



City Council Contract Agenda Items Review Checklist

Reviewer: Wesley Norris **Date Received:** 5/23/2016

Date: 6/3/16 Department: HR Division: Operations

Dept Head/Contact Person: Jason Blanks Phone No.: 313-224-3863

Description: **Occupational Healthcare and Testing Services**

Contract No.: **6000109** PO Type: CPA Est. Value: \$207,000

Contract Term (if applicable): Upon City Council and/or FRC Approval to June 30, 2019.

Funding: 100% City of Detroit

Recommended Supplier: **OCCUPATIONAL HEALTH CENTERS OF MICHIGAN, PC D/B/A CONCENTRA MEDICAL CENTERS**

Required Date: Immediately

1. The business being awarded is a NEW CONTRACT.
2. Was the product or service competitively bid? Yes No
Attach Copy of Bid Tabulation/Evaluation score sheets as needed
 If the answer to #2 is "NO" explain why there was no competition:
3. Was a Co-Operative Agreement Considered? Yes No Co-Operative Name:
 If answer to #3 is "No" explain why a Co-Op was not considered: Service is proprietary
4. Were savings achieved?
 Yes Amount \$_____ No
5. Does this agreement represent an increase? No
 Variance in unit price only (Current unit price \$0.00 Proposed Unit Price \$0.00)
 Change in amount/volume of the good or service to be used.
6. Does the supplier currently provide other goods and services to the City? Yes No
 If yes please list: Medical Services
7. Is this good/service used by other departments? Yes No

8. Is this a service that can be performed by City employees? Yes No
Is this a service that City employees can be trained to do? Yes No

NOTES: Project Manager Wesley Norris

a. Excluded Parties List / Supplier Award Management Website Reviewed? Yes

PLACE ON FINANCIAL REVIEW COMMISSION AGENDA

PLACE ON CITY COUNCIL AGENDA

REJECT AND NOTIFY DEPARTMENT DIRECTOR:

SIGNED: _____

DATE: _____

INFORMATION PROVIDED BY: _____

TITLE: _____

PHONE: _____


6/3/16
Wesley N. Norris, ES
Project Manager
224-4611

Occupational Health Care and Testing Services



City of Detroit
 Finance Department - Purchasing Division
 RFP # 16WN255
 Service of: Occupational Health Care and Testing Services

Rank value is 1 through 3

Phase I Criteria - Non Economic Development

| | |
|-----------------------------------------|----|
| Company's Direct Experience | 15 |
| Cost of Base Bid | 25 |
| Experience & Expertise of Key Employees | 10 |
| Company's Automation & Ease of Use | 10 |
| Above & Beyond Minimums | 5 |

Phase II Criteria - Prime Agreement and Economic Development

| | |
|--------------------------------|----|
| Detroit Headquartered Business | 10 |
| Detroit Based Business | 5 |

Phase III Criteria - Criteria Economic Development /Agreement Performance of Prime and Subagreementor

| | |
|--------------------------------|----|
| Detroit Headquartered Business | 15 |
| Detroit Based Business | 5 |

| RFP Ranking | | |
|-------------|---------|------------|
| Concentra | Midwest | Henry Ford |
| 15.00 | 5.00 | 10.00 |
| 16.67 | 8.33 | 25.00 |
| 6.67 | 3.33 | 10.00 |
| 10.00 | 3.33 | 6.67 |
| 5.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 |

| | | | | |
|----------------------|--------------|--------------|--------------|--------------|
| Final Scoring | Total | 53.34 | 19.99 | 51.67 |
|----------------------|--------------|--------------|--------------|--------------|

[Signature] April 14, 2016
[Signature] April 8, 2016
[Signature] April 8, 2016
[Signature] April 11, 2016



REQUEST FOR INCOME TAX CLEARANCE

REQUESTING DEPARTMENT/DIVISION: City of Detroit, Office of Contracting and Procurement

E-MAIL ADDRESS: _____

CONTACT NAME: _____ PHONE: _____ FAX: _____

Type of Clearance: New Renewal (Please submit 30 days prior to submitting bid or expiration date)

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>To: A. City of Detroit Income Tax Division Coleman A. Young Municipal Center 2 Woodward Avenue, Ste. 1220 Detroit, MI 48226</p> <p>Phone: (313) 224-3328 or 224-3329 Fax: (313) 224-1741 or 224-4588</p> | <p>For: Individual _____ and/or Occupational Health Centers of Michigan, P.C. Company Name <u>dba Concentra Medical Centers</u> Address <u>5080 Spectrum Drive, Suite 1200W</u> City <u>Addison</u> State <u>TX</u> Zip Code <u>75001</u> Telephone <u>800.232.3550</u> Fax # <u>972.725.6439</u> E-mail Address <u>michelle_collick@concentra.com (primary contact)</u></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <p>B. Name of Chief Financial Officer Authorized Contact Person (include address if different from above) John R. Anderson, DQ, FACDEM, President and Treasurer</p> | <p>Telephone # <u>800.232.3550</u> Fax # <u>972.725.6439</u></p> |
| <p>Employer Identification or Social Security Number <u>38-2857561</u></p> | <p>Spouse Social Security Number _____</p> |

Nature of Contract Occupational Health Care and Testing Services BID CONTRACT AMOUNT (if known): Unknown
 Labor: \$ _____ Material: \$ _____
 Contract # (if known) Solicitation No. 18WN255

C. ALL QUESTIONS MUST BE ANSWERED TO EXPEDITE APPROVAL PROCESS. ANY QUESTION NOT ANSWERED MAY RESULT IN A DENIAL OF INCOME TAX CLEARANCE.

Check One: Individual Corporation Partnership Estate & Trust

INDIVIDUALS ANSWER QUESTIONS 1,2,3,4.

- Have you filed joint returns with spouse during the last seven (7) years? (If yes, include spouse SSN above) Yes No
- Are you a student, and/or claimed as a dependent on someone else's tax return? Yes No
- Were you employed in the City of Detroit during the last seven (7) years? Yes No
- Were you a resident of Detroit during the last seven (7) years? Yes No

CORPORATIONS AND PARTNERSHIPS ANSWER QUESTIONS 5,6,7.

- Is the company a new business in Detroit? If yes, attach Employer Registration (Form DSS-4). Yes No
- Will the company have employees working in Detroit? Yes No
- Will the company use sub-contractors or independent contractors in Detroit? Yes No

D. FOR INCOME TAX USE ONLY

Has the contractor complied with the provisions of the City Income Tax Ordinance?

Yes No Signature Valerie Wagner Date 5-12-16 Expires 5-12-17

Yes No Signature _____ Date _____ Expires _____

Yes No Signature _____ Date _____ Expires _____

VISIT OUR WEBSITE FOR INFORMATION AND TAX FORMS AT: www.detroitmi.gov

NOTE: An approved Income Tax Certificate may be used in multiple city wide departments that require a bid. Please e-mail your completed request form (preferably in pdf format) to: IncomeTaxClearance@detroitmi.gov.

MAR 28 2016

CITY OF DETROIT

ACCOUNTS RECEIVABLE CLEARANCE APPLICATION
2 WOODWARD AVENUE, SUITE 105, COLEMAN A YOUNG MUNICIPAL CENTER
REVENUE COLLECTIONS UNIT (313) 224-4087 / FAX: 224-4238 / RevenueCollections@DetroitMI.gov

SECTION A: [] BUSINESS LICENSE [] BUDGET [] CITY COUNCIL [] DDOT [] DPW [] FINANCE [] FIRE [] HEALTH
[] HUMAN RIGHTS [] LAW [] MAYOR [] OMBUDSMAN [] PLANNING & DEVELOPMENT [] POLICE
[] PURCHASING [] RECREATION [] WATER & SEWAGE
[] OTHER

ADDRESS OF DEPARTMENT 2 Woodward Avenue, Suite 1026, Detroit, MI 48226
DATE SENT 1/29/2016 CONTACT PERSON Wesley Norris, Project Manager
PHONE NUMBER 313.224.4611 FAX NUMBER
EMAIL nonfam@detroitmi.gov CONTRACT AMOUNT \$ TBD

SECTION B: CORPORATION LICENSE TYPE Certificate of Occupancy and Compliance
CORPORATION NAME Occupational Health Centers of Michigan, P.C. dba Concentra Medical Centers
ADDRESS 5080 Spectrum Drive, Suite 1200W CITY/STATE/ZIP Addison, TX 75001
[] OWN [] LEASE
CITY PERSONAL PROPERTY NUMBER Permit No. BLD2012-06590 FID / EIN NUMBER 38-2857561
OTHER CITY-OWNED PROPERTY PARCELS

CONTACT PERSON Michelle Collick, Account Executive PHONE NUMBER 248.709.6751
EMAIL michelle_collick@concentra.com (primary bid contact)

SECTION C: PARTNERSHIP LICENSE TYPE
BUSINESS NAME
BUSINESS ADDRESS CITY/STATE/ZIP
[] OWN [] LEASE
CITY PERSONAL PROPERTY NUMBER FID / EIN NUMBER
A: PARTNER'S NAME PHONE NUMBER
HOME ADDRESS CITY/STATE/ZIP
[] OWN [] LEASE
DRIVER'S LICENSE #
OTHER CITY-OWNED PROPERTY PARCELS

B. PARTNER'S NAME PHONE NUMBER
HOME ADDRESS CITY/STATE/ZIP
[] OWN [] LEASE
DRIVER'S LICENSE #

OTHER CITY-OWNED PROPERTY PARCELS _____

CONTACT PERSON _____ PHONE NUMBER _____

EMAIL _____

SECTION D: SOLE PROPRIETORSHIP

LICENSE TYPE _____

BUSINESS NAME _____

BUSINESS ADDRESS _____ CITY/STATE/ZIP _____

OWN LEASE

CITY PERSONAL PROPERTY NUMBER _____ FID / EIN NUMBER _____

OWNER'S NAME _____ DRIVER'S LICENSE # _____

PHONE NUMBER _____

HOME ADDRESS _____ CITY/STATE/ZIP _____

OWN LEASE

OTHER CITY-OWNED PROPERTY PARCELS _____

EMAIL _____

SECTION E: PERSONAL SERVICES

NAME _____ ADDRESS _____

CITY/STATE/ZIP _____

OWN LEASE

PHONE NUMBER _____ DRIVER LICENCE # _____

OTHER PROPERTY ADDRESSES OWNED IN WITHIN DETROIT _____

SOCIAL SECURITY NUMBER: (Do not provide your social security number on this form if submitting through BidSync. You will need to email it directly to Revenue Collections if requesting clearance for a Personal Service Contract.)

EMAIL _____

FOR TREASURY COLLECTION USE ONLY:

APPROVED

DENIED

DENIED WITH ATTACHMENTS

SIGNATURE

DATE

APR 05 2016

CLEARANCE VALID UNTIL

AUG 31 2016

REVENUE COLLECTIONS
APPROVED
CONTRACT CLEARANCES

REVISED 7-12-2012

COVENANT OF EQUAL OPPORTUNITY

(Application for Clearance – Terms Enforced After Contract is Awarded)

Occupational Health Centers of Michigan, P.C.
I, being a duly authorized representative of dba Concentra Medical Centers, (hereinafter "Contractor"), am hereby authorized to enter into a Covenant of Equal Opportunity, (hereinafter "Covenant") with the City of Detroit, ("hereinafter" City); obligating the Contractor and all sub-contractors, not to discriminate against any employee or application for employment, training, education, or apprenticeship connected directly or indirectly with the performance of the contract, with respect to his/her hire, promotion, job, assignment, tenure, terms, conditions, or privileges of employment because of race, color, religious beliefs, public benefit status, national origin, age, marital status, disability, sex, sexual orientation, or gender identity or expression; except as otherwise exempted under City Code, Ordinance No. 27-2-12.

Contractor will ensure that the City of Detroit Human Rights Department shall receive notification of all potential sub-contractors and a copy of their Covenant prior to the commencement of work on any City of Detroit contract. Contractor further agrees that the City of Detroit reserves the right to require additional information prior to, during, and at any time until after the Covenant is fully executed.

Furthermore, Contractor agrees that this Covenant is valid for the life of the contract and/or for a specified period of time as indicated below and that a breach of this Covenant shall be deemed a material breach of contract and be subject to damages pursuant to City Code, Ordinance No. 27-3-2, Section (e).

RFQ/PO No.: (if applicable) 16WN265 - Occupational Health Care and Testing Services

Duration of Covenant To be determined upon award to To be determined upon award

Printed Name of Contractor/Organization Occupational Health Centers of Michigan, P.C. dba Concentra Medical Centers

(Type or Print Legibly)

Contractor Address 5080 Spectrum Drive, Suite 1200W, Addison, TX, 75001

(City)

(State)

(Zip)

Contractor Phone/E-mail 800.232.3550 / michelle_collick@concentra.com (primary contact)

(Phone)

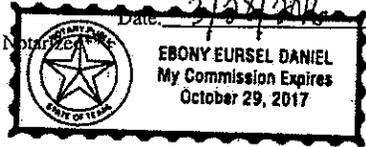
(E-mail)

Printed Name & Title of Authorized Representative John R. Anderson, DO, FACOEM, President and Treasurer

Signature of Authorized Representative: [Signature]

Date: 2/28/2016

Signature of Notary: [Signature] **This Document MUST be Notarized



Printed Name of Seal of Notary: Ebony Daniel

My Commission Expires: 10, 29, 2017

FOR CONTRACTING DEPARTMENT USE ONLY:
Date Rec'd: / / Received By: Title:

Please fax a COPY of the notarized Covenant and Award Letter to the Human Rights Department (313) 224-3434.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
5/31/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

| PRODUCER The Graham Company The Graham Building 1 Penn Square West Philadelphia PA 19102- | CONTACT NAME: Purcell Unit PHONE (A/C, No., Ext): 215-567-6300 FAX (A/C, No.): 215-525-0243 E-MAIL ADDRESS: PURCELL_UNIT@grahamco.com | | | | | | | | | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------|---------------------------------------|-------|--------------------------------------------|-------|-------------------------------------------------|-------|-------------------------------------------------|--|-------------------------------------------|-------|-------------|--|
| INSURED CONCGRO-01 Occupational Health Centers of Michigan, P.C. c/o Select Medical Corporation 4716 Old Gettysburg Road Mechanicsburg PA 17055 | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Columbia Casualty Company</td> <td>31127</td> </tr> <tr> <td>INSURER B : American Guarantee & Liability</td> <td>26247</td> </tr> <tr> <td>INSURER C : Liberty Mutual Fire Insurance Compa</td> <td>23035</td> </tr> <tr> <td>INSURER D : Allied World Assurance Company, Ltd</td> <td></td> </tr> <tr> <td>INSURER E : Liberty Insurance Corporation</td> <td>42404</td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table> | INSURER(S) AFFORDING COVERAGE | NAIC # | INSURER A : Columbia Casualty Company | 31127 | INSURER B : American Guarantee & Liability | 26247 | INSURER C : Liberty Mutual Fire Insurance Compa | 23035 | INSURER D : Allied World Assurance Company, Ltd | | INSURER E : Liberty Insurance Corporation | 42404 | INSURER F : | |
| INSURER(S) AFFORDING COVERAGE | NAIC # | | | | | | | | | | | | | | |
| INSURER A : Columbia Casualty Company | 31127 | | | | | | | | | | | | | | |
| INSURER B : American Guarantee & Liability | 26247 | | | | | | | | | | | | | | |
| INSURER C : Liberty Mutual Fire Insurance Compa | 23035 | | | | | | | | | | | | | | |
| INSURER D : Allied World Assurance Company, Ltd | | | | | | | | | | | | | | | |
| INSURER E : Liberty Insurance Corporation | 42404 | | | | | | | | | | | | | | |
| INSURER F : | | | | | | | | | | | | | | | |

COVERAGES CERTIFICATE NUMBER: 2135440127 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADDL INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------|------------------------------------------|-------------------------|-------------------------|---------------------------------------------------------------------------------|-----------------|
| A | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Professional Lia <input checked="" type="checkbox"/> \$1M Claim/\$3M Ag GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: | Y | Y | HAZ 4032244581-1 | 6/1/2016 | 6/1/2017 | EACH OCCURRENCE | \$1,000,000 |
| | | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) | \$300,000 |
| | | | | | | | MED EXP (Any one person) | \$ |
| | | | | | | | PERSONAL & ADV INJURY | \$1,000,000 |
| | | | | | | | GENERAL AGGREGATE | \$3,000,000 |
| | | | | | | | PRODUCTS - COMP/OP AGG | \$3,000,000 |
| | | | | | | | | \$ |
| C | <input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS | Y | Y | AS2-631-510199-036 | 6/1/2016 | 6/1/2017 | COMBINED SINGLE LIMIT (Ea accident) | \$2,000,000 |
| | | | | | | | BODILY INJURY (Per person) | \$ |
| | | | | | | | BODILY INJURY (Per accident) | \$ |
| | | | | | | | PROPERTY DAMAGE (Per accident) | \$ |
| | | | | | | | | \$ |
| A | <input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$2,000,000 | | | HMC 4032235752-1 | 6/1/2016 | 6/1/2017 | EACH OCCURRENCE | \$10,000,000 |
| | | | | | | | AGGREGATE | \$10,000,000 |
| | | | | | | | | \$ |
| E | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | Y | N/A | WA7-63D-510199-016 WC7-631-510199-026 | 6/1/2016 6/1/2016 | 6/1/2017 6/1/2017 | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER | |
| | | | | | | | E.L. EACH ACCIDENT | \$1,000,000 |
| | | | | | | | E.L. DISEASE - EA EMPLOYEE | \$1,000,000 |
| | | | | | | | E.L. DISEASE - POLICY LIMIT | \$1,000,000 |
| B | Property Excess Liability | | | ZMD0119116-01 C023701-002 | 6/1/2016 6/1/2016 | 6/1/2017 6/1/2017 | SEE BELOW \$10M Each Occurrence | \$10M Aggregate |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

UMBRELLA LIABILITY COVERAGE includes Excess General Liability on an Occurrence Basis and Excess Professional Liability on a Claims Made Basis. Both Coverages are excess of a \$2,000,000 Self-Insured Retention each Occurrence/Claim subject to a \$10,000,000 Aggregate.

PROFESSIONAL LIABILITY COVERAGE includes Case Management Services including the rendering of case management or utilization review performed by insured for others.
See Attached...

CERTIFICATE HOLDER CANCELLATION

| | |
|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CITY OF DETROIT- OFFICE OF CONTRACTING AND PROCUREMENT 2 WOODWARD AVENUE, SUITE 1026 DETROIT MI 48226 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE |
|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



ADDITIONAL REMARKS SCHEDULE

| | | | |
|------------------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| AGENCY The Graham Company | | NAMED INSURED Occupational Health Centers of Michigan, P.C. c/o Select Medical Corporation 4716 Old Gettysburg Road Mechanicsburg PA 17055 | |
| POLICY NUMBER | | EFFECTIVE DATE: | |
| CARRIER | NAIC CODE | | |

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
 FORM NUMBER: 25 FORM TITLE: CERTIFICATE OF LIABILITY INSURANCE

INDIANA PHYSICIAN PROFESSIONAL LIABILITY COVERAGE - Continental Casualty Company - Policy #HAZ 4032244595-1; Effective 6/1/2016-2017 - \$250,000 Each Medical Incident/\$750,000 Aggregate Per Insured or Surgeon

KANSAS PHYSICIAN PROFESSIONAL LIABILITY COVERAGE - Continental Casualty Company - Policy #HAZ 4032244600-1; Effective 6/1/2016-2017 - \$200,000 Each Medical Incident/\$600,000 Aggregate Per Insured or Surgeon

LOUISIANA PHYSICIAN PROFESSIONAL LIABILITY COVERAGE - Columbia Casualty Company - Policy #HAZ 4032244614-1; Effective 6/1/2016-2017 - \$100,000 Each Medical Incident/\$300,000 Aggregate Per Insured or Surgeon

NEBRASKA PHYSICIAN PROFESSIONAL LIABILITY COVERAGE - Columbia Casualty Company - Policy #HAZ 4032244628-1; Effective 6/1/2016-2017 - \$200,000 Each Medical Incident/\$600,000 Aggregate Per Insured or Surgeon

PENNSYLVANIA PHYSICIAN PROFESSIONAL LIABILITY COVERAGE - Columbia Casualty Company - Policy #HAZ 4032244631-1; Effective 6/1/2016-2017 - \$500,000 Each Medical Incident/\$1,500,000 Aggregate Per Insured or Surgeon

WISCONSIN PHYSICIAN PROFESSIONAL LIABILITY COVERAGE - Continental Casualty Company - Policy #HAZ 4032244659-1; Effective 6/1/2016-2017 - \$1,000,000 Each Medical Incident/\$3,000,000 Aggregate Per Insured or Surgeon

PROPERTY COVERAGE: Risk of Physical Loss or Damage to Covered Property subject to policy terms and conditions.

WORKERS COMPENSATION - Occupational Health Centers of California, A Medical Corporation - Policy #WA7-63D-510199-046; Effective: 6/1/2016-2017

WORKERS COMPENSATION - Occupational Health Centers of Southwest, P.A. - Policy #WA7-63D-510199-056 and WC7-631-510199-066; Effective: 6/1/2016-2017

ADDITIONAL WORKERS COMPENSATION POLICIES:

OHC of Arkansas – Policy #WC7-631-510199-076; Effective: 6/1/2016-2017
 OHC of Southwest (AZ/UT) – Policy #WC2-631-510199-116; Effective: 6/1/2016-2017
 OHC of Delaware – Policy #WC2-631-510199-106; Effective: 6/1/2016-2017
 OHC of Georgia/Hawaii – Policy #WC2-631-510199-176; Effective: 6/1/2016-2017
 OHC of Illinois – Policy #WC2-631-510199-196; Effective: 6/1/2016-2017
 OHC of Louisiana – Policy #WC2-631-510199-096; Effective: 6/1/2016-2017
 OHC of Michigan – Policy #WC2-631-510199-186; Effective: 6/1/2016-2017
 OHC of Nebraska – Policy #WC2-631-510199-1456; Effective: 6/1/2016-2017
 OHC of New Jersey – Policy #WC2-631-510199-136; Effective: 6/1/2016-2017
 OHC of North Carolina – Policy #WC7-631-510199-086; Effective: 6/1/2016-2017
 OHC of Southwest (KS) – Policy #WC2-631-510199-126; Effective: 6/1/2016-2017
 Therapy Centers of Southwest I, PA (OR) - Policy #WC2-631-510199-166; Effective: 6/1/2016-2017
 Therapy Centers of South Carolina, PA - Policy #WC2-631-510199-156; Effective: 6/1/2016-2017

Coverage is provided for all medical professionals employed or contracted by the above Named Insured, only while working for or on behalf of the above Named Insured.

RE: OHC MI/CMC IS BIDDING ON AN RFP UNDER #16WN255 TO PROVIDE MEDICAL SERVICES TO THE NAMED CLIENT

CITY OF DETROIT IS AN ADDITIONAL INSURED ON A PRIMARY AND NON-CONTRIBUTORY BASIS ON THE GENERAL LIABILITY AND AUTOMOBILE LIABILITY COVERAGES IF REQUIRED BY WRITTEN CONTRACT.

PRIOR TO A LOSS AND IF REQUIRED BY WRITTEN CONTRACT, WAIVER OF SUBROGATION IS PROVIDED IN FAVOR OF CITY OF DETROIT ON THE GENERAL LIABILITY, AUTOMOBILE LIABILITY AND WORKERS COMPENSATION COVERAGES IF PERMITTED BY STATE LAW.

Hiring Policy Compliance Affidavit

I, John R. Anderson, DO, FACOEM, being duly sworn, state that I am the President and Treasurer
Occupational Health Centers of Michigan, P.C.
of dba Concentra Medical Centers

Title Name of Bidder Corporation or Other Business Entity

And that I have reviewed the hiring policies of this employer, I affirm that these policies are in compliance with the requirements of Article V, Division 6 of the Detroit City Code of 1984, being Sections 18-5-81 through 18-5-86 thereof. I further affirm that this employer will not inquire or consider the criminal convictions of applicants for employment needed to fulfill the terms of any City contract that may result from the competitive procedure in connection with which this affidavit is submitted, until such times as the employer interviews the applicant or determines that the applicant is qualified.

In support of this affidavit, I attach a copy of the application form that will be used to hire employees needed to fulfill the terms of any City contract that may result from the competitive procedure in connection with which this affidavit is submitted.

Signed,

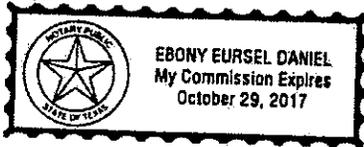
John R. Anderson

Title: President and Treasurer Date: 3/28/2016

STATE OF Texas)
)SS.

COUNTY OF Dallas)

The foregoing Affidavit was acknowledged before me the 28th day of MARCH, 2016,
by *John R. Anderson*



Notary Public, County of DALLAS
State of TEXAS
My commission expires: 10/29/2017

APPLICATION FOR EMPLOYMENT

We consider applicants for all positions without regard to race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any other legally protected status.

INSTRUCTIONS: Complete all the necessary information. You may be asked to provide additional information on another form. This application will be kept on file. It is to your advantage to periodically check to keep it current and active. Be sure to sign and date the application.

Date of Application

PERSONAL INFORMATION

Current Last Name

First Name

Middle Initial

Is there any other name(s) under which you have been known?

Yes No

Name(s)

Street Address

Apt. No.

City

State

Zip Code

Telephone Number(s)

E-Mail Address

How did you hear about us?

Are you legally eligible for employment in the United States?

Yes No

Are you of legal age to work in the United States?

Yes No

If you are under 18 years of age, can you provide required proof of your eligibility to work?

Yes No

Have you ever filed an application with us before?

Yes No

If Yes, give date

Have you ever been employed with Select Medical or one of its subsidiaries before?

Yes No

If Yes, give dates of employment and company/location name

Are you available to work

Full-Time Part-Time Shift Work Temporary

Are you currently on "lay-off" status and subject to recall?

Yes No

Can you travel if a job requires it?

Yes No

If so, how far miles.

Have you ever been notified that you are excluded from participating in a Medicare provider program?

Yes No

If Yes, please explain

Have you ever had your professional license restricted, suspended or terminated, or is your professional license currently under investigation or review that could result in one of these actions?

Yes No N/A

If Yes, please explain

EDUCATIONAL BACKGROUND

High School

City

State

Name of Degree /Diploma/Certification
(ex: BA, BSN, MS)

Did you receive the Degree/Diploma/Certification?

Yes No

Undergraduate Degree

City

State

Name of Degree /Diploma/Certification
(ex: BA, BSN, MS)

From

To

Date of Graduation

Did you receive the Degree/Diploma/Certification?

Yes No

Graduate / Professional

City

State

Name of Degree /Diploma/Certification
(ex: BA, BSN, MS)

From

To

Date of Graduation

Did you receive the Degree/Diploma/Certification?

Yes No

Graduate / Professional

City

State

Name of Degree /Diploma/Certification
(ex: BA, BSN, MS)

From

To

Date of Graduation

Did you receive the Degree/Diploma/Certification?

Yes No

Professional License/Certification

City

State

Name of Degree /Diploma/Certification
(ex: BA, BSN, MS)

From

To

Date of Graduation

Did you receive the Degree/Diploma/Certification?

Yes No

Indicate any foreign languages you can speak, read, and/or write

Fluent

Good

Fair

Speak

Read

Write

Describe any specialized training, apprenticeship, skills, and extra-curricular activities you have been involved in

Describe any job-related training received in the military

List membership in professional, trade, business, or civic activities and offices held. (Exclude memberships which would reveal gender, race, national origin, age, ancestry, sexual orientation, disability, or any other protected status)

EMPLOYMENT EXPERIENCE

Start with your present or most recent job. Include any job-related military service assignments and volunteer activities.

(Exclude employment experiences which would reveal gender, race, national origin, age, ancestry, sexual orientation, disability, or any other protected status)

Please complete this section in its entirety. Substitution with resume will not be accepted.

1. Employer

Address

From

To

Telephone Number(s)

Starting Salary

Final Salary

Job Title

Supervisor

Work Performed

Reason for Leaving

Check box if you do not want us to contact this employer

1. Name Job Title
Address
Telephone Number (day) Telephone Number (alternate)

2. Name Job Title
Address
Telephone Number (day) Telephone Number (alternate)

3. Name Job Title
Address
Telephone Number (day) Telephone Number (alternate)

APPLICANT'S STATEMENT

I certify that answers given herein are true and complete to the best of my knowledge.

I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision, including verification of professional license as required and background investigations which may include an examination of educational credentials, criminal convictions, and driving records as required by the responsibilities of the position.

I hereby understand and acknowledge that, unless otherwise defined by applicable law, any employment relationship with this organization is of an "at will" nature, which means that the employee may resign at any time, and Select Medical may discharge the employee at any time with or without cause. It is further understood that this "at will" employment relationship may not be changed by any written document, or by conduct, unless such changes are specifically acknowledged in writing by an authorized executive of Select Medical.

I also understand that employment with Select Medical and its' subsidiaries or divisions may be contingent upon proof of a physical exam. Additionally, I understand that employment with Select Medical will not commence until successful completion of Code of Conduct and HIPAA training and other training modules as required for the position.

In the event of employment, I understand that false or misleading information given in my application or interview(s) may result in immediate discharge. I understand, also, that I am required to abide by all the rules and regulations set forth by Select Medical and its' subsidiaries and divisions.

I certify that I am not and never have been excluded from any federally funded healthcare program, including Medicare or Medicaid, and, if hired, I agree to immediately disclose any threatened or proposed exclusion. I also understand that I have an affirmative duty to report any investigations by a duly authorized licensing and sanctioning authority.

Signature of Applicant



(checking the checkbox above is equivalent to a handwritten signature)

**CITY OF DETROIT
SLAVERY ERA RECORDS AND INSURANCE DISCLOSURE AFFIDAVIT**

1. Name of Contractor: Occupational Health Centers of Michigan, P.C. dba Concentra Medical Centers

2. Address of Contractor: 5080 Spectrum Drive, Suite 1200W, Addison, TX 75001

3. Name of Predecessor Entities (if any): N/A

4. Prior Affidavit Submission? No Yes, on: _____
(Date of prior submission)

5. Contractor was established in 1989 (year) and did not exist during the slavery era in the United States, is not a successor in interest to any entity that existed during such time, and therefore has no relevant records to search, or any pertinent information to disclose.

____ Contractor has searched their records and those of any predecessor entity, and has found no records that they or any predecessor(s) made any investments in, or derived profits from the slave industry or from slave holder insurance policies.

____ Contractor has found records that they or their predecessor(s) made investments in, or derived profits from, the slave industry or slave holder insurance policies. The nature of the investment, profits, or insurance policies, including the names of any slaves or slave holders, is disclosed in the attached document(s).

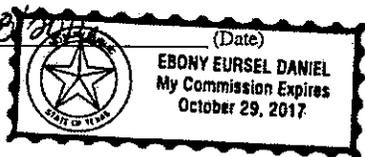
6. I declare that the representations made in this Affidavit are accurate to the best of my knowledge and are based upon a diligent search of records in the Contractor's possession or knowledge, all documentation attached to this Affidavit reflects full disclosure of all records that are required to be disclosed to the City of Detroit. I also acknowledge that any failure to conduct a diligent search, or to make a full and complete disclosure, shall render this contract voidable by the City of Detroit.

John R. Anderson, DO, FACOEM (Printed Name) President and Treasurer (Title)

[Signature] (Signature) 3/28/2017 (Date)

Subscribed and sworn to before me this 28th day of MARCH

[Signature]
Notary Public, Dallas County, Michigan TEXAS
My Commission Expires: 10/29/2017



(EXHIBIT C - continued)

STATEMENT OF POLITICAL CONTRIBUTIONS AND EXPENDITURES

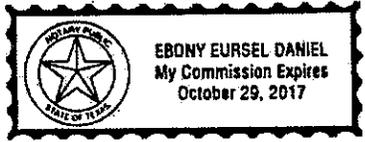
Except as set forth above, I certify that no contributions or expenditures were made to elective city officials within the previous four (4) years by the contractor, its affiliates, subsidiaries, principals, officers, owners, directors, agents, assigns, and, if any of the foregoing are individuals, their spouses.

I understand that the information provided in this disclosure will be relied upon by the City of Detroit in evaluating the proposed bid, solicitation, contract, or lease. I swear [or affirm] that the information provided is accurate. If I am signing on behalf of an entity, I swear [or affirm] that I have the authority to provide this disclosure on behalf of the entity.

Sign name: [Signature]
John R. Anderson, DO, FACOEM, President and Treasurer
Print name: Occupational Health Centers of Michigan, P.C. dba Concentra Medical Centers

Sworn and subscribed to before me
on MARCH 28, 2016 [by John R. Anderson, DO, FACOEM, the
President and Treasurer of the above named contractor/vendor, an authorized
representative or agent of the contractor/vendor]

Sign: [Signature]
Print: Ebony Daniel
Notary Public, DALLAS County, Michigan, TEXAS
Acting in DALLAS County
My Commission Expires: 10/29/2017



SAM Search Results
List of records matching your search for :

Search Term : Concentra*
Record Status: Active

| | |
|---------------------------------------------------------------------------|--------------------------------------------------------|
| ENTITY CONCENTRA | Status:Active |
| DUNS: 168731664 +4: | CAGE Code: 1QSY6 DoDAAC: |
| Expiration Date: May 9, 2017 | Has Active Exclusion?: No Delinquent Federal Debt?: No |
| Address: 3811 COMMONS AVE NE City: ALBUQUERQUE ZIP Code: 87109-5832 | State/Province: NEW MEXICO Country: UNITED STATES |

PROFESSIONAL SERVICES CONTRACT

BETWEEN

CITY OF DETROIT, MICHIGAN

AND

**OCCUPATIONAL HEALTH CENTERS OF MICHIGAN, P.C. D/B/A CONCENTRA MEDICAL
CENTERS**

CONTRACT NO.

6000109

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**CITY OF DETROIT
PROFESSIONAL SERVICES CONTRACT**

This Professional Services Contract ("Contract") is entered into by and between the City of Detroit, a Michigan municipal corporation, acting by and through its Human Resources Department ("City"), and OCCUPATIONAL HEALTH CENTERS OF MICHIGAN, P.C., d/b/a Concentra Medical Centers, a Nevada Corporation, with a business located at 30800 Telegraph Road, Suite 3900, Bingham Farms, Michigan 48025, and its corporate offices located at 5080 Spectrum Drive, Suite 1200W, Addison, Texas 75001.

Recitals:

Whereas, the City desires to engage the Contractor to render certain technical or professional services ("Services") as set forth in this Contract; and

Whereas, the Contractor desires to perform the Services as set forth in this Contract; and Accordingly, the parties agree as follows:

Article 1: Definitions

1.01 The following words and expressions or pronouns used in their stead shall be construed as follows:

"Additional Services" shall mean any services in addition to the services set forth in Exhibit A that are related to fulfilling the objectives of this Contract and are agreed upon by the parties by written Amendment.

"Amendment" shall mean modifications or changes in this Contract that have been mutually agreed upon by the City and the Contractor in writing and approved by the City Council.

"Associates" shall mean the personnel, employees, consultants, subcontractors, agents, and parent company of the Contractor or of any Subcontractor, now existing or subsequently created, and their agents and employees, and any entities associated, affiliated, or subsidiary to the Contractor or to any subcontractor, now existing or subsequently created, and their agents and employees.

"City" shall mean the City of Detroit, a municipal corporation, acting through the office or department named in the Contract as contracting for the Services on behalf of the City.

"City Council" shall mean the legislative body of the City of Detroit.

"Contract" shall mean each of the various provisions and parts of this document, including all attached Exhibits and all Amendments, as executed and approved by the appropriate City departments or offices and by the City Council.

"Contractor" shall mean the party that contracts with the City by way of this Contract, whether an individual, sole proprietorship, partnership, corporation, or other form of business organization, and its heirs, successors, personnel, agents, employees, representatives, executors, administrators and assigns.

"Exhibit A" is the Scope of Services for this Contract and sets forth all pertinent data relating to performance of the Services.

"Exhibit B" is the Fee Schedule for this Contract and sets forth the amount of compensation to be paid to the Contractor, including any Reimbursable Expenses, and any applicable hourly rate information.

"Exhibit C" is the Contractor's Statement of Political Contributions and Expenditures.

"Public Servant" means the Mayor, members of City Council, City Clerk, appointive officers, any member of a board, commission or other voting body established by either branch of City government or the City Charter, and any appointee, employee or individual who provides services to the City within or outside of its offices or facilities pursuant to a personal services contract."

"Records" shall mean all books, ledgers, journals, accounts, documents, and other collected data in which information is kept regarding the performance of this Contract.

"Reimbursable Expenses" shall mean only those costs incurred by the Contractor in the performance of the Services, such as travel costs and document reproduction costs that are identified in Exhibit B as reimbursable.

"Services" shall mean all work that is expressly set forth in Exhibit A, the Scope of Services, and all work expressly or impliedly required to be performed by the Contractor in order to achieve the objectives of this Contract.

"Subcontractor" shall mean any person, firm or corporation, other than employees of the Contractor, that contracts with the Contractor, directly or indirectly, to perform in part or assist the Contractor in achieving the objectives of this Contract.

"Technology" shall mean any and all computer-related components and systems, including but not limited to computer software, computer code, computer programs, computer hardware, embedded integrated circuits, computer memory and data storage systems, whether in the form of read-only memory chips, random access memory chips, CD-ROMs, floppy disks, magnetic tape, or some other form, and the data retained or stored in said computer memory and data storage systems.

"Unauthorized Acts" shall mean any acts by a City employee, agent or representative that are not set forth in this Contract and have not been approved by City Council as part of this Contract.

"Work Product" shall mean the originals, or copies when originals are unavailable, of all materials prepared by the Contractor under this Contract or in anticipation of this Contract, including but not limited to Technology, data, studies, briefs, drawings, maps, models, photographs, files, records, computer printouts, estimates, memoranda, computations, papers, supplies, notes, recordings, and videotapes, whether such materials are reduced to writing, magnetically or optically stored, or kept in some other form.

Article 2: Engagement of Contractor

- 2.01 By this Contract, the City engages the Contractor and the Contractor hereby agrees to faithfully and diligently perform the Services set forth in Exhibit A, in accordance with the terms and conditions contained in this Contract.

- 2.02 The Contractor shall perform in a satisfactory manner as shall be determined within the sole and reasonable discretion of the City. In the event that there shall be any dispute between the parties with regard to the extent, character and progress of the Services to be performed or the quality of performance under this Contract, the interpretation and determination of the City shall govern.
- 2.03 The Contractor shall confer as necessary and cooperate with the City in order that the Services may proceed in an efficient and satisfactory manner. The Services are deemed to include all conferences, consultations and public hearings or appearances deemed necessary by the City to ensure that the Contractor will be able to properly and fully perform the objectives as set forth in this Contract.
- 2.04 All Services are subject to review and approval of the City for completeness and fulfillment of the requirements of this Contract. Neither the City's review, approval nor payment for any of the Services shall be construed to operate as a waiver of any rights under this Contract, and the Contractor shall be and will remain liable in accordance with applicable law for all damages to the City caused by the Contractor's negligent performance or nonperformance of any of the Services furnished under this Contract.
- 2.05 The Services shall be performed as set forth in Exhibit A, or at such other locations as are deemed appropriate by the City and the Contractor for the proper performance of the Services.
- 2.06 The City and the Contractor expressly acknowledge their mutual understanding and agreement that there are no third party beneficiaries to this Contract and that this Contract shall not be construed to benefit any persons other than the City and the Contractor.
- 2.07 It is understood that this Contract is not an exclusive services contract, that during the term of this Contract the City may contract with other firms, and that the Contractor is free to render the same or similar services to other clients, provided the rendering of such services does not affect the Contractor's obligations to the City in any way.

Article 3: Contractor's Representations and Warranties

- 3.01 To induce the City to enter into this Contract, the Contractor represents and warrants that the Contractor is authorized to do business under the laws of the State of Michigan and is duly qualified to perform the Services as set forth in this Contract, and that the execution of this Contract is within the Contractor's authorized powers and is not in contravention of federal, state or local law.
- 3.02 The Contractor makes the following representations and warranties as to any Technology it may provide under this Contract:
 - a) That all Technology provided to the City under this Contract shall perform according to the specifications and representations set forth in Exhibit A and according to any other specifications and representations, including any manuals, provided by the Contractor to the City;
 - b) That the Contractor shall correct all errors in the Technology provided under this Contract so that such technology will perform according to Contractor's published specifications;
 - c) That the Contractor has the full right and power to grant the City a license to use the Technology provided pursuant to this Contract;

- d) That any Technology provided by Contractor under this Contract is free of any software, programs or routines, commonly known as "disabling code," that are designed to cause such Technology to be destroyed, damaged, or otherwise made inoperable in the course of the use of the Technology;
 - e) That any Technology containing computer code and provided under this Contract is free of any known or reasonably discoverable computer program, code or set of instructions, commonly known as a "computer virus," that is not designed to be a part of the Work Product and that, when inserted into the computer's memory: (i) duplicates all or part of itself without specific user instructions to do so, or (ii) erases, alters or renders unusable any Technology with or without specific user instructions to do so, or (iii) that provide unauthorized access to the Technology and
- 3.03 That all Technology shall be delivered new and in original manufacturer's packaging and shall be fully warranted for repair or replacement during the term of this Contract as amended or extended.
- 3.04 That any Technology that it is provided to the City shall:
- a) Accurately recognize and process all time and date data including, but not limited to, daylight savings time and leap year data, and
 - b) Use accurate same-century, multi-century, and similar date value formulas in its calculations, and use date data interface values that accurately reflect the correct time, date and century.

Article 4: Contract Effective Date and Time of Performance

- 4.01 This Contract shall be approved by the required City departments, approved by the City Council, and signed by the City's Chief Procurement Officer. The effective date of this Contract shall be the date upon which the Contract has been authorized by resolution of the City Council. The term of this Contract shall terminate on 06/30/2019.
- 4.02 Prior to the approvals set forth in Section 4.01, the Contractor shall have no authority to begin work on this Contract. The Chief Procurement Officer shall not authorize any payments to the Contractor, nor shall the City incur any liability to pay for any services rendered or to reimburse the Contractor for any expenditure, prior to such award and approvals.
- 4.03 The City and the Contractor agree that the commencement and duration of the Contractor's performance under this Contract shall be determined as set forth in Exhibit A.

Article 5: Data To Be Furnished Contractor

- 5.01 Copies of all information, reports, records, and data as are existing, available, and deemed necessary by the City for the performance of the Services shall be furnished to the Contractor upon the Contractor's request. With the prior approval of the City, the Contractor will be permitted access to City offices during regular business hours to obtain any necessary data. In addition, the City will schedule appropriate conferences at convenient times with administrative personnel of the City for the purpose of gathering such data.

Article 6: Contractor Personnel and Contract Administration

- 6.01 The Contractor represents that, at its own expense, it has obtained or will obtain all personnel and equipment required to perform the Services. It warrants that all such personnel are qualified and possess the requisite licenses or other such legal qualifications to perform the services assigned. If requested, the Contractor shall supply a résumé of the managerial staff or consultants it proposes to assign to this Contract, as well as a dossier on the Contractor's professional activities and major undertakings.
- 6.02 The City may interview the Contractor's managerial staff and other employees assigned to this Contract. The Contractor shall not use any managerial staff or other employees to whom the City objects in writing.
- 6.03 When the City deems it reasonable to do so, it may assign qualified City employees or others to coordinate with the Contractor regarding the Services. Nevertheless, it is expressly understood and agreed by the parties that the Contractor shall remain ultimately responsible for the proper completion of the Services.
- 6.04 The relationship of the Contractor to the City is and shall continue to be that of an independent contractor and no liability or benefits, such as workers' compensation, pension rights or liabilities, insurance rights or liabilities, or other rights or liabilities arising out of or related to a contract for hire or employer/employee relationship shall arise or accrue to either party or either party's agent, Subcontractor or employee as a result of the performance of this Contract. No relationship other than that of independent contractor shall be implied between the parties or between either party's agents, employees or Subcontractors. The Contractor agrees to indemnify, defend, and hold the City harmless against any claim based in whole or in part on an allegation that the Contractor or any of its Associates qualify as employees of the City, and any related costs or expenses, including but not limited to legal fees and defense costs.
- 6.05 The Contractor warrants and represents that all persons assigned to the performance of this Contract shall be regular employees or independent contractors of the Contractor, unless otherwise authorized by the City. The Contractor's employees' daily working hours while working in or about a City of Detroit facility shall be the same as those worked by City employees working in the facility, unless otherwise directed by the City.
- 6.06 The Contractor shall comply with and shall require its Associates to comply with all security regulations and procedures in effect on the City's premises.

Article 7: Compensation

- 7.01 Compensation for Services provided shall not exceed the amount of Two Hundred Seven Thousand and 00/100 Dollars (\$207,000.00), inclusive of expenses, and will be paid in the manner set forth in Exhibit B. Unless this Contract is amended pursuant to Article 16, this amount shall be the entire compensation to which the Contractor is entitled for the performance of Services under this Contract.
- 7.02 Payment for Services provided under this Contract is governed by the terms of Ordinance No. 42-98, entitled "Prompt Payment of Vendors," being Sections 18-5-71 through 18-5-79 of the 1984 Detroit City Code.

The City employee responsible for accepting performance under this Contract is:

Jason Blanks
General Manager – Human Resources
2 Woodward Avenue
Coleman A. Young Municipal Service Center
Detroit, Michigan 48226
Telephone: (313) – 224-3863

The City employee from whom payment should be requested is:

Troy Hutcherson
Manager – Accounts Payable
2 Woodward Avenue
Coleman A. Young Municipal Service Center
Detroit, Michigan 48226
Telephone: (313) – 628-2715

Article 8: Maintenance and Audit of Records

- 8.01 The Contractor shall maintain full and complete Records reflecting all of its operations related to this Contract. The Records shall be kept in accordance with generally accepted accounting principles and maintained for a minimum of three (3) years after the Contract completion date.
- 8.02 The City and any government-grantor agency providing funding under this Contract shall have the right at any time without notice to examine and audit all Records and other supporting data of the Contractor as the City or any agency deems necessary.
- a) The Contractor shall make all Records available for examination during normal business hours at its Detroit offices, if any, or alternatively at its facility nearest Detroit. The City and any government-grantor agency providing funds for the Contract shall have this right of inspection. The Contractor shall provide copies of all Records to the City or to any such government-grantor agency upon request.
 - b) If in the course of such inspection the representative of the City or of another government-grantor agency should note any deficiencies in the performance of the Contractor's agreed upon performance or record-keeping practices, such deficiencies will be reported to the Contractor in writing. The Contractor agrees to promptly remedy and correct any such reported deficiencies within ten (10) days of notification.
 - c) Any costs disallowed as a result of an audit of the Records shall be repaid to the City by the Contractor within thirty (30) days of notification or may be set off by the City against any funds due and owing the Contractor, provided, however, that the Contractor shall remain liable for any disallowed costs exceeding the amount of the setoff.
 - d) Each party shall pay its own audit costs. However, if the dollar amount of the total disallowed costs, if any, exceeds three percent (3%) of the dollar amount of this Contract, the Contractor shall pay the City's audit costs.

- e) Nothing contained in this Contract shall be construed or permitted to operate as any restriction upon the powers granted to the Auditor General by the City Charter, including but not limited to the powers to audit all accounts chargeable against the City and to settle disputed claims.

8.03 The Contractor agrees to include the covenants contained in Sections 8.01 and 8.02 in any contract it has with any Subcontractor, consultant or agent whose services will be charged directly or indirectly to the City for Services performed pursuant to this Contract.

Article 9: Indemnity

9.01 The Contractor agrees to indemnify, defend, and hold the City harmless against and from any and all liabilities, obligations, damages, penalties, claims, costs, charges, losses and expenses (including, without limitation, fees and expenses for attorneys, expert witnesses and other consultants) that may be imposed upon, incurred by, or asserted against the City or its departments, officers, employees, or agents by reason of any of the following occurring during the term of this Contract:

- a) Any negligent or tortious act, error, or omission attributable in whole or in part to the Contractor or any of its Associates; and
- b) Any failure by the Contractor or any of its Associates to perform their obligations, either express or implied, under this Contract; and
- c) Any and all injury to the person or property of an employee of the City where such injury arises out of the Contractor's or any of its Associates performance of this Contract.

9.02 ~~The Contractor shall~~ examine all places where it will perform the Services in order to determine whether such places are safe for the performance of the Services. The Contractor undertakes and assumes all risk of dangerous conditions when not performing Services inside City offices. The Contractor also agrees to waive and release any claim or liability against the City for personal injury or property damage sustained by it or its Associates while performing under this Contract on premises that are not owned by the City.

9.03 In the event any action shall be brought against the City by reason of any claim covered under this Article 9, the Contractor, upon notice from the City, shall at its sole cost and expense defend the same.

9.04 The Contractor agrees that it is the Contractor's responsibility and not the responsibility of the City to safeguard the property that the Contractor or its Associates use while performing this Contract. Further, the Contractor agrees to hold the City harmless for any loss of such property used by any such person pursuant to the Contractor's performance under this Contract.

9.05 The indemnification obligation under this Article 9 shall not be limited by any limitation on the amount or type of damages, compensation, or benefits payable under workers' compensation acts or other employee benefit acts.

9.06 The Contractor agrees that this Article 9 shall apply to all claims, whether litigated or not, that may occur or arise between the Contractor or its Associates and the City and agrees to indemnify, defend and hold the City harmless against any such claims.

Article 10: Insurance

10.01 During the term of this Contract, the Contractor shall maintain the following insurance, at a minimum and at its expense:

| TYPE | AMOUNT NOT LESS THAN |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| a. Workers' Compensation | Michigan Statutory minimum |
| b. Employers' Liability | \$500,000.00 minimum each disease \$500,000.00 minimum each person \$500,000.00 minimum each accident |
| c. Commercial General Liability Insurance (Broad Form Comprehensive) | \$1,000,000.00 each occurrence \$2,000,000.00 aggregate |
| d. Automobile Liability Insurance (covering all owned, hired and non-owned vehicles with personal and property protection insurance, including residual liability insurance under Michigan no fault insurance law) | \$1,000,000.00 combined single limit for bodily injury and property damage |

10.02 The commercial general liability insurance policy shall include an endorsement naming the "City of Detroit" as an additional insured. The additional insured endorsement shall provide coverage to the additional insured with respect to liability arising out of the named insured's ongoing work or operations performed for the additional insured under the terms of this Contract. The commercial general liability policy shall state that the Contractor's insurance is primary and not excess over any insurance already carried by the City of Detroit and shall provide blanket contractual liability insurance for all written contracts.

10.03 Each such policy shall contain the following cross-liability wording: "In the event of a claim being made hereunder by one insured for which another insured is or may be liable, then this policy shall cover such insured against whom a claim is or may be made in the same manner as if separate policies had been issued to each insured hereunder."

10.04 All insurance required by this Contract shall be written on an occurrence-based policy form, if the same is commercially available.

10.05 Reserved.

10.06 If during the term of this Contract changed conditions or other pertinent factors should, in the reasonable judgment of the City, render inadequate the insurance limits, the Contractor shall furnish on demand such additional coverage or types of coverage as may reasonably be required under the circumstances. All such insurance shall be effected at the Contractor's expense, under valid and enforceable policies, issued by insurers licensed to conduct business in Michigan and are otherwise acceptable to the City.

- 10.07 All insurance policies shall name the Contractor as the insured. Certificates of insurance evidencing the coverage required by this Article 10 shall, in a form acceptable to the City, be submitted to the City prior to the commencement of the Services and at least fifteen (15) days prior to the expiration dates of expiring policies. In the event the Contractor receives notice of policy cancellation, the Contractor shall immediately notify the City in writing.
- 10.08 If any work is subcontracted in connection with this Contract, the Contractor shall require each Subcontractor to effect and maintain the types and limits of insurance set forth in this Article 10 and shall require documentation of same, copies of which documentation shall be promptly furnished the City.
- 10.09 The Contractor shall be responsible for payment of all deductibles contained in any insurance required under this Contract. The provisions requiring the Contractor to carry the insurance required under this Article 10 shall not be construed in any manner as waiving or restricting the liability of the Contractor under this Contract.

Article 11: Default and Termination

- 11.01 This Contract shall remain in full force and effect until the end of its term unless otherwise terminated for cause or convenience according to the provisions of this Article 11.
- 11.02 The City reserves the right to terminate this Contract for cause. Cause is an event of default.
- a) An event of default shall occur if there is a material breach of this Contract, and shall include the following:
- 1) The Contractor fails to begin work in accordance with the terms of this Contract; or
 - 2) The Contractor, in the judgment of the City, is unnecessarily, unreasonably, or willfully delaying the performance and completion of the Work Product or Services; or
 - 3) The Contractor ceases to perform under the Contract; or
 - 4) The City is of the opinion that the Services cannot be completed within the time provided and that the delay is attributable to conditions within the Contractor's control; or
 - 5) The Contractor, without just cause, reduces its work force on this Contract to a number that would be insufficient, in the judgment of the City, to complete the Services within a reasonable time, and the Contractor fails to sufficiently increase such work force when directed to do so by the City; or
 - 6) The Contractor assigns, transfers, conveys or otherwise disposes of this Contract in whole or in part without prior approval of the City; or
 - 7) Any City officer or employee acquires an interest in this Contract so as to create a conflict of interest; or
 - 8) The Contractor violates any of the provisions of this Contract, or disregards applicable laws, ordinances, permits, licenses, instructions or orders of the City; or

- 9) The performance of the Contract, in the sole judgment of the City, is substandard, unprofessional, or faulty and not adequate to the demands of the task to be performed; or
 - 10) The Contractor fails in any of the agreements set forth in this Contract; or
 - 11) The Contractor ceases to conduct business in the normal course; or
 - 12) The Contractor admits its inability to pay its debts generally as they become due.
- b) If the City finds an event of default has occurred, the City may issue a Notice of Termination for Cause setting forth the grounds for terminating the Contract. Upon receiving a Notice of Termination for Cause, the Contractor shall have ten (10) calendar days within which to cure such default. If the default is cured within said ten (10) day period, the right of termination for such default shall cease. If the default is not cured to the satisfaction of the City, this Contract shall terminate on the tenth calendar day after the Contractor's receipt of the Notice of Termination for Cause, unless the City, in writing, gives the Contractor additional time to cure the default. If the default is not cured to the satisfaction of the City within the additional time allowed for cure, this Contract shall terminate for cause at the end of the extended cure period.
 - c) If, after issuing a Notice of Termination for Cause, the City determines that the Contractor was not in default, the rights and obligations of the parties shall be the same as if the Notice of Termination had been issued as a Notice of Termination for Convenience. Alternatively, in the City's discretion, the Notice of Termination for Cause may be withdrawn and the Contract, if terminated, may be reinstated.
 - d) The Contractor shall be liable to the City for any damages it sustains by virtue of the Contractor's breach or any reasonable costs the City might incur in enforcing or attempting to enforce this Contract. Such costs shall include reasonable fees and expenses for attorneys, expert witnesses and other consultants. However, if the Contractor makes a written offer prior to the initiation of litigation or arbitration, then the City shall not be entitled to such attorney fees unless the City declines the offer and obtains a verdict or judgment for an amount more than ten percent (10%) above the amount of the Contractor's last written offer prior to the initiation of litigation or arbitration. The City may withhold any payment(s) to the Contractor, in an amount not to exceed the amount claimed in good faith by the City to represent its damages, for the purpose of setoff until such time as the exact amount of damages due to the City from the Contractor is determined. It is expressly understood that the Contractor shall remain liable for any damages the City sustains in excess of any setoff.
 - e) The City's remedies outlined in this Article 11 shall be in addition to any and all other legal or equitable remedies permissible.
- 11.03 The City shall have the right to terminate this Contract at any time at its convenience by giving the Contractor five (5) business days written Notice of Termination for Convenience. As of the effective date of the termination, the City will be obligated to pay the Contractor the following: (a) the fees or commissions for Services completed and accepted in accordance with Exhibit A in the amounts provided for in Exhibit B; (b) the fees for Services performed but not completed prior to the date of termination in accordance with Exhibit A in the amounts set forth in the Contractor's rate schedule as provided in Exhibit B; and (c) the Contractor's costs and expenses incurred prior to the date of the termination for items that are identified in Exhibit B. The amount

due to the Contractor shall be reduced by payments already paid to the Contractor by the City. In no event shall the City pay the Contractor more than maximum price, if one is stated, of this Contract.

- 11.04 After receiving a Notice of Termination for Cause or Convenience, and except as otherwise directed by the City, the Contractor shall:
- a) Stop work under the Contract on the date and to the extent specified in the Notice of Termination;
 - b) Obligate no additional Contract funds for payroll costs and other costs beyond such date as the City shall specify, and place no further orders on subcontracts for material, services, or facilities, except as may be necessary for completion of such portion of the Services under this Contract as is not terminated;
 - c) Terminate all orders and subcontracts to the extent that they relate to the portion of the Services terminated pursuant to the Notice of Termination;
 - d) Preserve all Records and submit to the City such Records and reports as the City shall specify, and furnish to the City an inventory of all furnishings, equipment, and other property purchased for the Contract, if any, and carry out such directives as the City may issue concerning the safeguarding or disposition of files and property; and
 - e) Submit within thirty (30) days a final report of receipts and expenditures of funds relating to this Contract, and a list of all creditors, Subcontractors, lessors and other parties, if any, to whom the Contractor has become financially obligated pursuant to this Contract.
- 11.05 After termination of the Contract, each party shall have the duty to assist the other party in the orderly termination of this Contract and the transfer of all rights and duties arising under the Contract, as may be necessary for the orderly, un-disrupted continuation of the business of each party.

Article 12: Assignment

- 12.01 The Contractor shall not assign, transfer, convey or otherwise dispose of any interest whatsoever in this Contract without the prior written consent of the City; however, claims for money due or to become due to the Contractor may be assigned to a financial institution without such approval. Notice of any assignment to a financial institution or transfer of such claims of money due or to become due shall be furnished promptly to the City. If the Contractor assigns all or any part of any monies due or to become due under this Contract, the instrument of assignment shall contain a clause stating that the right of the assignee to any monies due or to become due shall be subject to prior liens of all persons, firms, and corporations for Services rendered or materials supplied for the performance of the Services called for in this Contract.

Article 13: Subcontracting

- 13.01 None of the Services covered by this Contract shall be subcontracted without the prior written approval of the City and, if required, any grantor agency. The City reserves the right to withhold approval of subcontracting such portions of the Services where the City determines that such subcontracting is not in the City's best interests.

- 13.02 Each subcontract entered into shall provide that the provisions of this Contract shall apply to the Subcontractor and its Associates in all respects. The Contractor agrees to bind each Subcontractor and each Subcontractor shall agree to be bound by the terms of the Contract insofar as applicable to the work or services performed by that Subcontractor.
- 13.03 The Contractor and the Subcontractor jointly and severally agree that no approval by the City of any proposed Subcontractor, nor any subcontract, nor anything in the Contract, shall create or be deemed to create any rights in favor of a Subcontractor and against the City, nor shall it be deemed or construed to impose upon the City any obligation, liability or duty to a Subcontractor, or to create any contractual relation whatsoever between a Subcontractor and the City.
- 13.04 The provisions contained in this Article 13 shall apply to subcontracting by a Subcontractor of any portion of the work or services included in an approved subcontract.
- 13.05 The Contractor agrees to indemnify, defend, and hold the City harmless against any claims initiated against the City pursuant to any subcontracts the Contractor enters into in performance of this Contract. The City's approval of any Subcontractor shall not relieve the Contractor of any of its responsibilities, duties and liabilities under this Contract. The Contractor shall be solely responsible to the City for the acts or defaults of its Subcontractors and of each Subcontractor's Associates, each of whom shall for this purpose be deemed to be the agent or employee of the Contractor.

Article 14: Conflict of Interest

- 14.01 The Contractor covenants that it presently has no interest and shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance of the Services under this Contract. The Contractor further covenants that in the performance of this Contract no person having any such interest shall be employed by it.
- 14.02 The Contractor further covenants that no officer, agent, or employee of the City and no other public official who exercises any functions or responsibilities in the review or approval of the undertaking or performance of this Contract has any personal or financial interest, direct or indirect, in this Contract or in its proceeds, whether such interest arises by way of a corporate entity, partnership, or otherwise.
- 14.03 The Contractor warrants (a) that it has not employed and will not employ any person to solicit or secure this Contract upon any agreement or arrangement for payment of a commission, percentage, brokerage fee, or contingent fee, other than bona fide employees working solely for the Contractor either directly or indirectly, and (b) that if this warranty is breached, the City may, at its option, terminate this Contract without penalty, liability or obligation, or may, at its option, deduct from any amounts owed to the Contractor under this Contract any portion of any such commission, percentage, brokerage, or contingent fee.
- 14.04 The Contractor covenants not to employ an employee of the City for a period of one (1) year after the date of termination of this Contract without written City approval.
- 14.05 The Contractor shall provide a statement listing all political contributions and expenditures ("Statement of Political Contributions and Expenditures"), as defined by the Michigan Campaign Finance Act, MCL 169.201, et seq., made by the Contractor, its

affiliates, subsidiaries, principals, officers, owners, directors, agents or assigns, to elective City officials within the previous four (4) years. Individuals shall also list any contributions or expenditures from their spouses.

- 14.06 The Contractor's Statement of Political Contributions and Expenditures shall be attached to this Contract as "Exhibit C" and made a part hereof. **This Contract is not valid unless and until the Statement of Political Contributions and Expenditures is provided.**
- 14.07 The Statement of Political Contributions and Expenditures shall be filed by the Contractor on an annual basis for the duration of the Contract, shall be current up to and including the date of its filing, and shall also be filed with all contract renewals and change orders, if any.

Article 15: Confidential Information

- 15.01 In order that the Contractor may effectively fulfill its covenants and obligations under this Contract, it may be necessary or desirable for the City to disclose confidential and proprietary information to the Contractor or its Associates pertaining to the City's past, present and future activities. Since it is difficult to separate confidential and proprietary information from that which is not, the Contractor shall regard, and shall instruct its Associates to regard, all information gained as confidential and such information shall not be disclosed to any organization or individual without the prior consent of the City. The above obligation shall not apply to information already in the public domain or information required to be disclosed by a court order.
- 15.02 The Contractor agrees to take appropriate action with respect to its Associates to ensure that the foregoing obligations of non-use and non-disclosure of confidential information shall be fully satisfied.

Article 16: Compliance With Laws

- 16.01 The Contractor shall comply with and shall require its Associates to comply with all applicable federal, state and local laws.
- 16.02 The Contractor shall hold the City harmless with respect to any damages arising from any violation of law by it or its Associates. The Contractor shall commit no trespass on any public or private property in performing any of the Services encompassed by this Contract. The Contractor shall require as part of any subcontract that the Subcontractor comply with all applicable laws and regulations.

Article 17: Office of Inspector General

- 17.01. In accordance with Section 2-106.6 of the City Charter, this Contract shall be voidable or rescindable at the discretion of the Mayor or Inspector General at any time if a Public Servant who is a party to the Contract has an interest in the Contract and fails to disclose such interest.

- 17.02. This Contract shall also be voidable or rescindable if a lobbyist or employee of the contracting party offers a prohibited gift, gratuity, honoraria or payment to a Public Servant in relation to the Contract.
- 17.03. A fine shall be assessed to the Contractor in the event of a violation of Section 2-106.6 of the City Charter. If applicable, the actions of the Contractor, and its representative lobbyist or employee, shall be referred to the appropriate prosecuting authorities.
- 17.04. Pursuant to Section 7.5-306 of the City Charter, the Inspector General shall investigate any Public Servant, City agency, program or official act, contractor and subcontractor providing goods and services to the City, business entity seeking contracts or certification of eligibility for City contracts and person seeking certification of eligibility for participation in any City program, either in response to a complaint or on the Inspector General's own initiative in order to detect and prevent waste, abuse, fraud and corruption.
- 17.05. In accordance with Section 7.5-310 of the City Charter, it shall be the duty of every Public Servant, contractor, subcontractor, and licensee of the City, and every applicant for certification of eligibility for a City contract or program, to cooperate with the Inspector General in any investigation pursuant to Article 7.5, Chapter 3 of the City Charter.
- 17.06. Any Public Servant who willfully and without justification or excuse obstructs an investigation of the Inspector General by withholding documents or testimony, is subject to forfeiture of office, discipline, debarment or any other applicable penalty.
- 17.07. As set forth in Section 7.5-308 of the City Charter, the Inspector General has a duty to report illegal acts. If the Inspector General has probable cause to believe that any Public Servant or any person doing or seeking to do business with the City has committed or is committing an illegal act, then the Inspector General shall promptly refer the matter to the appropriate prosecuting authorities.

Article 18: Amendments

- 18.01 The City may consider it in its best interest to change, modify or extend a covenant, term or condition of this Contract or require the Contractor to perform Additional Services that are not contained within the Scope of Services as set forth in Exhibit A. Any such change, addition, deletion, extension or modification of Services may require that the compensation paid to the Contractor by the City be proportionately adjusted, either increased or decreased, to reflect such modification. If the City and the Contractor mutually agree to any changes or modification of this Contract, the modification shall be incorporated into this Contract by written Amendment.
- 18.02 Compensation shall not be modified unless there is a corresponding modification in the Services sufficient to justify such an adjustment. If there is any dispute as to compensation, the Contractor shall continue to perform the Services under this Contract until the dispute is resolved.
- 18.03 No Amendment to this Contract shall be effective and binding upon the parties unless it expressly makes reference to this Contract, is in writing, is signed and acknowledged by duly

authorized representatives of both parties, is approved by the appropriate City departments and the City Council, and is signed by the Chief Procurement Officer.

- 18.04 The City shall not be bound by Unauthorized Acts of its employees, agents, or representatives with regard to any dealings with the Contractor and any of its Associates.

Article 19: Fair Employment Practices

- 19.01 The Contractor shall comply with, and shall require any Subcontractor to comply with, all federal, state and local laws governing fair employment practices and equal employment opportunities.
- 19.02 The Contractor agrees that it shall, at the point in time it solicits any subcontract, notify the potential Subcontractor of their joint obligations relative to non-discrimination under this Contract, and shall include the provisions of this Article 18 in any subcontract, as well as provide the City a copy of any subcontract upon request.
- 19.03 Breach of the terms and conditions of this Article 18 shall constitute a material breach of this Contract and may be governed by the provisions of Article 11, "Default and Termination."

Article 20: Notices

- 20.01 All notices, consents, approvals, requests and other communications ("Notices") required or permitted under this Contract shall be given in writing, mailed by postage prepaid, certified or registered first-class mail, return receipt requested, and addressed as follows:

If to the Human Resources Department on behalf of the City:

City of Detroit
 Department of Human Resources
 Detroit, MI 000MI
 Attention: Ms. Denise Starr

If to the Contractor:

OCCUPATIONAL HEALTH CENTERS OF THE SW-Concentra
 Attention: Ms. Sandra Gruca

- 20.02 All Notices shall be deemed given on the day of mailing. Either party to this Contract may change its address for the receipt of Notices at any time by giving notice of the address change to the other party. Any Notice given by a party to this Contract must be signed by an authorized representative of such party.
- 20.03 The Contractor agrees that service of process at the address and in the manner specified in this Article 19 shall be sufficient to put the Contractor on notice of such action and waives any and all claims relative to such notice.

Article 21: Proprietary Rights and Indemnity

- 21.01 The Contractor shall not relinquish any proprietary rights in its intellectual property (copyright, patent, and trademark), trade secrets or confidential information as a result of the Services provided under this Contract. Any Work Product provided to the City under this Contract shall not include the Contractor's proprietary rights, except to the extent licensed to the City.
- 21.02 The City shall not relinquish any of its proprietary rights, including, but not limited to, its data, privileged or confidential information, or methods and procedures, as a result of the Services provided under this Contract.
- 21.03 The parties acknowledge that should the performance of this Contract result in the development of new proprietary and secret concepts, methods, techniques, processes, adaptations, discoveries, improvements and ideas ("Discoveries"), and to the extent said Discoveries do not include modifications, enhancements, configurations, translations, derivative works, and interfaces from the Contractor's intellectual property, trade secrets or confidential information, said Discoveries shall be deemed "Work(s) for Hire" and shall be promptly reported to the City and shall belong solely and exclusively to the City without regard to their origin, and the Contractor shall not, other than in the performance of this Contract, make use of or disclose said Discoveries to anyone. At the City's request, the Contractor shall execute all documents and papers and shall furnish all reasonable assistance requested in order to establish in the City all right, title and interest in said Discoveries or to enable the City to apply for United States patents or copyrights for said Discoveries, if the City elects to do so.
- 21.04 Any Work Product provided by the Contractor to the City under this Contract shall not be disclosed, published, copyrighted or patented, in whole or in part, by the Contractor. The right to the copyright or patent in such Work Product shall rest exclusively in the City. Further, the City shall have unrestricted and exclusive authority to publish, disclose, distribute and otherwise use, in whole or in part, any of the Work Product. If Work Product is prepared for publication, it shall carry the following notation on the front cover or title page: "This document was prepared for, and is the exclusive property of, the City of Detroit, Michigan, a municipal corporation."
- 21.05 The Contractor warrants that the performance of this Contract shall not infringe upon or violate any patent, copyright, trademark, trade secret or proprietary right of any third party. In the event of any legal action related to the above obligations of the Contractor filed by a third party against the City, the Contractor shall, at its sole expense, indemnify, defend and hold the City harmless against any loss, cost, expense or liability arising out of such claim, whether or not such claim is successful.
- 21.06 The making of payments, including partial payments by the City to the Contractor, shall vest in the City title to, and the right to take possession of, all Work Product produced by the Contractor up to the time of such payments, and the City shall have the right to use said Work Product for public purposes without further compensation to the Contractor or to any other person.
- 21.07 Upon the completion or other termination of this Contract, all finished or unfinished Work Product prepared by the Contractor shall, at the option of the City, become the City's sole and exclusive property whether or not in the Contractor's possession. Such Work Product shall be free from any claim or retention of rights on the part of the Contractor and shall promptly be delivered to the City upon the City's request. The City shall return all of the Contractor's property to it. The Contractor acknowledges that any intentional failure or unreasonable delay on its part to deliver the Work Product to the City will cause irreparable harm to the City not adequately compensable in damages and for which the City has no adequate remedy at law. The Contractor

accordingly agrees that the City may in such event seek and obtain injunctive relief in a court of competent jurisdiction to compel delivery of the Work Product, to which injunctive relief the Contractor consents, as well as seek and obtain all applicable damages and costs. The City shall have full and unrestricted use of the Work Product for the purpose of completing the Services.

Article 22: Force Majeure

- 22.01 No failure or delay in performance of this Contract, by either party, shall be deemed to be a breach thereof when such failure or delay is caused by a force majeure event including, but not limited to, any Act of God, strikes, lockouts, wars, acts of terrorism, riots, epidemics, explosions, sabotage, breakage or accident to equipment, the binding order of any court or governmental authority, or any other cause, whether of the kind herein enumerated or otherwise, not within the control of a party. In the event of a dispute between the parties with regard to what constitutes a force majeure event, the City's reasonable determination shall be controlling.

Article 23: Waiver

- 23.01 The City shall not be deemed to have waived any of its rights under this Contract unless such waiver is in writing and signed by the City.
- 23.02 No delay or omission on the part of the City in exercising any right shall operate as a waiver of such right or any other right. A waiver on any one (1) occasion shall not be construed as a waiver of any right on any future occasion.
- 23.03 No failure by the City to insist upon the strict performance of any covenant, agreement, term or condition of this Contract or to exercise any right, term or remedy consequent upon its breach shall constitute a waiver of such covenant, agreement, term, condition, or breach.

Article 24: Miscellaneous

- 24.01 If this contract is grant funded, this contract is governed by the terms and conditions of the grant agreement. See the full terms and conditions of the grant are included with this contract.
- 24.02 If any provision of this Contract or its application to any person or circumstance shall to any extent be invalid or unenforceable, the remainder of this Contract shall not be affected and shall remain valid and enforceable to the fullest extent permitted by law.
- 24.03 This Contract contains the entire agreement between the parties and all prior negotiations and agreements are merged into this Contract. Neither the City nor the City's agents have made any representations except those expressly set forth in this Contract, and no rights or remedies are, or shall be, acquired by the Contractor by implication or otherwise unless expressly set forth in this Contract. The Contractor waives any defense it may have to the validity of the execution of this Contract.
- 24.04 Unless the context otherwise expressly requires, the words "herein," "hereof," and "hereunder," and other words of similar import, refer to this Contract as a whole and not to any particular section or subdivision.
- 24.05 The headings of the sections of this Contract are for convenience only and shall not be used to construe or interpret the scope or intent of this Contract or in any way affect the same.

- 24.06 This Contract and all actions arising under it shall be governed by, subject to, and construed according to the law of the State of Michigan. The Contractor agrees, consents and submits to the exclusive personal jurisdiction of any state or federal court of competent jurisdiction in Wayne County, Michigan, for any action arising out of this Contract. The Contractor also agrees that it shall not commence any action against the City because of any matter whatsoever arising out of or relating to the validity, construction, interpretation and enforcement of this Contract in any state or federal court of competent jurisdiction other than one in Wayne County, Michigan.
- 24.07 If any Associate of the Contractor shall take any action that, if done by a party, would constitute a breach of this Contract, the same shall be deemed a breach by the Contractor.
- 24.08 The rights and remedies set forth in this Contract are not exclusive and are in addition to any of the rights or remedies provided by law or equity.
- 24.09 For purpose of the hold harmless and indemnity provisions contained in this Contract, the term "City" shall be deemed to include the City of Detroit and all other associated, affiliated, allied or subsidiary entities or commissions, now existing or subsequently created, and their officers, agents, representatives, and employees.
- 24.10 The Contractor covenants that it is not, and shall not become, in arrears to the City upon any contract, debt, or other obligation to the City including, without limitation, real property, personal property and income taxes, and water, sewage or other utility bills.
- 24.11 This Contract may be executed in any number of originals, any one of which shall be deemed an accurate representation of this Contract. Promptly after the execution of this Contract, the City shall provide a copy to the Contractor.
- 24.12 As used in this Contract, the singular shall include the plural, the plural shall include the singular, and a reference to either gender shall be applicable to both.
- 24.13 The rights and benefits under this Contract shall inure to the City of Detroit and its agents, successors, and assigns.
- 24.14 The City shall have the right to recover by setoff from any payment owed to the Contractor all delinquent withholding, income, corporate and property taxes owed to the City by the Contractor, any amounts owed to the City by the Contractor under this Contract or other contracts, and any other debt owed to the City by the Contractor.

(Signatures appear on next page)

Signature Page

The City and the Contractor, by and through their duly authorized officers and representatives, have executed this Contract as follows:

City of Detroit:
Human Resources Department:

Occupational Health Centers of Michigan, P.C.
d/b/a Concentra Medical Centers

By: [Signature]
Name

By: [Signature]
Name

[Signature]
Title

John R. Anderson, D.O., President and Treasurer
Title

THIS CONTRACT WAS APPROVED
BY THE CITY COUNCIL ON:

THIS CONTRACT WAS APPROVED
BY FRC ON:
(if FRC approval is not required, leave blank)

6/28/16

Date

Date

APPROVED BY LAW DEPARTMENT
PURSUANT TO § 7.5-206 OF THE CHARTER
OF THE CITY OF DETROIT

DocuSigned by:
Lena Willis 7/8/2016
Date
D1114AA96D0F4F2...

DocuSigned by:
Kimberly James 7/8/2016
Date
B3D200FBED9D4BD...

**THIS CONTRACT IS NOT VALID OR AUTHORIZED UNTIL APPROVED BY
RESOLUTION OF THE CITY COUNCIL AND SIGNED BY THE CHIEF PROCUREMENT
OFFICER.**

EXHIBIT A: SCOPE OF SERVICES

I. Notice to Proceed

The term of this Contract shall begin on 07/01/2016 and shall terminate on 06/30/2019 The Contractor shall commence performance of this Contract upon receipt of a written "Notice to Proceed" from the City and in the manner specified in the Notice to Proceed.

II. Services to be Performed

The RFP scope of works follows this page as the services to be performed.



D. Scope of Work

Proposals must respond to all sections outlined in Scope of Work section.

Within this section, we outline Concentra's method of approach for performing the required scope of services.

Capacity, Scheduling, and Location

1. The Provider must have functional capacity to provide 5-10 pre-employment/return-to-work examinations daily for pre-scheduled appointments and/or walk-ins.

Concentra affirms our ability to meet the specified daily volume requirement for pre-employment/return-to-work examinations.

2. The Provider must provide a portal for the City to schedule all appointments electronically.

The CODs at our local urgent care centers will coordinate all scheduling for the City's program. Concentra understands that the City's personnel require fast service. It is Concentra's policy to treat all patients entering our facilities to a welcoming, respectful, and skillful experience and to minimize lost time, we process testing as quickly as possible. Although our facilities are primarily "first come, first serve," Concentra can accommodate scheduled appointments if requested, with 24 to 48 hours advance notice. In addition, our urgent care centers implement "fast track" drug/alcohol testing services in which employees experience a 30-minute or less wait time for a drug specimen collection/ breath alcohol test. We prioritize injury care in our urgent care centers; medical examinations and clinical procedures follow injury treatment.

Reporting Requirements

1. Provide the City with automated electronic outputs with a notice for any individuals requiring return visits, follow-up exams, and tests within 24 hours from the day of the initial scheduled exam/procedure.

Data Collection and Reporting

Concentra affirms our ability to meet the City's electronic reporting requirement within the stated turnaround time. In all of our urgent care centers, Concentra uses a proprietary patient management system, referred to as *OccuSource* that enables Concentra to capitalize on superior knowledge of workplace injuries and their outcomes. *OccuSource* supports daily management of information and patient flow within each center and offers unique, timely, and meaningful information to our customers on a daily, weekly, quarterly, bi-annual, and annual basis according to specific requirements. This benefits employers, employees, and payer groups by ensuring a standardized reporting format, a user-friendly system, and measureable statistical outcomes.

OccuSource is proprietary to Concentra, and is far superior to similar programs in its ability to track patient care and provide outcomes data. As a cumulative database, *OccuSource* maintains demographic and visit information for all patients treated at our clinics, and is readily available to create several types of outcomes data. Concentra believes that *OccuSource's* ability to capture valuable information on all patient visits – *more than 6 million visits annually* – distinguishes this database from all others utilized in the occupational health care industry.

Individual patient encounters provide the basis for the reporting system. The system creates a report for each employee visit seen at Concentra and generates an e-mail or fax notification (based on the City's preferences) to the City's designated contact. Concentra can set up notification for multiple contacts, if desired.

The following table outlines examples of our standard visit-based report output:

| OccuSource – Sample Reports and Communications | |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Non-Injury Status Report | <ul style="list-style-type: none"> Generated at the conclusion of each non-injury visit Report includes patient name and demographics, date seen, time checked in and out of the center, results, and remarks |
| Missed Appointment Letter | <ul style="list-style-type: none"> Generated the day after a missed appointment Report includes the employee and employer demographics, time and date of the missed appointment and provider's name |

Employer Portal (Enhancement)

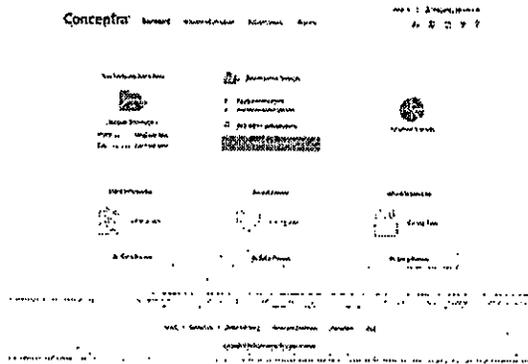
As a recent enhancement to our existing reporting capabilities and a future option for the City, Concentra offers an employer portal designed to allow convenient access to key account information while streamlining the authorization and reporting process. Below we highlight key features for the City's review.

Account Information

- Access to view employer accounts
- Access to make edits within employer and location addresses and contacts
- View capabilities of all service packages, components, and payers

Authorization Services

- Electronic creation of authorization forms for patients
- Print and e-mail functionality provided to communicate authorizations
- Search and archive functions for authorization forms



Employer Reports

- Full integration of existing employer reports for easy access
- Export and print functionality for all accessible reports
- Archive and search functions for stored reports provided

Future platform enhancements will include bill pay, access to patient results, and scheduling functionality. We welcome the opportunity to engage the City in future discussions regarding this key feature.

26. Provide to the City of Detroit Human Resources Department automated electronic outputs with a list of any no-shows with 24 hours on the day of the scheduled exam/procedure.

Concentra affirms our ability to meet the City's electronic reporting requirement within the stated turnaround time.

27. Provide to the City of Detroit Human Resources Department with automated electronic outputs with results of physicals. Medical Review Officer (MRO) 48 hour reviewed drug/alcohol tests or other exam results within 24 hours following the physical exam/procedure.

Concentra affirms our ability to meet the City's electronic reporting requirement within the stated turnaround time.



4. The Provider shall provide records related to the collection process (for example, collection logbooks; documents relating to the random selection process; calibration documentation for evidential breath testing devices; and documentation of breath alcohol technician training) to the City of Detroit. (If additional tests/data are necessary to render a medical determination, the results may be delayed until the first working day following the receipt/completion of such tests/data).

Concentra affirms our ability to meet the City's requirement.

5. Provide to the City the results of EKGs, X-rays, or other such laboratory tests within 48 hours following the exam/test. If additional tests/data are necessary to render a medical determination, the results may be delayed no more than 72 hours or 3 business days, whichever is longer.

Concentra affirms our ability to meet the City's requirement. We will integrate, review, and report all medical information back to the City's designated representative within 24 hours of receipt of all relevant data. The report will provide a recommendation based on the results, any recommended referrals, and/or restrictions, and recommendations for necessary follow up to remedy the referral. The physician will note if additional testing is necessary and advise of the clearance status for job placement. If the results require supplemental testing, Concentra will notify the City designated representative prior to performing any additional testing. Depending on the specific components tested for (i.e., blood or urine analysis), results may take up to five days to report.

6. Notice of any and all tests results will be provided electronically to designated persons who shall transmit necessary information for treatment to the patient, at the direction of the City of Detroit Human Resources Department. This person shall serve as a single point of contact for any issues or concerns.

Concentra affirms our ability to meet the City's requirement.

7. Provide an electronic report within 24 hours of initial evaluation results when so requested by the City of Detroit Human Resources Department staff.

Concentra affirms our ability to meet the City's requirement.

8. Coordinate with the employee or candidate for employment any additional tests, exams, or the return of any documentation required prior to a medical determination being rendered.

Concentra affirms our ability to meet the City's requirement.

9. Physicals must be compliant with defined protocols established by the City based on the job classification and job description.

Concentra reviewed the City's physical examination requirements and we affirm we will comply with the specifications as outlined. In addition, our specialists will perform job-specific functional testing that evaluates employees on their ability to perform the essential job functions (EJFs). As a leading occupational health care provider, Concentra has performed examinations since our inception more than three decades ago. We maintain comprehensive policies and procedures outlining examination requirements in accordance with OSHA, DOT, ADA, NFPA, MCOLES police officer standards, and other applicable regulations and guidelines unique to occupational health. We assure the City that trained, Michigan-licensed clinicians will perform the requested examinations, and that we will orient and train all clinical staff on the requirements associated with the City's examinations.

10. Provide access to service 24 hours a day/7 days a week/365 days a year. The Provider sites must be located near the north, south, east, and west city limit boundaries for return to work, fit for duty, and reasonable suspicion testing.

Concentra affirms our ability to provide services on a 24/7/365 basis through our conveniently located Downtown Detroit, Airport Romulus, and Fraser urgent care centers. We include location and contact information for these centers in response to Section C. Statement of Submission, question 3.



11. Provide access to a combined nationwide network of collection sites for pre-employment physicals and drug screens for applicants outside of the State of Michigan or southeastern Michigan.

Concentra affirms our ability to offer nationwide coverage within and outside of the state of Michigan. Across the U.S., we operate and manage a network of 300 urgent care centers in nearly 40 states. Of these, 18 are located in Michigan. A complete Concentra Urgent Care Center location listing is available at www.concentra.com; however, for the City's convenience, we include Attachment E – Concentra Location Directory.

12. Provide drug and alcohol testing services on behalf of the City in compliance with all Federal, State and local laws.

Concentra affirms we will include drug and alcohol testing as part of the City's program. DOT regulation 49 CFR Part 40, which outlines *Procedures for Transportation Workplace Drug and Alcohol Testing Programs*, provides clear guidelines and high standards as it relates to drug and alcohol testing procedures. For more than two decades of withstanding various regulatory and legal challenges, these procedures have become known as the gold standard. Therefore, Concentra conducts all drug testing (DOT and non-DOT) in full compliance with 49 CFR Part 40 and adheres to all Substance Abuse and Mental Health Services Administration (SAMHSA) policies and procedures to ensure appropriate chain of custody. By following these procedures in federal and non-federal testing Concentra is able to simplify the collection process, offer the most defensible procedures for our collectors and clients, and provide the optimal level of confidentiality for the donors.

Our typical process includes:

- Certified staff to perform DOT collections
- Collection via a split sample method as required by DOT
- Use of the proper chain of custody form for regulated and non-regulated testing
- Proper specimen containment
- Shipment of specimen to a certified lab for analysis *within 24 hours or during the next business day*
- Laboratory analysis by performed by an appropriately licensed and certified laboratory
- Medical review officer (MRO) review as appropriate

Drug Screen Process

Collectors

Concentra's certification course meets and exceeds the DOT training model. To help ensure consistency among all Concentra markets in adhering to DOT regulations, we developed a three-phase Concentra Collector Certification Program. Our policy is that all collectors (new hires and existing) successfully complete each phase of the program prior to Concentra certifying the individual to perform drug screen collections. Concentra's intention is to maintain high standards and quality in the collection process. To that end, Concentra requires refresher training for all collectors every 2.5 years, although DOT regulations require refresher training to occur within five years. If the collector does not complete refresher training within the designated timeframe, we will not allow him/her to perform DOT collections.

We summarize each phase of our Collector Certification Program in the following table.

| Concentra Collector Certification Program | |
|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Phase One: Study Guide and Quiz | |
| Intranet study guide and quiz (required prior to attending phase two) | |
| Phase Two: Classroom Instruction | |
| <ul style="list-style-type: none"> ▪ Interactive instruction ▪ Hands-on collection training | <ul style="list-style-type: none"> ▪ Written examination (85% pass rate required for certification) ▪ Completion of Collector Acknowledgement Form |



Concentra Collector Certification Program

Phase Three: Proficiency Examination

- Five consecutive, error-free mock collections
- Two uneventful collection scenarios
- One "insufficient quantity of urine" scenario
- One "temperature out-of-range" scenario
- One scenario in which the donor refuses to sign the CCF and initial the specimen bottle's tamper-evident seal

Collection Process

Concentra administers all drug tests using the split sample method as required by the DOT and tests all samples for substances outlined in the most recent regulations. The certified collector and appropriate laboratory adhere to the following guidelines:

- Collects a minimum of 45 milliliters (ml.) of urine
- Divides the specimen into two bottles, 30 ml. in one and 15 ml. into a second bottle
- Seals the specimen appropriately
- Sends each specimen to the laboratory, ensuring shipment occurs as quickly as possible, but in any case within 24 hours or during the next business day
- Once received, the lab analyzes the primary 30 ml. bottle, while the second bottle is held in the laboratory, pending a request from the employee for a second test in the event of a verified positive of the primary test

Chain of Custody

When collecting urine specimens, Concentra adheres to all SAMHSA policies and procedures to ensure appropriate chain of custody to document the integrity and security of the specimen from the time of collection until receipt by the laboratory. For DOT collections, we use the federal chain of custody form; for non-regulated drug screens, we use the non-federal chain of custody form.

Specific to DOT testing, Concentra completes the federal chain of custody form in accordance with SAMHSA guidelines as we outline below:

- Collector ensures that the name and address of the drug testing laboratory appear on the top of the Chain of Custody and Control Form (CCF) and the specimen ID number on the top of the CCF matches the specimen ID number on the labels/seals
- Collector provides the required information in step 1 on the CCF and provides a remark in step 2 if the donor refuses to provide his/her Social Security or employee ID number.
- Collector gives a collection container to the donor to provide specimen
- After the donor gives the specimen to the collector, the collector checks the temperature of the specimen within four minutes, marks the appropriate temperature box in step 2 on the CCF, and provides a remark if the temperature is outside the acceptable range
- Collector checks the split or single specimen collection box:
 - ✓ If no specimen is collected, the collector checks that box, provides a remark, discards Copy 1, and distributes the remaining copies as required
 - ✓ If it is an observed collection, the collector checks that box and provides a remark
- Donor watches as the collector pours the specimen from the collection container into the specimen bottle(s), places the cap(s) on the specimen bottle(s), and affixes the label(s)/seal(s) on the specimen bottle(s)
- After affixing the labels/seals, the collector dates the specimen bottle label(s)
- Donor initials affixed and dated specimen bottle label(s)
- Collector turns to Copy 2 (MRO Copy) and instructs the donor to (1) read the certification statement in step 5 and (2) sign, print name, date, provide phone numbers, and date of birth; if the donor refuses to sign the certification statement, the collector provides a remark in step 2 on Copy 1



- Collector completes step 4 (i.e., provides signature, printed name, date, time of collection, and name of delivery service), immediately places the sealed specimen bottle(s) and Copy 1 of the CCF in a leak-proof plastic bag, releases specimen package to the delivery service, and distributes the other copies as required

Specimen Transport

Once the specimen is sealed, a courier picks up the specimen from the collection site via automobile. The collector or collection site must ensure that each specimen collected is shipped to a laboratory as quickly as possible, but in any case within 24 hours or during the next business day. Specimens are picked up one to two times per day depending on the volume of the center location.

Breath Alcohol Testing

Concentra conducts breath alcohol testing using an evidential breath testing (EBT) device approved on the National Highway Traffic Safety Administration's (NHTSA) Conforming Products List for both screening and confirmation testing. To ensure quality results, each EBT device has a calibration check performed daily and after every positive result (no exceptions); records of the calibration are placed on file with a retention period of five years. *Personnel performing breath alcohol testing are trained and certified as breath alcohol technicians in accordance with DOT guidelines.*

Typically, breath alcohol tests that register less than 0.02 gms./210l are reported as "negative" (for the purposes of DOT) and no additional testing is required. Breath alcohol tests that register 0.02 gms./210l or greater require a second confirmatory test. If the confirmatory test is less than 0.02 gms./210l, the results are reported as "negative." Breath alcohol results that register 0.04 gms./210l or greater on the confirmation test are immediately reported to the City. (A 0.04 gms./210l is considered a DOT positive result).

Hair Sample Testing

Concentra will engage our preferred vendor, *Psychemedics Corporation (Psychemedics)*, for hair sample testing. Psychemedics possesses the first internationally patented technology for analyzing hair for drug abuse. Psychemedics' technology enables them to offer a personal drug history during a period of several months.

Collector Training

Concentra hair collectors must complete and successfully pass the Psychemedics Hair Collection Training Course and demonstrate proficiency prior to performing any hair collections.

Hair Sample Collection

Drugs deposited in hair can be measured using radioimmunoassay and ultra-sensitive gas chromatograph/mass spectrometry procedures. All initial positives are confirmed using gas chromatography/mass spectrometry (GC/MS). Concentra's collectors perform all hair sample collections based on guidelines provided by Psychemedics.

Below we outline collection areas most suitable for hair follicle testing and specific factors to consider during collections.

Head Hair

- The preferable area for hair sample collection is the crown of the head. Head hair can be gathered from multiple locations on the head to obtain a suitable volume.
- If the donor has no head hair or the head hair is very sparse and collecting it would leave a visible spot, hair should be collected from an alternate area.
- Regardless of the body area of collection, the collector needs to ensure that once completing the process, the collection is cosmetically undetectable.

Body Hair

- Body hair may be collected from the legs, underarms, chest, and arms. Body hair collected from any of these areas may be combined into a single sample submitted to the laboratory.

Instant/Rapid Test

Concentra affirms that we will perform instant drug screens as appropriate for the City's program. The eCup is a patented urine collection device designed to allow for rapid, under-seal screening. An advantage to the "smart" cup is that it does not require human intervention or interpretation; this ensures no chance of human error. The process begins with an electronic chain of custody (eCCF). This feature eliminates the expense and delays typically associated with incomplete paper forms and the faxing/mailing of paper chains. The paperless trail accompanies the specimen throughout the testing process, from the initial order, through the testing process, and to the results' electronic storage, distribution, and retrieval. Once the donor's urine specimen is placed into the plastic cup, the lid is attached and sealed. This creates a completely self-contained unit that does not require the clinician to pour, transfer, or pipette the specimen into any other container. Instead, the cup, in combination with the patented eReader appliance analyzes the specimen. The eCup's lid contains several embedded reagent test strips that are sensitive to the five-test SAMHSA profile cutoff levels. The lid's test strips also detect and provide adulteration panels for pH, creatinine, and nitrates. When the eCup is placed into the eReader device, its test strips are digitally screened for the presence or absence of drugs of abuse. The eReader uses bar code technology, coupled with optical imaging, to electronically capture the drug test results.

After-hours Testing

While we acknowledge that the City desires on-site, after-hours drug and alcohol testing, we propose to direct City employees to our *Downtown Detroit* urgent care center for testing needed after normal business hours. Of relevance, our *Airport Romulus* and *Fraser* centers are also available on a 24/7 basis. These three locations are easily able accommodate the City's need for after-hours collections.

Commercial Driver's License (CDL)
13. Provides with complete confidentiality, and in compliance with nationally accepted chain of custody methodology, the drug test results of prospective employees and employees of the City and any other information that the City determines is confidential information that is consistent with the terms of this contract and Federal Transit Administration (FTA) regulations, Federal Motor Carrier Safety & Administration (FMCSA) regulations and/or Department of Transportation (DOT) regulations.

We assure all services, reporting, and data transfer will be in accordance with HIPAA regulations to ensure patient confidentiality. We outline our standard turnaround times for communicating results below for the City's review.

Drug Tests

Concentra's average turnaround time for a negative drug screen result is 24-48 hours upon receipt at the lab. However, a positive result turnaround timeframe, including MRO review, varies for non-DOT and DOT tests, and may take 48 to 72 hours depending on the MRO verifications.

- *Non-DOT Positives* – For a non-DOT positive drug test, MRO review is at the employer's discretion and results can take 48 to 72 hours upon receipt at the lab.
- *DOT Positives* – MRO review is required for all DOT positive drug tests. While we can report a confirmed positive result to the MRO within 48 hours, the average turnaround time for a positive DOT drug screen review by the MRO varies due to the responsiveness of the donor to the MRO in accordance with DOT regulations. The donor has up to five days to make contact with the MRO per DOT guidelines before the MRO reports a result. Unless otherwise noted, the MRO will conduct the MRO investigation in accordance with the DOT guidelines.

Breath Alcohol Tests

We report breath alcohol testing results the same day that we obtain the specimen.



14. Provide a fully automated and cloud-based random testing system that will identify employees selected for screening, schedule screening appointments, and provide results for the City's Designated Employer Representative (DER), as defined by law. This system must comply with DOT, FTA and FMCSA Regulations with regard to chain of custody and confidentiality.
15. Selection of employees for electronic online sampling and random testing: The Provider shall randomly select 2.5 percent of employee ODL population weekly. The Provider is subject to providing a random drug and alcohol testing, and administering the random drug and alcohol testing program as prescribed in writing by law. The City of Detroit shall provide to the Provider a data file containing the first and last name of all current holding a ODL that are employees subject to random testing, the employee's worksite, and a unique identifying number in a fixed-width or delimited file format. From this data the Provider shall provide to the human resources department in the same format a listing by location of those employees randomly selected for testing. The Provider shall also provide in the same format a listing by location of test results including the test results data. The Provider's method of random selection shall meet the requirements set by the State of Michigan Drug-Free Workplace Act and Federal Regulations Drug-Free Workplace Act of 1988, as appropriate, and will comply with directives as to the number of employees tested. The Provider must provide documentation of the validity of their random selection software.

(Response to questions 14 and 15)

Concentra affirms our ability to offer random selection services and the associated reporting through our preferred vendor, eScreen, Inc. (eScreen). eScreen utilizes an unbiased random selection methodology using a computer-generated process, designs its program to eliminate any manipulation, and adheres to DOT regulations. eScreen uses the most recent percentages (drug/alcohol) as delivered by the DOT and will update pools monthly or as the City dictates.

We outline the random selection process below:

- The City and eScreen discuss the available "testing cycle" (frequency of random selections, i.e., quarterly, monthly, bi-monthly, etc.) options and determine an appropriate testing cycle for the City's program. The testing cycle will meet the DOT standards and frequency.
- The City updates its employee list prior to each testing cycle and submits the updated list using a mutually agreed upon method (i.e., mail, e-mail, fax, etc.).
- At the beginning of each testing cycle, eScreen transmits the identification of all employees selected for testing during that cycle to the City's designated employer representative.
- The City determines the schedule of testing for each employee requiring testing and assures that each employee selected is tested prior to the end of the testing cycle.
- When the City notifies the employee, the individual must proceed immediately to the Concentra collection site. Concentra tracks the arrival/departure time of the employee.
- At the conclusion of the testing cycle, eScreen notes all employees who were selected for testing, those not tested, and individuals whose absence was not explained by the City.
- eScreen sends a written notice of the "failure to test" to the City's DER.

16. Provide a network of collection sites across the continental United States to assist in the collection of samples for pre-employment physicals, drug, and alcohol screening.

As mentioned, Concentra operates 300 urgent care centers nationally, all of which are available to serve the occupational health needs of the City's workforce.

17. Provide training services to City employees to ensure compliance with those portions of the Regulations relating to record keeping.

Concentra affirms our ability to meet the City's requirement.

18. Provide for the testimony of the Medical Review Officer (MRO) at all department proceedings, trial boards, lawsuits, grievance, appeals, arbitration, mediation or any other dispute resolution forum requiring such input.

Concentra affirms that we will provide expert witness related to the services that Concentra clinicians and professionals render as defined in the course and scope of this RFP. We require the issuance of a subpoena if such testimony is required. Concentra's Legal Department will communicate directly with the City's legal counsel to ascertain the specific information required/desired to adequately represent the facts of the specific case. We outline associated costs as part of Attachment B – Concentra Pricing Proposal.



Regarding MRO services, the MRO must be, and remain knowledgeable about, applicable rules including DOT Part 40, MRO guidelines, and DOT agency regulations, which impact organizations for which the MRO evaluates drug test results. The MRO is often called upon to assist clients in the implementation of legally defensible policies and programs. Therefore, the MRO must be able to advise organizations about both regulated and non-regulated drug and alcohol testing procedures. As such, the proposed MRO is available to serve as an expert consultant or witness on matters involving drug testing; the MRO is available via conference call or in person. *Additional fees may apply.*

Specific to laboratory testing, our vendor, *Quest Diagnostics, Inc. (Quest)*, can prepare a litigation package or similar materials for legal, grievance, or disciplinary purposes. In addition, qualified experts from Quest are available to testify in court proceedings to clarify or support the laboratory's documentation and procedures. *Additional fees may apply.*

19. Ensure that the Medical Review Officer (MRO) is trained and fully licensed in review and record keeping procedures for the purposes of ensuring the MRO's compliance with the Regulations.

Concentra will perform MRO services utilizing our preferred vendor, *Stephen Kracht, DO, of eScreen*. The MRO service reviews and interprets non-negative test results obtained through the City's program to assure a scientifically valid result and then determines whether a legitimate medical explanation could account for a laboratory-confirmed positive result. Specifically, the MRO typically makes three or more attempts during a 24-hour period to reach the donor, barring unforeseen circumstances (such as donor's phone disconnected). During the interview, the MRO does not typically analyze the collection process with the donor, but rather focuses on alternative, legitimate medical explanations for test results. Utilizing an MRO decreases the risk of a non-negative result due to donor's ingestion of a lawfully prescribed substance. The MRO can ask medically related questions (which the City cannot under the ADA) and definitely ascertain a positive or negative result. The MRO always reviews the MRO copy of the Chain of Custody form for non-negative tests. If not transmitted prior to the lab results, the MRO assistant calls the collection site to request timely transmission of the MRO copy. If the Lab copy is not transmitted with the lab results, the MRO assistant calls the lab to request timely transmission of the Lab copy as well. The MRO will not initiate a donor interview until receiving the MRO copy of the Chain of Custody form, and will not transmit verified results until receiving the Lab copy. If the MRO is unable to obtain either copy, the MRO will notify the City of a "canceled" test.

We outline the typical responsibilities of the MRO below and include Attachment F – Medical Review Officer Qualifications:

- Conform to DOT Regulation 49 CFR Part 40 in the performance of all services and data transmissions for DOT and non-DOT drug tests
- Provide an MRO assistant to review all test results and CCFs under the MRO's direct supervision
- Receive appropriate copies of the CCFs within 24 hours of the collection; if collection sites are not adhering to this requirement, Concentra will provide appropriate follow up and training
- Store MRO records within regulatory requirements and best practices to maintain confidentiality
- Facilitate blind sampling for all laboratories, per DOT regulations
- Adhere to federal guidelines when coordinating the collection site process
- Transmit results via a secured network – DOT-certified labs produce an export file from their information management system and send it across their internal network; this information is stored in an encrypted file, restricting access

20. Retain on a confidential basis, the drug test results of the City and any other information that the City determines is confidential information that is consistent with the terms of this Contract and Federal Transit Administration (FTA) regulations, Federal Motor Carrier Safety and Administration (FMCSA) regulations, and/or Department of Transportation (DOT) regulations.

Concentra affirms all services will be rendered in a confidential manner, compliant with HIPAA regulations.



21. The Provider is expected to provide service in accordance with the terms of the executed contract and under the rules, regulations, and supervision of the City.

Concentra affirms that all services will be rendered in accordance with the terms and conditions of the executed contract and in compliance with the regulations and guidelines applicable to the scope of work.

22. Provider must utilize a laboratory to analyze specimen collected in accordance with and authorized by the Federal Aviation Administration (FAA) regulations, Federal Motor Carrier Safety and Administration (FMCSA) regulations, and Department of Transportation (DOT) regulations.

For laboratory services, we propose to utilize our preferred vendor, Quest. Each of Quest's Forensic Toxicology laboratories is certified by the Department of Health and Human Services (HHS)/SAMHSA to perform urine drug testing under the federal program. The four SAMHSA certified laboratories are compliant with SAMHSA guidelines as detailed in the Federal Register 73 (228): 71858-71907 (11-26-2008) and the DOT's 49 CFR Part 40 rules, detailed in Federal Register 65 (244): 79462-79579 (12-19-2000), and any subsequent revisions. The DOT, Nuclear Regulatory Commission (NRC), Federal Railroad Administration (FRA), Pipeline and Hazardous Materials Safety Administration (PHMSA), and the FMCSA all require this certification.

Each laboratory is accredited by the College of American Pathologists Forensic Drug Testing (CAP-FDT) program and licensed by the state where the laboratory is located. Quest's drug testing procedures and laboratories are also fully certified and accredited by federal government agencies, and professional organizations such as the Agency for Health Care Administration (AHCA) Florida and Clinical Laboratory Improvement Amendments (CLIA).

Of relevance, Quest:

- Performs services in all 50 states and DC, Puerto Rico, Mexico, and the United Kingdom
- Performs more than 10 million drug and alcohol tests annually
- Performs in excess of 300 million clinical tests each year
- Is trusted by more than two-thirds of the nation's hospitals
- Is the preferred laboratory of choice for more than 200,000 physicians
- Impacts more than 70% of the health care decisions made by physicians today

We outline Quest's capabilities in the following table and include Attachment G – Laboratory Qualifications for the City's review.

| Quest Diagnostics, Inc. – Testing Capabilities | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Substance Abuse Testing | Clinical Testing |
| <ul style="list-style-type: none"> ▪ A comprehensive menu of both standard and customized panels ▪ Specialized test panels and adulterant testing, including expanded opiate and DOT and HHS panels ▪ A range of specimen options, including urine, oral fluid, hair testing, and breath alcohol testing | <ul style="list-style-type: none"> ▪ A national network of laboratories with locations in or near all major cities, so there is always a lab nearby ▪ Two full-service, bi-coastal, esoteric testing laboratories for fast turnaround on specialized testing ▪ Additional clinical laboratory testing options including, but not limited to: OSHA, industrial, heavy metals, esoteric testing, and executive health panels |

23. Monitor, train and confirm that collection sites meet all required regulations on a continuous basis.

Concentra affirms that we will continuously monitor our centers and provide ongoing training to our staff to ensure our facilities continue to meet federal drug testing standards.

Facility Overview

Since the beginning, Concentra's affiliated clinicians and management have continued to evaluate the layout of our centers to ensure we design each location to promote the most efficient patient flow throughout each area. Therefore, the physical dimension, layout, and staffing of each Concentra Urgent Care Center varies depending on the location and overall scope of services. Our centers average in size between 3,100 and 9,000 square feet, maintain security services, most offer free parking on property or adjacent to the center. All are handicapped-accessible (ADA-compliant) and conform to all applicable federal, state, and local safety and disability laws.

As described below, each center's layout consists of support/common areas and clinical areas.

| Concentra Urgent Care Centers Layout | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Support/Common Areas | | |
| <ul style="list-style-type: none"> ▪ Waiting Room – seating for patients with a television/magazines/coffee bar ▪ Business Office – work area for clerical staff | <ul style="list-style-type: none"> ▪ Manager Office ▪ Break Room ▪ Marketing Office | <ul style="list-style-type: none"> ▪ Restroom ▪ Records Storage Area ▪ Telephone/Electrical Area |
| Clinical Areas | | |
| <ul style="list-style-type: none"> ▪ Procedure Rooms – for minor procedures ▪ Exam Rooms ▪ Lab Area – separate restrooms (ADA-compliant) for drug and alcohol collections, blood collection area ▪ Breath Analysis/Exam Room – to maximize privacy for federally-mandated testing | <ul style="list-style-type: none"> ▪ Audio Testing Room – a single-person booth with a microprocessor ▪ Physician's Office ▪ Physician Station – with X-ray viewing areas and privacy to enter patient data into computer system ▪ X-ray Facilities (with darkroom and file storage) – a full service X-ray room | <ul style="list-style-type: none"> ▪ Storage Area – for patient charts ▪ Physical Therapy Area – with whirlpool, treatment areas, strength and flexibility equipment, hydroculator/freezer, and a wide variety of therapy modalities |

Collection Site Procedures

We utilize various measures during the collection process to ensure the collection of valid samples. Each Concentra center maintains comprehensive procedures for securing the collection site that enable center staff to:

- Prevent unauthorized access to the site during the collection
- Prevent the employee or anyone else from gaining unauthorized access to the collection materials/supplies; the collector must also ensure that the employee does not have access to items that could be used to adulterate or dilute the specimen (e.g., soap, disinfectants, cleaning agents, water)
- Ensure all authorized individuals are under the supervision of a collector or appropriate site personnel at all times when permitted into the site
- Provide for the secure handling and storage of specimens

As an added measure, once in the collection area, the designated Concentra collector is limited to conducting a collection for only one employee at a time to avoid possible distractions that could compromise security.



24. Provide and submit to the laboratory "blind samples" as required by the Regulations.

Quest requires its laboratories to run "blind" QC specimens using the methods applied to routine unknown specimens. A Certifying Scientist reviews all blind QC results before a run is reported. Quest requires a minimum of one blind specimen for each screening or confirmation batch. At least 20% of the screening blind QC specimens are positive for one or more of the analyzed drugs. Screening blinds are evaluated qualitatively. GC/MS blinds are evaluated quantitatively.

25. Generate automated electronic outputs with reporting on the quarterly bases required by Federal Transit Administration (FTA) regulations, Federal Motor Carrier Safety and Administration (FMCSA) regulations, and Department of Transportation (DOT) regulations.

Concentra affirms our ability to meet the stated requirement.

26. Establish and supervise training programs for City employees and supervisors regarding policies and functions of the City's drug testing program, based upon the trainer availability and the City's needs.

Concentra affirms our ability to meet the City's requirement.

27. Provide training services to City employees to ensure compliance with those portions of the Regulations relating to record keeping.

Concentra affirms our ability to meet the City's requirement.

28. Assist with generating the required annual statistical reports required Federal Transit Administration (FTA) regulations, Federal Motor Carrier Safety and Administration (FMCSA) regulations, and Department of Transportation (DOT) regulations.

Concentra affirms our ability to meet the stated requirement.

1.7 Miscellaneous Services

1. The Provider agrees to the provision of up to 50 worksite visits per day to assist the City in the determination of either the work relatedness or fitness for duty of a case that has been evaluated in the clinic.

Concentra affirms our ability to meet the stated requirement.

Determining Work-relatedness

Determining work-relatedness requires assessing the workplace demands, events, and/or exposures, and evaluating whether they were sufficient to cause the patient's complaints. The Hill criterion is widely used as the basis for causation analysis. The two most critical criteria that must be met before one can say that a causal relationship exists are temporal relationship and biological plausibility.

The following is the Hill criterion that Concentra uses with other media to assess work-related causality:

- *Temporality:* Related in time—factor occurs before disease process or injury
- *Biological Plausibility:* Mechanism, duration of exposure consistent with what one would expect
- *Predictive Performance:* Ability of the association to "predict" future disease in those exposed
- *Gradient:* Dose-response relationship between exposure and result
- *Reversibility:* Disappearance (or partial disappearance) with cessation of exposure
- *Strength of Association:* Degree to which association is demonstrated in the literature—refers to strength, not frequency, of association
- *Consistency of Association/Coherence:* Consistency of association across studies, subjects, and time—in keeping with other knowledge
- *Experimental Evidence/Analogy:* Experimental models corroboratory
- *Specificity:* Degree to which effect is unique to exposure



Our medical determinations of causation can be further enhanced through the implementation and support of a preventive program prior to the employee starting work (and annually thereafter) to track/trend any medical condition that begins to appear. Our role is critical in this determination so we can immediately identify potential covered conditions, and to begin treatment (and/or make the appropriate referral for treatment) to ultimately protect the employee from further complications.

Fitness-for-duty Testing

The purpose of the fitness-for-duty evaluation is to determine if an employee can perform his or her job in a safe manner, and is performed when an employee is:

- * Having observable difficulty performing work duties in a manner that is safe for the employee, for the employee's coworkers, for the City, or for the public, as determined by the supervisor; or
- * Posing an imminent and serious safety threat to self or others.

Patients are given a comprehensive physical exam that focuses on the individual's ability to perform the essential functions of their particular job. If the job has associated physical elements, we recommend performing a functional evaluation in addition to the medical examination. A medical exam will reveal conditions that may affect the performance of the job; the functional exam will identify if the individual is capable of physically performing the essential functions of the job. The cost per exam is typically fixed, but may be dependent on the complexity of the health issue. Additional testing, upon the City's approval, may be required to ensure that the proper medical decision is made. No additional testing will be conducted without exclusive authorization by the designated City contact.

Concentra will coordinate psychiatric fitness-for-duty testing through a local provider.

The Provider will be able to cooperate with the City's return to work policies and its case management, utilization review, and bill audit program.

Concentra affirms our ability to meet the stated requirement.

The Provider will be able to support or provide educational programs aimed at improving health and safety in the workplace and improving employee wellness. The Provider shall provide lessons and materials for monthly one-hour occupational health care services education/awareness program in training all employees. Provider shall update the lesson plan and materials at least monthly. The Provider shall provide lessons and materials for a two-hour workplace substance abuse recognition training program for use by the city's training supervisory staff. The program shall meet the requirements of the Michigan Drug-Free Workplace Act. The Provider shall update the lesson plan at least annually. The training shall cover the physical, behavioral, speech, and performance indicators of probable alcohol misuse and use of controlled substances and the appropriate documentation of these occurrences. It shall include, but not be limited to the following additional topics: Policy and Procedural Review, Review of Testing Procedures, Profile of the At-Risk Employee, Identify the At-Risk Employee, How to Approach an Employee Suspected to be Under the Influence.

Concentra's extensive library of health and wellness resources provides an educational resource and encourages awareness, prevention, and healthy living. The City and its employees have access to Concentra's collection of wellness flyers covering a variety of topics including those outlined in the following table.

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Biometrics</p> <ul style="list-style-type: none"> * Blood Pressure * BMI: Body Mass Index/Healthy Weight * Cholesterol * Diabetes Self-Management (English) * Diabetes Self-Management (Spanish) * Heart Healthy Living * Metabolic Syndrome * Stroke Awareness * Triglycerides | <p>Exercise</p> <ul style="list-style-type: none"> * Foot Health for Runners * Aerobic Exercise * Family Fitness and Fun * Physical Activity and Fitness * Conditioning: Flexibility and Strength * Resistance and Weight Training <p>Mind and Body</p> <ul style="list-style-type: none"> * Recognizing Adult Depression * Resolutions * Stress Management | <p>Safety</p> <ul style="list-style-type: none"> * Back Safety and Lifting Tips * Bisphenol A Exposure * Hand Washing * Heat Emergencies * Safe Kids * Treating Sunburn * Vision Safety <p>Sleep</p> <ul style="list-style-type: none"> * Importance of Sleep * Sleep for Night-Shift Workers |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



| | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Drugs and Alcohol <ul style="list-style-type: none"> ▪ Responsible Alcohol Use ▪ Smoking: Ten Steps to Quitting ▪ Smoking: Helping Someone Quit ▪ Smoking: No 'Safe Tobacco' ▪ Smoking: Time to Quit | Nutrition <ul style="list-style-type: none"> ▪ Calcium ▪ Healthy Snack List ▪ Omega 3 ▪ Vitamin D ▪ Whole Grains | Vaccinations <ul style="list-style-type: none"> ▪ Adult Immunization ▪ Flu ▪ Pandemics ▪ Tetanus Women's health <ul style="list-style-type: none"> ▪ Breast Cancer Screening ▪ Women's Health |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Should the City desire a comprehensive wellness offering, we offer a robust wellness solution through our wellness partner that includes tailored program design and management, health promotion, education, and coaching.

Specific service options include:

- Health risk assessments (HRAs)
- Biometric screenings
- On-site and telephonic health coaching
- Disease management
- Targeted risk-based outreach
- Patient portals containing health education, fitness tracking, company or peer challenges, and appointment scheduling
- Incentives and rewards programs

Viverae also offers a variety of health educational mediums and utilizes interactive videos, webinars, tutorials, and wizards with smart content-based options for members specific to their care plans, including recommendations based on their health profile and overall health assessment.

We welcome the opportunity to discuss our wellness capabilities in detail with the City.

1.8 Utilization Management and Quality Management Programs

The Provider will utilize physicians Board Certified in occupational medicine, internal medicine, family practice, emergency medicine, or general surgery. The provider may utilize Board eligible physicians who have completed their residency within three (3) years thereafter or for any legally recognized extension conferred by a certifying authority. The City prefers that the provider have access to a physician Board Certified in occupational medicine for oversight/leadership and consultation where needed.

Concentra designates *Barry Leshman, DO, director of medical operations*, to provide clinical oversight for the City's program. Dr. Leshman is board certified in general practice and possesses extensive occupational health expertise. We include Dr. Leshman's credentials as part of Attachment H – Key Personnel and Staff Qualifications.

The provider will have a formal quality assurance and utilization review procedure.

Service Level Agreement
The following services are covered by this Agreement:

- 1. Drug Results
 - > 90% of drug results available within 24 hours (Monitored / Reported but not scored)
 - > 95% of drug results available within 48 hours (Monitored / Reported but not scored)
- 2. Invoicing
 - No more than 2 monthly summary invoices with errors per contract year
 - Credits for invoices with errors available within 48 hours of dispute resolution
- Customer Requirements**
 - Customer responsibilities and/or requirements in support of this Agreement include:
 - Payment for non-disputed Support Costs per the agreed terms
 - Reasonable Availability for customer representative(s) and designees when resolving a service related incident or request
 - Recording and reporting all issues out of scope with the agreed SLAs



- c. Participation in onsite Semi-Annual Provider Review
 - d. Authoring and monitoring of any necessary Corrective Action Plans
- Service Assumptions:**
- Assumptions related to in-scope services and/or components include:
 - o The Service Scope detailed above
 - o Recording and reporting all issues out of scope with the agreed SLAs
 - o Changes to services will be documented and communicated to all stakeholders via email at least 14 days in advance
 - o Authoring and provision of Provider Scorecards per agreed upon frequency
 - o Participation in onsite Semi-Annual Provider Review
 - o Input to and acceptance of any necessary Corrective Action Plans
- Service Availability:**
- Coverage parameters specific to the services covered in this Agreement are as follows:
 - o Response to same day requests listed in this Purchase Agreement within 24 hours during regular business hours.
 - o Response to emergency orders within 24 hours during regular business hours
3. The provider will have a formal quality assurance and utilization review procedure. The provider will provide the City of Detroit with written documentation of the quality assurance and utilization review process.

(Response to questions 1 and 2)

Service Level Agreements

Concentra welcomes the opportunity to discuss service level agreement options for the City's contract. During the next phase of the process, we will collaborate with the City to determine specific key performance indicators (KPIs) and metrics that are mutually agreeable to both parties.

Quality Assurance

Concentra is committed to quality; we built – and continue to infuse – quality assurance into every phase of our programs. We understand the integral importance of a flexible program that can change, grow, and improve as the needs of the population change, but also react quickly to any perceived deficiencies.

Below we briefly describe the key components of our quality assurance processes:

- **Training and Communication** – Concentra believes that a quality assurance plan should begin with a solid base of training and communication for all employees. As such, we provide comprehensive core training for all medical personnel performed by designated market trainers in each geographic area. Some of the items incorporated into these core classes include HIPAA, customer service, integrity, best practices, and innovations in occupational medicine. In addition, Concentra provides job-specific training for clinic personnel (i.e., drug and alcohol collections, CAOHC and NIOSH-certified personnel, etc.).
- **Expertise** – Concentra assigns clinical professionals who provide a solid base of expertise for our clients' programs. Additionally, we designate professional operations experts who maintain responsibility for centralized governance, development, reporting, and compliance with state and federal laws.
- **Process** – Concentra builds solid processes that drive comprehensive documentation of policies and procedures. We also develop program-specific policies/procedures tailored to the needs and requirements of the City. The operations arm of the leadership team will evaluate best practices and share these among the centers utilized in service delivery.
- **Audits** – Audits will incorporate Concentra-identified metrics of all services rendered, as well as clinical criteria. We will also implement satisfaction surveys to measure quality of the facility, staff, and services rendered. Results of all of these audits will be used to drive process improvements.
- **Metrics** – Concentra uses a variety of metrics-based tools to drive constant and continued improvement in our programs. These include regular performance evaluations of all Concentra employees aimed at productivity and quality.



Billing and Invoicing

Concentra's Central Business Offices (CBO) maintain responsibility for all aspects of revenue billing and collection within their designated regions, including bill production, cash receipt, payment posting, and account receivable management services. We outline our standard billing process below for the City's review.

- Invoices are generated weekly by market
- Invoices include the following for each line item: patient name, date of service, employee's department location (if provided), complete list of services performed
- Term is net 30 days

Medical and Service Issue Resolution

As a leading national provider of workplace health care services, Concentra understands the importance of combining quality clinical care with superior customer service. To this end, we have established escalation procedures to address both medical and service issues, as we describe below:

Addressing a Medical Issue

Performance management process involving the medical director and other clinic personnel:

- The medical director will meet with the City and any other relevant party to investigate the issue
- All issues or perceived issues are discussed with the clinician
- For any performance and/or behavioral issues that are identified the clinician will be provided expectations for improvement along with an action plan
- The medical director will define the terms of performance improvement and will provide a written summary of the issues and the action plan to the clinician for signature
- The medical director will monitor ongoing performance. The medical director will provide follow-up to the City to ensure expectations are being met and the issues have resolved.

Addressing a Service Issue

General service-related performance issue management process:

- Investigate the situation
- Interview all parties involved, including the City
- Involve HR/Risk/Legal, if indicated
- Involve medical leadership, if indicated
- Conduct meeting with appropriate personnel and/or internal departments
- Make determination and document action plan
- Follow-up with the City for review and planning

Commitment to Service Excellence

Concentra's philosophy is to provide the highest quality patient experience delivered with exceptional skill and consistency by engaged, welcoming, and respectful clinical professionals. By following best clinical practices delivered *The Concentra Way*, we are able to serve more patients with expanded capabilities and access. Concentra's *Orange Book values* and *service philosophy* ensure that we are able to provide the wide range of quality clinical services consistently across all locations. Experienced operational teams drive practice efficiencies regardless of clinical model or location, which positively influences the patient experience.

Service Philosophy

Concentra's commitment to renew our focus on the patient experience began with creating new mission, vision, and values (MVV) statements. These words defined our goal to provide superior customer service to every patient, during every visit. To ensure the message reached Concentra colleagues nationwide, we created the Orange Book, designed to guide colleagues in their service delivery. Concentra expects our employees to abide by the principles set forth in the Orange Book to ensure continued service excellence to all Concentra employers and their employees.



Ensuring a positive experience to every patient visiting our centers is a key initiative throughout Concentra's organization, from our Executive Leadership Team to our urgent care center staff. Our colleagues strive to redefine patient care by treating each patient to a welcoming, respectful, and skillful experience. Concentra assures the City that the center staff will share this same passion and concern for patients; each individual will work tirelessly to ensure the employees enjoy a positive experience.

The Orange Book is a little book with a big goal: to redefine the patient experience by performing welcoming, respectful, skillful actions... every colleague, every day, in every location.

Measuring/Tracking Satisfaction

As a leading national provider of occupational, urgent, preventive, and primary health care services, Concentra understands the importance of combining quality medicine with superior customer service. In fact, customer satisfaction and quality care are Concentra's top priorities. Concentra developed a comprehensive customer service training program, and we continue to refine and expand upon that core foundation to ensure we consistently deliver superior services.

To track satisfaction, Concentra imparts the following metrics:

- **Net Promoter Score (NPS)** – This simple, yet powerful tool measures customer satisfaction and, in turn, serves as an indicator of customer loyalty and potential business growth. The NPS provides the means for gauging performance, establishing accountability, and prioritizing investments. Net Promoter indexes provide for actionable opportunities and benchmarks Concentra's data against industry norms. Franklin Covey's research unit, Westgate Research, conducts a 12-question telephonic survey with a rating system from 1 (unsatisfactory) to 10 (excellent). The questions relate to facility appearance, wait time, perceptions of the medical provider, and quality of care. Patients can also convey specific comments about their experience. The firm performs all telephonic surveys in accordance with local, state, and federal confidentiality laws. Westgate Research gathers the acquired data and generates reports for Concentra's management team, as well as our clients.
- **Net Patient Experience Rating (NPER)** – The NPER is the percentage of responses to the survey questions "Rate Your Overall Satisfaction" that are 9s and 10s (out of 10). The NPER is important because it is a predictor of whether someone is willing to recommend Concentra. Concentra tracks and reports on the patient experience on a monthly basis. The NPER reflects how well Concentra fulfills our purpose and predicts our ability to continue serving patients in the future. The patient experience is as important as — if not more important than — any other measure of performance, as it is a predictor of whether an individual is willing to recommend Concentra. At Concentra, we exist to serve patients; therefore, a stellar patient experience is not something we strive for — it is our purpose.

Our company average ranks us with the likes of noted customer service industry leaders such as Southwest Airlines, Starbucks, and Costco. The most efficient organizations operate at NPS efficiency ratings of 50%-80%, allowing room for improvement, while the average organization tracks along with an NPS rating of 5%-10%.



A. The above credentials, credentials procedure, and quality assurance and utilization review procedure must be met with the approval of the City of Detroit Human Resources Department Director.

Concentra affirms we our ability to meet the stated requirement.

The Provider will release all necessary information to the City of Detroit for the administration and management of the claim. This would not include information not related to the claim or subject to physician-patient confidentiality. Provider shall ensure that strict confidentiality of test results is maintained by HIPAA guidelines. All tests acquired by the Provider shall become property of City of Detroit. Any test results or material prepared shall not be released without prior express written consent of the State except for exceptions as stated in the HIPAA regulations.

As mentioned, all services and data transfer will be in accordance with HIPAA regulations to ensure patient confidentiality. We provide details regarding our processes below for the City's review.

Records Management

Concentra understands the importance of ensuring confidentiality of personal health information and we maintain medical charts in accordance to the state practice acts governing their licensure. We house all charts on site and in a secure location, and provide all candidates and employees with HIPAA consent forms and Notice of Privacy statements. Per state and federal laws, the City's management personnel can only access these records on a "need to know" basis. We thoroughly train all Concentra employees designated to provide services on the HIPAA regulations that cover the release of medical records, authorization forms, and personal health information. Specifically, we instruct our staff not to disclose personal health information either verbally or in writing to any other individual without the express written permission of the employee.

HIPAA Practices

Concentra takes the privacy, security, and protection of our employees' and customers' confidential and personal information very seriously and we continue to implement enterprise-wide strategies to maintain HIPAA compliance. Our goal is to protect the privacy and security of individually identifiable health information and our clients' ability to use our services. Concentra maintains a Regulatory Support Services Department consisting of staff dedicated to tracking all proposed, pending and active legislative and regulatory developments that are directly applicable to Concentra's and our customers' business needs. A primary focus of this department is to research privacy and security regulations and legislation on both the federal and state level. We currently have and maintain privacy and security policies in accordance with the HIPAA Privacy and Security Regulation.

Concentra's HIPAA Project Management Office incorporates all aspects of security, privacy, and compliance. We continue to address the communication of new laws relative to privacy and security through a corporate driven HIPAA awareness Program, which consists of educating our management and employees through Concentra's intranet, internal newsletters, and face-to-face educational programs. Furthermore, Concentra trains all new hires in accordance with the HIPAA Regulations.

Concentra focuses all HIPAA planning efforts on reasonably meeting the requirements of the HIPAA regulations by the current compliance dates.

We created more than 70 HIPAA-related policies and procedures company-wide. The following are examples of processes, procedures, and guidelines we have in place to support compliance with HIPAA legislation:

- Include a Business Associate (HIPAA) agreement in all client and vendor contracts between Concentra and the party with whom we are contracting. This agreement is reflective of the current HIPAA legislation and has been affirmed by legal counsel (who specializes in this area)
- Own and hold secure internal documentation systems and an on-site server, all of which are firewall and virus protected and monitored daily
- Have a secured intranet for all internal documents and employ a secured VPN system for remote access



- Maintain a HIPAA-specific internal policy manual outlining the required privacy and security requirements for handling, maintaining, and disposing of PHI
- Contract with a bonded (HIPAA-compliant) vendor to manage the shredding and recycling of paper documents located internally in locked cabinets within our internal office space (as per the HIPAA guidelines)
- Bonded, HIPAA-compliant vendor picks up and removes all materials from our offices; we require identification and signature by bonded workers
- Password protect all sensitive client files and only allow access to those staff members who require this to support direct client services
- Communicate acknowledgement of our compliance to HIPAA legislation to all employees during the program rollout process
- Never share individual PHI with any party i.e., client (employer), insurance company, or other provider(s) without prior consent from the individual (as per HIPAA regulations)

1.9 Subcontracted Providers

1. The Provider shall provide a list of subcontractors and their qualifications for performing Services related to the Contract.

Concentra will perform the core scope of services using our internal staff. However, we will engage various preferred vendors for select services. These vendors offer high quality services delivered in a manner consistent with Concentra's practices to ensure the optimal patient experience and client satisfaction. *Please note, all proposed vendors will operate under Concentra's supervision and in accordance with our agreement with the City, without exception.*

We outline our preferred vendors in the following table for the City's review; we may also elect to engage other specialists during the engagement for specialty testing.

| Subcontractor | Services Provided |
|-------------------------|-----------------------------------|
| eScreen, Inc. | MRO and random selection services |
| Quest Diagnostics, Inc. | Laboratory services |

2. Should a subcontracted provider/organization relationship be discontinued, the provider will notify the City of Detroit Human Resources Department of such change within thirty (30) days of its occurrence. Further, the provider will notify the City when a subcontracted provider has been added to the project and will provide the City with an updated list of subcontracted providers at least every twelve (12) months.

Concentra affirms our ability to meet the City's requirement.

3. The Subcontracted Provider will have a formal credentialing procedure of all licensed health care professionals providing care to employees of the City of Detroit. (Please refer to the aforementioned Service Level Agreement)

Concentra affirms our ability to meet the City's requirement. All Concentra clinicians undergo a stringent credentialing process. Once the Credentials Committee Chair/Medical Advisor clears the candidate for hire/credentialing, we follow National Committee for Quality Assurance (NCQA) guidelines for credentialing, which require primary source verification to verify the licensure, education and training, board certifications, and any provider sanctions. In addition, we perform a System for Award Management (SAM) query to identify if a candidate is barred from contracting with the federal government and use secondary sources (copies of documentation) to verify Drug Enforcement Administration (DEA) and state controlled substance certifications. Finally, we check the National Practitioner Databank for malpractice history and the Office of Inspector General (OIG) for Medicare/Medicaid sanctions. We re-credential our clinicians every three years and, in the interim, we monitor these clinicians' licensures for expiration to ensure that they remain active and current.



All Concentra personnel, regardless of position, are required to have a background check consisting of a felony/misdemeanor check, Social Security validation and trace, national sex offender check (for staff rendering patient care), national criminal search, credit history, drug screen, and a check against the Office of Foreign Assets Control list.

The City is not responsible for payment to subcontracted providers and will hold the primary Provider solely responsible for all Contract performance. The Subcontracted Providers who are not performing in a manner satisfactory to the City shall be removed from the project at the City's request.

Concentra affirms our ability to meet the City's requirement.

As stipulated under the previous heading, the provider will use only Board Certified or Board Eligible physicians. Utilization of all subcontracted Providers will be subject to the approval of the City of Detroit Human Resources Department.

Concentra affirms our ability to meet the City's requirement.

Additional Medical Services

Examinations

Pre-employment Physicals

Medical and Work History Questionnaire

Prior to the physical examination, the employee completes a thorough medical history questionnaire that includes medical, personal, occupational, family, and medication history. Concentra has custom medical and work history questionnaires in both English and Spanish and can provide an array of comprehensive and mandated questionnaires necessary to maintain compliance. Examples of such mandated questionnaires include the asbestos questionnaire and the respiratory medical evaluation questionnaire. Once the employee completes the questionnaire, Concentra's clinician reviews the questionnaire in conjunction with the individual's test results and makes the appropriate medical recommendations. Concentra immediately contacts any findings that pose an immediate danger to the life or health of the employee. After reviewing the questionnaire, the clinician performs a comprehensive physical examination.

Exam Components

We realize that any medical examination must be performed post-offer and pre-placement, and must be "job-related and consistent with business necessity" (29 CFR 1630.14(b)). The purpose of a post-offer physical examination is to ensure that the employee (or prospective employee) does not have a medical condition that precludes performing the job safely, that could be seriously aggravated by the job duties (or that the job duties pose imminent-risk of serious harm), or that could affect the safety of others in the workplace. *Our role is to make this determination; as such, the clinician must evaluate the individual's health status and the job requirements.*

While we will include all City-defined exam elements, it is customary that Concentra recommend that a thorough medical examination include at least the following items. *We can also perform any ancillary testing as requested and/or when indicated and upon the City's approval.*

- Evaluation of the cardiovascular system
- Evaluation of the respiratory system
- Examination of head, eyes, ears, nose, and throat
- Gastrointestinal examination
- Musculoskeletal examination
- Neurological evaluation
- Skin and lymphatic examination
- Visual acuity and vital signs

Return-to-work Exams

We are able to perform return-to-work evaluations to ensure employees are able to meet the essential job functions. During a return-to-work exam, in addition to the medical history review and review of existing documentation, employees undergo a basic medical examination administered by a clinician. The clinician determines if the employee is medically able to proceed with the functional test. In some cases, the employee has a medical condition that precludes participation in a functional test (recent back/knee/shoulder surgery, an active hernia, a cardiac condition). In these cases, we require clearance from the individual's personal physician prior to performing the functional test.

Concentra may require additional testing upon approval from the City to ensure our examining clinician renders the proper medical decision. However, Concentra will not conduct any additional testing without exclusive authorization by a designated City contact.

DOT Physicals

We have been performing DOT examinations since inception and we are capable of performing this service as part of the City's program. *Of relevance, in 2015, we performed nearly 800,000 examinations for our clients nationwide.* We maintain comprehensive policies and procedures for these examinations and thoroughly train our staff on each testing component. Specifically, when performing these exams, the medical examiner (ME), adheres to the physical examination components outlined in the FMCSA regulations, §391.41-Physical Qualifications for Drivers. If the driver passes, the ME immediately generates the required Medical Examiner Certificate. The certificate may be issued for up to 24 months. However, the Concentra ME may limit certification based on a driver's medical history. *Concentra affirms that all MEs possess the proper certification in accordance with FMCSA guidelines.*

We summarize the examination process below for the City's review.

Examination Process

The purpose of this history and physical examination is to detect the presence of physical, mental, or organic conditions of such a character and extent as to affect the driver's ability to operate a commercial motor vehicle safely. The examination should be conducted carefully and should at least include all of the information requested in the applicable form. A history of certain conditions may be a cause for disqualification, or may indicate the need for further testing and/or require evaluation by a specialist.

Specifically, the ME will examine the following:

- **General appearance and development.** Note marked overweight. Note any postural defect, perceptible limp, tremor, or other conditions that might be caused by alcoholism, thyroid intoxication or other illnesses.
- **Head-eyes.** When other than the Snellen chart is used, the results of such test must be expressed in values comparable to the standard Snellen test. If the driver wears corrective lenses for driving, these should be worn while driver's visual acuity is being tested. If contact lenses are worn, there should be sufficient evidence of good tolerance of and adaptation to their use. Indicate the driver's need to wear corrective lenses to meet the vision standard on the Medical Examiner's Certificate by checking the box, "Qualified only when wearing corrective lenses." In recording distance vision use 20 feet as normal. Report all vision as a fraction with 20 as the numerator and the smallest type read at 20 feet as the denominator. Monocular drivers are not qualified to operate commercial motor vehicles in interstate commerce.
- **Ears.** Note evidence of any ear disease, symptoms of aural vertigo, or Meniere's Syndrome. When recording hearing, record distance from patient at which a forced whispered voice can first be heard. For the whispered voice test, the individual should be stationed at least 5 feet from the examiner with the ear being tested turned toward the examiner. The other ear is covered. Using the breath, which remains after a normal expiration, the examiner whispers words or random numbers such as 66, 18, 23, etc. The examiner should not use only sibilants (s-sounding test materials). The opposite ear should be tested in the same manner.

If the individual fails the whispered voice test, the audiometric test should be administered. For the audiometric test, record decibel loss at 500 Hz, 1,000 Hz, and 2,000 Hz. Average the decibel loss at 500 Hz, 1,000 Hz and 2,000 Hz and record as described on the form. If the individual fails the audiometric test and the whispered voice test has not been administered, the whispered voice test should be performed to determine if the standard applicable to that test can be met.

- **Throat.** Note any irreparable deformities likely to interfere with breathing or swallowing.
- **Heart.** Note murmurs and arrhythmias, and any history of an enlarged heart, congestive heart failure, or cardiovascular disease that is accompanied by syncope, dyspnea, or collapse. Indicate onset date, diagnosis, medication, and any current limitation. An electrocardiogram is required when findings so indicate.
- **Blood pressure (BP).** If a driver has hypertension and/or is being medicated for hypertension, he or she should be recertified more frequently. An individual diagnosed with Stage 1 hypertension (BP is 140/90-159/99) may be certified for one year. At recertification, an individual with a BP equal to or less than 140/90 may be certified for one year; however, if his or her BP is greater than 140/90 but less than 160/100, a one-time certificate for 3 months can be issued. An individual diagnosed with Stage 2 (BP is 160/100-179/109) should be treated and a one-time certificate for 3-month certification can be issued. Once the driver has reduced his or her BP to equal to or less than 140/90, he or she may be recertified annually thereafter. An individual diagnosed with Stage 3 hypertension (BP equal to or greater than 180/110) should not be certified until his or her BP is reduced to 140/90 or less, and may be recertified every 6 months.
- **Lungs.** Note abnormal chest wall expansion, respiratory rate, breath sounds including wheezes or alveolar rales, impaired respiratory function, dyspnea, or cyanosis. Abnormal finds on physical exam may require further testing such as pulmonary tests and/or x-ray of chest.
- **Abdomen and viscera.** Note enlarged liver, enlarged spleen, abnormal masses, bruits, hernia, and significant abdominal wall muscle weakness and tenderness. If the diagnosis suggests that the condition might interfere with the control and safe operation of a commercial motor vehicle, further testing and evaluation is required.
- **Genital-urinary and rectal examination.** A urinalysis is required. Protein, blood, or sugar in the urine may be an indication for further testing to rule out any underlying medical problems. Note hernias. A condition causing discomfort should be evaluated to determine the extent to which the condition might interfere with the control and safe operation of a commercial motor vehicle.
- **Neurological.** Note impaired equilibrium, coordination, or speech pattern; paresthesia; asymmetric deep tendon reflexes; sensory or positional abnormalities; abnormal patellar and Babinski's reflexes; ataxia. Abnormal neurological responses may be an indication for further testing to rule out an underlying medical condition. Any neurological condition should be evaluated for the nature and severity of the condition, the degree of limitation present, the likelihood of progressive limitation, and the potential for sudden incapacitation. In instances where the medical examiner has determined that more frequent monitoring of a condition is appropriate, a certificate for a shorter period should be issued.
- **Spine, musculoskeletal.** Previous surgery, deformities, limitation of motion, and tenderness should be noted. Findings may indicate additional testing and evaluation should be conducted.
- **Extremities.** Carefully examine upper and lower extremities and note any loss or impairment of leg, foot, toe, arm, hand, or finger. Note any deformities, atrophy, paralysis, partial paralysis, clubbing, edema, or hypotonia. If a hand or finger deformity exists, determine whether prehension and power grasp are sufficient to enable the driver to maintain steering wheel grip and to control other vehicle equipment during routine and emergency driving operations. If a foot or leg deformity exists, determine whether sufficient mobility and strength exist to enable the driver to operate pedals properly. In the case of any loss or impairment to an extremity which may interfere with the driver's ability to operate a commercial motor vehicle safely, the medical examiner should state on the medical certificate "medically unqualified unless accompanied by a Skill Performance Evaluation Certificate." The driver must then apply to the Field Service Center of the FMCSA, for the state in which the driver has legal residence, for a Skill Performance Evaluation Certificate under §391.49.
- **Laboratory and other testing.** Other test(s) may be indicated based upon the medical history or findings of the physical examination.



- *Diabetes.* If insulin is necessary to control a diabetic driver's condition, the driver is not qualified to operate a commercial motor vehicle in interstate commerce. If mild diabetes is present and it is controlled by use of an oral hypoglycemic drug and/or diet and exercise, it should not be considered disqualifying. However, the driver must remain under adequate medical supervision.

Firefighter Physicals

Upon the firefighter's completion of a thorough medical history questionnaire (includes medical, personal, occupational, family, and medication history), Concentra's clinician reviews the questionnaire and performs a comprehensive physical examination that focuses on the individual's ability to perform the essential job functions, which include both physical and cardiovascular demands. The medical exam will reveal conditions that may affect the performance of the job, while the functional exam will identify whether the individual is capable of physically performing the job's essential functions.

Examples of essential functions that Concentra can test for depending on the state or "physical abilities" tests already passed may include:

- *Lifting/carrying* – Simulates the height/weight of the fan, jaws of life, chain saw, portable ladders
- *Pushing/pulling* – Simulates the pulling/carrying the hose off the truck to the scene/fire hydrant
- *Upper body push pull* – Simulates coupling the hoses to the hydrant/truck, using hand tools, opening doors
- *Climbing* – Simulates accessing the fire ladder to reach victims, stairs in structures

In addition, it is imperative that the clinician assesses each firefighter for aerobic capacity, muscular strength, cardiovascular endurance, and muscular flexibility. Concentra offers a variety of assessment testing including, but not limited to, the following:

- Body fat composition
- Sit/reach flexibility test*
- Maximum muscular upper and lower body strength (hand-grip strength, pushups, curl-up muscle endurance)*

* May not be completed where the individual has already passed a physical abilities test.

MCOLES Police Physicals

In addition to including all City-required examination elements, it is customary that for particular safety sensitive positions such as police officers, Concentra performs a medical history and physical examination that detects any of the following outlined conditions that may affect the individual's job function:

- Angina pectoris
- Asthma
- Cancer-metastatic or leukemia
- Cardiac arrhythmias or murmurs
- Cerebral vascular accident
- Chest pains of unknown origin
- Contagious hepatitis
- Contagious tuberculosis
- Chronic respiratory disease
- Diabetes, insulin-dependent or ketosis-prone
- Fixation of major joint
- Hearing
- Herniated lumbar disc
- Hypertension, uncontrolled
- Inguinal hernia
- Liver or renal dysfunction
- Migraine headache
- Myocardial infarction, history of
- Paralysis
- Prosthetic device, e.g., limbs, hearing aid, colostomy
- Recurrent dislocation of a major joint
- Schizophrenia or manic depressive psychosis
- Scoliosis greater than 15 degrees
- Seizure disorders
- Current substance abuse
- Valvular heart disease, uncorrected
- Vision
- Wasting disease, chronic, such as multiple sclerosis, myasthenia gravis, or amyotrophic lateral sclerosis



The examining physician will record the findings of the medical examination on a form prescribed by the City. The clinician indicates whether a medical, physical, or mental circumstance in Category II or III exists, describes how the circumstance affects the person's ability to perform the duties of law enforcement personnel, and specifies the type and duration of any treatment required.

Respirator Clearance

Concentra affirms we will perform respirator clearance examinations as part of the City's program. We describe our capabilities in the following table.

| Respirator Clearance | |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Component | Details |
| OSHA Respirator Questionnaire | We acknowledge that the OSHA respirator questionnaire is a required component of the overall respirator examination. As such, Concentra will utilize the OSHA Respirator Medical Evaluation Questionnaire when rendering services for the City. After the individual completes the questionnaire, the attending clinician reviews the responses and makes medical recommendations in conjunction with the review of the employee's test results. If the individual answered "yes" to any of the questions in 1 through 9 of the questionnaire, ancillary tests, such as a medical exam and vital sign testing, may be required at the discretion of the attending medical professional. |
| Physical | An evaluation may be required based on questionnaire responses and we affirm our ability to render this service. The respirator exam will include all components requested by the City as applicable and appropriate. We will conduct the evaluations in accordance with OSHA standards, as outlined in 29 CFR 1910.134, and will perform all follow-up testing required as allowed by law and after obtaining authorization from the City. As appropriate, Concentra will perform chest X-rays (2-view) with interpretation, pulmonary function testing, and resting EKGs. |
| Fit Testing | Concentra has the capability to perform respirator fit testing in our centers. We have comprehensive policies and procedures in which to train our employees on respirator fit testing in accordance with OSHA regulation 29 CFR 1910.134. We regularly provide qualitative fit testing at our urgent care centers and perform quantitative fit testing at select locations. The <i>qualitative</i> fit test checks the individual's response to chemicals introduced outside of the respirator. The response may be voluntary or involuntary, depending on the chemical used (a vapor vs. irritant smoke). The <i>quantitative</i> fit test uses a PortaCount system in which the particle concentration is measured both inside and outside of the respirator. This fit testing is most often used for full face and half-face negative pressure respirators. <i>For the City's program, Concentra can perform qualitative fit testing at each of our Michigan centers and quantitative testing at select locations.</i> |

Clinical Testing

Concentra acknowledges that the City requires a number of clinical testing components as part of the examination process and we affirm our ability to perform these services. Concentra offers a selection of clinical testing services in our urgent care centers, which we perform on equipment that has been thoroughly examined and calibrated prior to testing.



The following table outlines our clinical testing capabilities.

| Clinical Testing Capabilities | |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of Test | Details |
| Audiometric Testing | <p>All audiometric testing conforms to the OSHA standard 29 CFR 1910.95. We have Council for Accreditation in Occupational Hearing Conservation (CAOHC)-certified technicians to perform the tests, and we will provide all certifications upon request. Concentra's services specific to audiometric testing include:</p> <ul style="list-style-type: none"> ▪ Audiometers that pause testing if ambient sound levels temporarily exceed OSHA levels ▪ Immediate STS identification and retest capability ▪ CAOHC-certified hearing specialists ▪ Acoustic Systems audio booth professionally designed and installed in each clinic ▪ Daily equipment calibration ▪ Microprocessor audiometers <p><i>Please note: Concentra cannot test hearing in people who wear hearing aids, as this requires specialized equipment. People with hearing aids need to be tested by an audiologist and then submit the results.</i></p> |
| EKG (resting) | <p>Concentra will perform a 12-lead EKG that measures the electrical activity of the heart. A center clinician will read the EKG.</p> |
| Pulmonary Function Testing | <p>A technician performs all pulmonary function testing in such a way as to allow real-time graphic and numeric data to verify the test validity. Data returns of VC, FEV1, PEFr, FEF 25%-75%, and FEV1/FVC are required.</p> |
| Vision | <p>A trained technician performs a vision test that meets OSHA standards for visual acuity. The technician screens for visual acuity with corrective lenses, lateral and vertical phorias, stereo depth perception, and color discrimination for red, green, and amber.</p> <p>For visual acuity testing, we will utilize the Snellen chart for distance vision, and the Ishihara book, 14-plate or 24-plate to assess color vision.</p> |
| Vitals | <p>A trained technician records resting pulse rates and blood pressure using a hospital grade sphygmomanometer and stethoscope. The examining clinician must obtain a repeat reading for any person who does not meet normal pulse rate or blood pressure criteria.</p> |
| X-rays | <p>All posterior-anterior X-rays are performed by registered X-ray technicians and certified E-readers will review selected chest X-rays in accordance with OSHA regulations.</p> |

Immunizations, Vaccinations, and Infectious Disease Screenings Capabilities

Concentra offers immunizations and screening/testing for infectious disease to assist our clients in maintaining a healthy workforce. Infectious disease screening and immunizations are administered per regulatory requirements and recommendations from leading health organizations, including OSHA, the Centers for Disease Control and Prevention (CDC), and the World Health Organization (WHO). We also offer specialty immunizations, including those often required and/or recommended for a traveling workforce, for example, yellow fever and typhoid.



In the following table, we highlight our capabilities:

| Concentra's Immunizations, Vaccinations, and Infectious Disease Screenings | |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Immunization | Comments |
| Hepatitis A Vaccine | The hepatitis A vaccine should be offered when a high occupational risk for infection is present, such as travel to a developing country or working with hepatitis A in a research laboratory. Consideration may be given to vaccination of employees who work in areas where community-wide outbreaks are occurring and where state and local health authorities or private employers determine that such vaccination is cost effective. The hepatitis A vaccine is also indicated for post-exposure prophylaxis. |
| Hepatitis B Immune Globulin (HBIG) | HBIG is recommended after certain exposures to blood or other potentially infectious material if the source is unknown (such as a needle stick from a sharps container) or is positive for hepatitis B and the exposed employee is not immune. |
| Hepatitis B Vaccine | OSHA requires that the hepatitis B vaccine be offered to employees at risk for bloodborne pathogen exposures through contact with blood or other potentially infectious material. Those at risk would include, but are not limited to, health care personnel, emergency responders, first aid personnel, correctional officers, laundry workers in hospitals, and morticians. It must also be offered post-exposure if employee is not already immune. The hepatitis B vaccine is also recommended for many international travelers. |
| Hepatitis C Virus | Hepatitis C testing is recommended after an employee has exposure to blood or other potentially infectious material (OPIM). Testing for hepatitis C disease may be also indicated in the source person. |
| HIV | Testing for HIV is indicated after an employee is exposed to blood or other potentially infectious materials. Testing is indicated in both the exposed and source person. HIV testing may be required for work visas by some countries. There are other indications for HIV testing. |
| Influenza Vaccine | The influenza vaccine is recommended annually for all people age 6 months and older as it is the best way to prevent the flu. As appropriate, Concentra will discuss with the City the specifics regarding administering the shots and anticipated volumes. |
| Measles, Mumps, Rubella (MMR) Vaccine | As per CDC recommendations, all health care personnel should have presumptive evidence of immunity to measles, mumps, and rubella. Those without presumptive evidence (born before 1957, documentation of receiving the vaccine, or laboratory evidence of disease or immunity) should be vaccinated. Screening bloodwork (titers) prior to vaccination may be cost effective. Other indications for MMR vaccine, including international travel exist. |
| Tetanus, Diphtheria, Pertussis (Tdap) Vaccine | A one-time dose of Tdap is recommended for all adults and adolescents. The CDC recommends that all health care personnel receive a single dose of Tdap as soon as feasible if they have not previously received Tdap regardless of the time since their most recent Td vaccination. |
| Tetanus/Diphtheria (Td) Vaccine | Tetanus booster is recommended for all adults every 10 years (unless Tdap is administered). It is often administered after an injury such as an abrasion, burn, or laceration. It is often recommended less than 10 years if an individual has a dirty or severe wound or burn. |

| Concentra's Immunizations, Vaccinations, and Infectious Disease Screenings | |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Immunization | Comments |
| Tuberculosis | <p>Tuberculosis (TB) is a disease spread through the air from one person to another. It is recommended and/or required that all health care workers be screened for TB prior to employment and prior to interacting with patients. Some health care workers are recommended or required to be screened for TB annually (varies by state). In addition to health care workers, TB screening is recommended and/or required for correctional facility workers, first responders, teachers, day care workers, homeless shelter staff, and others. The City may choose to screen employees prior to starting employment.</p> <p>Screening for TB can be performed by skin testing or blood test, such as the T-Spot. A chest X-ray should be performed if the blood or skin test is positive or if there are symptoms consistent with TB disease.</p> <p>Tuberculin Skin Test (TST) – The skin test requires that the employee return in 48-72 hours after its administration to have it read. Two-step skin testing (administering and reading the TST twice within a three-week period) is recommended for the initial skin testing of adults who are going to be retested periodically, such as health care workers or nursing home residents.</p> <p>T-Spot (Blood Test) – The blood test is the preferred for foreign-born persons who have received the BCG vaccine or employees for whom returning to have the test read is difficult. Two-step testing is not indicated with the blood test.</p> |
| Varicella (chicken pox) Vaccine | <p>As per CDC recommendations, all health care personnel without evidence of immunity (such as written documentation of two doses of vaccine or laboratory evidence of immunity) should be vaccinated. Screening bloodwork (titers) prior to vaccination may be cost effective.</p> |
| Other Vaccines and Infectious Disease Screenings | <p>Other immunizations, including but not limited to vaccines to prevent shingles, human papilloma virus (HPV), and pneumococcal disease, as well as immune globulin, may be administered at Concentra facilities upon request and clinical approval. Likewise, many other tests for infectious diseases are available upon request and clinical approval. This includes tests for screening as well as for treating infectious diseases as part of acute care visits.</p> |

Exposure and Follow-up

Concentra affirms we will provide treatment and follow-up for bloodborne pathogen exposure. We realize that employees working in certain occupational settings may have the potential for exposure to bloodborne pathogens (i.e., HIV, hepatitis B, and hepatitis C) through contact with blood or other potentially infectious materials (OPIM) depending on their job functions. OPIM includes cerebrospinal fluid, synovial fluid, vaginal secretions, semen, pleural fluid, pericardial fluid, peritoneal fluid, amniotic fluid, and any body fluid that is visibly contaminated with blood. Concentra can assist in developing a Bloodborne Pathogen (BBP) Exposure Control Plan (often required by OSHA) for employers to help prevent or minimize the probability that an exposure will occur.

In the following narrative, we outline several of the main components of Concentra's protocol for evaluating and treating bloodborne pathogen exposures by visit. The protocol is subject to change based on CDC and other national guideline updates.

Initial Visit

During the initial evaluation with the exposed patient, the clinician gathers information regarding the exposure and medical history and performs a physical exam. If indicated, decontamination of the area of exposure occurs. The hepatitis B vaccine history and post-vaccination immune response of the exposed as well as the HIV, hepatitis B, and hepatitis C status of the exposed is ascertained. If the source is known, but has not been tested, source testing is pursued when possible and permitted by state law.

Our clinician then counsels the employee on the risks of this particular exposure as well as the risks and benefits of taking HIV PEP. Currently, the recommended HIV PEP in most cases is Truvada and Isentress. If the exposed patient decides to start HIV PEP, we prefer to dispense the initial dose at the clinic and write a prescription for at least enough medication until the recheck visit (generally in three to four days). In complex cases (for example, when the source person is known to have HIV or is pregnant), we may obtain immediate consultation with an infectious disease specialist.

Additionally during this initial visit, we draw blood from the exposed patient to perform baseline laboratory studies including hepatitis B, hepatitis C, and HIV. If the patient decides to begin HIV PEP, additional baseline blood work is necessary. If the exposed patient has not completed the hepatitis B vaccine series, hepatitis B vaccine as well as hepatitis B immune globulin (HBIG) will be administered unless the source is negative for hepatitis B. If the exposed employee has had the vaccine series but has no documented evidence of a positive post-vaccination titer, hepatitis B surface antibody will be tested and vaccination and HBIG will be administered if negative. If the exposed has had the vaccine series and a previous positive titer, no hepatitis B testing nor hepatitis B PEP will be indicated regardless of the status of the source. Regardless of whether any PEP is administered or prescribed, the employee will follow up with the clinician in three to four days.

Three- to Four-day Follow-up Visit

At the first recheck visit, Concentra's provider reviews all of the labs from both the exposed patient and the source person, if known and available, with the patient. If the source is negative for HIV, hepatitis B, and hepatitis C, no further testing or follow up is indicated in the majority of cases. However, if the exposed patient has started the hepatitis B vaccine series, it should be completed and a post-vaccination titer performed one to two months after final dose. If the source is not known or cannot be tested, and the exposed employee has been started on HIV PEP and is tolerating them, a follow-up appointment will be made for two weeks for further testing and evaluation. If the exposed is not on HIV PEP, the next clinician follow up visit will be at six weeks from the time of exposure. In some cases, hepatitis B vaccine and/or lab testing may be indicated at four weeks from exposure. The health care professional written opinion, which is required by OSHA, will be completed by the treating clinician and sent to the employer.

Two-week and Four-week Clinician Visits

These visits are only indicated if the exposed has been started on HIV PEP due to possible side effects of the medications. Lab testing will be indicated as well as a symptom screen. Unless the source patient is negative for HIV or the exposed has discontinued the medication due to side effects, the clinician will ensure that the patient receives a prescription for HIV PEP medications to complete a four-week course. A clinician visit will be scheduled for six weeks post-exposure.

Six-week Clinician Visit

At this visit, in addition to a symptom screen and review of previous labs and vaccines, the fourth generation HIV blood test and the hepatitis C RNA PCR test are ordered in most cases. If either test is positive, the employee will be referred to an appropriate specialist.

Four-month Clinician Visit

At this visit, the clinician screens the employees for symptoms as well as orders the fourth generation antibody/antigen HIV test. Due to using the newer fourth generation HIV test, no further testing for HIV is needed if the test is negative. The third hepatitis B vaccine may be administered at this time.

Six-month Clinician Visit

At the final visit, Hepatitis C antibody is drawn from the source and the patient is referred to a specialist if positive. If indicated, hepatitis B vaccine is administered or post-vaccination titer may be performed. The case is closed at this time.



Mental Health Evaluations and Specialized Professional Services

While we acknowledge that the City currently uses *Mobile Health One* for select services, Concentra offers a comprehensive occupational health care solution and is able to serve as the City's single source solution for all the requested services. Concentra will engage a local preferred provider for mental health evaluations and are prepared to collaborate with the City to determine its specific professional services needs.

Specialist Relationships

Concentra involves specialists in the patient's care plan when:

- The medical issue extends beyond the skills and capabilities of our center staff
- Medical evidence exists of a condition that cannot be treated within the center
- Specialty diagnostic testing is required for further diagnosis

We refer to specialists who share our commitment to evidence-based medicine. In doing so, we base specialist selection on the following provider attributes:

- Successful medical outcomes and reputation within the community
- Ability to schedule timely appointments
- Willingness to collaborate with the center staff
- Ability to provide cost efficient services
- Identified as an authorized provider

Where appropriate, Concentra will leverage our *Concentra Advanced Specialists (CAS)* program during our engagement with the City. Through CAS, we developed direct relationships with a number of local specialists who offer surgical and non-surgical treatment for orthopedic and musculoskeletal injuries, acute work-related conditions, and other disabling injuries. In many Concentra markets, these specialists maintain weekly office hours at our urgent care centers, providing an added level of convenience.

We include Attachment I – Concentra Advanced Specialists: Michigan Network for the City's review. While our network includes a comprehensive list of specialists, we are able to add other specialists based on the City's preferences.



E. Pricing Proposal

~~Proposals must provide a Pricing Proposal and cost all activities as indicated.~~

Concentra appreciates the opportunity to present our proposed fee schedule for the City's occupational health care and testing services program. We provide our fee schedule as Attachment B – Concentra Pricing Proposal. We affirm all information contained herein is current, complete, accurate, and remains valid for 90 days following the due date, March 29, 2016.



F. Respondent Performance History

Required Information

1) Identify in detail at least 3 similar projects by name, subject matter, location, services provided and the length of time services were provided on each (use attached reference form). Include a reference, description of specific services provided and dates during which the services were provided.

Concentra offers the following current client references for the City's review. We encourage the City to contact these entities as they can attest to our ability to perform a variety of health care services per each client's specifications and in full compliance with all regulatory guidelines.

| Concentra Experience -- Current Client References | | | |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Reference 1 | Reference 2 | Reference 3 |
| Client Name: | Macomb County | Bedrock (Greektown Casino; Quicken Loans) | State of Michigan Department of Corrections |
| Address: | 120 N. Main St. Mt. Clemens, MI 48043 | 1092 Woodward Avenue Detroit, MI 48226 | 206 E. Michigan Avenue Lansing, MI 48933 |
| Contact Name/Title: | Karen Bathanti Service Director | Jayshree Kolhari Executive Assistant to Jim Ketel | Sharon A. St. Charles Central Office Manager |
| Phone: | 586.713.5977 | 313.373.8860 | 517.241.9415 |
| E-mail: | karen.bathanti@macombgov.com | jimketel@bedrockmg.com | StCharlesS@michigan.gov |
| Service Scope: | Injury care, DOT physicals, fitness-for-duty exams, return-to-work exams, respirator physicals, non-regulated urine drug screens, breath alcohol testing, audiograms, pulmonary function testing, fit testing, immunizations and vaccinations (hepatitis A, hepatitis B, TB) | Injury care, DOT physicals, fitness-for-duty exams, return-to-work exams, respirator physicals, non-regulated urine drug screens, breath alcohol testing, audiograms, pulmonary function testing, hepatitis A | Injury care, DOT physicals, fitness-for-duty exams, return-to-work exams, respirator physicals, non-regulated urine drug screens, breath alcohol testing, audiograms, pulmonary function testing, fit testing, immunizations and vaccinations (hepatitis A, hepatitis B, TB), IME's, chest X-rays |
| Length of Relationship: | 9 years | 5 years | 25 years |

2) Identify vendor's key personnel working on the projects as identified above.

We identify our program management team below and include Attachment H -- Key Personnel and Staff Qualifications for the City's review.

Initial Contact

During contract review and negotiation, we assign an initial contact to serve as a liaison between Concentra and the City. *Michelle Collick, account executive*, currently supports client engagements in the area and she will serve in this capacity during the initial stages of the City's program. Ms. Collick offers expertise of the local health care market and she is well equipped to assist in the development of an occupational health care and testing services program designed to meet the City's needs and objectives. Ms. Collick will remain knowledgeable of contract deliverables and is available to answer the City's questions during this period of the engagement.

Initial Contact
Michelle Collick,
Account Executive
16 years with Concentra

Ms. Collick's responsibilities include:

- Serving as the liaison between Concentra and the City
- Leading and directing contract execution and program implementation
- Ensuring a clear understanding of contract objectives and deliverables to ensure successful execution of programs and projects
- Collaborating with center, area, and regional leadership teams to ensure we effectively deliver the agreed upon scope of work, monitor program outcomes, and maintain the City's account

Operational Oversight

Michael Wright, director of operations, provides high-level operational oversight for client engagements in East Michigan and oversees a team of local center operations directors (COD) that lend day-to-day program support. Together, Mr. Wright and the CODs regularly monitor processes and procedures for area clients to ensure ongoing compliance with applicable regulations and guidelines as well as client-specific program specifications. Mr. Wright and his team of CODs will be invaluable to the ongoing success of the City's program. They are available to answer questions, address issues, and ensure the City's program continues to operate efficiently.

Operational Resource
Michael Wright
Director of Operations
8 years with Concentra

Mr. Wright and the CODs:

- Oversee day-to-day program operations
- Implement and ensure ongoing compliance with all operational policies, procedures, and training programs within the centers
- Manage patient care issues and other center issues requiring resolution
- Act as a liaison between Concentra and our preferred vendors

Clinical Oversight

Barry Leshman, DO, director of medical operations, provides primary oversight for clinical practices in Michigan ensuring continued compliance. In this role, Dr. Leshman and his team of local center medical directors (CMD) ensure that medical interpretations and associated clearances comply with the most recent medical standards and guidelines, and adhere to applicable regulations. Dr. Leshman's expertise relevant to the desired scope of work will be instrumental in the provision of services during the upcoming engagement.

Medical Resource
Barry Leshman, DO
Director of Medical Operations

- 20 years with Concentra
- 27 years in practice
- Board certified in general practice

Dr. Leshman and the CMDs:

- Review all medical history and perform medical physical examinations
- Understand all medical surveillance requirements of OSHA, DOT, NFPA, MCOLES police officer standards, ADA, FMLA, and other regulated examinations
- Report the results of the medical evaluation to the employee, including any medical condition(s) identified during the evaluation
- Provide the recommendation as to whether the individual is medically certified to safely perform the essential job tasks
- Forward copies of any abnormal results, along with patient instructions regarding primary care follow-up, to individuals who were instructed to seek (as appropriate) medical follow-up to address any medical conditions or lab abnormalities identified during the evaluation
- Provide or arrange for a prescriptive rehabilitation and/or fitness program when indicated to aid in the individual's recovery from illness or injury and enhance his/her ability to safely perform essential job tasks



- Review medical evaluations conducted by other clinicians
- Review individual medical evaluations and aggregate data to detect evidence of occupational exposure(s) or clusters of occupational disease

Specific to firefighters, Dr. Leshman and the CMDs:

- Understand the physiological, psychological, and environmental demands placed on firefighters
- Evaluate firefighters to identify medical conditions that could affect their ability to safely respond to emergency operations
- Utilize the essential job task descriptions to determine the firefighter's medical certification
- Identify and report the presence of Category A or disqualifying Category B medical conditions
- Inform the chief or designee whether or not the firefighter is medically certified to safely perform the essential job tasks

Clinic Staff

Concentra employs health care professionals and support staff who possess the expertise and specific hands-on experience delivering services that are relevant to our core offering. Our staff includes any combination of physicians, mid-levels, nurses, physical therapists, radiology technicians, and medical assistants, and we assure the City that each individual is qualified to perform their assigned duties.

Medical Professionals

Concentra will only utilize qualified and appropriately licensed and credentialed medical professionals to serve the occupational health needs of the City's workforce. These professionals are skilled in their respective area of expertise and undergo extensive annual training in addition to the continuing education classes that Concentra financially supports. Furthermore, the medical personnel in our clinics are vigilant in applying their knowledge to recognize and diagnose potential exposures and resulting health issues, and regularly monitor OSHA, DOT, NFPA, MCOLES police officer standards, ADA, and other applicable federal and state regulations to ensure all associated services remain in compliance and adhere to best practice guidelines.

Specific to DOT examinations, Concentra acknowledges that the FMCSA has announced a new rule that requires health care professionals who perform DOT medical examinations to be trained, tested, and certified on the specific physical qualifications that affect a driver's ability to safely operate the vehicle. All medical certificates must be issued by medical examiners listed on the National Registry of Certified Medical Examiners (National Registry). *Concentra affirms that our attending clinicians meet FMCSA requirements.*

Concentra currently offers the FMCSA curriculum as part of our training program, which educates medical examiners on multiple topics within 13 different training modules on the new FMCSA regulations. Concentra's participants who complete the program will be prepared to:

- Apply knowledge of FMCSA's driver physical qualification standards and advisory criteria to findings gathered during the driver's medical examination
- Make sound determination of the driver's medical and physical qualifications for safely operating a commercial motor vehicle (CMV) in Interstate commerce
- Accurately complete the Medical Examination Report Form.

Support Staff

Concentra Urgent Care Centers employ qualified support personnel whom we train and fully certify to perform their associated tasks. Specifically, our staff includes drug specimen collectors certified to perform DOT collections, certified breath alcohol technicians, National Institute for Occupational Safety and Health (NIOSH)-certified pulmonary function testers, Council for Accreditation in Occupational Hearing Conservation (CAOHC)-certified personnel to perform audiometric testing, certified radiologic technologists, certified medical assistants, and certified phlebotomists.

Concentra

City of Detroit + RFP, Solicitation No. 16WN255
Occupational Health Care and Testing Services

3) Identify any projects in which the vendor's contract was terminated for any reason.

None.

4) Identify any claims or lawsuits that have been brought against your organization as a result of any services provided within the last five (5) years, and

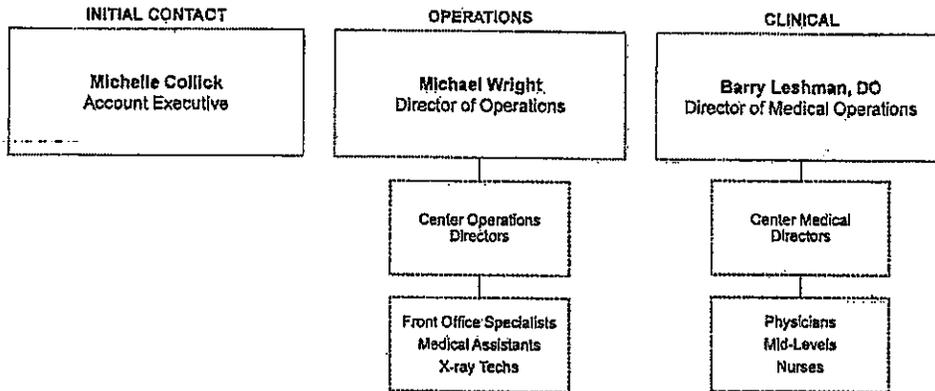
Concentra is subject to certain legal proceedings, inquiries, claims and disputes, which arise from time to time in the ordinary course of business. Such claims and legal proceedings include employment matters, contractual issues, workers' compensation, professional liability, and general liability matters. Concentra employs various risk transfer methodologies to cover our exposure to risk, including various self-insured programs and high deductible programs. Concentra establishes reserves for our liabilities under those programs based on actuarial analysis that includes the elements of severity, frequency, and jurisdiction, with input from Concentra's legal representatives responsible for the defense of such claims.

Concentra believes that our insurance coverage and the reserves established for our claims are sufficient for our operations. Furthermore, we do not believe these legal proceedings or actions, individually or in the aggregate, will have a material adverse effect on our financial position, results of operations, or liquidity.

5) Provide an organization chart indicating the key personnel who will provide services resulting from this RFP. Also provide a resume for each of the key personnel.

Concentra is fully capable of managing the City's program. We carefully consider each project and its unique goals when assigning an account management team and take a collaborative approach to that combines local operational and clinical support to ensure clinical quality and service excellence. The individuals we selected to support the City's program will bring invaluable, relevant experience to the program and provide ongoing support within their respective areas of expertise.

The following organizational chart highlights our designated leadership team structure. We also include Attachment H – Key Personnel and Staff Qualifications for the City's review.





Relevant Experience

Concentra takes great pride in innovatively delivering quality clinical solutions that surpass our clients' expectations and are unique to their specific needs. With more than three decades of health care experience, Concentra brings to the City the expertise required to implement and operate a successful program that meets the stated requirements.

In addition to assigning qualified medical professionals to our engagements, Concentra understands the importance of monitoring and maintaining compliance. Unlike most of our competitors who only provide center management services, Concentra understands the inner workings of medical programming, allowing us to work proactively to circumvent potential barriers. Our consistent policies and procedures ensure the continuity of care and services, create consistent guidelines, respect existing clinician/patient relationships, and simplify implementation. *We affirm that we are capable of fulfilling our commitment to the City during the upcoming engagement.*

Michigan Experience

For years, Michigan employers have trusted Concentra to manage multiple facets of their employees' occupational health care needs and our experience in the state runs the gamut of all clinic-related services requested in the City's RFP. *Our background and expertise uniquely positions us to successfully perform the scope of services required by the City. Of relevance, we serve more than 12,600 employers in the state through our 18 urgent care facilities.* We are knowledgeable of Michigan's guidelines and we adhere to the state's regulatory requirements pertaining to the provision of health care services.

Clinical Expertise

Founded by physicians, Concentra is committed to best health care practices and we utilize an evidenced-based, outcomes-focused approach that has set a standard of excellence for the health care industry. We have an extensive infrastructure of clinical expertise – our clinical experts include hundreds of board certified/eligible physicians, including many who specialize in occupational health. Concentra monitors clinical quality and compliance via an *Enterprise Quality Improvement Program Committee*, which reports through the Chief Medical Officer. The purpose and scope in the committee charter include monitoring quality through selection and assessment of quality metrics; initiating and overseeing improvement initiatives; and recommending quality assessment and assurance programs.

Furthermore, Concentra has been performing physical examinations, conducting drug and alcohol testing, and administering immunizations and vaccinations since our inception more than three decades ago. We maintain written guidelines on all relevant regulatory standards and create client-specific service packages tailored to meet the unique needs of each client's program requirements. Furthermore, we assure that only qualified individuals will perform the requested services in accordance with all local, state, and federal guidelines.

In 2015, Concentra's 18 Michigan urgent care centers collectively performed:

- 116,700+ physicals
- 149,000+ drug screens

Concentra's acquired experience performing the services outlined in the RFP uniquely positions us to deliver a complete solution that exceeds the City's expectations. Our proposed program incorporates extensive expertise in the areas of examinations and other occupational health care services, and maintaining compliance with various regulatory agencies. As appropriate, we are happy to discuss our additional capabilities with the City.

Medical Expert Panels

To ensure we continually adhere to best practices, we have medical expert panels that identify health trends, research the latest developments, and develop policies, procedures, and processes to ensure Concentra's treatment and service philosophy adhere to best practices. Clinical practice guidelines, for example, are developed by medical expert panels within the Concentra organization. These experts review the latest medical literature and recommendations of national industry groups. Based on this review, the information is then put together for review and approval by Concentra's Medical Executives. Once it is finalized, it is disseminated via CME, clinical bulletins, and direct review with the clinician's supervisor depending on the topic and relevance to the practice.

Medical Expert Panels

- Injury Care
- Integrated Health & Wellness
- Onsite Care
 - ✓ Telemedicine Committee
- Pharmacy Committee
- Physical Therapy
- Primary Care
- Regulatory, Testing, & Exams
 - ✓ Transportation Committee
- Travel Health/Infectious Disease
- Urgent Care

Concentra established our medical expert panels to provide needed expertise and assistance in dealing with health care issues such as exorbitant health care expenditures of corporations, an aging workforce, the complexity of regulatory statutes governing work-related health issues, and other specific health care needs of our clients and patients. *Our panels allow Concentra's affiliated physician experts to consistently improve the quality of health care through proficient consultation and up-to-date information.* Each panel identifies market trends, researches the latest developments, submits service ideas, and creates Concentra's treatment and service philosophy regarding the particular health area. Additionally, the panels develop policies, procedures, processes, and white papers to formalize the panel's contribution. Concentra creates new expert panels based on industry trends and market demands.

DOT Experience

Dr. Ellison Wittels, a Concentra physician and former Senior Consultant to the Federal Motor Carriers Safety Administration (FMCSA), chaired the 2002 Cardiac Advisory Panel, which was empowered to provide cardiac interpretive guidelines to all physicians performing DOT medical examinations. Dr. Wittels has provided training and guidance to all Concentra (and non-Concentra) physicians regarding DOT examination procedures and interpretations. In addition, he published a book, *Concentra Guide to Medical Certification of Commercial Drivers*, in response to the FMCSA referring physicians, nationwide, to Dr. Wittels for medical certification interpretations. The Concentra Guide integrates and defines the federal standards, FMCSA guidelines, recent literature, and opinion, thus providing a framework for the medical examiner's assessment of the driver and determination of fitness.

Concentra also created a one-of-a-kind DOT training class for medical physicians performing DOT exams. Our former Chief Medical Officer, W. Tom Fogarty, MD, and other highly skilled and qualified physicians developed the course and submitted to DOT for approval. While DOT cannot "approve" this course, they have given Concentra a positive pronouncement to proceed with training Concentra and non-Concentra physicians using this curriculum.

Firefighter and Police Experience

Concentra currently performs firefighter and police officer examinations for hundreds of municipalities across the United States. We maintain written guidelines on all NFPA standards, police officer standards, OSHA, ADA, and other applicable regulations, and ensure that all personnel delivering services have the appropriate certifications to perform the associated clinical evaluations.

Furthermore, Concentra believes that both our affiliated providers and the City share a responsibility to ensure firefighters and police officers have the requisite physical and cardiac fitness to perform their essential job functions. As such, we created physical conditioning procedures and perform job site analyses, physical fitness testing, and more to ensure these safety sensitive personnel are able to meet their employer's functional requirements.



G. Respondent Financial and Operational Stability

1) Provide copies of the vendor's financial statements (CPA Certified) for the previous three (3) years:

Concentra affirms that we are financially stable and fully capable of performing the services requested in the City's RFP. We include financial data for 2013 and 2014 as Attachment J – Concentra Financials. Financial Information for 2015 is available on the Investor Relations page of Select Medical Holdings Corporation's website, www.selectmedical.com.

2) Certificate of Good Standing (Corporation) or Certificate of Existence (Limited Liability Company) issued by the Michigan Secretary of State (if Respondent is a joint venture, a Certificate of Good Standing or Certificate of Existence, as applicable, must be submitted for each entity comprising the joint venture); and

Concentra is qualified to conduct business in all 50 states, as well as Washington, D.C. Our affiliated physicians, mid-level clinicians, and physical therapists are licensed to perform health care services in more than 40 states, including Michigan. As evidence of Concentra's qualifications, we include Attachment K – Michigan Certificate of Good Standing.

3) Evidence of any licenses or registrations required to provide the services under this contract:

We include staff qualifications as Attachment H – Key Personnel and Staff Qualifications and company qualifications as Attachment K – Michigan Certificate of Good Standing for the City's review.



H. Solution Summary

Concentra's medical and clinical expertise is unmatched. We developed comprehensive policies and procedures for drug and alcohol testing, as well as examinations, injury care, return-to-work, preventive care, and more that comply with OSHA, DOT, NFPA, MCOLES police officer standards, ADA, and other regulatory guidelines. We provide a variety of health care services nationwide through our 300 urgent care centers and more than 130 Concentra Onsite Centers, and deliver comprehensive health and wellness programs.

Concentra reviewed the City's scope of work and we confirm our ability to perform the outlined services effectively and professionally. We believe Concentra's longevity in the health care marketplace, expert infrastructure, and consistency in delivering health care services — along with our reporting capabilities and comprehensive suite of services — differentiate us from our competitors.

Concentra offers the City the following features and benefits:

| Local Infrastructure | Project Management |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Concentra's local presence enables us to offer convenient support and immediate resources to the City. Today, we operate 18 freestanding clinics in Michigan, including our Downtown Detroit location. Each of these centers is fully staffed and equipped to provide convenient, high quality services during the City's contract.</p> | <p>Concentra assigns a qualified and experienced team of clinical and operational professionals to manage the City's account. This includes the assignment of a designated initial point-of-contact through the contracting phase, as well as ongoing operational and clinical oversight via our local leadership team. These local resources will deliver proactive support throughout all areas of this engagement to ensure successful outcomes.</p> |
| Health Care and Industry Expertise | Comprehensive Service Offering |
| <p>With more than 37 years of experience in the health care marketplace, Concentra brings the expertise required to successfully meet the City's service needs. Furthermore, we deliver comprehensive health care solutions to more than 12,500 clients in Michigan, and deliver and maintain a customer base that spans multiple industries and markets.</p> | <p>Concentra offers an extensive suite of products and services and is a "one-stop source" for quality and accessible care. Through our custom service offering and convenient delivery options, we are able to tailor our solution to suit the City's unique needs.</p> |

Concentra appreciates the opportunity to present our services and capabilities. We are confident that we can address all the outlined service requirements efficiently, professionally, and in accordance with regulatory standards. Concentra is prepared to deliver a best-in-class solution that exceeds the expectations of City of Detroit.

EXHIBIT B: FEE SCHEDULE**I. General**

(a) The Contractor shall be paid for those Services performed pursuant to this Contract a maximum amount of Two Hundred Seven Thousand Dollars and 00/100 Dollars (\$ 207,000.00), for the term of this Contract as set forth in Exhibit A, Scope of Services.

(b) Payment for the proper performance of the Services shall be contingent upon receipt by the City of invoices for payment. Each invoice shall certify the total cost, itemizing costs when applicable. Each invoice must be received by the City not more than thirty (30) days after the close of the calendar month in which the services were rendered and must be signed by an authorized officer or designee of the Contractor.

II. Project Fees

The following chart outlines the costs for this project:

| Service | Fee |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| <i>1. Pre-Employment Physical Exam</i> | |
| Examination (within scope of the position) | \$45.00 |
| Vitals (within scope of the position) | Included in exam |
| Health History (within scope of position) | Included in exam |
| Snellen Vision Test (within scope of position) | Included in exam |
| <i>2. Return to Work Physical Exams</i> | |
| Examinations limited to non-occupational injuries (within scope of position) | \$55.00 |
| <i>3. Drug and Alcohol Testing</i> | |
| 3 Panel Instant | Price determined once the City determines the panel |
| 10 panel Instant | \$39.00 |
| 10 Panel Urine Send Out | \$43.00 |
| 5 Panel DOT Urine Send Out MRO Services for non-negative | \$45.00 |
| Hair Sample | \$78.00 |
| Breath Alcohol | \$25.00 |
| Client On-Site After Hours | After hour services through the centers |
| Post-Accident Collections | Post-accident collections performed at the center and billed at regular screening rates |
| Marijuana | Included in 5 and 10 panel |
| Cocaine | Included in 5 and 10 panel |
| Opiates | Included in 5 and 10 panel |
| Amphetamines/Methamphetamines | Included in 5 and 10 panel |
| Phencyclidine | Included in 5 and 10 panel |
| <i>4. X-ray Chest</i> | |
| Single View | \$50.00 |
| Double View | \$60.00 |

| Service | Fee |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------|
| B-Read | \$35.00 |
| Audiometric Testing | \$21.00 |
| Exposure and Follow-up | Exposure cases billed at the fee schedule |
| EKG | \$45.00 |
| Hepatitis B Vaccine | \$68.00 |
| Hepatitis B Injection | \$25.00 |
| Hepatitis B Titer | \$55.00 |
| TB Skin Testing | \$25.00 |
| Mental Health Evaluation (through referral) | Fee based on type of referral and level of exam |
| Specialized Professional Services (through referral) | Fee based on type of referral and level of exam |
| Mobile Health One (all levels of exams, hearing tests, health fairs, etc.) | All exams completed in 24-hour centers |
| 5. Fitness for Duty Evaluations | |
| Medical Evaluations | |
| Level 1 | \$60.00 |
| Level 2 | \$75.00 |
| Level 3 | \$95.00 |
| Level 4 | \$120.00 |
| Psychiatric Evaluations | Price determined based on the amount of time spent with the physician |
| 6. *DOT Physical Examinations, which may include: | |
| Medical Exam | \$35.00 |
| Snellen Vision Test | Included in the exam |
| Audiogram | \$30.00 |
| Urine Dip Test | Included in the exam |
| *5 Panel DOT Drug Screen (in accordance with DOT Standards) | \$45.00 |
| 7. Fire Fighter Exams Using NFPA1582 Standards | |
| Physical Examination | \$45.00 |
| Medical History/Exposure History | Included in the exam |
| Vitals | Included in the exam |
| CBC with Differential | \$32.00 |
| Complete Metabolic Panel | \$30.00 |
| Lipid Profile | \$34.00 |
| Urinalysis (dip) | \$10.00 |
| Urinalysis (send out if indicated by results of dipstick analysis) | \$32.00 |
| *Analysis for occupational chemical exposure of indicated | Exposure cases billed at the fee schedule |
| Fecal Occult Testing (age 40+ or clinically indicated) | \$80.00 |
| Titmus Eye Exam | \$20.00 |
| Pulmonary Function Test | \$40.00 |
| Audiogram | \$25.00 |
| Chest X-ray | \$50.00 |
| Radiology Read | \$35.00 |

| Service | Fee |
|-------------------------------------------------------------------|--------------------------------------------------------|
| EKG | \$45.00 |
| <i>*Recommended every 5 years unless clinically indicated</i> | |
| 8. MCOLES Police Physicals | |
| Physical Examination: Exam | \$45.00 |
| Vitals | Included in Exam |
| Medical History | Included in Exam |
| Audiogram | \$21.00 |
| Titmus Eye Exam | \$20.00 |
| CBC with Differential | \$32.00 |
| Chest X-ray | \$50.00 |
| Urinalysis (dip) | Included in exam |
| 10 Panel Urine Drug Screen | \$45.00 |
| Hepatitis Titer | \$50.00 |
| Hepatitis Vaccine (if indicated) | \$68.00 |
| ABO Blood Testing | \$45.00 |
| HIV Testing | \$38.00 |
| Respirator Medical Questionnaire | \$25.00 |
| Qualitative Fit Test | \$25.00 |
| 9. Separate Available Services | |
| Respirator Medical Clearance for Fit Testing | \$15.00 |
| Respirator Fit Testing | \$45.00 |
| Hepatitis C Titer (only if exposure) | Titer needed for exposure is billed at fee schedule |
| MMR Vaccine (only if indicated) | \$68.00 |
| Hepatitis A (High risk only, HazMat, USAR and Scuba Team members) | \$85.00 |
| Varicella Vaccine (only if indicated) | \$107.00 |
| Heavy Metal Screening (baseline if exposure indicated) | \$150.00 |
| HIV Screening (available to all personnel if exposure indicated) | \$38.00 |
| Flu Shots (includes staff/supplies) | \$30.00 |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|------------|----------------------------------------------------------------------------------------------------|--------------|--------------|------------------------------------------------------------------------------------------|
| California | Fresno Madera 509 S I Street, Ste. A Madera, CA 93637 Madera County | 559-673-9020 | 559-673-6124 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| California | Fresno North 7265 N First Street, Suite 105 Fresno, CA 93720 Fresno County | 559-431-8181 | 559-431-1291 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| California | La Palma 40 Centerpointe Drive La Palma, CA 90623 Orange County | 714-522-8020 | 714-522-7833 | 7:00 am - 7:00 pm (Mon. - Fri.) 9:00 am - 6:00 pm (Sat.) |
| California | Oakland 384 Embarcadero West Oakland, CA 94607 Alameda County | 510-465-9565 | 510-465-3840 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| California | Ontario 1101 S Milliken Avenue, Ste. C Ontario, CA 91761 San Bernardino County | 909-390-2799 | 909-390-0929 | 7:00 am - 6:00 pm (Mon. - Fri.) |
| California | Placentia 640 S Placentia Avenue Placentia, CA 92870 Orange County | 714-579-7772 | 714-579-7781 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| California | Potrero Hill 2 Connecticut Street San Francisco, CA 94107 San Francisco County | 415-621-5055 | 415-621-0611 | 7:00 am - 6:00 pm (Mon. - Fri.) 9:00 am - 3:00 pm (Sat.) |
| California | Rancho Cucamonga 9405 Fairway View Place Rancho Cucamonga, CA 91730 San Bernardino County | 909-481-7345 | 909-484-8661 | (24/7) |
| California | Richmond 2970 Hilltop Mall Road, Suite 203 Richmond, CA 94806 Contra Costa County | 510-222-8000 | 510-222-2690 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| California | Rohnert Park 6174 State Farm Drive Rohnert Park, CA 94928 Sonoma County | 707-586-4320 | 707-586-4328 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| California | San Leandro 2587 Merced Street San Leandro, CA 94577 Alameda County | 510-351-3553 | 510-351-3585 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| California | San Marcos 740 Nordahl Road, Ste. 131 San Marcos, CA 92069 San Diego County | 760-432-9000 | 760-741-0746 | 8:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 5:00 pm (Sat.) 8:00 am - 5:00 pm (Sun.) |
| California | Santa Rosa 1221 N Dutton Avenue Santa Rosa, CA 95401 Sonoma County | 707-543-8360 | 707-543-8361 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Colorado | AMS Denver 2490 W 26th Avenue, Ste. A200 Denver, CO 80211 Denver County | 303-433-2300 | 303-368-8458 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Colorado | Aurora North 15235 East 38th Ave Aurora, CO 80011 Adams County | 303-340-3053 | 303-340-3862 | 8:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 4:00 pm (Sat.) |
| Colorado | Aurora Southeast 10355 E Iliff Avenue Aurora, CO 80247 Arapahoe County | 303-755-4955 | 303-755-4956 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Colorado | Boulder 3300 28th Street Boulder, CO 80301 Boulder County | 303-541-9090 | 303-541-9393 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Colorado | Cherry Creek 875 South Colorado Blvd Denver, CO 80246 County | 303-388-3627 | 720-266-6935 | 8:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 4:00 pm (Sat.) 10:00 am - 4:00 pm (Sun.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|------------|-----------------------------------------------------------------------------------------------------------------|--------------|--------------|------------------------------------------------------------------|
| Arizona | Airport Phoenix 1818 E Sky Harbor Circle North Building 2, Suite 150 Phoenix, AZ 85034 Maricopa County | 602-244-9500 | 602-244-9543 | (24/7) |
| Arizona | East Mesa 1959 S Val Vista Drive, Ste. 106 Mesa, AZ 85204 Maricopa County | 480-545-1398 | 480-545-2706 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Arizona | Flagstaff 1110 E. Route 66, Suite 100 Flagstaff, AZ 86001 Coconino County | 928-773-9695 | 928-773-0208 | 8:00 am - 6:00 pm (Mon. - Fri.) 9:00 am - 3:00 pm (Sat.) |
| Arizona | Mesa 1710 W Southern Mesa, AZ 85202 Maricopa County | 480-644-7900 | 480-644-7800 | 8:00 am - 6:00 pm (Mon. - Fri.) 8:00 am - 12:00 pm (Sat.) |
| Arizona | Peoria 14155 N. 83rd Avenue, Bldg. 8, Suite 148 Peoria, AZ 85381 Maricopa County | 623-487-8598 | 623-487-8647 | 7:00 am - 5:00 pm (Mon. - Fri.) 8:00 am - 12:00 pm (Sat.) |
| Arizona | Phoenix Metro Center 12808 N Black Canyon Highway Phoenix, AZ 85029 Maricopa County | 602-375-1155 | 602-866-9169 | 7:00 am - 7:00 pm (Mon. - Fri.) 10:00 am - 5:00 pm (Sat.) |
| Arizona | Southwest - 51st and Buckeye 5340 W Buckeye Road, Ste. 3 Phoenix, AZ 85043 Maricopa County | 602-233-2117 | 602-484-7930 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Arizona | Tempe 950 W Southern Avenue Tempe, AZ 85282 Maricopa County | 480-968-7200 | 480-968-5100 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Arizona | Tucson East 7119 E Broadway Blvd. Tucson, AZ 85710 Pima County | 520-881-0050 | 520-795-8815 | 8:00 am - 7:00 pm (Mon. - Fri.) 10:00 am - 3:00 pm (Sat.) |
| Arizona | Tucson North - Ruthrauff 2005 W Ruthrauff Road, Ste. 111 Tucson, AZ 85705 Pima County | 520-293-7250 | 520-293-7234 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Arizona | Tucson South - Park Avenue 4600 S Park Avenue, Ste. 5 Tucson, AZ 85714 Pima County | 520-889-9574 | 520-889-5072 | 7:00 am - 7:00 pm (Mon. - Fri.) 8:00 am - 3:00 pm (Sat.) |
| Arizona | West - 35th and Thomas 3532 W Thomas Road, Suite 5 Phoenix, AZ 85019 Maricopa County | 602-272-7662 | 602-269-2417 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Arkansas | Little Rock Southwest 10101 Mabelvale Plaza Drive, Ste. 3 Little Rock, AR 72209 Pulaski County | 501-568-7868 | 501-568-3035 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Arkansas | North Little Rock 3470 Landers Road North Little Rock, AR 72117 Pulaski County | 501-945-0661 | 501-945-0621 | 7:00 am - 6:00 pm (Mon. - Fri.) |
| California | Airport LAX 6033 W Century Blvd., Ste. 200 Los Angeles, CA 90045 Los Angeles County | 310-215-1600 | 310-215-0783 | 6:00 am - 12:00 am (Mon. - Fri.) 8:00 am - 6:00 pm (Weekends) |
| California | Anaheim-Orange 1101 S. Anaheim Blvd. Anaheim, CA 92805 Orange County | 714-937-1919 | 714-937-1095 | (24/7) |
| California | Downtown San Francisco 26 California Street San Francisco, CA 94111 San Francisco County | 415-781-7077 | 415-781-7099 | 7:00 am - 6:00 pm (Mon. - Fri.) 9:00 am - 3:00 pm (Sat.) |
| California | Fresno Jensen 2555 S East Avenue Fresno, CA 93706 Fresno County | 559-499-2400 | 559-264-9241 | 7:00 am - 5:00 pm (Mon. - Fri.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|-------------|-----------------------------------------------------------------------------------------------|--------------|--------------|-------------------------------------------------------------------------------------------|
| Connecticut | Torrington 333 Kennedy Drive, Suite 202 Torrington, CT 06790 Litchfield County | 860-482-4552 | 860-496-1033 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Connecticut | Wallingford 900 Northrop Road Wallingford, CT 06492 New Haven County | 203-949-1534 | 203-949-9036 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Connecticut | Waterbury 8 S Commons Road Waterbury, CT 06704 New Haven County | 203-759-1229 | 203-759-0219 | 7:00 am - 6:00 pm (Mon. - Fri.) |
| Connecticut | Windsor - Hartford 1080 Day Hill Road Windsor, CT 06095 Hartford County | 860-298-8442 | 860-298-9420 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Delaware | Newark Delaware 4110 Stanton Ogletown Road Newark, DE 19713 New Castle County | 302-738-0103 | 302-738-6612 | 7:30 am - 5:00 pm (Mon. - Fri.) |
| Florida | Cypress Creek 6521 N Andrews Avenue Ft. Lauderdale, FL 33309 Broward County | 954-941-6301 | 954-941-7849 | 8:00 am - 6:00 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Sat.) |
| Florida | Doral 7800 NW 25th Street, Ste. 4 Doral, FL 33122 Miami-Dade County | 305-593-2174 | 305-593-1417 | 8:00 am - 8:00 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Sat.) 10:00 am - 4:00 pm (Sun.) |
| Florida | Ft. Lauderdale 1347 S Andrews Ave Ft. Lauderdale, FL 33316 Broward County | 954-767-9999 | 954-763-9828 | 8:00 am - 8:00 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Weekends) |
| Florida | Golden Glades 17601 NW 2nd Avenue, Ste. S Miami, FL 33169 Miami-Dade County | 305-770-4500 | 305-770-0020 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Florida | Pinecrest 10205 South Dixie Highway, Suite 102 Pinecrest, FL 33156 Miami-Dade County | 305-666-5971 | 305-666-0496 | 8:00 am - 8:00 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Sat.) |
| Florida | West Palm Beach 4455 Medical Center Way West Palm Beach, FL 33407 Palm Beach County | 561-881-0066 | 561-881-5533 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Florida | Westside 1584 Normandy Village Parkway, Ste. 32 Jacksonville, FL 32221 Duval County | 904-482-1400 | 904-482-1407 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Georgia | Airport North Hapeville 3580 Atlanta Ave Hapeville, GA 30354 Fulton County | 404-768-3351 | 404-763-2002 | 7:00 am - 12:00 am (Mon. - Fri.) 10:00 am - 6:00 pm (Weekends) |
| Georgia | Atlanta Midtown 688 Spring Street NW Atlanta, GA 30308 Fulton County | 404-881-1155 | 404-881-9875 | 7:30 am - 7:00 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Sat.) |
| Georgia | Columbus 1051 Talbotton Road Columbus, GA 31904 Muscogee County | 706-322-2511 | 706-322-0913 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Georgia | Conyers 1680 Highway 138 SE, Suites E-F Conyers, GA 30013 Rockdale County | 770-760-0066 | 770-922-7599 | 7:30 am - 6:00 pm (Mon. - Fri.) 10:00 am - 3:00 pm (Sat.) |
| Georgia | Fulton Industrial 5670 Fulton Industrial Blvd. Atlanta, GA 30336 Fulton County | 404-344-3930 | 404-344-8265 | 7:30 am - 8:00 pm (Mon. - Fri.) |
| Georgia | Johns Creek 10820 Abbotts Bridge Rd., Ste 3000 Duluth, GA 30097 County | 770-441-0444 | 770-449-7962 | 8:00 am - 5:30 pm (Mon. - Fri.) 10:00 am - 3:00 pm (Sat.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|-------------|-----------------------------------------------------------------------------------------------------------|--------------|--------------|-------------------------------------------------------------|
| Colorado | Downtown Denver 1730 Blake Street, Ste. 100 Denver, CO 80202 Denver County | 303-296-2273 | 303-296-8330 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Colorado | Fort Collins Lemay 620 South Lemay Avenue Ft. Collins, CO 80524 Larimer County | 970-221-5811 | 970-221-5817 | 7:00 am - 7:00 pm (Mon. - Fri.) 9:00 am - 1:00 pm (Sat.) |
| Colorado | Highlands Ranch 9330 South University Blvd., Suite 100 & 120 Highlands Ranch, CO 80126 County | 303-346-3627 | 303-683-9392 | 8:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 6:00 pm (Sat.) |
| Colorado | Lakewood Simms 11185 W. 6th Ave. Lakewood, CO 80215 Jefferson County | 303-239-6060 | 303-239-6046 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Colorado | Littleton 20 W Dry Creek Circle, Suite 100 Littleton, CO 80120 Arapahoe County | 303-798-1009 | 303-798-1324 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Colorado | North Denver 420 E 58th Avenue, Ste. 111 Denver, CO 80216 Adams County | 303-292-2273 | 303-296-4138 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| Colorado | Rockrimmon 5320 Mark Dabling Blvd., Bldg. 7, Suite 100 Colorado Springs, CO 80918 El Paso County | 719-592-1584 | 719-592-0965 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Colorado | South Academy 2322 S Academy Blvd. Colorado Springs, CO 80916 El Paso County | 719-390-1727 | 719-390-9690 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Colorado | South Broadway 1212 S Broadway, Ste. 150 Denver, CO 80210 Denver County | 303-777-2777 | 303-871-0218 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| Colorado | Stapleton 5855 Stapleton Drive North, Suite A-130 Denver, CO 80216 Adams County | 303-371-7444 | 303-371-7364 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| Colorado | Tech Center 11877 E. Arapahoe Rd. Centennial, CO 80112 Arapahoe County | 303-792-7368 | 303-858-7076 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Colorado | Thornton 500 E 84th Avenue, Ste. B14 Thornton, CO 80229 Adams County | 303-287-7070 | 303-287-7373 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Connecticut | East Hartford 701 Main Street East Hartford, CT 06108 Hartford County | 860-289-5561 | 860-291-1895 | 7:00 am - 6:00 pm (Mon. - Fri.) |
| Connecticut | New Britain 972 W Main Street New Britain, CT 06053 Hartford County | 860-827-0745 | 860-827-0824 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Connecticut | New Haven 370 James Street, Suite 304 New Haven, CT 06513 New Haven County | 203-503-0482 | 203-503-0492 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Connecticut | Norwich 10 Connecticut Avenue Norwich, CT 06360 New London County | 860-859-5100 | 860-859-5110 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Connecticut | Stamford 15 Commerce Road, 3rd Floor Stamford, CT 06902 Fairfield County | 203-324-9100 | 203-324-9400 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Connecticut | Stratford 60 Watson Boulevard Stratford, CT 06615 Fairfield County | 203-380-5945 | 203-380-5953 | 8:00 am - 5:00 pm (Mon. - Fri.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|----------|-----------------------------------------------------------------------------------------------------------|--------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Georgia | Lawrenceville 755 Lawrenceville Suwanee Road, Suite 1600 Lawrenceville, GA 30043 Gwinnett County | 770-995-1500 | 770-995-1729 | 7:30 am - 8:00 pm (Mon. - Fri.) 10:00 am - 3:00 pm (Weekends) |
| Georgia | Marietta 220 N. Cobb Pkwy., Ste. 400 Marietta, GA 30062 Cobb County | 770-424-7125 | 770-424-7127 | 7:30 am - 6:00 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Sat.) |
| Georgia | Moreland 4223 Highway 42 Conley, GA 30288 Clayton County | 404-366-2900 | 404-366-2994 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Georgia | Morrow 1500 Mount Zion Road Morrow, GA 30260 Clayton County | 678-422-8824 | 678-422-7291 | 7:30 am - 6:00 pm (Mon. - Fri.) 10:00 am - 2:00 pm (Sat.) |
| Georgia | Norcross Jimmy Carter 6475 Jimmy Carter Blvd., Ste. 200 Norcross, GA 30071 Gwinnett County | 770-242-7744 | 770-368-0164 | 7:30 am - 6:00 pm (Mon. - Fri.) |
| Georgia | Sandy Springs Urgent Care 6334 Roswell Road, Suite NE, Ste C Sandy Springs, GA 30328 County | 678-812-2277 | 678-812-2278 | 8:00 am - 7:00 pm (Mon. - Fri.) 10:00 am - 3:00 pm (Sat.) |
| Georgia | Savannah 109 Minus Avenue, Ste. C10 Garden City, GA 31408 Chatham County | 912-966-5445 | 912-966-5955 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Hawaii | Honolulu 545 Ohohia Street Honolulu, HI 96819 Honolulu County | 808-831-3000 | 808-834-5763 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| Illinois | Ashland Ave at I-55 3145 S. Ashland Avenue, Ste. 110 Chicago, IL 60608 Cook County | 773-254-5516 | 773-254-5518 | 7:00 am - 10:00 pm (Mon. - Fri.) |
| Illinois | Bloomington 211 E. Army Trail Road Bloomington, IL 60108 County | 630-582-8946 | 630-582-0969 | 7:00 am - 8:00 pm (Mon. - Fri.) |
| Illinois | Bridgeview 8755 S Harlem Avenue Bridgeview, IL 60455 Cook County | 708-430-2295 | 708-430-2372 | 7:00 am - 12:00 am (Mon.) 12:00 am - 12:00 am (Tue.) 12:00 am - 12:00 am (Wed.) 12:00 am - 12:00 am (Thu.) 12:00 am - 12:00 am (Fri.) 12:00 am - 4:00 am (Sat.) |
| Illinois | Darien 7421 South Cass Ave. Darien, IL 60561 County | 630-286-5300 | 630-986-1096 | 8:00 am - 8:00 pm (Mon. - Fri.) 9:00 am - 1:00 pm (Sat.) |
| Illinois | Elk Grove Village 1830 Jarvis Avenue Elk Grove Village, IL 60007 Cook County | 847-952-1180 | 847-952-1183 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Illinois | Franklin Park 10137 W Grand Avenue Franklin Park, IL 60131 Cook County | 847-451-7590 | 847-451-7608 | 7:00 am - 10:00 pm (Mon. - Fri.) 8:00 am - 5:00 pm (Sat.) |
| Illinois | Moline 555 Valley View Drive Moline, IL 61265 Rock Island County | 309-764-9675 | 309-764-3106 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Illinois | Morton Grove 8125 River Drive, #102 Morton Grove, IL 60053 Cook County | 847-470-1720 | 847-470-1723 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Illinois | Pullman District 900 E 103rd Street Chicago, IL 60628 Cook County | 773-468-2963 | 773-468-2975 | 8:00 am - 5:00 pm (Mon. - Fri.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|-----------|--------------------------------------------------------------------------------------------------------|--------------|--------------|------------------------------------------------------------------------------------------|
| Illinois | River West 1030 W. Chicago Ave. Chicago, IL 60642 County | 312-243-1574 | 312-243-1698 | 7:00 am - 10:00 pm (Mon. - Fri.) 8:00 am - 5:00 pm (Sat.) 9:00 am - 4:00 pm (Sun.) |
| Illinois | West Loop 1230 W Lake Street Chicago, IL 60607 Cook County | 312-666-0028 | 312-666-5214 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Illinois | Wheeling 544 W Dundee Road Wheeling, IL 60090 Cook County | 847-419-6974 | 847-419-6982 | 7:00 am - 9:00 pm (Mon. - Fri.) |
| Indiana | Airport Indianapolis Southwest 5940 Decatur Blvd. Indianapolis, IN 46241 Marion County | 317-856-2945 | 317-856-5122 | (24/7) |
| Indiana | Hammond 6423 Columbia Avenue, Unit A Hammond, IN 46320 Lake County | 219-937-3632 | 219-937-4715 | 7:00 am - 8:00 pm (Mon. - Fri.) |
| Indiana | Indianapolis Northwest 5604 W 74th Street Indianapolis, IN 46278 Marion County | 317-290-1551 | 317-290-2052 | 7:00 am - 9:00 pm (Mon. - Fri.) |
| Iowa | Aurora Des Moines 11144 Aurora Avenue Urbandale, IA 50322 County | 515-278-6868 | 515-278-1660 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Iowa | Davenport 3540 East 46th Street Davenport, IA 52807 Scott County | 563-359-1170 | 563-359-3828 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Iowa | Dixon 2100 Dixon Street, Ste. E Des Moines, IA 50316 Polk County | 515-265-1020 | 515-265-1511 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Kansas | Kansas Avenue 4214 Kansas Avenue Kansas City, KS 66106 Wyandotte County | 913-321-7557 | 913-321-7667 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Kansas | Lenexa 14809 W 95th Street Lenexa, KS 66215 Johnson County | 913-894-6664 | 913-894-6891 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Kentucky | Boardwalk 1498 Boardwalk Lexington, KY 40511 Fayette County | 859-254-5520 | 859-255-8298 | 8:00 am - 7:30 pm (Mon. - Fri.) 8:00 am - 3:30 pm (Sat.) |
| Kentucky | CVG Airport/Mineola Pike 1825 Airport Exchange Blvd., Ste 100 Erlanger, KY 41018 Boone County | 859-647-6228 | 859-372-6350 | 7:00 am - 9:00 pm (Mon. - Fri.) 9:00 am - 3:00 pm (Sat.) |
| Kentucky | Dove Run 1055 Dove Run Road Lexington, KY 40502 Fayette County | 859-269-4668 | 859-266-5577 | 8:00 am - 7:30 pm (Mon. - Fri.) 8:00 am - 7:30 pm (Weekends) |
| Kentucky | Hamburg 2424 Sir Barton Way, Suite 175 Lexington, KY 40509 Fayette County | 859-233-4882 | 859-233-4886 | 8:00 am - 7:00 pm (Mon. - Fri.) 9:00 am - 3:00 pm (Sat.) 10:00 am - 4:00 pm (Sun.) |
| Kentucky | Leestown 1722 Sharkey Way Lexington, KY 40511 Fayette County | 859-245-0692 | 859-455-8431 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Kentucky | Nicholasville 204 Bellaire Drive Nicholasville, KY 40356 Jessamine County | 859-887-4882 | 859-881-1728 | 8:00 am - 7:00 pm (Mon. - Fri.) 9:00 am - 3:00 pm (Sat.) 11:00 pm - 4:00 pm (Sun.) |
| Louisiana | Downtown New Orleans 318 Baronne Street New Orleans, LA 70112 Orleans County | 504-561-1051 | 504-586-8958 | 8:00 am - 5:00 pm (Mon. - Fri.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|---------------|-------------------------------------------------------------------------------------------------------|--------------|--------------|---------------------------------------------------------------------------------------------------------------|
| Louisiana | Jefferson 4015 Jefferson Highway Jefferson, LA 70121 Jefferson County | 504-837-6447 | 504-833-8088 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Louisiana | Kenner 1600 Williams Blvd. Kenner, LA 70062 Jefferson County | 504-468-1506 | 504-468-8980 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Maine | Augusta 219 Capitol Street, Suite 2 Augusta, ME 04330 Kennebec County | 207-629-5005 | 207-629-5220 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Maine | Bangor 34 Gilman Road Bangor, ME 04401 Penobscot County | 207-941-8300 | 207-947-3134 | 7:00 am - 6:00 pm (Mon. - Fri.) |
| Maine | Lewiston 59 East Avenue Lewiston, ME 04240 Androscoggin County | 207-784-1680 | 207-783-9649 | 7:30 am - 7:00 pm (Mon. - Fri.) 9:00 am - 1:00 pm (Weekends) |
| Maine | Norway 176 Main Street, Suite 2 Norway, ME 04268 Oxford County | 207-743-7399 | 207-743-1589 | 8:00 am - 4:30 pm (Mon.) 8:00 am - 4:30 pm (Wed.) 1:00 pm - 4:30 pm (Tue.) 8:00 am - 11:30 am (Fri.) |
| Maine | Portland 85 Western Avenue, Suites 6, 7, 8 South Portland, ME 04106 Cumberland County | 207-774-7751 | 207-828-5140 | 7:30 am - 7:00 pm (Mon. - Fri.) 9:00 am - 1:00 pm (Weekends) |
| Maryland | Airport BWI 811 Cromwell Park Dr, Ste. 104 105 Glen Burnie, MD 21061 Anne Arundel County | 410-553-0110 | 410-553-0197 | 7:30 am - 5:00 pm (Mon. - Fri.) |
| Maryland | Arbutus 1419 Knecht Avenue Baltimore, MD 21227 Baltimore County | 410-247-9595 | 410-247-7553 | (24/7) |
| Maryland | Columbia 6656 Dobbin Road Columbia, MD 21045 Howard County | 410-381-1330 | 410-381-5585 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Maryland | Downtown Baltimore 100 S Charles Street, Suite 150 Baltimore, MD 21201 Baltimore City County | 410-752-3010 | 410-539-7023 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Maryland | Dundalk 1833 Portal Street Baltimore, MD 21224 Baltimore City County | 410-633-3600 | 410-633-3604 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Maryland | Jessup 7377 Washington Blvd., Ste. 101 Elkridge, MD 21075 Howard County | 410-379-3051 | 410-379-3074 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Maryland | Lanham 4451 Parliament Place, Suite G Lanham, MD 20706 Prince Georges County | 301-459-9113 | 301-459-1214 | 7:00 am - 6:00 pm (Mon. - Fri.) |
| Maryland | Rosedale 8101 Pulaski Highway, Ste. H Baltimore, MD 21237 Baltimore County | 410-687-6462 | 410-687-2261 | 7:00 am - 7:00 pm (Mon. - Fri.) 7:00 am - 12:00 pm (Sat.) |
| Maryland | Steeplechase 9141 Alaking Court, Suite 112 Capitol Heights, MD 20743 Prince Georges County | 301-499-4655 | 301-499-0902 | 7:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 2:00 pm (Weekends) |
| Maryland | Timonium 1830 York Road, Ste. F Timonium, MD 21093 Baltimore County | 410-252-4015 | 410-252-7410 | 8:00 am - 6:00 pm (Mon. - Fri.) 8:00 am - 2:00 pm (Sat.) |
| Massachusetts | Springfield Massachusetts 140 Carando Drive Springfield, MA 01104 Hampden County | 413-746-4006 | 413-746-3230 | 8:00 am - 5:00 pm (Mon. - Fri.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|---------------|-------------------------------------------------------------------------------------------------|--------------|--------------|-------------------------------------------------------------------------------------------|
| Massachusetts | Wilmington 66B Concord Street Wilmington, MA 01887 Middlesex County | 978-657-3826 | 978-657-5705 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| Michigan | Airport Romulus 11700 Metro Airport Center Dr, Ste. 104 Romulus, MI 48174 Wayne County | 734-955-7000 | 734-955-7006 | (24/7) |
| Michigan | Allen Park 17500 Federal Dr, Ste. 750 Allen Park, MI 48101 Wayne County | 313-982-1370 | 313-982-1376 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Michigan | Alpine 2331 Alpine Ave. NW Grand Rapids, MI 49544 Kent County | 616-785-2619 | 616-447-1930 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Michigan | Ann Arbor 3131 S State St Ann Arbor, MI 48108 Washtenaw County | 734-213-6285 | 734-213-6482 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Michigan | Brighton 7960 West Grand River Rd, Ste. 100 Brighton, MI 48114 Livingston County | 810-225-9800 | 810-225-9807 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Michigan | Chesterfield 50110 Gratiot Ave Chesterfield, MI 48051 Macomb County | 586-949-6336 | 586-949-0206 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Michigan | Detroit I-96 28196 Schoolcraft Rd Livonia, MI 48150 Wayne County | 734-425-4600 | 734-425-1185 | 7:00 am - 11:00 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Sat.) |
| Michigan | Downtown Detroit 2630 East Jefferson Ave. Detroit, MI 48207 Wayne County | 313-259-7990 | 313-259-7294 | (24/7) |
| Michigan | Fraser 33089 Groesbeck Hwy Fraser, MI 48026 Macomb County | 586-296-2800 | 586-296-6190 | 7:00 am - 11:00 pm (Mon. - Fri.) 8:00 am - 6:00 pm (Sat.) 10:00 am - 6:00 pm (Sun.) |
| Michigan | Kentwood 436 44th St SE, Ste. A Grand Rapids, MI 49548 Kent County | 616-531-9750 | 616-531-9710 | 7:00 am - 7:00 pm (Mon. - Fri.) 8:00 am - 3:00 pm (Sat.) |
| Michigan | Livonia 34095 Plymouth Rd Livonia, MI 48150 Wayne County | 734-513-2000 | 734-513-7263 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Michigan | Novi 42875 Grand River Avenue, Ste. 101 Novi, MI 48375 Oakland County | 248-478-1616 | 248-478-9450 | 8:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 4:00 pm (Sat.) |
| Michigan | Pontiac 1915 N Perry St Pontiac, MI 48340 Oakland County | 248-276-3999 | 248-276-3998 | 7:00 am - 9:00 pm (Mon. - Fri.) 9:00 am - 1:00 pm (Sat.) |
| Michigan | Southfield 26185 Greenfield Rd Southfield, MI 48075 OAKLAND County | 248-569-2040 | 248-569-2048 | 8:00 am - 7:00 pm (Mon. - Fri.) |
| Michigan | Sterling Heights 39333 Van Dyke Ave Sterling Heights, MI 48313 Macomb County | 586-977-1510 | 586-977-3261 | 7:00 am - 7:00 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Sat.) |
| Michigan | Troy 627 E Maple Rd, Ste. 200 Troy, MI 48083 Oakland County | 248-524-1912 | 248-524-3901 | 7:00 am - 7:00 pm (Mon. - Fri.) 9:00 am - 1:00 pm (Sat.) |
| Michigan | Warren 11569 E 12 Mile Rd Warren, MI 48093 Macomb County | 586-582-0018 | 586-582-0108 | 7:00 am - 7:00 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Sat.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|----------|-----------------------------------------------------------------------------------------|--------------|--------------|--------------------------------------------------------------|
| Michigan | Woodhaven 19200 West Road Woodhaven, MI 48183 Wayne County | 734-287-3415 | 734-287-4213 | 7:00 am - 7:00 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Sat.) |
| Missouri | Crossroads 200 Southwest Boulevard Kansas City, MO 64108 Jackson County | 816-842-1146 | 816-283-3603 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Missouri | Executive Park 6401 Front Street Kansas City, MO 64120 Jackson County | 816-241-0603 | 816-241-6276 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Missouri | Fenton 128 Matrix Commons Dr Fenton, MO 63026 Saint Louis County | 636-349-6850 | 636-349-6641 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Missouri | Grandview 12220A South Blue Ridge Blvd. Grandview, MO 64030 Jackson County | 816-763-1755 | 816-763-1855 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Missouri | Hazelwood 463 Lynn Haven Hazelwood, MO 63042 Saint Louis County | 314-731-0448 | 314-731-0495 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Missouri | Market Street 3100 Market St. St. Louis, MO 63103 Saint Louis County | 314-421-2557 | 314-421-2046 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Missouri | Midtown 6542 Manchester Ave St. Louis, MO 63139 County | 314-647-0081 | 314-647-5485 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Missouri | North Broadway 8340 N Broadway St. Louis, MO 63147 Saint Louis City County | 314-385-9563 | 314-385-9350 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Missouri | North Kansas City 599 Armour Road N. Kansas City, MO 64116 Clay County | 816-421-0750 | 816-421-0802 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Missouri | St. Charles 1794 Zumbel Road St. Charles, MO 63303 Saint Charles County | 636-947-1666 | 636-947-4185 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Missouri | Westport 83 Progress Parkway Maryland Heights, MO 63043 Saint Louis County | 314-434-8174 | 314-434-8706 | 8:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 1:00 pm (Sat.) |
| Nebraska | Lincoln 4900 N 26th Street, Ste. 104 Lincoln, NE 68521 Lancaster County | 402-465-0010 | 402-465-0015 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Nebraska | Omaha West 9602 M Street Omaha, NE 68127 Douglas County | 402-331-8555 | 402-331-8820 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Nebraska | South Omaha 2900 F Street Omaha, NE 68107 Douglas County | 402-731-7990 | 402-731-8138 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Nevada | AMS Las Vegas 2200 S Rancho Dr. Las Vegas, NV 89102 Clark County | 702-677-3544 | 702-871-3002 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Nevada | Brooks Las Vegas North 151 W Brooks Ave North Las Vegas, NV 89030 Clark County | 702-399-6545 | 702-642-1767 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Nevada | Henderson 149 N Gibson Rd, Ste. H Henderson, NV 89014 Clark County | 702-558-6275 | 702-856-3198 | 8:00 am - 5:00 pm (Mon. - Fri.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|---------------|--------------------------------------------------------------------------------------------------|--------------|--------------|-----------------------------------------------------------------------------------------|
| Nevada | Las Vegas Paradise 3900 Paradise Rd, Ste. V Las Vegas, NV 89169 Clark County | 702-369-0560 | 702-369-3496 | 7:00 am - 1:00 am (Mon. - Fri.) |
| Nevada | Las Vegas Polaris 5850 Polaris Ave, Ste. 100 Las Vegas, NV 89118 Clark County | 702-739-9957 | 702-739-9370 | (24/7) |
| Nevada | Reno South 6410 South Virginia Street Reno, NV 89511 Washoe County | 775-322-5757 | 775-322-5776 | 8:00 am - 6:00 pm (Mon. - Fri.) 8:00 am - 2:00 pm (Sat.) |
| Nevada | Sparks 255 Glendale Ave, Ste. 12 Sparks, NV 89431 Washoe County | 775-356-8181 | 775-332-8060 | 7:00 am - 6:00 pm (Mon. - Fri.) |
| New Hampshire | Concord 1 Pillsbury Street Concord, NH 03301 Merrimack County | 603-223-2300 | 603-228-9730 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| New Hampshire | Manchester 1279 South Willow Street Manchester, NH 03103 Rockingham County | 603-644-3330 | 603-644-3332 | 7:00 am - 6:00 pm (Mon. - Fri.) 9:00 am - 1:00 pm (Sat.) |
| New Hampshire | Nashua 14 Broad Street, Suite A Nashua, NH 03064 Hillsborough County | 603-889-2354 | 603-889-2793 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| New Jersey | Bellmawr 210 Benigno Blvd Bellmawr, NJ 08031 Camden County | 856-931-0691 | 856-931-9253 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| New Jersey | Cherry Hill 800 Haddonfield Road Cherry Hill, NJ 08034 Camden County | 856-663-7690 | 856-663-9269 | 8:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 2:00 pm (Sat.) 8:00 am - 2:00 pm (Sun.) |
| New Jersey | Clifton 283 Piaget Ave Clifton, NJ 07011 Passaic County | 973-772-3930 | 973-772-1498 | 8:00 am - 7:00 pm (Mon. - Fri.) |
| New Jersey | Edison 135 Raritan Center Pkwy Edison, NJ 08837 Middlesex County | 732-225-5454 | 732-417-0003 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| New Jersey | Elizabeth 595 Division Street Elizabeth, NJ 07201 Union County | 908-289-5646 | 908-351-1099 | 7:00 am - 6:00 pm (Mon. - Fri.) 7:00 am - 1:00 pm (Sat.) |
| New Jersey | Jersey City 574 Summit Ave, 4th Floor Jersey City, NJ 07306 Hudson County | 201-656-7678 | 201-656-0664 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| New Jersey | Mt. Laurel 817 East Gate Drive, Ste. 102 Mount Laurel, NJ 08054 Burlington County | 856-778-1090 | 856-778-9191 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| New Jersey | Newark New Jersey 375 McCarter Hwy Newark, NJ 07114 Hudson County | 973-643-8601 | 973-643-8609 | 7:00 am - 7:00 pm (Mon. - Fri.) |
| New Jersey | Parsippany 190 Baldwin Road, Ste B. Parsippany, NJ 07054 Morris County | 973-882-0444 | 973-882-3217 | 8:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 5:00 pm (Sat.) 9:00 am - 2:00 pm (Sun.) |
| New Jersey | Secaucus 30 Seaview Drive Secaucus, NJ 07094 Hudson County | 201-319-1611 | 201-223-8530 | 7:00 am - 7:00 pm (Mon. - Fri.) |
| New Jersey | South Plainfield 116 Corporate Blvd, Ste. E South Plainfield, NJ 07080 Middlesex County | 908-757-1424 | 908-757-5678 | 8:00 am - 5:00 pm (Mon. - Fri.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|----------------|---------------------------------------------------------------------------------------------------------|--------------|--------------|------------------------------------------------------------------|
| New Jersey | Teterboro 150 North Street Teterboro, NJ 07608 Bergen County | 201-393-9199 | 201-393-9008 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| New Jersey | West New York 6701 Bergenline Avenue West New York, NJ 07093 County | 201-758-9100 | 201-758-9511 | 8:00 am - 7:00 pm (Mon. - Fri.) 9:00 am - 2:00 pm (Sat.) |
| New Mexico | Albuquerque Encino 801 Encino Place NE, Ste. E12 Albuquerque, NM 87102 Bernalillo County | 505-842-5151 | 505-842-5676 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| New Mexico | Albuquerque Northpointe 5700 Harper Dr NE, Ste. 110 Albuquerque, NM 87109 Bernalillo County | 505-823-9166 | 505-858-0030 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| New Mexico | Albuquerque Singer 3811 Commons Ave NE Albuquerque, NM 87109 Bernalillo County | 505-345-9599 | 505-998-4207 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| New Mexico | Santa Fe 720 Saint Michaels Dr, Ste. C Santa Fe, NM 87505 Santa Fe County | 505-438-9402 | 505-471-9240 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| North Carolina | Charlotte Freedom 4221 Tuckaseegee Road Charlotte, NC 28208 Mecklenburg County | 704-395-0060 | 704-521-5097 | 7:30 am - 6:00 pm (Mon. - Fri.) |
| North Carolina | Charlotte South End 1614 South Boulevard Charlotte, NC 28203 Mecklenburg County | 704-338-1268 | 704-338-9358 | 7:30 am - 7:00 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Weekends) |
| North Carolina | Charlotte Steele Creek 8943 South Tryon Street, Suite K Charlotte, NC 28273 Mecklenburg County | 704-588-0885 | 704-588-2616 | 7:30 am - 6:00 pm (Mon. - Fri.) |
| North Carolina | Northlake 9200 Harris Corners Pkwy, Suite K Charlotte, NC 28269 Mecklenburg County | 704-342-9011 | 704-342-3812 | 7:30 am - 6:00 pm (Mon. - Fri.) |
| North Carolina | Raleigh 4909 Green Road Raleigh, NC 27616 Wake County | 919-790-0288 | 919-790-0723 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| North Carolina | Shiloh Crossing 4104 Surlis Court, Ste. 11 Durham, NC 27703 Durham County | 919-941-1911 | 919-941-1901 | 7:30 am - 7:30 pm (Mon. - Fri.) 10:00 am - 4:00 pm (Sat.) |
| Ohio | Dayton Troy Street 228 Troy Street Dayton, OH 45404 Montgomery County | 937-228-8132 | 937-228-7185 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| Ohio | Downtown Akron 1450 Firestone Parkway Akron, OH 44301 County | 330-724-3345 | 330-724-5299 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Ohio | Downtown Cleveland 5500 S Marginal Rd Cleveland, OH 44103 Cuyahoga County | 216-426-9020 | 216-426-9025 | 7:00 am - 7:00 pm (Mon. - Fri.) |
| Ohio | Forbes Road 7730 1st Pl, Suite D Oakwood Village, OH 44146 Cuyahoga County | 440-735-0438 | 440-735-0484 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Ohio | Norwood 4623 Wesley Ave, Ste. C Cincinnati, OH 45212 Hamilton County | 513-841-1122 | 513-366-4432 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Ohio | Sharonville 2884 E. Kemper Rd. Cincinnati, OH 45241 Hamilton County | 513-771-2233 | 513-612-3572 | 8:00 am - 5:00 pm (Mon. - Fri.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|--------------|---------------------------------------------------------------------------------------------------------|--------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Ohio | South Central 4660 Hinckley Industrial Pkwy Cleveland, OH 44109 Cuyahoga County | 216-749-2730 | 216-749-2735 | 7:00 am - 7:00 pm (Mon. - Fri.) |
| Ohio | Willoughby 3900 Ben Hur Ave Willoughby, OH 44094 Lake County | 440-975-4185 | 440-975-4195 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Oklahoma | Memorial Road 36 W Memorial Rd, Ste. C3 Oklahoma City, OK 73114 Oklahoma County | 405-755-3110 | 405-755-3159 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Oklahoma | North Sheridan 1541 N Sheridan Rd Tulsa, OK 74115 Tulsa County | 918-836-5406 | 918-832-8618 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Oklahoma | OKlahoma South 1500 West I-240 Service Road, Ste. A-14 Oklahoma City, OK 73159 Oklahoma County | 405-632-1002 | 405-632-3131 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Oklahoma | Quadrum 200 S Quadrum Dr Oklahoma City, OK 73108 Oklahoma County | 405-942-8767 | 405-942-7033 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Oklahoma | South Mingo 9515 E 51st Street, Suite G Tulsa, OK 74145 Tulsa County | 918-622-7488 | 918-622-7071 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Oklahoma | Town West 5682 W Skelly Dr Tulsa, OK 74107 Tulsa County | 918-446-1891 | 918-446-1894 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Oklahoma | West Reno 6101 W Reno Ave, Ste. 800 Oklahoma City, OK 73127 Oklahoma County | 405-495-3085 | 405-495-3089 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Oregon | Airport Portland 12518 NE Airport Way, Ste. 110 Portland, OR 97230 Multnomah County | 503-256-2992 | 503-258-0717 | 7:00 am - 6:00 pm (Mon. - Fri.) 8:00 am - 5:00 pm (Sat.) |
| Oregon | Lake Oswego 6405 SW Rosewood, Ste. B Lake Oswego, OR 97035 Clackamas County | 503-675-7603 | 503-675-7611 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| Oregon | Swan Island 3449 N Anchor Street, Ste. 300A Portland, OR 97217 Multnomah County | 503-283-0013 | 503-283-0785 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| Oregon | Tanasbourne 2225 NW Towncenter Drive Beaverton, OR 97006 County | 503-726-1021 | 503-726-1039 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Pennsylvania | Airport Philadelphia 7000 Holstein Ave Philadelphia, PA 19153 Philadelphia County | 215-365-7510 | 215-365-7568 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Pennsylvania | Aspinwall 15 Freeport Rd, Suite 100 Pittsburgh, PA 15215 Allegheny County | 412-784-1678 | 412-784-1722 | 7:00 am - 7:00 pm (Mon. - Fri.) |
| Pennsylvania | Harrisburg East 4200 Union Deposit Road Harrisburg, PA 17111 Dauphin County | 717-558-6708 | 717-558-6709 | 7:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 3:00 pm (Weekends) |
| Pennsylvania | Lancaster 113 Butler Ave Lancaster, PA 17601 Lancaster County | 717-391-3087 | 717-391-6752 | 8:00 am - 5:00 pm (Mon.) 8:00 am - 5:00 pm (Tue.) 7:30 am - 5:00 pm (Wed.) 8:00 am - 5:00 pm (Thu.) 8:00 am - 5:00 pm (Fri.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|----------------|-----------------------------------------------------------------------------------------------|--------------|--------------|-----------------------------------------------------------------------------------------|
| Pennsylvania | Mechanicsburg 4910 Ritter Rd Mechanicsburg, PA 17055 Cumberland County | 717-795-1819 | 717-795-2757 | 8:00 am - 5:00 pm (Mon. - Fri.) 8:00 am - 2:00 pm (Sat.) |
| Pennsylvania | Philadelphia Northeast 2010 Levick Street Philadelphia, PA 19149 Philadelphia County | 215-537-4755 | 215-537-4406 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Pennsylvania | Plymouth Meeting 850 Germantown Pike Plymouth Meeting, PA 19462 Montgomery County | 610-275-3884 | 610-275-3898 | 7:00 am - 7:00 pm (Mon. - Fri.) 8:00 am - 2:00 pm (Sat.) 8:00 am - 2:00 pm (Sun.) |
| Pennsylvania | Reading 4201 Pottsville Pike Reading, PA 19605 Berks County | 610-921-5811 | 610-921-8345 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Pennsylvania | Robinson 4390 Campbells Run Rd Pittsburgh, PA 15205 Allegheny County | 412-429-9675 | 412-429-8203 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Pennsylvania | University Center 120 Lytton Ave, Ste. 275 Pittsburgh, PA 15213 Allegheny County | 412-621-5430 | 412-621-5460 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Pennsylvania | West End 1600 W Carson Street, Suite 200 Pittsburgh, PA 15219 Allegheny County | 412-391-1137 | 412-391-2146 | 7:00 am - 7:00 pm (Mon. - Fri.) |
| Pennsylvania | Wilkes Barre 268 Highland Park Blvd. Wilkes-Barre Township, PA 18702 Luzerne County | 570-822-8831 | 570-820-7740 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Pennsylvania | York 970 Loucks Road Unit D York, PA 17404 York County | 717-764-1008 | 717-815-1625 | 8:00 am - 5:00 pm (Mon. - Fri.) 8:00 am - 2:00 pm (Weekends) |
| Rhode Island | Providence 290 Branch Avenue Providence, RI 02904 Providence County | 401-722-8880 | 401-723-9320 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Rhode Island | Warwick Mall 400 Bald Hill Road Warwick, RI 02886 Kent County | 401-738-8100 | 401-737-9934 | 8:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 6:00 pm (Weekends) |
| South Carolina | Dorchester Road 4115 Dorchester Rd., Ste. 100 Charleston, SC 29405 Charleston County | 843-554-6737 | 843-554-3356 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| South Carolina | Rivers Avenue 7519 Rivers Avenue North Charleston, SC 29406 County | 843-735-5020 | 843-735-5026 | 8:00 am - 5:00 pm (Mon. - Fri.) 9:00 am - 3:00 pm (Sat.) |
| Tennessee | Airport Memphis 2831 Airways Blvd., Bldg. A Ste. 102 Memphis, TN 38132 Shelby County | 901-348-0200 | 901-348-0046 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Tennessee | Elm Hill Pike 2531 Elm Hill Pike Nashville, TN 37214 Davidson County | 615-883-6995 | 615-883-3473 | 7:00 am - 7:00 pm (Mon. - Fri.) 9:00 am - 2:00 pm (Sat.) |
| Tennessee | Murfreesboro 1203 Memorial Blvd., Ste. A Murfreesboro, TN 37129 Rutherford County | 615-895-4855 | 615-895-8939 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Tennessee | Nashville Central 315 14th Avenue North Nashville, TN 37203 Davidson County | 615-321-5698 | 615-321-5538 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| Tennessee | Nashville South 4300 Sidco Dr. Nashville, TN 37204 Davidson County | 615-837-4360 | 615-837-6973 | 8:00 am - 5:00 pm (Mon. - Fri.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|-----------|------------------------------------------------------------------------------------------------------|--------------|--------------|-----------------------------------------------------------------|
| Tennessee | Rivergate 1719 Gallatin Pike North Madison, TN 37115 Davidson County | 615-870-0143 | 615-870-5524 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Tennessee | South Mendenhall Road 3965 S. Mendenhall Rd., Ste. 6 Memphis, TN 38115 Shelby County | 901-365-1800 | 901-365-1862 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Texas | Addison - DFW 15810 Midway Rd Addison, TX 75001 Dallas County | 972-458-8111 | 972-458-7776 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Airport San Antonio 10200 Broadway Street, Ste. 200 San Antonio, TX 78217 Bexar County | 210-654-8787 | 210-654-3008 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Amarillo 1619 S Kentucky Street, Ste. F600 Amarillo, TX 79102 Potter County | 806-373-2200 | 806-373-8679 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Arlington North 2160 E. Lamar Blvd. Arlington, TX 76006 Tarrant County | 972-988-0441 | 972-641-0054 | 8:00 am - 8:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Weekends) |
| Texas | Arlington South 511 E. I-20 Arlington, TX 76018 Tarrant County | 817-261-5166 | 817-275-5432 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Texas | Austin Arboretum Crossing 9333 Research Blvd., Ste. 400 Austin, TX 78759 Travis County | 512-467-7232 | 512-467-7203 | 8:00 am - 5:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Sat.) |
| Texas | Austin IH-35 South 10001 South IH-35, Suite 300 Austin, TX 78747 Travis County | 512-440-0555 | 512-448-1113 | 8:00 am - 5:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Sat.) |
| Texas | Burleson 811 NE Alsbury Blvd, Suite 800 Burleson, TX 76028 Tarrant County | 817-293-7311 | 817-551-1066 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Texas | Carrollton 1345 Valwood Pkwy, Ste. 306 Carrollton, TX 75006 Dallas County | 972-484-6435 | 972-484-6785 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Corpus Christi 4025 S Padre Island Dr Corpus Christi, TX 78411 Nueces County | 361-852-8255 | 361-852-0212 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Deer Park 125 E 8th Street Deer Park, TX 77536 Harris County | 281-930-8555 | 281-930-9870 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Downtown Houston 2004 Leeland Street Houston, TX 77003 Harris County | 713-223-0838 | 713-223-1310 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Downtown San Antonio 400 E Quincy St. San Antonio, TX 78215 Bexar County | 210-472-0211 | 210-472-0214 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Texas | El Paso East 1610 N. Zaragosa Road, Ste. D1 El Paso, TX 79936 El Paso County | 915-593-1862 | 915-593-2173 | 8:00 am - 7:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Sat.) |
| Texas | Frisco 8756 Teel Parkway, Suite 350 Frisco, TX 75034 County | 972-712-5454 | 972-712-5442 | 8:00 am - 5:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Sat.) |
| Texas | Ft. Worth Forest Park 2500 West Freeway (I30), Ste. 100 Fort Worth, TX 76102 Tarrant County | 817-882-8700 | 817-882-8707 | 8:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 5:00 pm (Sat.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|-------|----------------------------------------------------------------------------------------------------|--------------|--------------|--------------------------------------------------------------|
| Texas | Ft. Worth Fossil Creek 4060 Sandshell Dr Fort Worth, TX 76137 Tarrant County | 817-306-9777 | 817-306-9780 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Garland 1621 S Jupiter Rd, Ste. 101 Garland, TX 75042 Dallas County | 214-340-7555 | 214-340-3980 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Gateway 6320 Gateway Blvd. E El Paso, TX 79905 El Paso County | 915-772-2111 | 915-778-6759 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Houston Hillcroft 6545 Southwest Freeway Houston, TX 77074 Harris County | 713-995-6998 | 713-995-6580 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Houston Hobby 8505 Gulf Fwy, Ste. F Houston, TX 77017 Harris County | 713-944-4442 | 713-944-4582 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Houston I-10 East 10909 East Freeway Houston, TX 77029 Harris County | 713-675-4777 | 713-675-4336 | 8:00 am - 5:00 pm (Mon. - Fri.) 8:00 am - 12:00 pm (Sat.) |
| Texas | Houston Intercontinental 401 Greens Rd Houston, TX 77060 Harris County | 281-873-0111 | 281-873-0660 | 7:00 am - 7:00 pm (Mon. - Fri.) |
| Texas | Houston Kirby 9321 Kirby Dr Houston, TX 77054 Harris County | 713-797-0991 | 713-797-6431 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Houston McCarty 8799 North Loop E, Ste. 110 Houston, TX 77029 Harris County | 713-674-1114 | 713-674-5169 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Houston Northwest 290 6360 W Sam Houston Pkwy N, Ste. 200 Houston, TX 77041 Harris County | 713-280-0400 | 713-896-0702 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Houston Post Oak 1000 N Post Oak Rd, Bldg. G #100 Houston, TX 77055 Harris County | 713-686-4868 | 713-686-5127 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Las Colinas 5910 N. MacArthur Blvd. , Suite 133 Irving, TX 75039 Dallas County | 972-554-8494 | 972-438-4647 | 8:00 am - 8:00 pm (Mon. - Fri.) 8:00 am - 5:00 pm (Sat.) |
| Texas | Lewisville 2403 S. Stemmons Fwy , Ste. 103 Lewisville, TX 75067 Denton County | 972-829-2999 | 972-459-7929 | 8:00 am - 7:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Sat.) |
| Texas | Lubbock Canyon West 6048 Marsha Sharp Fwy Lubbock, TX 79407 Lubbock County | 806-745-2200 | 806-745-3267 | 8:00 am - 6:00 pm (Mon. - Fri.) 9:00 am - 2:00 pm (Sat.) |
| Texas | Mesquite 4928 Samuell Blvd. Mesquite, TX 75149 Dallas County | 214-328-1400 | 214-328-2884 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Plano 1300 N. Central Expressway Plano, TX 75074 Collin County | 972-578-2212 | 972-881-7666 | 8:00 am - 5:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Sat.) |
| Texas | Redbird 5520 Westmoreland, Ste. 200 Dallas, TX 75237 Dallas County | 214-467-8210 | 214-467-8192 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | Round Rock 117-B Louis Henna Blvd., Ste. 200 Round Rock, TX 78664 Williamson County | 512-255-9634 | 512-255-9645 | 8:00 am - 5:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Sat.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|-----------|--------------------------------------------------------------------------------------------------------|--------------|--------------|-----------------------------------------------------------------|
| Texas | San Antonio East 3453 North Panam Expy., Ste. 110 San Antonio, TX 78219 Bexar County | 210-226-7767 | 210-226-9656 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | San Antonio Toepperwein 12702 Toepperwein, Suite 120 San Antonio, TX 78233 Bexar County | 210-653-4420 | 210-653-3183 | 8:00 am - 5:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Sat.) |
| Texas | San Antonio West Loop 410 7555 NW Loop 410, Ste. 114 San Antonio, TX 78245 Bexar County | 210-520-8070 | 210-521-7688 | 8:00 am - 8:00 pm (Mon. - Fri.) 9:00 am - 5:00 pm (Weekends) |
| Texas | Stemmons 2920 N. Stemmons Fwy. Dallas, TX 75247 Dallas County | 214-630-2331 | 214-905-1323 | 8:00 am - 8:00 pm (Mon. - Fri.) 9:00 am - 5:00 pm (Weekends) |
| Texas | Upper Greenville 5601 Greenville Ave. Dallas, TX 75206 Dallas County | 214-821-6007 | 214-821-6149 | 8:00 am - 8:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Sat.) |
| Texas | Waco 4205 Franklin Ave Waco, TX 76710 McLennan County | 254-772-2777 | 254-772-2770 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Texas | West Houston Katy Freeway 12345 Katy Fwy Houston, TX 77079 Harris County | 281-679-5600 | 281-679-6510 | 8:00 am - 8:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Weekends) |
| Texas | West William Cannon 4301 W. William Cannon, Bldg. E, Suite 320 Austin, TX 78749 Travis County | 512-467-6608 | 512-467-7861 | 8:00 am - 5:00 pm (Mon. - Fri.) 9:00 am - 4:00 pm (Sat.) |
| Utah | Redwood 17th South 1735 S Redwood Rd, Ste. 115 Salt Lake City, UT 84104 Salt Lake County | 801-973-4434 | 801-973-4414 | 7:30 am - 5:30 pm (Mon. - Fri.) |
| Utah | Sandy 385 W 9000 S Sandy, UT 84070 Salt Lake County | 801-562-5200 | 801-562-4382 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Vermont | Barre 654 Granger Rd, Suite 1 Barre, VT 05641 Washington County | 802-223-7499 | 802-223-4120 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Vermont | Burlington 7 Fayette Drive, Unit 1 South Burlington, VT 05403 Chittenden County | 802-658-5756 | 802-865-0042 | 7:00 am - 6:00 pm (Mon. - Fri.) 9:00 am - 1:00 pm (Sat.) |
| Virginia | Airport Dulles 45305 Catalina Court, Suite 103 Sterling, VA 20166 Loudoun County | 703-435-7656 | 703-435-7641 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Virginia | Alexandria 5590 General Washington Dr Alexandria, VA 22312 Fairfax County | 703-914-6718 | 703-914-0132 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Virginia | Innsbrook 9900 West Broad Street, Suite C Glen Allen, VA 23060 Henrico County | 804-358-0361 | 804-358-4286 | 8:00 am - 6:00 pm (Mon. - Fri.) |
| Virginia | Richmond South 9211 Burge Ave Richmond, VA 23237 Chesterfield County | 804-275-7200 | 804-743-2525 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Wisconsin | Airport Milwaukee 5007 S Howell Ave Milwaukee, WI 53207 Milwaukee County | 414-483-7777 | 414-483-7914 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| Wisconsin | Brookfield 2455 N 124th Street Brookfield, WI 53005 Waukesha County | 262-782-9326 | 262-782-9353 | 8:00 am - 5:00 pm (Mon. - Fri.) |



CONCENTRA LOCATION DIRECTORY

| State | Center Name and Address | Telephone | Fax | Hours |
|-----------|-----------------------------------------------------------------------------------------------------|--------------|--------------|---------------------------------|
| Wisconsin | Downtown Milwaukee 215 N 35th Street Milwaukee, WI 53208 Milwaukee County | 414-931-7600 | 414-271-9951 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Wisconsin | Madison East 1619 N Stoughton Rd Madison, WI 53704 Dane County | 608-244-1213 | 608-244-5508 | 7:00 am - 5:00 pm (Mon. - Fri.) |
| Wisconsin | Madison West 358 Junction Rd Madison, WI 53717 Dane County | 608-829-1888 | 608-829-2818 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Wisconsin | Milwaukee Brown Deer 5500 W. Brown Deer Rd., Ste. 400 Milwaukee, WI 53223 Milwaukee County | 414-355-4300 | 414-355-4608 | 7:00 am - 7:00 pm (Mon. - Fri.) |
| Wisconsin | New Berlin 15465 W Howard Ave New Berlin, WI 53151 Waukesha County | 262-786-4422 | 262-786-5488 | 8:00 am - 5:00 pm (Mon. - Fri.) |
| Wisconsin | Racine 1147 Warwick Way Racine, WI 53406 Racine County | 262-886-3997 | 262-886-1273 | 8:00 am - 5:00 pm (Mon. - Fri.) |