

Proposal to Provide:

State of West Virginia

**Dept. of Administration, Purchasing Division
Charleston, WV**

RFQ BHS 90004

Bid Due: June 5, 2008

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PURCHASING DIVISION
STATE OF WV

Presented by:

**Jackson & Coker
3000 Old Alabama Rd., Suite 119-608
Alpharetta, GA 30022**

**DUNS Number: 62-499-3593
Tax ID Number: 20-4431300**

**GENERAL TERMS & CONDITIONS
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)**

1. Awards will be made in the best interest of the State of West Virginia.
2. The State may accept or reject in part, or in whole, any bid.
3. All quotations are governed by the *West Virginia Code* and the *Legislative Rules* of the Purchasing Division.
4. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125.00 registration fee.
5. All services performed or goods delivered under State Purchase Orders/Contracts are to be continued for the term of the Purchase Order/Contract, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30.
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract.
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, this Contract may be deemed null and void, and terminated without further order.
14. **HIPAA Business Associate Addendum** - The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Covered Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division.
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in cases of discrepancy.
5. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications.

SIGNED BID TO:

Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130



**JACKSON
& COKER**

Jackson & Coker
3000 Old Alabama Road
Suite 119-608
Alpharetta, GA 30022

www.jacksoncoker.com
phone 800.272.2707
fax 800.936.4562

June 3, 2008

Roberta Wagner
State of West Virginia
Dept. of Administration
Purchasing Division
2019 Washington Street, East
Charleston, WV 25305-0130

RE: RFQ BHS 90004

Dear Ms. Wagner:

Jackson & Coker LocumTenens, LLC., dba **Jackson & Coker**, is pleased to have the opportunity to bid on the above referenced solicitation for Psychiatric Physician Services.

Along with competitive pricing, we will offer well-qualified, West Virginia-licensed Psychiatrists with a sincere interest in this contract opportunity. Should you have any questions concerning our proposal, please do not hesitate to contact the undersigned during standard business hours: 8:30 AM to 5:30 PM, Monday through Friday.

Thank you for your consideration. We look forward to hearing from you soon.

Sincerely,

Randy Weikle
VP – Government Healthcare Division

rweikle@jacksoncoker.com

Encls.



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

REQ NUMBER
BHS90004

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ADDRESS CORRESPONDENCE TO ATTENTION OF
ROBERTA WAGNER 304-558-0067

RFQ COPY
 TYPE NAME/ADDRESS HERE

HEALTH AND HUMAN RESOURCES
 VARIOUS LOCALES AS INDICATED
 BY ORDER

DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
05/07/2008				
BID OPENING DATE: 06/05/2008		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>PURCHASING APPROPRIATE INFORMATION VERIFYING THAT BIDDER HAS PAID THE REQUIRED BUSINESS TAXES, PROVIDED THAT SUCH INFORMATION DOES NOT CONTAIN THE AMOUNTS OF TAXES PAID NOR ANY OTHER INFORMATION DEEMED BY THE TAX COMMISSIONER TO BE CONFIDENTIAL.</p> <p>UNDER PENALTY OF LAW FOR FALSE SWEARING (WEST VIRGINIA CODE 61-5-3), BIDDER HEREBY CERTIFIES THAT THIS CERTIFICATE IS TRUE AND ACCURATE IN ALL RESPECTS; AND THAT IF A CONTRACT IS ISSUED TO BIDDER AND IF ANYTHING CONTAINED WITHIN THIS CERTIFICATE CHANGES DURING THE TERM OF THE CONTRACT, BIDDER WILL NOTIFY THE PURCHASING DIVISION IN WRITING IMMEDIATELY.</p> <p>BIDDER: JACKSON & COKER</p> <p>DATE: 6/3/08</p> <p>SIGNED: <i>Randy Weir</i></p> <p>TITLE: VP - GOVERNMENT HEALTHCARE</p> <p>* CHECK ANY COMBINATION OF PREFERENCE CONSIDERATION(S) IN EITHER "A" OR "B", OR BOTH "A" AND "B" WHICH YOU ARE ENTITLED TO RECEIVE. YOU MAY REQUEST UP TO THE MAXIMUM 5% PREFERENCE FOR BOTH "A" AND "B". (REV. 12/00)</p> <p>NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS		TELEPHONE	DATE
SIGNATURE	TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

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 ROBERTA WAGNER
 304-558-0067

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BID OPENING DATE:			BID OPENING TIME 01:30PM	

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130 PLEASE NOTE: A CONVENIENCE COPY WOULD BE APPRECIATED. THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED: SEALED BID BUYER: RW-22 RFQ. NO.: BHS90004 BID OPENING DATE: 6/5/2008 BID OPENING TIME: 1:30PM PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: 800-936-4562 CONTACT PERSON (PLEASE PRINT CLEARLY): RANDY WEIKLE OR VALERIE PICHARDO						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

Special Terms and Conditions

Insurance Requirements:

The vendor(s), as an independent contractor is solely liable for the acts and omissions of its employees and agents.

The vendor(s) shall maintain and furnish proof of coverage of liability insurance for loss, damage or injury (including death) of third parties arising from acts and omissions on the part of the vendor, its agents and employees in the following amounts:

1. For bodily injury (including death) \$500,000.00 per person, up to \$1,000,000.00 per occurrence.
2. For property damage and professional liability: Up to \$1,000,000.00 per occurrence.

License Requirements:

The successful vendor(s) must present evidence of certification or licensure with WV Workers Compensation and Unemployment Funds, a copy of its WV Business Certificate and any other license it may be required to hold by the nature of its operation. (State of West Virginia, Department of Health & Human Resources, needs to be listed as the certificate holder).

NOTE: Any anticipated travel must be incorporated into the vendor's fee. No travel will be reimbursed by the State and is the sole responsibility of the vendor(s).

Coverage and Rates: Full Time, \$ 165.00 / hour All inclusive.
(Hourly Rate)

Date of Coverage: upon award and continue for a period of one year, with the option of two (2), one (1) year renewals.

Type of Coverage: Adult Psychiatry (inpatient).

Contact Person: Clinical Director or his designee.

DAILY Rate: \$ 1,320.00 per one eight-hour day.
(8 hours X hourly rate)

Overtime Rate: \$ 195.00 hourly rate.

JACKSON & COKER
Alpharetta, GA

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Permanent Placement Fee: \$ 26,000.00 one time fee per each permanently placed employee by vendor.



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
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 ROBERTA WAGNER
 304-558-0067

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HEALTH AND HUMAN RESOURCES
 VARIOUS LOCALES AS INDICATED
 BY ORDER

DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
05/21/2008				
BID OPENING DATE: 06/05/2008		BID OPENING TIME: 01:30PM		

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>ADDENDUM NO. 1</p> <p>1. QUESTIONS AND ANSWERS ATTACHED.</p> <p>2. ADDENDUM ACKNOWLEDGEMENT IS ATTACHED. THIS DOCUMENT SHOULD BE SIGNED AND RETURNED WITH YOUR BID. FAILURE TO SIGN AND RETURN MAY RESULT IN DISQUALIFICATION OF YOUR BID.</p> <p>EXHIBIT 10</p> <p>REQUISITION NO.: BHS90004</p> <p>ADDENDUM ACKNOWLEDGEMENT</p> <p>I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.</p> <p>ADDENDUM NO.'S:</p> <p>NO. 1 ✓.....</p> <p>NO. 2</p> <p>NO. 3</p> <p>NO. 4</p> <p>NO. 5</p> <p>I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.</p> <p>VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE _____ TELEPHONE _____ DATE _____

TITLE _____ FEIN _____ ADDRESS CHANGES TO BE NOTED ABOVE

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State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
 BHS90004

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ADDRESS CORRESPONDENCE TO ATTENTION OF:
 ROBERTA WAGNER
 304-558-0067

*A18141406 800-272-2707
 JACKSON & COKER LOCUMTENENS LL
 3000 OLD ALABAMA RD
 #119-608
 ALPHARETTA GA 30023

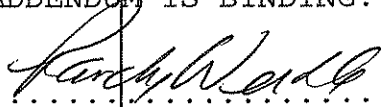
HEALTH AND HUMAN RESOURCES
 VARIOUS LOCALES AS INDICATED
 BY ORDER

VENDOR

SHIP TO

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
05/21/2008				

BID OPENING DATE: 06/05/2008 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE INFORMATION ISSUED IN WRITING AND ADDED TO THE SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.</p> <p style="text-align: center;">  SIGNATURE .. JACKSON & COKER .. COMPANY 6/3/08 DATE </p> <p>REV. 11/96</p> <p style="text-align: center;">END OF ADDENDUM NO. 1</p>						

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STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

West Virginia Code §5A-3-10a states: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

LICENSING: Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agencies or political subdivision. Furthermore, the vendor must provide all necessary releases to obtain information to enable the Director or spending unit to verify that the vendor is licensed and in good standing with the above entities.

CONFIDENTIALITY: The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendors should visit www.state.wv.us/admin/purchase/privacy for the Notice of Agency Confidentiality Policies.

Under penalty of law for false swearing (West Virginia Code, §61-5-3), it is hereby certified that the vendor acknowledges the information in this said affidavit and are in compliance with the requirements as stated.

Vendor's Name: RANDY WEIKLE JACKSON & COKER
Authorized Signature:  Date: 6/3/08

**State of West Virginia
Dept. of Administration, Purchasing Division
Charleston, WV**

RFQ BHS 90004

Locum Tenens Psychiatric Physician Services

Bid Due: June 5, 2008

**Offeror: Jackson & Coker LocumTenens, LLC
dba Jackson & Coker
3000 Old Alabama Road, Suite 119-608
Alpharetta, GA 30022**

**Contact: Randy Weikle
VP – Government Healthcare Division
Phone: 800-272-2707, ext. 3058
Email: rweikle@jacksoncoker.com.**

PROPOSAL NARRATIVE

Understanding the Requirement

The State of West Virginia, Department of Administration Purchasing Division (“Department’), is responsible for procurement of contract medical staffing services for William R. Sharpe, Jr. Hospital and Mildred Mitchell-Bateman Hospital and other state facilities covered by the contract to be awarded.

The hospitals provide quality health care delivery, including Psychiatric services. In order to ensure continuity of patient care, the Department intends to award a “progressive award contract” to responsible, reliable providers of locum tenens Psychiatry services. The one-year contract will commence from date of award. It will be renewal for up to two one-year periods depending upon the mutual consent of both parties, continuation of the staffing need, and satisfactory performance of the contractors.

Provider Qualifications

Acceptable candidates for this contract will possess, at a minimum, the following qualifications:

- Current, unrestricted West Virginia Board of Medicine license
- DEA / CDS certificate
- Board Eligible / Board Certified in Psychiatry
- MD / DO degree from accredited medical school
- Ability to participate in Medicare / Medicaid reimbursement
- Completion of 3-year residency training in Psychiatry
- At least 9 months of psychiatric inpatient practice
- Excellent communication and patient interaction skills
- Age-specific and cultural competency to treat patients at the two hospitals.

Jackson & Coker will present suitable locum tenens candidates who meet the above qualifications. Based on our experience administering similar contracts, we are confident that we will produce candidates who are acceptable in every way to the hospitals in West Virginia where they will be practicing medicine.

Provider Responsibilities

The locum tenens Psychiatrists selected for this contract will be expected to carry out the following responsibilities with their contract positions:

- Provide medical care each business day from 8:00 AM to 4:00 PM.
- Work with the treatment team in making daily rounds, providing consultations, and performing physical exams as needed
- Perform and dictate initial psychiatric evaluations
- Refer patients to other medical specialists if necessary

- Prepare accurate, timely notes and medical records pertaining to patient progress, medication review, mental status, AIMS, and other official correspondence required by Medical Staff rules
- Provide psychiatric consultations when needed
- Read, review, and dictate discharge summaries
- Answer telephone calls and meet with families of patients
- Attend required committee meetings

Meeting the Requirement

This is not a new requirement for Jackson & Coker. Over the last several decades, our firm has recruited locum tenens Psychiatrists for both commercial and government medical facilities.

State Business

During that time period, our government team has done regular business with the following commonwealths and states:

Alabama
Alaska
Arizona
California
Florida
Georgia
Hawaii
Idaho
Iowa
Illinois
Indiana
Kentucky
Louisiana
Maine
Maryland
Massachusetts
Michigan
Minnesota

Missouri
Montana
Nebraska
Nevada
New Hampshire
New Jersey
New Mexico
New York
North Carolina
Ohio
Oklahoma
Pennsylvania
South Carolina
Tennessee
Texas
Utah
Virginia
West Virginia
Wisconsin
Wyoming.

State business has included correctional facilities, mental health clinics and state hospitals. The majority of the contracts have been multi-year renewable for “as-needed” staffing services at multiple locations.

Recruitment Resources and Methodology

Enclosed with our bid is a document entitled “**Jackson & Coker’s Locum Tenens Program.**” It provides detailed information concerning:

- Our recruitment staff profile
- Our parent company – Jackson Healthcare
- Government business
- Successful government contracting
- Industry visibility
- Recruitment focus

- Certified credentialing
 - NCQA certification
 - JCAHO certification
- Staffing solutions
- Customer service commitment.

This document provides a general overview of how our team handles as-needed contract staffing requirements similar to that which is discussed in this solicitation.

Work Plan

Jackson & Coker has a well-designed Work Plan to meet the locum tenens needs of the State of West Virginia as outlined in RFQ BHS 90004.

1. Identify suitable contract providers. After being notified by client representatives of specific coverage requirements, our recruiters will source prospective physician candidates and other healthcare providers from our extensive database, which was developed over three decades and is one of the largest within the industry. Prospective candidates will possess, at least, the minimum qualifications discussed in the solicitation.

As a cost-saving measure, we will attempt to recruit and place locum tenens Psychiatrists who are in closest proximity to William R. Sharpe, Jr. Hospital and Mildred Mitchell-Bateman Hospital, or at least reside within West Virginia. Additionally, our candidate pool will consist of Psychiatrists licensed in West Virginia who may not reside in the state but would consider practice opportunities at state hospitals.

Furthermore, to increase the number of suitable locum tenens providers for this contract, our recruiters will discuss the contract opportunity with other doctors who might be agreeable to obtaining a West Virginia state medical license. Currently, we have on staff several full-time Licensure Coordinators whose job is to assist doctors in obtaining or renewing their state licenses.

2. Ensure thorough credentialing. All of Jackson & Coker's locum tenens candidates offered to clients for contract assignments have completed our rigorous in-house credentialing program. Adhering to NCQA and JCAHO

guidelines for provider credentialing is an essential element of our recruitment program.

3. Presentation to client. After carefully pre-screening candidates for contract opportunities, our recruiters will present to the Department fully qualified physicians who have the sincere interest and availability to meet the anticipated staffing needs outlined in RFQ BHS 90004. The complete presentation packages will consist of the following documentation:
 - M.D. or D.O. medical degree
 - Current valid, unrestricted West Virginia medical license
 - Evidence of Board Certification status
 - Required state medical registrations / certifications
 - DEA / CDS registration
 - Evidence of fulfillment of CME obligations
 - UPIN registration
 - ECFMG (if applicable)
 - Favorable professional references attesting to current clinical competence
 - Any additional information required for hospital privileging.
4. Privileging assistance. Jackson & Coker has on staff full-time, well trained Privileging Coordinators who work closely with clients' Medical Staff Offices to ensure that they have all the necessary documentation in order to make a careful decision regarding hospital privileging.
5. Scheduling providers. Once the State of West Virginia has accepted our proposed candidates and granted them hospital privileges, the next step in our work plan is for our Team Schedulers (Recruiters) to schedule the providers according to the real-time needs of the client. The Schedulers will handle all details concerning (if necessary) air travel, lodging and daily car rental while the providers are on assignment. The Schedulers are

concerned, furthermore, with making sure that all parties are satisfied with the work arrangement.

6. Contingency staffing. A comprehensive work plan must also account for the possible need for backup coverage provided by either substitute or replacement providers. This is especially important when the term of a contract extends beyond one year. Although our intent is to identify doctors who are generally available for as-needed coverage for a lengthy period of time, we must realistically plan for any contingent situation.
7. Contract administration. After Jackson & Coker receives any new contract award, careful attention is given to meticulous contract administration. Of primary concern is detailed compliance with all of the contract terms and conditions. To facilitate this concern, our full-time Contract Administrator, **Valerie Pichardo**, reviews all of our contracts to ensure total compliance and to address any matter related to improving our services.
8. Problem resolution. No matter how carefully locum tenens placements are made, occasionally minor problems occur. It is our belief that minor problems should be handled early on before they escalate into major difficulties. For this reason, our staff is available during regular business hours to address any matter that requires their input. Additionally, J&C associates are available by team beeper at other times for emergency situations. If problems cannot be resolved at the Recruiter-Scheduler level, they will be elevated to the Team Directors and / or the Vice President of Government Healthcare, **Randy Weikle**. Depending on the circumstances, the matter might also be brought to the attention of a senior executive of the firm.

Our work plan is geared to meet the ongoing, as-needed staffing requirements of the State of West Virginia at the hospitals covered under this contract. Ensuring total client satisfaction throughout the process is also of critical importance.

Past Performance

Jackson & Coker has an illustrious Past Performance in Psychiatry locum tenens. Upon request, we can forward specific information related to recent government contracts in Psychiatry staffing. Requests for this 36-page document can be made to our Contracts Administrator, **Valerie Pichardo**, at vpichardo@jacksoncoker.com.

Meanwhile, we offer the following client references. The contact persons listed can speak candidly concerning our overall recruitment capability and effective contract administration:

Ms. Janet Seawell

San Diego County Psychiatric Hospital
3851 Rosecrans
San Diego, CA 92110
Phone: 619-692-8204
E-mail: janet.seawell@sdcounty.ca.gov

Mr. Michael Heggarty

Nevada County Behavioral Health
500 Crown Point Circle, Suite 120
Grass Valley, CA 95945
Phone: 530-265-1437
E-mail: Michael.heggarty@co.nevada.ca.us

Ms. Maria Sanchez

Border Region MHMR
1550 Pappas St.
Laredo, TX 78044
Phone: 956-794-3042
E-mail: mariaa@borderregion.org

Pricing for Services

In bidding on government contracts, we fully understand the importance of offering clients "best value" for healthcare staffing procurement, especially when clients are operating on a tight fiscal budget.

Our competitive rates are sets forth on the accompanying documents. In determining our prices, we took into consideration a number of important factors:

- Industry-wide competition for BE / BC Psychiatrists
- Supply-and-demand of West Virginia licensed Psychiatrists
- Direct and indirect recruitment costs

- Medical malpractice rates for Psychiatry in West Virginia
- Costs for air fare (if necessary), daily lodging and car rental
- G&A costs
- Suitable profit margin
- Incidental costs associated with contract administration.

The pricing we offer conforms, as much as possible, with the rates offered to our “preferred customers” in the commercial sector. Additionally, our pricing will be held firm no fewer than 90 days from the bid submission.

NOTE: The rates set forth in our bid apply to Psychiatry services at any other West Virginia state facility that would be covered by this contract.

Furthermore, should this contract be extended, our rates will increase by the standard five (5) percent that we typically charge for optional renewal periods, based in part on increase in the Consumer Price Index (CPI).

Points of Contact

To discuss any matter concerning pricing or any other aspect of our bid—or services offered under this contract—feel free to communicate with either of the two principal points of contact listed below. They are our official representatives with authority to bind the firm and enter into any appropriate negotiations arising from this bid or subsequent contract award.

Randy Weikle

VP – Government Healthcare Division
Phone: 800-272-2707, ext. 3058
Fax: 800-936-4562
E-mail: rweikle@jacksoncoker.com.

Valerie Pichardo

Contract Administrator
Phone: 800-272-2707, ext. 3066
Fax: 800-936-4562
E-mail: vpichardo@jacksoncoker.com.

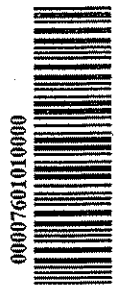
Either individual can be contacted during standard business hours: 8:30 AM to 5:30 PM, Monday through Friday. For emergency situations, they can be reached by beeper through our corporate answering service at 1-800-272-2707.

Conclusion

Jackson & Coker is a responsible, dependable supplier of locum tenens physicians in over 40 medical specialties, including Psychiatry. Over the past several decades, we have proven our recruitment capabilities to hundreds of clients in the commercial and government sectors, including state hospitals in numerous states and commonwealths throughout the nation.

It has been our pleasure to supply locum tenens physicians to several West Virginia state hospitals, and we look forward to being of further service upon award of this contract. As always, we pledge our company-wide dedication to demonstrate an uncompromising commitment to total customer satisfaction. Our goal is to meet—and even exceed—client expectations for outstanding service.

STATE OF WEST VIRGINIA
State Tax Department, Internal Auditing Division
PO Box 2666
Charleston, WV 25330-2666



Joe Manchin III, Governor

Virgil T. Helton, Tax Commissioner

JACKSON & COKER LOCUMTENENS, LLC
3000 OLD ALABAMA RD STE 119-608
ALPHARETTA GA 30022-5860

Letter ID: L1089376256
Issued: 04/4/2007
Account #: 2001-5400

Re: Conducting Business in West Virginia

To Whom It May Concern:

The West Virginia State Tax Department has received information that you may be conducting business in the State of West Virginia. The Business Registration Tax Act (W. Va. Code § 11-12) requires every person conducting business in West Virginia to register with the State Tax Department and obtain a Business Registration Certificate.

If you are currently registered, please provide this office with your account number, business name and address. If you are not registered but are conducting business in West Virginia, you may register your business online by accessing Business for West Virginia at www.business4wv.com or by completing the Application for Business Registration Certificate. The application may be obtained online at www.state.wv.us/taxdiv or by calling (304) 344-2068 or toll free (800) 422-2075.

Should you determine that you are not subject to the registration requirements, submit a letter stating the reason(s) you should not be required to register.

All out-of-state locations sending representatives/independent contractors into West Virginia to solicit business, businesses registered with the Secretary of State's office and persons with rental property are required to register with the State Tax Department.

You must register your business or respond within twenty (20) days from the date of this letter. Should you need further assistance concerning this matter, please contact the Taxpayer Services Division at (304) 558-3333 or toll free (800) 982-8297.

*Un: Jacksoncoker (all lower case)
P/O: JACKSONCOKER*



STATE OF WEST VIRGINIA

Offices of the Insurance Commissioner

JOE MANCHIN III
Governor

JANE L. CLINE
Insurance Commissioner

May 1, 2008

Jackson & Coker Locumtenens, LLC
Randy Weikle
3000 Old Alabama Road #119-608
Aplharetta, GA 30022

RE: Exempt Policy #08000540

Dear Employer: Mr. Weikle

Your request for exemption from coverage for West Virginia Workers' Compensation insurance has been received and processed.

Since your company's main office is located outside of West Virginia, has no office or facility in West Virginia, has shown proof of workers' compensation coverage from the State of **Georgia** and have elected out of West Virginia Workers' Compensation coverage as an out of state employer, then Jackson Coker Locumtenens, LLC you are now considered to be in compliance with West Virginia Workers' Compensation regulations. This exemption is valid for one year unless your business has operated in West Virginia for more than **thirty calendar days** within one year from the date of this letter or your business activities change, whichever occurs first. At that time you must either submit another request for exemption or obtain workers' compensation coverage.

Should you hire a West Virginia resident for work to be performed in West Virginia in the future, or locate a facility or office in West Virginia, it will be necessary that you carry West Virginia workers' compensation insurance. Failure to obtain the mandatory coverage can result in severe penalties such as assignment to the Uninsured Employers' Fund, an administrative fine up to \$10,000, financial responsibility for benefits incurred for any accidents and losses during periods when you are not insured, and placement on the Employer Violator System that can result in revocation of your business license and any other licenses, permits or certificates required to do business in West Virginia. Further, be reminded that in accordance with W.Va. Code §61-3-24e(5), it is a felony to knowingly and willingly make false statements respecting any information required to be provided under the WV Workers' Compensation Act. Upon conviction the individual shall be confined in a penitentiary for up to three years, fined up to \$10,000, or both.

To obtain an application for coverage, please contact BrickStreet Mutual Insurance at 4700 MacCorkle Avenue, SE, Charleston, WV 25336, (304) 926-3470 or 1-866-45Brick, or by visiting their website at www.brickstreet.com.

Sincerely,

Jannell I. Cochran
West Virginia Insurance Commission



Jackson & Coker's Key Management

Jackson & Coker has assembled one of the most experienced management teams in the medical recruitment industry. In terms of management style, we operate in a decentralized structure, pushing control and resources out to well-trained, front-line professionals who are in constant contact with clients and medical providers. This approach has resulted in development of a large core of empowered leaders and tremendous breadth of management.

Key Managers

Sandra Garrett -- President

Ms. Garrett has worked in the physician-staffing industry since 1991, with both large, well-established organizations such as Kron Medical, CompHealth, and JC Nationwide, as well as smaller start-up companies such as Nationwide Medical Services. After the 1998 merger of Nationwide Medical Services and Jackson & Coker, she was responsible for the coordination and training of all employees on the renovated computerized contract management database. Since then, Ms. Garrett has assumed more managerial responsibility, and was named President in November 2004.

Currently, Ms. Garrett manages the entire scope of operations of Jackson & Coker and serves on the senior management team of Jackson Healthcare Solutions, the parent company of Jackson & Coker. Jackson Healthcare Solutions (JHS) consists of a "family" of healthcare companies owned by Mr. Richard Jackson, the pioneer of physician search.

Karl Sander -- Senior VP of Operations

A 1992 graduate of the University of Georgia, Mr. Sander began his career working for Jackson & Coker in 1993 as a marketer. Following this, he proved his abilities as a successful Account Manager in several of the most profitable medical specialties: Radiology and Psychiatry. As a result of his outstanding personal production and leadership ability, Mr. Sander moved into a management role in Primary Care, with responsibilities that included employee training and grooming, and team development.

After several years, Mr. Sander joined the ranks of senior management by advancing to the position of VP of Operations. In his current role, he is responsible for the smooth functioning of all company operations, including providing oversight to Jackson CVO, our credentials verification organization.

Gale Ory - VP of Finance & Accounting

Ms. Ory is a Certified Public Accountant (CPA) with over 20 years of industry experience. She began her career in public accounting, then joined Mobil Oil where she remained until moving to Atlanta in 2000. In that year Ms. Ory joined Locumtenens.com. Currently she heads up the Accounting departments of both Locumtenens.com and Jackson & Coker. One of her current projects is the implementation of "Great Plains" accounting software for Jackson & Coker.

Originally from Alabama, Ms. Ory earned her degree from the University of New Orleans. She is married with two children and currently lives in Alpharetta. She and her husband enjoy traveling, listening to music, and spending time with family.

Jeff Weir – Senior VP of Sales

Mr. Weir has served the company since graduating from Oklahoma State University in 1991 with a dual major in Marketing and Economics. Since joining the company, he has acquired both recruitment and sales experience in numerous medical specialties. During his tenure with Jackson & Coker, Mr. Weir has been instrumental in developing a sizeable clientele that includes major hospitals, clinics, HMOs, Emergency Medicine groups, and large healthcare systems across the nation.

As a result of his success in business development, Mr. Weir was promoted to VP of Marketing in 2000, and to Senior VP of Sales in 2004. In his current role, he oversees all the Marketers at Jackson & Coker, including providing special managerial oversight for the Radiology team. Additionally, Mr. Weir represents Jackson & Coker at professional conferences, such as ASPR, NAPR and NALTO.

Randy Weikle - VP of Government Healthcare

Mr. Weikle directs Jackson & Coker's Government Healthcare Division. He earned a B.S. in Business Administration from the University of Colorado. His professional experience includes serving 20 years in the U.S. Army, retiring as a Major and being involved in high-level recruitment of Special Forces and Special Operations personnel. In the private sector, he has been involved for ten years in the recruitment of locum tenens providers for government contracts.

In this current position, Mr. Weikle manages a team of five professionals who are responsible for bid preparation, contract procurement, medical facility staffing, contract administration, and customer satisfaction. As a result of Mr. Weikle's leadership, revenue from government contracting has grown approximately 100% over a five-year period. Currently, the government team manages over 125 contracts, including many multi-year contracts in major medical specialties.

Management Objectives

This strong management team has contributed to the growth and success of the company in a number of respects:

- Selection of employees based upon talent and proven ability.
- Division of offices by specialty or strategic business units.
- Development of industry-specific, proprietary software enabling the company to operate seamlessly and efficiently.
- Obtaining a variety of financing strategies and sources to fund a corporate growth rate unparalleled in the physician recruitment industry.

Another central aspect of Jackson & Coker's management philosophy is to foster professional development of career-minded associates. The company offers a variety of self-enrichment opportunities, including: departmental cross-training, tuition reimbursement for job-related educational advancement, and institutional support for professional certification. Our philosophy is to "Hire the Best—and provide the tools and resources for employees to achieve their fullest potential."

JACKSON & COKER'S LOCUM TENENS PROGRAM

WHO WE ARE

Staff Profile

Jackson & Coker LocumTenens, LLC, dba **Jackson & Coker (J&C)**, is a well-known, highly regarded physician-staffing firm. Headquartered in greater Atlanta, the firm employs 75 full-time associates in Georgia, metro Durham and metro Salt Lake City. Through state-of-the-art telecommunications and Intranet connectivity, the entire staff operates as a seamless, efficient recruitment operation.

To provide more focus and effective methods, our recruiters work on medical specialty teams. The main areas that we concentrate in are Anesthesiology, Primary Care, Psychiatry, Radiology, Surgery, and Hospital-based Subspecialties. Senior recruiters—with an average of 5-8 years of industry experience—join their efforts with marketers, privileging coordinators, and client service representatives to provide an unparalleled level of customer service.

Jackson & Coker is fortunate to have on staff seasoned professionals who have worked at other leading physician-staffing organizations, namely:

CompHealth

Drs. Associates

Summit Physicians

Norrell Healthcare

Daniel & Yeager

Merritt & Hawkins

Kellogg Consulting Group

Medical Doctors Associates

Harris, Kovacs & Alderman

Nationwide Medical Services.

Serving at these other firms has equipped these associates with a knowledge base and skill sets that enhance their professional development and capability to do an outstanding job for Jackson & Coker.

Part of the JH Family

Jackson & Coker is owned by a firm called Jackson Healthcare (JH), also headquartered in Alpharetta, Georgia. JH is a family of companies that supplies Information Technology and Human Resources solutions to hospitals, clinics, and other healthcare organizations across the country.

Jackson Healthcare, in fact, owns several staffing firms, including Jackson & Coker. Begun in the late 1970's, Jackson & Coker is the flagship company of the parent corporation. With nearly 30 years of continuous business operations, J&C has earned an enviable reputation for providing quality candidates for permanent or temporary staff vacancies.

Executive leadership for JH/J&C is provided by company co-founder Richard L. (Rick) Jackson. Mr. Jackson is well known and respected in the healthcare industry for being a visionary entrepreneur who has built a number of highly successful companies that have made a name for themselves in their industry sectors. For more information on the parent corporation, visit this website: www.jacsonhealthcare.com.

A press release on the firm's site discusses Jackson Healthcare's impressive growth in the greater Atlanta business community. The firm has grown organically and through acquisitions "at a compound annual rate of 54% over the past six years." According to internal reporting, between year-end 2004 and year-end 2006, revenue for JH increased from \$98.7 Million to \$256 Million. Furthermore, the company estimates 2007 revenue to approach \$400 Million.

As a result of such tremendous growth over the last several years, Jackson Healthcare is positioned within the healthcare staffing industry as...

...the 5th largest healthcare staffing firm

...the 4th largest locum tenens firms

...the 2nd largest privately held healthcare staffing firm.

Clearly, Jackson & Coker is backed by a financially stable organization that is committed to supporting the success of all of its subsidiary companies.

Government "Prime Vendor"

Jackson & Coker is regarded by many government contracting officers as a "prime vendor" of physician-staffing services. Our success in government contracting is documented in numerous respects:

- Since 2000, we have won over 1300 local, state and Federal contracts.
- Yearly revenue generated from government contracts exceeds \$20 Million. This represents over 40% of booked days and over 35% of total company revenue.
- The face value of existing contracts (if all optional years are exercised) exceeds \$200 Million.
- Typically we win over 60% of contracts that we bid on and fill over 75% of Task Orders that we receive through ID/IQ agreements.
- Some of our physicians placed in government assignments have served for more than seven years at the same facility.
- In September 2005, J&C received its largest contract award to date. The Department of Health & Human Services (DHHS) awarded to our company's bidding team and another bidding team a multi-year, multi-provider, multi-site contract with estimated yearly value of \$55 Million, renewable for up to five years. This is an ID/IQ contract upon which individual Task Orders are drawn.
- Some of our locum tenens providers have received from the Veterans Health Administration citations for outstanding clinical performance.

Jackson & Coker is highly regarded in the contracting community for a number of reasons. Certain factors contribute to our success in government contracting:

- Clear understanding of bid solicitations and statements of work
- Meticulous proposal preparation
- Competitive pricing for services
- Conscientious contract administration

- Timely follow-up after placements are made
- Outstanding customer service.

As evidenced by the amount of repeat business we receive—approximately 40%—Jackson & Coker performs a valuable service to a sizeable number of medical facilities that rely on contract providers for “physician relief” coverage.

Industry Visibility

As the pioneer in physician search, “Jackson & Coker” is the best known name in the physician-staffing industry. Our company is well known to residents completing their programs, physicians wishing to “moonlight,” doctors nearing retirement, and other physicians who accept locum tenens opportunities through our referral.

Our company’s industry visibility is enhanced in a number of ways. For one thing, in recent years J&C has sponsored a Resident Career Education program. Two full-time associates visited prominent residency programs across the country and presented a popular lecture series entitled “Career Choice.” This program was well received by program directors and physician participants alike. In fact, in two years’ time, the program resulted in an increase of over 7,000 new entries added to our provider database. Many of these young physicians are receptive to working locum tenens assignments as they consider the direction they want their careers to take.

Also enhancing our industry visibility are by-lined articles authored by J&C associates that have appeared in leading publications. Such publication exposure increases our credibility and recognition by influential professionals in the healthcare community. Sample publications include:

- *Unique Opportunities*
- *Recruiting Physicians Today*
- *Health Beat*
- *Healthcare Review*
- *ASPR Bulletin*
- *Locum Life*
- *MGMA Bulletin*
- *Physician Recruitment*
- *Webmd.com*
- *MedCAREERS.com.*

Lastly, Jackson & Coker is a longstanding supporter of several leading professional organizations that set industry standards for ethical conduct and benchmarks for excellence in physician recruitment. These organizations include:

National Association of Locum Tenens Organizations (NALTO)
www.nalto.org

National Association of Physician Recruiters (NAPR)
www.napr.org

Association of Staff Physician Recruiters (ASPR)
www.aspr.org.

J&C fully supports the mission of these organizations, including participation in their annual conventions and conferences as presenters or speakers.

WHAT WE DO

Recruitment Focus

Jackson & Coker has two divisions: **Retained Search**, which makes permanent placements and **Locum Tenens**, which handles temporary staffing.

J&C-LT recruits physicians in over 40 medical specialties, although our current focus is on several highly marketable specialties, namely:

- Anesthesiology
- Family Practice (GP, FP, Internists, Hospitalists)
- Psychiatry
- Radiology
- Surgery
- Surgical Subspecialties.

Additionally, our staff recruits advanced practitioners ("midlevels") in the following classifications:

- Nurse Practitioner
- Physician Assistant
- Certified Nurse Midwife
- Certified Registered Nurse Anesthetist.

Our business model is simple: Recruit, credential, pre-screen and present exceptional candidates for major medical organizations experiencing anticipated or emergency staffing vacancies. Locum tenens providers fill in for medical doctors or midlevels who are absent due to vacations, maternity or sick leave, sabbaticals, CME / CEU classes, family emergencies, and so on. Quite often, clients rely on our services to maintain patient coverage and continuity of revenue while their HR departments search for full-time, permanent employees.

Certified Credentialing

Jackson & Coker has the distinction of offering clients credentials verification services that are certified by the healthcare industry's two leading quality assessment organizations.

NCQA Certification

Credentialing services are provided by Jackson CVO, a subsidiary company of Jackson & Coker LocumTenens. Jackson CVO is a Credentials Verification Organization established in 2002 to perform more in-depth credentialing services for Jackson & Coker's growing locum tenens business.

Recently (August 2007) **Jackson CVO**--formerly called "Captiva CVO"--received formal re-certification by the National Committee for Quality Assurance (NCQA) for ten out of ten credentials verification services. The credentialing services evaluated and certified include:

- Application Processing
- Education and Training / Board Certification
- DEA / CDS Certificates
- License to Practice
- CVO Application & Attestation Content
- Malpractice Claims History
- Medicare / Medicaid Sanctions
- Medical Board Sanctions
- Work History.

The National Committee for Quality Assurance (NCQA) is an independent, non-profit organization that certifies Credentials Verification Organizations (CVO's) and accredits managed care organizations. NCQA evaluates a CVO's management of data collection and analysis, as well as ongoing quality management processes used to continuously improve the services provided. More information concerning NCQA can be found at www.ncqa.org.

JCAHO Certification

Jackson & Coker has recently (July 2007) been awarded certification by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO or "The Joint Commission"). J&C has received the Joint Commission's Gold Seal of Approval as a "Certified Health Care Staffing Service." Detailed information regarding JCAHO's certification program can be found on the group's website: www.icafo.org.

Receiving this designation followed an on-site survey designed to review Jackson & Coker's ability to meet pre-determined standards related to:

- Corporate leadership
- Human resources management
- Performance measurement & improvement
- Information management.

The on-site review also measured Jackson & Coker's compliance with national standards addressing how staffing firms determine the qualifications and competence of their staff (medical providers), how they place their staff, and how they monitor their staff's performance.

To the best of our knowledge, only three other nationwide physician-staffing firms have received either NCQA and / or JCAHO certification. Clients and providers can be assured that dual certification attests to our firm's commitment to the highest standards of provider credentialing and quality measurement and improvement.

Staffing Solutions

Jackson & Coker's recruitment program offers hospitals and healthcare clients a variety of staffing solutions, including locum tenens and temp-to-perm employment options. Our approach is to match clients' staffing requirements with the best suited candidates that we can identify and qualify.

Our effective staffing plan includes the following steps:

1. Identify staffing needs. Rather than wait for clients to inform us of ongoing needs, our teams stay in contact with contract officers and staffing specialists to keep abreast of current or upcoming staff vacancies. With as much lead-time as possible, we can more readily identify the better qualified candidates for any locum tenens assignment.

2. Recruit suitable candidates. As part of our recruitment program, we constantly recruit advanced practitioners and physicians in major medical specialties. However, specialized recruitment is necessary when filling government contracts. It's essential to present candidates who can handle all the responsibilities outlined in a given scope of work, provide uninterrupted coverage, and make a definite contribution to the facility's healthcare delivery. Our concern is to identify providers who can fill in with no question as to clinical competency or dedication to the client's organizational mission.
3. Present candidates. The next step is to present qualified, pre-screened candidates who will be an asset to the client. Presentation is typically verbal first, followed by submission of the documentation needed to make a privileging decision. Appropriate documentation includes verification of the provider's medical education and training, malpractice history, compliance with CME obligations, Board Certification, clinical skills assessment through in-depth reference checking, DEA / CDS registration, Life Support certification, and any other document required by the client.
4. Contingency staffing. No matter how carefully a recruitment team identifies and qualifies candidates for locum tenens opportunities, it's advisable to have a contingency plan in place to ensure continuity of patient care. Due to planned or unforeseen circumstances, it might be necessary to replace a locum tenens doctor with a backup provider, temporarily or otherwise. Our staffing plan includes identifying a pool of candidates to draw from for contingency situations, especially when a long-term contract is involved.
5. Privileging assistance. Once the client has agreed to accept a candidate for a locum tenens assignment, a Jackson & Coker's Privileging Coordinator will provide assistance to the client's Medical Staff Office to ensure a timely decision regarding privileging. Helping the candidate complete the hospital's Physician Application is a time-saving feature of this service. If the client has special requests—such as obtaining fresh references—the Privileging Coordinator will take care of such requests promptly and enthusiastically.
6. Schedule providers. Following candidate acceptance and hospital privileging, a team Recruiter / Scheduler will handle all the details related to the provider beginning his or her assignment on time, starting with on-site orientation. Related tasks include coordinating arrangements for air travel, lodging, daily car rental, and taking care of incidentals to make the provider's stay as comfortable as possible.

7. Placement follow-up. Our job is not complete when a locum tenens placement is finalized. By staying in touch with both clients and providers, we can ensure that all parties are satisfied with the work arrangement. Not only is this an appropriate business policy, it also reinforces our commitment to promote total customer satisfaction throughout the recruitment process.

Customer Service Commitment

Over 250 staffing firms are listed with the General Services Administration (GSA) under 621-I for medical services procurement. More specifically, the NALTO website names over three dozen firms that concentrate in locum tenens recruitment and placement.

What distinguishes one locum tenens agency from another? Among firms bidding on government contracts, there is great similarity in bid rates and overall provider qualifications. What is truly distinctive among competing firms is the level of customer service shown to clients throughout the recruitment process.

Jackson & Coker is fully committed to offering an exceptional level of customer service to all of our clients. This commitment is demonstrated in numerous ways:

Responsiveness to customers' needs

Our recruiters and sales associates do not wait until clients have a staffing need before contacting them. As part of their standard job responsibilities, they stay in touch with clients to ascertain current and upcoming staffing requirements. With that knowledge in tact, they can focus wholeheartedly on identifying the most appropriate prospective candidates to offer for filling anticipated staffing needs.

Diligence in performing services contracted

Healthcare organizations contract with locum tenens agencies for one reason. They believe that the agency can do something that they cannot do as easily; that is, identify suitably qualified candidates—in the shortest possible time—who can meet their staffing requirements. Jackson & Coker is focused on meeting such requirements diligently and enthusiastically. We are aware of the particular stipulations associated with managing a government contract, and we are prepared to meet such stipulations promptly and completely.

Timely follow-up after placements are made

Our job is not complete after we place a provider in a locum tenens assignment or permanent opportunity. Providing timely follow-up is essential. Our concern is that all parties are completely satisfied with the practice arrangement. This is important whether the locum tenens provider is scheduled to work one week, one month or one year.

Prompt resolution of problems or concerns

No matter how carefully locum tenens recruiters match providers with practice opportunities, occasionally minor problems arise. Our philosophy is to address small problems or concerns before they escalate into bigger ones. Finding an acceptable solution to the concerns of all parties is our objective in seeking a timely resolution to the issue at hand.

Constant improvement of services

In the highly competitive field of physician recruitment, offering "good service" is not good enough. With more locum tenens companies springing up all the time, it behooves conscientious recruiters to seek ways to improve their service. At Jackson & Coker, one means of accomplishing this is to provide opportunity for clients and providers to suggest ways for improving our service. Cost-effective suggestions that have merit are seriously considered and, as much as possible, implemented into our daily operations.

Company-wide commitment

Promoting customer satisfaction is not just the job of our recruiters and sales associates. Our entire workforce—from receptionists to senior executives—is committed to ensuring customer satisfaction in every possible way. This commitment is demonstrated in the promptness of handling client or provider concerns, careful monitoring of providers' performance, creative means of cost reduction, and openness to suggestions for improving customer service in any possible way.

WHY USE JACKSON & COKER

Given the number of firms that compete for locum tenens business, what are some compelling reasons for using Jackson & Coker? The following aspects of our recruitment program are worth noting:

- Name recognition. As the pioneer physician recruitment firm, Jackson & Coker has a widely recognized name and enviable reputation. The firm is known for quality placements of physicians in major medical specialties as well as for outstanding customer service.
- Provider database. For nearly three decades, the firm has developed one of the largest provider databases in the physician-staffing industry. Over the years, we have spoken with tens of thousands of healthcare providers desiring career guidance and / or employment assistance. Not all of them are in our “Active” candidate database, obviously; but we have a sufficient number of providers to draw from when engaging in search assignments. Additionally, healthcare providers who are not available for specific contract assignments often refer colleagues who might have some interest in the practice opportunities discussed. Thus, our candidate pool grows continuously.
- Certified credentialing. J&C is among an elite group of physician-staffing firms having received either NCQA and / or JCAHO certification. Clients and providers can be assured that our firm is committed to the highest standards of provider credentialing and quality measurement and improvement.
- Best-value pricing for services. Competing for locum tenens business involves devising appropriate pricing strategies to win contracts that are profitable. Our concern is to offer *reasonable rates* along with the highest caliber of providers that we are able to match with specific practice opportunities to ensure that clients receive “best-value procurement” of their required medical services.
- Quality assurance. Jackson & Coker is committed to upholding the highest standards of quality throughout our recruitment program. This commitment includes quality initiatives to improve our operational processes and procedures. Additionally, promoting quality standards involves re-credentialing providers every other year, receiving client feedback regarding clinical performance, and encouraging appropriate “opportunities for improvement” when the situation warrants.

POINTS OF CONTACT

The individuals officially designated to represent Jackson & Coker in all matters related to government bidding and contract administration include:

Randy Weikle

VP – Government Healthcare Division

Phone: 800-272-2707, ext. 3058

E-mail: rweikle@jacksoncoker.com

Valerie Pichardo

Contract Administrator

Phone: 800-272-2707, ext. 3066

E-mail: vpichardo@jacksoncoker.com

Either associate can be reached during standard business hours: Monday through Friday, 8:30 AM to 5:30 PM, and for emergencies by cell phone through our corporate answering service.

CONCLUSION

“Jackson & Coker” is the name that comes to mind when hospitals and healthcare organizations seek a reliable source of exceptionally qualified candidates for locum tenens opportunities of any duration.

With almost 30 years of recruitment experience, our company blazed the trail that other physician staffing firms followed, and established benchmarks for operational excellence that other organizations emulate.

In servicing over 1300 government contracts in the last seven years, our Government Healthcare Division has fine-tuned the procedure for procuring and administering contracts with local, state, and Federal entities. Contracting officers are comfortable using our services because they know that Jackson & Coker...

- delivers what it promises in timely fashion
- strives to offer “best-value” pricing
- reduces the risks associated with physician relief staffing

- complies with all contract terms and conditions
- looks for ways to offer value-added service
- welcomes suggestions for quality improvement.

Jackson & Coker strives, above all, to uphold its reputation for being the premier physician recruitment firm serving clients that rely on contract providers to supplement their regular staff. Continually meeting—and even exceeding—client expectations is of uppermost importance to our Government Healthcare Division and all of our associates.

STATE OF GEORGIA

Secretary of State

Corporations Division
315 West Tower
#2 Martin Luther King, Jr. Dr.
Atlanta, Georgia 30334-1530

CERTIFICATE OF EXISTENCE

I, Cathy Cox, Secretary of State and the Corporations Commissioner of the state of Georgia, hereby certify under the seal of my office that

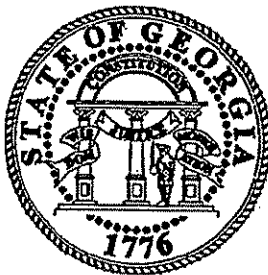
JACKSON & COKER LOCUMTENENS, LLC

Domestic Limited Liability Company

was formed or was authorized to transact business on 02/24/2006 in Georgia. Said entity is in compliance with the applicable filing and annual registration provisions of Title 14 of the Official Code of Georgia Annotated and has not filed articles of dissolution, certificate of cancellation or any other similar document with the office of the Secretary of State.

This certificate relates only to the legal existence of the above-named entity as of the date issued. It does not certify whether or not a notice of intent to dissolve, an application for withdrawal, a statement of commencement of winding up or any other similar document has been filed or is pending with the Secretary of State.

This certificate is issued pursuant to Title 14 of the Official Code of Georgia Annotated and is prima-facie evidence that said entity is in existence or is authorized to transact business in this state.



WITNESS my hand and official seal of the City of Atlanta and the State of Georgia on 12th day of May, 2006

A handwritten signature in cursive script, appearing to read "Cathy Cox".

Cathy Cox
Secretary of State

CITY OF ALPHARETTA, GEORGIA
2 SOUTH MAIN STREET (678) 297-6086
OCCUPATION TAX CERTIFICATE BUSINESS REGISTRATION

* * * POST IN CONSPICUOUS PLACE * * *

Business name . : JACKSON & COKER LOCUMTENENS, Ctl nbr . : 7587
Phone number . : (770) 522-1890
Location addr . : 3650 MANSELL RD
OCC Nbr/Class . : 08 00008542 EMPLOYEES
Issue date . : 12/27/07 Expiration date . : 12/31/08

NON-TRANSFERABLE AND IS SUBJECT TO BE REVOKED IF ABUSED.

JACKSON & COKER LOCUMTENENS,
3650 MANSELL ROAD
SUITE 300
ALPHARETTA GA 30022

**Request for Taxpayer
Identification Number and Certification**

Give form to the requester. Do not send to the IRS.

Print or type
See Specific Instructions on page 2.

Name (as shown on your income tax return)
Jackson & Coker LocumTenens, LLC

Business name, if different from above
Jackson & Coker

Check appropriate box: Individual/Sole proprietor Corporation Partnership Other Exempt from backup withholding

Address (number, street, and apt. or suite no.)
3000 Old Alabama Rd Suite 119-608

City, state, and ZIP code
Alpharetta, GA 30022

List account number(s) here (optional)

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on Line 1 to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number								
or								
Employer identification number								
2	0	4	4	3	1	3	0	0

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
- I am a U.S. person (including a U.S. resident alien).

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. (See the instructions on page 4.)

Sign Here Signature of U.S. person *Randy Wall* Date *5/5/06*

Purpose of Form

A person who is required to file an information return with the IRS, must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

U.S. person. Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee.

Note. If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

For federal tax purposes you are considered a person if you are:

- An individual who is a citizen or resident of the United States,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States, or

- Any estate (other than a foreign estate) or trust. See Regulations sections 301.7701-6(a) and 7(a) for additional information.

Foreign person. If you are a foreign person, do not use Form W-9. Instead, use the appropriate Form W-8 (see Publication 515, Withholding of Tax on Nonresident Aliens and Foreign Entities).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the recipient has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items:

- The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
- The treaty article addressing the income.
- The article number (or location) in the tax treaty that contains the saving clause and its exceptions.



**JACKSON
& COKER**
The JC in JCNs nationwide

Locum Tenens

3000 Old Alabama Road
Suite 119-608
Alpharetta, GA 30022

May 22, 2006

Hello valued client,
Effective immediately, JC Nationwide, Inc. was recently purchased. As of May 1, 2006 our new name is Jackson & Coker Locum Tenens, LLC. Our new tax id# is 204-43-1300. Please update our vendor file with the information below.

Payments to be addressed and mailed to **Jackson & Coker Locum Tenens, LLC :**

Jackson & Coker Locum Tenens, LLC
P.O. Box 277638
Atlanta, GA 30384-7638

For Wires or ACH

Jackson & Coker Locum Tenens, LLC
Bank of America
ABA: 061000052
Account: 003344867208

Street Address for overnight delivery:


Jackson & Coker Locum Tenens, LLC
3000 Old Alabama Road
Suite 119-608
Alpharetta, GA 30022

If you have any further questions please feel free to contact me at 800-272-2707 ext 1038.

Sincerely,
Dominic Candelario
Credit/Accts. Rec. Manager

THE PSYCHIATRISTS' PROGRAM
APA-ENDORSED PSYCHIATRISTS' PROFESSIONAL LIABILITY INSURANCE PROGRAM
Certificate of Insurance

This certificate is issued as a matter of information only and confers no rights upon the certificate holder.
 This certificate does not amend, extend or alter the coverage provided by the insurance policy below.

1. NAME AND ADDRESS OF NAMED INSURED				
Jackson & Coker LocumTenens, LLC 3000 Old Alabama Road Suite 119-608 Alpharetta, GA 30022		The policy of insurance listed below has been issued to the named insured for the policy period indicated. Notwithstanding any requirement, term or condition of any contract or other document with respect to which this certificate may be issued or may pertain, the insurance afforded by the policy described herein is subject to all the terms, exclusions and conditions of such policy. Aggregate limits shown may have been reduced by paid claims.		
2. COMPANY		3. POLICY NUMBER		4. CERTIFICATE NUMBER
National Fire Insurance Company of Pittsburgh, PA		GP-PSC01-354406		600524
5. POLICY PERIOD				
From: <u>October 1, 2007</u> at 12:01 A.M. Standard Time		To: <u>October 1, 2008</u> at 12:01 A.M. Standard Time		
Retroactive Date (GROUP): <u>N/A</u> at 12:01 A.M. Standard Time		Retroactive Date (N.I.): <u>N/A</u> at 12:01 A.M. Standard Time		
6. TYPE OF INSURANCE		7. COVERED SPECIALTY		
Professional Liability		Psychiatry (MD)		
8. EFFECTIVE DATE, LIMITS OF LIABILITY, COVERAGE, STATE/RATING AREA, OTHER STATES <small>(Each Medical Incident/Each Policy Period)</small>				
10/01/2007	\$1,000,000 / \$3,000,000	Occurrence	ALL STATES	N/A
9. NAME AND ADDRESS OF CERTIFICATE HOLDER				
Jackson & Coker LocumTenens, LLC 3000 Old Alabama Road Suite 119-608 Alpharetta, GA 30022		Should the above described policy be canceled before the expiration date thereof, the company will endeavor to mail written notice to the certificate holder named to the left, but failure to mail such notice shall impose no obligation or liability of any kind upon the company, its agents or representatives.		
10. NAME AND ADDRESS OF ADMINISTRATOR				
Professional Risk Management Services, Inc. 1515 Wilson Boulevard, Suite 800 Arlington, VA 22209 Telephone: (800) 245-3333		(in California, d/b/a Cal-Psych Insurance Agency, Inc.)		
<u>Monday, November 05, 2007</u> Date		 President and CEO Professional Risk Management Services, Inc.		



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Press Releases

FOR IMMEDIATE RELEASE

Jackson Healthcare Solutions One of Atlanta's Fastest-Growing Companies

ALPHARETTA, Ga., April 15— In its April 15 issue, *Atlanta Business Chronicle* named Jackson Healthcare Solutions to its annual list of Atlanta's 50 fastest-growing companies. The healthcare staffing and technology company ranked number 23 among Atlanta-area "Pacesetters," based on the Chronicle's growth index formula. ([View ranking chart](#))

Jackson Healthcare Solutions (JHS) doubled revenue between year-end 2002 (\$50.2 million) and year-end 2004 (\$100.4 million). The company added 97 associates between 2002 and 2004, growing to 230 associates by year-end 2004.

"From the beginning, our mission has been to improve healthcare in the U.S.—from both people and technology perspectives," Jackson Healthcare Solutions Chief Executive Officer Richard L. Jackson said. "The keys to our success have been hiring and retaining talented, passionate people and encouraging innovation. This allows us to provide clinicians and information technology that help hospitals improve patient safety, operational efficiency and revenue capture."

List Criteria

To qualify for the Pacesetters list, a company must have its corporate headquarters in greater Atlanta and must have 2004 revenue between \$1 million and \$300 million. It must have a two-year growth in sales of more than 50 percent. The Chronicle uses a growth index formula to level the playing field among companies of different sizes. Factors include percent change in revenue, absolute change in revenue and staff growth between 2002 through 2004.

Atlanta Business Chronicle honored Pacesetter company representatives with a breakfast at the Georgia Convention and Visitors Bureau's Cobb Galleria location on Friday, April 15. Jack Welch, former chairman and chief executive officer of General Electric Corporation answered questions about his new book, *Winning*, during the event.

Growth Well-Documented

Based on 2003 revenues of \$78 million, Jackson Healthcare Solutions was the largest Georgia company listed in *Inc.* magazine's, 23rd annual *Inc. 500* ranking of the fastest growing U.S. private companies. With four-year average annual revenue growth of 76.2 percent, the firm achieved total revenue growth of 305 percent between 2000 and 2003.

Jackson Healthcare Solutions was the sixth-largest healthcare company, and the only Atlanta-area healthcare firm, on the 2004 *Inc. 500* list. The company serves more than two million patients in more than 1,000 hospitals across the United States each year.

Founded by healthcare pioneer Richard L. Jackson, Jackson Healthcare Solutions (JHS) addresses the two biggest challenges facing healthcare today: Finding the right people and delivering the right information at the right time.

The firm's operating entities include LocumTenens.com, Surgical Information Systems, StatCom, Jackson & Harris, Premier Anesthesia, and Patient Placement Systems.