

MINIMUM REQUIREMENTS

The selected supplier(s) must meet the following minimum requirements. All contingencies are to be brought up in the RFP. Disclosure of contingencies in the RFP does not imply acceptance of these provisions. Under each line item please indicate your company's ability to meet these requirements. If you cannot meet them please describe in detail why.

1. **Product:** The supplier must be able to administer services as described in the Statement of Work document contained in Addendum A.

CHD Meridian Healthcare is able to meet this requirement.

2. Administration Requirements:

- **Compliance:** The supplier must ensure that they comply with all federally applicable local and mandated laws and regulations globally, including laws around data transmission and retention, and data privacy.

CHD Meridian Healthcare is able to meet this requirement.

3. **Security Requirements:** The supplier must provide the following security requirements:

- All security, privacy and data transmission requirements imposed under applicable law, including HIPAA.
- All security procedures, reviews, and audits will be documented by the supplier or any third-party contractor and available at no additional cost for review by Intel.

CHD Meridian Healthcare is able to meet this requirement.

4. **Changing Marketplace:** The supplier must have the ability to adapt to a change in the marketplace, including, but not limited to a new geographical area, change in employee volume, additional suppliers and additional systems.

CHD Meridian Healthcare is able to meet this requirement.

5. **Financial Stability:** All suppliers are asked to provide a statement regarding their organization's financial stability and viability. Suppliers will be asked to include one copy of their organization's Annual Report and 10K Report for the last three years. Both public and privately held companies are required to provide financial information.

CHD Meridian Healthcare is able to meet this requirement. Please see Attachment 1.

6. **Contract:** The selected supplier(s) will be required to abide by the contractual terms and conditions as set forth in the signed contract as outlined in Attachment A. The supplier will be required to adhere to the Scope of Services with Intel as outlined in Addendum A to this RFP.

CHD Meridian Healthcare is able to meet this requirement. Any issues with or comments to the attached contract will be documented as per the detailed process and submitted by the Friday, 4/28 deadline.

7. **Legal/Privacy:** The supplier must meet all U.S and applicable international legal requirements for providing medical insurance and related reporting and filing requirements.

CHD Meridian Healthcare is able to meet this requirement.

8. **Indemnification and Correction:** The supplier will agree to protect, defend, indemnify and hold harmless, through insurance or otherwise, Intel, its affiliates, successors, assignees, employees, agenda and shareholders against any and all claims, liabilities, demands, penalties, forfeitures, suits, judgments, and the associated costs and expenses (including, without limitation, attorney's fees and expenses) relating to supplier's negligence in performing contracted services. The supplier will agree to correct, at supplier's expense, all identified errors and defects in a manner mutually agreeable to Intel and supplier. Please refer to Intel's Terms and Conditions regarding indemnification requirements.

CHD Meridian Healthcare is able to meet this requirement.

9. **Account Management:** Supplier will provide an account representative that will conduct weekly phone updates. Supplier will assign to Intel Corporation the following Supplier representatives for the term of the Agreement and for any subsequent renewals:

- Account Manager
- Account Executive and Team
- Clinical Contact

- Case Management Contact

Supplier will provide a minimum of two annual face-to-face account team reviews to Intel Corporation on the utilization and performance of the Intel Corporation on-site wellness clinics. The reviews will also include cost saving recommendations and what is involved in implementing such recommendations. All meeting minutes and action required lists will be submitted to Intel Corporation within 72 hours after each meeting.

[CHD Meridian Healthcare is able to meet this requirement.](#)

10. **Use of Intel Data:** Supplier must not use, distribute, or make available to any third party Intel Corporation data for any purpose not directly related to the administration and/or management of Intel Corporation's medical plans without Intel Corporation written authorization. With regard to such data, Supplier must comply with all state and federal privacy regulations then in effect.

[CHD Meridian Healthcare is able to meet this requirement.](#)

11. **Implementation:** If selected, Supplier will assign a dedicated program manager for implementation and a team to manage the implementation process. The implementation team will be required to attend the Intel implementation map day. The implementation leader will remain in that position until the conversion is complete, as determined by Intel Corporation. Supplier will provide training to the appropriate personnel at Intel Corporation on the processes, procedures, and capabilities of the contracted Supplier pre and post implementation at no additional cost. Supplier must support a monitored signoff process during the conversion process as well as for system change initiatives that may take place on going.

[CHD Meridian Healthcare is able to meet this requirement.](#)

Please include this as part of your RFP Response.

All bidders must accept the RFP Requirements as a condition to be considered in the RFP process. Intel Corporation reserves the right to reject any and all bids, and to modify the RFP requirements at its discretion so long as the modification(s) is/are reasonably necessary. By responding to the RFP the signatory who authorizes the RFP certification form agrees to the RFP requirements.

As an officer of the following corporation,

CHD Meridian Healthcare, LLC

I certify that all of the information included in this proposal for INTEL CORPORATION is true and accurate, and that I agree to the terms in the Minimum Requirements section.

I understand that, if this proposal results in my company being awarded a contract and if, in the preparation of that contract, there are inconsistencies between what was proposed and accepted versus the contract language that has been generated and executed, any controversy arising over such discrepancy will be resolved in favor of the language contained in the proposal or correspondence relating to my proposal.

Company: **CHD Meridian Healthcare, LLC**



E-Signature:

Name: Yuri Rozenfeld

Title Vice President

Date: 24 April 2006

Addendum B: QUESTIONNAIRE

Please insert your response under each question. Please limit the use of attachments and try to incorporate your full response in one document.

Please provide an executive summary of how your company's Wellness Solution sets you apart from other suppliers. Include your vision statement, program stability, experience with similar clients and your ability to establish a strategic partnership with Intel.

Key Differentiators:

- **Leader in on-site health and wellness**
- **Deep experience in on-site wellness**
- **Health Informatics capabilities**
- **Integration experience (e.g. Telephonic, Web)**
- **Going global**

For more almost thirty years, CHD Meridian has been the industry leader in providing on-site health and productivity solutions directly to corporate America – at our core is a philosophy of health and wellness driven by an accessible, trusted on-site clinician. We think this is especially critical in the area of risk factor identification and on-going behavior change management associated with wellness programming.

While the notion of prevention and “wellness” has finally re-emerged as a key philosophy from the heyday of “managed care” as a critical focal point for holistically managing long-term costs, it is something that we at CHD Meridian have helping our clients with for many years. The on-site health center has always been a place where clinicians had time and aligned incentives to focus on wellness and patient education/compliance.

CHD Meridian brings several key differentiators for Intel’s consideration:

- Largest and Broadest On-Site provider
- Deep, proven experience in wellness
- Strong Health Informatics capabilities
- Experience with integration of “3 Dimensions” of wellness provision – on-site + telephonic + web-based programs
- Global capabilities

For purposes of this Executive Summary, CHD Meridian will expound on each of these differentiators and our perspective on why that might be of particular value or interest to Intel. Clearly, it is our hope to be selected to the “finalist round” of the Intel process to be able to speak directly to these points and discuss many of the important subtleties of meshing our experience with the specific goals and cultural environments of the Intel site locations – every site is a little different and we believe in applying structured programs in a “mass customization” approach to recognize and even accentuate these different environments (e.g. Phoenix vs. Massachusetts).

CHD Meridian is the Leader in On-Site Health and Wellness Services

While the magnitude of the Intel project and the very brand-name equity of a company like Intel will no doubt attract vendors from not only on-site health but also fitness, health plans and others, in the arena of on-site, corporate-dedicated health services CHD Meridian is the unquestioned leader as measured by:

- Focus, core competency of the company (on-site, dedicated health and productivity services) – CHD Meridian has been the leader in on-site corporate healthcare for almost thirty years. This is our only business focus.
- Number of clients and health centers – CHD Meridian has almost 100 separate clients with some 200 separate health centers. Clients include a diversity of manufacturers (Toyota, GE), services (Goldman Sachs, Unum Provident), retailers (Lowe’s Home Improvement) and other (Coors, International Paper).
- Clinical community – CHD Meridian employs over 1400 clinicians – a combination of physicians, mid-levels, nurses and pharmacists, many with a passion and specialty focus on wellness with emphasis on patient education,

nutrition, behavioral change management – as the “heart and soul” of the company servicing our clients out in the field.

One of the strengths of CHD Meridians is absolutely the customers that we serve and that they make us better everyday. While there is vast diversity within our client base in terms of their respective corporate environments and cultures (blue collar vs. white collar) and their respective goals and objectives for on-site services (wellness vs. acute care vs. pharmacy vs. occupational health), there is also commonality in the critical need to control healthcare costs and improve employee health and productivity. Appropriately sharing our experiences and “what’s working” across our clients – both internally and externally when appropriate – allows to grow and improve everyday.

The Relevance to Intel: While CHD Meridian clearly understands the specific SOW for this RFP, there is power in leveraging on-site resources to not only offer additional health and productivity services in the future (acute care, DM, pharmacy) but also in integrating with other medical-related services such as Occupational Health. Our focus is clearly on the Wellness program as outlined – a key differentiation is our ability to continue to expand from that platform to drive additional value to Intel and its employees in the future.

CHD Meridian has a Long and Deep History of On-Site Wellness

For a more complete chronological history that spans forty-five years with vestiges of the company that predate its current, formal structure, please see Attachment 2 “45 Years of Wellness”. The key point for Intel is the assurance that wellness is something that CHD Meridian not only has deeply grounded philosophical experience and vision in but also something that we have maintained a presence over the years.

The Relevance to Intel: The Operational Team that will ultimately manage the Intel relationship should CHD Meridian be fortunate enough to win the business has deep experience in on-site wellness. The Senior Vice President and operational head of our Corporate Health Services Division, Kathy Heslin, RN, manages many large, international companies such as Intel and has deep personal experience in wellness for several decade.

CHD Meridian has unique Health Informatics Capabilities

CHD Meridian employs an Epidemiologist as the SVP of Health Informatics for the company. In addition, CHD Meridian has leveraged its industry leadership and size to invest in critical informatics tools – both in predictive modeling as well as claims-based comparative analysis tools and capabilities.

Since the first step of any successful wellness program is to IDENTIFY appropriate candidates, CHD Meridian has demonstrated experience in working both with Mayo Clinic tools and others to capture both self-reported HRA data as well as quantifiable biometric data. This data allows us to:

- Create an individualized care plan, based upon the person’s data and readiness-to-change. Every person is unique and behavioral change is often very difficult – we have experience in working holistically at a person-by-person level to understand not only work environment issues but also home/family issues (e.g. home meal planning), cultural issues (e.g. Hispanic culture

- vs. African-American vs. Asian-American vs. others), readiness-to-change and more.
- Aggregate data to look for trends and information that might lead to revisions and modifications in the programming and services.

The other key aspect for Health Informatics is the on-going measurement and communication of the program against established baselines and comparison periods:

- Aggregate Risk Factors to establish Baselines – CHD Meridian will establish a baseline of aggregate risk factors from the initial HRAs/ Biometric data – this will serve as the “t1” comparison point for measuring future success and recommending program modifications.
- Aggregate Medical Cost Baseline – CHD Meridian will work with Intel to collect current medical and pharmacy claims to create an agreed-upon cost baseline – this will serve as the economic comparison point for measuring financial impact of the program over time.
- Scientifically valid comparisons against cohorts – CHD Meridian will design and implement cohort comparison studies with appropriate scientific rigor. These cohorts will compare success based upon various variables: those who use the on-site clinic vs. those that don't, those who use on-site only vs. those who use on-site + telephonic, those who use on-site only vs. those who use on-site + web-services, etc. These annual comparisons will compare cohorts and baseline data to measure the success of the program and ensure appropriate modifications based upon real data.

Confidentiality is assured in that individual results are communicated only to individuals who then have the option to discuss such individual results with their trusted on-site CHD Meridian Healthcare clinician or their primary care physician. Should that individual choose action based on his or her assessment results and in consultation with his or her trusted clinician, actions may include follow-up with our on-site clinical team. Only aggregate data from the assessment are communicated to the client's management team.

The Relevance to Intel: Health Informatics and the ability to scientifically measure (and refine as appropriate) is critical for the success of a program of this magnitude and visibility. CHD Meridian has experience and leadership in critical components of this key element

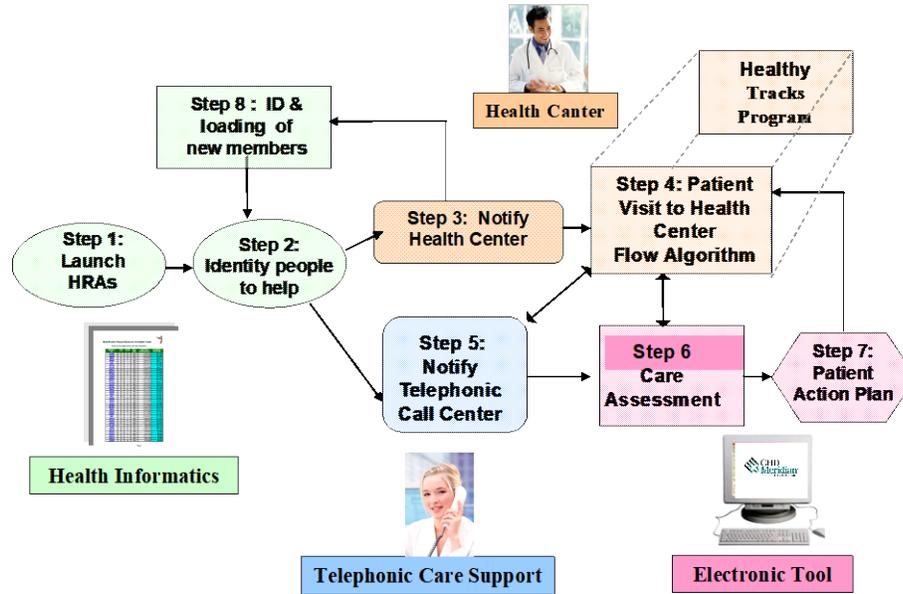
CHD Meridian understands Telephonic and Web-based Program Integration as we Offer these Services Ourselves

CHD Meridian offers what we refer to as “3-Dimensional Health and Wellness” – simply put, it is the integration of on-site services as the “fulcrum” creating a TRUSTED clinical relationship that then drives participation in both telephonic and/or web-based programs as appropriate to create a true 24/7 personalized program for the associate.

CHD Meridian's philosophy is that a trusted, accessible (on-site) clinician is the “fulcrum” around which wellness programs can:

- **Increase participation** – Numerous studies show that ~65% of all patients do not go forward with healthcare-related initiatives without some guidance

from their physician. Having a trusted clinician on-site creates a trusted clinical RELATIONSHIP from which participation can be improved.



- Integrated Care Coordination** – The on-site clinicians become very knowledgeable about ALL of the Intel health and wellness programs – both within their benefit plans and even within the respective communities – and serves as an “advocate” to connect associates to the appropriate resources. If other vendors are willing, CHD Meridian will participate on dedicated “care coordination teams” to ensure that 1) patients are connected to appropriate wellness (and DM, EAP, other) telephonic and web services and 2) there is no duplication nor “falling through the cracks”.



- Initialize Patient Education and Individualized Care Plans** – The on-site clinicians not only assist in the completion of the HRA and capture of the biometric data, they become the initial source for patient education (“what does this mean?”) and work with the associate to create an individualized care plan consistent with evidence-based guidelines and readiness-to-change theories (building trust and confidence, producing “wins” to build from, etc.)
- Drive Wellness Committee Management** – CHD Meridian works with our clients to either chair or participate in a Wellness Committee or Council whose role is to continue to coordinate wellness activities across disparate vendors.

Other vendor participants often include fitness, DM, wellness (web and/or telephonic), EAP, Occupational Health and others).

- **Recommend and Refine Programming** – Based upon aggregate patient information, the other role that CHD Meridian plays is the ongoing analysis of data to bring forth trends and associated program options. For example, if stress-related issues are consistently being diagnosed and associated programs are either not being offered or are not deemed valuable by associates, this is critical information for both Intel and the Wellness Committee. CHD Meridian would work to not only identify this issue but would work to bring Intel potential solutions as well.

The Relevance to Intel: CHD Meridian understands very clearly that the Intel SOW is around the integration of existing products and services from Mayo Clinic and potential others (e.g. DM vendors). The key point here is that CHD Meridian, because of our experience, understands the importance of integrating ALL modalities to affect change and therefore has already developed some key policies and procedures around this integration – that said, our philosophy is (and the data supports) that the TRUSTED clinician on-site must serve as the “foundation” around which these integrated programs are built.

CHD Meridian will be going “Global” with On-site and other Services

With so many internationally focused clients, CHD Meridian has aspirations to offer on-site services globally. Certainly, CHD Meridian cannot commit to anything specific to date but CHD Meridian does possess a corporate vision to be a global supplier of workplace health. Much of that vision is driven by the global experience of current CHD Meridian leadership. Raymond J. Fabius, MD, CPE, FACPE, President and Chief Medical Officer, was global medical leader for General Electric’s 230 health centers, which were located in 29 countries operating under 8 core languages. Dr. Fabius necessarily interfaced with global issues, regulatory laws and many work councils. In addition, Dr. Fabius’ global charge had much focus on global versus regional issues.

R. Dixon Thayer, CHD Meridian Healthcare’s Chief Executive Officer, brings much global vision and experience, having served as Officer of Global New Business Operations for Ford Motor Company; Senior Vice President of Research, Development, Engineering & Global Growth for Kimberly Clark Corporation; and Vice President AFH Europe, Scott Paper Company, where he also served as Chief Operating Officer of the European division.

CHD Meridian currently provides guidance to our clients with regard to the avian flu; we do possess experience with SARS, natural disasters and the anthrax scare, to name but a few health issues and concerns that increasingly our clients ask us to assist them with outside our borders. More broadly, CHD Meridian has partnered with Affiliated Physicians, the International SOS, and others, in assisting our clients globally.

The Relevance to Intel: As the leader in the space, CHD Meridian is best positioned to assist Intel in future expansion of the wellness program into non-US locations and welcomes the opportunity to expand on this discussion when appropriate.

The CHD Meridian Healthcare Wellness Philosophy and Solution

Medical care and wellness programs are built to promote evidence-based preventive health programs. In the end we strive to accomplish a single goal – to persuade our employees and patients to change behavior. This behavior change can be an improved lifestyle such as increased exercise or improved compliance with screening efforts or treatment. The literature is replete with evidence that the single best influence on patient behavior is the TRUSTED CLINICIAN. While our wellness suite of programs feature web-based and telephonic components they are framed as compliments to the face to face care we deliver at the workplace through our TRUSTED CLINICIANS. These TRUSTED CLINICIANS include doctors, pharmacists, nurse practitioners, nurses, therapists and other healthcare professionals all DEDICATED to serving the needs of the workforce community. Our experience in workplace health has allowed us to develop a clear understanding of what works in promoting wellness. Any efforts to by-pass the TRUSTED CLINICIAN with stand alone eHealth tools or telephonic cold calls from health coaches will be of limited success.

Our marketing intelligence has identified for us that our clients value us because we are flexible and partner well with them. While we offer the following programs below we are most proud of our ability to listen to our clients, assist them in a needs assessment using sophisticated health informatics and implement customized solutions. For example our Healthy Measures Tracker was designed to meet the needs of the highly respected Pitney Bowes Health Delivery Program. Together we shared our intellectual and financial investment into a product that can promote simple healthy lifestyle behaviors and reward employees for their compliance with them. It is integrated with an HRA and can be integrated into a health coaching program in COORDINATION with an employee's TRUSTED CLINICIAN preferably within the workplace primary care and pharmacy center.

Please Attachment 3 for a description of CHD Meridian's new suite of wellness products.

Innovation

The CHD Meridian Healthcare wellness programs all incorporate "willingness to change" assessments as a basis for establishing wellness goals, and supportive coaching-either at an onsite center or telephonically. This belief is supported in CHD Meridian's decision to implement wellness programs using primarily Bachelor-level health educators, not nurses. The health coaches work under the direction of a Master's-prepared Health Educator with CHES certification. Our belief (and now foresight) was revolutionary in the wellness space when CHD Meridian started its first telephonic-only wellness program in 2004.

Other firsts executed by CHD Meridian Healthcare include:

1960: First acute care corporate health center opened in Manhattan

1979: First occupational health center

1984: First on-site primary care/pharmacy site opened to serve Goodyear Tire and Rubber Company in Lawton, Oklahoma

CHD Meridian Healthcare Mission and Vision

To: Tangibly improve the health and productivity of workforces and communities

In ways that:

- Reduce our clients' employee health care costs, while improving their workforce productivity
- Meet the health and wellness needs of our clients' workers and their families, "face to face", telephonically, and via the web
- Challenge and reward our employees to provide the best care & service, in an enjoyable, professional workplace environment
- Garner healthy returns for our shareholders

So that: We make significant contributions as a leader in the evolving health and productivity sector; and our clients achieve "employer of choice" status in their marketplace

To provide our business partners, their workers and families with integrated healthcare services that deliver:

- Excellent patient care
- Value-added information systems
- Effective cost management strategies.

Therefore, we will:

- Establish & leverage a flexible menu of integrated wellness, productivity, & disease management solutions & delivery platforms, on a *value added basis* for effective human capital management.
- Fulfill (exceed) client expectations in the delivery of our services through trusted relationships; and our reporting of our tangible improvement in:
 - Employee care & satisfaction
 - Employer healthcare costs
 - Our clinical delivery & outcomes excellence
- Attract & Convert a significant flow of new prospective clients at a rate faster than market growth.
- Build a desirable and stimulating workplace environment for our employees that attracts, motivates and rewards high performance.

In summation, CHD Meridian appreciates the opportunity to work with Intel in leveraging our years of commitment and service in health, wellness and productivity management, our evidenced-based, trusted-clinician wellness solutions, innovations, clinical science of informatics, our global aspirations, mission and vision, to provide a solution that, indeed, sets CHD Meridian Healthcare apart, both quantitatively and qualitatively, from other suppliers.

CHD Meridian Healthcare appreciates the opportunity to respond to your Request for Proposal as found in the following pages.

Company Background

1. Please describe your company's core business focus, ownership model and parent/subsidiary companies.

CHD Meridian Healthcare, an I-trax company (AMEX symbol: DMX), is one of the nation's leading providers of integrated workplace health and productivity management solutions. CHD Meridian is focused on making the workplace safe, helping companies achieve employer of choice status, reducing costs while improving the quality of care received and the productivity of the workforce. Serving nearly 100 clients at over 185 locations nationwide, CHD Meridian offers on-site health centers, which deliver primary care, acute care corporate health, occupational health and pharmacy care management services as well as integrated disease management, wellness and disability management programs. CHD Meridian provides a comprehensive solution utilizing telephonic and e-health tools to enhance the trusted relationship established by our clinicians at the worksite.

CHD Meridian Healthcare designs, builds, staffs and manages employer sponsored health centers to serve the health and wellness needs of a company's workers, retirees and their families. These health centers can be focused to deliver occupational health services, primary care, acute care corporate health services, or a combination. On-site care not only reduces medical costs, but it also boosts productivity by providing easy access to medical care, allowing employees to return to work quickly. One of the strengths of CHD Meridian is the depth and breadth of offerings that can be provided through these locations.

Please see Attachment 4 for parent/subsidiary companies.

2. Where is your corporate headquarters located?

CHD Meridian Healthcare, LLC is headquartered in Chadds Ford, PA.

3. Please identify the size of your workforce.

CHD Meridian Healthcare, LLC employs some 1700 clinicians and corporate staff.

4. How many years have you have been providing Wellness solutions?

CHD Meridian Healthcare, LLC has been providing wellness since its inception in 1974 and with vestiges of the preceding businesses since 1965.

5. What volume of your business is specifically tailored to wellness.

CHD Meridian Healthcare's provide wellness programming to 100% of its current 60 corporate health clients and provides specific wellness programming to approximately 30% of that corporate health client base. In addition, we provide an increasing amount of wellness-related services to our ~75 occupational health sites and our ~25 primary care and our ~ on-site pharmacies.

6. What services related to biometrics, HRA, and on-site coaching do you provide?

CHD Meridian Healthcare's extensive experience partnering with major corporate employers such as Intel to deliver both quality health care and the education necessary to create informed employee care consumers, assists our clients to control their health care costs at the same time that it continues to validate our expanding Health and Productivity Care Model.

That is, for a growing number of our clients, we are complementing the relationship built between their employees and our on-site "trusted clinician providers," with consistent and integrated telephonic and web-based support tools.

In a recent study with an existing client, this combination of efforts typically yields health care "opt-in" participation rates twice (or more) that of other free-standing, traditional disease management/health promotion programs. Most importantly, it increases true behavioral changes --the essence of any health improvement program wishing to have ongoing impact. Our expanded programs are not only demonstrating an increase in our on-site program effectiveness; we are assisting clients such as Intel to positively impact the total health, wellness and productivity of employees -- across the organization.

Wellness Programs

The following is a partial list of topics addressed through CHD Meridian Healthcare's wellness programs. Programs are designed to meet the needs of clients.

- Auditory Screening
- Blood Pressure Screening and Education
- Body Fat Composition Testing, Nutrition, and Weight Control Seminars
- Cholesterol / Lipid Profile and Glucose Screening
- Colo-Rectal Cancer Seminar and Testing
- Employee Health Fair
- First Aid / CPR Training
- Fitness and Exercise
- Healthy Feet
- HRA Completion and associated Patient Education
- Immunization Programs
- Mammography and Breast Self-examination Seminar
- Oral / Dental Screening
- OSHA Compliance for Bloodborne Pathogens Seminar
- Prostate Cancer Screening and Awareness Seminar
- Skin Cancer Screening and Skin Cancer Seminar
- Smoking Cessation / Great American Smoke Out
- Stress Management Seminar
- Testicular Self Examination Seminar
- Tuberculosis Update and Testing
- Vision Acuity Screening

Healthy Measures

Please see description (Attachment 3).

Disease Management

Disease management can best be defined as an integrated system of interventions, measurements, and refinements of Healthcare delivery designed to optimize clinical

and economic outcomes within a specific population.

The term “disease management” is a misnomer. Patients, not disease, of course, are being managed. And some “diseases” are more correctly “conditions” that are managed (pregnancy, for example). CHD Meridian Healthcare view and approach toward disease management programs significantly differentiates us from internal Healthcare programs. CHD Meridian Healthcare’s significant resources and expertise deliver superior and more effective disease management programs.

Disease management programs offered generally address the following types of medical conditions:

- Conditions with a large impact on the use of health resources
- Conditions with numerous complications
- Chronic diseases
- Conditions with wide variation in treatment approach
- Conditions with lifestyle modification potential to improve outcome

Conditions/diseases that are typically targeted for disease management are:

- Asthma
- Diabetes
- Cardiovascular disease
- Depressive disorders
- Pain
- Pregnancy

CHD Meridian Healthcare measures the success of its disease management programs by outcomes research. Performance can be compared to normative databases or past experience. CHD Meridian Healthcare is currently implementing the required management information systems that will allow us to more easily and promptly quantify these results.

CHD Meridian Healthcare provides comprehensive risk assessments for each client work force through the performance of medical health surveys and in working with third-parties to identify areas of clinical focus for the implementation and operation of wellness programs. Health risk assessment remains key to CHD Meridian Healthcare’s three-dimensional model for on-site, integrated health care. Upon assessment, CHD Meridian Healthcare clinicians can then better direct and orchestrate programs for healthier outcomes.

Health Fairs

CHD Meridian has years of experience in working with our clients to conduct “turnkey” Health Fairs. The approach – performed leveraging the CHD Meridian staff augmented with CHD Meridian Corporate resources versus outsourcing to a 3rd party vendor, typically depends upon several factors, including the following:

- Volumes
- Cooperation and participation with the local provider community
- Budget constraints

The following is an example of a Health Fair that would address CV, Diabetes, Hypertension and Obesity and would be applicable regardless of the gender and age

of the participant.

- Total Cholesterol/Glucose
- Blood Pressure
- BMI (based on self reported height/weight)
- CV risk assessment (brief questionnaire- PHQ)
- Individual counseling using the PHQ data and the Framingham risk calculator (3-5 minutes per participant)

CHD Meridian Healthcare's wellness education and coaching client initiatives typically include:

- Diabetic Teaching
- Weight Management
- Hypertension
- Depression
- Hyperlipidemia
- Smoking Cessation
- Stress Management
- Prostrate Health
- Women's Health Issues
- Preventive Health Guidelines
- Wellness Newsletters
- Nutrition
- Exercise
- Age appropriate milestones

CHD Meridian Healthcare's wellness screenings typically include:

- Blood Pressure Screening
- Total Cholesterol and Glucose Screen
- Total Cholesterol panel plus glucose screen
- Colorectal Cancer Screen
- Ergonomic Screen: Fitting your workstation to you.
- Hearing Screen
- HealthScan Exam: Personal & Family Medical History, Nutrition and Exercise; Ht; Wt; B/P, Pulse, Respirations, Eye exam with Snellen Chart, Health Counseling.
- Mammography Screen
- Peak Flow Screen for Asthmatics)
- Prostate Cancer Screen
- Skin Cancer Screen

7. How have you assisted other clients with establishing on-site wellness services. Provide two (2) examples including the size of the population and percentage of participation.

In addition to CHD Meridian Healthcare's history of establishing on-site wellness as described previously, two examples of establishing on-site wellness follow.

Case Study #1:

The first client example includes 5 locations with 4,000 employees in Tennessee; 4,000 employees in Maine; and 800 employees in Massachusetts, and two locations

of less than 300 employees each. The client had initiated an online HRA prior to CHD Meridian engagement. The client also had onsite medical services at its 3 largest corporate locations. However, the onsite services were for occupational injury and illnesses and had no ability to provide uniform services for non-occupational needs. The HRA was easily accessible online, but after 9 months, participation was poor, we were told, for several reasons: acquisition of personal biometric data required a visit to an offsite healthcare provider; employees stated they were against the program -- that is they wanted neither their insurance company nor their employer to have access to potentially prejudicial medical information; and employees refused to participate in the telephonic disease management program which was offered as a follow-up to the HRA.

The client contracted with CHD Meridian to provide uniform wellness services and health coaching for their three largest locations. We designed new Wellness Centers for each location, structured so that the employees could utilize them for health screening, individual counseling, small group support and individual health research. The HRA enrollment period was extended and an incentive plan was put into place. At the end of the extension period 70-74 % of employees had participated in the HRA, with 55% seeking and receiving biometric support through the CHD Meridian Wellness Centers. The CHD Meridian nurse health coaches set up appointments to take biometric measurements, and reviewed the results with the employees; assisted them with accessing their health portal to complete the HRA; and provided follow-up on their desires to effect behavioral changes around their target results for their age, height and gender. Wellness programs were developed and targeted to the needs of the employees at each location. The client requested 4 wellness tracks, which were to operate each week. We worked with the client to design and operate the program in this structure but it was found to be too much of a time commitment for the employees; they responded much better to small group meetings and individual counseling opportunities. Repeat biometric testing for the first group was made available at 6 months from the first testing period. Thirty percent (30%) of employees participated for a second time at 6 months; these tended to be individuals who were also being followed and supported to make significant behavioral and health related changes through the Wellness Center. Twelve months post testing is underway now. Both employees and CHD Meridian nurses have written success stories, which were shared with management as testimonials to the success of the program. CHD Meridian staff were trained in the available program supports; they were thus able to refer employees to these other 3 party vendor services.

Case Study #2:

The second client example includes 6 on-site Health Centers in NYC, in upstate NY and in NJ. The largest location has 4,500 employees; each of the other locations has 2,000 employees respectively. Employees initially completed the HRA without any specific arrangements for the biometrics to be obtained. By report, 80% of employees completed the HRA but only 30% of those who participated had included any biometric information. CHD Meridian was then requested to become involved in the program in order to provide biometric services to support those employees who had either not participated, or had done so without their biometric data. Fifty-five (55%) of employees had either their first or a repeat test through CHD Meridian staff. Thereafter, 1,600 employees chose to be followed in a telephonic disease management capacity. Wellness programs and individual counseling were offered onsite by CHD Meridian staff. Repeat biometric testing is next planned for Summer 2006.

8. How many companies are you currently providing service to on a cross site basis?

CHD Meridian Healthcare currently provides cross-site (multi-site) health services to 34 companies.

9. Describe your company's experience providing on-site medical services including, but not limited to, convenience care, urgent care, primary medical care and specialty medical care.

CHD Meridian Healthcare's heritage in pioneering the on-site health and pharmacy services is a critical differentiator as the best way to maximize on-site services is often by leveraging staff where appropriate and integrating duplicative services where appropriate. Integrating on-site occupational health (CHD Meridian is the leader) with on-site acute care services (CHD Meridian is the leader) with on-site pharmacy services (CHD Meridian is the leader) creates huge synergies and leverages administrative staff savings (e.g. scheduling, medical oversight, etc.).

Perhaps most importantly, bringing Wellness, Acute Care, Pharmacy and Occupational Health together allows for a completed integrated solution whereby patient information and patient flow is easily shared and managed (appropriately within HIPAA PHI regulations).

CHD Meridian's on-site history spans more than 30 years, which includes the following dates and events:

1965: First acute care corporate health center opened in Manhattan
1979: Corporate Health Dimensions (CHD) opens the first occupational health center
1984: First on-site primary care/pharmacy site is opened to serve Goodyear Tire and Rubber Company in Lawton, Oklahoma

Over 1400 CHD Meridian healthcare professionals provide care on-site everyday to large clients and consortia of medium and large size businesses, with some 300 corporate employees working in 12 departments to support them in their roles. CHD Meridian was developed to provide an enterprise solution for large employers seeking to outsource their on-site healthcare services. Service infrastructure is at the heart of CHD Meridian's commitment to its clients.

Focus of the Organization

CHD Meridian is an on-site provider of healthcare to large employers that have multiple sites spanning from California to Maine and from Florida to Wisconsin. CHD Meridian is not a health network provider, health insurance plan or regional hospital system. All of CHD Meridian's development efforts revolve around supporting and providing leadership to the on-site client, as CHD Meridian knows that there are characteristics of dedicated on-site healthcare that are unlike those faced by other types of healthcare providers.

CHD Meridian's commitment to serving its on-site clients includes vertical integration of support initiatives related to serving clients and on-site healthcare professionals in their everyday performance requirements. To that end, CHD Meridian has invested in corporate infrastructure that covers every aspect of on-site healthcare, including:

recruiting, credentialing, training, continuing education, quality improvement, accreditation processes, professional oversight and hands-on management, research and development, and information systems and technology – all designed and operated in the context of serving the on-site client.

The quality of the our programs is reflected by the fact that CHD Meridian was the first employer-sponsored healthcare provider to achieve accreditation by the Accreditation Association of Ambulatory Healthcare (AAAHC). Today, CHD Meridian has more AAAHC site accreditations (six total) than any other provider of its type. Moreover, CHD Meridian has participated with clients in achieving (3) JCAHO site accreditations. In addition to these unique accomplishments, CHD Meridian has successfully participated with clients in achieving OSHA VPP Star status.

CHD Meridian provides employer-dedicated health services to the following **Forbes 500** and **Forbes International 250** companies:

- General Electric Company
- Toyota (Int'l)
- Citigroup
- Nissan (Int'l)
- Deutsche Bank (Int'l)
- Morgan Stanley
- International Paper
- Mitsubishi Motors (Int'l)
- Goldman Sachs
- Lockheed Martin
- Northrop Grumman Aerospace Corp.
- Cendant
- Lehman Brothers
- Michelin (Int'l)
- Wyeth
- General Dynamics Corporation
- Goodyear Tire and Rubber
- Bridgestone (Int'l)
- Pechiney (Int'l)
- U.S. Steel
- Cummins Engine
- Bank of New York
- Estee Lauder
- Avaya
- US Bank
- UnumProvident

CHD Meridian provides employer-dedicated health services to the following industries:

- Automobile
- Aerospace
- Aluminum
- Assembly/manufacturing
- Chemical

- Coal
- Consumer services
- Cosmetics
- Electronics
- Entertainment
- Food
- Financial services
- Glass
- Government
- Home improvement
- Insurance
- Paper and pulp
- Pharmaceutical
- Plastics
- Publishing
- Research
- Rubber
- Security and commodity exchanges
- Steel
- Textile

10. Describe any other capabilities or characteristics of your organization that gives you a competitive advantage over your competitors.

CHD Meridian Healthcare can leverage the collective intelligence of over 1400 clinicians within our clinical community, which has generated hundreds of protocols and procedures that are available online. When we place a doctor or nurse at your facility, they are never isolated or alone. They have ready access to a remarkable pool of medical experts familiar with delivering population based health management programming for an employer's community.

Our efforts are grounded on the early foundations of medical management. With the help of our large employer partner, we can use sophisticated health informatics tools and talent to identify members of your community who can benefit most from lifestyle changes and improved medical management on the front end and provide detailed reports on the back end on the influence of such efforts. Our Health Informatics division includes an epidemiologist, a PhD. Statistician and propriety modified data integration – predictive modeling tools. This gives us a chance to provide relational datasets, forecasting and outcomes assessment.

Wellness Clinics - Based on the scope of work (Addendum A) describe how you envision a wellness program utilizing biometrics, HRA, coaching and referral to health promotion programs to improve the health of Intel employees

With the majority of the workforce under 40 years of age, Intel's communications to employees should focus on both the short and long term health goals to be achieved through this wellness initiative. We have found that program participation is based

upon well-executed and sustained advertising of the program and its' success stories. Engagement of onsite health professionals in the program from inception helps employees to perceive that the program is meant to be supportive, is based on their personal goals and that success does require sustained effort over time in order for "good habits" to develop. Confidentiality and privacy of PHI are key components underlying this program.

Appointments are made available for fasting blood work to be collected and for the results to be reviewed with recipients. Individuals are assisted to access the HRA online and to enter their biometric results as indicated. They are also encouraged to follow up with their personal healthcare provider for all medically significant results. Many times this means CHD Meridian staff help individuals to identify a provider and to take the first critical step of making a timely appointment.

Orientation to Intel's health promotion programs and resources will help CHD Meridian staff to knowledgeably refer employees for assistance with the medical aspects of the health changes they need to make. CHD Meridian staff are trained to coach patients in the behavioral changes required to make this program successful for them as individuals. Onsite wellness programs are planned to educate employees to the resources available within the community as well as online and to provide group support of health goals and the changes required as well.

We recommend that individuals with abnormal lab test results or other significant health risks be encouraged to visit the Wellness Center for support around their plan of care as developed by their healthcare professionals. Follow up lab testing at 6 months and again at the 1 year mark from program inception should occur. Nurse health coaches will work closely with the employees and will provide feedback to the healthcare referral as predicted.

Biometrics

11. Describe how you would work with current lab vendor and the results transfer process.

Supplies and paperwork are obtained from the current lab vendor prior to program inception and replenished as necessary via the client's standard reorder process. Faxing of results to an onsite printer in the Wellness Center is typical.

12. How would you provide data results for the employee to enter into HRA?

Lab results are reviewed with participating employees, who then enter their results online, or onto paper forms. We have designed our Wellness Centers with support of these activities in mind. We also provide copies of the results for employees to keep and or to share with their personal healthcare provider.

More elegant automated file transfers could certainly be discussed with Mayo but are not priced in the solution herein.

13. Describe how you would work with current HRA provider, MayoClinic.

We presently work with clients who are utilizing HRAs from the MayoClinic, WebMD and BlueCross, and our own product and work cooperatively with other 3rd party

vendors as well. Our direct interface is largely with the clients' employees, addressing their needs for support, rather than with these vendors. The exceptions occur around the training programs they offer for use of their products; our staff receives orientation so that we may teach and support the employees in their endeavors.

As mentioned above, we would also need to work with MayoClinic regarding data transfer if this is desired by Intel as well.

14. Intel will provide supplier with HRA aggregate data, which includes readiness to change. How would you use this aggregate data to plan programs and life style coaching?

Aggregate data provides a baseline of the population's medical and lifestyle risk factors and also can be compared to appropriate benchmarks to determine the relative health of the population (from risk factors).

This data will guide the customization of programs to focus on the most prevalence health risks, including the population's readiness to change. Baseline aggregate data can be compared to aggregate data collected annually, to demonstrate the programs impact on medical and lifestyle risk factors.

Finally, the patient level data that is the basis for forming population aggregate data is critical to stratify the population by risks and readiness to change. Members with relative high risk and high readiness to change can be targeted with more intensive programs, including more frequent health coaching visits, compared to members with relative low risks and low readiness to change. Conversely, members with relatively low risk should not be ignored since recent research on health and lifestyle risk factors shows a greater economic savings from preventing a member from developing a new health risk (i.e. smoking) compared to the economic savings for reducing health risks in members already positive for health and lifestyle risk factors. Intervention programs designed for prevention are largely educational and can be executed with different tactics compared to treating members already positive for risk factors.

15. How do you use other client HRA data to provide consulting on population health management programs?

CHD Meridian works with clients to discuss health and wellness related issues based upon the myriad of inputs that we receive via the on-site health center – data from HRAs and associated "trends" as well as direct feedback from patients and their physicians. We work to bring forth INFORMATION from the data (e.g. growing trends in stress-related issues) and offer recommendations to our clients for potential programs (e.g. introducing specialist on a weekly rotation for related visits as appropriate).

16. What is your plan to market HRA program to employees?

Marketing the HRA to the employees of Intel will involve a communication approach

that is strongly based on the use of the electronic communication. Using home mailings are an option to reinforce the message and reach those employees who may not use e-mail regularly. The following layout is for the standard 12 week HRA communication plan:

E-mail Blasts (4)	
▪ Pre-Launch	3 Weeks prior
▪ Launch	Week 1
▪ Mid- Program	Week 6
▪ Program Ending	Week 11
Post Cards (3)	
▪ Pre-Launch	3 Weeks prior
▪ Mid- Program	Week 6
▪ Program Ending	Week 11
Company Newsletter or Intranet	
▪ HRA Announcement	1 Issue prior to launch
▪ HRA Updates	Monthly
Voicemail	
▪ Blast – HRA Announcement	Week 1
Posters	Weeks 1-4 & Weeks 8-12
Table Tents	Weeks 1-2 & Weeks 10-12

Coaching

17. Describe other clients for whom you provide health coaches. Include experience and education of these coaches.

Description of other clients for whom we provide health coaches can be found in the attached history as well as in our response to question number 7 above. Our health coaches are registered nurses with a BSN degree and previous work experience which includes patient education, especially around chronic diseases and behavioral change. However some of our staff have a MSN degree and are NPs; we have also had RNs with CHES. Staff are encouraged to complete one of several available health coaching courses; we also provide orientation and support in health coaching for our staff.

18. Describe how you would integrate the onsite coaching with current telephonic lifestyle coaching vendor, Mayo Clinic.

Integration of onsite coaching with online coaching will best be facilitated if both entities are knowledgeable of the other, and how to refer employees for the support which best meets their needs at any given time. Some employees will prefer to work independently on their goals and will seek online or telephonic support as needed. Others enjoy interaction with healthcare professionals and co-workers, thriving best in a supportive environment.

CHD Meridian would recommend that both Mayo, CHD Meridian and other related service providers (e.g. fitness) participate in a Wellness Committee to work closely together on communications, clinical protocols, and promotional/ program support.

19. Describe your previous experience with training and educating coaches on client's tools and resources.

Historically, our health coach staff has been trained to be fluent with complex incentive structures and act as a resource for program-related benefits for other clients. Through hands-on-training and weekly meetings, our health coaches have developed proficiency in the tools and resources of our clients. Our health coaches are trained in motivational interviewing and to listening, encouraging and working together with employees to focus on future goals and steps to making positive lifestyle changes today.

CHD Meridian health coaches are trained to collaborate with the clinical interdisciplinary team to coordinate patient-centered care, establish and monitor long- and short-term goals to facilitate optimal health improvement outcomes. Our qualified health coaching staff has Bachelor degrees in Health Education. In addition, they are required to have at least two years of health education experience.

With a focus on health education, wellness and prevention of disease, further health coach training and certification is required of our staff. To accommodate the geographic diversity of CHD Meridian's clients, The Cooper Institute's Coaching Healthy Behaviors Certification has recently been replaced with the Wellcoaches® Corporation's Health Coach Certification. Wellcoaches® Corporation, a leader in coaching wellness, health, and fitness and delivers standardized, high-volume, coaching services via the internet, achieves sustainable behavior change with a mentoring program to support new coaches.

20. Please describe any printed material you have developed that the contracted health educators or ancillary staff (dietitians, nutritionists, exercise technicians/trainers) may use in their coaching sessions with Intel employees. Please include several samples in your response.

CHD Meridian uses nationally recognized content vendor A.D.A.M for educational materials. Both our online content and printed materials are adapted from A.D.A.M. The content is updated regularly, provides didactic graphics for those with lower reading levels, and is certified as an online content vendor by URAC. Internally developed tools, such as the Food Diary or Blood Pressure Log, are developed by clinicians and adapted from professional evidence-based guideline sample tools.

Such tools were developed for the following program examples:

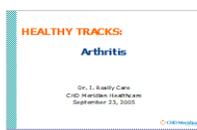
- High Blood Pressure
- Weight Control
- Starting a Walking Program
- Cigarette Smoking
- Stress
- Healthy Tracking Wellness Calendar

Please see Attachment 5 for sample, printed material of these tools.

These tools are part of our Healthy Tracks program outlined above and include a pre-established (but customizable) calendar of 3 tracks of topics: wellness, disease management and healthcare consumerism.

Healthy Tracks Materials

Each monthly topic includes:



PowerPoint Presentation



Newsletters

21. Describe how you set goals for employee participation.

Industry participation rates vary widely. Although HRA Programs are not new, tracking participation and standardization for benchmarking is relatively recent. CHD Meridian has found that its participation rates can run as high as 60+%, with much of those rates influenced by complex incentive programs. When less influential incentive programs or no incentive programs are employed, participation rates can fall as low as 20%. By employing effective awareness and reminder campaigns, our typical experience for participation rates falls between 40 to 50% with.

22. Describe your method for reporting employee satisfaction and outcome results.

Formal employee satisfaction surveys are provided three times a year at a minimum. Surveys are also completed at the conclusion of each onsite health education program and screening service provided. Surveys may be completed online or via paper – based on employee access capabilities. Tallied results are shared with the client company during regularly scheduled meetings. Also success stories are reported to the client company both by employees themselves and by our Wellness Center staff (de-identified of patient PHI).

23. Describe your process to assess individual employee satisfaction.

Individual client satisfaction will be measured by: a.) progress toward achieving the health goals agreed upon by the employee at the onsite of health coaching; b) measurement of positive changes to biometrics and/ or other tangible parameters based on nationally accepted guidelines c) individual report of present health status which indicates improvement.

Health Promotion Programs

24. Describe how you would conduct a needs assessment and implement health promotion programs specifically designed to address nutrition, weight, stress and exercise related health risks.

Health Risk Assessments remain a fundamental method in identifying and determining employee needs. In addition, HRAs also help to identify, determine and focus program development and budgets on health-related areas in which employees

are ready or near-ready to undertake change. It is wasteful, for example, to implement a smoking cessation program when only 10% of the population -- out of a 60%-employee population that smokes -- has any interested in quitting. However, focusing on a health-related area in which the need and desire are great, will create quicker, more lasting and effectual successes, and begin the desired change in behaviors. The dynamic of such need, desire and success heightens employee awareness and stimulates a more "active" stage for change.

At the highest level, CHD Meridian would begin by analyzing what Intel already has available via MayoClinic or other providers (health plans, PBMs, etc.) for these programs. For those where there is either no resource available or little patient satisfaction and participation in the existing program, CHD Meridian would launch "gap analysis" as to the root causes and potential solutions. When it is determined that new solutions are needed, CHD Meridian would look both nationally AND regionally as many times local providers offer excellent, low-cost solutions and are willing to work with the client to integrate these solutions into the overall fabric of the site.

Implementation:

25. Please detail your proposed Intel support and implementation plan based on the scope of work

Please see Attachment 6 for the staff and implementation outline with timeline, which culminates with the Wellness Centers' openings in September. The timeline is affected by the following items: contract negotiations; timing of each Wellness Center build-out; recruitment, hiring and orientation of staff. Area nursing shortages may have an impact on hiring time.

26. Based on the data provided in the RFP what would be the ideal service and staffing model for onsite wellness services at each site.

Intel Staffing Assumptions

CHD Meridian Healthcare Management goals:

- Provide a 5 day staff orientation and training program onsite at Intel location in Santa Clara, CA.
- Provide 2 FT Directors of Client Operations (DCO) – for account management. They will manage Intel program; hire and train staff and make regular, periodic visits to all locations.
- The CHDM Wellness Director – will spend 25% of her time working with staff to provide: initial staff orientation and training; periodic staff teleconference training and update calls; and visit each location- x 2/yr.
- Formal "Kick- Off" of sites will be scheduled to begin one week after Wellness Centers are occupied and readied for service; they will be scheduled to slide in over a 2 -week period.
- Request creation of special IT reports for utilization and creation of ROI- as needed to illustrate services and

- healthcare savings.
- Conduct onsite quarterly client meetings

CHDM Onsite Wellness Center Staff:

- The Wellness Center RN Mgr will be responsible to create staffing for her/ his location to meet workflow demands
- Staff time will be flexed to address the healthcare needs of shift workers
- Medical Technicians will have necessary clerical skills to fulfill the dual role and responsibilities of an Administrative Assistant
- Per diem staff will be added to the program for each location during the first quarter to achieve biometric screening goals.
- The RN Manager will coordinate the work and travel plans necessary to address the programmatic needs of nearby office locations.
- Office space will be made available for traveling staff (i.e. DCOs) and consultants such as nutritionists who may come onsite to work with Intel employees. Consultants' time will be billed back with CHDM G & A/ mgmt fees if they are on CHDM payroll.
- 1:1 counseling- 8 hours is the average anticipated per employee, per year- based on an ongoing estimated demand of 20 % of the total employees participating in the program at each location.
- Ongoing small group sessions will be conducted around behavioral changes needed to address health- risk related issues such as smoking cessation, diabetes management, and weight reduction and maintenance.

Please see Attachment 6 for room sizing.

27. What is the average implementation time frame to have a functional Biometrics, HRA, coaching wellness onsite clinic in place?

The average minimum requirement for implementation of a Wellness Center program is 90 days and will be dependent upon items described in #25 above.

28. Please describe your high level action plan for program implementation. Please provide a detailed Gantt and indicate the key milestones to meet a September 1, 2006 target date.

Please see Attachment 6, Implementation tab.

29. Please describe how Intel will interact with your organization. Specifically, describe the management team that will work with Intel from implementation through sustaining. Provide their respective biographies and their tenure within your organization. Please indicate the percentage of overall time the Intel Account Manger would be dedicating to Intel (vs. other accounts).

The designated CHD Meridian Director of Client Operations (DCO) is the person who will serve as the account manager for Intel. The DCO will be completely devoted to the Intel account. The DCO reports directly to the SVP of Operations who is responsible for overall contract fulfillment. We also anticipate that the CHD Meridian Director of Wellness will devote at least 25% of her time to program inception, training and program review. The balance of the CHD Meridian team members will be responsible for their respective areas of implementation as detailed in the implementation plan.

Please see Attachment 7 for the CHD Meridian Intel Team.

30. Please fill out Attachment B: RFP Pricing Template in detail for pricing information. Note: This question is not due until April 28th.

Quality and Customer Service:

31. How would you track your performance to the scope of work?

CHD Meridian's quality management philosophy focuses on continually monitoring, measuring, evaluating, and improving not only the quality of the healthcare services delivered at its health facilities, but also the value of the services, communication, and reporting provided to clients. Quality management begins with selecting and recruiting the most qualified and capable medical professionals available and extends to supporting the performance of these professionals with clinical and operational oversight, clinical protocols, information systems, objective information, and sharing of best practices throughout CHD Meridian's infrastructure. Inherent in the quality management process is a daily focus on making quality a top priority and taking the necessary steps to monitor, measure, and improve quality and value according to established standards on a daily basis.

To allow for tightest integration with day-to-day operations, maximum exposure to client and patient feedback, and the most effective communication of standards, expectations, and protocols, the organizational structure of CHD Meridian's quality management function mirrors that of its operations infrastructure. CHD Meridian believes that the quality management function is best administered not by a removed and distinct corporate department, but by corporate medical staff and Directors, Client Operations. These personnel are in continuous contact with patients, client representatives, and CHD Meridian health center staff and offer comprehensive support and oversight, which allows for integration of quality management with all other aspects of CHD Meridian's medical delivery programs. CHD Meridian's Corporate and Regional Medical Directors and Directors, Client Operations are responsible for ensuring that health center personnel implement and apply quality management programs and initiatives properly, thoroughly, and promptly, and that these programs and initiatives work in conjunction with day-to-day operational procedures as well as existing information systems.

High-quality patient care and effective communication are the most critical elements of CHD Meridian's healthcare services. Therefore, CHD Meridian evaluates the performance of its healthcare staff according to quality standards established by both clients and CHD Meridian clinical personnel. Both patients and corporate clients are surveyed on a regular basis to obtain feedback on the quality of care being delivered at CHD Meridian's employer-dedicated health centers. In addition, CHD Meridian

implements internal controls and tracks clinic service and quality indicators.

In summary, CHD Meridian's approach to quality management has several main elements:

- Selecting and certifying qualified, high-quality clinical personnel;
- Incorporating quality management as an integral part of operations oversight and support;
- Tracking clinical quality indicators and outcomes, thus providing clinical personnel with the information necessary to make needed changes or improvements in care;
- Evaluating and supporting providers across a full range of criteria which are relevant to providing high-quality cost effective care, including resource utilization, response to and interaction with patients, and communication with all stakeholders;
- Obtaining feedback from patients and clients on a regular basis in order to always be improving service.
- The use of internal quality control measures found in the Continuous Clinical Quality Improvement Plan;
- The use of proven standard operating procedures;
- Extensive peer review, including concurrent and retrospective chart review;
- Thorough clinical oversight by the Corporate and Regional Medical Directors, Vice President of Operations and Client Operations Manager.

Authority and Accountability

The CHD Meridian Healthcare Board of Directors has oversight responsibility for quality of care and service in all locations. The Board of Directors delegates responsibility for the planning, development, implementation, effective maintenance and annual evaluation of the Quality Improvement program to the Chief Medical Officer who is assisted by the corporate Medical Directors, Sr. VP of Medical Management, VP of Care Communications, and the corporate Quality Improvement committee.

Raymond J. Fabius, MD, CPE, FACPE, serves as CHD Meridian Healthcare's President and Chief Medical Officer. CHD Meridian Healthcare's Medical Management Department is headed by three Registered Nurses, two of whom are Certified Professionals in Healthcare Quality (CPHQ) and report directly to Dr. Fabius. The Chief Medical Officer and the Medical Management Department work collaboratively with CHD Meridian Healthcare's Medical Advisory Board (MAB) for each line of business. The MABs represent the approval body for all clinical policy, guidelines and program content. MABs are comprised of Medical Directors from Primary Care, Occupational Health, and Corporate Health sites and are chaired by the line of business' Corporate Medical Directors. These MABs meet monthly and are guided by formalized, structured bylaws.

32. How do you track customer satisfaction and what are your measurement tools? What are your customer service goals?

CHD Meridian's receive feedback from our patients in both structured and unstructured ways. CHD Meridian observes the style preferences of our Clients and the availability of access to computers, whether at work or at home, in establishing this process for each Client Company.

Structured Patient Responses

We provide our Clients with a Patient Satisfaction Form that we encourage them to make accessible through their intranet. Patients may then provide immediate feedback, regarding the services rendered and our staff, upon leaving the Health Center, from the convenience of their desks, and can choose whether or not they wish to copy a company representative.

For one full week, at least three times each year, per site, all patients coming to the Health Center are encouraged by our staff to complete the Patient Satisfaction form noted above. These forms are available both on-line and via paper. Completed forms are sent to CHD Meridian management staff for tabulation and analysis and a report is created. For Clients with multiple sites, results will be compared across all locations.

All wellness programs are accompanied by a program/ speaker evaluation form, which not only rates the program offered and the presenter but also requests recommendations for related as well as other topics of interest.

Unstructured Patient Responses

Employees may choose to generate letters (usually via email) to comment upon services received, many of which we retain under the title of "Success Stories." Our Clients may in a confidential way, choose to publish these their corporate newsletters.

All responses that indicate an area of concern or a suggestion for improvement are logged for investigation and response. If the individual has chosen to self identify, we may respond directly to him or her, or we may invite the Client representative to be come involved, if indicated.

33. Describe the Quality Control and Compliance process for your organization.

CHD Meridian not only has long employed a formal quality improvement process via our Medical Management Department using CQI/TQM approaches. More recently, we have enhanced our process, and will continue to do so with the help of clients such as Intel.

CHD Meridian Healthcare's commitment to quality and process improvement is driven from our Executive Leadership on down. In fact, our President and CMO holds a Green Belt in Six Sigma from his previous role as Global Medical Leader at GE and has helped focus on listening to the voice of the customer and more stringent metrics-based management.

Examples and components of the CHD Meridian Healthcare QI program include the following:

- Credentialing program of all providers with a multidisciplinary evaluation of the credentials prior to presentation to the Board of Directors for staff appointment. The process of re-credentialing occurs every three years.
- Privileging process to access the providers training and experience to provide a particular function, test, or service.
- Specialized recruitment expertise in provider and pharmacy personnel that utilizes

dedicated personnel who work with the medical management team to develop and recruit against the highest standards, including Board Certification.

- Occurrence Reporting System that provides a comprehensive, system-wide method to collect and report adverse events, track and trend, and produce system-wide follow-up action plans to improve performance. Two Registered nurses and a Risk Manager are responsible to assist our sites in addressing individual occurrence and preventing the occurrence from happening in other sites or lines of business.
- Centralized development of clinical guidelines from recognized, evidence-based organizations, such as from the American Cancer Society or American Diabetes Association. Clinical guidelines are then approved by the MAB and, in that approval process, may be amended toward improvement (CHD Meridian Healthcare's MAB, for example, supported screening PSA long before the evidence-based literature did).
- Preventive Health Program: centralized development and system-wide implementation of Preventive Health Guidelines for all age groups that include recommendations on number of physical visits, labs and diagnostics, and counseling features. The program has reminder feature/process as well as an auditing process to ensure providers and patient compliance. Each patient receives a "Passport" to track his/her healthcare.
- Referral Management Program that includes criteria for referral, guidelines for developing and right-sizing referral networks, monitoring techniques, and auditing processes.
- STAR program (Start Tracking At Risk): policy and processes to ensure patients with selected diagnoses such as suspected lumps, elevated PSA, and positive PAP smear among others are tightly followed through treatment completion.
- Utilization Review and Benchmarking Program: ensures that all labs, x-rays, referrals, and drugs are reviewed against criteria or goals and performance compared to our business average as well as national benchmarks.
- Disease Management Program: includes care management components for eight disease states including, Diabetes, Hypertension, CAD/Hyperlipidemia, CHF, Depression, Asthma, Low Back Pain, and COPD. The Disease Management Program was implanted in 1996 and included all structure, process and auditing features to ensure high-quality clinical and patient satisfaction outcomes. The next evolution of Disease Management was developed in 2004-2005 and includes integration of off-site telephonic nurse supported care that augments the clinical care received at our health centers.
- Solicitation of patient feedback via point of care surveys and annual satisfaction surveys, the results of which are used to improve care and service at the health center.
- Case Management Program for Workers' Compensation and disability cases, and for those chronic and acute illnesses that can be impacted by such specialized services.

34. Describe the process that would be followed in the event an Intel site encounters what they perceive to be poor service from your company.

CHD Meridian Healthcare has a consistent mechanism by which patients, visitors, or CHD Meridian Healthcare employees report any unusual or unexpected occurrences not consistent with everyday practice, as well as all significant dissatisfaction issues. The issue is documented on an Occurrence Report noting a factual description of the incident, patient assessment, response to occurrence and outcome. The occurrence is investigated at the site level, including an assessment that seeks to identify all

possible causes of the dissatisfaction as well as process improvements to prevent future occurrences. Timely patient/employee follow-up is emphasized as a first line defense to dissatisfaction.

Once completed, the report is forwarded to the Medical Management Department where it is reviewed for possible further interventions. Medical Management tracks and trends occurrences, which can be quality of care issues, medical errors, adverse events as a result of care, falls, as well as patient/employee dissatisfaction issues. Occurrence data are also used to proactively develop policies and education programs.

All employees are trained on the Occurrence Reporting System (ORS) program. CHD Meridian Healthcare considers the Occurrence Reporting System the cornerstone to manage patient and client dissatisfaction as well as essential to the management of clinical and financial risk at the health center.

35. Does your company use incentive programs with its services?
Payments go up or down depending on client (Intel in this case) satisfaction.

Inducements for participation include financial incentives (less costly prescriptions and co-pays) to competitions (benchmarking within groups or individuals). CHD Meridian's enrolment rate across all of its locations ranges from 40% to 99%. Enrolment rates have historically increase 5-10% per year from years 1 through 5 before levelling off between years 6 through 8.

CHD Meridian can discuss placing a percentage of its fees at risk based upon key operational objectives such as participation.

36. Do you have a formal process for recognition and performance management for your employees?

CHD Meridian Healthcare does possess a formal process for recognition and performance management for our employees that includes a recognition program that is provided through monetary, non-monetary, and honorary incentives. In addition, criteria reinforcing a quality work ethic are used to award incentives (i.e., Teamwork, Improved Processes, Customer Satisfaction, Clinical Excellence, Leadership, Cost Savings and Safety, among others).

37. Describe your staffing process and systems that ensure quality in your recruiting, hiring, training standards for new employees.

The selection of staff personnel remains one of CHD Meridian's strengths – the right staff "fit" cannot be underestimated regarding the acceptance of the health center by employees, especially in the initial launch of the service. The detailed process is described below but one item is essential – Intel will play an active role in the final determination of key staff.

CHD Meridian Healthcare understands the importance of recruiting qualified, professional staff to meet the needs of Intel's employee population. Staffing agencies typically judge and hire professional candidates based primarily on solid clinical credentials. CHD Meridian Healthcare is not a staffing company, and our experience

has shown that employer-dedicated healthcare not only requires solid clinical skills, but additional talents as well. The right combination of clinical and communication skills, experience, and motivation is necessary to satisfy clients and patients. CHD Meridian Healthcare recognizes that these additional elements and talents are required for the successful identification and placement of on-site professionals.

CHD Meridian Healthcare will comply with all state and federal legislation governing fair employment and equal opportunity in the recruiting, interviewing, and hiring of on-site staff members. CHD Meridian Healthcare will also ensure that all of its employees that perform services for Intel are United States citizens, or are otherwise legally authorized to work in the United States.

Recruitment methods will vary depending on the level and type of positions available. CHD Meridian Healthcare has established methods for recruiting applicants for health provider positions. The following methods are implemented when recruiting nursing staff.

Nurse and Support Staff Recruitment

Nursing positions include the health center nurse manager, registered nurses, medical technicians, and medical records clerks. The following recruiting methods are used, if recruiting is necessary:

- 1 Networking within the local community
- 2 Local and regional newspaper advertising
- 3 Regional college and technical school job fairs
- 4 National professional journal advertising
- 5 Internet advertising
- 6 Direct mailing

To initiate the recruitment process, CHD Meridian Healthcare applies a reliable and tested methodology. Intel can further refine this methodology if needed. CHD Meridian Healthcare human resources staff reviews all resumes and forwards them to the appropriate CHD Meridian Healthcare senior management. CHD Meridian's human resources department will track and inventory all ad activity, including sources, run dates, costs, and responses.

CHD Meridian's Vice President of Operations and the DCO assigned to Intel will be directly involved in interviews and the selection process for every health center staff member. CHD Meridian's Division Head and Corporate Medical Director will likewise be involved in physician and nurse practitioner selection, hiring, and orientation processes.

The CHD Meridian Healthcare Human Resources Department checks references and credentialing for all candidates. CHD Meridian Healthcare utilizes a verification firm that is certified by the National Committee for Quality Assurance. Candidates who do not proceed to or past this point of the hiring process will be promptly notified.

CHD Meridian Healthcare can pre-qualify applicants, preventing Intel from committing unnecessary time and resources to this process. This pre-qualification ensures that proper credentialing and background review has been conducted, that CHD Meridian Healthcare feels that the candidate will work well within its clinical and quality systems, Intel's corporate culture, and that the candidate is seriously considering the position. Upon completion of the reference and background

investigations, CHD Meridian Healthcare will provide Intel's management the group of finalists for key positions.

CHD Meridian Healthcare believes that on-site staff selection is the most important element in the successful operation of healthcare programs. CHD Meridian's on-site staffs serve as role models of health, motivating members to adopt healthy lifestyle changes, while increasing the opportunity for individual success by providing personalized, quality service.

Through many years of experience in providing on-site healthcare services, CHD Meridian has established specific preferences pertaining to medical professional's qualifications, background, and experience. Experience and knowledge gained from providing primary care and occupational medicine to clients of diverse industries has provided CHD Meridian with the knowledge to seek the following preferences/profiles when hiring medical professionals.

A thorough reference check is conducted prior to the hiring of any individual. Through a reference audit process, the human resource department will contact references provided by the applicant to verify the candidate's employment history, education, and certification. All 10 National Council on Quality Assurance (NCOA) credentialing elements are checked:

- License to Practice
- Hospital Privileges
- DEA / CDS Registration
- Board Certification/Residency Completion/Medical School Graduation
- Malpractice Insurance
- Malpractice Claims History
- Application Processing
- National Practitioners Data Bank Query
- Sanctions against Licensure
- Medicare / Medicaid Sanctions

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CHD Meridian Healthcare will comply with all state and federal legislation governing fair employment and equal opportunity in the recruiting, interviewing, and hiring of on-site staff members. CHD Meridian Healthcare will also ensure that all of its employees that perform services for Intel are United States citizens, or are otherwise legally authorized to work in the United States.

CHD Meridian Healthcare believes strongly in continuing professional education as a hallmark of a qualified individual who takes seriously the care he or she renders. CHD Meridian Healthcare staff has minimum Continuing Education requirements to

meet at the state and intra-company levels. Staff may attend relevant conferences and training workshops, obtain certifications in MRO, CAOHC, Wellness Coaching, Lamaze, ACLS, AAOHN, Travel Health, and a plethora of other relevant topics. All staff is required to join the appropriate professional organization and is reimbursed for membership. Continuing education reimbursement is available as is tuition for advanced professional degrees. New CHD Meridian Healthcare employees participate in a comprehensive orientation program that includes the following proprietary materials: New Employee Guidelines; site specific orientation materials; the "All-Staff" Orientation Manual for Primary Care staff; the Proficiency Checklist for Occupational Health staff; and the Trainers' Resource Guide. All materials are available for review.

New CHD Meridian employees receive detailed orientation related to the following items. Tables of Contents from corporate orientations for new employees are attached but typically includes such things as:

- Quality Improvement program
- Best Practice audits
- Occurrence Reporting System
- Case Management program
- Disease Management program
- Referral Management program
- Confidentiality
- Policies & Procedures
- HIPAA Training

Additionally, the following programs are offered upon employment as well as annually thereafter, as directed by the CHD Meridian Divisional Leader:

- Confidentiality
- Customer Service
- Diversity
- Sexual Harassment prevention
- Alcohol and Drug Free Workplace
- Policy and Procedure manuals
- OSHA regulations including: Bloodborne Pathogens, TB/HIV, Hazard communication, medical waste, and safety (includes violence in the workplace, disaster and evacuation planning, and fire drills).

Group training is encouraged although independent study programs may be substituted within 90 days of the facility's group training program. Employees must successfully complete a post-training test on each of the mandatory training topics.

CHD Meridian Healthcare 's corporate infrastructure includes training in relevant topics that include: CPR and pre-hospital emergency care for adults, AED with defibrillation, table-top emergency drills, OSHA Bloodborne Pathogens, oxygen therapy review, DOT regulations for urine drug collections/collector certification, weapons of mass destruction preparedness, pre-hospital services for pediatric emergencies, and others.

CHD Meridian provides ongoing training to employees, beginning with orientation to our company specific to the positions for which they were hired, and the client company's goals and expectations; assuring as much as possible the correct fit for all

concerned. From there, employees are given numerous opportunities for support through both internal and external programs.

Internal staff training consists of the following activities:

- Orientation: policies and procedures; clinical guidelines; self-assessment of training needs are addressed; medical documentation; in-house emergency procedure; risk management issues; service reports; mentoring with another health center.
- Emergency Training: CPR/ AED; albuterol via nebulizer.
- OSHA and State compliance issues: ex. TB; Bloodborne Pathogens/ Infectious Disease; Needlestick Prevention; CLIA; VIS; Regulated Medical Waste Management; Hazard Communications/ MSDS.
- Special Occupational training programs: workplace ergonomics; respiratory clearance; hearing conservation.
- HR topics i.e.: Communication; Diversity; Stress Management; Customer Service.
- Management Training: i.e. interview, hire and train staff; staff reviews; managing difficult people; managing budgets; client satisfaction.
- IS training for use of CHD Meridian's Medgate software programs.
- Director, Client Operations: Weekly conference calls with all sites
- Monthly in-service for Occupational Health and Corporate Health Staff.
- Medical Directors' Meetings / conference call every 6 weeks with all sites.

38. Do you use sub contracted services? Please list these resources and how you ensure quality of service provided.

CHD Meridian Healthcare may use subcontracted services to supplement our permanent Wellness Center staff in order to achieve the desired program results within the anticipated timeframes requested.

Privacy/Security/Confidentiality

39. Please provide your Company guidelines addressing medical privacy , security and confidentiality of health information.

CHD Meridian Healthcare takes very seriously its obligation and commitment in the collection, analyses and reporting of all pertinent healthcare data in its purview at each health center. In addition, and in accordance with all federal and state laws, to include HIPPA, CHD Meridian Healthcare strictly maintains the highest of standards regarding HIPPA compliance and patient confidentiality. CHD Meridian ensures such HIPPA compliance and patient rights to privacy and confidentiality through its administrative oversight, training, orientation and provision of the CHD Meridian Healthcare HIPPA Policy and Procedures Manual for all healthcare providers and employees. CHD Meridian Healthcare invites clients to request a copy of our HIPPA Policy and Procedures Manual for their own edification and satisfaction.

For each health center operation, CHD Meridian Healthcare's obligation and commitment to HIPPA compliance and patient privacy and confidentiality is directly administered by each Director of Client Operations (DCO). Each DCO, in fact, supports and assures compliance with all CHD Meridian policies and procedures (which include HIPPA), and ensures that patient rights to privacy and confidentiality are strictly maintained.

Administrative Oversight

CHD Meridian's Vice President, Corporate Client Operations leads, coordinates, integrates and facilitates all health center HIPAA and privacy compliance, implementation and enforcement. The Vice President, Corporate Client Operations work closely with each Director of Client Operations in developing and continuously improving, implementing and enforcing all federal and state laws that relate to the privacy, confidentiality, access, and security of HIPAA and patient privacy.

Each CHD Meridian DCO oversees all on-going activities related to HIPAA compliance and the development, implementation, maintenance, and adherence to all CHD Meridian policies and procedures, activities and practices covering the privacy, access, disclosure, confidentiality and security of personal protected health information in compliance with federal and state law, and CHD Meridian healthcare policy and procedure.

As they pertain to HIPAA and patient privacy and confidentiality, the duties and responsibilities of the DCO include the following:

- Oversee the on-going development, implementation, monitoring, maintenance of health center privacy policies and procedures.
- Conduct independent privacy risk assessments and compliance monitoring programs, which may include internal quality reviews, compliance/performance audits.
- Initiate and promote the awareness and dissemination of information on privacy policies, procedures and practices within each health center. Review training materials and conduct and/or monitor ongoing privacy/security awareness or role-specific training.

In addition, as they pertain to HIPAA and patient privacy and confidentiality, the duties and responsibilities of the Vice President, Corporate Client Operations include the following:

- Monitors advancements in information technology and privacy compliance rules and regulations, techniques and approaches in the privacy field. Integrate these technologies and best practices into current work/task practices where appropriate within the health center.
- Works closely with all DCO staff and support departments to effectively, efficiently and responsively implement and continuously improve privacy and security processes, policies and procedures.

40. How do you ensure confidentiality of medical information?

CHD Meridian Healthcare takes very seriously its obligation and commitment in the collection, analyses and reporting of all pertinent healthcare data in its purview at each health center. In addition, and in accordance with all federal and state laws, to include HIPAA, CHD Meridian Healthcare strictly maintains the highest of standards regarding HIPAA compliance and patient confidentiality. CHD Meridian ensures such HIPAA compliance and patient rights to privacy and confidentiality through its administrative oversight, training, orientation and provision of the CHD Meridian Healthcare HIPAA Policy and Procedures Manual for all healthcare providers and

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- Works closely with all DCO staff and support departments to effectively, efficiently and responsively implement and continuously improve privacy and security processes, policies and procedures.

41. What steps have you taken as a result of the privacy and confidentiality regulations released December 2000 and since that time in accordance with HIPAA?

Information is an essential asset in today's connected environment. To protect that asset, IT must continually evaluate the vulnerability of the information CHD Meridian collects and manages in an effort to address necessary security measures.

Since 1996, the Healthcare Insurance Portability and Accountability Act (HIPAA) raised more issues in the healthcare community than it has answered about security and privacy. HIPAA is changing the way the healthcare industry functions, bringing its levels of automation and efficiency closer to par with more technology-intensive industries such as finance and manufacturing. As CHD Meridian invests in the organizational awareness, technical modifications and business process changes necessary to meet HIPAA standards, we are turning to the Internet, where appropriate, to achieve compliance. And it starts with iCenter's integrated software based security and compliance model.

There are two software based security components within iCenter: MPI (Master Person Index) and SSL (Secure Socket Layer) technology. Both are HIPAA recognized and required security standards for accessing and transmitting sensitive patient information and business transactions over the Internet. SSL provides users and customers of iCenter the assurance of access to a valid, "non-spoofed" site, and it prevents data interception or tampering with sensitive information. MPI provides the single login credential across all systems and processes for HIPAA and Sarbanes-Oxley compliance.

Training

As part of the CHD Meridian Risk Management program, CHD Meridian employs a checks and balance system for training. An annual check list, for example, which verifies that required training has been completed and which becomes a part of the annual performance evaluation process for each individual, must be completed on each employee. The Health Center Manager is responsible for completing the check list for Health Center staff. The Director of Client Operations is responsible for an annual audit of Health Center training records. HIPAA compliance and patient privacy remain integral to this training program.

Orientation

Each new CHD Meridian Healthcare employee undergoes extensive indoctrination and review of CHD Meridian Healthcare HIPAA compliance and patient privacy and confidentiality issues and practice.

42. What controls have you put in place with other clients?

CHD Meridian Healthcare strictly maintains the highest of standards regarding HIPAA compliance and patient confidentiality. CHD Meridian places controls through its administrative oversight, training, orientation and provision of the CHD Meridian Healthcare HIPAA Policy and Procedures Manual for all healthcare providers and employees at client sites. Examples of controls CHD Meridian Healthcare has placed with other clients include:

- Standard charting guidelines
- Removal of medical record access by non-medical personnel
- Ensuring medical recordkeeping to SOAP format
- Secure storage and handling of all medical information
- Provide standard operating procedure manuals for administrative guidance and practice

43. What training do you provide for your employees regarding professional handling of Personal Health Information?

As part of our Risk Management program, CHD Meridian employs a checks and balance system for all training. An annual check list, which verifies that required training has been completed and which becomes a part of the annual performance evaluation process for each individual, must be completed on each employee. The Health Center Manager is responsible for completing the check list for Health Center staff. The Director of Client Operations is responsible for an annual audit of Health Center training records.

44. How does your company stay informed and adhere to legal compliance standards in the United States?

Benchmarks used to assess quality vary according to the quality indicator being measured, and individual client wishes. However, CHD Meridian strives, whenever possible, to use national standards that are evidence-based as benchmarks. For example, measurement of patient care outcomes related to diabetes is benchmarked against the standard published by the *American Diabetes Association*. Similarly, results of treatment for low back pain are benchmarked against the *Agency for Health Care Policy and Research's* guidelines. Following evidence-based guidelines leads to high quality, cost effective outcomes. The measurement audit is designed to assess outcomes (results of care) as opposed to process compliance with the guideline.

CHD Meridian's Clinical Care Guidelines and Standards of Care Manual provides CHD Meridian's corporate staff with emergency medical protocol and general standards of occupational healthcare practice. These procedures are updated every six months, or within 30 days of an accepted or recommended change by the State Boards of Medicine and Nursing and approved by CHD Meridian's Medical Advisory Boards. These policies and procedures are in place at each of CHD Meridian's on-site locations. The complete manual is available for review upon request.

45. Has your company had any issues with private data leaking to unauthorized parties?

CHD Meridian Healthcare has had no issues with private data leaking to unauthorized parties.

Financial

46. Please describe how your wellness program will create a return on investment for Intel.

ROI associated with savings described in [Question 47](#) is a relatively simple calculation defined by the ratio of gross savings to the cost of the program.

However, additional “value” can be associated with the introduction of Health Centers not included in the typical ROI analysis, as follows.

1. Direct cost avoidance for accessing preventive care service and other preventive monitoring or acute care services at a CHD Meridian center at a unit cost that is lower than equivalent services provided by community provider.
2. Productivity savings from reduced time away from work (calculated by hours per visit x the hourly labor rate) to have these services conducted at the work-site rather than in the community.
3. Increased compliance for having phlebotomy and other biometric data collection through the convenience of have these procedures available at the worksite Health Center compared to taking time to visit a community provider.

47. Explain your company’s ability to capture savings and how you would measure those savings.

Savings can be calculated for program impact on direct medical and prescription drugs (group health) and also impact on productivity.

The following outcomes variables can be used to describe the full cost burden of health on human capital:

GROUP HEALTH (using claims data)

- a) Utilization of physician office visits and associated costs
- b) Utilization of prescription medications and associated costs
- c) Utilization of hospital facility services (ER, In-patient, Out-patient) and associated costs
- d)

WORKER’S COMPENSATION (using claims data and attendance data)

- a) Active claims / covered FTE and associated costs
- b) New claims / covered FTE and associated costs
- c) Lost workdays / FTE and associated costs

SHORT-TERM DISABILITY (using claims and attendance data)

- a) Active claims per enrollee and associated costs
- b) Lost workdays / FTE and associated costs
- c) Lost workdays / active claim and associated costs

LONG-TERM DISABILITY (using claims data and attendance data)

- a) New claims / enrollee and associated costs
- b) New claims/active STD claim and associated costs
- c)

INCIDENTAL SICK LEAVE (using attendance data)

- a) Sick days per FTE, paid and unpaid and associated costs

In general, the measurement of program impact on savings is calculated by direct comparison of the utilization outcomes variables and their associated costs describe

above. The most practical study design is measurement of the variable and costs pre and post access to the wellness program, and, comparison of the same variables collected from an equivalent population that does not participate in the program. If this is not possible then a pre vs post analysis of program participants can be designed. It is important to measure both intermediate measures such as clinical outcomes or healthcare utilization outcomes, in addition to medical and pharmacy costs, compared to measuring costs only, as a method to account for the causal pathway: program > behavior change > intermediate outcomes > costs.

Another approach is to develop a proxy for savings through the measure of health and lifestyle risk factors. With this approach a statistical model is developed using client data that correlates risk factors with the various direct medical and productivity costs described above. Once the "associative value" of a risk factor is correlated with client data, then measuring the pre vs post program impact on risk factors is used as a proxy to measure savings.

Both approaches require an analysis of bias, confounding factors, and random error, since these are especially relevant with study designs that are not based on the randomized controlled trial (RCT).

48. Please provide two case studies and return on investment results, provide examples where your staff helped reduced claims cost experience through Health & Wellness programs.

Please see Attachment 8 for case studies and ROI results.

49. Is your company public or private?

CHD meridian Healthcare is a public company, trading on the American Stock Exchange (DMX).

50. If private, may we review the last three years and last four quarters of a second party audit of your financial statements? This includes Income Statement, Balance Sheet, and Statement of Cash Flows.

n/a

Terms and Conditions

51. Please provide a legal response to your acceptance of the Purchase Agreement as described in Attachment A: Contract. If your acceptance of any part of the Terms and Conditions is conditional upon any changes to the contract language, you may submit suggested alternative wording as redline modifications to the contractual document. The number of changes to the agreement and the material impact of them is a significant consideration for Intel when grading RFP responses. **Changes to contract terms asked for after RFP response is submitted will not be considered. NOTE: This question not due until April 28th.**

Information Systems

52. Describe your health information systems to include data analysis, reporting and scheduling tools as they relate to the scope of work and their ability to link to existing Intel data systems.

CHD Meridian has developed an Internet based information delivery framework called iCenter. iCenter serves as the single point of access for all applications, reports and information based services. iCenter incorporates CHD Meridian's Internet based portal architecture. iCenter serves as an integrated component to CHD Meridian's clinical service offering.

- a Client branded self generating health portal
- secure, single login model the leverages the Secure Socket Layer (SSL) technology and a HIPAA compliant master person index credentialing access scheme.
- integrated clinical applications for encounter data collection
- access to standard and optional web based Informatics Analysis and Reporting services
- access to optional extended services to our core offering including web based prescription refill, Health Risk Assessments and Wellness Programs
- on-line scorecard and satisfaction surveys
- CHD Meridian is in the midst of a system conversion. The company is migrating from OHM to Medgate.

53. What is the format used to report outcome data back to current clients? Provide example of reports used for other clients.

Outcomes reporting can be provided as illustrated in the example [Aggregate Reporting](#) package associated with the RFP. Secondly, a specific [Population Impact Report](#) describing the study design, analysis methodology, key findings, and recommendations and next steps with respect to the impact of the wellness program on the client population will be delivered according to a mutually agreed upon scope, format, and timeline [example not included]. A 5-step analysis process is conducted and reported in the Population Impact Report to support the strengths of the findings and describe any limitations and includes:

1. Data quality
2. Quality of reference population
3. Statistical quality
4. Causality analysis
5. Generalizability

Please see Attachment 9 for sample reports.

54. What format is used to hold personal health data and for the employee to share with their personal health care provider?

Our HRA tool produces a multi-page report summary that is ideal to share with their personal health care provider. If that provider is at the workplace and is one of our physicians they will be trained and will welcome receiving this report. Additionally our health coach can develop an action plan for the employer to focus on in

coordination with our TRUSTED CLINICIANS at the workplace.

Other

55. Intel is considering the provision of on-site medical clinic services to its employees and family members. Please provide a summary of your company's experience providing these services and an outline of the methods you would use to respond to a request of this nature.

CHD Meridian has been in the business of providing employer-sponsored on-site healthcare for almost 30 years and specifically delivering turn-key, high quality primary care and pharmacy centers for some 22 years. Following is a GENERAL summary of the scope of services for a typical integrated primary care/ pharmacy client. Of course, the actual application of these services is highly dependent upon the client's goals (economic, clinical and other), their culture and environment, any history regarding on-site services, physical location limitations, and much more.

Pre-Live Services

- 1 Site location, design and general contracting
- 2 Recruitment, hiring, staffing and training
- 3 Credentialing
- 4 System implementation
- 5 Narrow network development and contracting
- 6 Health and PBM plan design and "clinical" integration (e.g. DM, PBM formulary)
- 7 Site promotion and launch
- 8 Predictive modeling/ "baseline health status"

Post-Live Site Management Services

- 1 Operational account management
- 2 CHDM Corporate Contracting (national vendors – share in CHDM BOB discounting)
- 3 Administrative/Human Resources responsibility for all staff
- 4 Clinical oversight and management/ best-practice sharing and leverage
- 5 Oversight of Medical Protocol development, tracking, management and improvement processes
- 6 Utilization management
- 7 Care management
- 8 Clinical team management (PC, Rx, DM, Behavioral, Disability, other)
- 9 Formal Quality Improvement
- 10 Compliance assurance for medical operations (licensure, Radiology, CLIA etc)
- 11 Operational reporting
- 12 Clinical reporting
- 13 Return-on-Investment reporting
- 14 Auditing to both established process; and to Best in Practice Benchmarking
- 15 Peer Review
- 16 Accreditation management
- 17 On-going clinical and staff training
- 18 IT support
- 19 Informatics support and analysis
- 20 Risk Management
- 21 Third Party Billing to maximize revenue
- 22 Coordination of Benefits

3-Dimensional Healthcare

Our services are designed to allow employers to contract directly for a wide range of employee healthcare needs. We can deliver these services at or near the client's work site by opening, staffing and managing a clinic or pharmacy dedicated to the client and its employees. We also provide support services to enhance our on-site health centers by using the Internet and our state-of-the-art Care Communication Center staffed with trained nurses and other healthcare professionals who are available 24 hours per day, 7 days per week. Our integrated care delivery enhances the trusted relationship established by our doctors and nurses with their employee patients using the support services of our call center services and our programs via the web. We call this "3-Dimensional Healthcare."

Our service offerings improve the health status of employee populations and mitigate the upward trend of healthcare costs experienced by employers and employees, and government agencies. By proactively managing the healthcare needs of an employee community on behalf of our clients, our programs reduce the later need for critical care and down-stream costs, increase productivity while at work and home, reduce absenteeism, improve health status of both active employees and retirees and reduce overall costs.

Our array of integrated healthcare services provides each client with the flexibility to meet its specific primary care, pharmacy, acute care corporate health, occupational health, wellness, lifestyle management or disease management needs. A brief description of each service offering follows.

Occupational Health

CHD Meridian Healthcare provides professional staffing and management of on-site health centers that address the occupational health, workers' injuries, and minor illnesses of an employer's workforce.

These programs are designed to operate across the entire array of occupational health regulatory environments and emphasize:

- 1 Injury/illness treatment and follow up
- 2 Medical surveillance and testing
- 3 Disability management
- 4 Return-to-work coordination
- 5 Medical community relations and provider oversight
- 6 On-site physical therapy
- 7 Injury prevention and ergonomic assessment and intervention

Our health programs are intended to improve compliance with treatment protocols, enhance productivity and allow for greater employer control of occupational health costs.

Primary Care

We operate employer-sponsored health centers designed to integrate with the employer's existing healthcare plans. In such arrangements, employers contract directly for primary care health services and in the process regain control of costs, quality and access. Generally, each of our health centers services a single employer and offers health management programs addressing the primary care needs of the employee base.

Clients may combine our health centers with a dedicated pharmacy. We also offer customized solutions in network management and absence management, including non-work related case management and disability management.

Our physicians, nurses and staff are dedicated to the client's employee population, allowing employees, retirees and their dependents to receive cost-effective, high quality, accessible and convenient care.

Primary Care health centers can provide:

- 1 Family medicine
- 2 Laboratory services
- 3 Minor surgery
- 4 Radiology services
- 5 Referral management optometry services and prevention
- 6 Disease management programs

Acute Care Corporate Health

CHD Meridian's unique workplace Acute Care Corporate health centers combine preventive care, occupational health, travel medicine, and health education for non-industrial clients.

CHD Meridian's corporate health clients represent a variety of industries that include financial services, advertising, and consulting sectors. Most corporate health clients have work environments without significant injury rates but nevertheless have large workforces that require general and specialized medical services. Located on-site at the client's workplace, these programs are staffed by certified, credentialed healthcare professionals.

Focusing on providing basic healthcare needs, CHD Meridian's on-site wellness and preventive services, travel medicine, and nurse-directed disability management programs offer employers a variety of options, including:

- 1 Absence management
- 2 Disability management for occupational and personal injuries and illnesses
- 3 Counseling and crisis intervention
- 4 Emergency care
- 5 Health assessments
- 6 Health education and promotion
- 7 Injury prevention and loss control
- 8 Lactation support programs
- 9 Prenatal care

Telehealth Services

In addition to providing telehealth support as part of our integrated health model, our triage and health information program MyNurseLine™, can be implemented as a stand-alone service for improving access to care, helping consumers become more informed and empowered and reducing costs by assisting members choose the appropriate time and place for care.

MyNurseLine is a technology-enabled, clinical nurse triage service that is available to

members 24 hours per day, 7 days a week. The MyNurseLine service promotes personal health management by providing health information, advice and support through telephone interactions. It helps callers make informed health decisions, providing answers to questions such as:

"Is this a condition that I can care for myself at home?"

"How can I find out more information about my health condition?"

"I need help to talk with my doctor about my symptoms."

MyNurseLine services allows for rapid assessment of a caller's condition, triaging them to the appropriate level of care ranging from urgent care referral to guided self-care at home. By utilizing state-of-the-art technology, MyNurseLine redefines and enhances access to affordable, high-quality health and wellness information through our Care Communications Center that is available around the clock.

My NurseLine Features:

- 1 Fully accessible 24 hours per day, 7 days per week
- 2 Registered Nurses with an average of 20 years' experience
- 3 Program management and quality assurance provided by advanced degree nurses, physicians and Medical Advisory Board
- 4 Triage protocols are provided by nationally recognized experts Dr. David Thompson (adults) and Dr. Barton Schmitt (peds)
- 5 Members can receive triage assistance, general health information or health coaching for their specific conditions/concerns
- 6 Multi-lingual services are available to meet virtually all language needs
- 7 Audio Health Library with more than 300 topics
- 8 Health information provided by Healthwise, with more than 5,000 topics
- 9 Assistance with campaigns and materials to promote member awareness

CHD Meridian Healthcare recommends the performance of a feasibility study to determine the effectiveness and efficiency of an onsite health center.

56. Please describe your company's onsite pharmacy, dental, optical and rehabilitation management experience.

Pharmacy Care Management Services

We operate employer-sponsored pharmacies that offer prescription services exclusively to a client's covered population. A client may combine our pharmacy with a dedicated health center.

By leveraging prescription volume across our client base and procuring pharmaceuticals as a captive class of trade, we purchase products at considerable savings for our clients, thus significantly and positively affecting what we understand is one of clients' fastest-growing healthcare cost categories.

Our pharmacy services also use sophisticated information technologies which may be integrated with each client's existing pharmacy benefit management (PBM) programs and plans. These systems also monitor employees, retirees, and their dependents in the following categories:

- 1 Drug interaction
- 2 Drug utilization review
- 3 Preferred drug management
- 4 Drug allergy screening
- 5 Detection/resolution of adverse drug reactions
- 6 Consumer eligibility

In addition to our workplace on-site pharmacy model, CHD Meridian's Pharmacy Care Management Services provide mail order services, including 90-day refills; pharmacy programs, including half-tablet programs and appropriate direction to generics; and pharmacy concierge programs in urban areas that provide employees with the convenience of prescription delivery to our on-site workplace health centers.

Rehabilitation Management

Physical Therapy is a member of an interdisciplinary team that promotes overall health and wellness of all individuals. The primary role of the physical therapist on the CHD Meridian team should be to provide prevention and wellness strategies targeted to occupational and personal health issues. Physical therapy treatment should be considered when appropriate conservative medical intervention has failed. Evidence based medical guidelines should be used to determine appropriate referral and utilization of therapeutic interventions. Goal directed, function focused, progressive treatment interventions should be employed. Patient education should be provided during every treatment session.

Range of Services

- Orthopedic, general, and high-functioning neurological outpatient physical therapy would be provided. Specifically, these services include:
 - Prevention
 - Ergonomic Consultation
 - Postural Education
 - Back Injury Prevention Classes
 - Cumulative Trauma Prevention
 - Personalized Exercise Consultation
 - Sports Specific Conditioning Programs
 - Women's Health Issue Education
 - Work Site Evaluations
 - Pre Placement Screenings
 - Treatment
 - Pre-operative, post-operative and non-operative orthopedic and neurosurgical rehabilitation of the spine and extremities
 - High-functioning neurological rehabilitation
 - Functional therapeutic exercise
 - Advanced manual therapy and soft tissue mobilization
 - General conditioning
 - Work conditioning
 - Functional Capacity Evaluations
 - Transition to Home/Work/Health Club Environment

CHD Meridian can provide the following Optical Services:

- General Eye Exam
- Comprehensive Dilation & Exam
- Dilation Only
- Refraction
- Laser Exam
- Contact Lens – Fir & Refit
- Anterior Seg Photo
- Biomicroscopy
- Foreign Body Removal
- Color Vision Exam
- Epilation
- Fundus Photography
- Gonomioscopy
- Lacrimal Probe Irrigation
- Tonometry
- Visual Fields Diagnostic & Screening Exams
- Safety Lens Fits & Refits
- Glasses

CHD Meridian can provide dental services.

57. Please describe your contingency planning process including existing contingency plans; contingency planning process; testing of contingency plans; communication process of events resulting in contingency plan activation as relates to administration of the Intel account.

Planning for the business continuity of CHD Meridian Healthcare in the aftermath of a disaster is a complex task. Preparation for, response to, and recovery from a disaster affecting the administrative functions of the company requires the cooperative efforts of many support organizations in partnership with the functional areas supporting the "business" of CHD Meridian Healthcare.

The increasing dependency on computers and telecommunications for operational support poses the risk that a lengthy loss of these capabilities could seriously affect the overall performance of CHD Meridian Healthcare. CHD Meridian Healthcare administration recognizes the low probability of severe damage to data processing telecommunications or support services capabilities that support CHD Meridian Healthcare. Nevertheless, because of the potential impact to CHD Meridian Healthcare, a plan for reducing the risk of damage from a disaster, however unlikely, is vital.

Our plan identifies the critical functions of CHD Meridian Healthcare and the resources required to support them. The plan provides guidelines for ensuring that needed personnel and resources are available for both disaster preparation and response and that the proper steps will be carried out to permit the timely restoration of services.

The organizational backbone of business continuity planning at CHD Meridian Healthcare is the Business Continuity Management Team. In the event of a disaster affecting an CHD Meridian Healthcare organization or its resources, the Business

Continuity Management Team will respond in accordance with this Plan and will initiate specific actions for recovery.

CHD Meridian Healthcare has identified six required responses to a disaster, or to a problem that could evolve into a disaster:

1. Detect and determine a disaster condition
2. Notify persons responsible for recovery
3. Initiate CHD Meridian Healthcare's Business Continuity Plan
4. Activate the designated hot site
5. Disseminate information to operation sites
6. Provide support services to aid recovery

CHD Meridian Healthcare has partnered with SunGard to provide Business Continuity Management and with Dell/EMC to provide hardware architecture and 7x24x365 on-site support.

References

Please provide references for 3 current clients similar in size to Intel. Include title, phone, and email address along with other standard data.

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