



2020

Environmental, Social and Governance (ESG) Report



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Purpose

We are Wellpath. We are the right people, striving to do the right thing. We will continue to create healthier communities — wherever we go, wherever we grow — one patient at a time.

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Letter from the CEO



At Wellpath, we combine private sector innovation and accountability with a commitment to serving the public good by providing quality care to people who are often ignored. Specifically, patients in jails, prisons, residential mental health treatment facilities and community care centers. This is always inspiring work.

In 2020, we were inspired by the heroes who answered the call throughout the COVID-19 challenge. When personal protective equipment (PPE) was in short supply our procurement team worked tirelessly and creatively to ensure that these front line heroes were properly equipped. Wellpath even provided, at no cost, PPE for our law enforcement partner agencies when they were struggling to get supplies. We partnered with the CDC to develop best practices for our patients and helped our partner agencies with weekly updates. With our full support, and their own courage and determination, our heroes succeeded. Our patients, in environments highly susceptible to infectious disease, were better protected through these efforts, and our patient mortality rate was lower than the rate in the general public.

Doing our work well means hiring, training and providing support for nearly 15,000 Wellpath team members – doctors, nurses, mental health experts, nutritionists, clinic leaders, recruiters, healthcare technology specialists, and so many more – to provide quality care.

In all our work, we put our patients first. Reflective of this commitment, we are often not the lowest bidder when we compete to partner with various county, state and federal government agencies. Yet, we are selected time after time because we offer the best value. This includes improving care with our new Wellpath Healthcare Cloud; a suite of telemedicine services including Wellpath Now, which allows patients at participating sites to be seen by an emergency room physician in less time than it takes to access emergency care in the community.

In this report you will see how our results compare favorably to community standards of care, and how our commitment extends to the communities where we live and serve. In 2021, we will donate over one million dollars to not-for-profit organizations and we will donate all income from operations in excess of five percent of revenue to charitable efforts. We are also investing in a network of Wellpath Community Care Centers to help reduce recidivism and improve access to care in our communities. We are your neighbors - compassionate healthcare professionals committed to our patients.

For too many of our patients we are their first experience of a medical exam; the first time they have been with a psychiatrist; the first time someone cared about their health and wellbeing. As important as these first consultations are, we consider it a part of our calling to help our patients find their way home in good health so they can begin to rebuild their lives.

To hope and healing,

Jorge Dominicus
August 2021

Company Overview

Our Mission

Wellpath's mission is to provide quality care to every patient with compassion, collaboration and innovation. We achieve this mission by providing high-quality healthcare to vulnerable patients in challenging clinical environments.

Wellpath employs nearly 15,000 professionals at over 500 facilities in 33 US States plus Australia and cares for over 240,000 patients each day.

Where We Provide Care

Wellpath provides care in the following four primary types of facilities through our four divisions:

1. **Jails** – Our Local Government Division provides healthcare in local jails and juvenile detention facilities
2. **Prisons** – Our State and Federal Division provides healthcare in prisons and juvenile justice residential facilities
3. **Residential Mental Health Treatment Facilities** – Our Recovery Solutions Division provides care in residential mental health treatment facilities
4. **Community Care Centers** – Our Community Care Division provides medication-assisted treatment (MAT) for patients in the community challenged with substance use disorder and mental health issues

Wellpath at a Glance

Overview

Number of states: 33 (plus Australia)

Number of contracts/clients: 275

Number of facilities: 504

Total Average Daily Population (ADP) of patients: 243,316

Local Government Division (Jails)

348 facilities

101,963 patients

State & Federal Division (Prisons)

140 facilities

138,675 patients

Recovery Solutions Division (Residential Mental Health Treatment Facilities):

13 facilities

2,521 persons served

Wellpath Community Care Division:

3 facilities

157 patients

Wellpath Team members:

14,212 active team members (includes Full Time, Part Time, and Pro Re Nata (PRN) that translates to as needed.



Wellpath intends to donate all income from operations in excess of 5% of revenue to not-for-profit organizations in the communities we serve to address our patients' SDoH and help reduce recidivism.

Our Role in Society

Each year Wellpath conducts an estimated eight million patient interactions with some of our nation's most vulnerable patients. Our goal is to help them improve their health and quality of life. Many have experienced traumas, poor living conditions and suffer from social determinants of health that adversely impact their lives and well-being. At Wellpath, we treat every patient with dignity and respect and without judgement. Each and every day the Wellpath team sets out to make a positive impact on society by helping those most in need.

Our Vision Related to Reducing Recidivism

Wellpath's vision is to transform healthcare by delivering hope and healing through public health partnerships. The transformation we envision not only deals with clinical innovations and ongoing healthcare improvements, but also the idea that our care can and will help reduce recidivism.

Recidivism refers to a person's relapse into criminal behavior, often after the person receives sanctions or undergoes intervention for a previous crime. According to the Bureau of Justice Statistics in 2018, five in six or 83% of state prisoners released in 2005 across 30 states were arrested at least once during the nine years following their release¹. By addressing our patients' social determinants of health (SDoH), discharge planning and access to care, we aim to do our part in breaking the cycle of recidivism.

- **Social Determinants of Health**

Social determinants of health are conditions in the places where people live, learn, work, and play that affect a wide range of health risks and outcomes. To best serve our patient population, Wellpath strives to better understand a patient's SDoH upon intake, and then works to reassess the patient upon discharge. Factors such as healthcare access and quality, education access and quality, social and community context, economic stability, and environment all play a key role in a person's health risk profile. It is critical for the long-term health of the patient that we consider where our patient is coming from, and where they will go upon release. For example, understanding a patient's access to care, medication, and healthy food will aid us in developing a successful treatment plan that will be sustainable when the individual is back in their community.

- **Discharge Planning**

We strive to provide each patient in our care with the medical and mental healthcare needed to live a healthy life. Outside the facilities we serve, obtaining quality healthcare services can be daunting for our patient population. We understand this and aim to work with patients on the continuity of care from detention to community so that no medical needs go unaddressed. As patients prepare to leave many of the facilities where we provide care, our Discharge Planners strive to address the individual's

SDoH and work to provide a "warm handoff" to critical community services such as housing, employment, substance abuse treatment, and mental health services. The Wellpath team is well-versed in the research that supports the need for high-quality discharge planning to reduce the risk of recidivism and support a patient's continuity of care, particularly those with HIV and other chronic diseases, substance abuse issues, or those who delivered children while in custody. Our discharge plans may include discharge medications to tide a patient over until their care in the community begins; access to government assistance programs to give them the resources to get care; and linkage to community resources like housing and counseling.

- **Access to Care**

Wellpath is also proud to be taking steps to invest in our communities to expand access to quality community healthcare and help address the opioid epidemic engulfing our nation. Our Wellpath Community Care Centers provide evidence-based Medication-Assisted Treatment (MAT) and Substance Use Disorder programs for individuals struggling with opioid or other substances, including alcohol, methamphetamine, fentanyl, cocaine, hallucinogens, and tobacco. These services are available to anyone in the community, with a special emphasis on providing continuity of care for justice-served patients after release from jail or prison.

- **Wellpath Cares Foundation**

In 2021, through our Wellpath Cares Foundation we will donate over one million dollars of income from operations to various initiatives that may include correctional healthcare education programs, patient safety, and not-for-profit organizations in the communities we serve to address our patients' SDoH and help reduce recidivism. In addition, Wellpath intends to donate all income from operations in excess of 5% of revenue to these and other like-minded organizations.

¹Source: <https://www.bjs.gov/index.cfm?ty=pbdetail&iid=6266>

About this Report

This Environmental, Social, and Governance (“ESG”) report is part of our public commitment to doing the right thing for our People, our Patients, our Partners, and the Planet. We have organized the report into eight Pillars - our Purpose, the Pandemic, our Patients, our People, our Partners, our Process (Governance), the Planet, and Performance (selected metrics). We have also added color coding throughout to help make it easy to identify our key ESG content. **Environment is coded green in our Planet section. Social is coded blue in our People, Patients and Partners sections. And Governance is coded red in our Process section.**

In 2020, we embarked on a journey to identify and understand the ESG risks and issues most significant to Wellpath and its key stakeholders. Through this process, we reaffirmed our commitment to always doing the right thing, even as our unique patient population and their places of confinement often draw outside scrutiny. This report reflects our intent to be transparent in both the areas we excel and the areas where we have the opportunity for further growth.

This is our first annual ESG report. We are committed to continued transparency and will be publishing this report on an annual basis. The information presented in this report represents the calendar year ending December 31, 2020 as well as discussion of significant events and achievements through the publishing date. This report encompasses Wellpath’s operations, including our wholly owned operations and activities, facilities under our operational control, and our Wellpath team members.



Wellpath’s mission is to provide quality care to every patient with compassion, collaboration and innovation.

Establishment of successful partnerships

Care provided through four divisions in over 500 facilities

Attraction and retention of the best professionals

Quality delivered to every patient



Our Partners
275 contracts/clients in 33 States and Australia

 Jails (348) Local Government Division	 Hospitals (13) Recovery Solutions Division
 Prisons (140) State & Federal Division	 Community Care Centers (3) Community Care Division



Our People
Nearly 15,000 team members



Our Patients
Each year Wellpath conducts an estimated eight million patient interactions with some of our nation’s most vulnerable patients.

Our correctional health operations consist of the provision of onsite care in residential justice served facilities. This care may include somatic, mental and dental healthcare. The provision of care in these environments typically requires coordination with custody, food service, maintenance and other staff that are not Wellpath team members. Wellpath does not own these facilities but is the partner that delivers healthcare treatment. Our responsibility for patient care always includes direct provision of onsite care (physician, nursing, pharmacy, labs and testing). Our responsibility generally extends to management of offsite medical services, including specialty physician services, emergency department services, outpatient surgeries, and inpatient hospitalization. In those cases, Wellpath is responsible for the development and management of an

effective network of providers, ensuring patients receive these services when necessary, managing claims, and processing payments to providers.

Our Recovery Solutions division provides care in residential forensic treatment facilities and in government sponsored civil commitment mental health facilities. In these environments, in addition to providing on-site treatment, programming and care, Wellpath may also be responsible for food service, maintenance, safety, and offsite care.

Our Community Care Centers provide outpatient substance use disorder treatment, mental health treatment and patient-centered healthcare navigation support.

This report was prepared with consideration of the material issues per the Sustainability Accounting Standards Board (SASB) for the Health Care Delivery and Managed Care industries, the recommended disclosures from the Task Force on Climate-related Financial Disclosures (TCFD) and the United Nations Sustainable Development Goals (UN SDGs) in determining the disclosures to be included in this inaugural report. The aforementioned standards and frameworks were used when assessing the material risks and opportunities for the company - see the "Materiality Assessment" section below for further details. While the contents within this report have not been externally assured, the information and data within has been quality reviewed for completeness and accuracy by management.





United Nations Sustainable Development Goals (SDGs)

Wellpath’s mission also supports the United Nations Sustainable Development Goals (UN SDGs). The SDGs explicitly call on all businesses to apply their creativity and innovation to solve sustainable development challenges. We have reviewed the 17 goals supporting peace and prosperity for people and for the planet, and are aligned on 9 goals, as illustrated to the right. Wellpath is committed to prioritizing these and will continue to update in future reports.

<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>GOOD HEALTH AND WELL-BEING Ensure healthy lives and promote well-being for all at all ages Wellpath key issue(s): Team member health & wellbeing, quality of patient care, mental health, patient safety, suicide prevention & awareness, substance abuse & MAT and COVID-19 response</p>	<p>4 QUALITY EDUCATION</p>	<p>QUALITY EDUCATION Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Wellpath key issue(s): Team member development & engagement, university affiliations, and philanthropic efforts</p>	<p>5 GENDER EQUALITY</p>	<p>GENDER EQUALITY Achieve gender equality and empower all women and girls Wellpath key issue(s): diversity & inclusion</p>
<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Wellpath key issue(s): Team member health & wellbeing, team member development & engagement, talent acquisition & retention and successful partnerships</p>	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>INDUSTRY, INNOVATION AND INFRASTRUCTURE Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Wellpath key issue(s): responsible building and sourcing, technological innovations and privacy and data security</p>	<p>10 REDUCED INEQUALITIES</p>	<p>REDUCED INEQUALITIES Reduce inequality within and among countries Wellpath key issue(s): SDoH, reducing recidivism</p>
<p>13 CLIMATE ACTION</p>	<p>CLIMATE ACTION Take urgent action to combat climate change and its impacts Wellpath key issue(s): carbon emissions, pollution, waste & recycling, responsible building and sourcing</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>SUSTAINABLE CITIES AND COMMUNITIES Make cities and human settlements inclusive, safe, resilient and sustainable Wellpath key issue(s): philanthropic efforts</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>PEACE, JUSTICE, AND STRONG INSTITUTIONS Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels Wellpath key issue(s): SDoH, reducing recidivism</p>

Wellpath’s Material Topics

Identifying material ESG topics for Wellpath began by understanding the needs and perspectives of our People, Patients, Partners and other key stakeholders. Through internal team member discussions, stakeholder discussions and a review of the standards and frameworks described within this section, we gained an understanding of the ESG topics that are material to our business and our stakeholders. We also performed a peer benchmarking and industry landscape assessment to further develop our universe of material risks and topics for inclusion in our report. Our ESG Working Group and Executive Steering Committee members were responsible for the identification and prioritization of our material topics, as shown within the accompanying materiality matrix. In the end we identified the core material topics linked to our mission to provide quality care to every patient with compassion, collaboration and innovation. This report is broken down into the following ESG pillars:

- **Social** – Patients, People and Partners
- **Environment** – Planet
- **Governance** – Process

This report is intended to accurately reflect the general information and concepts presented within. However, it is not intended to convey on a granular level each and every criterion of care or patient outcome, nor is it intended to be an exhaustive listing of Wellpath’s services, commitments, and/or business operations. This report was prepared with non-GAAP data.

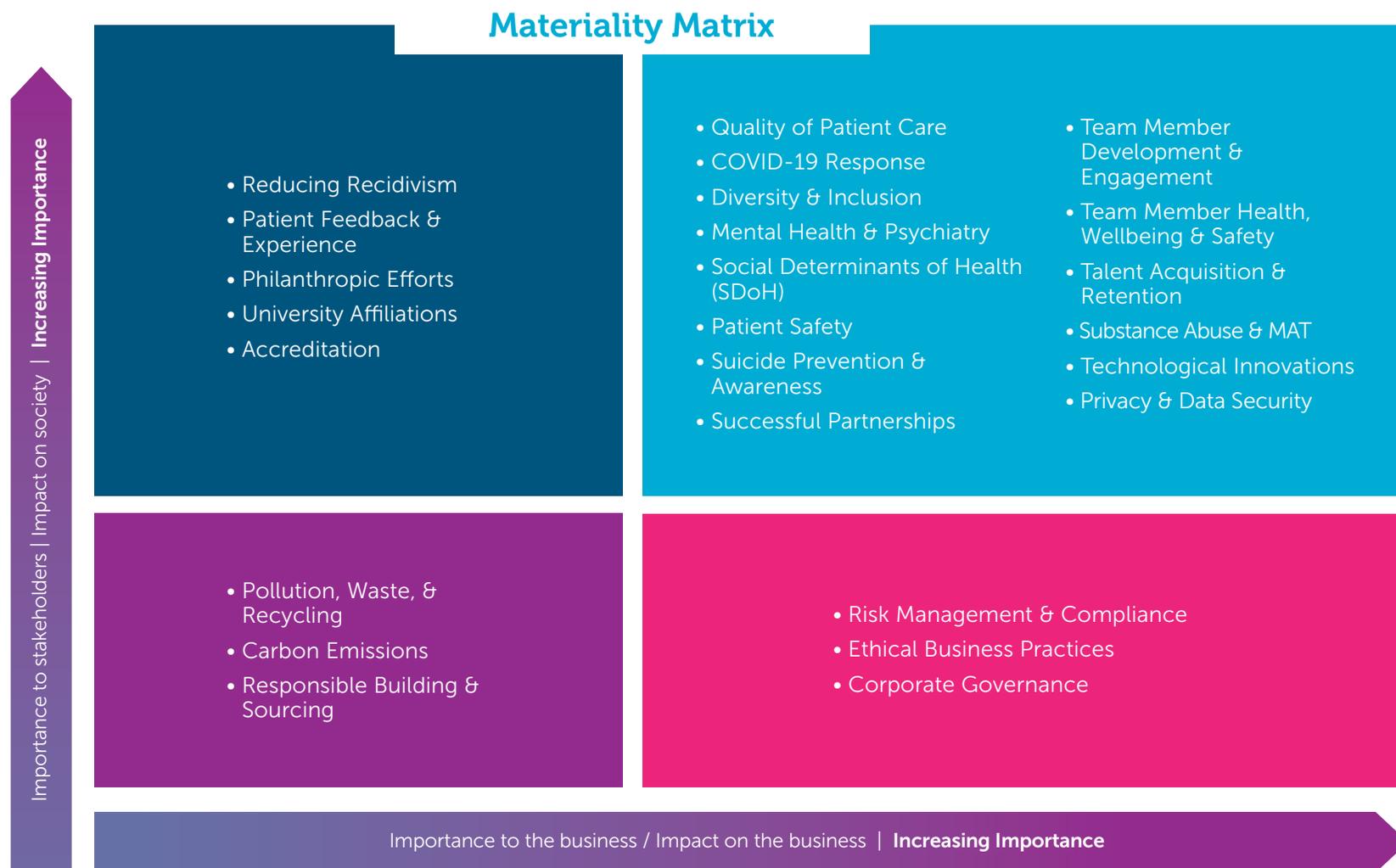
Materiality Assessment

To the right is a summary of the results of our materiality assessment. These topics are embedded in our mission and are further

addressed within this report. We will continue to review our material topics on an annual basis and will adjust the matrix accordingly. We will continue to engage our key stakeholders, including our Patients, Partners and People through our patient, team member and partner surveys, and investor and board dialogue.

Materiality Matrix

Our materiality exercise also highlighted several areas related to the public perception of our business. These perception items are addressed in the next section, in an attempt to further highlight to our stakeholders our overall ESG mission.



2020 Highlights

PURPOSE

8M annual patient interactions

PANDEMIC

\$44.8M
spent on our COVID-19 response

164,196
telehealth encounters

7M
PPE items sent to our field team

PATIENTS

<p>100%</p> <p>Accreditations in recovery solutions and state/federal divisions</p>	<p>232</p> <p>lives saved from drug overdose using Narcan</p>
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PEOPLE

<p>77%</p> <p>of our total workforce is women</p>	<p>52%</p> <p>of our total workforce identifies as a person of color</p>	<p>83%</p> <p>retention for team members over one year of tenure</p>
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PROCESS

169
internal site audits conducted by Wellpath's compliance team

21 of 21
sites successfully completed third party reaccreditations

0
Data Breaches

PLANET

436,910
Pounds of paper recycled

Dispelling the Myths

Critics of correctional healthcare are typically concerned about the potential conflict between patient care and financial gain. Here is how we view the matter.

What is Wellpath’s role in the justice served system?

Federal, State and Local Legislatures, elected officials and the judiciary establish criminal justice policy and administer justice. Wellpath is exclusively a healthcare services company, and neither participates in the disposition of criminal justice nor owns/operates any of the correctional facilities in which we provide healthcare services.

Does Wellpath benefit from higher incarceration rates?

No. A common misconception of Wellpath’s business is that we benefit from more incarceration and that our profits increase as facility inmate populations increase. The argument (fallacious as it is) is that our business is similar to the hotel business – we make more money when beds are full. This

is simply not true; our only motivation is to provide excellent care to our patients on behalf of our partners. Wellpath’s contracts are generally structured so we do not benefit financially from higher rates of incarceration.

Increases or decreases in reimbursement as population increases or decreases are designed to cover costs that rise or fall with the population, like supplies, pharmaceuticals, and off-site services. Wellpath’s contracts often include a modest “per-diem” payment or

OUR ONLY MOTIVATION IS TO PROVIDE EXCELLENT CARE TO OUR PATIENTS ON BEHALF OF OUR PARTNERS

in reimbursement as population increases or decreases are designed to cover costs that rise or fall with the population, like supplies, pharmaceuticals, and off-site services. Wellpath’s contracts often include a modest “per-diem” payment or

credit if the patient population rises or falls, to reflect the change in such costs. This per-diem amount is calculated to approximately equal the increase or decrease in variable cost that accompanies an increase or decrease in the patient population. The intent is that Wellpath is not materially better or worse off if the patient population changes in either direction. While government agencies structure contracts in a variety of ways, Wellpath prefers contracts that are aligned with the interest of our patients and society. To illustrate this point Wellpath’s financial health in 2020 was consistent with 2019 although same-partner agency patient population declined by 20% as a result of the pandemic.

As a private company, does Wellpath prioritize profit over the health of our patients?

No. Wellpath’s business is grounded in providing excellent service and adding value for our government partners. The health of our business rests solely on the health of our patients, the satisfaction of our partners, and the belief of our people in Wellpath’s mission. Cutting corners to reduce cost at the expense of any of these hurts Wellpath, and increases business risk. Great patient care helps patients and communities, lowers risk, improves partnerships and supports growth. Poor patient care quickly produces the opposite outcomes. Moreover, Wellpath donates all income from operations in excess of 5% of revenue to not-for-profits that address social determinants of health.

Do Wellpath patients receive care consistent with the appropriate community standard?

THE HEALTH OF OUR BUSINESS RESTS SOLELY ON THE HEALTH OF OUR PATIENTS, THE SATISFACTION OF OUR PARTNERS, AND THE BELIEF OF OUR PEOPLE IN WELLPATH’S MISSION. CUTTING CORNERS TO REDUCE COST AT THE EXPENSE OF ANY OF THESE HURTS WELLPATH, AND INCREASES BUSINESS RISK.

A hallmark of our patient care philosophy is that patients receive the appropriate level of care in the appropriate place. During the pandemic, in addition to our normal patient case load we were faced with a very new healthcare crisis. Our team of compassionate professionals used their best efforts to ensure that patients requiring hospitalization were taken to a local hospital where a bed was waiting for them.

When Wellpath patients experience a bad clinical outcome, is this a result of cutting care and focusing on profit over patients?

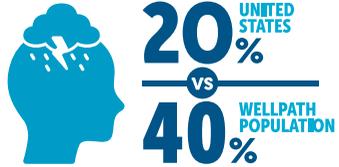
No. Given the eight million interactions Wellpath has every year with patients who are among the sickest, most fragile in any setting, bad outcomes are rare. When they do happen, they happen despite and not because of what we do. Wellpath always strives to provide quality care to every patient, and invests in hiring,

training, planning, processes, policies and procedures to achieve this important goal. But like any large healthcare system, Wellpath is comprised of human beings...some 15,000 of them. While these individuals are committed, compassionate, well-trained, and supported by our systems, processes, policies, and procedures, they do difficult work in challenging settings, and unfortunately are sometimes involved in sub-optimal situations and outcomes. In this, Wellpath is not alone.

Is the practice of correctional healthcare the same as the practice of medicine in the community?

No. The settings we serve are far more challenging environments than usually found in the

community, and we serve a patient population far different from the patient population served in typical community healthcare settings.



Mental Health – One in five or 20% of adults experience mental illness each year. In the populations we serve at Wellpath, about two in five or 40% of people who are incarcerated have a history of mental illness (37% in state

and federal prisons and 44% held in local jails)³. Newly incarcerated patients, in particular, often are experiencing extreme emotional crises, making them uniquely vulnerable and fragile at the time of care. As referenced below in our Patients section under mental health/psychiatry, Wellpath places mental health at the forefront of our patient care. From intake to discharge planning, we offer a wide range of services designed to provide short and long-term solutions for those suffering from all varying degrees of mental health issues.



Substance Abuse & MAT –

Studies show that 10% of Americans have a substance abuse problem, compared to more than 60% of our patient population. Wellpath offers detox, MAT and substance abuse programs for patients dealing with addiction.

As referenced above, Wellpath Community Centers now provide MAT services so patients leaving a facility can continue their care.



Social Determinants of Health – Social determinants of health play a major role in physical well-being and having shelter is a major contributor to health. Whereas 0.2% of the US population is without shelter, it is estimated that 75 times that number, or

15%, of incarcerated people experience homelessness. As mentioned previously, Wellpath’s discharge planning helps connect patients with government programs and healthcare providers to reduce SDoH.



Shared environments we do not control –

Collaboration isn’t just part of our mission, it’s a critical element of the work we do. In the jails and prisons we serve, we are essentially a guest in someone else’s facility...a facility not primarily designed or intended for the delivery of healthcare

services. We do not control the larger environment or operations, and we rely on close collaboration with corrections staff to deliver care. In most cases, for our healthcare staff to see a patient, a correctional officer must be available to retrieve and supervise the patient for the duration of the visit.

Doesn’t Wellpath have a high number of lawsuits in the facilities where they provide healthcare services?

The number of lawsuits filed against Wellpath over a period of many years should be measured in the context of overall patient outcomes and the number of patients treated during that time. Relative to community standards Wellpath patient outcomes are good, as demonstrated in the Patients section of this report. With respect to lawsuits:

- 91% of all matters are closed with no payment by Wellpath, and over 1/3 of the remaining claims are resolved for immaterial value.
- On average in any given year, Wellpath has approximately one claim involving a payment for every 100,000 patients.

Does Wellpath fire incumbent staff or decrease pay for staff when the company takes over as the healthcare provider at a new facility?

No. When Wellpath enters into a new partnership, it is our intent to retain incumbent staff who pass a drug test, background check and meet minimum requirements. Wellpath works with the leadership at every new facility to offer “right of first refusal” interviews to all current non-management team members to retain and retrain as many staff members as possible. The pay for incumbent staff who are retained is no less than, and often higher, than their previous salary. We also work to ensure that every staff member is eligible for benefits on their first day as a Wellpath team member.

Is Wellpath anti-union?

No. Groups of Wellpath’s employees are represented by a number of unions. We have worked with collective bargaining unions since 1998. From California to Florida to Australia, Wellpath has a positive relationship with all current unions. We support fair and consistent practices for ALL team members.

Pandemic

To work in the justice-served healthcare environment during the COVID-19 pandemic was nothing short of lifechanging. Overnight we were challenged by an seemingly unstoppable virus, restricted, prohibitive, contained environments, limited PPE, and scared patients, partners and team members.

Contents

Key Milestones and Events

COVID Response at a Glance

Wellpath's "Pandemic Strategy" is built on experience, strength of leadership, dedication and communication. From the start of the pandemic, we focused on doing what was necessary to support our team members and partners so we could continue to safely provide quality care to all patients. Sustained, informed leadership and constant communication were essential to successfully navigating the fluid and constantly changing crisis. In this section we have described Wellpath's action taken to protect our People, Partners and Patients and maintain our standard of care.

COVID-19 Response

Over the course of the pandemic, frontline Wellpath team members sacrificed much and overcame personal and family challenges to work heroically to make sure our patients, team and partners were as safe as possible. They were guided in this effort by senior clinical and operational leadership, many with infectious disease experience, who provided clear, calm and consistent communications to all Wellpath team members.

Our primary goals during the pandemic included:

- Providing quality care for all patients
- Preventing the spread of COVID-19 to the greatest extent possible
- Providing prompt testing, identification, and isolation of patients with possible COVID-19 as circumstances/supplies allowed
- Caring for patients with confirmed or suspected COVID-19
- Initiating COVID-19 emergency procedures in the event of an escalating outbreak
- Monitoring potential team member and staff exposures
- Collaborating within the facility, with our partner and with local public health



The Wellpath team joins in prayer before a shift.

Key Milestones and Events

Throughout the COVID-19 pandemic Wellpath Clinical Leaders have consistently followed and, in some cases, helped drive CDC guidelines to inform our clinical practices and processes. Below are some key milestones from this very challenging year.

- Established COVID-19 Executive Task Force
- Wellpath physician leadership led a series of Internal Clinical Leader Huddles to share information, provide guidance, and field questions

INTERNAL CLINICAL HUDDLES | **39** HUDDLES | **10,150** ATTENDEES

- Developed COVID-19 Emergency Preparedness Plans for every site
- Sponsored Partner Webinar series sharing information from Wellpath executive, clinical, operational, and procurement leadership, correctional partners and expert guest speakers

EXTERNAL PARTNER WEBINARS | **16** PARTNER WEBINARS | **2,909** ATTENDEES

- Marshalled PPE and Supplies, including the March 2020 opening of an additional centralized warehouse in St. Louis. In all, Wellpath supplied over seven million PPE items to the field

- Established proactive masking recommendations and sent two-week mask supplies to Wellpath staff, corrections staff and patients
- Increased the use of telemedicine to provide safe and effective patient care

In 2020 Wellpath facilitated 164,196 video telehealth encounters.

- Implemented Special Compensation & Benefits for Frontline Team Members including:
 - Two rounds of Gratitude Bonuses in 2020
 - Extra sick time
 - Free primary care and mental health telemedicine
 - Additional support including child and eldercare, academic support, and tutoring resources
- Wellpath senior governmental affairs and operations leaders reached out to the White House, federal, state and local governments, and numerous Health & Human Services departments to raise awareness of the need for PPE, testing and vaccines in correctional facilities
- Established “pop-up” testing site to serve first responders in Massachusetts- Governor Charlie Baker’s office requested that Wellpath organize, implement and lead operations for

two mobile COVID mass testing centers for first responders. The team had 96 hours to start operation from initial request. The effort included a partnership with the following organizations: State Police, Department of Fire Services, National Guard, Quest Diagnostics, Brewster Ambulance, The Kraft Family & New England Patriots. In all, approximately 27,000 COVID tests were administered



- Wellpath participates in ImmunizeAR a non-profit organization dedicated to improving vaccination rates for all Arkansans. The group includes the Medical Director of Immunizations for the AR Department of Health, National Guard, State Police, and Arkansas Department of Emergency Management

KY Department of Corrections (DOC) Vaccinations	
	Patient 81% vaccinated
	Wellpath Team 64% vaccinated

COVID-19 Response at a Glance

Dollars invested from March 2020 – March 2021 on our COVID response to meet our patient and team member needs

\$44.8M

Testing

We partnered with state and commercial labs to administer over

579,000 PCR

and rapid tests to patients, team and partners onsite at facilities where we provide care.

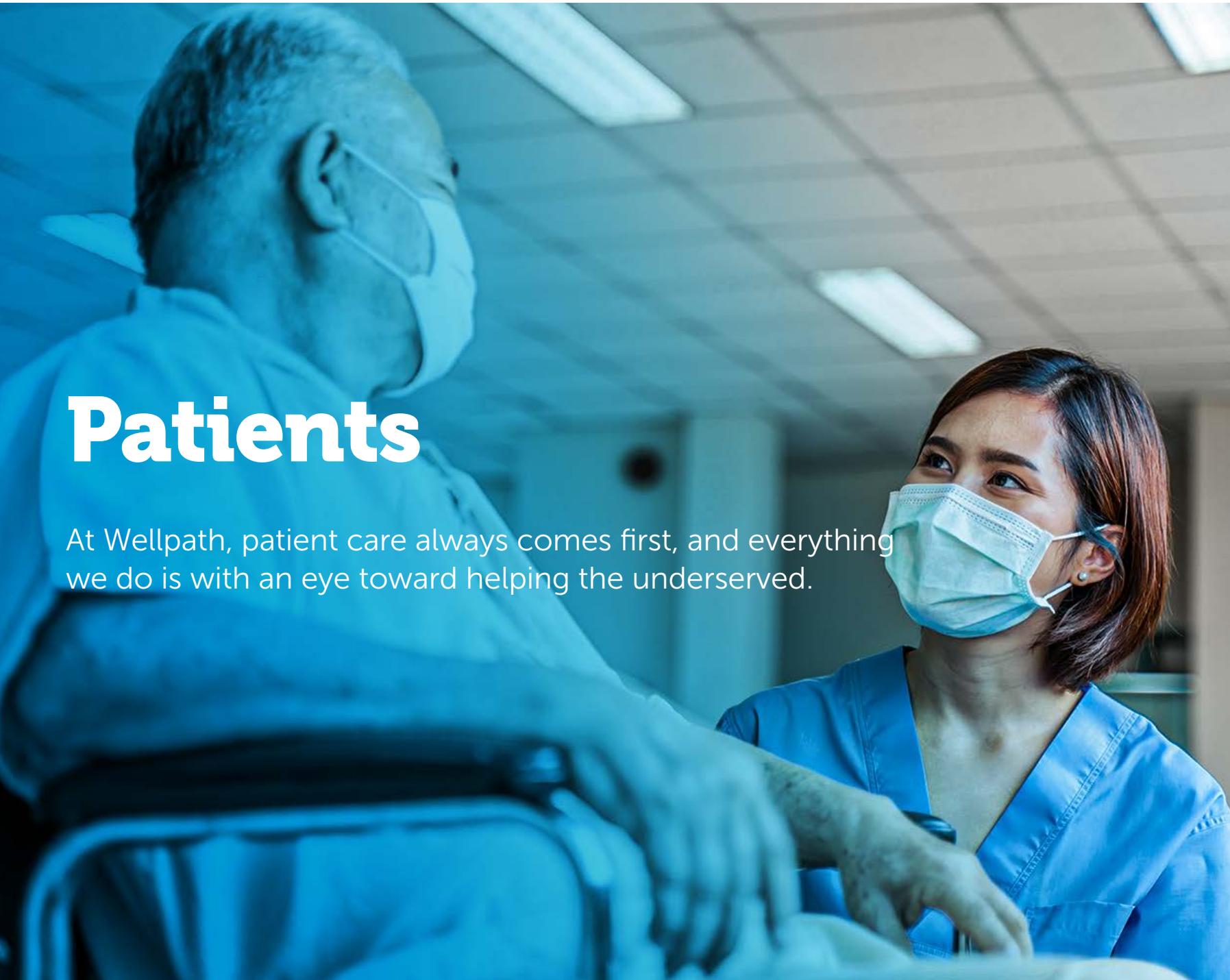
At the end of 2020 we had provided 255,386 tests. At that time this was 50% more testing per capita for the population we serve than in the total US population.*

*On an average ADP basis

Vaccine Administration

Ever since the first vaccines were made available, Wellpath has worked in a coordinated effort with state and local governments, and local health departments to diligently and swiftly provide and administer vaccine doses to all team members and patients. Our program has achieved similar acceptance rates as those of the broader communities where we serve.

Wellpath's mission to provide quality care to our Patients and to our People continues into 2021, as we incorporate the operational changes necessitated by the ongoing pandemic in many areas of our operations. We strive to provide the best outcomes for our patients and will continue to provide the resources needed to maintain our high standards. Wellpath will continue to closely monitor CDC guidelines and our patient population to provide any information or adjustments related to COVID-19. Our goal is to promote team member and patient vaccinations to reach herd immunity in our facilities as expediently as possible. In 2021, Wellpath's Chief of Psychiatry, Dr. Cassandra Newkirk, participated in a targeted educational session to internal clinical leaders promoting and encouraging COVID-19 immunizations to employees and patients.



Patients

At Wellpath, patient care always comes first, and everything we do is with an eye toward helping the underserved.

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Patient Safety

Wellpath's Patient strategy focuses on diversity, care quality, and innovation. Our experience helps us serve a wide range of unique patient populations and lets us address key challenges such as mental health.

Material topics include:

- **Quality of Patient Care** – To provide care to our Patient community and improve healthcare results
- **Accreditation** – To drive site accreditations and the standard of care, and improve our reputation of quality service
- **Technological Innovations** – To drive the use of technology to improve and optimize patient care
- **Patient Feedback & Experience** – To identify and use feedback to ensure care quality
- **Mental Health** – To include mental health and associated determinants of health as a priority issue
- **Substance Abuse & MAT** – To ensure effective and humane care for those struggling with addiction in a facility or community
- **Suicide Prevention & Awareness** – To prevent suicides among patients in our care, with consideration of the traumatic impact on our People
- **Patient Safety** – Our responsibility to our patients' safety when in our care

- **Diversity & Inclusion** – To identify and address the importance of Diversity and Inclusion as related to our patients' social determinants of health
- **Social Determinants of Health** – Prioritizing the understanding that the conditions in which individuals are born and live, including accessible healthcare,

education, environments, and healthy food, have material effects on their health

- **Reducing Recidivism** – Prioritizing medical and mental healthcare that helps patients leave an incarcerated environment and not re-offend



Everything We Do Is About Taking Care Of People

At Wellpath our primary stakeholders are our patients; a vulnerable, fragile and often overlooked segment of our society in a jail, prison, or residential mental health facility, and our neighbors in need of outpatient community care.

We never forget that when we encounter patients in a jail, it may be the first time in many years that they have experienced compassionate care. When we treat a person in a prison, we consider long term chronic care issues such as heart disease, cancer, diabetes, and serious mental illness. When we meet a patient in a mental health facility, we remember the family members who simply want safe, compassionate and constructive options for their loved ones. And when we encounter an individual struggling with a substance abuse disorder in a Wellpath Community Care Center we know this is the critical life changing moment; a moment when they are ready to change and accept help.

We serve a diverse patient population that spans America from coast to coast plus Australia, and includes patients from just about every age, gender, race, religion, and socio-economic background. We care for a disproportionate number of patients with illnesses like HIV and Hepatitis C that are more prevalent in a correctional setting than in the general population. As a result, our approach is always focused on each patient's unique needs and the social determinants of health affecting them.

Female and Juvenile Patients

We recognize the special needs of female and juvenile patients in the correctional setting and seek to offer a truly collaborative care model for these patients.

- Female Patients** – The specialized needs of our female patients include pre-natal and birth care, as well as chronic care issues. Wellpath employs a collaborative care model in the treatment of pregnant patients. The collaborative care team includes our specialized Women's Health Nurse Practitioners for routine care and appropriate screenings, our Obstetrician MDs for oversight and complex care, pharmacists for medication review and education, mental health providers to administer appropriate screenings for depression, anxiety and other psychiatric issues that commonly arise during pregnancy, and our dietitians or nutrition counselors to educate the patient on a healthy diet and help with any metabolic issues that may arise during pregnancy. Using our pharmacy suppliers, Wellpath audits the charts of female chronic care patients for potential poly-pharmacy issues and our specially trained Women's Health Nurse Practitioners interact on a daily basis with mental health to ensure depression and anxiety screenings are taking place routinely as well as during the peripartum period. Each pregnant female patient is enrolled in our pharmacy medication review panel where any medication potentially harmful to a fetus will be withheld. We also discuss and share medication safety education with the patient to help avoid any harmful over-the-counter medication issues.

Wellpath's chronic care for female patients includes age-appropriate screenings including, but not limited to, breast cancer screening, cervical cancer screening, diabetes and hypertension screening, and geriatric osteoporosis screening. We also ensure our Women's Health specialists are available to these patients for their entire length of our contact with them, to evaluate and treat menopause and the larger spectrum of women's health issues.



- Juvenile Patients** – Wellpath also understands the distinctive needs of our young patients. This patient group is still developing physically, intellectually, and emotionally, which can present challenges while in custody. Our experience working with this special population, providing medical and mental healthcare is essential to appropriately assessing and treating their healthcare needs.

Youthful offenders have to be motivated to change, and the treatment team is responsible for creating an environment that is therapeutic and motivating for youth. The treatment team collaborates on the management of disruptive behaviors to maintain a safe and therapeutic environment, and the team regularly holds collaborative discussions to identify youth who are eligible for incentives. The Wellpath team is trained to assure they are prepared to interact with youth in a therapeutic manner. The better the relationships between team and youth, the more likely youth are to “buy in” to treatment and be successful. We provide team members with expectations for behavior intended to support a therapeutic milieu.

“Today, Wellpath is still our valued partner and provides care to 330 juveniles in the custody of the OJJ. During the course of our partnership, we have carried out program improvements that include first-time accreditation by the American Correctional Association (ACA) and implementation of technology resources such as [their] Electronic Record Management Application (ERMA) and electronic Medication Administration Record (eMAR).”

Director of Health Services
Current Wellpath Partner

Wellpath follows youth-specific National Commission on Correctional Health Care (NCCHC) standards and has separate policies and procedures for our young patients based on these standards. We develop customized policies and procedures to meet the site’s specific needs, because juveniles may be attending classes, for instance, while detained. For example, in Louisiana, we estab-

lished a juvenile-specific formulary to ensure proper management of medication regimens. We work to foster a therapeutic transition back into family, school, and community by providing support and education to the youth and their family on communication, coping and life skills, connecting with community resources, and creating a success plan.

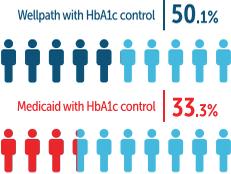


Quality that Exceeds the Identified Community Standard of Care

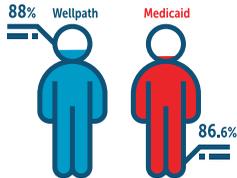
Wellpath strives for clinical excellence and the delivery of unparalleled access to high-quality care. To measure our performance, we track a range of metrics, including Healthcare Effectiveness Data and Information Set (HEDIS) measures. We compare our HEDIS scores to Medicaid, which are often used to illustrate the “community standard of care.” The following are several dimensions of our care that demonstrate how our performance compares to the community. Quality measures are continually monitored for performance and improvement as Wellpath grows with new partners, patients and clinicians.



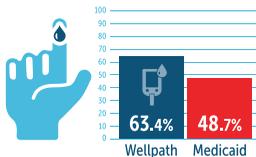
Time to get a physical – The promptness with which a patient receives a physical can have great impact on problem identification and treatment planning. Wellpath patients wait an average 9.8 days as compared to 18 days for Medicaid patients in the community.



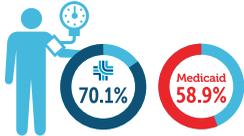
HbA1c Control (<7%) for Selected Pop – Wellpath has more patients 50.1% with HbA1c control (<7%) for a selected population, as compared to 33.3% of Medicaid patients in the community.



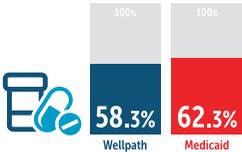
BMI Assessment – Our goal for BMI Assessments is 100%, and currently Wellpath is at 88%. This is still more than community Medicaid that is at 86.6%.



A1c Control for Diabetics – A1c is used to identify, diagnose and monitor diabetes. Wellpath is excellent in the diagnosis and treatment of patients with diabetes as evidenced by 63.4% of our patients having A1c control as compared to 48.7% of community Medicaid patients.



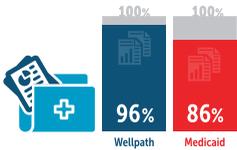
Hypertensive Blood Pressure Control – Controlling hypertensive blood pressure is essential to reducing the risk for stroke or heart attack. 70.1% of Wellpath patients are at target as compared to 58.9% of Medicaid patients in the community.



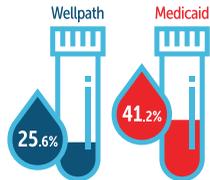
Statin Therapy and CVD – Our goal for Statin use in Diabetics without CVD is 100%, and currently Wellpath is at 58.3%. This is as compared to community Medicaid that is at 62.3%. Any measure that is not performing at the expected level will be addressed with solutions that include pathway enhancement, education and improved technology applications.



Diabetic Blood Pressure Control – 65.5% of Wellpath diabetic patients 18–75 years of age had BP control (<140/90 mm Hg). This compares to 62.1% of Medicaid patients in the community.



EMR Coverage – While our goal is 100%, Wellpath currently has an Electronic Medical Record solution in 96% of our patients. This is still strong as compared to 86% coverage in the community.



HbA1c Poor Control (>9%) – Wellpath has fewer patients 25.6% with HbA1c poor control (>9.0%), than the 41.2% of Medicaid patients in the community. The lower number in the measure is favorable.

Accreditation

As a provider of healthcare services to vulnerable patients in collaboration with governmental partners, Wellpath strives for transparency and rigorous accountability. We value high standards of care and the importance of obtaining accreditation as a marker of these high standards. Well-defined performance standards and regular audits by our partner agencies and our own internal stakeholders are integral to our care quality. Going through the accreditation process helps us improve the quality of care and build trust with patients and partners.

Wellpath is experienced in obtaining and maintaining accreditation in the sites we serve, and we have never failed to obtain nor have we ever lost medical accreditation at any of our partner sites.



Our healthcare programs are accredited by various independent accrediting bodies, including the National Commission on Correctional Health Care (NCCHC), American Correctional Association (ACA), The Joint Commission, Accreditation Association for Ambulatory Health Care (AAAHC), and/or the Commission on Accreditation of Rehabilitation Facilities (CARF).

We have a 100% success rate in obtaining and maintaining accreditation status for medical services.

Our internal quality improvement programs support our partners' efforts to meet and maintain their own accreditation standards. Our internal stakeholders use remote desktop auditing to ensure timely reviews and improved

20	Triple crown sites (NCCHC, ACA & CALEA)
100%	State & Federal (prison) sites are accredited
100%	Recovery Solutions (residential mental health facilities) sites are accredited
100%	Success rate for local government (jail) partners seeking accreditation. This represents 60% of our patient population.

Praise for Wellpath NCCHC Audit

"I wanted to take the opportunity to let you know what a great job [your HSA] did in preparing for and handling the recent NCCHC audit! Both during my personal interview and during the exit interview, both of the auditors had nothing but the highest praise for [your HSA] and her staff and the medical services your company provides. While this facility has maintained that accreditation for over 30 years, **we have never partnered with a better company than yours.** It takes me back to the day we interviewed you for the initial RFP and the pledge [you] made and you stood by ever since. Thank you."

- Jail Administrator at a Wellpath Client Site

clinical outcomes. We know that success depends upon partnerships between our patients, team members, partners, advocacy groups, and the communities we serve. We continuously review and improve performance management structures, systems, and processes, so that they facilitate operational direction, draw on best practice, work flexibly, and adapt quickly to changing needs. We also conduct mock accreditation surveys at each facility before the actual on-site audit, and we discuss our findings and recommendations with the on-site staff.

Technological Innovations

We are dedicated to the research and development of technological advancements that will allow greater access to care and enhanced clinical quality.



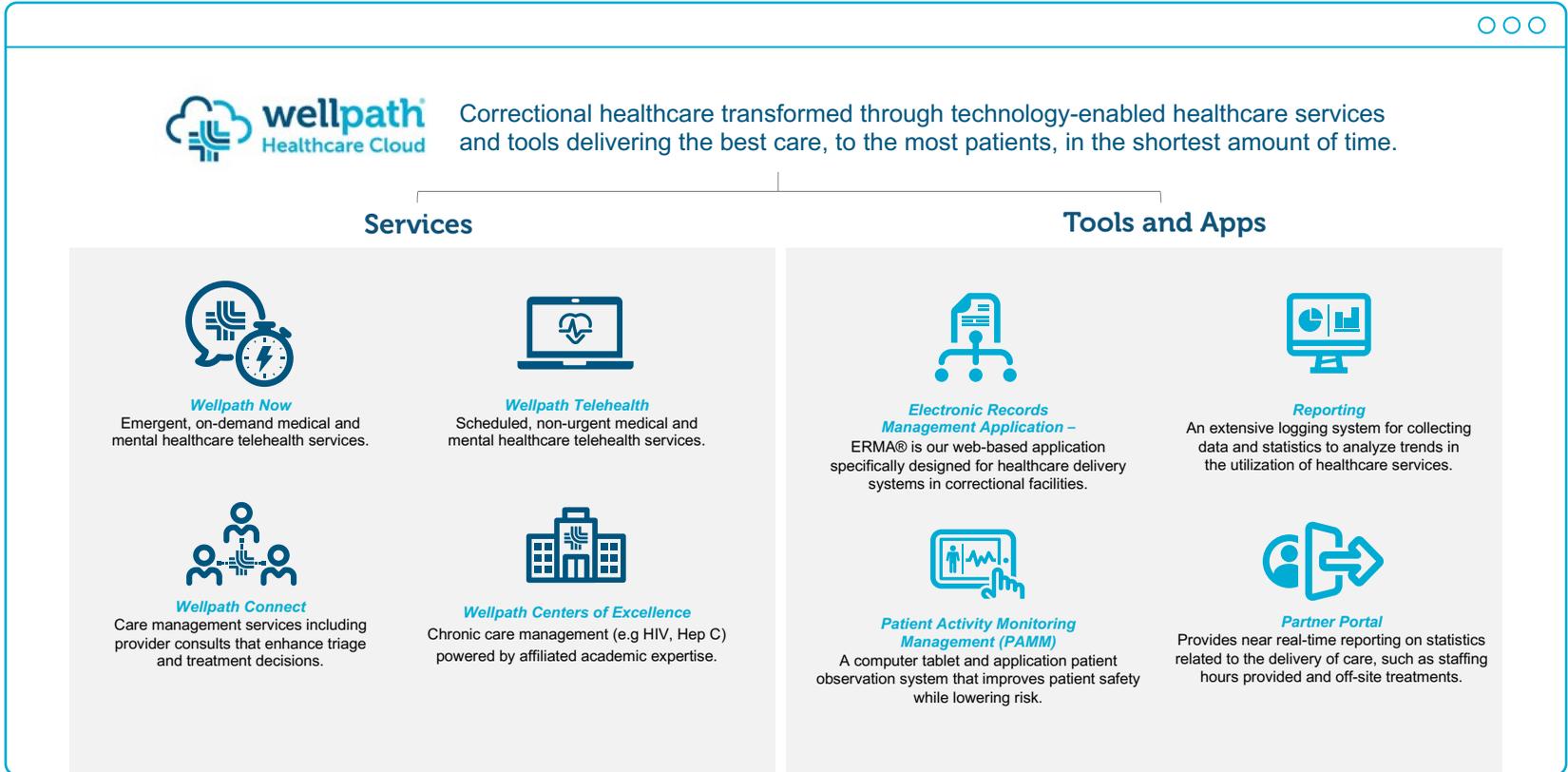
The Wellpath Healthcare Cloud

In 2020 we launched the Wellpath Healthcare Cloud, a suite of technology-enabled, remote healthcare services and tools designed to enable the delivery of the best care, to the most patients, in the shortest amount of time. The Wellpath Healthcare Cloud, leverages telehealth and digital health applications to drive access, consistency, quality, and care efficiency improvements across the country for justice served patients. The Wellpath Healthcare Cloud combines video-conferencing with dynamic workflows to deliver real-time emergent care, non-emergent scheduled care, care management, e-consults and specialty chronic care through a secure platform. This provides onsite staff ready access to expert resources for treatment planning, decision-making, referrals, and long-term care.

Wellpath Now – Emergent and Urgent, On-Demand Telehealth Services for Patients and Providers.



Bringing on-demand clinical expertise directly to the on-site caregiver and patient at the touch of a button. Wellpath Now providers include primary care physicians and advanced practice providers (APPs), as well as specialty consultations by emergency medicine-trained providers for non-life-threatening consults regarding need for emergency



evaluation. Our partner agencies have experienced a significant reduction in emergency department transfers utilizing Wellpath Now.



Wellpath Telehealth – Scheduled, Non-Emergent Telehealth for Patients and Providers.

Wellpath’s proprietary correctional telehealth platform is easy to use and supercharged with Wellpath clinical expertise. This tool automatically identifies and schedules a licensed Wellpath network specialist, including automating access to information contained in the Electronic Records Man-

agement Application (ERMA) patient medical record. It coordinates scheduled patient visits with a broad variety of primary care and specialty providers, including psychiatry, mental health, and APPs to remote rural sites or for after-hour on-call services. Wellpath Telehealth is a force multiplier as it provides a substantial increase in healthcare options, experience, and efficiencies to patients, partners and providers. In 2020, Wellpath conducted over 165,000 telehealth encounters, providing high-quality remote care to over 250 facilities across 32 states. Looking forward, we plan to bring the service to more of our partners where it supports patient care and operational efficiencies.



Wellpath Connect – Care Management & Offsite Consults for On-site Providers and Staff.

Offering centralized care management and offsite management services that enhance healthcare triage and treatment decisions. Wellpath Connect gives on-site providers timely access to specialty care through enhanced remote care coordination, while additionally supporting on-site providers with expert clinical consultations via eConsults. At sites using Wellpath Connect the percentage of potential off-site specialty referrals managed on-site more than doubled, resulting in the near elimination of unnecessary off-site specialty consults and reduced use of agency transport staff. Simultaneously, our centralized Wellpath Connect care management service is maintaining, or exceeding, quality metrics compared to the traditional model.



Wellpath Centers of Excellence – Long-Term, Chronic Care Patient Care & Management.

Providing best practice chronic care management (e.g., HIV, Hepatitis C) powered by academic medicine-affiliated expertise. Wellpath Centers of Excellence (COE) leverage telehealth to optimize best practice clinical outcomes, implement evidence-based protocols, increase subspecialty availability, and achieve the highest community standards of care for chronic conditions. Wellpath chronic care COEs deliver best practice clinical management for chronic conditions through telehealth visits, addressing quality, access, the patient experience, and total cost of care. Wellpath's HIV COE program has achieved viral suppression rates 30% higher than the national average. In the future Wellpath plans to have these COE and disease pathways certified by NCQA Health Plan Accreditation, a widely recognized, evidence-based program dedicated to quality improvement and measurement.

Patient Feedback & Experience

One of the most rewarding aspects of our work is when we hear from our patients. They tell us how we have helped them, and made a difference in their lives.

Patient Feedback and Experience Surveys

Patient feedback is an important way for healthcare providers to evaluate performance and identify any weaknesses. In our Recovery Solutions Division, we conduct regular Patient Satisfaction Surveys and respond to feedback. Wellpath will implement patient experience surveys in select jails and prisons in 2021.

Meet a few of our patients



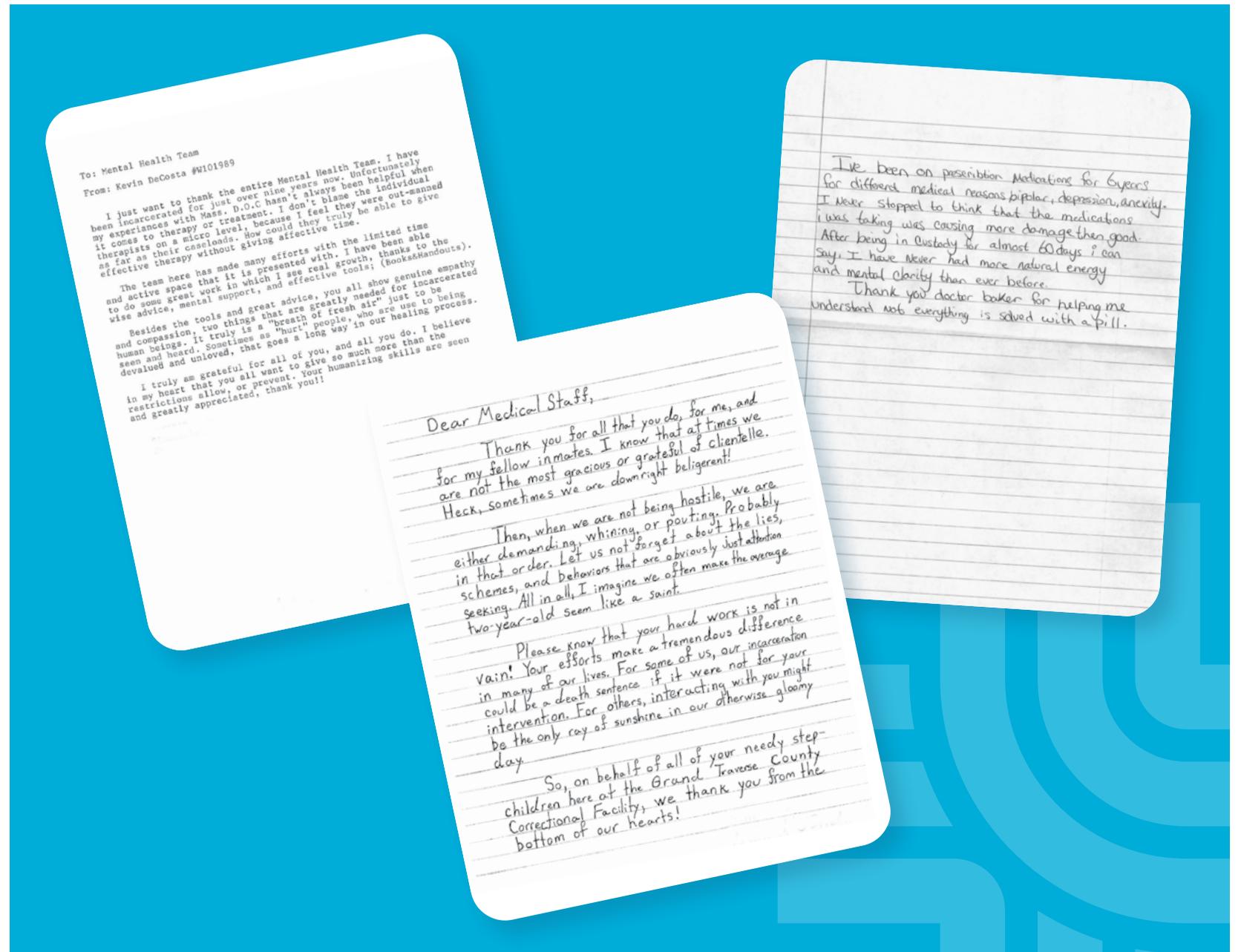
Patient appreciation during COVID-19



Quality care testimonial in Lincoln, NE



Oncology testimonial in Kentucky



Mental Health & Psychiatry

When we consider how we serve our patients, we must focus strongly on the challenges of mental health. Our current estimates show that approximately 40% of our patients in jails, prisons, and community care centers are identified with a mental illness. This means that at Wellpath, mental health isn't just another health service; it's a foundation of our care philosophy.

Wellpath provides behavioral health services in more than 300 facilities in 33 states. We have developed a culture that is patient-centered and focused on promoting recovery and decreasing recidivism. Wellpath uses evidence-based practices as well as innovative methodologies and program models in the treatment of patients with mental illness. We foster active treatment planning and consistent care that results in patient trust, reduction in mental health crises, and the early identification of relevant trends to address emerging issues. Wellpath is committed to excellence in our mental health treatment programs.

Philosophy of Care – Wellpath embraces the recovery model and promotes patient empowerment, independence, and self-sufficiency as integral aspects of our treatment model. We recognize the prevalence of trauma among patients served by the mental health and criminal justice system and work with patients to minimize re-traumatization and maximize choice.

Suicide Prevention & Awareness – Suicide is a primary challenge and concern with Wellpath's patient population. Wellpath uses evidenced-based assessment (e.g., the Columbia Suicide Severity Rating Scale), and treatment protocols (e.g., Collaborative Safety Planning) in our suicide prevention program. To keep continuous focus on this issue using a systematic approach, Wellpath has established a Zero Suicide Committee (ZSC) that oversees the suicide prevention processes across all Wellpath divisions.

Forensic Treatment – Wellpath Recovery Solutions (WRS) has over 20 years of experience providing competency restoration and forensic treatment in jails, state hospitals, and forensic treatment centers. Our forensic treatment programs provide competency restoration services to approximately 800 individuals each day and produce more than 5,000 competency reports to the courts in any given year. WRS is recognized as one of the most innovative mental health treatment providers in the nation. We have forged strong relationships in California, Colorado, Florida, Massachusetts, South Carolina, and Washington by working with our state and county partners to find ways to increase forensic capacity.

Jail Based Competency Treatment (JBCT) – When moving through legal proceedings, individuals must be competent to participate in the process and protect their rights. If a person does not seem competent, then questions can be raised about an individual's ability to contribute to their defense in a meaningful way (i.e., their "competency" to stand trial). State hospitals now partner with Sheriff's Offices in select locations to offer restoration treatment in jails. On average, working with individuals enrolled in our California JBCT programs, Wellpath can help restore a patient's competency in 51 days.

Substance Abuse & Medication-Assisted Treatment (MAT) – Wellpath is the nation's largest provider of withdrawal management and Medication-Assisted Treatment (MAT) in jails. We use safe, proven, evidence-based withdrawal protocols, aligned with the American Society of Addiction Medicine (ASAM), which address detoxification from all commonly abused substances found in jail populations. Our MAT experience includes the design and implementation of Opioid Treatment Programs (OTPs), which combine the use of behavioral therapy with medications such as methadone, buprenorphine, and naltrexone. Within our hospitals and correctional programs, our staff frequently treat individuals with co-occurring mental illness and substance use disorders ("SUDs") using evidenced-based treatment

approaches including motivational interviewing, cognitive behavioral treatment, and relapse prevention. Wellpath is on the forefront of SUD treatment, not only within our facilities, but in the community at large. In concert with our comprehensive jail-based MAT programs, Wellpath Community Care Centers create a seamless transition to the community for individuals suffering from SUD.

Clinical Training – Wellpath collaborates with community partners, including institutions of higher learning such as universities and colleges, to advance clinical training opportunities that improve patient outcomes and enhance the success of our programs. Working in recognized clinical affiliation programs, Students are exposed to a patient population not normally encountered in most mental health and psychiatric training programs and gain a profound appreciation of the intersection between individuals with mental illness and the criminal justice system. The partnership also nurtures and develops young mental health professionals and psychiatrists interested in careers in correctional settings and forensic hospitals.

Pharmacy

To support patient safety and quality of care, Wellpath bridges all verified, valid prescriptions for patients who enter a facility under treatment with prescribed medications, including medications for mental illness and life-threatening or serious chronic diseases.

IN 2021, THE CLARK COUNTY NEVADA JAIL'S MENTAL HEALTH PROGRAM RECEIVED THE NATIONAL COMMISSION ON CORRECTIONAL HEALTHCARE (NCCHC) NEW MENTAL HEALTH ACCREDITATION. IT IS ONLY THE FIFTH PROGRAM TO DATE TO RECEIVE THIS RECOGNITION. WELLPATH PROVIDES MEDICAL AND MENTAL HEALTHCARE SERVICES IN THE JAIL.



Lives Saved

Nearly every day across the Wellpath family one of our talented and courageous professionals steps in to save a patient's life. From medical situations to drug overdoses, for them, they humbly see it as doing their job. To those witnessing away from the front lines it looks a lot like true heroism.

Narcan

In recent years Narcan, also known as Naloxone, has become a critical tool for Wellpath first responders to reverse the symptoms of an opioid overdose and potentially save the patient's life.

Lives saved with Narcan

- 2020 - 232 Narcan Saves
- Q1 2021 - 110 Narcan Saves



Life Saving Efforts

Wellpath team member Tony "Nelson" Iannuzzi was recently presented an award for his excellent life-saving skills. He, along with our Frackville PA DOC medical staff, saved the life of a patient suffering cardiac arrest.

Patient Safety

Our Continuous Focus on Quality

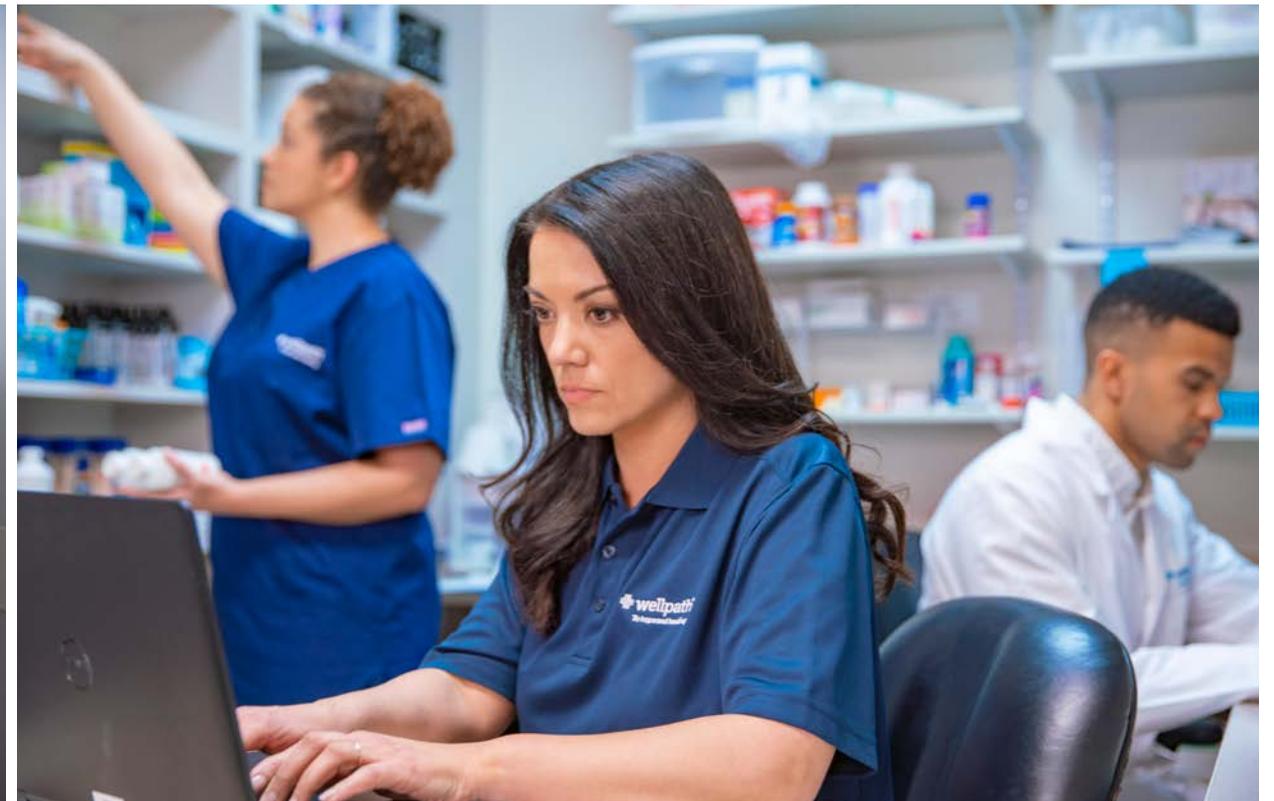
Wellpath is dedicated to continuously improving our services and program offerings for our patients. We constantly evaluate our performance and identify ways to achieve our mission of providing safe, quality care to every patient by employing Continuous Quality Improvement (CQI), a quality management process that encourages team members to continuously ask the questions, “How are we doing?” and “How can we do even better?” We also apply the Quadruple Aim, a safety framework

designed to help hospitals improve patient outcomes and the quality of care provided, to better serve our vulnerable populations. We know that we cannot realize our maximum potential without constant improvements in the clinical experience of our healthcare providers, patient care, population health (including SDoH and healthcare costs).

Our policies and procedures, which are based on NCCHC standards, help ensure that our patients receive quality, compliant healthcare. We use proven performance monitoring techniques like our Continuous Quality Improvement (CQI)

program, Medical Administration Committee (MAC) oversight, and peer reviews to evaluate our healthcare programs at each site we serve.

The Wellpath CQI program operates under the authority of our Chief Clinical Officer and Vice President of Quality and Safety. Its twin goals are zero preventable harm, and the operation of systems and programs to help ensure that our patients receive quality, safe, reliable and effective healthcare services. The CQI program drives clinical care delivery at our facilities that meets or exceeds our high expectations, as well as NCCHC standards.



People

It's simple. To provide quality patient care, we must have the best people.

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2020 Team Member Demographics

Talent Acquisition & Retention

Team Member Development & Engagement

Team Member Health & Wellbeing

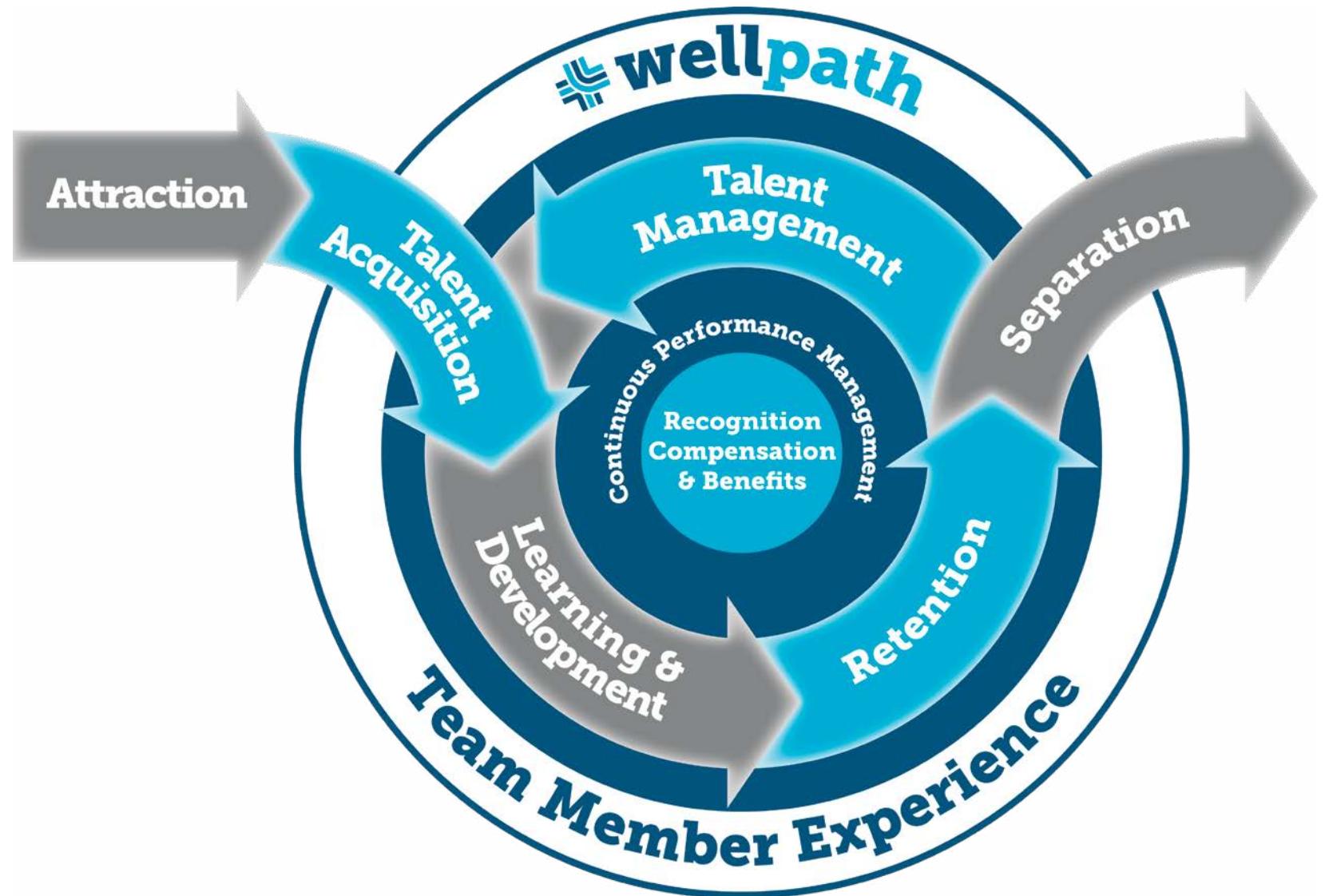
Team Member Safety

Wellpath’s overall People strategy emphasizes leadership and culture and benefits from scale. We develop and deliver innovative people practices that differentiate Wellpath and leverage scale where it most impacts outcomes for our Patients and Partners.

- We are committed to fostering and maintaining a diverse and inclusive team that reflects the patient populations we serve
- We ensure we have the right depth and quality of leadership.
- We drive a culture in which team members feel supported and appreciated
- We attract and retain deep pipelines of high-performing talent
- We utilize optimized human capital investments and process improvements to achieve our goals

Material Topics include:

- **Diversity & Inclusion** – To identify and address the importance of Diversity and Inclusion to our culture, mission, vision and values
- **Talent Acquisition and Retention** – To attract the right professionals with the right skills, who will join our mission to provide care to the underserved
- **Team Member Development & Engagement** – To identify the importance of attracting, retaining and developing talent into effective healthcare professionals
- **Team Member Health, Wellbeing & Safety** – To identify and address the importance of personal health, wellbeing, and safety for healthcare professionals
- **University Affiliations** – To improve patient care by developing curriculum and career paths



Workforce Diversity & Inclusion (D&I)

At Wellpath inclusion and diversity of thought, race, color, national origin, religion, sexual orientation, gender, ability, and culture are vital to who we are. We believe that creating a supportive, fair and safe culture is how we will thrive and achieve our mission to provide quality care to every patient with compassion, collaboration and innovation. Our commitment is to foster an environment free from discrimination and inequity, where team members can bring their “whole selves to work”; a place where we celebrate respect and diversity, and where we provide hope and healing to our patients, partners and each other.

For us, the importance of our team’s competency in leading a diverse workforce is not only aligned to our culture, but also essential to our mission to provide quality patient care. In 2021 we will continue to focus on increasing diversity in our leadership pipeline.

In 2020, we grew our diversity and inclusion commitment by:

- Explicitly connecting Diversity & Inclusion to our Mission and Vision
- Holding team member listening sessions
- Implementing unconscious bias training for executive teams
- Establishing a Diversity and Inclusion committee to ensure we bring different voices and perspectives into our planning and decision-making processes
- Sponsoring a speaker to present on “Implicit and Explicit Bias” at our annual Leadership Conference

- Engaging an outside company to help us build a multi-year plan based on our own insights and best practices
- Creating a resourcing plan that will launch in the second half of 2021
- Continuing to expand our talent sourcing efforts to ensure that we are attracting diverse candidates, including establishing relationships and programs at Historically Black Colleges and Universities (HBCU), and increasing veteran outreach



You are cordially invited to join the conversation about
Inclusion & Diversity
at Wellpath

Goals:

1. To ensure our mission, vision and values support an inclusive and diverse workplace
2. To share experiences and discuss what Wellpath can do to make our workplace more inclusive
3. To create more engaging leaders through inclusive behavior

Date: October 5, 2020 // Time: 3:00 pm CST
Zoom Meeting Link: <https://zoom.us>
Facilitators: Javier Rincon and Randy Butler

2020 Team Member Demographics

Total Wellpath Workforce - 14,212

WOMEN

Women are the majority of our workforce in all 33 US states where we provide care.

77% of our total workforce

72% of our supervisors

40% of our leadership team

ETHNICITY

52% of our total workforce identifies as a person of color

% of Current Population by Ethnicity

More on Ethnicity

- Our patient-facing workforce is highly diverse
- Our executive diversity representation is slightly higher than general industry (12%)⁴

AGE

Millennials represent the highest portion of our workforce, particularly at the individual contributor level.

⁴*McKinsey Delivering through Diversity 2017 report - <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity#>

Talent Acquisition & Retention

Wellpath’s talent acquisition efforts always aim to identify and recruit talented staff who seek to provide compassionate, quality care to our patients.

We have developed robust talent acquisition and team member retention programs to consistently recruit and retain highly qualified team members who fit our mission, vision, and culture. Our initiatives include strategic talent acquisition plans, competitive benefits programs, opportunities for professional development, and structured onboarding programs to educate new team members and welcome them to the Wellpath team.

- **Incumbent Staff** – As previously referenced, when we bring on a new contract our goal is always to retain the best staff who are most aligned to Wellpath’s mission of providing quality service to our patients.
- **Internal Recruiting** – A key aspect of our culture is our desire to develop leaders and help encourage professional growth. As a result, we encourage our team members to not only continue their own training and development, but also to be aware of the various opportunities available throughout the organization. We post all job openings internally and externally. Internal applicants are given initial consideration for opportunities based on our desire for team members to be able to advance their careers.
- **University Affiliations** – A key part of our recruitment plan includes partnering with

When we begin a new partner relationship, we have an **85% retention rate for incumbent staff in new contracts** because we evaluate each incumbent team member to find the right role for them in our organization.

local colleges and universities, including the Morehouse School of Medicine (a historically Black college/university, or HBCU), Mercer University, Emory University, and the Augusta University South Physician Assistant School to attract healthcare professionals for a career in corrections. In addition to implementing nurse residency programs at many of our partner facilities, we have established provider-level residency programs for physicians, psychiatrists, and dentistry roles throughout the United States. Today we have 45 partnerships with nursing schools and 10 psychiatric and behavioral health schools.

- **Veterans** – We have found that veterans possess many key skills that make them a successful fit at Wellpath. They possess strong leadership and technological skills, can perform under pressure, respect policies, procedures and hierarchies, don’t give up easily, value integrity and commitment, and work well in diverse teams. In 2020, Wellpath had 413 team members who identified as veterans, and moving forward we plan to explore ways to increase our acquisition of these talented and valued individuals.
 - **Student Externships** – Wellpath also has a long history of supporting internships, practicum, and clinical rotations for a wide range of clinical disciplines. By offering training experiences to students interested in serving their communities in correctional healthcare, we have been able to attract motivated, invested interns who often go on to become valuable team members after graduation. Our organization has also had

Wellpath has initiated a Masters in Justice-Served Healthcare program at the Morehouse School of Medicine to develop talent for these specific environments.

notable success supervising new graduates to licensure. We have found that by increasing community interest and education regarding providing healthcare to the underserved in corrections, residential mental health facilities and community care centers we are able to attract and recruit healthcare providers who may have otherwise overlooked this rewarding career avenue.

Wellpath leadership regularly engage with academic institutions and many serve as faculty, including at the Morehouse School of Medicine, Mercer University, the Medical University of South Carolina, Florida International University School of Medicine, University of Maryland School of Medicine, Boston University, Simmons College, and Vanderbilt School of Nursing.

- **Culture and Team Member Retention** – At Wellpath we hire and retain great people. Our many long-term team members are a testament to our unmatched warm and friendly culture, and the fact that we place great value on our people.

Wellpath’s culture promotes team member retention and engagement through the tools and resources available to support staff. We recognize that the first key to retention is good leadership. As such, we invest in leadership development training, new team member onboarding and recognition, and competitive total rewards to retain team members.

For Wellpath team members with over one year of tenure, our retention is **83%**

Team Member Development & Engagement

Promotions at Wellpath in the past 12 months **OVER 968**

At Wellpath we are developing the leaders of tomorrow and our ability to help the most people begins with motivated team members who have the tools they need to succeed. Caring for and respecting patients in correctional facilities requires hiring ethical and competent professionals, and then

building upon their skills through continued training initiatives. Wellpath has a dedicated Learning & Organizational Development (L&OD) department offering a full range of professional development opportunities that include training programs, continuing education, clinical exposure, promotion preparation, succession planning, and peer reviews.

In 2020, a formal talent assessment practice was introduced, assessing over 255 leaders across the enterprise.

As team members are identified for future roles, they are engaged in a development planning process that balances

formal training activities with experiential based assignments. Going forward Wellpath will expand this talent development strategy to include formalized programs designed to build the talent needed.

We are dedicated to our team members' continued development and long-term professional satisfaction to create lower turnover, reduce costs of replacement and training, strengthen team spirit through mutual respect and recognition of each individual's contributions, and most importantly improve how we deliver our patient care and provide service to our communities.

Performance Evaluation – At its core, performance management is about defining the work, setting expectations, exchanging feedback from others (e.g., managers, direct reports, customers), and evaluating the outcomes accomplished.

During 2020, Wellpath launched an enterprise annual performance evaluation program for leaders. This program is designed based on best practices across the performance management spectrum. At the core of the program are goals that are set and align with company Objectives and Key Results (OKRs). Supporting the achievement of these goals are organizational competencies that are linked to Wellpath's 5Hs: Humility, Honesty, Hunger, Hard Work and Humor.

All leaders at Wellpath are encouraged to develop S.M.A.R.T. goals that clearly align to the organization's OKRs. The larger goal of the performance program is to foster ongoing and collaborative discussions between team members. Leaders are encouraged to schedule and hold quarterly conversations focusing on both what work is being completed as well as how we are working to accomplish these goals.

The Wellpath Academy – Through our Wellpath Academy Wellpath offers a variety of training programs and services. Today, all team members can access both role-specific and compliance-based online training. In addition, leadership programs such as New Leader Orientation and The Leadership Challenge are offered to emerging and incumbent leaders alike. Wellpath continues to expand its program offering to include basic skills training for managers and aspiring managers.

Our onboarding and professional development programs ensure team members have the knowledge, skill and confidence to provide quality patient care in our unique environments. New team members participate in multi-day local orientation, and also access cultural and role-specific onboarding through Wellpath Academy. Our robust "book of knowledge" is tailored to the team member's role and location. Patient-facing team members have access to UpToDate®, a powerful web-based learning system that keeps staff current on changes in medicine, provides information about drug interactions, and offers patient education modules. Our Nursing Services department develops and delivers nursing education through an assortment of training initiatives, including CNE, independent/self-study, in-person clinical education, distance education (webinars, conference calls, etc.), and corrections-specific video training. In 2021, nurses were also able to access Lippincott, a best-in-class, point-of-care reference that provides Wellpath nursing staff instant access to comprehensive, evidence-based, step-by-step instructions to over 1,800 procedures and skills from novice to expert and covering a wide variety of nursing specialties.

Our Learning & Organizational Development efforts also focus on assessing and developing our culture through team member lifecycle surveys and a robust recognition program:



Team Member Experience – Taking care of our team members starts with understanding what matters most to them – that’s why we listen and get feedback from them throughout their journey with Wellpath. Our Listening Strategy is based on the principle that healthy communication is two-way and that important ideas can and will come from everywhere in the company. As a result, to help us connect, engage and listen, we utilize surveys and focus groups.

- **Surveys** – Our annual engagement, pulse and topic related (i.e., pandemic and social equity) surveys to periodically “check in” with team members and ensure we are considering the opinions, satisfaction, and concerns of our team members, not just once per year or during annual reviews, but on a continual basis to promote team member morale and to meet the needs of our diverse and changing workforce.
- **Advisory Committees** – Focused, subject related work sessions designed to make sure all dimensions of our team are represented in key strategic decisions.

Recognition

At Wellpath, we appreciate our people and strive to take the time to demonstrate how much of a difference they are making to our patients and communities. Throughout the year we have numerous recognition milestones and moments designed to shine a light on the great work being done across this amazing group of healthcare heroes. Wellpath Recognition Moments include: Nurses Week, Mental Health Professionals Week, Years of Service Awards, and our 5H Awards that celebrate our core values. Humility, Honesty, Hunger, Hard Work and Humor.

From Clerk to Regional Director of Operations

Experience the journey of one of our internally developed, rising stars.

Jen Diaz

Medical Records Clerk
2005 to 2009
Stanislaus County Correctional Facilities, Modesto, CA

Promoted...

Administrative Assistant
2009 to 2014
Stanislaus County Correctional Facilities, Modesto, CA

Promoted...

Assistant Program Manager
2014 to 2019
Stanislaus County Correctional Facilities, Modesto, CA

Promoted...

Health Services Administrator
2019 to 2020
Alameda County Correctional Facilities, Dublin, CA

Promoted...

Regional Director of Operations
2020 to present
Central and South California



Team Member Health & Wellbeing

Wellpath is proud to offer an industry-competitive Total Rewards Program to support our team members' financial, physical, and emotional wellbeing. Our comprehensive program includes a variety of company-sponsored and voluntary health benefits, discounts and career development tools to support the full spectrum of team member needs. We evaluate our Total Rewards programs annually and use feedback from team members to make thoughtful changes to ensure our programs continue to meet their needs.

Our philosophy consists of compensating all team members fairly for their contributions. Our team members put patients first every day on the front lines of healthcare, and it is our responsibility to ensure competitive wages to continue to attract and retain compassionate team members to care for our patients.

Benefits – Wellpath provides a range of options to help team members get and stay healthy including, medical, prescription drug, dental, and vision coverage. Wellpath provides savings and spending accounts to help team members save money on everyday expenses including a 401k, Health Savings Account (HSA) and Flexible Spending Accounts (FSAs). Wellpath also provides plans and coverage options to help team members prepare for the unexpected including Life and accidental death & dismemberment (AD&D) insurance and Disability coverage.

Wellness – In 2020 Wellpath kicked off a formal team member wellness effort call the Wellness Café. On a weekly basis, professionals from around the company offer short, guided wellness activities like mediation, mental activity or physical exercise, designed to encourage selfcare and overall wellness. In 2021, the Wellness Café has grown in popularity now with a formal page

on our intranet and planned expansion of wellness activities and resources all designed to help our team take care of themselves, as well as our patients.

Support Programs

- Dare2Care** – Dare2Care is Wellpath's team member assistance fund, which was established in 2010 to help our colleagues facing economic hardship in certain unexpected circumstances. At Wellpath, caring for our patients and for each other is at the heart of what we do. Now more than ever, families in need can use our help. Wellpath team members and partners have the option to contribute to the fund in the form of a one time or biweekly donation directly from their paycheck.
 - SINCE INCEPTION DARE2CARE HAS MADE 884 DISBURSEMENTS TOTALING \$1.3M**

IN 2020, WELLPATH MATCHED \$50K IN TEAM MEMBER DARE2CARE DONATIONS
- Tuition Assistance & Scholarships**
 - Tuition Assistance** – Wellpath offers full time team members, after 6 months of employment, the opportunity for financial assistance for coursework completed in pursuit of a degree or diploma from an accredited college, university or other institution of higher education directly related to the team member's job or promotional prospects. Wellpath will reimburse, upon completion of a course, up to \$2,000 in a rolling twelve-month period.
 - Scholarship Program** – The Wellpath Scholarship program awards six \$2,500 scholarships or \$15,000 annually to children of Wellpath team members. The Wellpath

Scholarship Program strives to make a direct impact on Wellpath team members and their family by helping deserving students afford higher education. Since inception we have awarded 52 scholarships totaling \$130,000.



In 2020, 204 team members received tuition assistance. 

\$ The total paid was 325,146 

equating to an average of almost \$1,600 per person.

Minimum Wage

In 2020 Wellpath increased wages for those who are paid the least. Wellpath's continued success as an organization is based on the quality healthcare we provide to over 240,000 patients daily. This quality care is a direct result of our compassionate and experienced team. Wellpath is committed to ensuring compensation fairly reflects team members' hard work and dedication to taking care of our communities most vulnerable patients.

Wellpath's current \$12.34 minimum wage is greater than that of 47 of the 50 states, is 70% more than the federal minimum wage, and is part of a multi-year strategy to raise wages for team members.

Wellpath commits to reaching the goal of a \$15/hour minimum wage across the company by 2024. This is anticipated to be an estimated five million dollar investment in our People.



Team Member Safety

It is the policy of Wellpath to provide a safe and healthy environment for all staff. To be successful, such a program must embody proper attitudes toward injury and illness prevention. Only through such an effort can a safety program in the best interest of all be established and preserved.

Our objective is a culture of health and safety that is inseparable from our day to day activities. Management promotes this culture to keep our entire staff healthy and safe, and our company competitive. The goal of the Injury and Illness Prevention Program (IIPP), a program developed by Wellpath, working with our insurance carriers to help meet regulatory requirement across the country, is to be the benchmark in the correctional health-care industry.

To foster a process of evaluation, improvement and safety, Wellpath tracks key metrics including but not limited to total recordable incident rate (TRIR), days away, restricted, or transferred (DART) rate, lost time incidents, recordable injuries, high consequence injuries, and locations with no injuries.

Additionally, each team member is responsible for preventing workplace injuries and illnesses by understanding and complying with the safety program requirements. Team members have an avenue to report potential safety hazards without fear of retribution and with confidence that they will be addressed in a timely manner. There is no job so important – nor any service so urgent – that we cannot take time to work safely.

Safety Policy and Program

Wellpath’s safety policy states that team members of Wellpath must adhere to the Wellpath Injury and Illness Prevention Pro-

gram Manual and team members of Wellpath must adhere to the company’s Safety Management Plan. It is the policy of Wellpath to promote a safe work environment. This is best accomplished by ensuring that team members are aware of potential safety hazards in the workplace and that practices are adopted and disseminated to promote safety. Additionally, a safe workplace can best exist where a culture of safety is created and remains present. Each and every team member plays a great role in creating a culture of safety and safer work environment.

Wellpath’s Safety Program includes a safety committee and risk manager who oversee the creation and execution of a Risk

Management Plan and all training and education programs that minimize the risk of harm to residents and team members.

Safety Committee – Every location has a safety committee that meets monthly, prepares written records of the safety committee meetings, reviews results of the monthly scheduled inspections, reviews accident investigation forms, and discusses hazards and exposures. The Safety Committee makes suggestions to management for the prevention of future incidents, reviews investigations of alleged hazardous conditions, and submits recommendations to assist in the evaluation of team member safety suggestions.

2020 Health & Safety Key Metrics

	Correctional Institutions (State Government)	Nursing and Residential Care Facilities (State Government)	Wellpath
Total recordable incident rate (TRIR)	6.8	11.5	4.9
Days away, restricted, or transferred (DART) rate	4.3	7.3	2.72
Lost time incident rate	3.7	6	1.92
Total recordable injury rate	6.8	11.3	3.8

2020 Safety Courses

	# Courses Completed for Safety	# Hours Completed for Safety	# Team Members That Completed Safety Training
Total of 10: <ul style="list-style-type: none"> 7 Safety 3 Safety/Clinical/Accreditation 	138,622	83,036	13,440 or 90% (of 14,884 total team members*)

*14,884 active team member s (includes Full Time, Part Time, and Pro Re Nata (PRN))

Partners

The only way we are successful in helping the most people is by having exceptional collaboration. That is why for us, it is all about growing our family of partners who share our vision of helping others and making a difference in our communities.

Contents

[Successful Partnerships](#)

[Site Improvement](#)

[Helping the Communities We Serve](#)

[Philanthropic Efforts](#)

At Wellpath, our Partner strategy is based on the fact that the only way we are successful in helping the most people is by having exceptional partnerships. We don't work with "customers" and "clients"; rather, we consider those we work with as an ever-growing family of partners who share our vision to help people and make a difference in our communities.

Material topics include:

- **Successful Partnerships** – The critical cooperation between Wellpath and partner teams to ensure quality care for our shared patients
- **Philanthropic Efforts** – To support the communities we serve to help our patients and potential patients address their social determinants of health

2020 Growth

- Local Government: 25 sites
- State/Federal: 5 sites
- Community Care: 3 sites



Successful Partnerships

Wellpath typically provides patient care within the walls of a facility that we do not operationally control. Consequently, our ability to provide quality care to our patients requires successful collaboration and cooperation with our partners. From team and patient safety to movement and transport it is imperative to our mission that we work seamlessly with our partners to ensure effective and efficient care of our shared patients.

Our Mantra is “Always Do the Right Thing.” Some have the misconception that this statement is simply an aspirational company tagline, but it was actually something said to us by one of our long-term partners. This person stated, “What I appreciate most about working with you, is I can count on you to always do the right thing.” From the exam room to the corporate boardroom, this code is truly our beacon of excellence and what we believe makes the difference to our patients, our people and our partners. At Wellpath, we pride ourselves on being excellent stewards of our partners’ resources to provide quality care to a very fragile patient population. This means that very often we are called upon to make decisions in service of quality, like providing additional staff or resources at no additional cost to our partner.

Partner Retention

A measure of our patient care excellence is represented in our partner retention. Without long, successful partnerships we are unable to help as many patients as possible. At Wellpath, our partner satisfaction and retention is exemplary and on average we retain approximately 98% of our existing partner agency revenue year over year. This means our partners stay with us because we are providing quality care to our shared patients.

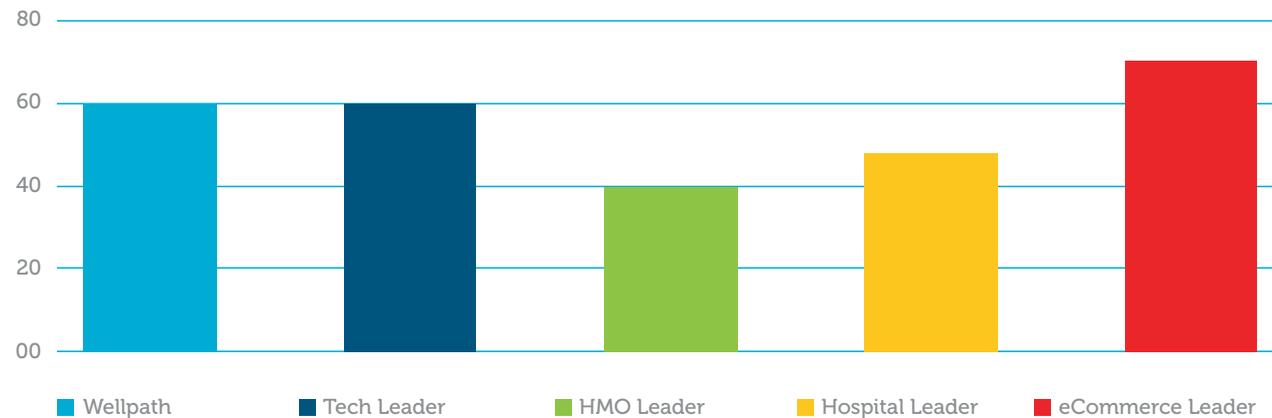
Wellpath retains approximately 98% of our existing partner agency revenue year over year.

Net Promoter Score Surveys (NPS) – We regularly measure our partner satisfaction using the Net Promoter Score (NPS) metric, used by thousands of companies worldwide, including two-thirds of the Fortune 1,000. NPS doesn’t just measure whether a partner is “satisfied,” but establishes a much higher bar; “How likely, on a

0-10 scale, would you be to recommend Wellpath to a colleague?” (the “NPS Question”). Scores of 9 or 10 are considered “Promoters,” while scores of 0-6 are considered “Detractors.” Scores of 7 or 8 are “Passives.” Wellpath seeks feedback several times each year from multiple people at each partner site, and has trained our team members to ask this important question. We also ask an important follow-up question, “If you didn’t give us a 9 or 10, what do we need to get there?” By seeking, not avoiding critical partner input, we identify opportunities to improve our service, with a goal of having every person at every partner be a promoter.

NPS scores range from +100 (100% promoters) to -100 (100% detractors). The most admired companies in the world generally achieve scores in the 50s, 60s, or 70s, while some of the least admired companies routinely have significantly negative scores. Wellpath tracks NPS scores of our part-

Wellpath vs Other Industry-Leading Companies





ners on a rolling 90-day basis, generally seeking feedback from multiple individuals with each Partner. Our goal is to achieve increasing scores over time, and our current aggregate baseline score is approximately 60, which puts us in the same range as many industry-leading companies. By including NPS in the fiber of our partner relationships, we expect to continue to improve both our scores and our underlying partner satisfaction, while identifying and resolving issues before they can become significant problems.

Industry Partnerships

Wellpath also has strong connections with industry leading associations like NCCHC, ACA and NAMI. A senior Wellpath leader has served as the former Director of Accreditation for the NCCHC, shaping the development of the internal protocols that drive our accreditation success. Our personnel have participated in NCCHC standards development and interpretation; on-site accreditation surveys; and training of lead surveyors. Wellpath typically sends more than 50 staff members to the annual NCCHC conference each year for training. Our staff regularly serve as presenters and educational session leaders at the conference.

We are Proud Healthcare “Fixers” – It is not uncommon for new partners to bring us in to help improve or revamp a healthcare program in crisis. Wellpath regularly collaborates with new partners to redesign and establish a new and improved healthcare program that will deliver quality of patient healthcare. In fact, Wellpath has become known for our expertise in turning programs around, a key reason why we continue to experience steady growth.

Case Study: Alameda County, CA

Wellpath provides comprehensive healthcare services for patients housed in Alameda County’s Santa Rita Jail in Dublin, Cal-

ifornia. Working with our affiliate physician owned provider, California Forensic Medical Group (CFMG), we provide daily medical and dental services, which includes on-site clinics for OB/GYN, HIV, optometry, chronic care, orthopedics, and physical therapy. Under our Management Services Agreement we also provide utilization management functions.

Challenge

The jail had experienced poor medical staff morale, high turnover, and an unacceptably high staff vacancy rate. We worked with the Sheriff’s Office to meet with existing healthcare staff; implemented full site-specific policies, procedures, and systems; and initiated services on October 1 2016, fully staffed and with all systems in place.

Significant Achievements and Successes

We successfully transitioned services for more than 3,500 patients, successfully achieved full staffing and provided more than 2,000 hours of staff training during the first six months of the contract.

“The service your team has been providing has been nothing short of spectacular and has met or exceeded all of our expectations. It is clear to me, as well as members of our staff, that you and your company have become an integral part of our family.”

Current Wellpath Partner
Undersheriff

Site Improvement

To better serve our patient population, Wellpath is constantly looking for ways to enhance our clinical and operational efforts at the site level. From technological innovations to enhanced site support staff like our ACE Team and Wellpath Warriors (further described below), we constantly continue our pursuit to help as many people as possible.

Partner Portal – Partner communication and transparency are key for a successful, long-term relationship. Wellpath’s Partner Portal is a secure digital gateway for shared communication and information that can be accessed via web browser by Wellpath partners, giving them confidential, secure online access to key information related to the delivery

of care, such as staffing hours, intakes, health assessments, and medication passes.

ACE Team and Wellpath Warriors – Wellpath has an Operational Support department dedicated to helping our partners and our healthcare teams during the transition period and throughout the life of the contract. The department includes two important teams that are key to our success: The Achieving Clinical Excellence (ACE) Team and Wellpath Warriors.

- The ACE Team is focused on partner support. They assist with transitions, as well as existing sites needing operational improvements or implementing new contract requirements. The ACE Team can create standard operating procedures and workflows, develop site-specific programs and CQI toolkits, monitor site-specific risk factors, train and mentor site leadership, educate staff on best practices, assist with root cause analysis and corrective action plans, monitor and analyze key performance indicators to identify trends, organize materials for accreditation tracking, and more.



The Wellpath Warrior Training curriculum covers:

- Administration
- Policies and procedures
- Receiving screening
- Health assessment
- CIWA/COWs
- Safety Cell/Sobering
- Restraints
- Pregnancy
- Suicide prevention
- Emergency response
- Medication administration and bridging
- Sick call

country. These members are trained to help facilitate the implementation of crucial systems and processes for the transition of new Wellpath contracts. If the need for additional targeted assistance arises for existing Wellpath partners, Wellpath Warriors are available to rise to the challenge.



- The Wellpath Warriors are carefully selected and trained team members that serve as Wellpath care and culture ambassadors who assist with contract start-ups across the

Helping the Communities We Serve

When Wellpath enters into a new partnership we not only feel like we will have an impact on our patients, but also on the community in the following ways.

Local Jobs Created and/or Maintained – A common misconception is that when a contract changes hands the incumbent team loses their employment. In fact, as mentioned previously, our primary strategy is to keep the existing team and then supplement with talent from the community. The incumbent and new team members we staff often live in the community where they work. As we grow, starting up new facilities, opening new hospitals, and launching new Community Care Centers we are creating jobs in these local communities.

Support for the Judicial System – The larger challenge presented by an individual’s incompetency to stand trial is the fact that it is an enormous burden on the judicial system in that these individuals are essentially stuck in the system, waiting in jails or hospitals (if they are lucky enough to get one of the few beds) until they are restored and can participate in their trial. By restoring patients to competency in a timely manner, we help them move through the judicial system saving taxpayer funds and resource.

Procurement/Sourcing – Wellpath strives to work with best-in-class vendor partners for goods and services. These partners are experienced with all aspects of healthcare including the corrections segment and are industry leaders in sustainability. Looking forward, Wellpath is committed to developing and retaining partnerships with companies committed to Diversity and Inclusion, and to reducing their carbon



footprint. Wellpath is proud to support a wide range of vendors and companies with ESG commitments and that include minority-owned, female-owned and small businesses.

Wellpath Community Care Centers –

As referenced in our Purpose section of this report, Wellpath is excited to bring our hope, healing and expertise to the general community with our new Well-



path Community Care Centers. In cities across the country Wellpath will open our clinics that provide evidence-based Medication-Assisted Treatment (MAT) and Substance Use Disorder programs for individuals struggling with opioid or other substances including alcohol, methamphetamine, Fentanyl, cocaine, hallucinogens, and tobacco. These sites provide an option for patients to continue care started while incarcerated, and to other members of the community to benefit from our unique and effective solution.

Philanthropic Efforts

Our partnerships go beyond the facility walls. In cities across the country on any given day, Wellpath's dedicated team is in the community volunteering their time to those in need, including children, homeless and the elderly. Ours is a true culture of caring and that extends deep into the communities we serve.

Looking Ahead –

Wellpath will continue to identify needs in our local communities, and work with our teams to coordinate efforts across Wellpath's network.



Alameda, CA – Wellpath team hosts a Pancake reunification breakfast with the women, children and families of Shepherd's Gate of Livermore.



Nashville, TN – Our Community Services Committee volunteers and donates to organizations like Dismas House, Nashville Rescue Mission, and Caps for Cans



Shelby, TN – Participated in Sheriff's back-to-school supply drive for children living at Karat Place, a transitional housing center



Boston, MA – Wellpath participates in the virtual ride for the Pan Mass Challenge to raise money for Dana Farber Cancer research



New Bedford, MA – Wellpath Staff volunteer at "Boo at The Zoo" to hand out candy at the Zoo for families and children of the community



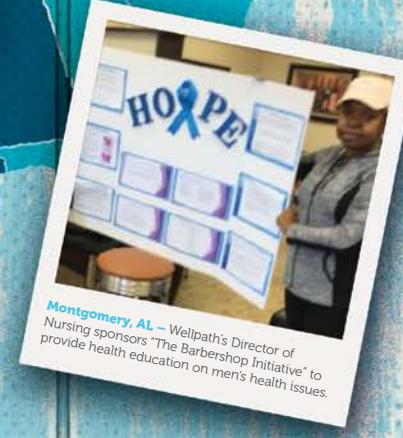
Kern, CA – Kern AES participates in the NAMI Mental Health Awareness month car parade



Conroe, TX – Wellpath working with the Conroe ISD Police at the annual Conroe Independent School District Transition Resource Fair for families of students with disabilities.



Nashville, TN – Wellpath's CIO teaches CPR/AED certificate courses for the Red Cross



Montgomery, AL – Wellpath's Director of Nursing sponsors "The Barbershop Initiative" to provide health education on men's health issues.

Process

To help the most patients Wellpath reduces risk, while improving effectiveness, security and compliance through an integrated approach.

Contents

Corporate Governance

ESG Oversight

Risk Management & Compliance

Ethical Business Practices

Privacy & Data Security

Corporate governance is key to Wellpath's foundation for ethical behavior and integrity. Through our policies, procedures, and governing documents, Wellpath has created a system that encourages transparency, accountability, fairness, and trust in its business operations. Our Board of Managers reviews and approves our corporate governance practices to ensure alignment with our business strategies, social responsibilities, cultural and financial goals, and our stakeholders' best interests.

Material topics include:

- **Risk Management & Compliance** – To ensure an ethical approach to our business with State, Local, and Federal governments, and private industry, and a safe and healthy environment for Patients, People, and Partners
- **Ethical Business Practices** – To promote honest and ethical conduct in service to our Patients by team members and others performing services for Wellpath
- **Corporate Governance** – To ensure ethical behavior and integrity in service to our Patients, People, and Partners
- **Privacy & Data Security** – To protect Patients and People from threats to personal information



Corporate Governance

At Wellpath corporate governance is a framework that holds our leaders accountable for continuously improving clinical staff, operations, processes and caring for our patients.

Board

Having an independent and diverse board helps take into consideration all the various constituencies and stakeholders including our patients and partners.

The business and affairs of Wellpath are managed by our Board of Managers. Our Board currently consists of nine members, three of whom are independent. Four of the Board Members represent women or minority constituencies (BIPOC, Asian and Latinx). In addition, two are practicing physicians, and one is a former Member of Congress who is a vocal advocate for improved access to behavioral healthcare in the United States. Our Chief Executive Officer (“CEO”) and President are the only members of the Board who are also Wellpath employees.

The Board members are elected by the majority shareholder of Wellpath. Board members continue to serve until they are removed by the majority shareholder or voluntarily resign.

The Board may meet at places and times as determined by the Board, but typically meets once per quarter. The Board has designated committees to exercise discrete authority over defined segments of the Company’s operations/business. The Board’s committees include: Compensation Committee, Legal and Risk Committee, Compliance Committee, Audit Committee, and Partnership Committee.

In addition to the above responsibilities, the Board elects Well-

path’s officers of the Company and oversees the Executive Team’s management of the company.

Executive Team

Wellpath’s Executive Team is responsible for executing our strategic plan and overseeing the performance of our day-to-day operations. The Executive Team includes the company’s officers: the CEO, the President, the Chief Financial Officer and Treasurer, and the Chief Legal Officer and Secretary. The Executive Team also includes the Chief Operating Officer, the Chief Human Resources Officer, the Chief of Staff, the Chief Information Officer, and the Chief Clinical Officer. The Executive Team’s role is to lead Wellpath in their respective areas of expertise in a manner that supports the agenda and objectives set forth by the Board.

The Executive Team meets frequently to provide updates to the CEO regarding potential business opportunities, material



Board of Directors Composition	
Percentage of women	22%
Percentage of Black/African-American	11%
Percentage of Hispanic/Latino	11%
Percentage of Asian	11%
Percentage of independent individuals	33%
Combined years of professional experience	252



risks or compliance concerns, social issues affecting patients, employees (also called team members in this report), and partners, budgetary and capital matters, and proposed policy changes. The CEO then reports information to the Board, as required by the governing documents.

As a healthcare company, the welfare of our patients drives the decisions of our Executive Team. The policies and procedures implemented by the Executive Team and their designees require that licensed clinical providers make all decisions related to the practice of medicine and clinical care, all of which are ultimately overseen by our Chief Clinical Officer, a licensed and practicing physician. We have created a “patients-first” culture and instill in our frontline workers the importance of treating patients as they would their own family members. For this reason, healthcare professionals serving our patients are isolated from any economic impacts or monetary decisions regarding patient care. We believe it is important for our frontline healthcare professionals to make decisions based upon evidence-based best practices and patients’ best interests without regard to cost or financial results.

Risk Oversight

The Board is responsible for risk oversight within the committee structure of the Board. The Board delegates the responsibility of risk oversight to the Legal and Risk Committee and the Board Compliance Committee. The Executive Team is responsible for executing our risk mitigation strategy with day-to-day risk mitigation activities managed through the legal department and Management Compliance Committee. The management compliance committee, in cooperation with the legal department, quality department, Vice President, Quality and Risk and Chief Compliance Officer identify potential risk through ongoing analysis and review of key metrics, including but not limited to claims, clinical events, compliance incident reports, annual enterprise risk assessment surveys and annual

auditing and monitoring plans. These metrics along with recommended action plans and ongoing risk mitigation status reports are presented to the Management Compliance Committee and the Board Compliance Committee on a quarterly basis.

Board Compliance Committee

The purpose of the Board Compliance Committee is to assist the Board in overseeing the Company’s compliance with and handling of matters relating to the laws and regulations applicable to the Company’s business, review the effectiveness and results of the Company’s compliance program and promote a Company-wide culture of compliance through oversight and coordination with management on development and implementation of a robust and effective compliance program. The Committee is appointed by the Board and consists of three or more members of the Board or management that are appointed by the Board. The members of the Committee and the Committee Chair are selected by the Board.

Management Compliance Committee

The Management Compliance Committee consists of trained representatives of each of the relevant functional departments as well as senior management and other members as may be appointed by the CEO. The members of the Committee serve at the discretion of the CEO with oversight by the Board Compliance Committee. The Committee, acting through and with the assistance of the Chief Compliance Officer, is empowered to investigate, evaluate and report facts and make recommendations to senior management of possible responses or initiatives, including disciplinary or other adverse action for misconduct by Wellpath team members or agents. The Committee reviews and evaluates the information developed by the Chief Compliance Officer and the recommendations made by the Chief Compliance Officer.

ESG Oversight

The Board and Executive Team share a commitment to ensure that ESG goals remain a top priority for the Company. Like other Company initiatives, with respect to ESG objectives, the Board sets strategic goals and performance indicators for the Executive Team to achieve and manage on a day-to-day basis. The Executive Team will do this in conjunction with an ESG Steering Committee that we formed in 2020. The ESG Steering Committee is chaired by Jorge Dominicis, CEO, and comprises the following members: Kip Hallman, President, Ben Slocum, COO and Juan Perez, CFO. Its mission is to achieve the strategic goals and performance indicators set by the Board and to provide oversight to all ESG related initiatives.

Decisions influencing positive changes for ESG issues are supported by the highest levels of the Company. In 2019 through 2020, the Board approved capital expenditures to establish a new business division to help treat the most vulnerable patients with substance use disorder as a result of the opioid crisis devastating communities across the country. In 2020, the Board also approved funding for the development of neuropsychiatric hospitals to treat an underserved population with mental illness and medical comorbidities who are not best served in traditional acute care hospitals and have very few other options for adequate and compassionate care.



Risk Management & Compliance

Wellpath has a robust corporate compliance program with a mission to prevent, detect and mitigate risk. The program incorporates the Office of Inspector General's seven elements of an effective compliance program. These elements include:

- Implementing written policies, procedures, and standards of conduct.
- Designating a compliance officer and compliance committee.
- Conducting effective training and education.
- Developing effective lines of communication.
- Conducting internal monitoring and auditing.
- Enforcing standards through well-publicized disciplinary guidelines.
- Responding promptly to detected offenses and undertaking corrective action.

The compliance team works closely with the Management Compliance Committee to prioritize potential risk and implement policies and procedures that effectively reduce organizational risk. This is accomplished through ongoing monitoring of key organizational metrics, compliance incident reporting and investigations, initial and reaccreditation audit reports and root cause analysis of investigation and incident report findings.

In 2020, despite COVID-19 restrictions on in-person reviews and delays in accreditation surveys, the compliance team

continued to prepare our sites for future surveys with additional tools and mock virtual surveys that resulted in 21 sites that were reviewed and successfully completed their third party reaccreditations. In addition Wellpath's compliance team conducted 169 internal audits. These reviews encourage both the development and introduction of best practices throughout Wellpath. Reviews by accrediting organizations and internal audits are representative of our commitment to continual improvement.

A compliance operations dashboard documents potential risk based on financial, reputational and regulatory risk criteria. The criteria are used to determine the site level risk profile. This dashboard is then reviewed periodically by operational leadership and updated by the compliance department as pre-survey site audits and documentation reviews are completed. Performance improvement plans are implemented on an as needed basis as a result of these reviews. The compliance department develops an

annual compliance work plan to prioritize department work and an annual corporate auditing and monitoring plan to report on compliance program effectiveness metrics and ongoing progress of the compliance program.

All members of the board of managers, officers, employees, agents and consultants are required to be familiar with the key elements of Wellpath's corporate compliance program and to complete initial training upon appointment or hire, annual training and training on an as needed basis as policies, procedures and regulations change. Compliance training focuses on the components of our code of business conduct and ethics, corporate compliance topics and HIPAA privacy and security.

Effective lines of communication are an essential component of an effective compliance program. Reports of suspected non-compliance can be reported directly to the compliance department or through Wellpath's compliance hotline. These reports can be made anonymously with the identification of the individual reporting protected to the fullest extent allowed by law. The compliance department monitors all calls and emails sent to the hotline, investigates all reports and provides summary reports by incident category to the management and board compliance committees. Signs are posted at each site to ensure all colleagues are aware of how to report a potential compliance concern.

21 of 21
sites successfully completed third party reaccreditations

169
internal site audits conducted by Wellpath's compliance team

Ethical Business Practices

Ethical business practices are at the core of our compliance and risk mitigation efforts. Wellpath ethics training focuses on “always doing the right thing”. To help colleagues further understand Wellpath’s commitment to ethics and compliance, Wellpath has developed a Code of Business Conduct and Ethics (“Code”). The Code functions to deter wrongdoing and promote honest and ethical conduct by team members and others performing services for Wellpath and its subsidiaries and affiliates. Compliance with this Code promotes the avoidance of conflicts of interest; full, fair, accurate, timely, and transparent disclosure; compliance with applicable government and self-regulatory organization laws, rules, and regulations; prompt internal reporting of violations; and accountability for compliance. This Code applies to all persons performing services in any capacity for Wellpath, including members of the board of managers, officers, employees, agents and consultants. This Code includes policies specific to conflicts of interest, corporate opportunities, competition, bribery and anti-corruption and fair dealing, anti-trust compliance, gifts and business entertainment, discrimination and harassment, health and safety, recordkeeping, confidentiality, government contracting, filing government reports, payments to government personnel, protection of company assets, political contributions, reporting unethical behavior and non-retaliation.

All corporate compliance policies and procedures, including the Code of Business Conduct and Ethics are available on Wellpath’s internal web site. All corporate compliance policies are reviewed annually and approved by a multi-disciplinary corporate policy committee.



Privacy & Data Security

Wellpath's Cybersecurity Team is responsible for the implementation and active management of our security program. Our technologies and services are all designed to comply with local, state and federal security requirements typical of the correctional healthcare market. Our team ensures security controls are included when planning or designing products, networks, upgrades and other systems. We seek to use the latest and best tools to stay ahead of today's rapidly changing cyber risk landscape.

In 2020, Wellpath did not experience any data breaches involving employee, partner, or patient information. This means we experienced no PII or PHI breaches, no patients, people or partners were affected and we had no monetary losses as a result of legal proceedings associated with data security and privacy.

Our Electronic Health Record (EHR) and corresponding support systems (timekeeping, intranet, webmail, etc.) are also specifically designed to provide security in a correctional healthcare market by leveraging internet-based designs, secure transportation protocols, and ensuring remote connectivity in isolated or physically secure environments. Security Assessments and HIPAA assessments are conducted by nationally recognized firms and summaries are provided to our partners upon request. Additionally, Wellpath conducts an internal quarterly management review where IT leadership works with the Security Team to provide direction and obtain oversight into incidents and other security activities.

Wellpath's comprehensive cybersecurity program evaluates a wide variety of technologies and processes throughout the year. This includes the conduct of IT Privacy Access Audits, Periodic Account Reviews, and review of elevated account usage. Wellpath's risk management program identifies, analyzes, evaluates,

tracks, communicates, and manages IT risk throughout the company. This includes key risk management components such as supply chain analysis, vendor management, security reviews of new software, and periodic configuration audits.

Cybersecurity and Privacy Training – All Wellpath employees are required to take annual cybersecurity awareness training. This training is supplemented by monthly security shorts in the form of security awareness videos delivered via email. Wellpath leverages monthly phishing tests to evaluate the effectiveness of security awareness training.

All Wellpath employees are also required to complete annual HIPAA compliance training, which covers a wide array of topics including safeguards, patient rights, protecting PHI, compliance, and awareness. This training is supplemented by monthly compliance chronicles delivered via email in addition to monthly compliance training webinars.

Incident Response – The Wellpath Security Incident Response Team (SIRT) comprises senior management personnel and experienced individuals from different divisions including, but not limited to, the Director of Information Security, the Chief Information Officer, and the Chief Compliance Officer. The SIRT team will bring in additional members or additional expertise as warranted by specific circumstances of the incident. The SIRT

team is responsible for the entire incident response lifecycle to provide rapid response and recovery to security incidents based on NIST guidance and compliance requirements.

Investment in Cybersecurity – Wellpath is constantly evaluating and modernizing its security tool stack and technologies to ensure that the security posture of the organization continues to be improved and aligned with best practice. For example, Wellpath has recently replaced its email security solutions allowing for additional security capabilities such as Data Loss Prevention detection over email. Wellpath has also replaced its anti-virus solutions in to obtain the ability to perform Endpoint Detection and Response (EDR) to isolate hosts or perform remote security investigations.

Breach Response – The SIRT team is responsible for appropriate communication of incident response to consumers, employees, third parties, and the relevant customers regarding an incident (as needed) under the direction of Wellpath Senior Management. The SIRT team will promptly notify the appropriate public jurisdiction to identify contact and ensure that commercially reasonable measures are taken to address the data breach in a timely manner. Security Assessments and HIPAA assessments are conducted by nationally recognized firms and summaries are provided to our partners upon request. Wellpath also carries a full Cyber Risk Insurance policy to assist in the case of any major incidents.

Protection of PHI & HIPAA – HIPAA Privacy and Security compliance is an important part of Wellpath's corporate compliance program. As a result, Wellpath has developed a HIPAA Privacy and Security Program based on the standards documented in the HIPAA Privacy Rule, the HIPAA Security Rule, the HIPAA Breach Notification Rule and the HIPAA Omnibus Rule that is designed to ensure the privacy and confidentiality of protect-

ALL WELLPATH EMPLOYEES ARE ALSO REQUIRED TO COMPLETE ANNUAL HIPAA COMPLIANCE TRAINING, WHICH COVERS A WIDE ARRAY OF TOPICS INCLUDING SAFEGUARDS, PATIENT RIGHTS, PROTECTING PHI, COMPLIANCE, AND AWARENESS.

ed health information. Wellpath’s HIPAA Privacy and Security Program follows the same seven elements of the OIG’s effective compliance program, including the designation of a HIPAA Privacy Officer, policies, procedures, employee training, self-audits and HIPAA incident management. HIPAA privacy and security incidents are reported directly to the HIPAA Privacy Officer or through the compliance hotline. HIPAA Privacy and Security compliance is reported at the management and board compliance committees.

Key components of Wellpath’s HIPAA Privacy and Security Program include policies and procedures, monitoring and communicating changes in privacy laws and regulations, conducting periodic compliance assessments, ensuring that appropriate agreements and safeguards are implemented and maintained between Wellpath, its vendors, and its subcontractors, training, audits, and cooperation with partners and state and federal agencies, including the Office for Civil Rights of the Department of Health and Human Services, in any and all compliance reviews or investigations. Our EHR platform and all PHI are maintained and transferred (as needed) in a secure manner consistent with the confidentiality and security requirements of the facility and in conformance with HIPAA, HITECH, NCCHC, and DAM protocols and all other applicable laws, rules, and regulations and GDC policies and procedures. Our organization ensures that all Cyber Data, including Healthcare Records, are managed and maintained within a network that uses DAM protocols and is HIPAA and NCCHC compliant. Nationally recognized firms conduct annual SOC 1 and SOC 2 audits of our data center as well as annual HIPAA risk assessments covering both privacy and security requirements.

The Wellpath Information Technology Contingency Plan establishes procedures to recover IT systems following a disruption.

Our fail-over and recovery plan is tested regularly through disaster recovery drills.

All data are maintained in a secure and redundant environment to ensure accessibility and continuous maintenance of all patient information, despite natural or man-made catastrophes.

Wellpath’s primary data center is co-located in a Tier 3 data center. The Tierpoint data center is designed to ensure critical IT systems, applications, and data are safe from tornadoes, hurricanes, earthquakes, fires, floods and other natural or man-made disasters. The data center contains state-of-the-art infrastructure designed to meet the highest level of reliability. This facility is audited under SSAE 18 SOC 2 Type II, PCI-DSS, GLBA and HIPAA standards annually and is ITAR registered.

Wellpath always respects the ownership of customer data and does not make any records available to others except as approved by the partner. With partner permission, Wellpath will prepare de-identified statistical analysis reports for industry groups and others. We never share PHI (protected health information) except as allowed under HIPAA. We maintain strict compliance with HIPAA and secure Business Associate Agreements with all 3rd parties that potentially could come in contact with PHI.

Procurement

Wellpath’s Procurement Team supports patient care by keeping the enterprise financially healthy through the procurement of quality goods and services that meet our operational healthcare needs.

- **Supplier Code of Conduct** – Wellpath will be developing a supplier code of conduct to ensure all vendor partners have

safe working conditions and their employees are treated with respect. In addition, we will look to partner with suppliers that are environmentally friendly.

- **Responsible Stewardship of Funds** – The procurement department monitors supply chains, negotiates contracts with vendors, and serves as Wellpath’s primary buyer of goods and services while using the framework of the seven-step sourcing process which includes:

1. Conduct an internal needs analysis
2. Conduct an assessment of the supplier’s market
3. Collect supplier information
4. Develop a sourcing strategy
5. Implement the sourcing strategy
6. Negotiate with suppliers and select the winning bid
7. Implement a transition plan or contractual supply chain improvements

By following the rigor of the seven-step sourcing process the Wellpath Procurement team can ensure that we are excellent stewards of our partner’s resources and that we get the best products or services on time at the right quality and price.

Planet

Wherever we can, we do our part to make sure we leave the planet to future generations in better shape than we found it.

Contents

Efforts to Reduce Carbon Emissions

Waste Reduction

Wellpath strives to implement as many efforts as possible to reduce carbon emissions, where we can. We maintain this goal despite the fact that we do not have operational control over the local state and federal government jail and prison facilities where we operate, which represents the majority of the sites where we provide care. Wellpath is looking at ways to improve transparency and quantitative reporting over these environmental areas in future years.

Material topics include:

- **Carbon Emissions** – Efforts to reduce carbon emissions in our operations, including in MAT facilities, and our company vehicles
- **Pollution, Waste, & Recycling** – To prioritize efforts to improve the Planet by identifying opportunities to increase recycling in our operations
- **Responsible Building & Sourcing** – To identify and prioritize ways to build facilities that are aligned with environmental best practices, including LEED certifications, and to identify and prioritize vendors that are aligned to our ESG initiatives such as reducing our packaging and waste

Our materiality assessment includes topics pertaining to climate change, including carbon emissions. Wellpath will continue to assess the physical risk of climate events along with our partners in the facilities in which we perform our services. In the future, will perform a more in-depth analysis of the potential risk to our operations that may warrant disclosures as recommended by the Task Force on Climate-related Financial Disclosures.



Efforts to Reduce Carbon Emissions

Wellpath is currently committed to the following initiatives to reduce carbon emissions throughout the organization.

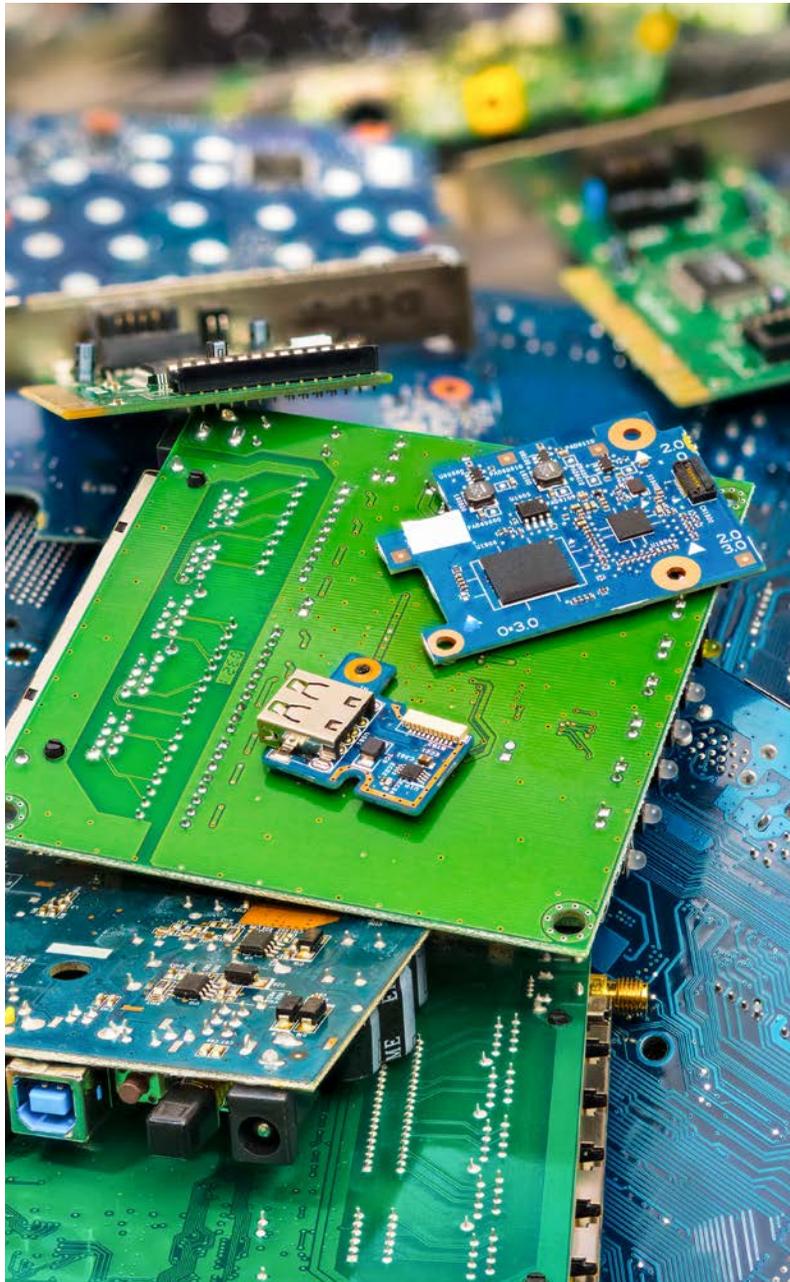
- **Fewer Vehicles on the Road** – Wellpath’s evolution as an organization is to move away from vehicle dependent systems that improve our quality of care, and our dependence on fossil fuels. Our telehealth technology is an example of an initiative to improve patient care but also impacts our own and our partners’ footprint through reduced transportation needs.
- **Improved Onsite Care** – Wellpath’s care philosophy includes consulting support so that when clinically appropriate,

care is performed onsite. Optimizing care to perform and technological infrastructure including the Wellpath Healthcare Cloud may result in fewer offsite patient transports resulting in an overall reduction of carbon emissions.

- **Fewer Deliveries** – Wellpath works with vendor partners to ensure industry best practices for shipping and delivery. Wherever possible Wellpath leverages distributor private fleet rather than utilizing commercial carriers. Wellpath also provides ongoing training for order optimization as well as SKU rationalization to utilize PAR levels for key items. We are also piloting a new technology to help with inventory management that may further streamline ordering and fulfillment in the future.

- **Mail Over Vehicle** – Wherever compliant, safe and available, Wellpath sends hazardous waste through the mail instead of utilizing weekly vendor pick-ups. This leverages a more energy-efficient delivery process.
- **Cloud-Based Solutions & Digitization** – The more adoption of cloud-based and digital healthcare services utilized and deployed across our organization the greater the reduction vehicle transportation. Using the cloud rather than our own servers means we are taking advantage of the latest server and cooling technology operated by those vendors, indirectly reducing our emissions impact. When considering telehealth and digital x-rays alone, the positive impact is meaningful.





Pollution, Waste, & Recycling

Medication - For health and safety reasons, medications that cannot be returned to the onsite pharmacy (e.g., non-unit-dose medications, medications refused by the patient, and/or medications left by discharged patients) are destroyed. Wellpath makes every reasonable accommodation to minimize the quantity of pharmaceuticals destroyed. We dispose of pharmaceutical waste in compliance with federal, state, and local laws and regulations and we conduct regular audits to remove discontinued or expired medications. Our pharmacy can provide a daily report of medications approaching expiration. They can also set a trigger to alert staff when there are “X” number of days (e.g., 1 week, 10 days, 2 weeks, etc.) prior to a medication expiring. Wellpath staff place pharmaceutical waste in approved collection containers as soon as possible and complete the appropriate disposal form. We ensure the availability of RX Destroyer containers, which remain locked in the medication room cabinet. In states where it is allowed, Wellpath uses Drug Buster, an eco-friendly drug disposal system. The solution starts to dissolve medications and pills on contact, and is safe and effective for use on tablets, capsules, creams and more.

eRecycling – Wellpath has been performing environmentally responsible computer hardware recycling for over 10 years. This couples with our information security policy, which requires that data be wiped from all hard drives to ensure patient and team member privacy. Wellpath currently performs our recycling with Memory for Memory a 501(c)(3) nonprofit, that works to increase the education and awareness of Alzheimer’s disease and dementia through recycling of end-of-life electronics. Memory for Memory monetizes recycled electronics to fund charities and services that are specifically focused on finding a cure for, or caring for, those impacted by Alzheimer’s and dementia. All donated goods are recycled securely, ethically, and efficiently. By adhering to strict data security protocols, Memory for Memory removes all data and personal information

from any data-bearing assets – hard drives, televisions, cell phones, speakers, keyboards, etc. All profits generated from the recycling and resale of electronics are donated to fund the continued research, support, and cure of Alzheimer’s and related dementia. Memory for Memory is a Microsoft Registered Refurbisher and is registered with The Florida Department of Environmental Protection.

Asset	Count
All-in-One	772
Laptop	569
LCD Monitor	149
Printer/Copier/Fax/Scanner	118
Desktop Computers	106
Docking Station	88
Tablets	78
Networking Equipment	55
Misc. Electronics	48
Desk Phones	38
Server	15
Phone System	5
Battery Backups	2
Cell Phone	2
Medical Equipment	1
Television	1
Grand Total	2047



Responsible Building

In our Recovery Solutions Division we periodically have development and construction oversight of hospitals and facility renovations. In these instances, Wellpath is committed to responsible building and the conservation of natural resources, non-renewable resources, energy, and designing to LEED Silver Standards as defined by the USGBC to the broadest extent possible. These practices ensure our locations not only do their part to heal our patients but also our planet.

Responsible Sourcing

Wellpath works with best in class vendors to provide responsible waste disposal and recycling. Below are a few key 2020 related metrics:

Shredding Services:

- 436,910 annual pounds of confidential materials recycled
- 655 cubic yards of landfill space saved

Recycling Summary:

- 436,910 lbs. recycled
- 3,734 trees saved
- 83,013 oil saved in gallons
- 1,529,185 gallons of water saved



Performance

These important metrics are the ways we measure, manage, and communicate our progress toward our goal of providing quality care to every patient.



People

Team Member Diversity	As of 12/31/2020
Race / Ethnicity	
American Indian / Alaska Native	0.6%
Asian	4.7%
Black or African American	33.3%
Hispanic or Latino	9.8%
Native Hawaiian / Other Pacific Islander	0.4%
Two or More Races	2.8%
Unknown / Undeclared	0.1%
White	48.3%
Gender - Total	
Percentage of total workforce (female)	77.0%
Percentage of total workforce (male)	22.9%
Unknown / Undeclared	0.0%
Gender - Supervisors	
Percentage of supervisors (female)	72.3%
Percentage of supervisors (male)	27.7%
Unknown / Undeclared	0.0%

People (continued)

Senior Leadership Composition	
Percentage of women in senior management (VP and above)	39.5%
Percentage of minority individuals in senior management (VP and above)	20.9%
New Hire Diversity	
2020	
Race / Ethnicity	
American Indian / Alaska Native	0.6%
Asian	4.1%
Black or African American	36.6%
Hispanic or Latino	9.8%
Native Hawaiian / Other Pacific Islander	0.4%
Two or More Races	3.8%
Unknown / Undeclared	0.1%
White	44.6%
Gender - Total	
Percentage of total workforce (female)	79.1%
Percentage of total workforce (male)	20.9%
Unknown / Undeclared	0.0%

People (continued)

Talent Management & Development 2020

Retention / Turnover	
Percentage of team members retained with tenure > 1 year	82.9%
Voluntary turnover for medical doctors	15.7%
Voluntary turnover for non-physician medical professionals	17.1%
Voluntary turnover for all others	24.5%
Involuntary turnover for medical doctors	2.9%
Involuntary turnover for non-physician medical professionals	1.5%
Involuntary turnover for all others	6.7%

Health & Safety (all Wellpath team members) see notes at right for context 2020

	Correctional Institutions (State Government)	Nursing and Residential Care Facilities (State Government)	Wellpath
Total recordable incident rate (TRIR)	6.8	11.5	4.9
Days away, restricted, or transferred (DART) rate	4.3	7.3	2.72
Lost time incident rate	3.7	6	1.92
Total recordable injury rate	6.8	11.3	3.8
Number and rate of fatalities as a result of work-related injury			0
High-consequence work-related injuries (excluding fatalities)			0
Recordable work-related injuries			497
Number of hours worked			26,163,156
% of locations with no work injuries			66%

Total recordable incident rate (TRIR) - The number of recordable incidents per 100 employees. Calculation = number of incidents x 200,000 / total number of hours worked in a year.

Days away, restricted, or transferred (DART) rate - The number of recordable incidents per 100 employees which resulted in days away from work, days of restricted work activity, and/or days of job transfer. Calculation = number of incidents that resulted in days away, restricted or transferred x 200,000 / total number of hours worked in a year.

Lost time incident rate - The number of recordable incidents per 100 employees which resulted in employee missing work. Calculation = number of incidents that resulted in missing work x 200,000 / total number of hours worked in a year.

Total recordable injury rate - The number of recordable injuries per 100 employees. Calculation = number of injuries x 200,000 / total number of hours worked in a year.

Number and rate of fatalities as a result of work-related injury - The number fatalities as a result of work-related injury. Calculation = number of fatalities x 200,000 / total number of hours worked in a year.

High-consequence work-related injuries (excluding fatalities) - The number high-consequence events (non-fatal) as a result of work-related injury. Calculation = number of high-consequence work-related injuries x 200,000 / total number of hours worked in a year.

Recordable work-related injuries - The number of recordable work-related injuries. Calculation = count of injuries.

Number of hours worked - The number of total hours employees worked during the period. Calculation = count of hours.

% of locations with no work injuries - The percentage of locations with no work injuries. Calculation = the number of locations without work injuries / the total number of locations.

Patients

Quality of Patient Care	2020
Average days for a patient to get a physical (contractually not to exceed 14 days)	9.8
Percentage of patients 18-59 years who have hypertensive blood pressure and are at target	70.1%
Percentage of diabetic patients who have A1C control	63.4%
Percentage of diabetic patients 18-75 years of age with blood pressure control	65.5%
Percentage of patients with HbA1c control (<7%) for a selected population	50.1%
Percentage of patients with poor HbA1c control (>9%)	25.6%
Percentage of patients with an Electronic Medical Record solution	95.8%
Percentage of patients who have had a BMI assessment	88.0%
Percentage of diabetic patients without CVD using Statin	58.3%

Process

Privacy & Security	2020
Number of data breaches - total	0
Percentage of data breaches involving PII	0.0%
Number of customers impacted in data breaches involving PII	0
Percentage of data breaches involving PHI	0.0%
Number of customers impacted in data breaches involving PHI	0
Governance	
Board of Directors Composition	
Percentage of women	22%
Percentage of Black/African-American	11%
Percentage of Hispanic/Latino	11%
Percentage of Asian	11%
Percentage of independent individuals	33%
Combined years of professional experience	252
Compliance / 2020	
Number of internal program audits completed	169

Planet

Pollution, waste & recycling	
Pounds of paper recycled (all sites)	436,910