.

REDACTED

iii. Mark-up percentage (%): Vendor, at its discretion may present a sliding percentage based upon total annual net medication expense.

Correct Rx is not proposing an alternative option based upon mark-up percentage, so this section does not apply.

iv. Service Fee per Prescription: Service fee will include the cost of the entire program e.g. equipment, overhead, distribution, labor, taxes. Other costs may be proposed separate from the actual procurement of product and ongoing service of the contract (i.e. one-time start-up costs).

REDACTED