

Purchasing & Contracting Department

April 13, 2026

VIA EMAIL TO: camberry@concentra.com

Ms. Cathey Amberry, Senior Key Account Manager
Occupational Health Centers of California, a Medical Corporation, dba Concentra Medical Centers
5575 Ruffin Road, Suite 100
San Diego, CA 92123

Reference: Request for Proposal (RFP) 10090302-26-L, Industrial Medical Services

Dear Ms. Amberry:

Subject: Exceptions

Exhibit A, paragraph A.2.2 of the subject RFP, states, in pertinent part: "Any exceptions to the Contract that have not been accepted by the City in writing are deemed rejected. The City, in its sole discretion, may accept some or all of proposers' exceptions, reject proposer's exceptions and deem the proposal non-responsive, or award the Contract without proposer's proposed exceptions."

This letter confirms our agreement to clarify and modify the terms of the Contract relating to the above-referenced solicitation. The Parties agree as follows:

1. Contract Resulting from Request for Proposal Number 10090302-26-L, Industrial Medical Services Article III, section 3.1, shall be deleted in its entirety and replaced with the following:

3.1 Amount of Compensation. City shall pay Contractor for performance of all Services rendered in accordance with this Contract in an amount not to exceed \$8,750,000. At the beginning of each twelve (12) month period of this Contract, following the effective date, the fees for the prior twelve (12) month period shall be automatically increased by five percent (5%).

2. Contract Resulting from Request for Proposal Number 10090302-26-L, Industrial Medical Services Article VI, section 6.1, shall be added in its entirety as follows:

**ARTICLE VI
MEDICAL RECORDS**

6.1 Medical Records. Contractor shall serve as the custodian of medical records created at the clinic during the term of this Contract. Contractor, as custodian of records shall abide by all local, state, and federal requirements for such record retention during and after the term of this Contract.

Contractor shall also abide by all applicable laws related to Contractor and the medical service record retention. City acknowledges that Contractor will provide copies of medical records to any third-party requestor (with the appropriate executed release from the employee/patient, court order, or business affidavit, as applicable). City understands and acknowledges that the City is not entitled to access any patient medical records except to the extent allowed by law. Contractor is a “covered entity” as enumerated in 45 CFR §160.103. As a covered entity, Contractor may only disclose protected health information as authorized by and to the extent allowed by law. Upon the termination of this Contract for any reason, Contractor shall maintain all records created against the statutory and regulatory requirements. Should City request records be maintained by Contractor beyond any state, local or federal rule due to an ongoing audit or legal matter, then City shall be invoiced for such retention for as long as such records are retained until written notice from City to destroy such retained records. This Section shall survive the termination of this Contract.

3. Article IV (page 6 of 21) of Exhibit C, General Contract Terms and Provisions, add a new Section 4.7 as follows:

4.7 Contractor’s Right to Terminate for Default. The Contractor shall have the right to terminate the Contract for cause in the event the City is in default of its payment obligations under this Contract and fails to cure the default within thirty (30) days of receiving written notice of the default from the Contractor.

4. Article VII, Section 7.1 (page 11 of 21) of Exhibit C, General Contract Terms and Provisions, shall be deleted in its entirety and replaced with the following:

7.1 Indemnification. To the fullest extent permitted by law, Contractor shall defend (with legal counsel reasonably acceptable to City), indemnify, protect, and hold harmless City and its elected officials, officers, employees, agents, and representatives (Indemnified Parties) from and against any and all claims, losses, costs, damages, injuries (including, without limitation, injury to or death of an employee of Contractor or its subcontractors), expense, and liability of every kind, nature and description (including, without limitation, incidental and consequential damages, court costs, and litigation expenses and fees of expert consultants or expert witnesses incurred in connection therewith and costs of investigation) that arise out of, pertain to, or relate to, directly or indirectly, in whole or in part, any goods provided or negligent performance of services under this Contract by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or anyone that either of them control. Contractor’s duty to defend, indemnify, protect and hold harmless shall not include any claims or liabilities arising from the sole negligence or willful misconduct of the Indemnified Parties.

5. Article VII, Section 7.2.4 (page 12 of 21) of Exhibit C, General Contract Terms and Provisions, shall be deleted in its entirety and replaced with the following:

7.2.4 Professional Liability (Medical Malpractice). For consultant contracts, insurance appropriate to Consultant's profession, with limit no less than \$1,000,000 per occurrence or claim, \$2,000,000 aggregate.

If Contractor maintains broader coverage and/or higher limits than the minimums shown above, City requires and shall be entitled to the broader coverage and/or the higher limits maintained by Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to City.

Please indicate your agreement with the above by signing the bottom of this letter. Thank you for your assistance.

Sincerely,



Taylor Cox
Senior Procurement Contracting Officer

This Letter is executed by the City and Contractor acting by and through their authorized officers.

CONTRACTOR
Occupational Health Centers of California,
a Medical Corporation, dba
Concentra Medical Centers

By: Kathy Le, MD
Kathy Le, MD (Apr 17, 2026 10:52:43 PDT)

Name: Kathy Le, MD

Title: President and Treasurer

Date: 04/16/2026

THE CITY OF SAN DIEGO

By: C. Abarca

Name: Claudia Abarca

Title: Director, Purchasing & Contracting

Date: 06/03/2026

**CONTRACT RESULTING FROM REQUEST FOR PROPOSAL NUMBER 10090302-26-L,
INDUSTRIAL MEDICAL SERVICES**

This Contract (Contract) is entered into by and between the City of San Diego, a municipal corporation (City), and the successful proposer to Request for Proposal (RFP) # 10090302-26-L, INDUSTRIAL MEDICAL SERVICES (Contractor).

RECITALS

On or about 8/12/2025, City issued an RFP to prospective proposers on services to be provided to the City. The RFP and any addenda and exhibits thereto are collectively referred to as the "RFP." The RFP is attached hereto as Exhibit A.

City has determined that Contractor has the expertise, experience, and personnel necessary to provide the services.

City wishes to retain Contractor to provide industrial medical services as further described in the Scope of Work, attached hereto as Exhibit B. (Services).

For good and valuable consideration, the sufficiency of which is acknowledged, City and Contractor agree as follows:

**ARTICLE I
CONTRACTOR SERVICES**

1.1 Scope of Work. Contractor shall provide the Services to City as described in Exhibit B which is incorporated herein by reference. Contractor will submit all required forms and information described in Exhibit A to the Purchasing Agent before providing Services.

1.2 General Contract Terms and Provisions. This Contract incorporates by reference the General Contract Terms and Provisions, attached hereto as Exhibit C.

1.3 Contract Administrator. The Risk Management Department (Department) is the Contract Administrator for this Agreement. Contractor shall provide the Services under the direction of a designated representative of the Department as follows:

Joseph Sousa, Workers' Compensation & Insurance Manager
1200 Third Avenue, Suite 1000
San Diego, CA 92101
(619) 236-5958
JSousa@sandiego.gov

**ARTICLE II
DURATION OF CONTRACT**

2.1 Term. This Contract shall be for a period of five (5) years beginning on the Effective Date. Unless otherwise terminated, this Contract shall be effective until completion of the Scope of Services. The term of this Contract shall not exceed five years unless approved by the City Council by ordinance.

2.2 Effective Date. This Contract shall be effective on the date it is executed by the last Party to sign the Contract and approved by the City Attorney in accordance with San Diego Charter Section 40.

ARTICLE III COMPENSATION

3.1 Amount of Compensation. City shall pay Contractor for performance of all Services rendered in accordance with this Contract in an amount not to exceed \$8,750,000.
(The not to exceed amount will be added in this final Contract prior to the final execution of the Contract by the City, with the Contractor's initials indicating acceptance.)

ARTICLE IV WAGE REQUIREMENTS

4.1 Reserved.

ARTICLE V CONTRACT DOCUMENTS

5.1 Contract Documents. The following documents comprise the Contract between the City and Contractor: this Contract and all exhibits thereto, the RFP; the Notice to Proceed; and the City's written acceptance of exceptions or clarifications to the RFP, if any.

5.2 Contract Interpretation. The Contract Documents completely describe the Services to be provided. Contractor will provide any Services that may reasonably be inferred from the Contract Documents or from prevailing custom or trade usage as being required to produce the intended result whether or not specifically called for or identified in the Contract Documents. Words or phrases which have a well-known technical or construction industry or trade meaning and are used to describe Services will be interpreted in accordance with that meaning unless a definition has been provided in the Contract Documents.

5.3 Precedence. In resolving conflicts resulting from errors or discrepancies in any of the Contract Documents, the Parties will use the order of precedence as set forth below. The 1st document has the highest priority. Inconsistent provisions in the Contract Documents that address the same subject, are consistent, and have different degrees of specificity, are not in conflict and the more specific language will control. The order of precedence from highest to lowest is as follows:

- 1st Any properly executed written amendment to the Contract
- 2nd The Contract
- 3rd The RFP and the City's written acceptance of any exceptions or clarifications to the RFP, if any
- 4th Contractor's Proposal

5.4 Counterparts. This Contract may be executed in counterparts which, when taken together, shall constitute a single signed original as though all Parties had executed the same page.

5.5 Public Agencies. Other public agencies, as defined by California Government Code section 6500, may choose to use the terms of this Contract, subject to Contractor's acceptance. The City is not liable or responsible for any obligations related to a subsequent Contract between Contractor and another public agency.

IN WITNESS WHEREOF, this Contract is executed by City and Contractor acting by and through their authorized officers.

CONTRACTOR

Occupational Health Centers of California, A Medical Corporation, dba Concentra Medical Centers

Proposer

5080 Spectrum Drive, Suite 1200W

Street Address

Addison, Texas 75001

City

800-232-3550

Telephone No.

Legalcontracts@concentra.com

E-Mail

CITY OF SAN DIEGO
A Municipal Corporation

BY:



Print Name: Claudia Abarca

Director, Purchasing & Contracting

Title

06/03/2026

Date Signed

BY:



Kathy Le, MD (Apr 17, 2026 10:52:43 PDT)

Signature of
Proposer's Authorized
Representative

Kathy Le, MD

Print Name

President and Treasurer

Title

04/17/2026

Date

Approved as to form this 8th day of
June, 2026.

HEATHER FERBERT, City Attorney

BY: 

Thomas J. Brady (Jun 8, 2026 11:54:11 PDT)

Deputy City Attorney

Document No: R-316759



EXHIBIT A
PROPOSAL SUBMISSION AND REQUIREMENTS

A. PROPOSAL SUBMISSION

1. Timely Proposal Submittal. Proposals must be submitted as described herein to the Purchasing & Contracting Department (P&C).

1.1 Reserved.

1.2 Paper Proposals. The City will accept paper proposals in lieu of eProposals. Paper proposals must be submitted in a sealed envelope to the Purchasing & Contracting Department (P&C) located at 1200 Third Avenue, Suite 200, San Diego, CA 92101. The Solicitation Number and Closing Date must be referenced in the lower left-hand corner of the outside of the envelope. Faxed proposals will not be accepted.

1.3 Proposal Due Date. Proposals must be submitted prior to the Closing Date indicated on the eBidding System. E-mailed and/or faxed proposals will not be accepted.

1.4 Pre-Proposal Conference. No pre-proposal conference will be held for RFP.

1.4.1 Reserved.

1.5 Questions and Comments. Written questions and comments must be submitted electronically via the eBidding System no later than the date specified on the eBidding System. Only written communications relative to the procurement shall be considered. The City's eBidding System is the only acceptable method for submission of questions. All questions will be answered in writing. The City will distribute questions and answers without identification of the inquirer(s) to all proposers who are on record as having received this RFP, via its eBidding System. No oral communications can be relied upon for this RFP. Addenda will be issued addressing questions or comments that are determined by the City to cause a change to any part of this RFP.

1.6 Contact with City Staff. Unless otherwise authorized herein, proposers who are considering submitting a proposal in response to this RFP, or who submit a proposal in response to this RFP, are prohibited from communicating with City staff about this RFP from the date this RFP is issued until a contract is awarded.

2. Proposal Format and Organization. Unless electronically submitted, all proposals should be securely bound and must include the following completed and executed forms and information presented in the manner indicated below:

Tab A - Submission of Information and Forms.

2.1 Completed and signed Contract Signature Page. If any addenda are issued, the latest Addendum Contract Signature Page is required.

2.2 Exceptions requested by proposer, if any. The proposer must present written factual or legal justification for any exception requested to the Scope of Work, the Contract, or the Exhibits thereto. Any exceptions to the Contract that have not been accepted by the City in writing are deemed rejected. The City, in its sole discretion, may accept some or all of

proposer's exceptions, reject proposer's exceptions, and deem the proposal non-responsive, or award the Contract without proposer's proposed exceptions. The City will not consider exceptions addressed elsewhere in the proposal.

2.3 The Contractor Standards Pledge of Compliance Form.

2.4 Equal Opportunity Contracting forms including the Work Force Report and Contractors Certification of Pending Actions.

2.5 Reserved.

2.6 Licenses as required in Exhibit B.

2.7 Reserved.

2.8 Additional Information as required in Exhibit B.

2.9 Reserved.

Tab B – Executive Summary and Responses to Specifications.

2.10 A title page.

2.11 A table of contents.

2.12 An executive summary, limited to one typewritten page, that provides a high-level description of the proposer's ability to meet the requirements of the RFP and the reasons the proposer believes itself to be best qualified to provide the identified services.

2.13 Proposer's response to the RFP.

Tab C – Cost/Price Proposal (if applicable). Proposers shall submit a cost proposal in the form and format described herein. Failure to provide cost(s) in the form and format requested may result in proposal being declared non-responsive and rejected.

3. Proposal Review. Proposers are responsible for carefully examining the RFP, the Specifications, this Contract, and all documents incorporated into the Contract by reference before submitting a proposal. If selected for award of contract, proposer shall be bound by same unless the City has accepted proposer's exceptions, if any, in writing.

4. Addenda. The City may issue addenda to this RFP as necessary. All addenda are incorporated into the Contract. The proposer is responsible for determining whether addenda were issued prior to a proposal submission. Failure to respond to or properly address addenda may result in rejection of a proposal.

5. Quantities. The estimated quantities provided by the City are not guaranteed. These quantities are listed for informational purposes only. Quantities vary depending on the demands of the City. Any variations from the estimated quantities shall not entitle the proposer to an adjustment in the unit price or any additional compensation.

6. Quality. Unless otherwise required, all goods furnished shall be new and the best of their kind.

6.1 Items Offered. Proposer shall state the applicable trade name, brand, catalog, manufacturer, and/or product number of the required good, if any, in the proposal.

6.2 Brand Names. Any reference to a specific brand name in a solicitation is illustrative only and describes a component best meeting the specific operational, design, performance, maintenance, quality, or reliability standards and requirements of the City. Proposer may offer an equivalent or equal in response to a brand name referenced (Proposed Equivalent). The City may consider the Proposed Equivalent after it is subjected to testing and evaluation which must be completed prior to the award of contract. If the proposer offers an item of a manufacturer or vendor other than that specified, the proposer must identify the maker, brand, quality, manufacturer number, product number, catalog number, or other trade designation. The City has complete discretion in determining if a Proposed Equivalent will satisfy its requirements. It is the proposer's responsibility to provide, at their expense, any product information, test data, or other information or documents the City requests to properly evaluate or demonstrate the acceptability of the Proposed Equivalent, including independent testing, evaluation at qualified test facilities, or destructive testing.

7. Modifications, Withdrawals, or Mistakes. Proposer is responsible for verifying all prices and extensions before submitting a proposal.

7.1 Modification or Withdrawal of Proposal Before Proposal Opening. Prior to the Closing Date, the proposer or proposer's authorized representative may modify or withdraw the proposal by providing written notice of the proposal modification or withdrawal to the City Contact via the eBidding System. E-mail or telephonic withdrawals or modifications are not permissible.

7.2 Proposal Modification or Withdrawal of Proposal After Proposal Opening. Any proposer who seeks to modify or withdraw a proposal because of the proposer's inadvertent computational error affecting the proposal price shall notify the City Contact identified on the eBidding System no later than three working days following the Closing Date. The proposer shall provide worksheets and such other information as may be required by the City to substantiate the claim of inadvertent error. Failure to do so may bar relief and allow the City recourse from the bid surety. The burden is upon the proposer to prove the inadvertent error. If, as a result of a proposal modification, the proposer is no longer the apparent successful proposer, the City will award to the newly established apparent successful proposer. The City's decision is final.

8. Incurred Expenses. The City is not responsible for any expenses incurred by proposers in participating in this solicitation process.

9. Public Records. By submitting a proposal, the proposer acknowledges that any information submitted in response to this RFP is a public record subject to disclosure unless the City determines that a specific exemption in the California Public Records Act (CPRA) applies. If the proposer submits information clearly marked confidential or proprietary, the City may protect such information and treat it with confidentiality to the extent permitted by law. However, it will be the responsibility of the proposer to provide to the City the specific legal grounds on which the City can rely in withholding information requested under the CPRA should the City choose to withhold such information. General references to sections of the

CPRA will not suffice. Rather, the proposer must provide a specific and detailed legal basis, including applicable case law, that clearly establishes the requested information is exempt from the disclosure under the CPRA. If the proposer does not provide a specific and detailed legal basis for requesting the City to withhold proposer's confidential or proprietary information at the time of proposal submittal, City will release the information as required by the CPRA and proposer will hold the City, its elected officials, officers, and employees harmless for release of this information. It will be the proposer's obligation to defend, at proposer's expense, any legal actions or challenges seeking to obtain from the City any information requested under the CPRA withheld by the City at the proposer's request. Furthermore, the proposer shall indemnify and hold harmless the City, its elected officials, officers, and employees from and against any claim or liability, and defend any action brought against the City, resulting from the City's refusal to release information requested under the CPRA which was withheld at proposer's request. Nothing in the Contract resulting from this proposal creates any obligation on the part of the City to notify the proposer or obtain the proposer's approval or consent before releasing information subject to disclosure under the CPRA.

10. Right to Audit. The City Auditor may access proposer's records as described in San Diego Charter section 39.2 to confirm contract compliance.

B. PRICING

1. Fixed Price. All prices shall be firm, fixed, fully burdened, FOB destination, and include any applicable delivery or freight charges, and any other costs required to provide the requirements as specified in this RFP. The lowest total estimated contract price of all the proposals that meet the requirements of this RFP will receive the maximum assigned points to this category as set forth in this RFP. The other price schedules will be scored based on how much higher their total estimated contract prices compare with the lowest:

$$(1 - \frac{(\text{contract price} - \text{lowest price})}{\text{lowest price}}) \times \text{maximum points} = \text{points received}$$

For example, if the lowest total estimated contract price of all proposals is \$100, that proposal would receive the maximum allowable points for the price category. If the total estimated contract price of another proposal is \$105 and the maximum allowable points is 60 points, then that proposal would receive $(1 - ((105 - 100) / 100)) \times 60 = 57$ points, or 95% of the maximum points. The lowest score a proposal can receive for this category is zero points (the score cannot be a negative number). The City will perform this calculation for each Proposal.

2. Taxes and Fees. Taxes and applicable local, state, and federal regulatory fees should not be included in the price proposal. Applicable taxes and regulatory fees will be added to the net amount invoiced. The City is liable for state, city, and county sales taxes but is exempt from Federal Excise Tax and will furnish exemption certificates upon request. All or any portion of the City sales tax returned to the City will be considered in the evaluation of proposals.

3. Escalation. An escalation factor is not allowed unless called for in this RFP. If escalation is allowed, proposer must notify the City in writing in the event of a decline in market price(s) below the proposal price. At that time, the City will make an adjustment in the Contract or may elect to re-solicit.

4. Unit Price. Unless the proposer clearly indicates that the price is based on consideration of being awarded the entire lot and that an adjustment to the price was made based on receiving the entire proposal, any difference between the unit price correctly extended and the total price shown for all items shall be offered shall be resolved in favor of the unit price.

C. EVALUATION OF PROPOSALS

1. Award. The City shall evaluate each responsive proposal to determine which proposal offers the City the best value consistent with the evaluation criteria set forth herein. The proposer offering the lowest overall price will not necessarily be awarded a contract.

2. Sustainable Materials. Consistent with Council Policy 100-14, the City encourages use of readily recyclable submittal materials that contain post-consumer recycled content.

3. Evaluation Process.

3.1 Process for Award. A City-designated evaluation committee (Evaluation Committee) will evaluate and score all responsive proposals. The Evaluation Committee may require proposer to provide additional written or oral information to clarify responses. Upon completion of the evaluation process, the Evaluation Committee will recommend to the Purchasing Agent that award be made to the proposer with the highest scoring proposal.

3.2 Reserved.

3.3 Mandatory Interview/Oral Presentation. The City will require all proposers to interview and/or make an oral presentation. Interviews and/or oral presentations will be made to the Evaluation Committee in order to clarify the proposals and to answer any questions. The interviews and/or oral presentations will be scored as part of the selection process. The City will complete all reference checks prior to any oral interview. Additionally, the Evaluation Committee may require proposer's key personnel to interview. Interviews may be by telephone and/or in person. Multiple interviews may be required. Proposers are required to complete their oral presentation and/or interviews within seven (7) workdays after the City's request. Proposers should be prepared to discuss and substantiate any of the areas of the proposal submitted, as well as proposer's qualifications to furnish the subject services. Proposer is responsible for any costs incurred for the oral presentation and interview of the key personnel.

3.4 Discussions/Negotiations. The City has the right to accept the proposal that serves the best interest of the City, as submitted, without discussion or negotiation. Contractors should, therefore, not rely on having a chance to discuss, negotiate, and adjust their proposals. The City may negotiate the terms of a contract with the winning proposer based on the RFP and the proposer's proposal or award the contract without further negotiation.

3.5 Inspection. The City reserves the right to inspect the proposer's equipment and facilities to determine if the proposer is capable of fulfilling this Contract. Inspection will include, but not limited to, survey of proposer's physical assets and financial capability. Proposer, by signing the proposal agrees to the City's right of access to physical assets and financial records for the sole purpose of determining proposer's capability to perform the Contract. Should the City conduct this inspection, the City reserves the right to disqualify a

proposer who does not, in the City's judgment, exhibit the sufficient physical and financial resources to perform this Contract.

3.6 Evaluation Criteria. The following elements represent the evaluation criteria that will be considered during the evaluation process:

	MAXIMUM EVALUATION POINTS
A. Responsiveness to the RFP.	15
1. Requested information included and thoroughness of response	
2. Clarity of response	
3. Executive Summary reflects an understanding of the needs of the City's Workers' Compensation Program	
4. Exceptions to the RFP	
B. Staffing Plan.	30
1. Experience with treating workers' compensation injuries in California	
2. Availability/Geographical locations of occupational health and specialty services	
3. Experience serving as an MPN provider in California	
4. Experience providing occupational health services to public agencies including sworn safety	
C. Firm's Capability to provide the services and expertise and Past Performance.	30
1. Relevant experience of the Proposer	
2. Previous relationship of firm and subcontractors in providing workers' compensation care	
3. Past /Prior Performance	
4. Capacity/Capability to meet The City of San Diego needs in providing timely occupational health and specialty care	
5. Reference checks	
D. Price.	10
E. Mandatory Demonstration/Presentation.	15
1. Real time operation	
2. Access to and view of medical records.	
3. Thoroughness and Clarity of Presentation	
SUB TOTAL MAXIMUM EVALUATION POINTS:	100
F. Participation by Small Local Business Enterprise (SLBE) or Emerging Local Business Enterprise (ELBE) Firms*	12
FINAL MAXIMUM EVALUATION POINTS INCLUDING SLBE/ELBE:	112

*The City shall apply a maximum of an additional 12 percentage points to the proposer's final score for SLBE OR ELBE participation. Refer to Equal Opportunity Contracting Form, Section V.

4. Rejection of All Proposals. The City may reject any and all proposals when to do so is in the City's best interests.

D. ANNOUNCEMENT OF AWARD

1. Award of Contract. The City will inform all proposers of its intent to award a Contract in writing.

2. Obtaining Proposal Results. No solicitation results can be obtained until the City announces the proposal or proposals best meeting the City's requirements. Proposal results may be obtained by: (1) e-mailing a request to the City Contact identified on the eBidding System or (2) visiting the P&C eBidding System to review the proposal results. To ensure an accurate response, requests should reference the Solicitation Number. Proposal results will not be released over the phone.

3. Multiple Awards. City may award more than one contract by awarding separate items or groups of items to various proposers. Awards will be made for items, or combinations of items, which result in the lowest aggregate price and/or best meet the City's requirements. The additional administrative costs associated with awarding more than one Contract will be considered in the determination.

E. PROTESTS. The City's protest procedures are codified in Chapter 2, Article 2, Division 30 of the San Diego Municipal Code (SDMC). These procedures provide unsuccessful proposers with the opportunity to challenge the City's determination on legal and factual grounds. The City will not consider or otherwise act upon an untimely protest.

F. SUBMITTALS REQUIRED UPON NOTICE OF INTENT TO AWARD. The successful proposer is required to submit the following documents to P&C **within ten (10) business days** from the date on the Notice of Intent to Award letter:

1. Insurance Documents. Evidence of all required insurance, including all required endorsements, as specified in Article VII of the General Contract Terms and Provisions.

2. Taxpayer Identification Number. Internal Revenue Service (IRS) regulations require the City to have the correct name, address, and Taxpayer Identification Number (TIN) or Social Security Number (SSN) on file for businesses or persons who provide goods or services to the City. This information is necessary to complete Form 1099 at the end of each tax year. To comply with IRS regulations, the City requires each Contractor to provide a Form W-9 prior to the award of a Contract.

3. Business Tax Certificate. Unless the City Treasurer determines a business is exempt, all businesses that contract with the City must have a current business tax certificate.

4. Reserved.

5. Reserved.

The City may find the proposer to be non-responsive and award the Contract to the next highest scoring responsible and responsive proposer if the apparent successful proposer fails to timely provide the required information or documents.

EXHIBIT B SCOPE OF WORK

A. BACKGROUND. The City of San Diego (City) self-insures and self-administers its Workers' Compensation (WC) liability. The City, through its Risk Management Department, employs thirty-three (33) claims professionals, as well as support staff, in its administration of approximately 5,100 open WC files. The City is dedicated to providing superior customer service, the best medical care, and all appropriate indemnity benefits to its injured employees. In support of this goal, the City has formed a Medical Provider Network (MPN) and works closely with its current Industrial Medical Service providers to ensure outstanding medical services to the City's injured workforce.

This Request for Proposal (RFP) is being issued to solicit proposals from qualified providers for Industrial Medical Services for the City's self-insured and self-administered Workers' Compensation Program. The City's two (2) current contracts for Industrial Medical Services are scheduled to expire May 17, 2026 and September 12, 2026.

B. OBJECTIVE. The City wishes to achieve best market value while securing the best medical care for City employees injured on the job. The City is requesting proposals from firms qualified to deliver Industrial Medical Services as specified herein. The objective of this RFP is to make an award to a qualified provider(s) which represents the best overall value to the City while at the same time meeting the specifications and requirements of this RFP and California Medical Provider Regulations.

C. REQUIREMENTS OVERVIEW.

1. Proposer is responsible for understanding and complying with all requirements of the RFP. Proposer shall ensure all subcontractors understand and comply with all requirements of the RFP.

2. Proposer and all subcontractors shall agree to abide by the medical treatment pricing guidelines in the California Labor section 5307.1 and in Title 8, California Code of Regulations, Article 5.3, Official Medical Fee Schedule (OFMS), and Article 5.5, Application of the Official Medical Fee Schedule (Treatment). Increases or decreases to fees covered by the above statutes shall occur during the contract period only when the State provides an increase or decrease in fee(s) or when non-fee scheduled services are pre-negotiated and approved by the City

3. All Proposer services shall, at a minimum, meet the requirements of the Code of Federal Regulations, Cal/OSHA, and National Institute for Occupational Safety and Health.

4. Proposer shall submit their medical records retention and confidentiality policies and procedures with proposal. All policies and procedures must conform to all applicable laws, rules, and regulations.

5. Proposer shall arrange to provide the following for industrially injured City employees. Please note: The City wishes to achieve best market value. Proposer shall provide their best pricing offer for each of the listed services, on Exhibit B, Section J, Pricing Proposal pages using the fees outlined in the State of California's OFMS as a guideline:

5.1 Outpatient Surgical Services.

5.2 Inpatient/Outpatient Hospital Services (other than out-patient surgical) if such services are available for the Proposer to provide. The City wishes to achieve the best market value along with the best hospital care available in San Diego County.

5.3 Radiological Services that shall include magnetic resonance imaging (MRI) scans, computerized axial tomography (CAT) scans, and all other scans used as a diagnostic service. Proposer shall provide a best pricing offer for the listed scans using the state's OMFS as a guideline.

5.4 Audiometric Services. Proposer shall provide audiometric examinations consisting of air conduction, pure tone testing at the following test frequencies for each ear individually: 500, 1,000, 2,000, 3,000, 4,000, 6,000 and 8,000 Hz. All test vehicles, vestibules, and equipment must meet OSHA and ANSI specifications for audiometric testing. Proposer shall provide a cost per employee for each protocol. Proposer shall include description of services provided and equipment utilized with their proposal. To provide pricing for this service see Exhibit B, Section J, Pricing Proposal pages, Section 1.

5.5 Respiratory Medical Services. To be considered for the respiratory medical examination component, Proposer must provide all the medical examination protocols outlined in section G in this Scope of Work. Proposer shall describe the services that shall be provided, the equipment that shall be utilized, and the cost per employee for each protocol. The occupational history protocol shown on Section J, Pricing Proposal pages, shall be performed for each employee who is required to wear a respirator. A copy of Proposer's medical history questionnaire must be included with the proposal. The respiratory physical examination shall include an evaluation of all vital signs necessary to determine an employee's fitness for wearing a respirator, given the employee's specific work setting (e.g. pulse, blood pressure, rate of respiration, etc.) and a clinical examination of the chest, heart, and face (for adequacy of respirator fit). The proposal shall state which vital signs will be evaluated and why, and describe the clinical examination offered. Proposer shall describe all equipment used in the Pulmonary Function Test.

The protocols shown on Exhibit B, Section J, Pricing Proposal pages, Section 3 shall be performed only when the examining physician has justifiable concern regarding health risk due to the use of the respirator, given an employee's specific work setting and only when the City has given prior approval. If Proposer believes that the medical assessment for all employees wearing a specific type of respirator (e.g., self-contained breathing apparatus) should include these protocols, then Proposer shall so indicate, with explanation, in their proposal.

5.6 Health and Safety Training: Proposer shall agree to provide health and safety training to City personnel. Each successful Proposer shall agree to provide the first 25 hours of consulting/training in safety/prevention services during each contract year at no cost to the City. For services exceeding the 25-hour no cost to the City provision, Proposer shall provide an hourly fee for physician and non-physician involvement for consulting/training in safety/prevention services. To provide pricing for this service, see Section J, Pricing Proposal pages, Section 4.

D. CORE REQUIREMENTS.

Medical Care for Industrially Injured or Ill City Employees

1. Proposer shall act as part of the City's MPN and provide medical treatment to City employees who sustain work related injuries or illnesses, in compliance with California Labor Code, Title 8, California Code of Regulations, and all other applicable laws, rules, and regulations. Labor Code and Code of Regulations requirements include, but are not limited to, Regulation 9785 (reporting duties of the Primary Treating Physician), Labor Code Section 4610 and Article 5.5.1 of the Code of Regulations (Medical Treatment Utilization Review), Labor Code Section 5307.1 and Articles 5.3 and 5.5 (various fee schedules for payment of medical care), and Labor Code Sections 4616 through 4616.5 and Regulations 9767.1 through 9767.16 (Medical Provider Networks). Proposer shall agree to abide by all modifications that may occur to all applicable laws, rules, and regulations during the contract period.
2. The City reserves the right to award multiple contracts as best suits the needs of the City.
3. Proposer, and all subcontractors, shall provide medical treatment during standard business days Monday through Friday, from 8am to 5pm. If medical treatment is needed after 5pm, on weekends, or on City observed holidays, Proposer shall make arrangements for the provision of medical treatment equal or superior to Proposer's. Proposer shall explain the methodology of providing the treatment in their proposal. Proposer shall provide City employees full service at Proposer's occupational medicine clinics on a walk-in, no appointment required basis. For previously scheduled appointments, in the case where a wait of 30 minutes or longer to see a physician for a medical appointment is anticipated, Proposer shall promptly offer City employees the opportunity to reschedule their appointment time.

City observed holidays are: New Year's Day, Martin Luther King, Jr. Day, Presidents' Day, Cesar Chavez Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Veterans' Day, Thanksgiving Day, and Christmas Day

4. Proposer shall provide a toll-free phone number and Medical Access Assistants for City employee use, as defined in California Regulation 9767.5 g, h (1) and (2). Medical Access Assistants shall be available to take calls Monday through Saturday from 7 am to 8 pm PT and shall assist injured workers with securing treatment needs. All calls will be logged with date, time, and subject. Proposer shall provide the log to the City upon request.
5. Physician Assistants (PA). Proposer shall follow California Business and Professions Code Sections 3500 through 3546 and Title 16, California Code of Regulations, Sections 1399.540 through 1399.57, and all other applicable laws, rules, and regulations regarding Physician Assistants (PA) for purposes of providing medical care to City employees. PAs shall not remove or return a City employee from work without the review and signed approval of a licensed physician. If a City employee's initial examination for a new injury or illness is with a PA, the Doctor's First Report must be reviewed and signed by a California-licensed physician. Any time a PA believes an injury or illness is not medically job-related, a California licensed physician must review, approve, and sign the medical report. Proposer shall agree to provide, when requested by the City, the written guidelines, or protocols for those medical tasks the PA is allowed to perform, and the name of the physician assigned to supervise the job

performance of a given PA. Upon request, Proposer shall provide a California Physician Assistant license for each PA that will provide medical care to City Employees.

6. Proposer shall provide and adequately maintain medical facilities and equipment, available to industrially injured City employees, that includes, but is not limited to, the following:
 - 6.1 Exam rooms
 - 6.2 Laboratory services
 - 6.3 X-ray capabilities
 - 6.4 Pulmonary function equipment
 - 6.5 Electrocardiographic (EKG) equipment
 - 6.6 Diagnostic vision equipment
 - 6.7 Audiometric testing equipment
 - 6.8 Physical therapy facilities.
7. Proposer and all subcontractors shall complete the City's Industrial Disability Leave Slip (RM -1634/Medical Status Report- Attachment A) for each employee visit involving medical treatment or physical therapy. Completion of the RM-1634 form shall include timestamps of the City employee's arrival and departure time from the Proposer or subcontractor's facility. Proposer and all subcontractors shall agree to assist City's claims staff in returning employees to light duty, as appropriate. Proposer and all subcontractors shall provide City staff with written work restrictions, allowing city staff to select light duty positions, at the time of the injured worker's visit. The City will provide blank forms to designated contact of Proposer for distribution to their various clinics.
8. Proposer shall provide, at no additional cost to the City, the ability for the City to electronically access the Contractor's portal/information, such as required workers' compensation reports and medical information concerning an employee's latest medical exam. To facilitate City's verbal requests for information, Proposer shall maintain physicians and administrative staff conversant with California Workers' Compensation laws and regulations who shall answer City staff questions at no additional cost to the City. Proposer shall provide same-day notifications whenever a City employee is taken off or returned to work. Proposer shall make available a principal physician or physicians to verbally respond to issues relating to workplace exposures and medical issues, as needed. This service shall include consultation with City claims/safety staff, City Supervisory/Management staff, and City Attorney staff. Proposer shall identify the available physician or physicians designated to provide this service in their proposal.
9. Proposer shall agree to utilize the pharmacy benefit network plan contracted with the City of San Diego to provide pharmacy benefits. The City's current pharmacy benefit network plan is Cadence RX.

10. Proposer shall agree to develop data reporting criteria, in coordination with the City, for information relating to industrial medical services provided by Proposer. The mutually developed reporting criteria shall be provided to the City on a quarterly basis. When requested, proposer agrees to meet quarterly with City management staff at no additional cost to the City whether the quarterly meeting be held virtually or in person at City offices.
11. Within thirty (30) days of Notice to Proceed, Proposer shall establish a mutually agreeable review process to identify, monitor, and resolve complaints made by City employees, in full compliance with all confidentiality requirements and legal constraints. Proposer shall disclose all such complaints to the City's Workers' Compensation Program Manager within five (5) business days of receipt. Proposer shall provide weekly status reports to the City's Workers' Compensation Program Manager on all open complaints. Proposer shall notify the City's Workers' Compensation Program Manager within five (5) business days of resolution of final disposition of complaint.
12. Proper agrees to make its employees and its legal counsel available to the City by telephone and, when necessary, by personal appearance free of charge when cases are heard before the Workers' Compensation Appeals Board (WCAB). Proposer agrees to price all medical-legal testimony fees (depositions and WCAB testimony) in accordance with Title 8, California Code of Regulations, Section 9795.
13. Proposer and all subcontractors that provide outpatient or inpatient surgery shall agree that charges for surgical hardware or implants shall occur directly between the surgical facility and the hardware or implant manufacturer. The City will not accept bills directly from implant manufacturers or third-party billers. The hardware or implant manufacturer shall be the firm or company responsible for producing and/ or assembling the surgical hardware or implant. Proposer or subcontractor shall attach the manufacturer's invoice for the surgical hardware or implant to Proposer's or subcontractor's bill for services and forward the bill and invoice to the City.
14. Proposer shall not charge a "no show" fee for routine occupational medicine visits. Specialty medical appointments are excluded from this requirement.

E. MEDICAL PROVIDER NETWORK (MPN) REQUIREMENTS.

1. Proposer shall conform to all the Core Requirements above, as well as the following MPN Requirements.
2. Proposer shall submit a list of physicians who will be providing Industrial Medical Services to the City. The following information shall be submitted electronically (i.e., as an Excel spreadsheet, not as a PDF) utilizing the template shown in Attachment B. Information includes: (1) Physician Name, (2) Specialty, (3) Physical Street Address, (4) City, (5) State, (6) Zip Code, (7) Any MPN Medical Group Affiliations, and (8) Assigned Provider Code. If a physician falls under more than one provider code, the physician shall be listed separately for each applicable provider code.

The following are the provider codes to be used: Primary Treating Physician (PTP), Orthopedic Medicine (ORTHO), Chiropractic (DC), Occupational medicine (OCCM), Acupuncture Medicine (LAC), Psychology (PSYCH), Pain Specialty Medicine (PM), Psychiatry, (PSY), Neurosurgery

(NSG), Family Medicine (GP), Neurology (NEURO), Internal Medicine (IM), Physical Medicine and Rehabilitation (PMR), and Podiatry (DPM).

If a provider's specialty does not fall under one of the above, then the specialty shall be designated as Miscellaneous, and the code used shall be (MISC).

By submission of its provider listing, Proposer is affirming that all of the physicians listed have been informed that the Medical Treatment Utilization Schedule ("MTUS") is presumptively correct on the issue of the extent and scope of medical treatment and diagnostic services and have valid and current licenses to practice medicine and their identified specialties in the State of California.

3. By submission of a response to this RFP, Proposer understands and agrees that the City retains the right of refusal or removal of any physician on the list at the City's sole discretion.

4. Proposer must have primary treating physicians and a hospital for emergency health care services, or if separate from such hospital, a medical provider of all emergency health care services.

5. Proposer shall submit ancillary service provider information in electronic (i.e., as an Excel spreadsheet, not as a PDF) format utilizing the template in Attachment C. Proposer shall complete the information in Attachment C in full including:

- 5.1 Ancillary Service Provider,
- 5.2 Specialty or Type of Service,
- 5.3 Physical Address,
- 5.4 City,
- 5.5 State,
- 5.6 Zip Code.
- 5.7 License number or certification to practice
- 5.8 Tax Identification Number (TIN)

By submission of this ancillary service information on Attachment C, Proposer is confirming that they are legally permitted to offer the required medical goods/services and that an existing contractual agreement exists between the Proposer and each listed ancillary service provider that will provide services for the City's MPN (Medical Provider Network).

6. Proposer shall comply with California Code of Regulations 9767.5.1, which requires that Medical Groups have signed physician acknowledgements for all providers participating in the MPN. This requirement may be met for employees or partners of the medical group with one acknowledgement signed by an authorized agent. For physicians contracted outside of Proposer's medical group, individual acknowledgements shall be maintained by Proposer and available for inspection upon City's request.

7. Proposer understands and agrees that a City employee may select any physician within the MPN for treatment.

8. Proposer shall not discontinue treatment or refuse treatment (of an existing patient of providers) to a City employee unless first discussed with, and approved by, the Workers' Compensation Program Manager. Approval will be based on reasoning and reviewed on a case-by-case basis.

9. It is a requirement that provider have telemedicine services and options for seeing patients remotely.

10. Proposer shall ensure that their physicians shall only treat or evaluate City employees at authorized MPN locations listed on the MPN website for all in person appointments.

11. Proposer shall refer City employees to physical therapists within the City's MPN, when possible. For first responders, Proposer shall agree to refer sworn police and fire patients to physical therapy facilities designated in first responder wellness contract in place with the City of San Diego Police Department and the City of San Diego Fire-Rescue Department.

12. For non-emergency specialist services, Proposer shall ensure that an appointment is available with an appropriate specialist within twenty (20) business days from date of request by doctor, employee, and/or the City. If such an appointment is not available within 20 business days, Proposer agrees to refer injured worker to another appropriate specialist within the MPN who is available within that timeframe.

13. Proposer and all subcontractors shall ensure all providers utilize the State mandated Request for Authorization (RFA) form for request of any treatment. RFA forms shall not be required for specialty referrals.

14. Proposer and all subcontractors must secure City's authorization prior to any referral to a specialist. Whenever possible, specialty referrals shall be made within the MPN.

15. Should the City contract with multiple Proposers for its MPN, Proposers shall agree to cooperate with one another and assist City employees with transitioning from one group to another when an employee elects to transfer care within the MPN.

16. Should an injured City employee elect to pursue the Second and Third opinion process described in 8 Cal. Code Reg. 9767.7, Proposer shall ensure that a copy of the written report shall be served on the employee, the City's Claim Representative, and the treating physician within 20 days of the date of the appointment or receipt of the diagnostic tests, whichever is later.

17. Proposer shall provide an affirmation that the physician compensation is not structured in order to achieve the goal of reducing, delaying, or denying medical treatment or restricting access to medical treatment.

18. For the duration of the Contract, Proposer shall appoint and maintain a Liaison, well-versed in California Worker Compensation laws, rules, and regulation, who shall:

18.1 Respond to all inquiries by City Staff within 24 hours. Provider shall have a mutually agreeable escalation process for non-responsiveness and unresolved items.

18.2 Be the point person to help resolve issues that may arise with the City's MPN, and treatment thereof and therefore must have knowledge of California Workers' Compensation laws and regulations.

18.3 Assist with scheduling and coordinating Specialty appointments, as needed.

18.4 Within 14 days of change, submit a City "MPN Physician" form (Attachment D) to the City's designated MPN coordinator when a physician is no longer contracted with Proposer or when any physician change's locations.

18.5 Submit a City "MPN Physician" form to the City's designated MPN coordinator when a new physician is being considered for occupational medical services within their network or as a contracted specialty provider.

18.6 Once monthly, compare the City's online listing of designated MPN physicians to Proposer's list of active physicians for any inconsistencies. Liaison shall confirm accuracy via email to the City's MPN Coordinator.

19. For the duration of the Contract, Proposer shall appoint and maintain a Specialty Care Coordinator who shall:

19.1 Schedule and facilitate specialty care appointments.

19.2 Assist City claim staff in the coordination of specialty care appointments.

20. Proposer and all subcontractors shall refrain from sending any form of mail to City employees advertising their availability on the MPN and shall not independently market City Departments.

F. DOCUMENTATION AND REPORTS. Proposer shall accurately maintain, store, and retrieve employee medical records during the period of this contract in accordance with all applicable laws and regulations. All documentation and reports shall be as required by law.

G. QUALIFICATIONS AND EXPERIENCE.

1. Proposer shall provide a California Physician's Assistant (PA) License for each Physician Assistant who will provide medical care to City Employees.

2. Proposer shall agree to provide, when requested by the City, the written guidelines, or protocols for the medical tasks the Physician Assistant is allowed to perform, and the name of the physician assigned to supervise the job performance of the Physician Assistant.

3. Proposer shall employ physicians and administrative staff who are conversant and knowledgeable in California Workers' Compensation laws and regulations and be able to verbally answer City Claim Staff questions with no additional cost to the City.

4. Proposer must include the names and qualifications of all employees who will be involved in providing audiometric and respiratory fitness examinations. The Employees' experience in providing these or other similar services must also be included in a statement of qualifications.

H. REFERENCES. Past performance will be verified by references demonstrating Proposers quality of the product or service, timeliness of performance, cost control, business practices, customer satisfaction and past performance of key personnel. References should demonstrate work of comparable size and complexity. References alternately may be used in determining responsibility of Proposer.

Proposer must supply three (3) references for Industrial Medicine and three (3) references for Safety and Preventive services including Respiratory and Audiometric examinations. References are to be provided as part of the Contractor Standards Pledge of Compliance form (attach additional pages to the Contractor Standards Pledge of Compliance, as needed).

I. TECHNICAL REPRESENTATIVE. The Technical Representative for this Contract is identified in the notice of award and is responsible for overseeing and monitoring this Contract.

J. PRICING SUBMITTAL. Proposers shall submit their proposal for pricing on the following City's Price Proposal pages. Using the enclosed Price Proposal pages will help ensure consistency in the price evaluation. The City's Price Proposal pages are to be completed in full for Sections 1-4. and shall be incorporated herein. Failure to complete the City's Price Proposal pages in full for Sections 1-4 shall be cause for proposal to be rejected as non-responsive. Any deviations from the Price Proposal pages shall be considered non-responsive and unacceptable.

Proposers may provide attachment worksheets, which include a breakdown of pricing and rationale used in their determination. However, price evaluation will be based on prices entered on the City's Price Proposal pages only. Blanks on the price proposal pages will be interpreted as zero (0), and no price will be allowed.

Tab C - Cost/Price Proposal

j. PRICING SUBMITTAL.

Proposers shall submit their proposal for pricing on the following City's Price Proposal pages. Using the enclosed Price Proposal pages will help ensure consistency in the price evaluation. The City's Price Proposal pages are to be completed in full for Sections 1-4, and shall be incorporated herein. Failure to complete the City's Price Proposal pages in full for Sections 1-4 shall be cause for proposal to be rejected as non-responsive. Any deviations from the Price Proposal pages shall be considered non-responsive and unacceptable.

Proposers may provide attachment worksheets, which include a breakdown of pricing and rationale used in their determination. However, price evaluation will be based on prices entered on the City's Price Proposal pages only. Blanks on the price proposal pages will be interpreted as zero (0), and no price will be allowed.

We have included the City's required Price Proposal pages immediately following this page.

Concentra appreciates the opportunity to present our proposed fee schedule for services. We affirm all information contained herein is current, complete, accurate, and remains valid for a minimum of 90 days following the date of our submittal.

Additional Pricing Information

Section 1: Audiometric Examination

Pricing is for Baseline Audiometric Examination. It is our understanding that that there are no requirements for year over year review per Addendum A Question 18.

Section 2: Respiratory Medical Services

Occupational History is understood to be the OSHA required respiratory questionnaire.

Physical Examination, when required, is understood to be a Respiratory Physical and will include Medical History at no additional charge. Details are outlined in the Respiratory Medical Evaluation.

Pulmonary Function Test as needed or requested

Section 3: Respiratory Medical Services – at Physician Discretion Only

Chest X-Ray is understood to be a 2 view chest x-ray.

EKG is understood to be a resting EKG

Stress Test is performed at our Concentra - Kearny Mesa (San Diego) medical center.

Section 5: Concentra provides in house Psychology and Psychiatric services in San Diego, as well as Behavioral Health services through our TeleMedicine program. These are provided under workers' compensation and will be billed appropriately.

Section 6: Optional Services

Hepatitis A (HEPA) Vaccination is priced per vaccination. Two vaccinations are preferred for immunity.

Heavy Metals are priced for Lead/ZPP only, per Addendum A Question 5 response.

Cancer Screening is priced for comprehensive screening per Addendum A Question 23.2 response

Price Proposal pages:

CITY'S ESTIMATED NEED. Any variation from the annual estimated quantities that follow shall not entitle the Contractor to an adjustment in the unit price or any additional compensation.

The calculation of Evaluation Criteria points allotted for Price (See Exhibit A, Section B, Pricing) will be based on Proposer's submittal for Sections 1 through 4 listed below.

SECTION 1: AUDIOMETRIC SERVICES (See Exhibit B, Section C (5.4).

Item No.	Estimated Annual Quantity	Description	Price Per Each	Extension (Estimated Annual Quantity x Price per Each)
1.	800	Audiometric Examination	\$ 45.00 /EA	\$ 36,000 /YR
TOTAL SECTION 1:				\$ 36,000 /YR

SECTION 2: RESPIRATORY MEDICAL SERVICES – Protocol (See Exhibit B, Section C (5.5)

Item No.	Estimated Annual Quantity	Description	Price Per Each	Extension (Estimated Annual Quantity x Price per Each)
1.	150	Occupational History	\$ 39.00 /EA	\$ 5,850/YR
2.	150	Medical History	\$ 0.00 /EA	\$ 0.00 /YR
3.	150	Physical Examination	\$ 90.00/EA	\$ 13,500 /YR
4.	150	Pulmonary Function Test	\$ 60.00/EA	\$ 9,000/YR
TOTAL SECTION 2:				\$ 28,350 /YR

SECTION 3: RESPIRATORY MEDICAL SERVICES – Protocol – At Physician Discretion Only (See Exhibit B, Section C (5.5))

Item No.	Estimated Annual Quantity	Description	Price Per Each	Extension (Estimated Annual Quantity x Price per Each)
1.	150	Chest X-Ray	\$ 90.00 /EA	\$ 13,500 /YR
2.	150	EKG	\$ 60.00 /EA	\$ 9,000 /YR
3.	150	Stress Test	\$ 285.00/EA	\$ 42,750 /YR
			TOTAL SECTION 3:	\$ 65,250 /YR

SECTION 4: HEALTH AND SAFETY TRAINING - Physician and Non-Physician Fee for Consulting/Training for Safety/Prevention Services beyond 25 hours annually (See Exhibit B, Section C (5.6))

Item No.	Estimated Annual Quantity	Description	Price Per Hour	Extension (Estimated Annual Quantity x Price per Each)
1.	30	Physician	\$ 225.00 /HR	\$ 6,750 /YR
2.	30	Non- Physician	\$ 100.00 /HR	\$ 3,000 /YR
			TOTAL SECTION 4	\$ 9,750 /YR

SECTION 5: INPATIENT AND OUTPATIENT HOSPITAL SERVICES THAT ARE NOT COVERED ON THE STATE OF CALIFORNIA FEE SCHEDULE INCLUDING ACUTE, SUB-ACUTE REHAB AND PSYCHIATRIC WILL BE PAID AT 100 % OF BILLED CHARGES*.

* Billed charges shall not exceed the facilities Usual and Customary rates. All non-emergency services must be pre-approved by the City of San Diego.

IN ACCORDANCE WITH CALIFORNIA CODE OF REGULATIONS (CCR) TITLE 8 SECTION §9789.10 THOROUGH §9792.1 ALL OCCUPATIONAL MEDICINE SERVICES, OUTPATIENT OR AMBULATORY SURGERY CENTERS AND INPATIENT HOSPITALIZATIONS THAT ARE SUBJECT AND COVERED BY THE OFFICIAL MEDICAL FEE SCHEDULE (OMFS) SHALL BE PAID AT OMFS RATES LESS ANY APPLICABLE PPO REDUCTIONS FOR ANY PPO NETWORKS FOR WHICH PROVIDER IS A MEMBER.

SECTION 6: OPTIONAL SERVICES – Proposer is not required to offer these services. However, if the services are offered, City may elect to include them in Contract at time of award at the pricing bid. This section will not be included in the calculation of Evaluation Criteria points for Price, see Exhibit A, Section B, “Pricing”.

Item No.	Estimated Annual Quantity	Description	Price Per Each	Extension (Estimated Annual Quantity x Price per Each)
1.	150	Hepatitis A (HEPA) Vaccination	\$ 120.00 /EA	\$ 18,000 /YR
2.	150	Heavy Metals Test	\$ 80.00 /EA	\$ 12,000 /YR
3.	150	Cancer Screening	\$ 999.00 /EA	\$ 149,850 /YR
			TOTAL SECTION 6:	\$ 179,850 /YR

EXHIBIT C



THE CITY OF SAN DIEGO
GENERAL CONTRACT TERMS AND PROVISIONS
APPLICABLE TO GOODS, SERVICES, AND CONSULTANT CONTRACTS

ARTICLE I SCOPE AND TERM OF CONTRACT

1.1 Scope of Contract. The scope of contract between the City and a provider of goods and/or services (Contractor) is described in the Contract Documents. The Contract Documents are comprised of the Request for Proposal, Invitation to Bid, or other solicitation document (Solicitation); the successful bid or proposal; the letter awarding the contract to Contractor; the City's written acceptance of exceptions or clarifications to the Solicitation, if any; and these General Contract Terms and Provisions.

1.2 Effective Date. A contract between the City and Contractor (Contract) is effective on the last date that the contract is signed by the parties and approved by the City Attorney in accordance with Charter section 40. Unless otherwise terminated, this Contract is effective until it is completed or as otherwise agreed upon in writing by the parties, whichever is the earliest. A Contract term cannot exceed five (5) years unless approved by the City Council by ordinance.

1.3 Contract Extension. The City may, in its sole discretion, unilaterally exercise an option to extend the Contract as described in the Contract Documents. In addition, the City may, in its sole discretion, unilaterally extend the Contract on a month-to-month basis following contract expiration if authorized under Charter section 99 and the Contract Documents. Contractor shall not increase its pricing in excess of the percentage increase described in the Contract.

ARTICLE II CONTRACT ADMINISTRATOR

2.1 Contract Administrator. The Purchasing Agent or designee is the Contract Administrator for purposes of this Contract, and has the responsibilities described in this Contract, in the San Diego Charter, and in Chapter 2, Article 2, Divisions 5, 30, and 32.

2.1.1 Contractor Performance Evaluations. The Contract Administrator will evaluate Contractor's performance as often as the Contract Administrator deems necessary throughout the term of the contract. This evaluation will be based on criteria including the quality of goods or services, the timeliness of performance, and adherence to applicable laws, including prevailing wage and living wage. City will provide Contractors who receive an unsatisfactory rating with a copy of the evaluation and an opportunity to respond. City may consider final evaluations, including Contractor's response, in evaluating future proposals and bids for contract award.

2.2 Notices. Unless otherwise specified, in all cases where written notice is required under this Contract, service shall be deemed sufficient if the notice is personally delivered or deposited in the United States mail, with first class postage paid, attention to the Purchasing Agent. Proper notice is effective on the date of personal delivery or five (5) days after deposit in a United States postal mailbox unless provided otherwise in the Contract. Notices to the City shall be sent to:

Purchasing Agent
City of San Diego, Purchasing and Contracting Division
1200 3rd Avenue, Suite 200
San Diego, CA 92101-4195

ARTICLE III COMPENSATION

3.1 Manner of Payment. Contractor will be paid monthly, in arrears, for goods and/or services provided in accordance with the terms and provisions specified in the Contract.

3.2 Invoices.

3.2.1 Invoice Detail. Contractor's invoice must be on Contractor's stationary with Contractor's name, address, and remittance address if different. Contractor's invoice must have a date, an invoice number, a purchase order number, a description of the goods or services provided, and an amount due.

3.2.2 Service Contracts. Contractor must submit invoices for services to City by the 10th of the month following the month in which Contractor provided services. Invoices must include the address of the location where services were performed and the dates in which services were provided.

3.2.3 Goods Contracts. Contractor must submit invoices for goods to City within seven days of the shipment. Invoices must describe the goods provided.

3.2.4 Parts Contracts. Contractor must submit invoices for parts to City within seven calendar (7) days of the date the parts are shipped. Invoices must include the manufacturer of the part, manufacturer's published list price, percentage discount applied in accordance with Pricing Page(s), the net price to City, and an item description, quantity, and extension.

3.2.5 Extraordinary Work. City will not pay Contractor for extraordinary work unless Contractor receives prior written authorization from the Contract Administrator. Failure to do so will result in payment being withheld for services. If approved, Contractor will include an invoice that describes the work performed and the location where the work was performed, and a copy of the Contract Administrator's written authorization.

3.2.6 Reporting Requirements. Contractor must submit the following reports using the City's web-based contract compliance portal. Incomplete and/or delinquent reports may cause payment delays, non-payment of invoice, or both. For questions, please view the City's online tutorials on how to utilize the City's web-based contract compliance portal.

3.2.6.1 Monthly Employment Utilization Reports. Contractor and Contractor's subcontractors and suppliers must submit Monthly Employment Utilization Reports by the fifth (5th) day of the subsequent month.

3.2.6.2 Monthly Invoicing and Payments. Contractor and Contractor's subcontractors and suppliers must submit Monthly Invoicing and Payment Reports by the fifth (5th) day of the subsequent month.

3.3 Annual Appropriation of Funds. Contractor acknowledges that the Contract term may extend over multiple City fiscal years, and that work and compensation under this Contract is contingent on the City Council appropriating funding for and authorizing such work and compensation for those fiscal years. This Contract may be terminated at the end of the fiscal year for which sufficient funding is not appropriated and authorized. City is not obligated to pay Contractor for any amounts not duly appropriated and authorized by City Council.

3.4 Price Adjustments. Based on Contractor's written request and justification, the City may approve an increase in unit prices on Contractor's pricing pages consistent with the amount requested in the justification in an amount not to exceed the increase in the Consumer Price Index, San Diego Area, for All Urban Customers (CPI-U) as published by the Bureau of Labor Statistics, or 5.0%, whichever is less, during the preceding one year term. If the CPI-U is a negative number, then the unit prices shall not be adjusted for that option year (the unit prices will not be decreased). A negative CPI-U shall be counted against any subsequent increases in the CPI-U when calculating the unit prices for later option years. Contractor must provide such written request and justification no less than sixty days before the date in which City may exercise the option to renew the contract, or sixty days before the anniversary date of the Contract. Justification in support of the written request must include a description of the basis for the adjustment, the proposed effective date and reasons for said date, and the amount of the adjustment requested with documentation to support the requested change (e.g. CPI-U or 5.0%, whichever is less). City's approval of this request must be in writing.

ARTICLE IV SUSPENSION AND TERMINATION

4.1 City's Right to Suspend for Convenience. City may suspend all or any portion of Contractor's performance under this Contract at its sole option and for its convenience for a reasonable period of time not to exceed six (6) months. City must first give ten (10) days' written notice to Contractor of such suspension. City will pay to Contractor a sum equivalent to the reasonable value of the goods and/or services satisfactorily provided up to the date of suspension. City may rescind the suspension prior to or at six (6) months by providing Contractor with written notice of the rescission, at which time Contractor would be required to resume performance in compliance with the terms and provisions of this Contract. Contractor will be entitled to an extension of time to complete performance under the Contract equal to the length of the suspension unless otherwise agreed to in writing by the Parties.

4.2 City's Right to Terminate for Convenience. City may, at its sole option and for its convenience, terminate all or any portion of this Contract by giving thirty (30) days' written notice of such termination to Contractor. The termination of the Contract shall be effective upon receipt of the notice by Contractor. After termination of all or any portion of the Contract, Contractor shall: (1) immediately discontinue all affected performance (unless the notice directs otherwise); and (2) complete any and all additional work necessary for the orderly filing of

documents and closing of Contractor's affected performance under the Contract. After filing of documents and completion of performance, Contractor shall deliver to City all data, drawings, specifications, reports, estimates, summaries, and such other information and materials created or received by Contractor in performing this Contract, whether completed or in process. By accepting payment for completion, filing, and delivering documents as called for in this section, Contractor discharges City of all of City's payment obligations and liabilities under this Contract with regard to the affected performance.

4.3 City's Right to Terminate for Default. Contractor's failure to satisfactorily perform any obligation required by this Contract constitutes a default. Examples of default include a determination by City that Contractor has: (1) failed to deliver goods and/or perform the services of the required quality or within the time specified; (2) failed to perform any of the obligations of this Contract; and (3) failed to make sufficient progress in performance which may jeopardize full performance.

4.3.1 If Contractor fails to satisfactorily cure a default within ten (10) calendar days of receiving written notice from City specifying the nature of the default, City may immediately cancel and/or terminate this Contract, and terminate each and every right of Contractor, and any person claiming any rights by or through Contractor under this Contract.

4.3.2 If City terminates this Contract, in whole or in part, City may procure, upon such terms and in such manner as the Purchasing Agent may deem appropriate, equivalent goods or services and Contractor shall be liable to City for any excess costs. Contractor shall also continue performance to the extent not terminated.

4.4 Termination for Bankruptcy or Assignment for the Benefit of Creditors. If Contractor files a voluntary petition in bankruptcy, is adjudicated bankrupt, or makes a general assignment for the benefit of creditors, the City may at its option and without further notice to, or demand upon Contractor, terminate this Contract, and terminate each and every right of Contractor, and any person claiming rights by and through Contractor under this Contract.

4.5 Contractor's Right to Payment Following Contract Termination.

4.5.1 Termination for Convenience. If the termination is for the convenience of City an equitable adjustment in the Contract price shall be made. No amount shall be allowed for anticipated profit on unperformed services, and no amount shall be paid for an as needed contract beyond the Contract termination date.

4.5.2 Termination for Default. If, after City gives notice of termination for failure to fulfill Contract obligations to Contractor, it is determined that Contractor had not so failed, the termination shall be deemed to have been effected for the convenience of City. In such event, adjustment in the Contract price shall be made as provided in Section 4.3.2. City's rights and remedies are in addition to any other rights and remedies provided by law or under this Contract.

4.6 Remedies Cumulative. City's remedies are cumulative and are not intended to be exclusive of any other remedies or means of redress to which City may be lawfully entitled in case of any breach or threatened breach of any provision of this Contract.

ARTICLE V ADDITIONAL CONTRACTOR OBLIGATIONS

5.1 Inspection and Acceptance. The City will inspect and accept goods provided under this Contract at the shipment destination unless specified otherwise. Inspection will be made and acceptance will be determined by the City department shown in the shipping address of the Purchase Order or other duly authorized representative of City.

5.2 Responsibility for Lost or Damaged Shipments. Contractor bears the risk of loss or damage to goods prior to the time of their receipt and acceptance by City. City has no obligation to accept damaged shipments and reserves the right to return damaged goods, at Contractor's sole expense, even if the damage was not apparent or discovered until after receipt.

5.3 Responsibility for Damages. Contractor is responsible for all damage that occurs as a result of Contractor's fault or negligence or that of its' employees, agents, or representatives in connection with the performance of this Contract. Contractor shall immediately report any such damage to people and/or property to the Contract Administrator.

5.4 Delivery. Delivery shall be made on the delivery day specified in the Contract Documents. The City, in its sole discretion, may extend the time for delivery. The City may order, in writing, the suspension, delay or interruption of delivery of goods and/or services.

5.5 Delay. Unless otherwise specified herein, time is of the essence for each and every provision of the Contract. Contractor must immediately notify City in writing if there is, or it is anticipated that there will be, a delay in performance. The written notice must explain the cause for the delay and provide a reasonable estimate of the length of the delay. City may terminate this Contract as provided herein if City, in its sole discretion, determines the delay is material.

5.5.1 If a delay in performance is caused by any unforeseen event(s) beyond the control of the parties, City may allow Contractor to a reasonable extension of time to complete performance, but Contractor will not be entitled to damages or additional compensation. Any such extension of time must be approved in writing by City. The following conditions may constitute such a delay: war; changes in law or government regulation; labor disputes; strikes; fires, floods, adverse weather or other similar condition of the elements necessitating cessation of the performance; inability to obtain materials, equipment or labor; or other specific reasons agreed to between City and Contractor. This provision does not apply to a delay caused by Contractor's acts or omissions. Contractor is not entitled to an extension of time to perform if a delay is caused by Contractor's inability to obtain materials, equipment, or labor unless City has received, in a timely manner, documentary proof satisfactory to City of Contractor's inability to obtain materials, equipment, or labor, in which case City's approval must be in writing.

5.6 Restrictions and Regulations Requiring Contract Modification. Contractor shall immediately notify City in writing of any regulations or restrictions that may or will require Contractor to alter the material, quality, workmanship, or performance of the goods and/or services to be provided. City reserves the right to accept any such alteration, including any resulting reasonable price adjustments, or to cancel the Contract at no expense to the City.

5.7 Warranties. All goods and/or services provided under the Contract must be warranted by Contractor or manufacturer for at least twelve (12) months after acceptance by City, except automotive equipment. Automotive equipment must be warranted for a minimum of 12,000 miles or 12 months, whichever occurs first, unless otherwise stated in the Contract. Contractor is responsible to City for all warranty service, parts, and labor. Contractor is required to ensure that warranty work is performed at a facility acceptable to City and that services, parts, and labor are available and provided to meet City's schedules and deadlines. Contractor may establish a warranty service contract with an agency satisfactory to City instead of performing the warranty service itself. If Contractor is not an authorized service center and causes any damage to equipment being serviced, which results in the existing warranty being voided, Contractor will be liable for all costs of repairs to the equipment, or the costs of replacing the equipment with new equipment that meets City's operational needs.

5.8 Industry Standards. Contractor shall provide goods and/or services acceptable to City in strict conformance with the Contract. Contractor shall also provide goods and/or services in accordance with the standards customarily adhered to by an experienced and competent provider of the goods and/or services called for under this Contract using the degree of care and skill ordinarily exercised by reputable providers of such goods and/or services. Where approval by City, the Mayor, or other representative of City is required, it is understood to be general approval only and does not relieve Contractor of responsibility for complying with all applicable laws, codes, policies, regulations, and good business practices.

5.9 Records Retention and Examination. Contractor shall retain, protect, and maintain in an accessible location all records and documents, including paper, electronic, and computer records, relating to this Contract for five (5) years after receipt of final payment by City under this Contract. Contractor shall make all such records and documents available for inspection, copying, or other reproduction, and auditing by authorized representatives of City, including the Purchasing Agent or designee. Contractor shall make available all requested data and records at reasonable locations within City or County of San Diego at any time during normal business hours, and as often as City deems necessary. If records are not made available within the City or County of San Diego, Contractor shall pay City's travel costs to the location where the records are maintained and shall pay for all related travel expenses. Failure to make requested records available for inspection, copying, or other reproduction, or auditing by the date requested may result in termination of the Contract. Contractor must include this provision in all subcontracts made in connection with this Contract.

5.9.1 Contractor shall maintain records of all subcontracts entered into with all firms, all project invoices received from Subcontractors and Suppliers, all purchases of materials and services from Suppliers, and all joint venture participation. Records shall show name, telephone number including area code, and business address of each Subcontractor and Supplier, and joint venture partner, and the total amount actually paid to each firm. Project relevant records, regardless of tier, may be periodically reviewed by the City.

5.10 Quality Assurance Meetings. Upon City's request, Contractor shall schedule one or more quality assurance meetings with City's Contract Administrator to discuss Contractor's performance. If requested, Contractor shall schedule the first quality assurance meeting no later than eight (8) weeks from the date of commencement of work under the Contract. At the quality assurance meeting(s), City's Contract Administrator will provide Contractor with feedback, will note any deficiencies in Contract performance, and provide Contractor with an opportunity to address and correct such deficiencies. The total number of quality assurance meetings that may be required by City will depend upon Contractor's performance.

5.11 Duty to Cooperate with Auditor. The City Auditor may, in his sole discretion, at no cost to the City, and for purposes of performing his responsibilities under Charter section 39.2, review Contractor's records to confirm contract compliance. Contractor shall make reasonable efforts to cooperate with Auditor's requests.

5.12 Safety Data Sheets. If specified by City in the solicitation or otherwise required by this Contract, Contractor must send with each shipment one (1) copy of the Safety Data Sheet (SDS) for each item shipped. Failure to comply with this procedure will be cause for immediate termination of the Contract for violation of safety procedures.

5.13 Project Personnel. Except as formally approved by the City, the key personnel identified in Contractor's bid or proposal shall be the individuals who will actually complete the work. Changes in staffing must be reported in writing and approved by the City.

5.13.1 Criminal Background Certification. Contractor certifies that all employees working on this Contract have had a criminal background check and that said employees are clear of any sexual and drug related convictions. Contractor further certifies that all employees hired by Contractor or a subcontractor shall be free from any felony convictions.

5.13.2 Photo Identification Badge. Contractor shall provide a company photo identification badge to any individual assigned by Contractor or subcontractor to perform services or deliver goods on City premises. Such badge must be worn at all times while on City premises. City reserves the right to require Contractor to pay fingerprinting fees for personnel assigned to work in sensitive areas. All employees shall turn in their photo identification badges to Contractor upon completion of services and prior to final payment of invoice.

5.14 Standards of Conduct. Contractor is responsible for maintaining standards of employee competence, conduct, courtesy, appearance, honesty, and integrity satisfactory to the City.

5.14.1 Supervision. Contractor shall provide adequate and competent supervision at all times during the Contract term. Contractor shall be readily available to meet with the City. Contractor shall provide the telephone numbers where its representative(s) can be reached.

5.14.2 City Premises. Contractor's employees and agents shall comply with all City rules and regulations while on City premises.

5.14.3 Removal of Employees. City may request Contractor immediately remove from assignment to the City any employee found unfit to perform duties at the City. Contractor shall comply with all such requests.

5.15 Licenses and Permits. Contractor shall, without additional expense to the City, be responsible for obtaining any necessary licenses, permits, certifications, accreditations, fees and approvals for complying with any federal, state, county, municipal, and other laws, codes, and regulations applicable to Contract performance. This includes, but is not limited to, any laws or regulations requiring the use of licensed contractors to perform parts of the work.

5.16 Contractor and Subcontractor Registration Requirements. Prior to the award of the Contract or Task Order, Contractor and Contractor's subcontractors and suppliers must register with the City's web-based vendor registration and bid management system. The City may not award the Contract until registration of all subcontractors and suppliers is complete. In the event this requirement is not met within the time frame specified by the City, the City reserves the right to rescind the Contract award and to make the award to the next responsive and responsible proposer of bidder.

ARTICLE VI INTELLECTUAL PROPERTY RIGHTS

6.1 Rights in Data. If, in connection with the services performed under this Contract, Contractor or its employees, agents, or subcontractors, create artwork, audio recordings, blueprints, designs, diagrams, documentation, photographs, plans, reports, software, source code, specifications, surveys, system designs, video recordings, or any other original works of authorship, whether written or readable by machine (Deliverable Materials), all rights of Contractor or its subcontractors in the Deliverable Materials, including, but not limited to publication, and registration of copyrights, and trademarks in the Deliverable Materials, are the sole property of City. Contractor, including its employees, agents, and subcontractors, may not use any Deliverable Material for purposes unrelated to Contractor's work on behalf of the City without prior written consent of City. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City, without the prior written consent of the City.

6.2 Intellectual Property Rights Assignment. For no additional compensation, Contractor hereby assigns to City all of Contractor's rights, title, and interest in and to the content of the Deliverable Materials created by Contractor or its employees, agents, or subcontractors, including copyrights, in connection with the services performed under this Contract. Contractor

shall promptly execute and deliver, and shall cause its employees, agents, and subcontractors to promptly execute and deliver, upon request by the City or any of its successors or assigns at any time and without further compensation of any kind, any power of attorney, assignment, application for copyright, patent, trademark or other intellectual property right protection, or other papers or instruments which may be necessary or desirable to fully secure, perfect or otherwise protect to or for the City, its successors and assigns, all right, title and interest in and to the content of the Deliverable Materials. Contractor also shall cooperate and assist in the prosecution of any action or opposition proceeding involving such intellectual property rights and any adjudication of those rights.

6.3 Contractor Works. Contractor Works means tangible and intangible information and material that: (a) had already been conceived, invented, created, developed or acquired by Contractor prior to the effective date of this Contract; or (b) were conceived, invented, created, or developed by Contractor after the effective date of this Contract, but only to the extent such information and material do not constitute part or all of the Deliverable Materials called for in this Contract. All Contractor Works, and all modifications or derivatives of such Contractor Works, including all intellectual property rights in or pertaining to the same, shall be owned solely and exclusively by Contractor.

6.4 Subcontracting. In the event that Contractor utilizes a subcontractor(s) for any portion of the work that comprises the whole or part of the specified Deliverable Materials to the City, the agreement between Contractor and the subcontractor shall include a statement that identifies the Deliverable Materials as a “works for hire” as described in the United States Copyright Act of 1976, as amended, and that all intellectual property rights in the Deliverable Materials, whether arising in copyright, trademark, service mark or other forms of intellectual property rights, belong to and shall vest solely with the City. Further, the agreement between Contractor and its subcontractor shall require that the subcontractor, if necessary, shall grant, transfer, sell and assign, free of charge, exclusively to City, all titles, rights and interests in and to the Deliverable Materials, including all copyrights, trademarks and other intellectual property rights. City shall have the right to review any such agreement for compliance with this provision.

6.5 Intellectual Property Warranty and Indemnification. Contractor represents and warrants that any materials or deliverables, including all Deliverable Materials, provided under this Contract are either original, or not encumbered, and do not infringe upon the copyright, trademark, patent or other intellectual property rights of any third party, or are in the public domain. If Deliverable Materials provided hereunder become the subject of a claim, suit or allegation of copyright, trademark or patent infringement, City shall have the right, in its sole discretion, to require Contractor to produce, at Contractor’s own expense, new non-infringing materials, deliverables or works as a means of remedying any claim of infringement in addition to any other remedy available to the City under law or equity. Contractor further agrees to indemnify, defend, and hold harmless the City, its officers, employees and agents from and against any and all claims, actions, costs, judgments or damages, of any type, alleging or threatening that any Deliverable Materials, supplies, equipment, services or works provided under this contract infringe the copyright, trademark, patent or other intellectual property or proprietary rights of any third party (Third Party Claim of Infringement). If a Third Party Claim

of Infringement is threatened or made before Contractor receives payment under this Contract, City shall be entitled, upon written notice to Contractor, to withhold some or all of such payment.

6.6 Software Licensing. Contractor represents and warrants that the software, if any, as delivered to City, does not contain any program code, virus, worm, trap door, back door, time or clock that would erase data or programming or otherwise cause the software to become inoperable, inaccessible, or incapable of being used in accordance with its user manuals, either automatically, upon the occurrence of licensor-selected conditions or manually on command. Contractor further represents and warrants that all third party software, delivered to City or used by Contractor in the performance of the Contract, is fully licensed by the appropriate licensor.

6.7 Publication. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City without prior written consent from the City.

6.8 Royalties, Licenses, and Patents. Unless otherwise specified, Contractor shall pay all royalties, license, and patent fees associated with the goods that are the subject of this solicitation. Contractor warrants that the goods, materials, supplies, and equipment to be supplied do not infringe upon any patent, trademark, or copyright, and further agrees to defend any and all suits, actions and claims for infringement that are brought against the City, and to defend, indemnify and hold harmless the City, its elected officials, officers, and employees from all liability, loss and damages, whether general, exemplary or punitive, suffered as a result of any actual or claimed infringement asserted against the City, Contractor, or those furnishing goods, materials, supplies, or equipment to Contractor under the Contract.

ARTICLE VII INDEMNIFICATION AND INSURANCE

7.1 Indemnification. To the fullest extent permitted by law, Contractor shall defend (with legal counsel reasonably acceptable to City), indemnify, protect, and hold harmless City and its elected officials, officers, employees, agents, and representatives (Indemnified Parties) from and against any and all claims, losses, costs, damages, injuries (including, without limitation, injury to or death of an employee of Contractor or its subcontractors), expense, and liability of every kind, nature and description (including, without limitation, incidental and consequential damages, court costs, and litigation expenses and fees of expert consultants or expert witnesses incurred in connection therewith and costs of investigation) that arise out of, pertain to, or relate to, directly or indirectly, in whole or in part, any goods provided or performance of services under this Contract by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or anyone that either of them control. Contractor's duty to defend, indemnify, protect and hold harmless shall not include any claims or liabilities arising from the sole negligence or willful misconduct of the Indemnified Parties.

7.2 Insurance. Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or

in connection with the performance of the work hereunder and the results of that work by Contractor, his agents, representatives, employees or subcontractors.

Contractor shall provide, at a minimum, the following:

7.2.1 Commercial General Liability. Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury, and personal and advertising injury with limits no less than \$1,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.

7.2.2 Commercial Automobile Liability. Insurance Services Office Form Number CA 0001 covering Code 1 (any auto) or, if Contractor has no owned autos, Code 8 (hired) and 9 (non-owned), with limit no less than \$1,000,000 per accident for bodily injury and property damage.

7.2.3 Workers' Compensation. Insurance as required by the State of California, with Statutory Limits, and Employer’s Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.

7.2.4 Professional Liability (Errors and Omissions). For consultant contracts, insurance appropriate to Consultant’s profession, with limit no less than \$1,000,000 per occurrence or claim, \$2,000,000 aggregate.

If Contractor maintains broader coverage and/or higher limits than the minimums shown above, City requires and shall be entitled to the broader coverage and/or the higher limits maintained by Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to City.

7.2.5 Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions:

7.2.5.1 Additional Insured Status. The City, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to Contractor’s insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used).

7.2.5.2 Primary Coverage. For any claims related to this contract, Contractor's insurance coverage shall be primary coverage at least as broad as ISO CG 20 01 04 13 as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by City, its officers, officials, employees, or volunteers shall be excess of Contractor's insurance and shall not contribute with it.

7.2.5.3 Notice of Cancellation. Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to City.

7.2.5.4 Waiver of Subrogation. Contractor hereby grants to City a waiver of any right to subrogation which the Workers' Compensation insurer of said Contractor may acquire against City by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

7.2.5.5 Claims Made Policies (applicable only to professional liability). The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.

7.3 Self Insured Retentions. Self-insured retentions must be declared to and approved by City. City may require Contractor to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or City.

7.4 Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A-VI, unless otherwise acceptable to City.

City will accept insurance provided by non-admitted, "surplus lines" carriers only if the carrier is authorized to do business in the State of California and is included on the List of Approved Surplus Lines Insurers (LASLI list). All policies of insurance carried by non-admitted carriers are subject to all of the requirements for policies of insurance provided by admitted carriers described herein.

7.5 Verification of Coverage. Contractor shall furnish City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive Contractor's obligation to provide them. City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

7.6 Special Risks or Circumstances. City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

7.7 Additional Insurance. Contractor may obtain additional insurance not required by this Contract.

7.8 Excess Insurance. All policies providing excess coverage to City shall follow the form of the primary policy or policies including but not limited to all endorsements.

7.9 Subcontractors. Contractor shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Contractor shall ensure that City is an additional insured on insurance required from subcontractors. For CGL coverage, subcontractors shall provide coverage with a format at least as broad as the CG 20 38 04 13 endorsement.

ARTICLE VIII BONDS

8.1 Payment and Performance Bond. Prior to the execution of this Contract, City may require Contractor to post a payment and performance bond (Bond). The Bond shall guarantee Contractor's faithful performance of this Contract and assure payment to contractors, subcontractors, and to persons furnishing goods and/or services under this Contract.

8.1.1 Bond Amount. The Bond shall be in a sum equal to twenty-five percent (25%) of the Contract amount, unless otherwise stated in the Specifications. City may file a claim against the Bond if Contractor fails or refuses to fulfill the terms and provisions of the Contract.

8.1.2 Bond Term. The Bond shall remain in full force and effect at least until complete performance of this Contract and payment of all claims for materials and labor, at which time it will convert to a ten percent (10%) warranty bond, which shall remain in place until the end of the warranty periods set forth in this Contract. The Bond shall be renewed annually, at least sixty (60) days in advance of its expiration, and Contractor shall provide timely proof of annual renewal to City.

8.1.3 Bond Surety. The Bond must be furnished by a company authorized by the State of California Department of Insurance to transact surety business in the State of California and which has a current A.M. Best rating of at least "A-, VIII."

8.1.4 Non-Renewal or Cancellation. The Bond must provide that City and Contractor shall be provided with sixty (60) days' advance written notice in the event of non-renewal, cancellation, or material change to its terms. In the event of non-renewal, cancellation, or material change to the Bond terms, Contractor shall provide City with evidence of the new source of surety within twenty-one (21) calendar days after the date of the notice of non-renewal, cancellation, or material change. Failure to maintain the Bond, as required herein, in full force

and effect as required under this Contract, will be a material breach of the Contract subject to termination of the Contract.

8.2 Alternate Security. City may, at its sole discretion, accept alternate security in the form of an endorsed certificate of deposit, a money order, a certified check drawn on a solvent bank, or other security acceptable to the Purchasing Agent in an amount equal to the required Bond.

ARTICLE IX CITY-MANDATED CLAUSES AND REQUIREMENTS

9.1 Contractor Certification of Compliance. By signing this Contract, Contractor certifies that Contractor is aware of, and will comply with, these City-mandated clauses throughout the duration of the Contract.

9.1.1 Drug-Free Workplace Certification. Contractor shall comply with City's Drug-Free Workplace requirements set forth in Council Policy 100-17, which is incorporated into the Contract by this reference.

9.1.2 Contractor Certification for Americans with Disabilities Act (ADA) and State Access Laws and Regulations: Contractor shall comply with all accessibility requirements under the ADA and under Title 24 of the California Code of Regulations (Title 24). When a conflict exists between the ADA and Title 24, Contractor shall comply with the most restrictive requirement (i.e., that which provides the most access). Contractor also shall comply with the City's ADA Compliance/City Contractors requirements as set forth in Council Policy 100-04, which is incorporated into this Contract by reference. Contractor warrants and certifies compliance with all federal and state access laws and regulations and further certifies that any subcontract agreement for this contract contains language which indicates the subcontractor's agreement to abide by the provisions of the City's Council Policy and any applicable access laws and regulations.

9.1.3 Non-Discrimination Requirements.

9.1.3.1 Compliance with City's Equal Opportunity Contracting Program (EOCP). Contractor shall comply with City's EOCP Requirements. Contractor shall not discriminate against any employee or applicant for employment on any basis prohibited by law. Contractor shall provide equal opportunity in all employment practices. Prime Contractors shall ensure that their subcontractors comply with this program. Nothing in this Section shall be interpreted to hold a Prime Contractor liable for any discriminatory practice of its subcontractors.

9.1.3.2 Non-Discrimination Ordinance. Contractor shall not discriminate on the basis of race, gender, gender expression, gender identity, religion, national origin, ethnicity, sexual orientation, age, or disability in the solicitation, selection, hiring or treatment of subcontractors, vendors or suppliers. Contractor shall provide equal opportunity for subcontractors to participate in subcontracting opportunities. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result

in Contract termination, debarment, or other sanctions. Contractor shall ensure that this language is included in contracts between Contractor and any subcontractors, vendors and suppliers.

9.1.3.3 Compliance Investigations. Upon City's request, Contractor agrees to provide to City, within sixty calendar days, a truthful and complete list of the names of all subcontractors, vendors, and suppliers that Contractor has used in the past five years on any of its contracts that were undertaken within San Diego County, including the total dollar amount paid by Contractor for each subcontract or supply contract. Contractor further agrees to fully cooperate in any investigation conducted by City pursuant to City's Nondiscrimination in Contracting Ordinance. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.4 Equal Benefits Ordinance Certification. Unless an exception applies, Contractor shall comply with the Equal Benefits Ordinance (EBO) codified in the San Diego Municipal Code (SDMC). Failure to maintain equal benefits is a material breach of the Contract.

9.1.5 Contractor Standards. Contractor shall comply with Contractor Standards provisions codified in the SDMC. Contractor understands and agrees that violation of Contractor Standards may be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.6 Noise Abatement. Contractor shall operate, conduct, or construct without violating the City's Noise Abatement Ordinance codified in the SDMC.

9.1.7 Storm Water Pollution Prevention Program. Contractor shall comply with the City's Storm Water Management and Discharge Control provisions codified in Division 3 of Chapter 4 of the SDMC, as may be amended, and any and all applicable Best Management Practice guidelines and pollution elimination requirements in performing or delivering services at City owned, leased, or managed property, or in performance of services and activities on behalf of City regardless of location.

Contractor shall comply with the City's Jurisdictional Urban Runoff Management Plan encompassing Citywide programs and activities designed to prevent and reduce storm water pollution within City boundaries as adopted by the City Council on January 22, 2008, via Resolution No. 303351, as may be amended.

Contractor shall comply with each City facility or work site's Storm Water Pollution Prevention Plan, as applicable, and institute all controls needed while completing the services to minimize any negative impact to the storm water collection system and environment.

9.1.8 Service Worker Retention Ordinance. If applicable, Contractor shall comply with the Service Worker Retention Ordinance (SWRO) codified in the SDMC.

9.1.9 Product Endorsement. Contractor shall comply with Council Policy 000-41 which requires that other than listing the City as a client and other limited endorsements, any advertisements, social media, promotions or other marketing referring to the City as a user of a product or service will require prior written approval of the Mayor or designee. Use of the City Seal or City logos is prohibited.

9.1.10 Business Tax Certificate. Unless the City Treasurer determines in writing that a contractor is exempt from the payment of business tax, any contractor doing business with the City of San Diego is required to obtain a Business Tax Certificate (BTC) and to provide a copy of its BTC to the City before a Contract is executed.

9.1.11 Equal Pay Ordinance. Unless an exception applies, Contractor shall comply with the Equal Pay Ordinance codified in San Diego Municipal Code sections 22.4801 through 22.4809. Contractor shall certify in writing that it will comply with the requirements of the EPO.

9.1.11.1 Contractor and Subcontract Requirement. The Equal Pay Ordinance applies to any subcontractor who performs work on behalf of a Contractor to the same extent as it would apply to that Contractor. Any Contractor subject to the Equal Pay Ordinance shall require all of its subcontractors to certify compliance with the Equal Pay Ordinance in its written subcontracts.

ARTICLE X CONFLICT OF INTEREST AND VIOLATIONS OF LAW

10.1 Conflict of Interest Laws. Contractor is subject to all federal, state and local conflict of interest laws, regulations, and policies applicable to public contracts and procurement practices including, but not limited to, California Government Code sections 1090, *et. seq.* and 81000, *et. seq.*, and the Ethics Ordinance, codified in the SDMC. City may determine that Contractor must complete one or more statements of economic interest disclosing relevant financial interests. Upon City's request, Contractor shall submit the necessary documents to City.

10.2 Contractor's Responsibility for Employees and Agents. Contractor is required to establish and make known to its employees and agents appropriate safeguards to prohibit employees from using their positions for a purpose that is, or that gives the appearance of being, motivated by the desire for private gain for themselves or others, particularly those with whom they have family, business or other relationships.

10.3 Contractor's Financial or Organizational Interests. In connection with any task, Contractor shall not recommend or specify any product, supplier, or contractor with whom Contractor has a direct or indirect financial or organizational interest or relationship that would violate conflict of interest laws, regulations, or policies.

10.4 Certification of Non-Collusion. Contractor certifies that: (1) Contractor's bid or proposal was not made in the interest of or on behalf of any person, firm, or corporation not identified; (2) Contractor did not directly or indirectly induce or solicit any other bidder or proposer to put in a sham bid or proposal; (3) Contractor did not directly or indirectly induce or

solicit any other person, firm or corporation to refrain from bidding; and (4) Contractor did not seek by collusion to secure any advantage over the other bidders or proposers.

10.5 Hiring City Employees. This Contract shall be unilaterally and immediately terminated by City if Contractor employs an individual who within the twelve (12) months immediately preceding such employment did in his/her capacity as a City officer or employee participate in negotiations with or otherwise have an influence on the selection of Contractor.

ARTICLE XI DISPUTE RESOLUTION

11.1 Mediation. If a dispute arises out of or relates to this Contract and cannot be settled through normal contract negotiations, Contractor and City shall use mandatory non-binding mediation before having recourse in a court of law.

11.2 Selection of Mediator. A single mediator that is acceptable to both parties shall be used to mediate the dispute. The mediator will be knowledgeable in the subject matter of this Contract, if possible.

11.3 Expenses. The expenses of witnesses for either side shall be paid by the party producing such witnesses. All other expenses of the mediation, including required traveling and other expenses of the mediator, and the cost of any proofs or expert advice produced at the direct request of the mediator, shall be borne equally by the parties, unless they agree otherwise.

11.4 Conduct of Mediation Sessions. Mediation hearings will be conducted in an informal manner and discovery will not be allowed. The discussions, statements, writings and admissions will be confidential to the proceedings (pursuant to California Evidence Code sections 1115 through 1128) and will not be used for any other purpose unless otherwise agreed by the parties in writing. The parties may agree to exchange any information they deem necessary. Both parties shall have a representative attend the mediation who is authorized to settle the dispute, though City's recommendation of settlement may be subject to the approval of the Mayor and City Council. Either party may have attorneys, witnesses or experts present.

11.5 Mediation Results. Any agreements resulting from mediation shall be memorialized in writing. The results of the mediation shall not be final or binding unless otherwise agreed to in writing by the parties. Mediators shall not be subject to any subpoena or liability, and their actions shall not be subject to discovery.

ARTICLE XII MANDATORY ASSISTANCE

12.1 Mandatory Assistance. If a third party dispute or litigation, or both, arises out of, or relates in any way to the services provided to the City under a Contract, Contractor, its agents, officers, and employees agree to assist in resolving the dispute or litigation upon City's request. Contractor's assistance includes, but is not limited to, providing professional consultations,

attending mediations, arbitrations, depositions, trials or any event related to the dispute resolution and/or litigation.

12.2 Compensation for Mandatory Assistance. City will compensate Contractor for fees incurred for providing Mandatory Assistance. If, however, the fees incurred for the Mandatory Assistance are determined, through resolution of the third party dispute or litigation, or both, to be attributable in whole, or in part, to the acts or omissions of Contractor, its agents, officers, and employees, Contractor shall reimburse City for all fees paid to Contractor, its agents, officers, and employees for Mandatory Assistance.

12.3 Attorneys' Fees Related to Mandatory Assistance. In providing City with dispute or litigation assistance, Contractor or its agents, officers, and employees may incur expenses and/or costs. Contractor agrees that any attorney fees it may incur as a result of assistance provided under Section 12.2 are not reimbursable.

ARTICLE XIII MISCELLANEOUS

13.1 Headings. All headings are for convenience only and shall not affect the interpretation of this Contract.

13.2 Non-Assignment. Contractor may not assign the obligations under this Contract, whether by express assignment or by sale of the company, nor any monies due or to become due under this Contract, without City's prior written approval. Any assignment in violation of this paragraph shall constitute a default and is grounds for termination of this Contract at the City's sole discretion. In no event shall any putative assignment create a contractual relationship between City and any putative assignee.

13.3 Independent Contractors. Contractor and any subcontractors employed by Contractor are independent contractors and not agents of City. Any provisions of this Contract that may appear to give City any right to direct Contractor concerning the details of performing or providing the goods and/or services, or to exercise any control over performance of the Contract, shall mean only that Contractor shall follow the direction of City concerning the end results of the performance.

13.4 Subcontractors. All persons assigned to perform any work related to this Contract, including any subcontractors, are deemed to be employees of Contractor, and Contractor shall be directly responsible for their work.

13.5 Covenants and Conditions. All provisions of this Contract expressed as either covenants or conditions on the part of City or Contractor shall be deemed to be both covenants and conditions.

13.6 Compliance with Controlling Law. Contractor shall comply with all applicable local, state, and federal laws, regulations, and policies. Contractor's act or omission in violation of applicable local, state, and federal laws, regulations, and policies is grounds for contract

termination. In addition to all other remedies or damages allowed by law, Contractor is liable to City for all damages, including costs for substitute performance, sustained as a result of the violation. In addition, Contractor may be subject to suspension, debarment, or both.

13.7 Governing Law. The Contract shall be deemed to be made under, construed in accordance with, and governed by the laws of the State of California without regard to the conflicts or choice of law provisions thereof.

13.8 Venue. The venue for any suit concerning solicitations or the Contract, the interpretation of application of any of its terms and conditions, or any related disputes shall be in the County of San Diego, State of California.

13.9 Successors in Interest. This Contract and all rights and obligations created by this Contract shall be in force and effect whether or not any parties to the Contract have been succeeded by another entity, and all rights and obligations created by this Contract shall be vested and binding on any party's successor in interest.

13.10 No Waiver. No failure of either City or Contractor to insist upon the strict performance by the other of any covenant, term or condition of this Contract, nor any failure to exercise any right or remedy consequent upon a breach of any covenant, term, or condition of this Contract, shall constitute a waiver of any such breach of such covenant, term or condition. No waiver of any breach shall affect or alter this Contract, and each and every covenant, condition, and term hereof shall continue in full force and effect without respect to any existing or subsequent breach.

13.11 Severability. The unenforceability, invalidity, or illegality of any provision of this Contract shall not render any other provision of this Contract unenforceable, invalid, or illegal.

13.12 Drafting Ambiguities. The parties acknowledge that they have the right to be advised by legal counsel with respect to the negotiations, terms and conditions of this Contract, and the decision of whether to seek advice of legal counsel with respect to this Contract is the sole responsibility of each party. This Contract shall not be construed in favor of or against either party by reason of the extent to which each party participated in the drafting of the Contract.

13.13 Amendments. Neither this Contract nor any provision hereof may be changed, modified, amended or waived except by a written agreement executed by duly authorized representatives of City and Contractor. Any alleged oral amendments have no force or effect. The Purchasing Agent must sign all Contract amendments.

13.14 Conflicts Between Terms. If this Contract conflicts with an applicable local, state, or federal law, regulation, or court order, applicable local, state, or federal law, regulation, or court order shall control. Varying degrees of stringency among the main body of this Contract, the exhibits or attachments, and laws, regulations, or orders are not deemed conflicts, and the most stringent requirement shall control. Each party shall notify the other immediately upon the identification of any apparent conflict or inconsistency concerning this Contract.

13.15 Survival of Obligations. All representations, indemnifications, warranties, and guarantees made in, required by, or given in accordance with this Contract, as well as all continuing obligations indicated in this Contract, shall survive, completion and acceptance of performance and termination, expiration or completion of the Contract.

13.16 Confidentiality of Services. All services performed by Contractor, and any sub-contractor(s) if applicable, including but not limited to all drafts, data, information, correspondence, proposals, reports of any nature, estimates compiled or composed by Contractor, are for the sole use of City, its agents, and employees. Neither the documents nor their contents shall be released by Contractor or any subcontractor to any third party without the prior written consent of City. This provision does not apply to information that: (1) was publicly known, or otherwise known to Contractor, at the time it was disclosed to Contractor by City; (2) subsequently becomes publicly known through no act or omission of Contractor; or (3) otherwise becomes known to Contractor other than through disclosure by City.

13.17 Insolvency. If Contractor enters into proceedings relating to bankruptcy, whether voluntary or involuntary, Contractor agrees to furnish, by certified mail or electronic commerce method authorized by the Contract, written notification of the bankruptcy to the Purchasing Agent and the Contract Administrator responsible for administering the Contract. This notification shall be furnished within five (5) days of the initiation of the proceedings relating to bankruptcy filing. This notification shall include the date on which the bankruptcy petition was filed, the identity of the court in which the bankruptcy petition was filed, and a listing of City contract numbers and contracting offices for all City contracts against which final payment has not been made. This obligation remains in effect until final payment is made under this Contract.

13.18 No Third Party Beneficiaries. Except as may be specifically set forth in this Contract, none of the provisions of this Contract are intended to benefit any third party not specifically referenced herein. No party other than City and Contractor shall have the right to enforce any of the provisions of this Contract.

13.19 Actions of City in its Governmental Capacity. Nothing in this Contract shall be interpreted as limiting the rights and obligations of City in its governmental or regulatory capacity.

City of San Diego
CONTRACTOR STANDARDS
Pledge of Compliance

The City of San Diego has adopted a Contractor Standards Ordinance (CSO) codified in section 22.3004 of the San Diego Municipal Code (SDMC). The City of San Diego uses the criteria set forth in the CSO to determine whether a contractor (bidder or proposer) has the capacity to fully perform the contract requirements and the business integrity to justify the award of public funds. This completed Pledge of Compliance signed under penalty of perjury must be submitted with each bid and proposal. If an informal solicitation process is used, the bidder must submit this completed Pledge of Compliance to the City prior to execution of the contract. All responses must be typewritten or printed in ink. If an explanation is requested or additional space is required, Contractors must provide responses on Attachment A to the Pledge of Compliance and sign each page. Failure to submit a signed and completed Pledge of Compliance may render a bid or proposal non-responsive. In the case of an informal solicitation or cooperative procurement, the contract will not be awarded unless a signed and completed Pledge of Compliance is submitted. A submitted Pledge of Compliance is a public record and information contained within will be available for public review except to the extent that such information is exempt from disclosure pursuant to applicable law.

By signing and submitting this form, the contractor is certifying, to the best of their knowledge, that the contractor and any of its Principals have not within a five (5) year period – preceding this offer, been convicted of or had a civil judgement rendered against them for commission of a fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (Federal, State or local) contract or subcontract.

“Principal” means an officer, director, owner, partner or a person having primary management or supervisory responsibilities within the firm. The Contractor shall provide immediate written notice to the Procurement Contracting Officer handling the solicitation, at any time prior to award should they learn that this Representations and Certifications was inaccurate or incomplete.

This form contains 10 pages, additional information may be submitted as part of *Attachment A*.

A. BID/PROPOSAL/SOLICITATION TITLE:

Solicitation Number 10090302-26-L (RFP) for Industrial Medical Services

B. BIDDER/PROPOSER INFORMATION:

Occupational Health Centers of California, a Medical Corporation		Concentra Medical Centers	
Legal Name		DBA	
5575 Ruffin Road Suite 100	San Diego	CA	92123
Street Address	City	State	Zip
Cathey Amberry, Senior Key Account Manager	(619) 822-7385		
Contact Person, Title	Phone	Fax	

Provide the name, identity, and precise nature of the interest* of all persons who are directly or indirectly involved** in this proposed transaction (SDMC § 21.0103). Use additional pages if necessary.

* The precise nature of the interest includes:

- the percentage ownership interest in a party to the transaction,
- the percentage ownership interest in any firm, corporation, or partnership that will receive funds from the transaction,
- the value of any financial interest in the transaction,
- any contingent interest in the transaction and the value of such interest should the contingency be satisfied, and
- any philanthropic, scientific, artistic, or property interest in the transaction.

** Directly or indirectly involved means pursuing the transaction by:

- communicating or negotiating with City officers or employees,
- submitting or preparing applications, bids, proposals or other documents for purposes of contracting with the City, or
- directing or supervising the actions of persons engaged in the above activity.

Kathy T. Le, MD, MPH	Treasurer, Sr. VP of Medical Operations - Pacific
Name	Title/Position
Rancho Cucamonga, CA 91730-0976	
City and State of Residence	Employer (if different than Bidder/Proposer)
Direct Interest; 10%	
Interest in the transaction	

Sabrina Linnemann	Sr. Vice President, Operations - Pacific
Name	Title/Position
Dana Point, CA 92628	
City and State of Residence	Employer (if different than Bidder/Proposer)
Direct Interest; Operations; 30%	
Interest in the transaction	

Peter Deziel, PT, DPT	Sr. VP of Clinical Services - Pacific/Mountain
Name	Title/Position
Las Vegas NV 89117	
City and State of Residence	Employer (if different than Bidder/Proposer)
Direct interest; Medical; 20%	
Interest in the transaction	

David Rios, MD, MPH	Director of Medical Operations-San Diego
Name	Title/Position
San Diego, CA 92101	
City and State of Residence	Employer (if different than Bidder/Proposer)
Direct interest; Medical; 40%	
Interest in the transaction	

Garrett Mills	Director of Operations-San Diego
Name	Title/Position
La Mesa, CA 91942	
City and State of Residence	Employer (if different than Bidder/Proposer)
Direct interest; Operations; 40%	
Interest in the transaction	

Chad Tosh, PT, DPT	Director of Clinical Services-San Diego
Name	Title/Position
Escondido, CA 92026	
City and State of Residence	Employer (if different than Bidder/Proposer)
Direct interest; Medical; 40%	
Interest in the transaction	

Cathey Amberry	Sr. Key Account Manager-San Diego
Name	Title/Position
San Diego, CA 92104	
City and State of Residence	Employer (if different than Bidder/Proposer)
Direct Interest; Account Management; 50%	
Interest in the transaction	

Rosa Noriega	Care Coordinator-San Diego
Name	Title/Position
San Diego, CA 92154	
City and State of Residence	Employer (if different than Bidder/Proposer)
Direct Interest; Daily Operations; 1%	
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

C. OWNERSHIP AND NAME CHANGES:

1. In the past five (5) years, has your firm changed its name?
☐ Yes ☒ No

If Yes, use Attachment A to list all prior legal and DBA names, addresses, and dates each firm name was used. Explain the specific reasons for each name change.

2. Is your firm a non-profit?
☐ Yes ☒ No

If Yes, attach proof of status to this submission.

3. In the past five (5) years, has a firm owner, partner, or officer operated a similar business?
☐ Yes ☒ No

If Yes, use Attachment A to list names and addresses of all businesses and the person who operated the business. Include information about a similar business only if an owner, partner, or officer of your firm holds or has held a similar position in another firm.

D. BUSINESS ORGANIZATION/STRUCTURE:

Indicate the organizational structure of your firm. Fill in only one section on this page. Use Attachment A if more space is required.

☒ **Corporation** Date incorporated: 09/15/1997 State of incorporation: California

List corporation's current officers:

President:	<u>Kathy T. Le, MD, MPH</u>
Vice Pres:	<u></u>
Secretary:	<u></u>
Treasurer:	<u>Kathy T. Le, MD, MPH</u>

Type of corporation: C ☒ Subchapter S ☐

Is the corporation authorized to do business in California: ☒ Yes ☐ No

If Yes, after what date: 09/15/1997

Is your firm a publicly traded corporation? ☐ Yes ☒ No

If Yes, how and where is the stock traded? _____

If Yes, list the name, title and address of those who own ten percent (10 %) or more of the corporation's stocks:

Do the President, Vice President, Secretary and/or Treasurer of your corporation have a third party interest or other financial interests in a business/enterprise that performs similar work, services or provides similar goods? ☐ Yes ☒ No

If Yes, please use Attachment A to disclose.

Please list the following:	Authorized	Issued	Outstanding
a. Number of voting shares:	_____	_____	_____
b. Number of nonvoting shares:	_____	_____	_____
c. Number of shareholders:			_____
d. Value per share of common stock:		Par	\$ _____
		Book	\$ _____
		Market	\$ _____

Limited Liability Company Date formed: _____ State of formation: _____

List the name, title and address of members who own ten percent (10%) or more of the company:

N/A

☐ Partnership Date formed: _____ State of formation: _____

List names of all firm partners:

N/A

☐ Sole Proprietorship Date started: _____

List all firms you have been an owner, partner or officer with during the past five (5) years. Do not include ownership of stock in a publicly traded company:

N/A

☐ Joint Venture Date formed: _____

List each firm in the joint venture and its percentage of ownership:

N/A

Note: To be responsive, each member of a Joint Venture or Partnership must complete a separate *Contractor Standards form*.

E. FINANCIAL RESOURCES AND RESPONSIBILITY:

1. Is your firm preparing to be sold, in the process of being sold, or in negotiations to be sold?

☐ Yes ☒ No

If Yes, use Attachment A to explain the circumstances, including the buyer's name and principal contact information.

2. In the past five (5) years, has your firm been denied bonding?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances; include bonding company name.

3. In the past five (5) years, has a bonding company made any payments to satisfy claims made against a bond issued on your firm's behalf or a firm where you were the principal?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances.

4. In the past five (5) years, has any insurance carrier, for any form of insurance, refused to renew the insurance policy for your firm?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances.

5. Within the last five years, has your firm filed a voluntary petition in bankruptcy, been adjudicated bankrupt, or made a general assignment for the benefit of creditors?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances.

6. Are there any claims, liens or judgements that are outstanding against your firm?

☒ Yes ☐ No

If Yes, please use Attachment A to provide detailed information on the action.

7. Please provide the name of your principal financial institution for financial reference. By submitting a response to this Solicitation Contractor authorizes a release of credit information for verification of financial responsibility.

Name of Bank: JP Morgan Chase Banks

Point of Contact: National Confirmation Center

Address: P.O. Box 955200; Ft. Worth, Texas 76155-9200

Phone Number: (800) 550-8509

8. By submitting a response to a City solicitation, Contractor certifies that he or she has sufficient operating capital and/or financial reserves to properly fund the requirements identified in the solicitation. At City's request, Contractor will promptly provide to City

a copy of Contractor's most recent balance sheet and/or other necessary financial statements to substantiate financial ability to perform.

9. In order to do business in the City of San Diego, a current Business Tax Certificate is required. Business Tax Certificates are issued by the City Treasurer's Office. If you do not have one at the time of submission, one must be obtained prior to award.

Business Tax Certificate No.: **B2019001345** Year Issued: **2025**

F. PERFORMANCE HISTORY:

1. In the past five (5) years, has your firm been found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for defaulting or breaching a contract with a government agency?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances.

2. In the past five (5) years, has a public entity terminated your firm's contract for cause prior to contract completion?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances and provide principal contact information.

3. In the past five (5) years, has your firm entered into any settlement agreement for any lawsuit that alleged contract default, breach of contract, or fraud with or against a public entity?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances.

4. Is your firm currently involved in any lawsuit with a government agency in which it is alleged that your firm has defaulted on a contract, breached a contract, or committed fraud?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances.

5. In the past five (5) years, has your firm, or any firm with which any of your firm's owners, partners, or officers is or was associated, been debarred, disqualified, removed, or otherwise prevented from bidding on or completing any government or public agency contract for any reason?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances.

6. In the past five (5) years, has your firm received a notice to cure or a notice of default on a contract with any public agency?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances and how the matter resolved.

7. Performance References:

Please provide a minimum of three (3) references familiar with work performed by your firm which was of a similar size and nature to the subject solicitation within the last five (5) years.

Please note that any references required as part of your bid/proposal submittal are in addition to those references required as part of this form.

Company Name: **County of San Diego**

Contact Name and Phone Number: Suzann Charney 858-694-3756
 Contact Email: suzann.charney@sdcounty.ca.gov
 Address: 5500 Overland Ste 370 San Diego, CA 92123
 Contract Date: October 1, 2023
 Contract Amount: \$ 2,986,000.00
 Requirements of Contract: WC Injury Care, extensive list of Non-Injury services

Company Name: San Diego County and Imperial County Schools JPA (SDCOE)
 Contact Name and Phone Number: Felicia Amenta 858-295-6972
 Contact Email: famenta@sdcoe.net
 Address: 6401 Linda Vista Road San Diego, CA 92111
 Contract Date: July 1, 2025
 Contract Amount: \$ 1,242,750.00
 Requirements of Contract: WC Injury Care, Physicals, Vaccinations
 Company Name: San Diego Unified School District
 Contact Name and Phone Number: Bonnie Hwang-Scott 858-276-8238
 Contact Email: bhwang-scott@sandi.net
 Address: 6735 Gifford Way, Room 7 San Diego, CA 92111
 Contract Date: July 1, 2024
 Contract Amount: \$ 805,000.00
 Requirements of Contract: WC Injury Care, Ancillary Services

G. COMPLIANCE:

1. In the past five (5) years, has your firm or any firm owner, partner, officer, executive, or manager been criminally penalized or found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for violating any federal, state, or local law in performance of a contract, including but not limited to, laws regarding health and safety, labor and employment, permitting, and licensing laws?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances surrounding each instance. Include the name of the entity involved, the specific infraction(s) or violation(s), dates of instances, and outcome with current status.

2. In the past five (5) years, has your firm been determined to be non-responsible by a public entity?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances of each instance. Include the name of the entity involved, the specific infraction, dates, and outcome.

H. BUSINESS INTEGRITY:

1. In the past five (5) years, has your firm been convicted of or found liable in a civil suit for making a false claim or material misrepresentation to a private or public entity?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances of each instance. Include the entity involved, specific violation(s), dates, outcome and current status.

2. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a crime, including misdemeanors, or been found liable in a civil suit involving the bidding, awarding, or performance of a government contract?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

3. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a federal, state, or local crime of fraud, theft, or any other act of dishonesty?

☐ Yes ☒ No

If Yes, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

4. Do any of the Principals of your firm have relatives that are either currently employed by the City or were employed by the City in the past five (5) years?

☐ Yes ☒ No

If Yes, please disclose the names of those relatives in Attachment A.

I. BUSINESS REPRESENTATION:

1. Are you a local business with a physical address within the County of San Diego?

☒ Yes ☐ No

2. Are you a certified Small and Local Business Enterprise certified by the City of San Diego?

☐ Yes ☒ No

Certification # _____

3. Are you certified as any of the following:

- a. Disabled Veteran Business Enterprise Certification # _____
 b. Woman or Minority Owned Business Enterprise Certification # _____
 c. Disadvantaged Business Enterprise Certification # _____

J. WAGE COMPLIANCE:

In the past five (5) years, has your firm been required to pay back wages or penalties for failure to comply with the federal, state or local prevailing, minimum, or living wage laws? ☐ Yes ☒ No If Yes, use Attachment A to explain the specific circumstances of each instance. Include the entity involved, the specific infraction(s), dates, outcome, and current status.

By signing this Pledge of Compliance, your firm is certifying to the City that you will comply with the requirements of the Equal Pay Ordinance set forth in SDMC sections 22.4801 through 22.4809.

K. STATEMENT OF SUBCONTRACTORS & SUPPLIERS:

Please provide the names and information for all subcontractors and suppliers used in the performance of the proposed contract, and what portion of work will be assigned to each subcontractor. Subcontractors may not be substituted without the written consent of the City. Use Attachment A if additional pages are necessary. If no subcontractors or suppliers will be used, please write "Not Applicable."

Company Name: **Not Applicable**

Address: _____

Contact Name: _____ Phone: _____ Email: _____

Contractor License No.: _____ DIR Registration No.: _____

Sub-Contract Dollar Amount: \$ _____ (per year) \$ _____ (total contract term)

Scope of work subcontractor will perform: _____

Identify whether company is a subcontractor or supplier: _____

Certification type (check all that apply): ☐DBE ☐DVBE ☐ELBE ☐MBE ☐SLBE ☐WBE ☐Not Certified

Contractor must provide valid proof of certification with the response to the bid or proposal to receive participation credit.

Company Name: **Not Applicable**

Address: _____

Contact Name: _____ Phone: _____ Email: _____

Contractor License No.: _____ DIR Registration No.: _____

Sub-Contract Dollar Amount: \$ _____ (per year) \$ _____ (total contract term)

Scope of work subcontractor will perform: _____

Identify whether company is a subcontractor or supplier: _____

Certification type (check all that apply): ☐DBE ☐DVBE ☐ELBE ☐MBE ☐SLBE ☐WBE ☐Not Certified

Contractor must provide valid proof of certification with the response to the bid or proposal to receive participation credit.

L. STATEMENT OF AVAILABLE EQUIPMENT:

A full inventoried list of all necessary equipment to complete the work specified may be a requirement of the bid/proposal submission.

By signing and submitting this form, the Contractor certifies that all required equipment included in this bid or proposal will be made available one week (7 days) before work shall commence. In instances where the required equipment is not owned by the Contractor, Contractor shall explain how the equipment will be made available before the commencement of work. The City of San

Diego reserves the right to reject any response, in its opinion, if the Contractor has not demonstrated he or she will be properly equipped to perform the work in an efficient, effective matter for the duration of the contract period.

M. TYPE OF SUBMISSION: This document is submitted as:

- ☒ Initial submission of *Contractor Standards Pledge of Compliance*
- ☐ Initial submission of *Contractor Standards Pledge of Compliance* as part of a Cooperative agreement
- ☐ Initial submission of *Contractor Standards Pledge of Compliance* as part of a Sole Source agreement
- ☐ Update of prior *Contractor Standards Pledge of Compliance* dated _____.

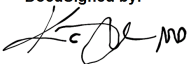
Complete all questions and sign below.

Under penalty of perjury under the laws of the State of California, I certify that I have read and understand the questions contained in this Pledge of Compliance, that I am responsible for completeness and accuracy of the responses contained herein, and that all information provided is true, full and complete to the best of my knowledge and belief. I agree to provide written notice to the Purchasing Agent within five (5) business days if, at any time, I learn that any portion of this Pledge of Compliance is inaccurate. Failure to timely provide the Purchasing Agent with written notice is grounds for Contract termination.

I, on behalf of the firm, further certify that I and my firm will comply with the following provisions of SDMC section 22.3004:

- (a) I and my firm will comply with all applicable local, State and Federal laws, including health and safety, labor and employment, and licensing laws that affect the employees, worksite or performance of the contract.
- (b) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of receiving notice that a government agency has begun an investigation of me or my firm that may result in a finding that I or my firm is or was not in compliance with laws stated in paragraph (a).
- (c) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of a finding by a government agency or court of competent jurisdiction of a violation by the Contractor of laws stated in paragraph (a).
- (d) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of becoming aware of an investigation or finding by a government agency or court of competent jurisdiction of a violation by a subcontractor of laws stated in paragraph (a).
- (e) I and my firm will cooperate fully with the City during any investigation and to respond to a request for information within ten (10) working days.

Failure to sign and submit this form with the bid/proposal shall make the bid/proposal non-responsive. In the case of an informal solicitation, the contract will not be awarded unless a signed and completed *Pledge of Compliance* is submitted.

Kathy T. Le, MD, MPH, President and Treasurer	DocuSigned by:  310B5D66197441C...	10/15/2025
Name and Title	Signature	Date

City of San Diego
CONTRACTOR STANDARDS
Attachment "A"

Provide additional information in space below. Use additional Attachment "A" pages as needed. Each page must be signed.
Print in ink or type responses and indicate question being answered.

E.6.

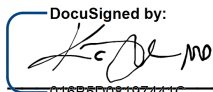
Status	Date	Facility Name	State	Litigation Type
IN-SUIT	11/16/2022	0547-OM-PLACENTIA	CA	Medication Error
IN-SUIT	6/17/2024	0553-OM-RICHMOND	CA	Disability Discrimination
THREAT	8/8/2023	7135-OM-SAN JOSE	CA	Substandard Care
THREAT	10/8/2024	7120-OM-ROCKLIN	CA	Substandard Care
THREAT	8/21/2024	0526-OM-MILPITAS	CA	Substandard Care
IN-SUIT	11/28/2023	0552-OM-OAKLAND	CA	Employment Screen MML
IN-SUIT	9/30/2021	7177-OM-SAN BERNARDINO	CA	Substandard Care
IN-SUIT	12/10/2020	7115-OM-SACRAMENTO NORTH	CA	Employment Screen MML
IN-SUIT	7/12/2019	7189-OM-OCEANSIDE	CA	Substandard Care
PENDADD	12/17/2024	0573-OM-DWNTWN	SAN FRAN	CA Burn or E-Stim Burn
THREAT	7/20/2025	7120-OM-ROCKLIN	CA	Employment Screen MML
THREAT	5/17/2024	7151-OM-OXNARD	CA	Failure DX/Treat
IN-SUIT	4/1/2024	0569-OM-MISSION VALLEY	CA	Substandard Care
THREAT	5/15/2024	7158-OM-EL SEGUNDO	CA	Substandard Care
THREAT	10/3/2024	0552-OM-OAKLAND	CA	Disability Discrimination
IN-SUIT	3/31/2023	0579-OM-SANTA ROSA	CA	Fair Employment & Housing Act
IN-SUIT	1/27/2022	0553-OM-RICHMOND	CA	Fair Employment & Housing Act
IN-SUIT	7/21/2025	7189-OM-OCEANSIDE	CA	Fair Employment & Housing Act

I have read the matters and statements made in this Contractor Standards Pledge of Compliance and attachments thereto and I know the same to be true of my own knowledge, except as to those matters stated upon information or belief and as to such matters, I believe the same to be true. I certify under penalty of perjury that the foregoing is true and correct.

Kathy T. Le, MD, MPH, President and Treasurer

Print Name, Title

DocuSigned by:



016B3D08197441C...

Signature

10/9/2025

Date

City of San Diego
CONTRACTOR STANDARDS
Attachment "A"

Provide additional information in space below. Use additional Attachment "A" pages as needed. Each page must be signed.
Print in ink or type responses and indicate question being answered.

F.7. Performance References

1 Company Name City of Ontario

Contact Name and Phone Number K. Garozo P: 909-292-3639

Contact Email kgarozzo@ontarioca.gov

Address 200 North Cherry Ave Ontario, CA 91764

Contract Date July 1, 2000

Contract Amount \$398,000.00

Requirements of Contract WC Injury Care and Employer Services

2 Company Name Alameda Health System

Contact Name and Phone Number Natalie Mares P: 510-895-7333

Contact Email nmares@alamedahealthsystems.org

Address 15400 Foothill Blvd, Bldg C, 1st Floor, San Leandro, CA 94578

Contract Date September 16, 2005

Contract Amount \$300,000.00

Requirements of Contract Vaccinations Physicals, Injury Care

3 Company Name MTS - Metropolitan Transit System San Diego

Contact Name and Phone Number Brendan Shannon P: 619- 557-4569

Contact Email brendan.shannon@sdmts.com

Address 1255 Imperial Ave, Suite 1000 San Diego, CA 92101

Contract Date June 19, 2024

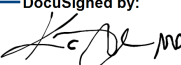
Contract Amount \$474,000.00

Requirements of Contract Physicals and related services, Vaccinations

I have read the matters and statements made in this Contractor Standards Pledge of Compliance and attachments thereto and I know the same to be true of my own knowledge, except as to those matters stated upon information or belief and as to such matters, I believe the same to be true. I certify under penalty of perjury that the foregoing is true and correct.

Kathy T. Le, MD, MPH, President and Treasurer

Print Name, Title

DocuSigned by:

016B5D98197441C...

Signature

10/15/2025

Date

EQUAL OPPORTUNITY CONTRACTING PROGRAM (EOCP)

GOODS AND SERVICES CONTRACTOR REQUIREMENTS

I. City's Equal Opportunity Contracting Commitment.

The City of San Diego (City) promotes equal employment and subcontracting opportunities. The City is committed to ensuring that taxpayer dollars spent on public contracts are not paid to businesses that practice discrimination in employment or subcontracting. The City encourages all companies seeking to do business with the City to share this commitment. Contractors are encouraged to take positive steps to diversify and expand their subcontractor and supplier solicitation base and to offer opportunities to all eligible business firms.

Contractors must submit the required EOCP documentation indicated below with their proposals. Contractors who fail to provide the required EOCP documentation are considered non-responsive.

II. Definitions.

Commercially Useful Function: a Small Local Business Enterprise or Emerging Local Business Enterprise (SLBE/ELBE) performs a commercially useful function when it is responsible for execution of the work and is carrying out its responsibilities by actually performing, managing, and supervising the work involved. To perform a commercially useful function, the SLBE/ELBE shall also be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quantity and quality, ordering the material, and installing (where applicable) and paying for the material itself.

To determine whether an SLBE/ELBE is performing a commercially useful function, an evaluation will be performed of the amount of work subcontracted, normal industry practices, whether the amount the SLBE/ELBE firm is to be paid under the contract is commensurate with the work it is actually performing and the SLBE/ELBE credit claimed for its performance of the work, and other relevant factors. Specifically, an SLBE/ELBE does not perform a commercially useful function if its role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of meaningful and useful SLBE/ELBE participation, when in similar transactions in which SLBE/ELBE firms do not participate, there is no such role performed.

Disadvantaged Business Enterprise (DBE): a certified business that is (1) at least fifty-one (51%) owned by socially and economically Disadvantaged Individuals, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more socially and economically Disadvantaged Individuals; and (2) whose daily business operations are managed and directed by one or more socially and economically disadvantaged owners. Disadvantaged Individuals include Black Americans, Hispanic Americans, Asian Americans, and other minorities, or individual found to be disadvantaged by the Small Business Administration pursuant to Section 8 of the Small Business Reauthorization Act.

Disabled Veteran Business Enterprise (DVBE): a certified business that is (1) at least fifty-one percent (51%) owned by one or more Disabled Veterans; and (2) business operations must be managed and controlled by one or more Disabled Veterans. A Disabled Veteran is a veteran of the U.S. military, naval, or air service who resides in California and has a service-connected disability of at least 10% or more. The firm shall be certified by the State of California's Department of General Services, Office of Small and Minority Business.

Emerging Business Enterprise (EBE): a business whose gross annual receipts do not exceed the amount set by the City Manager, and which meets all other criteria set forth in the regulations implementing the City's Small and Local Business Preference Program. The City Manager shall review the threshold amount for EBEs on an annual basis, and adjust as necessary to reflect changes in the marketplace.

Emerging Local Business Enterprise (ELBE): a Local Business Enterprise that is also an Emerging Business Enterprise.

Local Business Enterprise (LBE): a business that has both a principal place of business and a significant employment presence in the County of San Diego, and that has been in operation for twelve (12) consecutive months.

Minority Business Enterprise (MBE): a certified business that is (1) at least fifty-one percent (51%) owned by one or more minority individuals, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more minority individuals; and (2) whose daily business operations are managed and directed by one or more minorities owners. Minorities include the groups with the following ethnic origins: African, Asian Pacific, Asian Subcontinent, Hispanic, Native Alaskan, Native American, and Native Hawaiian.

Other Business Enterprise (OBE): any business which does not otherwise qualify as Minority, Woman, Disadvantaged, or Disabled Veteran Business Enterprise.

Principal Place of Business: a location wherein a business maintains a physical office and through which it obtains no less than fifty percent (50%) of gross annual receipts.

Significant Employee Presence: no less than twenty-five percent (25%) of a business's total number of employees.

Small Business Enterprise (SBE): a business whose gross annual receipts do not exceed the amount set by the City Manager, and that meets all other criteria set forth in regulations implementing the City's Small and Local Business Preference Program. The City Manager shall review the threshold amount for SBEs on an annual basis, and adjust as necessary to reflect changes in the marketplace. A business certified as a DVBE by the State of California, and that has provided proof of such certification to the City manager, shall be deemed to be an SBE.

Small Local Business Enterprise (SLBE): a Local Business Enterprise that is also a Small Business Enterprise.

Women Business Enterprise (WBE): a certified business that is (1) at least fifty-one percent (51 %) owned by a woman or women, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more women; and (2) whose daily business operations are managed and directed by one or more women owners.

III. Disclosure of Discrimination Complaints.

As part of its proposal, Contractor shall provide to the City a list of all instances within the past ten (10) years where a complaint was filed or pending against Contractor in a legal or administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors, or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken. (Attachment AA).

IV. Work Force Report and Equal Opportunity Outreach Plan.

- A. Work Force Report. Contractors shall submit with their proposal a Work Force Report (WFR) for approval by the City. (Attachment BB). If the City determines that there are under representations when compared to County Labor Force Availability data, then the Contractor will also be required to submit an Equal Employment Opportunity Plan (EEOP) to the City for approval. Questions regarding the WFR should be directed to the Equal Opportunity Contracting Department.
- B. Duty to Comply with Equal Opportunity Outreach Plan. A Contractor for whom an EEOP has been approved by the City shall use best efforts to comply with that EEOP.

V. Small and Local Business Program Requirements.

The City has adopted a Small and Local Business Enterprise program for goods, services, and consultant contracts. The SLBE requirements are set forth in Council Policy 100-10. For contracts in which the Purchasing Agent is required to advertise for sealed proposals in the City's official newspaper or consultant contracts valued over \$50,000, the City shall:

- A. Apply a maximum of an additional 12% of the total possible evaluation points to the Contractor's final score for SLBE or ELBE participation. Additional points will be awarded as follows:
 - a. If the Contractor achieves 20% participation, apply 5% of the total possible evaluation points to the Contractor's score; or
 - b. If the Contractor achieves 25% participation, apply 10% of the total possible evaluation points to the Contractor's score; or
 - c. If the prime contractor is a SLBE or an ELBE, apply 12% of the total possible evaluation points to the Contractor's score.

VI. Maintaining Participation Levels.

- A. Additional points are based on the Contractor's level of participation proposed prior to the award of the goods, services, or consultant contract. Contractors are required to achieve and maintain the SLBE or ELBE participation levels throughout the duration of the goods, services, or consultant contract.
- B. If the City modifies the original specifications, the Contractor shall make reasonable efforts to maintain the SLBE or ELBE participation for which the additional points were awarded. The City must approve in writing a reduction in SLBE or ELBE participation levels.
- C. Contractor shall notify and obtain written approval from the City in advance of any reduction in subcontract scope, termination, or substitution for a designated SLBE or ELBE subcontractor.
- D. Contractor's failure to maintain SLBE or ELBE participation levels as specified in the goods, services, or consultant contract shall constitute a default and grounds for debarment under Chapter 2, Article 2, Division 8, of the San Diego Municipal Code.
- E. The remedies available to the City under Council Policy 100-10 are cumulative to all other rights and remedies available to the City.

VII. Certifications.

The City accepts certifications of MBE, WBE, DBE, or DVBE from the following certifying agencies:

- A. Current certification by the State of California Department of Transportation (CALTRANS) as DBE.
- B. Current MBE or WBE certification from the California Public Utilities Commission.
- C. DVBE certification is received from the State of California's Department of General Services, Office of Small and Minority Business.
- D. Current certification by the City of Los Angeles as DBE, WBE, or MBE.

Subcontractors' valid proof of certification status e.g., copy of MBE, WBE, DBE, or DVBE certification must be submitted with the proposal or contract documents. MBE, WBE, DBE, or DVBE certifications are listed for informational purposes only.

VIII. List of Attachments.

- AA. Contractors Certification of Pending Actions
- BB. Work Force Report

AA. CONTRACTORS CERTIFICATION OF PENDING ACTIONS

As part of this Contract, the Contractor must provide to the City a list of all instances within the past 10 years where a complaint was filed or pending against the Contractor in a legal or administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken.

CHECK ONE BOX ONLY.

The undersigned certifies that within the past 10 years the Contractor has NOT been the subject of a complaint or pending action in a legal administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers.

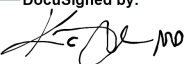


The undersigned certifies that within the past 10 years the Contractor has been the subject of a complaint or pending action in a legal administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers. A description of the status or resolution of that complaint, including any remedial action taken and the applicable dates is as follows:

DATE OF CLAIM	LOCATION	DESCRIPTION OF CLAIM	LITIGATION (Y/N)	STATUS	RESOLUTION/ REMEDIAL ACTION TAKEN
		Please see Attached			

Contractor Name: Occupational Health Centers of California, a Medical Corporation dba Concentra Medical Centers

Certified By Kathy T. Le, MD, MPH Title President and Treasurer

DocuSigned by:

016B5D08197441C...

Name

Date 10/9/2025

Signature

CLAIM HISTORY -10 YEAR HISTORY FOR OHC OF CA

STATUS	CLAIM DATE	FACILITY NAME	STATE	LITIGATION TYPE	CLOSING METHOD
CLOSED	9/12/2019	7158-OM-EL SEGUNDO	CA	Fair Employment & Housing Act	No Activity
CLOSED	12/28/2018	7415-PT-SANTA FE SPRINGS	CA	Disability Discrimination	Settlement
CLOSED	7/13/2019	7166-OM-VAN NUYS	CA	Race Discrimination	Dismissed with Prejudice
CLOSED	12/20/2019	7121-OM-SOUTH SAN FRAN	CA	Disability Discrimination	Dismissed
CLOSED	5/13/2020	7164-OM-GARDENA	CA	Disability Discrimination	MSJ Granted
CLOSED	7/1/2019	7171-OM-CHINO	CA	Fair Employment & Housing Act	Settlement
CLOSED	3/1/2020	7167-OM-CHATSWORTH	CA	Multiple Title VII Discrimination	Settlement
CLOSED	7/31/2020	7152-OM-CAMARILLO	CA	Race Discrimination	Settlement
CLOSED	10/14/2020	7117-OM-BERKELEY	CA	Disability Discrimination	Settlement
CLOSED	10/8/2021	7189-OM-OCEANSIDE	CA	Age Discrimination	Settlement
CLOSED	2/1/2018	7190-OM-CARLSBAD EAST	CA	Fair Employment & Housing Act	Settlement
CLOSED	10/31/2023	7175-OM-IRWINDALE CTR	CA	Disability Discrimination	Settlement
CLOSED	9/26/2023	7167-OM-CHATSWORTH	CA	Fair Employment & Housing Act	Settlement
IN-SUIT	6/17/2024	0553-OM-RICHMOND	CA	Disability Discrimination	
THREAT	10/3/2024	0552-OM-OAKLAND	CA	Disability Discrimination	
IN-SUIT	3/31/2023	0579-OM-SANTA ROSA	CA	Fair Employment & Housing Act	
IN-SUIT	1/27/2022	0553-OM-RICHMOND	CA	Fair Employment & Housing Act	
IN-SUIT	7/21/2025	7189-OM-OCEANSIDE	CA	Fair Employment & Housing Act	

Administrative Proceedings:

EE Status at time of Charge	Case Number	Complaint Type	Decision
Active	480-2020-04287	Age; Race; Sex; Retaliation	right to sue requested
Active	480-2020-03688	Race; Retaliation	dismissed
Active	201909-07745230	Race; Ancestry; Color	right to sue requested



EQUAL OPPORTUNITY CONTRACTING (EOC)

1200 Third Avenue, Suite 200 • San Diego, CA 92101

Phone: (619) 236-6000 • Fax: (619) 236-5904

BB. WORK FORCE REPORT

The objective of the *Equal Employment Opportunity Outreach Program*, San Diego Municipal Code Sections 22.3501 through 22.3517, is to ensure that contractors doing business with the City, or receiving funds from the City, do not engage in unlawful discriminatory employment practices prohibited by State and Federal law. Such employment practices include, but are not limited to unlawful discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are required to provide a completed *Work Force Report (WFR)*.

NO OTHER FORMS WILL BE ACCEPTED

CONTRACTOR IDENTIFICATION

Type of Contractor: ☐ Construction ☒ Vendor/Supplier ☐ Financial Institution ☐ Lessee/Lessor
☐ Consultant ☐ Grant Recipient ☐ Insurance Company ☐ Other

Name of Company: Occupational Health Centers of California, a Medical Corporation

ADA/DBA: Concentra Medical Centers

Address (Corporate Headquarters, where applicable): 5080 Spectrum Drive; 1200W

City: Addison County: Dallas State: Texas Zip: 75001

Telephone Number: Contact: Cathey Ambrey 619-822-7385 Fax Number: n/a

Name of Company CEO: W. Keith Newton

Address(es), phone and fax number(s) of company facilities located in San Diego County (if different from above):

Address: 5575 Ruffin Road

City: San Diego County: San Diego State: CA Zip: 92123

Telephone Number: 858.277.2744 Fax Number: _____ Email: camberry@concentra.com

Type of Business: Healthcare Type of License: N/A

The Company has appointed: Deidre DeBruin

As its Equal Employment Opportunity Officer (EEOO). The EEOO has been given authority to establish, disseminate and enforce equal employment and affirmative action policies of this company. The EEOO may be contacted at:

Address: 5080 Spectrum Drive; 1200W, Addison, TX 75001

Telephone Number: 972.725.6905 Fax Number: N/A Email: deidre.green@concentra.com

- ☒ One San Diego County (or Most Local County) Work Force - Mandatory
☐ Branch Work Force *
☐ Managing Office Work Force

Check the box above that applies to this WFR.

*Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.

I, the undersigned representative of Occupational Health Centers of California, a Medical Corporation

San Diego, CA (County) (State) hereby certify that information provided

herein is true and correct. This document was executed on this _____ day of 10/8/2025, 20____

016B5D03107444C...

(Authorized Signature)

Kathy T. Le, MD, MPH

(Print Authorized Signature Name)

WORK FORCE REPORT – Page 2

NAME OF FIRM: Occupational Health Centers of California, a Medical Corporation

DATE: 10/8/2025

OFFICE(S) or BRANCH(ES): Concentra Medical Centers

COUNTY: San Diego

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- | | |
|--------------------------------------|---|
| (1) Black or African-American | (5) Native Hawaiian or Pacific Islander |
| (2) Hispanic or Latino | (6) White |
| (3) Asian | (7) Other race/ethnicity; not falling into other groups |
| (4) American Indian or Alaska Native | |

Definitions of the race and ethnicity categories can be found on Page 4

ADMINISTRATION OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Management & Financial	1	1	6	5	5				1		10	6	1	3
Professional	1	3	5	10	14	10			1		15	32	2	3
A&E, Science, Computer														
Technical	3	6	15	80	3	8	1		1	1	3	13	3	8
Sales											1			
Administrative Support			1	6		1						2		1
Services														
Crafts														
Operative Workers														
Transportation														
Laborers*														

*Construction laborers and other field employees are not to be included on this page

Totals Each Column	5	10	27	101	22	19	1		3	1	29	53	6	15
--------------------	---	----	----	-----	----	----	---	--	---	---	----	----	---	----

Grand Total All Employees	292
---------------------------	-----

Indicate by Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled														
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Non-Profit Organizations Only:

Board of Directors														
Volunteers														
Artists														

WORK FORCE REPORT – Page 3

NAME OF FIRM: Occupational Health Centers of California, a Medical Corporation DATE: 10/8/2025

OFFICE(S) or BRANCH(ES): Concentra Medical Centers COUNTY: San Diego

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- | | |
|--------------------------------------|---|
| (1) Black or African-American | (5) Native Hawaiian or Pacific Islander |
| (2) Hispanic or Latino | (6) White |
| (3) Asian | (7) Other race/ethnicity; not falling into other groups |
| (4) American Indian or Alaska Native | |

Definitions of the race and ethnicity categories can be found on Page 4

TRADE OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Brick, Block or Stone Masons														
Carpenters														
Carpet, Floor & Tile Installers Finishers														
Cement Masons, Concrete Finishers														
Construction Laborers														
Drywall Installers, Ceiling Tile Inst														
Electricians														
Elevator Installers														
First-Line Supervisors/Managers														
Glaziers														
Helpers; Construction Trade														
Millwrights														
Misc. Const. Equipment Operators														
Painters, Const. & Maintenance														
Pipelayers, Plumbers, Pipe & Steam Fitters														
Plasterers & Stucco Masons														
Roofers														
Security Guards & Surveillance Officers														
Sheet Metal Workers														
Structural Metal Fabricators & Fitters														
Welding, Soldering & Brazing Workers														
Workers, Extractive Crafts, Miners														

Totals Each Column	0													
--------------------	---	--	--	--	--	--	--	--	--	--	--	--	--	--

Grand Total All Employees 0

Indicate By Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled	0													
----------	---	--	--	--	--	--	--	--	--	--	--	--	--	--

Work Force Report

HISTORY

The Work Force Report (WFR) is the document that allows the City of San Diego to analyze the work forces of all firms wishing to do business with the City. We are able to compare the firm's work force data to County Labor Force Availability (CLFA) data derived from the United States Census. CLFA data is a compilation of lists of occupations and includes the percentage of each ethnicity we track (American Indian or Alaska Native, Asian, Black or African-American, Native Hawaiian or Pacific Islander, White, and Other) for each occupation. Currently, our CLFA data is taken from the 2010 Census. In order to compare one firm to another, it is important that the data we receive from the consultant firm is accurate and organized in the manner that allows for this fair comparison.

WORK FORCE & BRANCH WORK FORCE REPORTS

When submitting a WFR, especially if the WFR is for a specific project or activity, we would like to have information about the firm's work force that is actually participating in the project or activity. That is, if the project is in San Diego and the work force is from San Diego, we want a San Diego County Work Force Report¹. By the same token, if the project is in San Diego, but the work force is from another county, such as Orange or Riverside County, we want a Work Force Report from that county². If participation in a San Diego project is by work forces from San Diego County and, for example, from Los Angeles County and from Sacramento County, we ask for separate Work Force Reports representing your firm from each of the three counties.

MANAGING OFFICE WORK FORCE

Equal Opportunity Contracting may occasionally ask for a Managing Office Work Force (MOWF) Report. This may occur in an instance where the firm involved is a large national or international firm but the San Diego or other local work force is very small. In this case, we may ask for both a local and a MOWF Report^{1, 3}. In another case, when work is done only by the Managing Office, only the MOWF Report may be necessary.³

TYPES OF WORK FORCE REPORTS:

Please note, throughout the preceding text of this page, the superscript numbers one ¹, two ² & three ³. These numbers coincide with the types of work force report required in the example. See below:

- ¹ One San Diego County (or Most Local County) Work Force – Mandatory in most cases
- ² Branch Work Force *
- ³ Managing Office Work Force

**Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.*

RACE/ETHNICITY CATEGORIES

American Indian or Alaska Native – A person having origins in any of the peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.

Asian – A person having origins in any of the peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American – A person having origins in any of the Black racial groups of Africa.

Native Hawaiian or Pacific Islander – A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White – A person having origins in any of the peoples of Europe, the Middle East, or North Africa.

Hispanic or Latino – A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin.

Exhibit A: Work Force Report Job Categories – Administration

Refer to this table when completing your firm's Work Force Report form(s).

Management & Financial

Advertising, Marketing, Promotions, Public Relations, and Sales Managers
Business Operations Specialists
Financial Specialists
Operations Specialties Managers
Other Management Occupations
Top Executives

Professional

Art and Design Workers
Counselors, Social Workers, and Other Community and Social Service Specialists
Entertainers and Performers, Sports and Related Workers
Health Diagnosing and Treating Practitioners
Lawyers, Judges, and Related Workers
Librarians, Curators, and Archivists
Life Scientists
Media and Communication Workers
Other Teachers and Instructors
Postsecondary Teachers
Primary, Secondary, and Special Education School Teachers
Religious Workers
Social Scientists and Related Workers

Architecture & Engineering, Science, Computer

Architects, Surveyors, and Cartographers
Computer Specialists
Engineers
Mathematical Science Occupations
Physical Scientists

Technical

Drafters, Engineering, and Mapping Technicians
Health Technologists and Technicians
Life, Physical, and Social Science Technicians
Media and Communication Equipment Workers

Sales

Other Sales and Related Workers
Retail Sales Workers
Sales Representatives, Services
Sales Representatives, Wholesale and Manufacturing
Supervisors, Sales Workers

Administrative Support

Financial Clerks
Information and Record Clerks
Legal Support Workers

Material Recording, Scheduling, Dispatching, and Distributing Workers
Other Education, Training, and Library Occupations
Other Office and Administrative Support Workers
Secretaries and Administrative Assistants
Supervisors, Office and Administrative Support Workers

Services

Building Cleaning and Pest Control Workers
Cooks and Food Preparation Workers
Entertainment Attendants and Related Workers
Fire Fighting and Prevention Workers
First-Line Supervisors/Managers, Protective Service Workers
Food and Beverage Serving Workers
Funeral Service Workers
Law Enforcement Workers
Nursing, Psychiatric, and Home Health Aides
Occupational and Physical Therapist Assistants and Aides
Other Food Preparation and Serving Related Workers
Other Healthcare Support Occupations
Other Personal Care and Service Workers
Other Protective Service Workers
Personal Appearance Workers
Supervisors, Food Preparation and Serving Workers
Supervisors, Personal Care and Service Workers
Transportation, Tourism, and Lodging Attendants

Crafts

Construction Trades Workers
Electrical and Electronic Equipment Mechanics, Installers, and Repairers
Extraction Workers
Material Moving Workers
Other Construction and Related Workers
Other Installation, Maintenance, and Repair Occupations
Plant and System Operators
Supervisors of Installation, Maintenance, and Repair Workers
Supervisors, Construction and Extraction Workers
Vehicle and Mobile Equipment Mechanics,

Installers, and Repairers
Woodworkers

Operative Workers

Assemblers and Fabricators
Communications Equipment Operators
Food Processing Workers
Metal Workers and Plastic Workers
Motor Vehicle Operators
Other Production Occupations
Printing Workers
Supervisors, Production Workers
Textile, Apparel, and Furnishings Workers

Transportation

Air Transportation Workers
Other Transportation Workers
Rail Transportation Workers
Supervisors, Transportation and Material
Moving Workers
Water Transportation Workers

Laborers

Agricultural Workers
Animal Care and Service Workers
Fishing and Hunting Workers
Forest, Conservation, and Logging Workers
Grounds Maintenance Workers
Helpers, Construction Trades
Supervisors, Building and Grounds Cleaning
and Maintenance Workers
Supervisors, Farming, Fishing, and Forestry
Workers

Exhibit B: Work Force Report Job Categories-Trade

Brick, Block or Stone Masons

Brickmasons and Blockmasons
Stonemasons

Carpenters

Carpet, floor and Tile Installers and Finishers

Carpet Installers
Floor Layers, except Carpet, Wood and Hard
Tiles
Floor Sanders and Finishers
Tile and Marble Setters

Cement Masons, Concrete Finishers

Cement Masons and Concrete Finishers
Terrazzo Workers and Finishers

Construction Laborers

Drywall Installers, Ceiling Tile Inst

Drywall and Ceiling Tile Installers
Tapers

Electricians

Elevator Installers and Repairers

First-Line Supervisors/Managers

First-line Supervisors/Managers of
Construction Trades and Extraction Workers

Glaziers

Helpers, Construction Trade

Brickmasons, Blockmasons, and Tile and
Marble Setters
Carpenters
Electricians
Painters, Paperhangers, Plasterers and Stucco
Pipelayers, Plumbers, Pipefitters and
Steamfitters
Roofers
All other Construction Trades

Millwrights

Heating, Air Conditioning and Refrigeration
Mechanics and Installers
Mechanical Door Repairers
Control and Valve Installers and Repairers
Other Installation, Maintenance and Repair
Occupations

Misc. Const. Equipment Operators

Paving, Surfacing and Tamping Equipment
Operators
Pile-Driver Operators
Operating Engineers and Other Construction
Equipment Operators

Painters, Const. Maintenance

Painters, Construction and Maintenance
Paperhangers

Pipelayers and Plumbers

Pipelayers
Plumbers, Pipefitters and Steamfitters

Plasterers and Stucco Masons**Roofers****Security Guards & Surveillance Officers****Sheet Metal Workers****Structural Iron and Steel Workers****Welding, Soldering and Brazing Workers**

Welders, Cutter, Solderers and Brazers
Welding, Soldering and Brazing Machine
Setter, Operators and Tenders

Workers, Extractive Crafts, Miners

Attachment A

Medical Licenses

SD Medical Master list 10.06.25

FULL NAME	Degree	POSITION	License #	License Exp Date 2 years
Cross Jr, John	MD	Physician (Ex) - 3307	A 151176	11-30-2026
Gizaw, Gabriel	MD	Physician (Ex) - 3307	95003301	06-30-2027
Kaltgrad, Julie	MD	Physician (Ex) - 3307	G70104	09-30-2026
King-Lewis, William	MD	Physician (Ex) - 3307	95027536	08-31-2027
Long, Bryan	MD	Physician (Ex) - 3307	PA20306	01-31-2027
Purviance, Cynthia	MD	Physician (Ex) - 3307	C151803	01-31-2027
Ramirez, Michelle	MD	Physician (Ex) - 3307	C168077	03-31-2026
Rojas, Renan	MD	Physician (Ex) - 3307	56714	05-31-2026
Sairam, Vithya	MD	Physician (Ex) - 3307	95008764	06-30-2026
Batista, Osvaldo	PA-C	Physician Assistant - 3307	59915	04-30-2027
O'Donnell, Nicole	FNP-BC	Physician Assistant - 3307	95019164	12-31-2026
Liu, Catherine	PA	Physician Assistant - 3307	53902	04-30-2026
McElroy, Ms. Michelle	PA	Physician Assistant - 3307	G43808	02-28-2026
Beck, Reena	PA-C	Physician Assistant - 3307	A61273	10-31-2026
Gaid Natividad, Nowelle	PA-C	Physician Assistant - 3307	19822	02-28-2026
Hazan, Alison	PA-C	Physician Assistant - 3307	17547	01-31-2026
Hazan, Alison	PA-C	Physician Assistant - 3307	A 175424	11-30-2025
Kaur, Lovepreet	PA-C	Physician Assistant - 3307	95029690	07-31-2027
Phung, Aivi	PA-C	Physician Assistant - 3307	A 174334	08-31-2027
Rafla, Safwat	PA-C	Physician Assistant - 3307	A 149345	03-31-2027
Salo, Michael	PA-C	Physician Assistant - 3307	51730	09-30-2027
Panagakos, Dimitrios	PA-C	Physician Assistant - Float - (Ex) - 3307	A123237	11-30-2025
Trower, Kristen	PA-C	Physician Assistant - Float - (Ex) - 3307	52679	10-31-2026
Zhitnitsky, Mia	PA-C	Physician Assistant - Float - (Ex) - 3307	54183	02-28-2026
Arigo, Meghan	PA-C	Physician Assistant - Float (Ex) - 3307	63821	04-30-2027
Rull, Teejay C.	PA	Physician Assistant (Ex) - 3307	A 126088	04-30-2027
Taylor, Carol A.	PA	Physician Assistant (Ex) - 3307	60789	12-31-2025
Aguilar, Jean	PA-C	Physician Assistant (Ex) - 3307	16570	07-31-2026

SD Medical Master list 10.06.25

FULL NAME	Degree	POSITION	License #	License Exp Date 2 years
Costantini, Leonard	DO	Center Medical Director (Ex) - 3307	61092	10-31-2025
Hoang, Bruce	DO	Center Medical Director (Ex) - 3307	A 91346 email 4.25.25	05-31-2027
Brown, Doctor Kristian L.	MD	Center Medical Director (Ex) - 3307	63260	08-31-2027
Cruz, Cecilia	MD	Center Medical Director (Ex) - 3307	95014111	03-31-2026
DeGuzman, Lester	MD	Center Medical Director (Ex) - 3307	17864	06-30-2026
Leibham, Stephen	MD	Center Medical Director (Ex) - 3307	62729	09-30-2026
Mackey, Thomas	MD	Center Medical Director (Ex) - 3307	A 47739 email 4.25.25	05-31-2027
Pohl, Lawrence	MD	Center Medical Director (Ex) - 3307	8612	09-30-2025
Santizo, Cristian	MD	Center Medical Director (Ex) - 3307	A124291	07-31-2026
VanWagner, Tricia	MD	Center Medical Director (Ex) - 3307	95024498	02-28-2026
Wu, Armando	MD	Center Medical Director (Ex) - 3307	20A17054	03-31-2027
Youngblood, Doctor Valerie L. M.D.	MD	Center Medical Director (Ex) - 3307	C 53544	11-30-2026
Rios, David	MD	DMO	A 181742 4.25.25	11-30-2026
Cuevas, Michelle	DNP, FNP-C	Nurse Practitioner - 3307	21868	04-20-2026
Brubaker, Natalie	FNP	Nurse Practitioner - 3307	20A19071	07-31-2027
Raquid, Sweet	FNP	Nurse Practitioner - 3307	A108885	03-31-2027
Germain, Daphnee	FNP-BC	Nurse Practitioner - 3307	53727	12-31-2025
Linggi, Emily	FNP-BC	Nurse Practitioner - 3307	58495	09-30-2026
Zamanian, Mrs. Roya S.	NP	Nurse Practitioner - 3307	52970	11-30-2026
Awolola, Adenike	NP-C	Nurse Practitioner - 3307	95023525	01-31-2026
Phan, Amy	FNP-C	Nurse Practitioner (Ex) - 3307	C 202693	07-31-2027
Lam, Hai	NP	Nurse Practitioner (Ex) - 3307	58809	06-30-2026
Davila, Esther	DO	Physician (Ex) - 3307	58809	06-30-2026
Amadi, Chinyere	MD	Physician (Ex) - 3307	20A7289	01-31-2027
Behymer, Joe	MD	Physician (Ex) - 3307	A 118201 email 4.25.25	04-30-2027
Breland, Ms. Ganna L.	MD	Physician (Ex) - 3307	58521	07-31-2026

FULL NAME	Degree	POSITION	License #	License Exp Date 2 years
Earl, Trevor	PA-C	Physician Assistant (Ex) - 3307	22894	02-28-2027
Escudero, Carlo	PA-C	Physician Assistant (Ex) - 3307	A 78761	09-30-2027
Radoff, Susan	PA-C	Physician Assistant (Ex) - 3307	A 172914	05-31-2027
Sakhi, Hamid	PA-C	Physician Assistant (Ex) - 3307	A45502	12-31-2025
Sanchez, Zina	PA-C	Physician Assistant (Ex) - 3307	95011956	09-30-2026
Sutton, Whitney (SD Fire onsite)	PA-C	Physician Assistant (Ex) - 3307	57724	07-31-2027

Attachment B
Physicians and Special List
Included in the Portal as an Excel spreadsheet

RFP 10090302-26-L							
Attachment B - List of Physicians							
Name of Proposer:	Concentra						
Physician Name	Specialty	Physical Street Address	City	State	Zip Code	Any MPN Medical Group Affiliations	Assigned Provider Code
David Rios, MD, MPH	Occupational Medicine	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	OCCM
Vithya Sairam, MD	Primary Care	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PTP
Julie Kiltgrad, MD	Occupational Medicine	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	OCCM
Kristian L. Brown, MD, PhD, FACS	Surgery	7590 Miramar Road Ste C	San Diego	CA	92126	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Lawrence S. Pohl, MD, MPH	Occupational Medicine	5333 Mission Center Road Ste 200	San Diego	CA	92108	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	OCCM
Lawrence S. Pohl, MD, MPH	Family Practice	5333 Mission Center Road Ste 200	San Diego	CA	92108	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	GP
Cristian A. Santizo, MD, DABFM	Family Practice	3930 Fourth Avenue Ste 200	San Diego	CA	92103	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	GP
Valerie Youngblood, MD	Primary Care	10350 Barnes Canyon Road Ste 200	San Diego	CA	92121	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PTP
Thomas Mackey, MD	Occupational Medicine	542 Broadway Ste G	Chula Vista	CA	91910	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	OCCM
Michelle Ramirez, MD, MPH	Preventive Medicine	542 Broadway Ste G	Chula Vista	CA	91910	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Lester DeGuzman, MD MPH	Occupational	740 Nordahl Road Ste 131	San Marcos	CA	91910	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	OCCM
Stephen Paul Leibham, MD	Internal Medicine	102 Mile of Cars Way	National City	CA	91950	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	IM
Ganna Lynn Breland, DO	Osteopathic Medicine	5810 El Camino Real Ste A	Carlsbad	CA	92008	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Cecilia Y. Cruz, MD	Family Practice	860 West Valley Parkway Ste 150	Escondido	CA	92025	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	FP
Tricia E. Vanwagner, MD	Family Practice	3910 Vista Way Ste 106	Oceanside	CA	92056	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	GP
Bruce K. Hoang, DO, MPH	Osteopathic Med, Occupational Med	9745 Prospect Ave Ste 100	Santee	CA	92071	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	OCCM
Joseph F. Behymer	Family Practice	7862 El Cajon Blvd	La Mesa	CA	91942	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	GP
Daniel Wolf, MSTOM, Lac	Acupuncture	3910 Vista Way Ste 106	Oceanside	CA	92056	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	LAC
Gerald C. Weeks, DC	Chiropractic	3910 Vista Way Ste 106	Oceanside	CA	92056	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	DC
Lawrence Troung, DC	Chiropractic	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	DC
Michelle Cuevas, DNP, FNP-C	Nurse Practitioner	25115 Madison Ave	Murrieta	CA	92562	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Hai H Lam, MSN, FNP-C, BSN, RN	Nurse Practitioner	102 Mile of Cars Way	National City	CA	91950	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Amy Phan, FNP-C	Nurse Practitioner	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Adenike Awolola, NP-Cd	Nurse Practitioner	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Natalie Brubaker, FNP	Nurse Practitioner	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Daphneee Germain, FNP-BC	Nurse Practitioner	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Emily Linggi, FNP-BC	Nurse Practitioner	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Nicole O'Donnell, FNP-BC	Nurse Practitioner	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Sweet Raquid, FNP	Nurse Practitioner	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC

Physician Name	Specialty	Physical Street Address	City	State	Zip Code	Any MPN Medical Group Affiliations	Assigned Provider Code
Roya S.Zamanian, NP	Nurse Practitioner	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Hamid Sakhi, MS, PA-C	Physician Assistant Certified	3930 Fourth Avenue Ste 200	San Diego	CA	92103	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Mia Zhitnitsky, PA-C, MHS	Physician Assistant Certified	7862 El Cajon Blvd	La Mesa	CA	91942	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
TeeJay Cacpal Rull, PA-C, MSPAS, MPH	Physician Assistant Certified	740 Nordahl Road Ste 131	San Marcos	CA	92069	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Meghan Arigo, PA-C	Physician Assistant Certified	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Kristen Trower, PA	Physician Assistant Certified	9745 Prospect Ave Ste 100	Santee	CA	92071	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Sue Radoff, PA-C	Physician Assistant Certified	3910 Vista Way Ste 106	Oceanside	CA	92056	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Carol A. Taylor, PA	Physician Assistant	740 Nordahl Road Ste 131	San Marcos	CA	92069	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Alvi Phung, PA-C	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Jean Aguilar, PA-C	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Carlo Escudero, PA-C	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Zina Sanchez, PA-C	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Dimitrios Panagakos	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Osvaldo Batista, PA-C	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Reena Beck, PA-C	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Nowelle Gaid Natividad, PA-C	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Allison Hazan, PA-C	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Lovepreet Kaur, PA-C	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Catherine Liu, PA	Physician Assistant	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Michelle McElroy, PA	Physician Assistant	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Safwat Rafia, PA-C	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Michael Salo, PA-C	Physician Assistant Certified	5575 Ruffin Road Ste 100	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Phillip Dickenson, MD	General Surgery	7862 El Cajon Blvd	La Mesa	CA	91942	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	MISC
Daniel S. Brereton, MD	Orthopedics General	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
Matthew Siow, MD	Orthopedics General	10350 Barnes Canyon Road Suite 200	San Diego	CA	92121	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
Gilbert M. Csuja	Orthopedics Hand	5810 El Camino Real Suite A	Carlsbad	CA	92008	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
David Flood, MD	Orthopedics General	9745 Prospect Ave. Suite 100	Santee	CA	92071	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
William C. Holland, MD	Orthopedics General	3910 Vista Way #106	Oceanside	CA	92056	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
Nicholas A. Kusnezov, MD	Orthopedics General	7590 Miramar Road Suite C	Sn Diego	CA	92126	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
David G. Smith, MD	Orthopedics General	102 Mile of Cars Way	National City	CA	91950	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
Jerrick Robker, DO	Orthopedics Hand	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
Anisa Yalom, MD	Orthopedics Hand	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
Raymond Vance, MD	Orthopedics General	3930 Fourth Ave, Ste 200	San Diego	CA	92103	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO

Physician Name	Specialty	Physical Street Address	City	State	Zip Code	Any MPN Medical Group Affiliations	Assigned Provider Code
Mathew Follett, MD	Orthopedics Spine Surgery	5575 Ruffin Road	San Diego	CA	912123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
Michael Kimball, MD	Orthopedics General	740 Nordahl Rd. Ste 131	San Marcos	CA	92069	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
Neil Tayyab, MD	Orthopedics Spine	740 Nordahl Rd. Ste 131	San Marcos	CA	92069	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
Robert Afra, MD	Orthopedics General	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
Jems McSweeney, MD	Orthopedics General	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	ORTHO
Brittany Grovey, MD	Pain Management	10350 Barnes Canyon Rd Ste 200	San Diego	CA	92121	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PM
Anju Gupta, MD	Pain Management	3910 Vista Way Suite 106	Oceanside	CA	92056	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PM
Gemeyal Lee, MD	Pain Management	10350 Barnes Canyon Rd Ste 200	San Diego	CA	92121	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PM
Joshua Sameer Pal, MD	Pain Management	1-2 Mile of Cars Way	National City	CA	91950	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PM
Edauard Rivera, MD	Pain Management	7590 Miramar Rd Ste C	San Diego	CA	92126	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PM
Andrew Bullock, DO	Physiatry	5333 Mission Center Rd. #100	San Diego	CA	92108	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PMR
Andranik Khatchatrian, MD	Physical Medicine and Rehabilitation	102 Mile of Cars Way	National City	CA	91950	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PMR
Edward Wieseltier, DO	Physical Medicine and Rehabilitation	542 Broadway Ste 305	Chula Vista	CA	91910	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PMR
Jerry Fabrikant, DPM	Podiatry	3910 Mission Center Road Ste 100	San Diego	CA	92108	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	DPM
Syed N. Ahmed, DPM	Podiatry	102 Mile of Cars Way	National City	CA	91950	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	DPM
Kent A. Feldman, DPM	Podiatry	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	DPM
Dallas Boyce, PsyD	Psychology	5810 El Camino Real Ste A	Carlsbad	CA	92008	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PSYCH
Syed Jafar, MD	Psychiatry	5575 Ruffin Road	San Diego	CA	92123	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PSYCH
Jesus Leyva, PsyD	Psychology	3910 Mission Center Road Ste 100	San Diego	CA	92108	Medex Healthcare, Inc., CorVel, Sedgwick MPN, Coventry MPN	PSYCH

Attachment C
Ancillary Service Provider
Included in the Portal as an Excel spreadsheet

RFP 10090302-26-L							
Attachment C - Ancillary Service Provider							
Name of Proposer:	Concentra						
By submission of this ancillary service information, Proposer is confirming that they are legally permitted to offer the required medical goods/services and that an existing contractual agreement exists between the Proposer and each listed ancillary service provider that will provide services for the City's MPN (Medical Provider Network).							
Ancillary Service Provider	Specialty or Type of Service	Physical Address	City	State	Zip Code	License Number or Certification to Practice	Tax Identification Number (TIN)
Sean Michael P. Moore, DPT	Physical Therapy	5575 Ruffin Road	San Diego	CA	92123	305002	77-0469725
Chris Karem, PT, DPT	Physical Therapy	5575 Ruffin Road	San Diego	CA	92123	307282	77-0469725
Rachel Ramos, OT	Occupational Therapist	5575 Ruffin Road	San Diego	CA	92123	25533	77-0469725
Jennifer Mandal, PT, DPT	Physical Therapy	5575 Ruffin Road	San Diego	CA	92123	308620	77-0469725
Alanna Fyalkowski, PT	Physical Therapy	5575 Ruffin Road	San Diego	CA	92123	297137	77-0469725
Michelle Medicke, PT	Physical Therapy	5575 Ruffin Road	San Diego	CA	92123	295856	77-0469725
Alana Alpert, MS, ATC, TSAC-F	Athletic Trainer Certified	5575 Ruffin Road	San Diego	CA	92123	Not Applicable for ATC	77-0469725
Deborah Redden, PT	Physical Therapy	3930 Fourth Ave Ste 200	San Diego	CA	92103	14199	77-0469725
Rajul Biniwale, PT	Physical Therapy	3930 Fourth Ave Ste 200	San Diego	CA	92103	41620	77-0469725
Alejandro, Rodriguez, PT, DPT	Physicia Therapy	10350 Barnes Canyon Road Ste 200	San Diego	CA	92121	301305	77-0469725
Monique Saunders, PT, DPT, OCS	Physicia Therapy	7590 Miramar Road Ste C	San Diego	CA	92126	304753	77-0469725
Liam Curran, PT, DPT, CTD	Physical Therapy	7590 Miramar Road Ste C	San Diego	CA	92126	304753	77-0469725
Urvil Patel, PT	Physical Therapy	5333 Mission Center Road Ste 100	San Diego	CA	92108	297981	77-0469725
Thomas Gallagher, DPT	Physical Therapy	9745 Prospect Ave Ste 100	Santee	CA	92071	303043	77-0469725
Mary Joyce Nadal, PT	Physical Therapy	9745 Prospect Ave Ste 100	Santee	CA	92071	307653	77-0469725
Christian Enriquez, PT, DPT	Physical Therapy	9745 Prospect Ave Ste 100	Ssantee	CA	92071	303632	77-0469725
Tuan Giang, DPT	Physicl Therapy	3910 Vista Way Ste 106	Oceanside	CA	92056	307126	77-0469725
Arvin Lim, PT, DPT	Physical Therapy	3910 Vista Way Ste 106	Oceanside	CA	92056	306091	77-0469725
Claudia Suchil	Physical Therapy	3910 Vista Way Ste 106	Oceanside	CA	92056	303364	77-0469725
Hiromi Nagasawa,PT	Physical Therapy	3910 Vista Way Ste 106	Oceanside	CA	92056	294020	77-0469725
George Terris, PT, CTD	Physical Therapy	5810 El Camino Real Ste A	Carlsbad	CA	92008	305735	77-0469725
Monica Jauregui, DPT	Physical Therapy	102 Mile of Cars Way	National City	CA	91950	303173	77-0469725
Carl N. Tomlinson, PT, DPT	Physical Therapy	740 Nordahl Road Ste 131	San Marcos	CA	92069	37516	77-0469725
Dionne Farro, PT	Physical Therapy	740 Nordahl Road Ste 131	San Marcos	CA	92069	306288	77-0469725
Alvs Mondaes, PT, DPT, CSCS	Physical Therapy	7862 El Cajon Blvd	La Mesa	CA	91942	300965	77-0469725
Joseph Tarascavage, PT	Physical Therapy	7862 El Cajon Blvd	La Mesa	CA	91942	306387	77-0469725
Angelina Browning, DPT	Physical Therapy	7862 El Cajon Blvd	La Mesa	CA	91942	296246	77-0469725

RFP 10090302-26-L							
Attachment C - Ancillary Service Provider							
Name of Proposer:	Concentra						
By submission of this ancillary service information, Proposer is confirming that they are legally permitted to offer the required medical goods/services and that an existing contractual agreement exists between the Proposer and each listed ancillary service provider that will provide services for the City's MPN (Medical Provider Network).							
Ancillary Service Provider	Specialty or Type of Service	Physical Address	City	State	Zip Code	License Number or Certification to Practice	Tax Identification Number (TIN)
Brian Quach, PT, DPT	Physical Therapy	860 West Valley Parkway Ste 150	Escondido	CA	92025	292785	77-0469725
Stephen Whang, DPT	Physical Therapy	542 Broadway Ste G	Chula Vista	CA	91910	40420	77-0469725
Jose Dorantes, DPT	Physical Therapy	542 Broadway Ste G	Chula Vista	CA	91910	307796	77-0469725
Owen Mel Bruan, DPT	Physical Therapy	542 Broadway Ste G	Chula Vista	CA	91910	28716	77-0469725
Aaron Bowe, DPT	Physical Therapy	542 Broadway Ste G	Chula Vista	CA	91910	302083	77-0469725
Adelina Gillham, PT	Physical Therapy	542 Broadway Ste G	Chula Vista	CA	91910	307100	77-0469725

ATTACHMENT D

TO: City of San Diego (MPN FORM)

From: _____

Date: _____

	☐	ADD	Location
	☐	ADD	Provider
	☐	DELETE	Location
	☐	DELETE	Provider
Name			
	<i>first</i>	<i>middle initial</i>	<i>last</i>
Specialty			
Address		Medical License	
City		Billing Tax ID	
State, Zip		Change Date	
Doctor Type		Phone	

☐ **ACCEPTED**

☐ **DENIED**

Signature

Print Name / Date

Proposal for Industrial Medical Services

**Solicitation Number
10090302-26-L**

Presented to

City of San Diego

Prepared by

Concentra⁺

Cathey Amberry,
Senior Account Manager



Tab B - Executive Summary and Responses to Specifications.

2.10 A title page.

October 9, 2025

Lisa Hoffmann,
Senior Procurement Contracting Officer
1200 Third Avenue, Suite 1000
San Diego, CA 92101

RE: Industrial Medical Services, 10090302-26-L

Concentra[®] is pleased to present to the City of San Diego (the City) our proposal to provide Industrial Medical Services, which adheres to all specifications and includes all relevant attachments. As the City's incumbent provider for the scope of services and as the nation's leader in occupational healthcare, Concentra is highly qualified and well-positioned to continue performing the services the City is seeking. Our strong infrastructure, health care expertise, and commitment to service excellence would provide ongoing tangible benefits for the City – supporting you in your efforts to meet your program objectives.

Should you have any questions or concerns about our response, please contact Cathey Amberry, Senior Key Account Manager, at 619.822.7385 or by email at camberry@concentra.com.

Concentra affirms that:

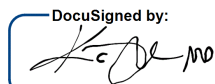
- Information contained herein is current, complete, accurate, and remains valid for 180 days following the due date, October 9, 2025
- The City anticipates a contract term of Five (5) years from the Effective Date, as defined in Article II, Section 2.1 of the City's General Contract Terms and Conditions.
- We are in receipt of Addendum A and Addendum B

Concentra acknowledges that the City is soliciting proposals from qualified bidders for Industrial Medical Services for the City's self-insured and self-administered Workers' Compensation Program, consisting of a minimum of the following:

- Injury Care
 - ✓ Outpatient Surgical Services
 - ✓ Inpatient/Outpatient Hospital Services
 - ✓ Radiological Services
 - ✓ Audiometric Services
 - ✓ Respiratory Medical Services
- Safety and Prevention Services

Concentra values the City's consideration of our response. We are confident that when our experience and capabilities, geographic footprint, and account management strategy are considered, Concentra will emerge as your ideal partner for the requested services. We look forward to the opportunity to continue serving as the preferred Industrial Medical Services partner with the City of San Diego and its employees.

Respectfully submitted,

DocuSigned by:


016B5D08197441C
Kathy T. Le, MD, MPH

President and Treasurer

Occupational Health Centers of California, a Medical Corporation, DBA Concentra Medical Centers

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Tab C - Cost/Price Proposal.....	Error! Bookmark not defined.
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2.12 An executive summary, limited to one typewritten page, that provides a high-level description of the proposer's ability to meet the requirements of the RFP and the reasons the proposer believes itself to be best qualified to provide the identified services.

Executive Summary

The City has unique service specifications, and Concentra can deliver customized clinical solutions to help you achieve your program goals and objectives. We treat one in every five work-related injuries/illnesses, more than 18 million since 1979. We maintain policies and procedures to ensure ongoing compliance with standard regulating bodies, including the Occupational Safety and Health Administration (OSHA), the U.S. Department of Transportation (DOT), the Americans with Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), the National Fire Protection Association (NFPA), police officer standards, and many others. Our approach successfully combines evidence-based medicine with our clinical expertise and superior service discipline to deliver convenient access to quality care and measurable cost savings.

A Best-in-Class Occupational Health Model

With a clear and compelling vision and a notable record of accomplishments, we offer our best-in-class solution and a health care experience that is second to none. As clients come to know us, they discover Concentra's value in everything we do.

Clinical Foundation

Concentra was founded by physicians as a medical practice and the delivery of high-quality medical care continues to be our core competency to this day. We hire and retain some of the finest clinicians in the industry and have established a model for workplace health unequalled in the industry. Concentra's Medical Expert Panels work to identify health trends, research new treatment approaches, monitor regulatory changes and develop clinical practice guidelines and best practices.

Expertise and Innovation

Concentra played a significant role in creating the workplace health industry model that exists today. We apply our proven methodologies to occupational medicine and workers' compensation and have developed evidence-based clinical guidelines to help improve treatment and overall outcomes. We established the Concentra Occupational Health Research Institute (COHRI) in 2000 to promote scientific research and continuing medical education in occupational health.

Convenient Access to Care

Concentra has partnered with the City for many years and continues to provide services that support and enhance the City's goals. We provide unmatched nationwide access to care for injured workers. In addition, Concentra Telemed[®] and Concentra Telerehab[®] extend access to care beyond the centers' walls and standard working hours. Our integrated approach ensures continuity of care by leveraging the same electronic medical record and practice model across all access points.

Concentra's Transportation Solution provides injured employees with scheduled and real-time rides to and from Concentra medical centers. Our transportation solution is provided free of cost for employee transportation after initial injury, for follow-up appointments, and for scheduled physical therapy visits.

Our Mission

Our company mission is to improve the health of America's workforce, one patient at a time. We take a customized approach that enables us to meet the diverse needs of our customers across the U.S. We attribute our success to our commitment to put our customers' people first, delivering personalized attention that optimizes employee health and productivity.

2.13 Proposer's Response to the RFP

2.13 Proposer's response to the RFP.

c. REQUIREMENTS OVERVIEW

1. Proposer is responsible for understanding and complying with all requirements of the RFP. Proposer shall ensure all subcontractors understand and comply with all requirements of the RFP.

Concentra takes full responsibility for understanding and complying with all requirements of the RFP and will ensure all subcontractors understand and comply with all the requirements of the RFP.

2. Proposer and all subcontractors shall agree to abide by the medical treatment pricing guidelines in the California Labor section 5307.1 and in Title 8, California Code of Regulations, Article 5.3, Official Medical Fee Schedule (OFMS), and Article 5.5, Application of the Official Medical Fee Schedule (Treatment). Increases or decreases to fees covered by the above statutes shall occur during the contract period only when the State provides an increase or decrease in fee(s) or when non-fee scheduled services are pre-negotiated and approved by the City

Concentra and subcontractors agree to follow the medical treatment pricing guidelines in Labor Section 5307.1 and in Title 8, California Code of Regulations Article 5.3, Official Medical Fee Schedule and Article 5.5, Application of the Official Medical Fee Schedule (Treatment). Concentra and subcontractors also agree to abide by any increases or decreases to these fees that may be implemented by the state during the course of this contract. Please refer to 3. Tab C - Cost/Price Proposal for detailed pricing.

3. All Proposer services shall, at a minimum, meet the requirements of the Code of Federal Regulations, Cal/OSHA, and National Institute for Occupational Safety and Health.

Concentra understands and agrees to comply with the requirements of the Code of Federal Regulations, Cal/OSHA, and the National Institute for Occupational Safety and Health.

4. Proposer shall submit their medical records retention and confidentiality policies and procedures with proposal. All policies and procedures must conform to all applicable laws, rules, and regulations.

Concentra's standard operating process that covers our record retention and confidentiality policy is addressed in our response.

5. Proposer shall arrange to provide the following for industrially injured City employees. Please note: The City wishes to achieve best market value. Proposer shall provide their best pricing offer for each of the listed services, on Exhibit B, Section J, Pricing Proposal pages using the fees outlined in the State of California's OFMS as a guideline:

5.1 Outpatient Surgical Services.

Concentra has also partnered with surgery centers in the San Diego area for the purposes of providing care to City employees (See Exhibit H – Surgery Centers for listing of these centers). These surgery centers can provide the vast majority of surgical services for work-related injuries on an outpatient basis. Today, more than 90% of all surgeries can be performed safely and efficiently in an outpatient surgery center. The specialty services provided in these ambulatory surgery centers include orthopedics, podiatry, otolaryngology, gastroenterology, gynecology, plastic and reconstructive surgery, urology, neurology, general surgery, ophthalmology, and pain management. Additionally, some spine procedures can be done in an outpatient setting.

Exhibit H - List of Surgery Centers with Provider Privileges

Advanced Surgery	Poway Surgery Center	Sharp Memorial
Alvarado Hospital	Promise Hospital	Sharp San Diego
Americas Pain	Rancho Bernardo	Surgical Center of San Diego
Carlsbad Surgery	Relieve You Center for Pain	Synergy Surgery Center
EPC Surgery Center	San Diego Outpatient	Tri-City Medical
Foothill Surgical Institute	Scripps Encinitas	Tri-City Surgery

Otay Lakes Surgery Center	Scripps Mercy	United Surgery Center
Palomar Medical	Sharp Chula Vista	University Ambulatory
Paradise Valley	Sharp Coronado	West Coast Surgery Inc
Pomerado Hospital	Sharp Grossmont	

5.2 Inpatient/Outpatient Hospital Services (other than out-patient surgical) if such services are available for the Proposer to provide. The City wishes to achieve the best market value along with the best hospital care available in San Diego County.

Concentra is not affiliated with any hospitals but will arrange transfer of care to the City's preferred hospitals when inpatient care is needed.

5.3 Radiological Services that shall include magnetic resonance imaging (MRI) scans, computerized axial tomography (CAT) scans, and all other scans used as a diagnostic service. Proposer shall provide a best pricing offer for the listed scans using the state's OMFS as a guideline.

Concentra will continue to coordinate diagnostic services through the City's preferred UR partner, Allied Managed Care.

5.4 Audiometric Services. Proposer shall provide audiometric examinations consisting of air conduction, pure tone testing at the following test frequencies for each ear individually: 500, 1,000, 2,000, 3,000, 4,000, 6,000 and 8,000 Hz. All test vehicles, vestibules, and equipment must meet OSHA and ANSI specifications for audiometric testing. Proposer shall provide a cost per employee for each protocol. Proposer shall include description of services provided and equipment utilized with their proposal. To provide pricing for this service see Exhibit B, Section J, Pricing Proposal pages, Section 1.

All audiometric screening conforms to the Occupational Safety and Health Administration (OSHA) standard 29 CFR 1910.95. Our technicians are certified by the Council for Accreditation in Occupational Hearing Conservation (CAOHC) to perform audiometric screening. Certifications may be viewed upon request. Concentra's services may include:

- Audiometers that pause screening if ambient sound levels temporarily exceed OSHA levels
- Audiometric testing booth professionally designed and installed in each clinic
- Daily equipment calibration
- Microprocessor audiometers

Please note: Concentra cannot test hearing in people who wear hearing aids, due to specialized equipment requirements. People with hearing aids should be tested by an audiologist and then submit their results.

5.5 Respiratory Medical Services. To be considered for the respiratory medical examination component, Proposer must provide all the medical examination protocols outlined in section G in this Scope of Work. Proposer shall describe the services that shall be provided, the equipment that shall be utilized, and the cost per employee for each protocol. The occupational history protocol shown on Section J, Pricing Proposal pages, shall be performed for each employee who is required to wear a respirator. A copy of Proposer's medical history questionnaire must be included with the proposal. The respiratory physical examination shall include an evaluation of all vital signs necessary to determine an employee's fitness for wearing a respirator, given the employee's specific work setting (e.g. pulse, blood pressure, rate of respiration, etc.) and a clinical examination of the chest, heart, and face (for adequacy of respirator fit). The proposal shall state which vital signs will be evaluated and why, and describe the clinical examination offered. Proposer shall describe all equipment used in the Pulmonary Function Test. The protocols shown on Exhibit B, Section J, Pricing Proposal pages, Section 3 shall be performed only when the examining physician has justifiable concern regarding health risk due to the use of the respirator, given an employee's specific work setting and only when the City has given prior approval. If Proposer believes that the medical assessment for all employees wearing a specific type of respirator (e.g., self-contained breathing apparatus) should include these protocols, then Proposer shall so indicate, with explanation, in their proposal.

Respirator Medical Clearance Evaluation

The following table summarizes our capabilities for performing respirator medical clearance evaluations as part of an employer's occupational health services program.

Respirator Medical Clearance Evaluations	
Component	Details
OSHA Respirator Medical Clearance Evaluation Questionnaire	Concentra uses the required OSHA Respirator Medical Clearance Evaluation Questionnaire (questionnaire) when rendering an evaluation. Concentra asks the employer to provide the following information: - Type and weight of respirator to be worn - Exposures encountered with respirator use - Duration and frequency of respirator use - Physical effort expected while wearing the respirator - Temperature and humidity extremes during wear - Other personal protective equipment to be worn while wearing the respirator - Any subsequent medical information If the employee provides a positive response to any of the questions one through eight of the questionnaire, a follow-up exam and ancillary tests (such as spirometry, resting EKG, and CXR) may be required at the discretion of the evaluating clinician. The evaluating clinician reviews the responses, performs a focused physical exam, reviews any test results, and then provides a written medical opinion to the employer regarding the employee's ability to use the respirator.
Physical Examination	Based on questionnaire responses, a follow-up medical exam may be required. The exam includes all applicable and medically appropriate components. We conduct the evaluations in accordance with OSHA standards, as outlined in 29 CFR 1910.134.
Clinical Testing	As appropriate, Concentra performs spirometry, Chest X-rays, and resting EKGs.
Fit Testing (additional fee)	Concentra has comprehensive policies and procedures for training our medical support specialists on respirator fit testing in accordance with OSHA regulation 29 CFR 1910.134. We regularly provide qualitative fit testing at Concentra medical centers and perform quantitative fit testing at select locations.

Pulmonary Function Testing

Technicians who perform pulmonary function tests have been certified by completing a spirometry training course approved by the National Institute of Occupational Safety and Health (NIOSH). All pulmonary function testing allows real-time graphic and numeric data to attest to test validity. The clinician reviews FVC, FEV1, and FEV1/FVC for the quality and validity of the testing and compares it to prior testing, when available. The equipment used to perform PFTs is an Easy One Connect, Lumean Series USB/5UIC Model SN 238573.

Respirator Fit Testing

Concentra offers respirator fit testing through its nationwide network of medical centers. Our clinical experts work to ensure comprehensive training for our employees and adherence to fit testing policies and procedures in accordance with the Occupational Safety and Health Administration (OSHA) regulation 29 CFR 1910.134.

We regularly provide qualitative fit testing at our centers. *The test checks an employee's response to chemicals introduced outside the respirator. The response may be voluntary or involuntary, depending on the substance used. (Concentra typically uses Bitrex™ or saccharin.)* For the City's program, Concentra proposes to perform qualitative fit testing.

5.6 Health and Safety Training: Proposer shall agree to provide health and safety training to City personnel. Each successful Proposer shall agree to provide the first 25 hours of consulting/training in safety/prevention services during each contract year at no

cost to the City. For services exceeding the 25-hour no cost to the City provision, Proposer shall provide an hourly fee for physician and non-physician involvement for consulting/training in safety/prevention services. To provide pricing for this service, see Section J, Pricing Proposal pages, Section 4.

Per the City's request, Concentra will provide the initial 25 hours of annual Health and Safety training at no cost to the City. Subsequent training shall be at the rate of \$225.00 for physicians and \$100.00 for non-physician staff.

d. CORE REQUIREMENTS.

Medical Care for Industrially Injured or Ill City Employees

1. Proposer shall act as part of the City's MPN and provide medical treatment to City employees who sustain work related injuries or illnesses, in compliance with California Labor Code, Title 8, California Code of Regulations, and all other applicable laws, rules, and regulations. Labor Code and Code of Regulations requirements include, but are not limited to, Regulation 9785 (reporting duties of the Primary Treating Physician), Labor Code Section 4610 and Article 5.5.1 of the Code of Regulations (Medical Treatment Utilization Review), Labor Code Section 5307.1 and Articles 5.3 and 5.5 (various fee schedules for payment of medical care), and Labor Code Sections 4616 through 4616.5 and Regulations 9767.1 through 9767.16 (Medical Provider Networks). Proposer shall agree to abide by all modifications that may occur to all applicable laws, rules, and regulations during the contract period.

Concentra is in complete compliance with all California Labor Codes and Code of Regulations. Additionally, we agree to follow any modifications to the Labor Code or the regulations during the contract period.

Injury Care

By choosing Concentra, the City is assured that its injured workers will have convenient access to care delivered by our specially trained occupational medicine clinicians and therapists, and according to our outcomes-based clinical practices and rigorous standards of care.

Concentra believes an exceptional workforce health program begins with an integrated system that connects four key components:

Employer Engagement, Patient Engagement, Clear Communications, and Quality Medical Outcomes.

We also believe that to execute the model, a strong partnership between the employer, the patient, and the medical provider must exist. With this insight, Concentra transformed our model into a best-in-class occupational medicine program that integrates these four key components into a cohesive solution that achieves optimal results.

In the following graphic, we illustrate key phases of the injury care process:



Treatment Approach

Our clinicians are qualified to treat most non-life-/limb-/eyesight-threatening conditions, including, but not limited to, those outlined below. We immediately refer more serious conditions to the nearest emergency department.

- | | | |
|----------------------|-----------------------------------|---|
| ▪ Abrasions | ▪ Colds | ▪ Joint injuries |
| ▪ Allergic reactions | ▪ Cumulative trauma | ▪ Lacerations |
| ▪ Back injuries | ▪ Eye injuries | ▪ Rashes |
| ▪ Bites | ▪ Heat-related disorders/exposure | ▪ Skin conditions |
| ▪ Broken bones | ▪ Injuries from falls or lifting | ▪ Sprains/strains (fingers, wrists, ankles) |
| ▪ Burns | | |

Our clinicians apply their deep knowledge of all facets of occupational medicine, utilizing proven methodologies to manage care. We believe there are three keys to success:

- Early treatment
- Early motivation
- Early education

Concentra clinicians address each of these key components using a blended and balanced approach that is built on:

- Skillful management of processes and events
- Productive communication
- The injured employee taking responsibility for their role in recovery

Skillful management of processes and events makes up the structure and flow of an individual case and requires the clinician to take a leadership role and direct activities on an ongoing basis. Processes and events include frequency and timing of visits to the medical center, communication with the City, and referral patterns for consultations and diagnostic testing. Our clinicians monitor, manage, and sequence the processes and events from start to finish. We even follow the case after referral(s) to specialists to help maintain control of the case.

Productive communication starts with creating a therapeutic alliance with the injured employee. This gives our clinician the opportunity to establish a diagnosis and carefully consider other health or lifestyle factors that may impact treatment or outcomes. The therapeutic alliance provides the basis for constructive dialogue and helps ensure the injured employee understands his/her diagnosis, treatment plan, and expected outcomes.

Concentra clinicians provide high-quality care, supporting recovery, return to work, and cost benefits.

Physical and Rehabilitation

Therapy is one of Concentra's core competencies, encompassing physical, occupational, and massage therapy, as well as athletic training services in specific locations.

More than 60 percent of our therapists are certified in manual therapy and highly skilled in the treatment of cumulative trauma disorders. About five percent of our therapists are certified hand therapists.

In Concentra's practice, we frequently utilize physical therapy as an adjunct to injury treatment. This approach not only builds patient confidence and activity levels but also assists our clients in their efforts to manage injury costs. This model has proven effective for both work-related and non-work-related conditions. Our physical therapy solution includes specialized treatment for orthopedic musculoskeletal injuries, including upper extremity and hand injuries, by addressing functional limitations and focusing the patient on returning to work quickly and safely. Key components of our treatment model include:

Team Approach Collaboration among the therapist, treating physician, employer, and employee is necessary to achieve optimal care.	Early Intervention Initiation of prompt treatment of injured employees has an important impact on the claim. Our data suggests that workers treated within the first 24 hours are more likely to return to work in a week or less.
Expectation of Recovery The most effective opportunity to set an expectation of recovery and return to work is the employee's first visit.	Function-oriented Treatment Rehabilitation is defined in functional terms that relate to the employee's essential job functions and daily life demands rather than improving symptoms.

Concentra's treatment model redefined the physical therapy industry in 1992, and we continue to advance our expertise, professionalism, and hands-on approach through customized treatment plans that speed recovery and provide ways to prevent re-injury.

Return-to-work Philosophy

Concentra ascribes to the philosophy that injured employees recover better when they can return to normal activities quickly. Our proven methodology focuses on increasing function to expedite the employee's safe and sustainable return to work. Our clinicians would communicate with the City, perform job analyses, and, whenever possible, arrange for limited duty to avoid lost time and productivity. Our clinicians would also educate the injured employee on ways to enhance function. We encourage support

from front-line supervisors and can also perform return-to-work evaluations to help ensure the injured employee is able to meet the essential job functions.

Referrals and Care Management

If our clinician determines an employee's medical condition requires specialty care or testing, he/she implements Concentra's efficient referral management process. Our streamlined approach helps ensure prompt and appropriate treatment and continuity of care for better clinical and cost-containment outcomes.

While Concentra operates an extensive national medical center network, we are independent of hospital systems and physician groups. This allows our clinicians to make referral decisions from a patient-focused perspective, selecting appropriate clinical resources to deliver quality care. In addition, we are committed to shared decision-making. This means we would include the employee as an active participant in the referral management process. We would focus on education, decision aids, and transparency to create a partnership between our clinicians, the employees, the City, and other relevant parties for effective care management and early case resolution.

Specialist Selection

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

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

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

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

We will refer to the City's Medical Provider Network (MPN) for any specialty referrals.

Concentra Advanced Specialist (CAS) Network

Through CAS, we developed direct relationships with local specialists who offer surgical and non-surgical treatment for orthopedic and musculoskeletal injuries, acute work-related conditions, and other disabling injuries. In the San Diego market, these specialists maintain weekly office hours at our medical centers, providing an added level of convenience.

Concentra will continue to work with the City's MPN contact to ensure that the specialists within our network are properly updated on the City's website.

Third Party Specialists

In addition to our CAS network, Concentra has established relationships with local providers and hospital systems to ensure seamless referral management, timely appointments, and continuity of care.

Ongoing Care Management

Concentra works to ensure we provide proactive, collaborative service that promotes quality, cost-effective health care for all your employees. Our clinicians use a patient-centered model to monitor the ongoing care of every injured or ill employee treated, from the first visit until return to full duty or reaching maximum medical improvement (MMI). We establish preferred Health Insurance Portability and Accountability Act (HIPAA)-compliant communication processes with specialists, appropriate client departments (i.e., safety, human resources, etc.), and other entities involved in the patient's care plan to

ensure optimum recovery. We also track all specialty referrals, percentage of patients referred, the type of referral, and the medical outcome of each referral to ensure successful resolution of the case.

2. The City reserves the right to award multiple contracts as best suits the needs of the City.

Concentra understands that the city reserves the right to choose multiple providers for this service. Concentra will cooperate fully with any or all other Proposers the city may choose.

3. Proposer, and all subcontractors, shall provide medical treatment during standard business days Monday through Friday, from 8am to 5pm. If medical treatment is needed after 5pm, on weekends, or on City observed holidays, Proposer shall make arrangements for the provision of medical treatment equal or superior to Proposer's. Proposer shall explain the methodology of providing the treatment in their proposal. Proposer shall provide City employees full service at Proposer's occupational medicine clinics on a walk-in, no appointment required basis. For previously scheduled appointments, in the case where a wait of 30 minutes or longer to see a physician for a medical appointment is anticipated, Proposer shall promptly offer City employees the opportunity to reschedule their appointment time.

Concentra proposes that our Kearny Mesa center serve as the primary site for employees to obtain occupational health services. While the Kearny Mesa center is fully capable of providing all required services in one facility, all Concentra medical centers are available as the convenience necessitates. All Concentra medical centers maintain the essential staffing resources, required equipment, and licensed and credentialed clinicians to perform your requested scope of services. *Please note that hours are subject to change.*

Kearny Mesa Medical Center	
Address	Contact Information
5575 Ruffin Road Suite 100 San Diego, CA 92123-1380	T 858.277.2744 ♦ F 858.277.3085
Kearny Mesa is 10.1 miles from City of San Diego address listed for downtown (qualifying for 15 miles as requested)	Hours of Operation*: 24 hours/7 days a week

The Kearny Mesa location has medical staff, including a medical provider on duty 24 hours a day/365 days per year. Follow-up care can be directed to the most convenient Concentra location. This 24-hour facility eliminates costly visits to the hospital emergency room.

At Concentra, we understand the importance of seeing patients in a timely manner to minimize their time away from work. Our computer system logs a check-in and check-out time for every patient. This data is monitored to ensure wait times are reasonable. Every effort will be made to limit the City's injured workers' time between check-in and their encounter with the physician to less than 30 minutes.

City observed holidays are: New Year's Day, Martin Luther King, Jr. Day, Presidents' Day, Cesar Chavez Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Veterans' Day, Thanksgiving Day, and Christmas Day

Concentra acknowledges.

4. Proposer shall provide a toll-free phone number and Medical Access Assistants for City employee use, as defined in California Regulation 9767.5 g, h (1) and (2). Medical Access Assistants shall be available to take calls Monday through Saturday from 7 am to 8 pm PT and shall assist injured workers with securing treatment needs. All calls will be logged with date, time, and subject. Proposer shall provide the log to the City upon request.

Concentra will continue to provide a toll-free number to the City employees and continue to maintain a log of all calls.

5. Physician Assistants (PA). Proposer shall follow California Business and Professions Code Sections 3500 through 3546 and Title 16, California Code of Regulations, Sections 1399.540 through 1399.57, and all other applicable laws, rules, and regulations regarding Physician Assistants (PA) for purposes of providing medical care to City employees. PAs shall not remove or return a City employee from work without the review and signed approval of a licensed physician. If a City employee's initial examination for a new injury or illness is with a PA, the Doctor's First Report must be reviewed and signed by a California-licensed

physician. Any time a PA believes an injury or illness is not medically job-related, a California licensed physician must review, approve, and sign the medical report. Proposer shall agree to provide, when requested by the City, the written guidelines, or protocols for those medical tasks the PA is allowed to perform, and the name of the physician assigned to supervise the job

performance of a given PA. Upon request, Proposer shall provide a California Physician Assistant license for each PA that will provide medical care to City Employees.

Concentra agrees to follow all Professional Codes and Regulations as they relate to the use of. PAs.

- Concentra will not allow PAs to remove or return a City employee from or to work except under the review and signed approval of a licensed physician.
- If a City employee is seen by a PA on the initial visit, Concentra will require that the Doctor's First Report be signed by a California-licensed physician.
- When a PA believes that an injury or illness is not work-related, a California-licensed physician will review and sign the medical report stating the same.
- Concentra shall provide the City with the written guidelines or protocols for the medical tasks the PA is allowed to perform, and the name of the physician assigned to supervise the PA should the City request these items.
- Concentra is providing copies of all PA licenses for each PA who may provide medical care to City employees.

6. Proposer shall provide and adequately maintain medical facilities and equipment, available to industrially injured City employees, that includes, but is not limited to, the following:
 - 6.1 Exam rooms
 - 6.2 Laboratory services
 - 6.3 X-ray capabilities
 - 6.4 Pulmonary function equipment
 - 6.5 Electrocardiographic (EKG) equipment
 - 6.6 Diagnostic vision equipment
 - 6.7 Audiometric testing equipment
 - 6.8 Physical therapy facilities.

Concentra has 14 medical centers in the San Diego area. All 14 of our primary care locations have on-site x-ray, audio, vision, PFT, EKG, and laboratory capabilities. Additionally, all 14 of our center locations have physical therapy in the same facility. We currently use Quest Diagnostics Laboratory for our clinical laboratory work. Please note that all Concentra facilities have ample free patient parking. Many of our centers have easy access via public transportation, including the five located within the city. We are also pleased to provide our Transportation Solution for injured employees to and from Concentra medical centers.

Regarding storage of records, all clinics have adequate storage capacity to house the medical charts for City of San Diego employees in accordance with our company's medical record retention policy.

7. Proposer and all subcontractors shall complete the City's Industrial Disability Leave Slip (RM -1634/Medical Status Report- Attachment A) for each employee visit involving medical treatment or physical therapy. Completion of the RM-1634 form shall include timestamps of the City employee's arrival and departure time from the Proposer or subcontractor's facility. Proposer and all subcontractors shall agree to assist City's claims staff in returning employees to light duty, as appropriate. Proposer and all subcontractors shall provide City staff with written work restrictions, allowing city staff to select light duty positions, at the time of the injured worker's visit. The City will provide blank forms to designated contact of Proposer for distribution to their various clinics.

Concentra will complete the City's Medical Status Report and timestamp it with the City Employee's arrival/departure from the facility. Concentra's goal is to return the injured worker to either a modified or full duty status as soon as possible after the injury. The primary treating physician (PTP) strategically directs the worker's overall care. In addition, we will provide written work restrictions enabling City staff to select light-duty positions.

8. Proposer shall provide, at no additional cost to the City, the ability for the City to electronically access the Contractor's portal/information, such as required workers' compensation reports and medical information concerning an employee's latest medical exam. To facilitate City's verbal requests for information, Proposer shall maintain physicians and administrative staff conversant with California Workers' Compensation laws and regulations who shall answer City staff questions at no additional cost to the City. Proposer shall provide same-day notifications whenever a City employee is taken off or returned to work. Proposer shall make available a principal physician or physicians to verbally respond to issues relating to workplace exposures and medical issues,

as needed. This service shall include consultation with City claims/safety staff, City Supervisory/Management staff, and City Attorney staff. Proposer shall identify the available physician or physicians designated to provide this service in their proposal.

Employer Portal

Concentra offers a self-service, online tool for the City to conveniently access account information, test results, and reporting. The Concentra Employer Portal (the Portal) uses advanced security software to ensure privacy and protect employee information.

- Online account management
 - ✓ Access to make edits to your company and location addresses and contacts
 - ✓ View capabilities of all service packages, components, payors, third-party administrators, and medical review officers
- Timely updates to your employees' non-injury and injury visit results and work restrictions
 - ✓ Full integration of existing employer reports for easy access
 - ✓ Export and print functionality for all accessible reports
 - ✓ Archive and search functions for stored reports provided
- Ability to create, manage, and review employee authorizations online
 - ✓ Electronic creation and transmission of authorization and associated forms
 - ✓ Saving the authorization sends it to Concentra automatically; no need for the employee to bring the form
 - ✓ Option to print and email authorization to the employee is available, but not required
 - ✓ Search and archive functions
- Enhanced security features protect your information
 - ✓ Access control
 - ✓ Database monitoring
- Malware and virus protection
- Intrusion detection and prevention

The following Concentra Staff will be available to respond to City staff questions at no additional cost to the City on matters of California Workers' Compensation laws and regulations, workplace exposures and medical issues and be available to provide consultation to City claims/safety staff, City Supervisory/Management staff, and City attorney staff:

- David Rios MD, MPH Director of Medical Operations, Concentra-San Diego
- David Rios MD, MPH Center Medical Director, Concentra Kearny Mesa
- Rosa Noriega Client Care Coordinator

Concentra will provide same-day notifications whenever a City employee is taken off or returned to work.

9. Proposer shall agree to utilize the pharmacy benefit network plan contracted with the City of San Diego to provide pharmacy benefits. The City's current pharmacy benefit network plan is Cadence RX.

Concentra agrees to utilize the pharmacy benefit network plan contracted with the City to provide pharmacy benefits.

10. Proposer shall agree to develop data reporting criteria, in coordination with the City, for information relating to industrial medical services provided by Proposer. The mutually developed reporting criteria shall be provided to the City on a quarterly basis. When requested, proposer agrees to meet quarterly with City management staff at no additional cost to the City whether the quarterly meeting be held virtually or in person at City offices.

Concentra will continue to work with the City to develop mutually agreed-upon reporting material and provide said report quarterly. When requested, Concentra agrees to meet quarterly with City management staff. Concentra Compass Report created on a quarterly basis, specifically for the City, will be provided to City management staff.

11. Within thirty (30) days of Notice to Proceed, Proposer shall establish a mutually agreeable review process to identify, monitor, and resolve complaints made by City employees, in full compliance with all confidentiality requirements and legal constraints. Proposer shall disclose all such complaints to the City's Workers' Compensation Program Manager within five (5) business days of receipt. Proposer shall provide weekly status reports to the City's Workers' Compensation Program Manager on all open complaints. Proposer shall notify the City's Workers' Compensation Program Manager within five (5) business days of resolution of final disposition of complaint.

Concentra currently follows a formal complaint review process; however, we would be willing to adapt our process to include the city's special requirements.

Escalation Process

Concentra has Service Standards addressing escalation procedures, outlined as follows:

Medical Issue Escalation

- Initiate performance management process involving the center medical director and other managerial clinic personnel as appropriate
- The center medical director meets with the City to document the relevant issues
- The issues are discussed with the clinician(s); we identify performance and behavioral issues, and establish expectations/job requirement actions
- The center medical director defines performance improvement terms and requires the clinician to sign the discussion form
- The center medical director tracks ongoing performance monthly for up to six months and annually thereafter
- The center medical director also follows up with the City to confirm expectations are being met

Service Issue Escalation

- Investigate the situation
- Interview all parties involved, including the City
- Involve human resources, risk department, and legal, if indicated
- Conduct meeting with appropriate personnel and/or internal departments
- Make a determination and document an action plan
- Follow up with the City for review

12. Proper agrees to make its employees and its legal counsel available to the City by telephone and, when necessary, by personal appearance free of charge when cases are heard before the Workers' Compensation Appeals Board (WCAB). Proposer agrees to price all medical-legal testimony fees (depositions and WCAB testimony) in accordance with Title 8, California Code of Regulations, Section 9795.

Concentra will make its employees available for legal counsel by phone and, when necessary, in person, and will price all medical-legal testimony fees in accordance with Title 8.

13. Proposer and all subcontractors that provide outpatient or inpatient surgery shall agree that charges for surgical hardware or implants shall occur directly between the surgical facility and the hardware or implant manufacturer. The City will not accept bills directly from implant manufacturers or third-party billers. The hardware or implant manufacturer shall be the firm or company responsible for producing and/ or assembling the surgical hardware or implant. Proposer or subcontractor shall attach the manufacturer's invoice for the surgical hardware or implant to Proposer's or subcontractor's bill for services and forward the bill and invoice to the City.

The Surgery Centers will provide invoices directly to the City for surgical hardware and/or implants.

14. Proposer shall not charge a "no show" fee for routine occupational medicine visits. Specialty medical appointments are excluded from this requirement.

Concentra does not charge "no-show" fees for routine occupational medicine visits.

e. MEDICAL PROVIDER NETWORK (MPN) REQUIREMENTS.

1. Proposer shall conform to all the Core Requirements above, as well as the following MPN Requirements.

Concentra agrees to conform to all Core Requirements listed in D.1-15 as well as the following MPN Requirements 1-21.

2. Proposer shall submit a list of physicians who will be providing Industrial Medical Services to the City. The following information shall be submitted electronically (i.e., as an Excel spreadsheet, not as a PDF) utilizing the template shown in Attachment B. Information includes: (1) Physician Name, (2) Specialty, (3) Physical Street Address, (4) City, (5) State, (6) Zip Code, (7) Any MPN Medical Group Affiliations, and (8) Assigned Provider Code. If a physician falls under more than one provider code, the physician shall be listed separately for each applicable provider code. The following are the provider codes to be used: Primary Treating Physician (PTP), Orthopedic Medicine (ORTHO), Chiropractic (DC), Occupational medicine (OCCM), Acupuncture

Medicine (LAC), Psychology (PSYCH), Pain Specialty Medicine (PM), Psychiatry,(PSY), Neurosurgery(NSG), Family Medicine (GP), Neurology (NEURO), Internal Medicine (IM), Physical Medicine and Rehabilitation (PMR), and Podiatry (DPM). If a provider's specialty does not fall under one of the above, then the specialty shall be designated as Miscellaneous, and the code used shall be (MISC). By submission of its provider listing, Proposer is affirming that all of the physicians listed have been informed that the Medical Treatment Utilization Schedule ("MTUS") is presumptively correct on the issue of the extent and scope of medical treatment and diagnostic services and have valid and current licenses to practice medicine and their identified specialties in the State of California.

Please see Attachment B – Physicians and Special List for a list of physicians who will be providing Occupational Medical services.

3. By submission of a response to this RFP, Proposer understands and agrees that the City retains the right of refusal or removal of any physician on the list at the City's sole discretion.

Concentra understands that the City wants to develop and maintain an MPN of high-quality providers. To that end, if the City decides that a provider on the MPN is no longer providing the care it wants for its employees, the City maintains the right to refuse or remove any physician, as stated above.

4. Proposer must have primary treating physicians and a hospital for emergency health care services, or if separate from such hospital, a medical provider of all emergency health care services.

Concentra has a significant number of primary treating physicians. However, we are separate from a hospital and do not have such an affiliation.

5. Proposer shall submit ancillary service provider information in electronic (i.e., as an Excel spreadsheet, not as a PDF) format utilizing the template in Attachment C. Proposer shall complete the information in Attachment C in full, including: 5.1 Ancillary Service Provider, 5.2 Specialty or Type of Service, 5.3 Physical Address, 5.4 City, 5.5 State, 5.6 Zip Code, 5.7 License number or certification to practice, 5.8 Tax Identification Number (TIN). By submission of this ancillary service information on Attachment C, Proposer is confirming that they are legally permitted to offer the required medical goods/services and that an existing contractual agreement exists between the Proposer and each listed ancillary service provider that will provide services for the City's MPN (Medical Provider Network).

Concentra acknowledges the need for written contractual agreements with physicians participating in the MPN and agrees to obtain a written agreement from each physician prior to executing the City of San Diego contract.

We have also included Attachment C- Ancillary Service Provider in Excel format.

6. Proposer shall comply with California Code of Regulations 9767.5.1, which requires that Medical Groups have signed physician acknowledgements for all providers participating in the MPN. This requirement may be met for employees or partners of the medical group with one acknowledgement signed by an authorized agent. For physicians contracted outside of Proposer's medical group, individual acknowledgements shall be maintained by Proposer and available for inspection upon City's request.

Concentra agrees to comply with California Code of Regulations 9767.5. 1. Concentra will maintain acknowledgments for all providers and will make them available to the City for inspection upon request.

7. Proposer understands and agrees that a City employee may select any physician within the MPN for treatment.

Concentra is very familiar with MPNs and the rights of the employees. We understand and agree to the employee's right to select any physician within the MPN.

8. Proposer shall not discontinue treatment or refuse treatment (of an existing patient of providers) to a City employee unless first discussed with, and approved by, the Workers' Compensation Program Manager. Approval will be based on reasoning and reviewed on a case-by-case basis.

Concentra will not discontinue treatment or refuse treatment (of an existing patient of providers) to a City employee unless first discussed with, and approved by, the Workers' Compensation Program Manager. Approval will be based on reasoning and reviewed on a case-by-case basis.

9. It is a requirement that provider have telemedicine services and options for seeing patients remotely.

Telemedicine

Concentra Telemed is the first telemedicine platform designed for the treatment of work-related injuries and illnesses. Since its launch in 2017, thousands of employees nationwide have trusted Concentra Telemed clinicians to provide the right care at the right time — no need to leave work or home. Using a smartphone or computer, an employee can connect with a licensed Concentra clinician and receive immediate attention to minor medical issues, work injury care rechecks, physical therapy, and more.

In addition, Concentra has recently expanded its offering. If you and/or your employees have an existing relationship with a center and want to continue working with the team you know and trust, telemedicine visits can be arranged by calling the center directly. Contact information for all Concentra medical centers is available on Concentra.com. Services will be provided during the current hours of operation and include:

- Initial treatment of minor, work-related injuries and illnesses
- Rechecks for employees who were previously seen at a Concentra medical center
- Concentra Telerehab® for employees who were previously seen at a Concentra medical center and want to continue physical therapy regimens at home
- Return-to-work evaluations for asymptomatic employees with possible exposure to COVID-19

Concentra Telemed and Concentra medical centers use the same patient management system and electronic medical record, allowing employees to experience a continuity of care regardless of the access point of care. In addition, utilizing the same patient management system that holds the employer's existing account and service instructions allows for the expedited exchange of information for accurate and timely reporting, claim management, and billing.

10. Proposer shall ensure that their physicians shall only treat or evaluate City employees at authorized MPN locations listed on the MPN website for all in person appointments.

Concentra agrees to comply with this requirement and understands the importance of treating and/or evaluating only at authorized locations that are part of the City's MPN.

11. Proposer shall refer City employees to physical therapists within the City's MPN, when possible. For first responders, Proposer shall agree to refer sworn police and fire patients to physical therapy facilities designated in first responder wellness contract in place with the City of San Diego Police Department and the City of San Diego Fire-Rescue Department.

Concentra will refer City employees to physical therapists in the City's MPN and physical therapy facilities designated in the City's first responder wellness contract.

12. For non-emergency specialist services, Proposer shall ensure that an appointment is available with an appropriate specialist within twenty (20) business days from date of request by doctor, employee, and/or the City. If such an appointment is not available within 20 business days, Proposer agrees to refer injured worker to another appropriate specialist within the MPN who is available within that timeframe.

Concentra agrees to schedule all appointments within 20 business days, and we will cooperate fully with the patient being seen by another Proposer when necessary.

13. Proposer and all subcontractors shall ensure all providers utilize the State mandated Request for Authorization (RFA) form for request of any treatment. RFA forms shall not be required for specialty referrals.

Concentra will ensure all providers use the State-mandated Request for Authorization as required.

14. Proposer and all subcontractors must secure City's authorization prior to any referral to a specialist. Whenever possible, specialty referrals shall be made within the MPN.

Concentra will always obtain the authorization from the City before a referral is made to a specialist. Concentra will also ensure that the referral is made to a specialist within the MPN.

15. Should the City contract with multiple Proposers for its MPN, Proposers shall agree to cooperate with one another and assist City employees with transitioning from one group to another when an employee elects to transfer care within the MPN.

Concentra would fully cooperate with any transfer of care arising out of an employee electing to transfer to another provider within the MPN. This includes transfer of care to another provider that is employed by another Proposer.

16. Should an injured City employee elect to pursue the Second and Third opinion process described in 8 Cal. Code Reg. 9767.7, Proposer shall ensure that a copy of the written report shall be served on the employee, the City's Claim Representative, and the treating physician within 20 days of the date of the appointment or receipt of the diagnostic tests, whichever is later.

In the event that a City employee invokes their right to a second and third opinion, Concentra would cooperate fully with the process. Concentra would deliver a written report to the employee, the City's Claim Representative, and the treating physician within 20 days of the date of the appointment or the receipt of diagnostic tests.

17. Proposer shall provide an affirmation that the physician compensation is not structured in order to achieve the goal of reducing, delaying, or denying medical treatment or restricting access to medical treatment.

Concentra affirms that physician compensation is not structured to reduce, delay, or deny medical treatment or restrict access to medical treatment.

18. For the duration of the Contract, Proposer shall appoint and maintain a Liaison, well-versed in California Worker Compensation laws, rules, and regulation, who shall:

- 18.1 Respond to all inquiries by City Staff within 24 hours. Provider shall have a mutually agreeable escalation process for non-responsiveness and unresolved items.
- 18.2 Be the point person to help resolve issues that may arise with the City's MPN, and treatment thereof and therefore must have knowledge of California Workers' Compensation laws and regulations.
- 18.3 Assist with scheduling and coordinating Specialty appointments, as needed.
- 18.4 Within 14 days of change, submit a City "MPN Physician" form (Attachment D) to the City's designated MPN coordinator when a physician is no longer contracted with Proposer or when any physician change's locations.
- 18.5 Submit a City "MPN Physician" form to the City's designated MPN coordinator when a new physician is being considered for occupational medical services within their network or as a contracted specialty provider.
- 18.6 Once monthly, compare the City's online listing of designated MPN physicians to Proposer's list of active physicians for any inconsistencies. Liaison shall confirm accuracy via email to the City's MPN Coordinator.

Concentra's full-time employee will continue as the City of San Diego Workers' Compensation Liaison. Rosa Noriega is allocated to this full-time position and will perform all the duties outlined above.

19. For the duration of the Contract, Proposer shall appoint and maintain a Specialty Care Coordinator who shall:

- 19.1 Schedule and facilitate specialty care appointments.
- 19.2 Assist City claim staff in the coordination of specialty care appointments.

In this role, Concentra employee Rosa Noriega will continue as Client Care Coordinator.

20. Proposer and all subcontractors shall refrain from sending any form of mail to City employees advertising their availability on the MPN and shall not independently market City Departments.

Concentra agrees to comply with the City of San Diego's requirement that we do not independently market or advertise to either City departments or to City employees.

f. DOCUMENTATION AND REPORTS.

Proposer shall accurately maintain, store, and retrieve employee medical records during the period of this contract in accordance with all applicable laws and regulations. All documentation and reports shall be as required by law.

Standard Reporting

With Concentra HUB, employers can designate access for different report types, as desired. Our system creates the relevant reports for each employee seen at Concentra based on the services performed and makes them available to the City via the Concentra HUB. If desired, the City could each contact to receive a summary email notification of results delivered.

Sample Reports and Communications

Activity Status Report	- Generated after each injury visit - Includes the employee's name, company department, date of visit, check-in/check-out time, diagnosis, treating provider, restrictions on duty, next scheduled appointment
Non-Injury Status Report	- Generated after each non-injury visit - Includes the employee's name and demographics, date seen, time checked in and out of the center, results, and remarks
Patient Referral	- Generated when a referral to a specialist takes place - Includes basic demographics, billing information, specialist information, and referrals details (i.e., type of referral, recommendations, priority, notes)
Toxicology Result Certificates	- Generated when a client is leveraging Concentra for specimen collection and is utilizing our selected lab and medical review officer (MRO) to process the toxicology screen. - Includes employer and donor information, specimen summary, service performed, substances tested, specimen status history, the results, and MRO remarks in accordance with DOT Rule 49 CFR Part 40 Section 40.163.

Compass Reports

Concentra offers utilization reports that share key injury information. These reports capture all injuries treated at Concentra for each employer, and provide information specific to injury care services, including, but not limited to, the following: These are known as Compass Reports.

- Number of employees treated
- Distribution of body category injured
- Number and percentage of cases closed
- Average visits per case
- Percentage of cases referred to a specialist provider
- Percentage of cases referred to physical therapy
- Average days to discharge
- Percentage of cases with off-duty and limited-duty days
- Average number of off-duty and limited-duty days
- Average cost per case
- Comparisons of the project data to the entire client market for the same period

Results Reporting

Physical Examinations

Concentra reports all medical information back to the employer's designated representative within 24 hours of receiving relevant data. These reports provide recommendations based on the results (e.g. cleared or not cleared for job placement and/or additional testing may be required). If the exam results require supplemental testing, Concentra would notify the City's designated representative prior to performing any additional testing. Depending on the specific components tested for (i.e., blood or urine analysis), results may take up to five days to report.

Injury Care

For injury care, we provide employers with an activity status report immediately upon employee checkout that includes:

- General employee demographics
- Basic employer information
- Visit information, including the name of the treating provider and diagnosis
- Employees' status, including any restrictions, and return-to-work status
- Name of treating provider
- Date, time, and provider for next scheduled appointment

We also notify the employer of any issues or concerns regarding an employee's return-to-work status.

g. QUALIFICATIONS AND EXPERIENCE.

1. Proposer shall provide a California Physician's Assistant (PA) License for each Physician Assistant who will provide medical care to City Employees.

We have included all California Physician Assistant (PA) licenses in Attachment A – Medical Licenses.

2. Proposer shall agree to provide, when requested by the City, the written guidelines, or protocols for the medical tasks the Physician Assistant is allowed to perform, and the name of the physician assigned to supervise the job performance of the Physician Assistant.

Concentra will provide, when requested by the City, the written guidelines or protocols for the medical tasks the Physician Assistant is allowed to perform, and the name of the physician assigned to supervise the physician assistant's job performance.

3. Proposer shall employ physicians and administrative staff who are conversant and knowledgeable in California Workers' Compensation laws and regulations and be able to verbally answer City Claim Staff questions with no additional cost to the City.

Concentra will employ physicians and administrative staff who are conversant and knowledgeable in California Workers' Compensation laws and regulations and can verbally answer City Claim Staff questions at no additional cost to the City.

4. Proposer must include the names and qualifications of all employees who will be involved in providing audiometric and respiratory fitness examinations. The Employees' experience in providing these or other similar services must also be included in a statement of qualifications.

Concentra Employees: Audiometric and Respiratory Examinations			
Name	NIOSH Certification	CAOHC Certification Through	CDPH Certification Through
LaRae Wolcott	2 years	9/2/2028	
Aldo Mendoza	3 years	1/27/2028	
Gina Watson-Balamoundo	4 years		
Joshua Flores	2 years		
Rosalba Tapia	3 years	1/25/2029	
Melissa Cavalier	1 year		
Cristian Magadan	1 year		
Jaquelin Corona	1 year		
Jennifer Willis	1 year		
Jessica Bryant	1 year		
Isabella Allen		3/7/2030	
Carol A. Taylor		6/10/2026	
Danika R. Heavin			3/31/2027
Sullivan Turner, Jr.			4/30/2027
Jesus Alfonso Castillo			4/30/2026
Edna Torres			2/28/2027
Lisa Urso			12/31/2025
Sandra S. Williams			5/31/2027
Aaron P. Ayub			1/31/2026

Llanila C. Lleva	10/31/2025
David Daniel Garcia	12/31/2025
Marvin Alcomendas Ocamp	3/31/2027
Stephen P. Leibham, MD	4/30/2027

H. REFERENCES.

Past performance will be verified by references demonstrating Proposers quality of the product or service, timeliness of performance, cost control, business practices, customer satisfaction and past performance of key personnel. References should demonstrate work of comparable size and complexity. References alternately may be used in determining responsibility of Proposer.

Proposer must supply three (3) references for Industrial Medicine and three (3) references for Safety and Preventive services including Respiratory and Audiometric examinations. References are to be provided as part of the Contractor Standards Pledge of Compliance form (attach additional pages to the Contractor Standards Pledge of Compliance, as needed).

Industrial Medicine

1 Company Name	County of San Diego
Contact Name and Phone Number	Suzann Charney 858-694-3756
Contact Email	suzann.charney@sdcounty.ca.gov
Address	5500 Overland Ste 370 San Diego, CA 92123
Contract Date	October 1, 2023
Contract Amount	\$2,986,000.00
Requirements of Contract	WC Injury Care has, extensive list of Non-Injury services
2 Company Name	San Diego County and Imperial County Schools JPA (SDCOE)
Contact Name and Phone Number	Felicia Amenta 858-295-6972
Contact Email	famenta@sdcoe.net
Address	6401 Linda Vista Road San Diego, CA 92111
Contract Date	July 1, 2025 and previous
Contract Amount	\$1,242,750.00
Requirements of Contract	WC Injury Care, Physicals, Vaccinations
3 Company Name	San Diego Unified School District
Contact Name and Phone Number	Bonnie Hwang-Scott 858-276-8238
Contact Email	bhwang-scott@sandi.net
Address	6735 Gifford Way, Room 7 San Diego, CA 92111
Contract Date	July 1, 2024
Contract Amount	\$805,000.00
Requirements of Contract	WC Injury Care, Ancillary Services

Safety and Preventive (including) Respiratory and Audiometric Evaluations

1 Company Name	City of Ontario
Contact Name and Phone Number	K. Garozo P: 909-292-3639
Contact Email	kgarozzo@ontarioca.gov
Address	200 North Cherry Ave Ontario, CA 91764
Contract Date	July 1, 2000
Contract Amount	\$398,000.00
Requirements of Contract	WC Injury Care and Employer Services
2 Company Name	Alameda Health System
Contact Name and Phone Number	Natalie Mares P: 510-895-7333
Contact Email	nmares@alamedahealthsystems.org
Address	15400 Foothill Blvd, Bldg C, 1st Floor, San Leandro, CA 94578
Contract Date	September 16, 2005
Contract Amount	\$300,000.00
Requirements of Contract	Vaccinations Physicals, Injury Care
3 Company Name	MTS - Metropolitan Transit System San Diego
Contact Name and Phone Number	Brendan Shannon P: 619- 557-4569
Contact Email	brendan.shannon@sdmts.com
Address	1255 Imperial Ave, Suite 1000 San Diego, CA 92101
Contract Date	June 19, 2024
Contract Amount	\$474,000.00
Requirements of Contract	Physicals and related services, Vaccinations

Attachments

In this section, Concentra includes the following information for the City's review:

- Attachment A – Medical Licenses
- Attachment B – Physicians and Specialists
- Attachment C - Ancillary Service Providers
- Attachment D – Sample Reports
- Attachment E – Examination Forms
- Attachment F – Required Forms and Documents

Attachment A

Medical Licenses

SD Medical Master list 10.06.25

FULL NAME	Degree	POSITION	License #	License Exp Date 2 years
Cross Jr, John	MD	Physician (Ex) - 3307	A 151176	11-30-2026
Gizaw, Gabriel	MD	Physician (Ex) - 3307	95003301	06-30-2027
Kaltgrad, Julie	MD	Physician (Ex) - 3307	G70104	09-30-2026
King-Lewis, William	MD	Physician (Ex) - 3307	95027536	08-31-2027
Long, Bryan	MD	Physician (Ex) - 3307	PA20306	01-31-2027
Purviance, Cynthia	MD	Physician (Ex) - 3307	C151803	01-31-2027
Ramirez, Michelle	MD	Physician (Ex) - 3307	C168077	03-31-2026
Rojas, Renan	MD	Physician (Ex) - 3307	56714	05-31-2026
Sairam, Vithya	MD	Physician (Ex) - 3307	95008764	06-30-2026
Batista, Osvaldo	PA-C	Physician Assistant - 3307	59915	04-30-2027
O'Donnell, Nicole	FNP-BC	Physician Assistant - 3307	95019164	12-31-2026
Liu, Catherine	PA	Physician Assistant - 3307	53902	04-30-2026
McElroy, Ms. Michelle	PA	Physician Assistant - 3307	G43808	02-28-2026
Beck, Reena	PA-C	Physician Assistant - 3307	A61273	10-31-2026
Gaid Natividad, Nowelle	PA-C	Physician Assistant - 3307	19822	02-28-2026
Hazan, Alison	PA-C	Physician Assistant - 3307	17547	01-31-2026
Hazan, Alison	PA-C	Physician Assistant - 3307	A 175424	11-30-2025
Kaur, Lovepreet	PA-C	Physician Assistant - 3307	95029690	07-31-2027
Phung, Aivi	PA-C	Physician Assistant - 3307	A 174334	08-31-2027
Rafla, Safwat	PA-C	Physician Assistant - 3307	A 149345	03-31-2027
Salo, Michael	PA-C	Physician Assistant - 3307	51730	09-30-2027
Panagakos, Dimitrios	PA-C	Physician Assistant - Float - (Ex) - 3307	A123237	11-30-2025
Trower, Kristen	PA-C	Physician Assistant - Float - (Ex) - 3307	52679	10-31-2026
Zhitnitsky, Mia	PA-C	Physician Assistant - Float - (Ex) - 3307	54183	02-28-2026
Arigo, Meghan	PA-C	Physician Assistant - Float (Ex) - 3307	63821	04-30-2027
Rull, Teejay C.	PA	Physician Assistant (Ex) - 3307	A 126088	04-30-2027
Taylor, Carol A.	PA	Physician Assistant (Ex) - 3307	60789	12-31-2025
Aguilar, Jean	PA-C	Physician Assistant (Ex) - 3307	16570	07-31-2026

SD Medical Master list 10.06.25

FULL NAME	Degree	POSITION	License #	License Exp Date 2 years
Costantini, Leonard	DO	Center Medical Director (Ex) - 3307	61092	10-31-2025
Hoang, Bruce	DO	Center Medical Director (Ex) - 3307	A 91346 email 4.25.25	05-31-2027
Brown, Doctor Kristian L.	MD	Center Medical Director (Ex) - 3307	63260	08-31-2027
Cruz, Cecilia	MD	Center Medical Director (Ex) - 3307	95014111	03-31-2026
DeGuzman, Lester	MD	Center Medical Director (Ex) - 3307	17864	06-30-2026
Leibham, Stephen	MD	Center Medical Director (Ex) - 3307	62729	09-30-2026
Mackey, Thomas	MD	Center Medical Director (Ex) - 3307	A 47739 email 4.25.25	05-31-2027
Pohl, Lawrence	MD	Center Medical Director (Ex) - 3307	8612	09-30-2025
Santizo, Cristian	MD	Center Medical Director (Ex) - 3307	A124291	07-31-2026
VanWagner, Tricia	MD	Center Medical Director (Ex) - 3307	95024498	02-28-2026
Wu, Armando	MD	Center Medical Director (Ex) - 3307	20A17054	03-31-2027
Youngblood, Doctor Valerie L. M.D.	MD	Center Medical Director (Ex) - 3307	C 53544	11-30-2026
Rios, David	MD	DMO	A 181742 4.25.25	11-30-2026
Cuevas, Michelle	DNP, FNP-C	Nurse Practitioner - 3307	21868	04-20-2026
Brubaker, Natalie	FNP	Nurse Practitioner - 3307	20A19071	07-31-2027
Raquid, Sweet	FNP	Nurse Practitioner - 3307	A108885	03-31-2027
Germain, Daphnee	FNP-BC	Nurse Practitioner - 3307	53727	12-31-2025
Linggi, Emily	FNP-BC	Nurse Practitioner - 3307	58495	09-30-2026
Zamanian, Mrs. Roya S.	NP	Nurse Practitioner - 3307	52970	11-30-2026
Awolola, Adenike	NP-C	Nurse Practitioner - 3307	95023525	01-31-2026
Phan, Amy	FNP-C	Nurse Practitioner (Ex) - 3307	C 202693	07-31-2027
Lam, Hai	NP	Nurse Practitioner (Ex) - 3307	58809	06-30-2026
Davila, Esther	DO	Physician (Ex) - 3307	58809	06-30-2026
Amadi, Chinyere	MD	Physician (Ex) - 3307	20A7289	01-31-2027
Behymer, Joe	MD	Physician (Ex) - 3307	A 118201 email 4.25.25	04-30-2027
Breland, Ms. Ganna L.	MD	Physician (Ex) - 3307	58521	07-31-2026

FULL NAME	Degree	POSITION	License #	License Exp Date 2 years
Earl, Trevor	PA-C	Physician Assistant (Ex) - 3307	22894	02-28-2027
Escudero, Carlo	PA-C	Physician Assistant (Ex) - 3307	A 78761	09-30-2027
Radoff, Susan	PA-C	Physician Assistant (Ex) - 3307	A 172914	05-31-2027
Sakhi, Hamid	PA-C	Physician Assistant (Ex) - 3307	A45502	12-31-2025
Sanchez, Zina	PA-C	Physician Assistant (Ex) - 3307	95011956	09-30-2026
Sutton, Whitney (SD Fire onsite)	PA-C	Physician Assistant (Ex) - 3307	57724	07-31-2027

Attachment B
Physicians and Special List
Included in the Portal as an Excel spreadsheet

Attachment C
Ancillary Service Provider
Included in the Portal as an Excel spreadsheet

Attachment D

Sample Reports

{Affix Label Here}

INSTRUCTIONS: Employee must submit this form to Physician for completion at **each** Medical Evaluation.

City of San Diego

Medical Status Report for Occupational Injury or Illness

EMPLOYEE

PRINT NAME (LAST, FIRST, MI)	JOB CLASSIFICATION	SOCIAL SECURITY # (LAST 4)	PERN #
DEPARTMENT / DIVISION	DATE OF INJURY	REOCCURRENCE OF OLD DISABILITY? ☐ YES ☐ NO	IMMEDIATE SUPERVISOR

BRIEF DESCRIPTION OF OCCUPATIONAL INJURY OR ILLNESS / EXPOSURE:

THE FOLLOWING IS AN UPDATE OF MY MEDICAL STATUS IN REGARD TO INDUSTRIAL LEAVE*, AND/OR LIGHT DUTY. TO PRESERVE MY BENEFITS UNDER THE APPROPRIATE PROGRAM, I WILL SUBMIT A MEDICAL STATUS REPORT **EACH TIME** I RECEIVE AUTHORIZED MEDICAL TREATMENT.

I HEREBY AUTHORIZE RELEASE OF MEDICAL INFORMATION REQUESTED BY MY EMPLOYER.

X

Employee Signature _____ Date _____ Phone Number _____
*INDUSTRIAL LEAVE IS SUBJECT TO APPROVAL BY RISK MANAGEMENT IN ACCORDANCE WITH A.R. 63.00.

PHYSICIAN

TREATING PHYSICIAN (PRINT NAME)	ADDRESS	PHONE
MARK ALL PRESCRIBED ☐ Acupuncture ☐ Medications ☐ Chiropractor ☐ Physical Therapy	DATE OF VISIT	TIME IN
	TIME OUT	DID INJURY RESULT IN AGG. OF PRE-EXIST. NON-IND. CONDITION? ☐ YES ☐ NO
	WORK RELATED INJURY? ☐ YES ☐ NO	☐ INITIAL VISIT ☐ RECHECK ☐ FINAL VISIT

☐ RETURN TO REGULAR WORK – EFFECTIVE DATE: _____

☐ RETURN TO WORK WITH FOLLOWING RESTRICTIONS:

- ☐ NO DRIVING OF ANY/COMMERCIAL VEHICLES
- ☐ NO WORKING NEAR MOVING MACHINERY
- ☐ NO PROLONGED SITTING
- ☐ NO PROLONGED STANDING AND WALKING
- ☐ ELEVATE INJURED EXTREMITY TO DECREASE SWELLING
- ☐ SITTING WORK ONLY
- ☐ NO KNEELING OR SQUATTING
- ☐ NO REPETITIVE CLIMBING, BENDING OR TWISTING
- ☐ WEIGHT LIFTING RESTRICTIONS _____ LBS.
- ☐ SEDENTARY WORK ONLY
- ☐ LIMITED USE OF RIGHT/LEFT HAND/UPPER EXTREMITY

- ☐ LIMITED PUSHING/PULLING/GRASPING OF RIGHT/LEFT HAND
- ☐ REPETITIVE HAND/WRIST WORK LIMITED TO _____
- ☐ KEYBOARD WORK LIMITED TO _____
- ☐ CAN WORK IN SPLINT/SUPPORT ONLY/AS NEEDED
- ☐ HAND/NECK/BACK STRETCHING BREAKS FOR _____
- ☐ ROTATE JOB TASKS TO MINIMIZE CONTINUOUS REPETITIVE HAND/WRIST MOTION
- ☐ NO OVERHEAD LIFTING OR REACHING WITH RIGHT/LEFT UPPER EXTREMITY
- ☐ NO OVERHEAD WORK
- ☐ AVOID PROLONGED NECK FLEXED/EXTENDED POSTURE
- ☐ OTHER: _____

☐ UNABLE TO PERFORM ANY WORK ACTIVITIES AT THIS TIME. ESTIMATED DURATION: _____

PHYSICIAN SIGNATURE _____ NEXT APPT. DATE _____

PHYSICAL THERAPY

DATE _____ TIME IN _____ TIME OUT _____ DATE _____ TIME IN _____ TIME OUT _____ DATE _____ TIME IN _____ TIME OUT _____

PAYROLL

INCLUDE DATES OF ABSENCE: FIRST DATE _____ LAST DATE _____ # OF HOURS ABSENT _____

DEPARTMENT

LIGHT DUTY: ☐ IS ☐ IS NOT AVAILABLE AT THIS TIME

Division Head or Designee or Light Duty Coordinator-Print Name / Signature _____ RECOMMEND: ☐ APPROVED ☐ DISAPPROVED ☐ PENDING

Referral Queue ID:

Patient Referral

Patient Information:

Patient:	Home Phone:	
SSN:	Work Phone:	Ext:
Address:	DOI:	
	DOB:	

Employer Contact:

Employer Location:	Contact:	
Address:	Role:	
	Phone:	Ext.:
Auth. by:	Fax:	

Program:

Billing Information:

Carrier:	Billing:
Address:	Address:

Phone:	Claim #:
Fax:	
Notes:	

****NOTE TO THE ABOVE FACILITY OR PHYSICIAN:**

Please send a copy of all reports on this patient to the payer and the center.

Referral Queue ID:

Patient Referral**Patient Information:**

Patient:	Home Phone:	
SSN:	Work Phone:	Ext:
Address:	DOI:	
	DOB:	

Facility Referral Information:

Referral Status: Autoclose

Priority: Routine

REFERRAL PRESCRIPTION**Recommended Facility:**

Facility Type: Test Center

Facility Service: MRI

Referral Purpose

Referral Focus	Hemisphere	Ruleout	Contrast
Knee	Right	N/A	Without

Diagnosis

ICD9 Code	ICD10 Code	Description
844.8	S86.911A	STRAIN OF UNSP MUSC/TEND AT LOWER LEG LEVEL, RIGHT LEG, INIT-S86.911A

Additional Notes:

Date: 2/28/2020

Referring Provider:

*** Provider Signature on File ***

****NOTE TO THE ABOVE FACILITY OR PHYSICIAN:**

Please send a copy of all reports on this patient to the payer and the center.

PRIMARY TREATING PHYSICIAN'S PROGRESS REPORT (PR-2)

Check the boxes which indicate why you are submitting a report at this time. If the patient is "Permanent and Stationary" (i.e., has reached maximum medical improvement), do not use this form. You may use DWC Forms PR-3 or PR-4.

☐ Periodic Report (Required 45 days after last report)

☐ Change in treatment plan

☐ Release From Care

☐ Change in work status

☐ Need for referral or consultation

☐ Response to request for information

☐ Change in patient's condition

☐ Need for surgery or hospitalization

☐ Request for authorization

☐ Other

Patient

Patient last name:

Patient first name:

MI

Patient Street Address/PO Box

Patient City

State

Zip Code

Sex

Occupation

Phone Number

Date of Birth

Claims Administrator

Date of Injury

Claims Administrator Name

Claim number

Claims Administrator Street Address/

Claims Administrator City

State

Zip Code

Phone Number

Fax Number

Employer Name

Phone Number

Subjective Complaints (The information below must be provided. You may use this form or you may substitute or append a narrative report):

Objective findings: *(Include significant physical examination, laboratory, imaging, or other diagnostic findings.)*

Diagnoses:

1.

ICD-10

7.

ICD-10

2.

ICD-10

8.

ICD-10

3.

ICD-10

9.

ICD-10

4.

ICD-10

10.

ICD-10

5.

ICD-10

11.

ICD-10

6.

ICD-10

12.

ICD-10

Treatment Plan: Include treatment rendered to date. List methods, frequency and duration of planned treatment(s). Specify consultation/referral, surgery, and hospitalization. Identify each physician and non-physician provider. Specify type, frequency and duration of physical medicine services (e.g., physical therapy, manipulation, acupuncture). Use of CPT codes is encouraged. Have there been any **changes** in treatment plan? If so, why?

Work Status: This patient has been instructed to:

☐ Remain off-work until _____

☐ Return to *modified* work on _____ with the following limitations or restrictions. (List all specific restrictions re: standing, sitting, bending, use of hands, etc.):

☐ Return to full duty on _____ with no limitations or restrictions.

Primary Treating Physician: (*original signature, do not stamp*)

Date of Exam

I declare under penalty of perjury that this report is true and correct to the best of my knowledge and that I have not violated Labor Code section 139.3.

Physician signature _____

Cal. License Number: _____

Executed at: _____

Date (*mm/dd/yyyy*): _____

Physician Name _____

Specialty: _____

Physician address: _____

Phone Number _____

PRIVACY NOTICE: A statement of current data collection and use policies and certain privacy rights of injured workers may be found at the following website: http://www.dir.ca.gov/od_pub/privacy.html.

☐**PRIMARY TREATING PHYSICIAN'S PERMANENT AND STATIONARY REPORT(PR-4)**

This form is required to be used for ratings prepared pursuant to the 2005 Permanent Disability Rating Schedule and the AMA Guides to the Evaluation of Permanent Impairment (5th Ed.). It is designed to be used by the primary treating physician to report the initial evaluation of permanent disability to the claims administrator. It should be completed if the patient has residual effects from the injury or may require future medical care. In such cases, it should be completed once the patient's condition becomes permanent and stationary.

This form should not be used by a Qualified Medical Evaluator (QME) or Agreed Medical Evaluator (AME) to report a medical-legal evaluation.

Patient

Patient last name: _____ Patient first name: _____ MI _____

Patient Street Address/PO Box _____ Patient City _____ State _____ Zip Code _____ Sex _____

Occupation _____ Date of Birth Phone Number _____

Claims Administrator

Claims Administrator Name _____ Claim number _____

Claims Administrator Street Address _____ Claims Administrator City _____ State _____ Zip Code _____

Phone Number _____

Employer

Name _____

Street Address _____ City _____ State _____ Zip Code _____

Phone Number _____

You must address each of the issues below. You may substitute or append a narrative report if you require additional space to adequately report on these issues. *(For dates use mm/dd/yyyy.)*

Date of Injury _____ Last Date Worked _____ Date of Last Exam _____ Date of Current Exam _____ Permanent & Stationary Date _____

Description of how injury/illness occurred (e.g., Hand caught in punch press; fell from height onto back; exposed 25 years ago to asbestos):

Patient's Complaints:

PRIMARY TREATING PHYSICIAN'S PERMANENT AND STATIONARY REPORT (PR-4)**Objective Findings:**

Physical Examination: (Describe all relevant findings; include any specific measurements indicating atrophy, range or motion, strength, etc.; include bilateral measurements - injured/uninjured - for upper and lower extremity injuries.)

Diagnostic tests results (X-ray/Imaging/Laboratory/etc.):**Diagnoses:**

1.	_____	ICD-10	_____
2.	_____	ICD-10	_____
3.	_____	ICD-10	_____
4.	_____	ICD-10	_____
5.	_____	ICD-10	_____
6.	_____	ICD-10	_____
7.	_____	ICD-10	_____
8.	_____	ICD-10	_____
9.	_____	ICD-10	_____
10.	_____	ICD-10	_____
11.	_____	ICD-10	_____
12.	_____	ICD-10	_____

Impairment Rating: Report the whole person impairment (WPI) for each impairment using the AMA Guides, 5th Edition, and explain how the rating was derived. List tables used and page numbers.

Impairment _____ WPI% _____ Table #(s) _____ Page #(s) _____

Explanation _____

Impairment _____ WPI% _____ Table #(s) _____ Page #(s) _____

Explanation _____

Impairment _____ WPI% _____ Table #(s) _____ Page #(s) _____

Explanation _____

Impairment _____ WPI% _____ Table #(s) _____ Page #(s) _____

Explanation _____

PRIMARY TREATING PHYSICIAN'S PERMANENT AND STATIONARY REPORT (PR-4)

Pain Assessment:

If the burden of the worker's condition has been increased by pain-related impairment in excess of the pain component already incorporated into the WPI rating under Chapters 3-17 of the AMA Guides, 5th Edition, specify the additional whole person impairment rating (0% up to 3% WPI) attributable to such pain. For excess pain involving multiple impairments, attribute the pain in whole number increments to the appropriate impairments. The sum of all pain impairment ratings may not exceed 3% for a single injury.

Apportionment:

Effective April 19, 2004, apportionment of permanent disability shall be based on causation. Furthermore, any physician who prepares a report addressing permanent disability due to a claimed industrial injury is required to address the issue of causation of the permanent disability, and in order for a permanent disability report to be complete, the report must include an apportionment determination. This determination shall be made pursuant to Labor Code Section 4663 and 4664, set forth below:

Labor Code Section 4663. Apportionment of permanent disability; Causation as basis; Physician's report; Apportionment determination; Disclosure by employee

- (a) Apportionment of permanent disability shall be based on causation.
- (b) Any physician who prepares a report addressing the issue of permanent disability due to a claimed industrial injury shall in that report address the issue of causation of the permanent disability.
- (c) In order for a physician's report to be considered complete on the issue of permanent disability, it must include an apportionment determination. A physician shall make an apportionment determination by finding what approximate percentage of the permanent disability was caused by the direct result of injury arising out of and occurring in the course of employment and what approximate percentage of the permanent disability was caused by other factors both before and subsequent to the industrial injury, including prior industrial injuries. If the physician is unable to include an apportionment determination in his or her report, the physician shall state the specific reasons why the physician could not make a determination of the effect of that prior condition on the permanent disability arising from the injury. The physician shall then consult with other physicians or refer the employee to another physician from whom the employee is authorized to seek treatment or evaluation in accordance with this division in order to make the final determination.
- (d) An employee who claims an industrial injury shall, upon request, disclose all previous permanent disability or physical impairments.

Labor Code section 4664. Liability of employer for percentage of permanent disability directly caused by injury; Conclusive presumption from prior award of permanent disability; Accumulation of permanent disability awards

- (a) The employer shall only be liable for the percentage of permanent disability directly caused by the injury arising out of and occurring in the course of employment.
- (b) If the applicant has received a prior award of permanent disability, it shall be conclusively presumed that the prior permanent disability exists at the time of any subsequent industrial injury. This presumption is a presumption affecting the burden of proof.
- (c)(1) The accumulation of all permanent disability awards issued with respect to any one region of the body in favor of one individual employee shall not exceed 100 percent over the employee's lifetime unless the employee's injury or illness is conclusively presumed to be total in character pursuant to Section 4662. As used in this section, the regions of the body are the following:
 - (A) Hearing.
 - (B) Vision.
 - (C) Mental and behavioral disorders.
 - (D) The spine.
 - (E) The upper extremities, including the shoulders.
 - (F) The lower extremities, including the hip joints.

PRIMARY TREATING PHYSICIAN'S PERMANENT AND STATIONARY REPORT (PR-4)

(G) The head, face, cardiovascular system, respiratory system, and all other systems or regions of the body not listed in subparagraphs (A) to (F), inclusive.

(2) Nothing in this section shall be construed to permit the permanent disability rating for each individual injury sustained by an employee arising from the same industrial accident, when added together, from exceeding 100 percent.

Is the permanent disability directly caused by an injury or illness arising out of and in the scope of employment? ☐ Yes ☐ No

Is the permanent disability caused, in whole or in part, by other factors besides this industrial injury or illness, including any prior industrial injury or illness? ☐ Yes ☐ No

If the answer to the second question is "yes," provide below: (1) the approximate percentage of the permanent disability that is due to factors other than the injury or illness arising out of and in the course of employment; and (2) a complete narrative description of the basis for your apportionment finding.

If you are unable to include an apportionment determination in your report, state the specific reasons why you could not make this determination. You may attach your findings on a separate sheet.

Future Medical Treatment: Describe any continuing medical treatment related to this injury that you believe must be provided to the patient. ("Continuing medical treatment" is defined as occurring or presently planned treatment.) And describe any medical treatment the patient may require in the future. ("Future medical treatment" is defined as treatment which is anticipated at some time in the future to cure or relieve the employee from the effects of the injury.) Include medications, surgery, physical medicine services, durable equipment, etc

Comments:**Functional Capacity Assessment:**

Note: The following assessment of functional capacity is to be prepared by the treating physician, solely for the purpose of determining a claimant's ability to return to his or her usual and customary occupation, and will not be considered in the permanent impairment rating. For injuries occurring on or after 1/1/13 also complete DWC-AD Form 10133.36

Limited, but retains MAXIMUM capacities to LIFT (including upward pulling) and/or CARRY:

☐ 10 lbs. ☐ 20 lbs. ☐ 30 lbs. ☐ 40 lbs. ☐ 50 +lbs

FREQUENTLY LIFT and/or CARRY:

☐ 10 lbs. ☐ 20 lbs. ☐ 30 lbs. ☐ 40 lbs. ☐ 50 +lbs

OCCASIONALLY LIFT and/or CARRY:

☐ 10 lbs. ☐ 20 lbs. ☐ 30 lbs. ☐ 40 lbs. ☐ 50 +lbs

STAND and/or WALK a total of:

☐ < 2/8 hours ☐ < 4/8 hours ☐ < 6/8 hours ☐ < 8/8 hours

SIT a total of:

☐ < 2/8 hours ☐ < 4/8 hours ☐ < 6/8 hours ☐ < 8/8 hours

PUSH and/or PULL (including hand or foot controls):

☐ UNLIMITED ☐ LIMITED

(Describe degree of limitation)

PRIMARY TREATING PHYSICIAN'S PERMANENT AND STATIONARY REPORT (PR-4)

ACTIVITIES ALLOWED:

Climbing:	☐ Frequently	☐ Occasionally	☐ Never
Balancing:	☐ Frequently	☐ Occasionally	☐ Never
Stooping:	☐ Frequently	☐ Occasionally	☐ Never
Kneeling:	☐ Frequently	☐ Occasionally	☐ Never
Crouching:	☐ Frequently	☐ Occasionally	☐ Never
Crawling:	☐ Frequently	☐ Occasionally	☐ Never
Twisting:	☐ Frequently	☐ Occasionally	☐ Never
Reaching:	☐ Frequently	☐ Occasionally	☐ Never
Handling:	☐ Frequently	☐ Occasionally	☐ Never
Fingering:	☐ Frequently	☐ Occasionally	☐ Never
Feeling:	☐ Frequently	☐ Occasionally	☐ Never
Seeing:	☐ Frequently	☐ Occasionally	☒ Never
Hearing:	☐ Frequently	☐ Occasionally	☐ Never
Speaking:	☐ Frequently	☐ Occasionally	☐ Never

Describe in what ways the impaired activities are limited:

Environmental restrictions (e.g., heights, machinery, temperature extremes, dust, fumes, humidity, vibration, etc.):

Can this patient now return to his/her usual occupation? ☐ Yes ☐ No

List information you reviewed in preparing this report, or relied upon for the formulation of your medical opinions:

Medical Records:

Written Job Description (You may attach form DWC-AD 10133.33 for injuries occurring on or after 1/1/13):

PRIMARY TREATING PHYSICIAN'S PERMANENT AND STATIONARY REPORT (PR-4)

Other:

Primary Treating Physician (original signature, do not stamp)

I declare under penalty of perjury that this report is true and correct to the best of my knowledge and that I have not violated Labor Code section 139.3.

Physician signature _____ Cal. License Number: _____

Executed at: _____

Date (mm/dd/yyyy):

Physician Name _____

Specialty: _____

Physician address: _____

Phone Number _____

PRIVACY NOTICE: A statement of current data collection and use policies and certain privacy rights of injured workers may be found at the following website: http://www.dir.ca.gov/od_pub/privacy.html.

Attachment E

Examination Forms

Service Date: _____

Phone: _____

Fax: _____

Respirator Physical

Patient Name: _____ Patient Address: _____ Date of Birth: _____

Employer Name: _____ Employer Address: _____

Vitals:	Height: _____	Weight: _____	Distance vision:	Uncorrected	Corrected
	T ⁰ : _____	BP: _____	Repeat BP: _____	R _____	R _____
	Pulse: _____	Resp: _____	SaO ₂ : _____	L _____	L _____
				B _____	B _____

Examination

As indicated by the medical evaluation questionnaire. Check each item in appropriate column *if* performed:

Focus Area	NL	AB	N/A	Remarks
Head/Face (deformities, facial hair)				
Ears (note perforated TM)				
Eyes				
Mouth (note dentures, deformity)				
Nose (note deformity, patency)				
Skin (note lesions)				
Lungs				
Heart				
Abdomen (if indicated)				
Spine (if indicated by history)				
ROM				
Squat				
SLR				
Neurologic grossly intact (or describe)				
Other (if indicated, document)				

Diagnostic testing

As indicated by authorization or examination findings. Check each item in appropriate column *if* performed:

Diagnostic Test	NL	AB	N/A	Remarks
EKG				
Spirometry (PFT)				
Chest X-ray				
Vision screening (peripheral, depth)				Peripheral _____ Depth _____
Color vision screening				Test used: Ishihara _____ Hardy Rand Rittler _____
Other:				
Other:				

Additional comments: _____

Clinician Printed Name: _____ Clinician Signature: _____ Date: _____

Phone:

Fax:

OSHA Respirator Medical Evaluation Questionnaire (Mandatory)

Cuestionario de evaluación médica del respirador de OSHA (obligatorio)

To the employer: Answers to questions in Section 1, and to question 9 in Section 2 of Part A, do not require a medical examination.

To the employee: Your employer must allow you to answer this questionnaire during normal working hours, or at a time and place that is convenient to you. To maintain your confidentiality, your employer or supervisor must not look at or review your answers, and your employer must tell you how to deliver or send this questionnaire to the health care professional who will review it.

Part A. Section 1. (Mandatory)

The following information must be provided by every employee who has been selected to use any type of respirator (please print).

Para el empleador: Las respuestas a las preguntas de la Sección 1 y a la pregunta 9 de la Sección 2 de la Parte A no necesitan un examen médico.

Para el empleado: Su empleador debe permitirle responder este cuestionario durante las horas normales de trabajo, o en un momento y lugar que sea conveniente para usted. Para mantener su confidencialidad, su empleador o supervisor no debe mirar o revisar sus respuestas, y debe decirle cómo entregar o enviar este cuestionario al profesional de atención médica que lo revisará.

Parte A. Sección 1. (Obligatorio)

Cada empleado que haya sido seleccionado para usar cualquier tipo de respirador debe dar la siguiente información (en letra de imprenta).

Today's date: _____
Fecha de hoy: _____

Your name: _____ Date of birth: _____ Your age (to nearest year): _____
Su nombre: _____ Fecha de nacimiento _____ Su edad (al año más cercano): _____

Sex: ☐ Male ☐ Female Your height: _____ ft. _____ in. Your weight: _____ lbs.
Sexo: Masculino Femenino Su altura: _____ pies. Su peso: _____ libras.

Your job title: _____ Employee ID/Alternative ID: _____
El título de su trabajo: _____ ID de Empleado/ID Alternativo _____

A phone number where you can be reached by the health care professional who reviews this questionnaire (include the area code): _____
Un número de teléfono donde el profesional de atención médica que revise este cuestionario lo pueda contactar (incluya el Código de área): _____

The best time to phone you at this number: _____
El mejor momento para llamarlo a este número: _____

Has your employer told you how to contact the health care professional who will review this questionnaire? ☐ Yes/Sí ☐ No/No
¿Su empleador le dijo cómo comunicarse con el profesional atención médica que revisará este cuestionario?

Check the type of respirator you will use (you can check more than one category):
Verifique el tipo de respirador que usará (puede marcar más de una categoría):

_____ N, R, or P disposable respirator (filter-mask, non-cartridge type only).
Respirador desechable N, R o P (máscara con filtro, solo del tipo sin cartucho).

_____ Other type (for example, half- or full-facepiece type, powered-air purifying, supplied-air, self-contained breathing apparatus).
Otro tipo (por ejemplo, tipo de máscara de media cara o completa, purificador de aire alimentado, aire suministrado, aparato de respiración autónomo).

Have you worn a respirator? ☐ Yes/Sí ☐ No/No
¿Ha usado un respirador?

If "yes," what type(s): _____
Si la respuesta es sí, qué tipo (s) _____

Patient: _____ Date of Birth: _____ Employee ID/Alternative ID: _____

OSHA RESPIRATOR MEDICAL EVALUATION QUESTIONNAIRE (MANDATORY)

Part A. Section 2. (Mandatory)

Questions 1 through 9 below must be answered ("yes" or "no") by every employee who has been selected to use any type of respirator.

Please explain the details of all "yes" answers in section 2, Part A.

Parte A. Sección 2. (Obligatorio)

Cada empleado que haya sido seleccionado para usar cualquier tipo de respirador debe responder las preguntas 1 a 9 de abajo ("sí" o "no"). **Explique los detalles de las respuestas en las que respondió "sí" en la Parte A de la sección 2.**

	Yes/Sí	No
1. Do you currently smoke tobacco or have you smoked tobacco in the last month? ¿Fuma tabaco actualmente o ha fumado tabaco en el último mes?	☐	☐
2. Have you ever had any of the following conditions? ¿Alguna vez ha tenido alguna de las siguientes condiciones?	☐	☐
a. Seizures Convulsiones	☐	☐
b. Diabetes (sugar disease) Diabetes (enfermedad del azúcar)	☐	☐
c. Allergic reactions that interfere with your breathing Reacciones alérgicas que interfieren con su respiración	☐	☐
d. Claustrophobia (fear of closed-in places) Claustrofobia (miedo a lugares cerrados)	☐	☐
e. Trouble smelling odors Problemas para oler olores	☐	☐
3. Have you ever had any of the following pulmonary or lung problems? ¿Alguna vez ha tenido alguno de los siguientes problemas pulmonares?	☐	☐
a. Asbestosis Asbestosis	☐	☐
b. Asthma Asma	☐	☐
c. Chronic bronchitis Bronquitis crónica	☐	☐
d. Emphysema Enfisema	☐	☐
e. Pneumonia Neumonía	☐	☐
f. Tuberculosis Tuberculosis	☐	☐
g. Silicosis Silicosis	☐	☐
h. Pneumothorax (collapsed lung) Neumotórax (colapso pulmonar)	☐	☐
i. Lung cancer Cáncer de pulmón	☐	☐
j. Broken ribs Costillas rotas	☐	☐
k. Any chest injuries or surgeries Cualquier lesión en el pecho o cirugías	☐	☐
l. Any other lung problem you've been told about Cualquier otro problema pulmonar que le hayan informado	☐	☐
4. Do you currently have any of the following symptoms of pulmonary or lung illness? ¿Tiene actualmente alguno de los siguientes síntomas de enfermedad pulmonar?	☐	☐
a. Shortness of breath Falta de aire	☐	☐
b. Shortness of breath when walking fast on level ground or walking up a slight hill or incline Falta de aire cuando camina rápido en terreno llano o cuando sube una pequeña colina o pendiente.	☐	☐

Patient: _____ Date of Birth: _____ Employee ID/Alternative ID: _____

OSHA RESPIRATOR MEDICAL EVALUATION QUESTIONNAIRE (MANDATORY)

	Yes/Sí	No
c. Shortness of breath when walking with other people at an ordinary pace on level ground Falta de aire cuando camina con otras personas a un ritmo normal en terreno llano	☐	☐
d. Have to stop for breath when walking at your own pace on level ground Tiene que detenerse para respirar cuando camina a su propio ritmo en terreno llano	☐	☐
e. Shortness of breath when washing or dressing yourself Falta de aire cuando se lava o se viste	☐	☐
f. Shortness of breath that interferes with your job Falta de aire que interfiere con su trabajo	☐	☐
g. Coughing that produces phlegm (thick sputum) Tos que produce flema (esputo espeso)	☐	☐
h. Coughing that wakes you early in the morning Tos que lo despierta temprano en la mañana	☐	☐
i. Coughing that occurs mostly when you are lying down Tos que ocurre principalmente cuando está acostado	☐	☐
j. Coughing up blood in the last month Tos con sangre en el último mes	☐	☐
k. Wheezing Sibilancias	☐	☐
l. Wheezing that interferes with your job Sibilancias que interfieren con su trabajo	☐	☐
m. Chest pain when you breathe deeply Dolor en el pecho cuando respira profundamente	☐	☐
n. Any other symptoms that you think may be related to lung problems Cualquier otro síntoma que considere que puede estar relacionado con problemas pulmonares	☐	☐
5. Have you ever had any of the following cardiovascular or heart problems? ¿Alguna vez ha tenido alguno de los siguientes problemas cardiovasculares o cardíacos?	☐	☐
a. Heart attack Ataque al corazón	☐	☐
b. Stroke Accidente cerebrovascular	☐	☐
c. Angina Angina	☐	☐
d. Heart failure Insuficiencia cardíaca	☐	☐
e. Swelling in legs or feet (not caused by walking) Hinchazón en sus piernas o pies (no causada por caminar)	☐	☐
f. Heart arrhythmia (heart beating irregularly) Arritmia cardíaca (latidos cardíacos irregulares)	☐	☐
g. High blood pressure Presión arterial alta	☐	☐
h. Any other heart problem that you've been told about? Cualquier otro problema cardíaco que le hayan informado	☐	☐
6. Have you ever had any of the following cardiovascular or heart symptoms? ¿Alguna vez ha tenido alguno de los siguientes síntomas cardiovasculares o cardíacos?	☐	☐
a. Frequent pain or tightness in your chest Dolor frecuente o presión en el pecho	☐	☐
b. Pain or tightness in your chest during physical activity Dolor o presión en el pecho durante la actividad física	☐	☐
c. Pain or tightness in your chest that interferes with your job Dolor o presión en el pecho que interfiere con su trabajo	☐	☐

Patient: _____ Date of Birth: _____ Employee ID/Alternative ID: _____

OSHA RESPIRATOR MEDICAL EVALUATION QUESTIONNAIRE (MANDATORY)

	Yes/Sí	No
d. In the past two years, have you noticed your heart skipping or missing a beat En los últimos dos años, ¿ha notado que su corazón se salta o pierde el ritmo	☐	☐
e. Heartburn or indigestion not related to eating Acidez estomacal o indigestión que no está relacionada con la alimentación	☐	☐
f. Any other symptoms that you think may be related to heart or circulation problems Cualquier otro síntoma que crea que puede estar relacionado con problemas cardíacos o de circulación	☐	☐
7. Do you currently take medication for any of the following problems? ¿Toma actualmente medicamentos para alguno de los siguientes problemas?	☐	☐
a. Breathing or lung problems Problemas respiratorios o pulmonares	☐	☐
b. Heart trouble Problemas del corazón	☐	☐
c. Blood pressure Presión arterial	☐	☐
d. Seizures Convulsiones	☐	☐
8. If you've used a respirator, have you ever had any of the following problems? (If you've never used a respirator, check the following space, and go to question 9.____) Si ha usado un respirador, ¿ alguna vez ha tenido alguno de los siguientes problemas? (Si nunca ha usado un respirador, verifique el siguiente espacio y pase a la pregunta 9.____)	☐	☐
a. Eye irritation Irritación ocular	☐	☐
b. Skin allergies or rashes Alergias o sarpullidos en la piel	☐	☐
c. Anxiety Ansiedad	☐	☐
d. General weakness or fatigue Debilidad general o fatiga	☐	☐
e. Any other problem that interferes with your use of a respirator Cualquier otro problema que interfiera con su uso de un respirador:	☐	☐
9. Would you like to talk to the health care professional who will review this questionnaire about your answers to this questionnaire? ¿Le gustaría hablar con el profesional de atención médica que revisará este cuestionario sobre sus respuestas?	☐	☐

Please explain the details of all "yes" answers above:
Explique los detalles de las respuestas en las que respondió "sí" anteriormente:

Questions 10 to 15 below must be answered by every employee who has been selected to use either a full-facepiece respirator or a self-contained breathing apparatus (SCBA). For employees who have been selected to use other types of respirators, answering these questions is voluntary.	Cada empleado que ha sido seleccionado para usar un respirador de máscara completa o un aparato de respiración autónomo (SCBA) debe responder las preguntas 10 a 15 de abajo. Para los empleados que han sido seleccionados para usar otros tipos de respiradores, responder estas preguntas es voluntario.
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	Yes/Sí	No
10. Have you ever lost vision in either eye (temporarily or permanently)? ¿Alguna vez perdió la visión en un ojo (temporal o permanentemente)?	☐	☐

Patient: _____ Date of Birth: _____ Employee ID/Alternative ID: _____

OSHA RESPIRATOR MEDICAL EVALUATION QUESTIONNAIRE (MANDATORY)

	Yes/Sí	No
11. Do you currently have any of the following vision problems? ¿Tiene actualmente alguno de los siguientes problemas de visión?	☐	☐
a. Wear contact lenses Usa lentes de contacto	☐	☐
b. Wear glasses Usa anteojos	☐	☐
c. Color blind Daltónico	☐	☐
d. Any other eye or vision problem Cualquier otro problema de ojo o visión	☐	☐
12. Have you ever had an injury to your ears, including a broken ear drum? ¿Alguna vez ha tenido una lesión en los oídos, incluyendo un tímpano roto?	☐	☐
13. Do you currently have any of the following hearing problems? ¿Tiene actualmente alguno de los siguientes problemas de audición?	☐	☐
a. Difficulty hearing Dificultad para escuchar	☐	☐
b. Wear a hearing aid Use un audífono	☐	☐
c. Any other hearing or ear problem Cualquier otro problema de audición u oído	☐	☐
14. Have you ever had a back injury Alguna vez ha tenido una lesión en la espalda	☐	☐
15. Do you currently have any of the following musculoskeletal problems? ¿Tiene actualmente alguno de los siguientes problemas musculoesqueléticos?	☐	☐
a. Weakness in any of your arms, hands, legs, or feet Debilidad en cualquiera de sus brazos, manos, piernas o pies	☐	☐
b. Back pain Dolor de espalda	☐	☐
c. Difficulty fully moving your arms and legs Dificultad para mover completamente los brazos y las piernas	☐	☐
d. Pain or stiffness when you lean forward or backward at the waist Dolor o rigidez cuando se inclina hacia adelante o hacia atrás en la cintura	☐	☐
e. Difficulty fully moving your head up or down Dificultad para mover completamente la cabeza hacia arriba o hacia abajo	☐	☐
f. Difficulty fully moving your head side to side Dificultad para mover completamente la cabeza de lado a lado	☐	☐
g. Difficulty bending at your knees Dificultad para doblarse de rodillas	☐	☐
h. Difficulty squatting to the ground Dificultad para ponerse en cuclillas en el suelo	☐	☐
i. Climbing a flight of stairs or a ladder carrying more than 25 lbs Subir un tramo de escaleras o una escalera de más de 25 libras	☐	☐
j. Any other muscle or skeletal problem that interferes with using a respirator Cualquier otro problema muscular o esquelético que interfiera con el uso de un respirador	☐	☐

Please explain the details of all "yes" answers above:
Explique los detalles de las respuestas en las que respondió "sí" anteriormente:

Employee signature/Firma del empleado: _____

Patient: _____ Date of Birth: _____ Employee ID/Alternative ID: _____

OSHA RESPIRATOR MEDICAL EVALUATION QUESTIONNAIRE (MANDATORY)

Part B Any of the following questions, and other questions not listed, may be added to the questionnaire at the discretion of the health care professional who will review the questionnaire.	Parte B Cualquiera de las siguientes preguntas, y otras preguntas que no figuran en la lista, se pueden agregar al cuestionario a discreción del profesional de atención médica que revisará el cuestionario.
---	---

	Yes/Sí	No
1. In your present job, are you working at high altitudes (over 5,000 feet) or in a place that has lower than normal amounts of oxygen? En su trabajo actual, ¿está trabajando a grandes altitudes (más de 5,000 pies) o en un lugar que tiene cantidades de oxígeno inferiores a lo normal?	☐	☐
If “yes,” do you have feelings of dizziness, shortness of breath, pounding in your chest, or other symptoms when you’re working under these conditions? Si la respuesta es “sí”, ¿siente mareos, falta de aire, golpes en el pecho u otros síntomas cuando trabaja en estas condiciones?	☐	☐
2. At work or at home, have you ever been exposed to hazardous solvents, hazardous airborne chemicals (e.g., gases, fumes, or dust), or have you come into skin contact with hazardous chemicals? En el trabajo o en el casa, ¿alguna vez estuvo expuesto a solventes peligrosos, productos químicos peligrosos en el aire (p. ej., gases, humos o polvo)?, o ¿tuvo contacto con productos químicos peligrosos de la piel?	☐	☐
If “yes,” name the chemicals if you know them: Si la respuesta es sí, nombre los productos químicos si los conoce		
3. Have you ever worked with any of the materials, or under any of the conditions, listed below? ¿Alguna vez ha trabajado con alguno de los materiales o bajo alguna de las condiciones, que se listan abajo?	☐	☐
a. Asbestos Asbesto	☐	☐
b. Silica (e.g., in sandblasting) Sílice (p. ej. , En arenado)	☐	☐
c. Tungsten/cobalt (e.g., grinding or welding this material) Tungsteno/cobalto (p. ej., moler o soldar este material)	☐	☐
d. Beryllium Berilio	☐	☐
e. Aluminum Aluminio	☐	☐
f. Coal (for example, mining) Carbón (por ejemplo, minería)	☐	☐
g. Iron Hierro	☐	☐
h. Tin Estaño	☐	☐
i. Dusty environments Ambientes con polvo	☐	☐
j. Any other hazardous exposures Cualquier otra exposición peligrosa If “yes,” describe these exposures: En caso afirmativo, describa estas exposiciones	☐	☐

Patient: _____ Date of Birth: _____ Employee ID/Alternative ID: _____

OSHA RESPIRATOR MEDICAL EVALUATION QUESTIONNAIRE (MANDATORY)

	Yes/Sí	No
4. List any second jobs or side businesses you have: Liste cualquier segundo trabajo o negocio secundario que tenga		
5. List your previous occupations: Liste sus ocupaciones anteriores		
6. List your current and previous hobbies: Liste sus pasatiempos actuales y anteriores		
7. Have you been in the military services? ¿Ha estado en el servicio militar?	☐	☐
If "yes," were you exposed to biological or chemical agents (either in training or combat)? Si la respuesta es sí ¿estuvo expuesto a agentes biológicos o químicos (ya sea en entrenamiento o combate)?	☐	☐
8. Have you ever worked on a HAZMAT team? ¿Alguna vez ha trabajado en un equipo HAZMAT?	☐	☐
9. Other than medications for breathing and lung problems, heart trouble, blood pressure, and seizures mentioned earlier in this questionnaire, are you taking any other medications for any reason (including over-the-counter medications)? Aparte de los medicamentos para problemas respiratorios y pulmonares, problemas cardíacos, presión arterial y convulsiones mencionados anteriormente en este cuestionario, ¿está tomando otros medicamentos por algún motivo (incluyendo los medicamentos de venta libre)? If "yes," name the medications if you know them: Si la respuesta es sí, nombre los medicamentos si los conoce	☐	☐
10. Will you be using any of the following items with your respirator(s)? ¿Utilizará alguno de los siguientes artículos con su respirador?	☐	☐
a. HEPA Filters Filtros HEPA	☐	☐
b. Canisters (for example, gas masks) Botes (por ejemplo, máscaras de gas)	☐	☐
c. Cartridges Cartuchos	☐	☐
11. How often are you expected to use the respirator(s) ("yes" or "no" for all answers that apply to you)? ¿Con qué frecuencia se espera que use los respiradores ("sí" o "no" para todas las respuestas que se apliquen a usted)	☐	☐
a. Escape only (no rescue) Solo escape (sin rescate)	☐	☐
b. Emergency rescue only Solo rescate de emergencia	☐	☐
c. Less than 5 hours per week Menos de 5 horas por semana	☐	☐
d. Less than 2 hours per day Menos de 2 horas por día	☐	☐
e. 2 to 4 hours per day 2 a 4 horas por día	☐	☐
f. Over 4 hours per day Más de 4 horas por día	☐	☐

Patient: _____ Date of Birth: _____ Employee ID/Alternative ID: _____

OSHA RESPIRATOR MEDICAL EVALUATION QUESTIONNAIRE (MANDATORY)

	Yes/Sí	No
12. During the period you are using the respirator(s), is your work effort: Durante el período en que usa el respirador, su esfuerzo de trabajo es		
a. Light (less than 200 kcal per hour) Ligero (menos de 200 kcal por hora) If "yes," how long does this period last during the average shift: _____ hrs. _____ mins. Si la respuesta es sí, ¿cuánto dura este período durante el turno promedio: _____ horas. _____ mins. <i>Examples of a light work effort are sitting while writing, typing, drafting, or performing light assembly work; or standing while operating a drill press (1-3 lbs.) or controlling machines.</i> <i>Ejemplos de un esfuerzo de trabajo ligero son sentarse mientras escribe, mecanografía, dibuja o realiza trabajos de ensamblaje ligero; o de pie mientras opera una prensa de taladro (1-3 lbs.) o controla máquinas.</i>	☐	☐
b. Moderate (200 to 350 kcal per hour) Moderado (200 a 350 kcal por hora) If "yes," how long does this period last during the average shift: _____ hrs. _____ mins. Si la respuesta es sí, ¿cuánto dura este período durante el turno promedio: _____ horas. _____ mins. <i>Examples of moderate work effort are sitting while nailing or filing; driving a truck or bus in urban traffic; standing while drilling, nailing, performing assembly work, or transferring a moderate load (about 35 lbs.) at trunk level; walking on a level surface about 2 mph or down a 5-degree grade about 3 mph; or pushing a wheelbarrow with a heavy load (about 100 lbs.) on a level surface.</i> <i>Ejemplos de trabajo moderado son sentarse mientras clava o archiva; conducir un camión o autobús en el tráfico urbano; de pie mientras perfora, clava, realiza trabajos de ensamblaje o transfiere una carga moderada (aproximadamente 35 lbs.) a nivel del tronco; caminar sobre una superficie nivelada de aproximadamente 2 mph o bajar una pendiente de 5 grados aproximadamente 3 mph; o empujando una carretilla con una carga pesada (aproximadamente 100 lbs.) en una superficie nivelada.</i>	☐	☐
c. Heavy (above 350 kcal per hour) Pesado (más de 350 kcal por hora) If "yes," how long does this period last during the average shift: _____ hrs. _____ mins. Si la respuesta es sí, ¿cuánto dura este período durante el turno promedio: _____ horas. _____ mins. <i>Examples of heavy work are lifting a heavy load (about 50 lbs.) from the floor to your waist or shoulder; working on a loading dock; shoveling; standing while bricklaying or chipping castings; walking up an 8-degree grade about 2 mph; climbing stairs with a heavy load (about 50 lbs.).</i> <i>Ejemplos de trabajo pesado son levantar una carga pesada (alrededor de 50 libras) desde el piso hasta la cintura o el hombro; trabajando en un muelle de carga; palear de pie mientras albañilería o astillas de fundición; caminando por un grado de 8 grados aproximadamente 2 mph; subir escaleras con una carga pesada (aproximadamente 50 libras).</i>	☐	☐
13. Will you be wearing protective clothing and/or equipment (other than the respirator) when you're using your respirator? ¿Utilizará ropa o equipo de protección (que no sea el respirador) cuando lo use? If "yes," describe this protective clothing and/or equipment: Si la respuesta es sí, describa esta ropa o equipo de protección	☐	☐
14. Will you be working under hot conditions (temperature exceeding 77 deg. F)? ¿Trabjará en condiciones de calor (temperatura superior a 77 grados F)?	☐	☐
15. Will you be working under humid conditions? ¿Trabjará en condiciones de humedad	☐	☐
16. Describe the work you'll be doing while you're using your respirator(s) Describe el trabajo que estará haciendo mientras usa su respirador		
17. Describe any special or hazardous conditions you might encounter when you're using your respirator(s) (for example, confined spaces, life-threatening gases) Describe cualquier condición especial o peligrosa que pueda encontrar cuando use su respirador (por ejemplo, espacios confinados, gases potencialmente mortales)		

Patient: _____ Date of Birth: _____ Employee ID/Alternative ID: _____

OSHA RESPIRATOR MEDICAL EVALUATION QUESTIONNAIRE (MANDATORY)

18. Provide the following information, if you know it, for each toxic substance that you'll be exposed to when you're using your respirator(s): Dé la siguiente información, si lo sabe, para cada sustancia tóxica a la que estará expuesto cuando use sus respiradores:		
Name of the first toxic substance: Nombre de la primera sustancia tóxica		
Estimated maximum exposure level per shift: Nivel máximo de exposición estimado por turno		
Duration of exposure per shift: Duración de la exposición por turno		
Name of the second toxic substance: Nombre de la segunda sustancia tóxica		
Estimated maximum exposure level per shift: Nivel máximo de exposición estimado por turno		
Duration of exposure per shift: Duración de la exposición por turno		
Name of the third toxic substance: Nombre de la tercera sustancia tóxica		
Estimated maximum exposure level per shift: Nivel máximo de exposición estimado por turno		
Duration of exposure per shift: Duración de la exposición por turno		
The name of any other toxic substances that you'll be exposed to while using your respirator: El nombre de cualquier otra sustancia tóxica a la que estará expuesto mientras usa su respirador:		
19. Describe any special responsibilities you'll have while using your respirator(s) that may affect the safety and well-being of others (for example, rescue, security) Describa cualquier responsabilidad especial que tendrá al usar su respirador (es) que pueda afectar la seguridad y el bienestar de otros (por ejemplo, rescate, seguridad)		

Employee signature/Firma del empleado: _____

[63 FR 1152, Jan. 8, 1998; 63 FR 20098, April 23, 1998; 76 FR 33607, June 8, 2011; 77 FR 46949, Aug. 7, 2012]

Blood Lead Testing Form

Patient:

Address:

Employer:

SSN:

Address:

DOB:

Phone:

This form must be completed and submitted with the lab requisition when requesting Blood Lead testing and other Occupational Diseases.

PLEASE PRINT CLEARLY

Required Demographic Information

Patient's Sex/Gender:

1. Male

2. Female

Patient's Race:

1. White/Caucasian

5. Pacific Islander

2. Black/African American

6. American Indian

3. Asian

7. Other

4. American Indian

8. Unknown

Patient's Ethnicity:

1. Hispanic or Latino

2. Non-Hispanic

3. Unknown

Date Specimen Collected:

Specimen Source:

1. Venous

2. Capillary

If patient is less than
16 years old

Parent or Guardian Name:

Last

First

If patient is 16 years
and older

Employer Name:

Employer Street Address:

Employer City:

State:

Zip:



Claim Number:

Phone:

Fax:

Service Date:

Case Date:

Work Activity Status Report

Patient Name:

Last 4 Digits of SSN:

Date of Birth:

Address:

Employer Location:

Contact:

Address:

Role:

Home:

Phone:

Work:

Authorized by:

Fax:

This Visit	Visit Type:	Time In:	Time Out:
Diagnoses:	Treating Clinician:	Medications:	
		☐ Dispensed prescription medication to patient	
		☐ Dispensed over-the-counter medication	
		☐ Medication(s) prescribed	
		☐ Over-the-counter medications at non-prescription strength were recommended	

Patient Status

Employer Notice: The prescribed activity recommendations are suggested guidelines to assist in the patient's treatment and rehabilitation. Your employee has been informed that the activity prescription is expected to be followed at work and away from work, **and restrictions are valid until updated at the next scheduled medical visit, unless otherwise specified.**

Treatment Status:

Work Status:

Activity Prescription: Restrictions are valid until updated at the next scheduled medical visit, unless otherwise specified.
Key*: Occasionally = up to 3 hrs/day; Frequently = up to 6 hrs/day; Constantly = up to 8 hours or greater per day

Based on the Department of Labor definitions

Next Visit	Visit Date and Time:	Medical	Visit Type Therapy	Specialist	Clinician
Patient Notice: It is essential to your recovery that you keep your scheduled appointments, but should you need to reschedule or cancel, please contact the clinic. Thank you for your cooperation.		☐	☐	☐	
		☐	☐	☐	
		☐	☐	☐	
		☐	☐	☐	
		☐	☐	☐	
		☐	☐	☐	

Service Date: _____
 Fecha del servicio: _____

Phone: _____ Fax: _____

Audiometric Examination Examen audiométrico

Patient Name: _____ Date of Birth: _____ Employee ID/Alternative ID: _____
 Nombre del paciente: _____ Fecha de nacimiento: _____ ID del empleado/ID alternativa: _____

Social Security Number: _____ Phone Number: _____
 Número de Seguro Social: _____ Número de teléfono: _____

Employer Name: _____
 Nombre del empleador: _____

Employer Address: _____
 Dirección del empleador: _____

Medical History (Antecedentes Medicos)

Have you ever had (Ha tenido alguna vez):

Yes (Si)	No (No)	
☐	☐	Mumps (Paperas)
☐	☐	Measles (Sarampion)
☐	☐	Diabetes (Diabetes)
☐	☐	High fever (Fiebre alta)
☐	☐	Meningitis (Meningitis)
☐	☐	High blood pressure (Presión alta)
☐	☐	Allergies (Alergias)
☐	☐	Ear infections (Infecciones de oídos)
☐	☐	Perforation of ear drum (Perforación de tímpano)
☐	☐	Drainage from ear (Supuración de oídos)
☐	☐	Ringing in ears (pitido en los oidos)
☐	☐	Dizziness (Mareos)
☐	☐	Severe head injury (Algúngolpe grave en la cabeza)
☐	☐	Arthritis (Artritis)
☐	☐	Recent sinus problems (Problemas recientes con los senos nasales)
☐	☐	Diagnosed hearing loss (Se la diagnosticó pérdida de audición)
☐	☐	Wear a hearing aid (Usa dispositivo auditivo)
☐	☐	Cochlear implant (Implante coclear)

Yes (Si) No (No)

☐ ☐ Have you been exposed to loud noises where you must shout to be heard in conversation **without** hearing protection in the last 14 hours?*

(Ha estado expuesto al ruido durante las ultimas 14 horas?)

Employee Signature: _____ Date: _____
 Firma del empleado: _____ Fecha: _____

Yes (Si) No (No)

☐ ☐ All questions above have been answered by the employee.*

MSS Signature: _____ Date: _____
 Fecha: _____

Audiometry performed by _____ Date: _____
 Print Name Sign Name Fecha: _____

*If employee answered "yes," hearing loss may be over-reported on the audiogram, and a repeat audiogram as soon as possible is recommended after refraining from noise exposure for 14 hours.

Non-Occupational History (Antecedentes No Laborales)

Have you ever been exposed to (Ha estado alguna vez expuesto a):

Yes (Si)	No (No)	
☐	☐	Loud music (Musica muy alta)
☐	☐	Chain saws (Motosierras)
☐	☐	Power tools (Herramientas de gran potencia)
☐	☐	Drag racing (Carreras de autos)
☐	☐	Motorcycles (Motocicletas)
☐	☐	Car engines (Motores de automóviles)
☐	☐	Farm tractors, machinery (Tractores o maquinaria agrícola)
☐	☐	Gun fire (Disparos de armas de fuego)
☐	☐	Military service (Servicio Militar)
		Which branch of the military? (¿Qué rama del ejército?)

Occupational History (Antecedentes Laborales)

Yes (Si)	No (No)	
☐	☐	Do you use, or have you ever used, earplugs or earmuffs? (¿Utiliza o ha utilizado alguna vez tapones para los oídos u orejeras?)
		☐ Muffs (Orejeras)
		☐ Plugs (Tapones para los oídos)

Patient: _____ DOB: _____ Employee ID/Alternative ID: _____ Service Date: _____

AUDIOMETRIC EXAMINATION

Audiometric Examination Results

Otoscope Examination

	Left	Right
Ear canal clear	☐ Yes ☐ No	☐ Yes ☐ No
Eardrum visible	☐ Yes ☐ No	☐ Yes ☐ No
Inflammation/obstruction	☐ Yes ☐ No	☐ Yes ☐ No
Scarring of eardrum	☐ Yes ☐ No	☐ Yes ☐ No
Drainage from ear	☐ Yes ☐ No	☐ Yes ☐ No

Comments:

☐ Yes ☐ No ☐ Unknown Is this study the employee's baseline (initial test for new employer) audiogram?

- ☐ Audiogram is acceptable
- ☐ Evidence of high frequency hearing loss:
On the ☐ left and/or ☐ right
- ☐ Evidence of hearing loss in the speech range:
On the ☐ left and/or ☐ right
- ☐ Ear protection necessary at 85 db. Employee informed.
- ☐ Employee advised to follow up with his/her physician.
- ☐ Employee's hearing could not be evaluated by audiogram due to the use of (a) hearing aid(s).
- ☐ Employee advised to follow-up with his/her physician.

Clinician Name (Print): _____

Clinician Signature: _____

Technician Signature: _____

CAOHC Certification (if applicable): _____

Date: _____

Tape Audiometric Result HERE

Left Ear	Right Ear
500	500
1K	1K
2K	2K
3K	3K
4K	4K
6K	6K
8K	8K

Audiometer make and serial no: _____ Calibration Date: _____

Attachment F

Required Forms and Documents



San Diego Locations

North County

- 1. Carlsbad**
5810 El Camino Real, Ste A
Carlsbad, CA 92008
Mon-Fri: 8 am - 5 pm
Ph: 760.929.8269
Fx: 760.929.8556

3. Murrieta
25115 Madison Ave
Murrieta, CA 92562
Mon-Fri: 8 am - 5 pm
Ph: 951.600.9070
Fx: 951.600.9177

5. San Marcos
740 Nordahl Rd, Ste 131
San Marcos, CA 92069
Mon-Fri: 8 am - 8 pm
Sat: 8 am - 5 pm
Ph: 760.432.9000
Fx: 760.741.0746
- 2. Escondido**
860 W Valley Pkwy, Ste 150
Escondido, CA 92025
Mon-Fri: 8 am - 5 pm
Ph: 760.740.0707
Fx: 760.740.0730

4. Oceanside
3910 Vista Way, Ste 106
Oceanside, CA 92056
Mon-Fri: 8 am - 5 pm
Ph: 760.941.2000
Fx: 760.941.4900

San Diego

- 6. Hillcrest**
3930 Fourth Ave, Ste 200
San Diego, CA 92103
Mon-Fri: 8 am - 5 pm
Ph: 619.297.9610
Fx: 619.297.2244

8. Miramar
7590 Miramar Rd, Ste C
San Diego, CA 92126
Mon-Fri: 8 am - 5 pm
Ph: 858.549.4255
Fx: 858.549.4552

10. Sorrento Mesa
10350 Barnes Canyon Rd, Ste 200
San Diego, CA 92121
Mon-Fri: 8 am - 5 pm
Ph: 858.455.0200
Fx: 858.455.0044
- 7. Kearny Mesa**
5575 Ruffin Rd, Ste 100
San Diego, CA 92123
Open 24/7
Ph: 858.277.2744
Fx: 858.277.3085

9. Mission Valley
5333 Mission Center Rd, Ste 100
San Diego, CA 92108
Mon-Fri: 8 am - 5 pm
Ph: 619.295.3355
Fx: 619.542.1317

South County

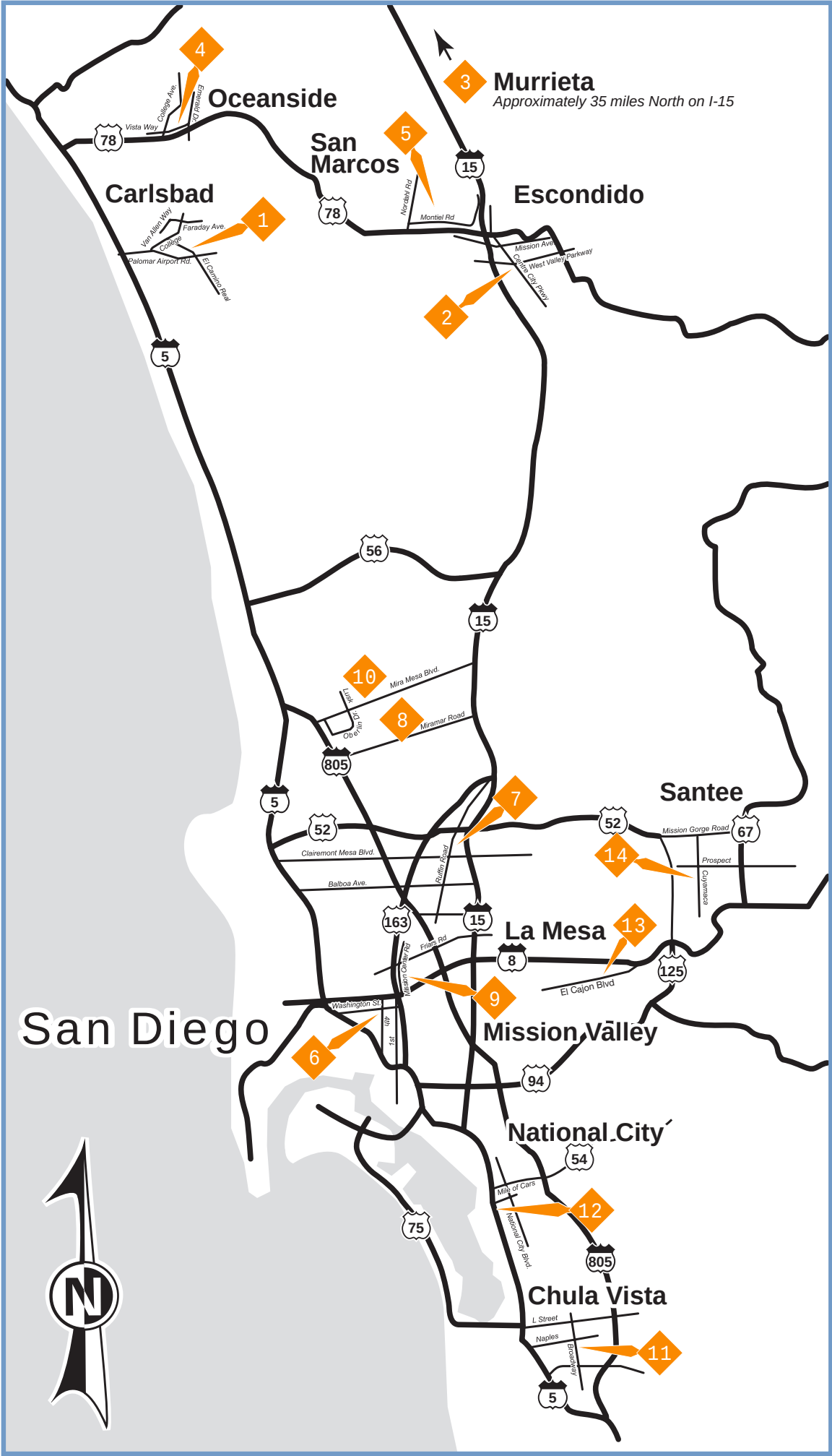
- 11. Chula Vista**
542 Broadway, Ste G
Chula Vista, CA 91910
Mon-Fri: 8 am - 5 pm
Sat - Sun: Closed
Ph: 619.425.8212
Fx: 619.425.1604

12. National City
102 Mile of Cars Way
National City, CA 91950
Mon-Fri: 7 am - 7 pm
Sat: 9 am - 3 pm
Ph: 619.474.9211
Fx: 619.474.2000

East County

- 13. La Mesa**
7862 El Cajon Blvd
La Mesa, CA 91942
Mon-Fri: 8 am - 5 pm
Ph: 619.697.3093
Fx: 619.697.3135

14. Santee
9745 Prospect Ave, Ste 100
Santee, CA 92071
Mon-Fri: 8 am - 5 pm
Ph: 619.448.4841
Fx: 619.448.8700



- Work-related injuries receive immediate triage assessment.
- Concentra provides all necessary occupational health forms and an easy way to authorize visits online with Concentra HUB.
- No contract is required when working with Concentra. Our fees are competitive and adhere to the applicable state workers' compensation fee guidelines.
- Visit concentra.com/our-locations for a list of locations and driving directions.

Hai H. Lam MSN, FNP-C, BSN, RN

4529 Myrtle Ave. San Diego, CA 92105 • 1(619)817-1603 • Hhlam01@gmail.com

Background

- Masters Level Prepared-Family Nurse Practitioner –AANP Board Certified (LIC # 95003301)
- BSN-level prepared RN licensure (LIC # 847611)
- Solid experience as a Nurse Practitioner in Urgent Care and Occupational Medicine
- Experience as RN Manager at High Volume Family Health Clinic
- Completion of Competitive One-Year FNP internship
- Adjunct Faculty at Azusa Pacific University - Entry Level Masters Nursing Sciences
- Residency at Sharp Memorial Hospital Medical ICU unit
- Recipient of the Roberts Woods Johnson Foundation Scholarship
- Recipient of Kaiser Permanente Deloras Jones RN Scholarship
- University of California San Diego graduate offering a strong academic background in Communication, Social Sciences, Cultural Studies, and Health Sciences
- Tech savvy, effectively utilize electronic medical records and other information technologies
- Community service as Catechist Educator and Religious Organization Leader
- Bilingual in both English and Vietnamese

Education

AZUSA PACIFIC UNIVERSITY, Bachelor of Sciences, Enrollment June 2011 to 2013

Bachelors of Science in Nursing • GPA: 3.84/4.00

AZUSA PACIFIC UNIVERSITY, Masters of Sciences, Enrollment June 2013 to 2015

Masters of Science in Nursing-Family Nurse Practitioner Specialty • GPA: 3.87/4.00

SAN DIEGO COMMUNITY COLLEGE (CITY/MIRAMAR/MESA), Enrollment June 2006 to 2011

Prerequisite APU ELM nursing courses • GPA: 3.91/4.00

UNIVERSITY OF CALIFORNIA SAN DIEGO (UCSD), Bachelor of Arts, Graduated in June of 2010

B.A. in Communication • GPA: 3.34/4.00

Certifications

Certifications: FNP Board Certified, RN licensure, PHN certification, AHA BLS certified, ACLS certified, San Diego Palliative and Hospice care certification, NREMT EMT-Basic Certification, National Registry of Certified Medical Examiners

Awards

Recipient of the Roberts Woods Johnson Foundation Scholarship

Recipient of Kaiser Permanente Deloras Jones RN Scholarship

Recipient of the Graduate Level Nursing Excellence Award

Clinical Experience

MEDICAL/SURGICAL CARE.....	Kaiser Permanente, San Diego, CA (225 hours)	01/12~04/12
	Scripps Mercy Hospital, San Diego, CA (90 hours)	05/12~06/12
REHABILITATION	Sharp Rehabilitation, San Diego, CA (90 hours)	06/12~07/12
PSYCHIATRICS.....	Sharp Mesa Vista, San Diego, CA (45 hours)	05/12~07/12
	IMPACT, San Diego, CA (45 hours)	05/12~07/12
OBSTETRICS AND GYNECOLOGY...	Kaiser Permanente, San Diego, CA (90 hours)	09/12~12/12
PEDIATRICS.....	Rady Children's Hospital, San Diego, CA (90 hours)	09/12~12/12
COMMUNITY HEALTH.....	Sharp Mesa Vista Midcity Outpatient, San Diego, CA (135 hours)	01/13~04/13
CRITICAL CARE.....	Kaiser Permanente, San Diego, CA (135 hours)	01/13~04/13
MEDICAL INTENSIVE CARE.....	Sharp Memorial Hospital, San Diego CA (252 hours)	05/13~07/13

GERALD C. WEEKS, D.C.

28009 Camino Del Rio San Juan Capistrano, CA 92675 (949)661-8116 cweeks4@cox.net

PROFESSIONAL LICENSURES

Doctor of Chiropractic license, No.21553

X-ray Supervisor & Operator license, Permit No. RHC 135523

SUPPORTIVE QUALIFICATIONS

29 years as a Chiropractor. I have established strong communication between therapy services department, specialty, and primary providers. I have created solid professional relationships with M.D.'s and D.O.'s, Physical Therapists and Market leaders. As the Therapy Services Director under US Healthworks and now at Concentra, I have been among the market leaders in the KPI's. Skillful in multiple manipulative techniques. Proficient with EMR and productivity enhancing applications.

PROFESSIONAL EXPERIENCE

2009 – present	Concentra Doctor of Chiropractic, Center Therapy Director ADapt Specialist	Oceanside, CA
2000 – 2009	Universal Care, HMO Doctor of Chiropractic, Treating Physician Treatment of physical therapy and chiropractic patients	Garden Grove, CA
1999 – 2000	Eastside Health Center Doctor of Chiropractic, Treating Physician Diagnosis and treatment of patients	West Covina, CA
1996 – 1999	United Health Center Doctor of Chiropractic, Treating Physician Diagnosis and treatment of patients	Westminster, CA
1995 – 1998	Hawaiian Peer Review Peer Review Physician Reviewed patient files and advised on necessity of further treatment	Kailua, HI
1991 – 1996	Center Plaza Medical Group Director of Physical Medicine Diagnosis and treatment of patients	Costa Mesa, CA

EDUCATION

1984 – 1988	San Diego State University Biology major, undergraduate courses	San Diego, CA
1988 – 1991	Los Angeles College of Chiropractic Bachelor of Science, Biology and Doctor of Chiropractic degree.	Whittier, CA

DR. ASHLEY TOMASINO

DAOM, MSTOM, BS, LMT, NCBTMB, RM, LAc

San Diego, CA

☎ 619-218-0537 | ✉ jakonadvocates@gmail.com

www.drashleytomasino.org

www.linkedin.com/in/dr-ashley-tomasino-lac-a625025b

ACUPUNCTURE | TRADITIONAL CHINESE MEDICINE | PATIENT SUPPORT

Massage Therapy | Treatment Planning | Pain Management

A compassionate, patient-focused, and detail-oriented Licensed Acupuncturist and Doctor of Acupuncture Oriental Medicine highly regarded for developing and executing holistic treatment plans that optimize clients' health and wellbeing. Proven track record expertly performing acupuncture techniques and Traditional Chinese Medicine treatments, including Tui Na, cupping, massage, and moving Qi. Known for effectively collaborating with colleagues across disciplines, including Chiropractors, Medical Doctors, and Physical Therapists. Out-of-the-box thinker recognized for thoroughly evaluating patient history and lifestyle to maximize the efficacy of treatment plans.

SELECTED HIGHLIGHTS

- ❖ Employed deep tissue, Tui Na, and trigger point massage to effectively treat musculoskeletal pain, joint pain, and injuries.
- ❖ Increased patients' self-awareness and consciousness within their meditation practices through counseling.
- ❖ Administered treatments in conjunction with herbal prescriptions and provided acupuncture to patients receiving standard medical treatment from a Medical Doctor.
- ❖ Assessed patients and completed comprehensive intake interviews, including recording health history, reviewing systems, developing treatment plans and procedures, and providing a Traditional Chinese Medicine diagnosis.
- ❖ Effectively managed pain issues and resolved workers' compensation injuries by treating patients with a combination of massage, E-Stim, stretching, and acupuncture.

CORE COMPETENCIES

- | | | |
|------------------------------|-----------------------------------|------------------------|
| ▪ Acupuncture | ▪ Traditional Chinese Medicine | ▪ Patient Evaluations |
| ▪ Massage Therapy | ▪ Herbal Prescriptions/Tinctures | ▪ Treatment Planning |
| ▪ Pain Management | ▪ Multidisciplinary Collaboration | ▪ Promotions/Marketing |
| ▪ Counseling/Patient Support | ▪ Psychological Disorders | ▪ Practice Management |

PROFESSIONAL EXPERIENCE

THE INNER COMPASS CHURCH (DBA ADVOCATES INSTITUTE) | SAN DIEGO, CA | 2013 – PRESENT

Licensed Acupuncturist & Herbalist, Lead Minister and Founder of ICC

- Expertly treat patients with addiction issues using acupuncture techniques and NADA protocols.
- Complete comprehensive patient intake interviews and assessments, including recording health history, reviewing systems, developing treatment plans and procedures, and providing a Traditional Chinese Medicine diagnosis.
- Skillfully perform Traditional Chinese Medicine treatments, including Tui Na, massage, cupping, moxibustion, and E-Stim.
- Optimize the body's own healing response through acupuncture, inserting fine needles into the skin at specific locations to stimulate the flow of energy along meridians.

CONCENTRA | SAN DIEGO, CA | 2016 – 2017, 2022-PRESENT

Licensed Acupuncturist

- Treat patients by combining massage, E-Stim, stretching, and acupuncture, effectively managing pain issues and resolving workers' compensation injuries.
- Collaborate with a team of Chiropractors, Medical Doctors, and Physical Therapists to offer patients a complete and holistic treatment plan that optimizes their results.

CHICAGO BODYWORKS | CHICAGO, IL | 2011 – 2012

Massage Therapist

- Performed sports medicine massage work in a Chiropractic office, administering treatments on the recommendation of the Chiropractor's diagnosis and treatment plan.
- Effectively treated musculoskeletal pain, joint pain, and injuries through deep tissue, Tui Na, and trigger point massage therapy.

SAGE HEALTH AND WELLNESS | ENCINITAS, CA | 2011 – 2012

Massage Therapist

- Treated pain, trauma, and stress and moved Qi and meridian blockages through acupressure Tui Na techniques.
- Administered treatments and provided healing massage to chiropractic patients under the diagnosis and treatment plan guidance of the Chiropractor.

AWAKEN THERAPEUTICS | CHICAGO, IL | 2011 – 2014

Executive Director

- Practiced spiritual healing, soul-level healing, massage, reiki, acupuncture, and other Traditional Chinese Medicine techniques to treat patients in a private office setting.
- Examined patients, recorded their vital signs, and evaluated all aspects of the emotional and physical wellbeing, including lifestyle and diet, to develop a treatment plan.
- Handled all aspects of practice operations, including completing and filing paperwork, billing patients, and promoting events and services.
- Managed and maintained the practice website, designing the layout, logo, and all advertisements/collateral.
- Implemented daily procedures that optimized patient flow, maximizing the schedule to increase billings 85%

EDUCATION

California Institute of Integral Studies, San Francisco, CA 2026

MS Integral and Transpersonal Psychology Counseling

Emperor's College of Traditional Oriental Medicine, Santa Monica, CA: 2016

Doctor of Acupuncture and Oriental Medicine – Specializing in Pain Management and Psychological Disorders

Pacific College of Oriental Medicine, Chicago, IL: 2014

Master of Science – Oriental Medicine

- Clinical Experience:
 - Acupuncture HIV/AIDS Intern, Warren's HIV Clinic (2013) – Provided acupuncture to patients with HIV/AIDS; Administered herbs, herbal formulas, and tinctures; Performed massage and energy healing on outpatient clients.
 - Acupuncture Oncology Intern, Rady Children's Hospital (2013) – Provided children with Chronic Pain Syndrome (CRPS) with acupuncture treatments; Administered herbs, herbal formulas, and tinctures; Provided patients with massage and energy healing.

Pacific College of Oriental Medicine, Chicago, IL: 2011

Degree – Massage Therapy

National University of Health Sciences, Lombard, IL: 2009

Bachelor of Biomedical Science – Neurology, Minor in Kinesiology

CERTIFICATIONS/ADDITIONAL EDUCATION

- | | |
|--|--|
| ▪ California Licensed Acupuncturist (#16953) | ▪ California Licensed and Certified Massage Therapist (#59103) |
| ▪ Illinois Licensed Massage Therapist | ▪ Certified Practitioner of Asian Body Therapy (Thai, Shiatsu) |
| ▪ Reiki I/II/III Master Level Certification | ▪ Nationally Certified in Therapeutic and Bodywork – NCBTMB |
| ▪ Oneness Deeksha Giver | ▪ NADA Training |

DETAILED REFERENCES AVAILABLE ON REQUEST

3653 Strata Drive • Carlsbad CA, 92010
PHONE: (714) 612-5048 • E-MAIL: acuwolf@gmail.com

DANIEL WOLF, MSTOM, L.Ac.

OBJECTIVE

To work as an acupuncturist in an integrative healthcare setting.

EDUCATION

1997-2000 Pacific College of Oriental Medicine San Diego,
CA

- Master of Science
- Magna Cum Laude

1990-1995 California State University at Fullerton Fullerton,
CA

- Bachelor of Arts
- Major: Music

PROFESSIONAL EXPERIENCE

2010-present UShealthworks San Diego,
CA

Acupuncturist

- Diagnosing and treating work-related injuries in collaboration and consultation with physicians in a national Occupational healthcare corporation.

2007-2010 California State University Los Angeles Los Angeles,
CA

Acupuncturist

- Diagnosing and providing acupuncture and related modalities to staff and students in a university student health center setting.

2001 - 2010
CA

Santa Ana Health Group/Total Rehab

Santa Ana,

Acupuncturist

- Treating Spanish speaking patients in a thriving, multi-disciplinary worker's compensation and pain clinic.
- Experience treating: orthopedic injuries, chronic pain, nausea, post-surgical pain (i.e. post IDET, laminectomy, disc fusion, arthroscopy etc.), carpal, cubital and tarsal tunnel, myofascial/ligamentous sprains/strains, post traumatic head injuries, tendinitis, fibromyalgia, cephalgia, hypertension and insomnia. (with communication and collaboration of the primary treating physician)
- Training and managing other acupuncturists, networking and marketing (calling and presenting to physician offices, creating presentation packets and introductory letters), scheduling, patient follow up calls and using medical computer programs.

2007 - 2009
CA

South Coast Medical Group

Aliso Viejo,

- Working with physicians in an integrative healthcare setting providing patients with acupuncture and nutritional counseling.
- Experience treating and counseling: Pain, orthopedic injuries and other conditions amenable to acupuncture treatment. hypertension, diabetes, hypercholesterolemia, hyperlipidemia, obesity, hypo/hyperthyroid, anemia, sports performance and other conditions amenable to nutritional counseling. Designing marketing materials and educational brochures.

2006-2007
CA

Starmed Group, Inc.

Buena Park,

Acupuncturist and provider of Traditional Medicine and Nutrition

- Providing acupuncture, prescribing herbs and dietary supplements as appropriate, and performing nutritional and lifestyle counseling for patients in a wellness center.
- Experience treating: chronic pain, chemotherapy-induced nausea/vomiting, obesity, symptoms and complications of diabetes, hyperlipidemia, hypercholesterolemia and hypertension.
- Managing office staff, giving public talks and presentations, marketing, building physician relations and other tasks involved in running a medical wellness center.

CURRENT LICENSURE AND CERTIFICATION

Licensed Acupuncturist Acupuncture Board – State of California Department of Consumer Affairs

Diplomate in Acupuncture National Certification Commission for Acupuncture and Oriental Medicine

Clean Needle Technique Council of Colleges of Acupuncture and Oriental Medicine

CPR/First Aid American Red Cross

CLINICAL INTERNSHIPS

1999-2000 UCSD Free Clinic San Diego, CA

Internship in Pain Management

- Diagnosing and administering acupuncture and related modalities/procedures (with UCSD medical students administering allopathic care) to San Diego's poor and homeless population.

1997-2000 Pacific College Clinic San Diego, CA

Internship

- Diagnosing and administering acupuncture with related modalities/procedures, herbs and dietary supplements to patients at the college clinic.

RESEARCH PAPERS

Treatment of Chemotherapy-induced Nausea and Vomiting with Electro-Acupuncture

Prevention of Cardiovascular Disease using Herbal Medicine

The Diagnosis, Evaluation and Treatment of HIV/AIDS According to Chinese Medicine

Diabetes, A TCM Approach

Neuro-anatomical Correlates of Acupuncture Points

PUBLIC PRESENTATIONS

California State University LA Student Health Center – Acupuncture, The Art and Science of Oriental Medicine.

Guest acupuncturist on KRLA radio program Starmed Wellness Hour with Dr. Gene Steiner and Dr. Steven Rosenblatt.

La Palma Hospital – Nutrition for Healthy Aging.

LANGUAGES

Spanish – limited

PROFESSIONAL MEMBERSHIPS

California State Oriental Medical Association

American Association of Acupuncture and Oriental Medicine

American Acupuncture Council

World Chinese Martial Arts Federation

PERSONAL

Play classical guitar practice Kung Fu, Judo and Aikido. I enjoy hiking and cycle regularly.

Aierken Aikebaier D.O.M L.Ac

Doctor of Oriental Medicine

Master of Acupuncture and Oriental Medicine

California Board Licensed Acupuncturist

My Mission Statement

My mission is to provide high quality patient care with integrity that is safe and effective. I am committed to serving my community with kindness, skill and compassion to empower and inspire people to reach their optimal health goal.

Experience

- Full time Orthopedic Acupuncturist at Concentra Urgent Care & Occupational Medical Center at Murrieta, Temecula, Kerneymesa, San Diego Branch, form Aug.2022-Present (Treat work related injury for workers comp)
- Part time own Practice as Acupuncturist and Herbalist at Hope Acupuncture and Integrative Medicine, Jan 2022 - Present(Treat variety of conditions with acupuncture and herbs)
- Part time Acupuncturist at Modern Acupuncture San Diego from Jan.2020-Jun2021 (Comunity acupuncture clinic practice)

Education

- Manual Lymphatic Drainage Program - Academy of Lymphatic Study July.2025-Present
- Virginia University of Integrative Medicine - Doctor of Oriental Medicine Jan.2020 - June.2022
- South Baylo University-Master of Science in Acupuncture and Oriental Medicine Jan.2017 - Jan.2020

Skill

- Orthopedic Injury Acupuncture in hospital setting
- Traditional Diagnosis and Acupuncture, Herbalogy
- Balance Point Community style Acupuncture

Insurance In-network : American Specialty Health/ Optum/United Healthcare/Workers Comp(Onecall, Medrisk)

Linda McCray, LAc, HHP

3003 Avenida de Lamar

Spring Valley, CA 91977

619-916-6998

lmclac@gmail.com

Employment History

Self Employed

Linda McCray, LAc, HHP

8459 Lemon Ave.

La Mesa CA 91941

Licensed Acupuncturist, Therapeutic Massage, Holistic Healing Arts

10/30/1992 to 10/1/2005

T L Spa & Wellness

3740 Sports Arena Blvd #5

San Diego, CA 92110

Vice President/ Licensed Acupuncturist

Independent Contractor 10/01/2005 to 12/31/2019

Employee 01/01/2020 to 12/31/2020

Concentra Medical

740 Nordahl Rd

San Marcos, CA 92069

Licensed Acupuncturist

Independent Contractor 08/01/2012 to 02/07/2020

Employee 02/08/2020 to 6/1/2022

Concentra Medical

542 Broadway Suite G

Chula Vista, CA 91910

Licensed Acupuncturist

Employee 6/7/2022 to present

Education

Pacific College of Oriental Medicine

San Diego, CA

9/1987 to 1/1992

Completed a Masters Program in Oriental medicine including Acupuncture, Philosophy and Practical Applications, Chinese Herbology, Western Anatomy and Physiology, Neurology, Pathology, Diet and Nutrition, Tai Chi, Qi Gong. Included a two-year internship.

Licensed Acupuncturist # CA 4430 current

Institute of Psycho Structural Balancing

San Diego, CA

8/1985 to 12/1987

Completed a Holistic Health Practitioner Program, including different styles of therapeutic body work and massage therapy, Diet and Nutrition, Meditation, Hydrotherapy, Working with patients.

Included a 100 hour internship

Certified Holistic Health Practitioner

Academy of Physical Oriental Medicine

Dr. Kevin McNamee, DC, LAc

Canoga Park, CA

3/2007 to 6/2008

Certified in treating Musculoskeletal disorders with acupuncture, orthopedic evaluation and diagnosis.

Electro Acupuncture Medicine

Dr. Jeremy B Steiner DAOM

2019 to present.

Applications of electro-acupuncture following research from Europe, Germany and France in electro-stimulation with acupuncture points and meridians and the effects of different frequencies on the healing process and stimulation of neurotransmitters and peptides in the body

Continuing education

California Hair Design Academy
La Mesa, CA
1/2021 to 7/2021
Esthetician Program
Licensed Esthetician # Z40261 current

Saddleback College
Mission Viejo, CA
1/1982 to 6/1984
General education
Weighted with Psychology

Other education and interests

1994 San Diego School of Hypnosis
Hypno-Therapy for treating addictions.
Certification

2002 Hypno-birthing Certification
Singapore

2003 Certified Labor Doula
International School for Natural Birth

More Certifications available at request

Studied Tai chi
Bill Helm
Taoist Sanctuary of San Diego
1989 to 1992

Studied Iyengar Yoga

La Mesa CA

2000 to 2009

Inner-personal Psychology and Metaphysics

Dr Kenneth Wapnick, Ph.D

Through the Foundation for A Course in Miracles

1982 to present.

ADULT HEALTH PRIMARY CARE...	Huong Nguyen MD Family and Pediatric Practice	09/14~12/14
PEDIATRICS PRIMARY CARE.....	Huong Nguyen MD Family and Pediatric Practice	01/15~04/15
PEDIATRICS NEUROLOGY.....	Rady's Children's Hospital-Neurology Clinic	04/15~04/15
CARDIOLOGY SPECIALTY.....	Naval Medical Center San Diego-Cardiology Clinic	01/15~04/15
INTERNAL MEDICINE	Charles Thanh Le, MD Primary Care Clinic	05/15~07/15
NEPHROLOGY SPECIALTY.....	IKidney Care Clinic	05/15~07/15
OCCUPATIONAL MEDICINE.....	U.S Health Works	07/15-current
URGENT CARE.....	US Health Works	07/15-current
SIMULATIONS/MED-SURG (CLINICAL INSTRUCTOR)	Azusa Pacific University-Entry Level Masters Nursing Program	01/15-01/16
HEALTH ASSESSMENT..... (LEAD FACULTY)	Azusa Pacific University-Entry Level Masters Nursing Program	01/15-current

Professional Organizations

- Honor Society of Nursing, Sigma Theta Tau International (STTI), Member
 - American Nurses Association, Member
 - American Association of Nurse Practitioners, Member
 - National Gerontological Nursing Association, Member
 - American Academy of Nurse Practitioners, Member
-

Healthcare Related Work Experience

U.S Health Works, National City, CA

- Nurse Practitioner (07/2015-Current)
- Provide quality patient care in the urgent care and occupational medicine specialty. Able to demonstrate consistent productivity within the 80 percentile regionally.
- Provide effect and efficient care to patients with acute and subacute diagnosis. Proficient in radiographic imaging interpretation, trigger point injection and suturing techniques, slit lamp exam, ECGS/ PFTs/ Audiometric interpretation, the comprehensive care and management of industrial injuries ranging from chemical/blood borne exposures to musculoskeletal type complaints.
- Function collaboratively and autonomously in the health provider role.

Azusa Pacific University, San Diego, CA

- Clinical Teaching Assistant/Student Worker (May 2013-January 2015)
- Lead Adjunct Didactic and Clinical Faculty -Health Assessment (January 2015-Current)
- Simulations Education Coordinator (January 2015-January 2016)
- Provide instruction in the classroom and clinical setting regarding patient diagnosis, pathophysiology, plan of care, interpretation of lab values, charting requirements, hospital policies and procedures. Provide intensive training through the use of high fidelity simulations including ACLS megacodes

Huong Nguyen MD - Pediatric and Family Practice, San Diego, CA

- Staff RN (Aug 2014-Nov 2014)
- RN Manager (Nov 2014-Aug 2015)
- Audit and update office protocols and procedures, host office meetings and staff training, recruitment and training of clinical staff. Conduct routine chart audits, workflow optimization, quality control initiatives, EHR implementation and maintenance, ensure HEDIS Compliance.

Huong Nguyen MD - Pediatric and Family Practice, San Diego, CA

- Family Nurse Practitioner Intern (Aug 2014-July 2015)
- Conduct clinical work relating to the Family Nurse Practitioner scope of practice. Daily rounding, conduct history and physical examinations, differential diagnosis, order imaging and laboratory studies, referral and follow up with patients. Provide health counseling and education to patients and their families regarding disease prognosis, management and prevention.

Priority RN Nursing Services

- RN (Sept 2013-Jan 2014)
 - Working autonomously to contracted Sharp Healthcare facilities. Responsibilities include delivery of quality care, customer service, ensure proper documentation and process all paperwork completely and timely, follow clinical protocols and procedures.
-

Other Work Experience

American Red Cross, San Diego, CA

- **Customer Representative (2010 to June 2013)**

Prestige Tailoring & Dry Cleaning, San Diego, CA

- **Secretary/ Customer Service Representative (2008- 2011)**

Lam's Auto Services

- **Secretary/ Customer Service Representative (2006- 2010)**

Vietnamese Eucharistic Youth Group, San Diego, CA

- **Program Coordinator/ Project Manager (2006 to 2012)**

Our Lady of Sacred Heart Parish, San Diego, CA

- **Catechism Teacher (2008 to 2012)**

Hamid Sakhi, MS, PA-C

San Diego, CA • (858) 444-5443 • hamidsakhi@gmail.com

Objective

Physician Assistant with over 8 years of experience in Occupational Medicine and Urgent Care, delivering patient-centered care, ensuring regulatory compliance, and supporting workforce health. Seeking to continue advancing excellence in occupational medicine with a focus on injury management, wellness, and operational efficiency.

Licenses & Certifications

- NCCPA Board Certified (ID: 1127802)
- California State Physician Assistant License
- DEA & NPI Licensed
- BLS & ACLS Certified
- DOT Certified
- Credentialed with Concentra

Professional Experience

Concentra / U.S. HealthWorks – Occupational Medicine & Urgent Care

Physician Assistant | 2017 – Present

- Provide comprehensive occupational health services including physical exams, injury evaluation, return-to-work assessments, and disability/FMLA form completion.
- Skilled in case management, OSHA medical surveillance, workplace safety training, and wellness checks.
- Manage a broad spectrum of urgent care and occupational injuries: musculoskeletal conditions, wound care, minor fractures, spine and joint pain, respiratory illness, STDs, UTIs, and skin ailments.
- Order, perform, and interpret diagnostic studies including labs, X-rays, and imaging.
- Recognized for optimizing workflow, improving NPER scores, and maintaining compliance across high-volume clinics in the San Diego market.

Scripps Division of Neurology – San Diego, CA

Physician Assistant | 2015 – 2017

- Evaluated and managed neurologic conditions such as neuropathic pain, degenerative disc disease, stroke, seizures, dementia, and Parkinson's disease.

- Conducted detailed neurologic exams and interpreted specialized studies (EMG/NCS, evoked potentials, neuroimaging).

Education

Touro College, School of Health Sciences – BS/MS in Physician Assistant Studies (2012–2015)

University of California, San Diego – BS in Bioengineering (2008–2011)

Skills & Knowledge

- Occupational injury & illness management
- Case management & OSHA compliance
- Radiology & diagnostic interpretation
- EMR systems: Epic, TouchWorks, eClinicalWorks, Allscripts, PACS, CPRS, QuadraMed
- Fluent in Farsi; conversational Spanish, Urdu, Hindi

Professional Memberships

American Academy of Physician Assistants (AAPA)

California Academy of Physician Assistants (CAPA)

Mia Zhitnitsky, PA-C, MHS

San Diego, CA | Physician Assistant Certified

mia.zhitnitsky@gmail.com

(917) 583-8423

Professional Summary

Physician Assistant with over 5 years of clinical experience in urgent care and occupational medicine. Proven expertise in independently diagnosing, treating, and managing acute and chronic medical conditions. Skilled in procedures, wound repair, musculoskeletal care, and patient education. Strong collaborator with multidisciplinary teams, adept at balancing patient-centered care with employer and insurance requirements. Fluent in Ukrainian and Russian, with working knowledge of Spanish.

Experience

Physician Assistant, PA-C

Concentra Urgent Care — San Diego, CA | Jan 2020 – Present

- Independently examine, diagnose, and manage treatment for diverse acute and chronic medical conditions.
- Perform laceration repair, wound care, foreign body removal, and eye exams (Wood's lamp, Slit lamp).
- Manage musculoskeletal injuries including strains, sprains, fractures, and soft tissue conditions.
- Conduct DOT, pre-employment, and pre-operative physicals.
- Order, interpret, and act on labs, radiographs, EKGs, and diagnostic imaging.
- Liaise with employers and insurers to develop safe return-to-work plans.
- Collaborate with orthopedic surgeons, pain specialists, physical therapists, radiologists, and other providers.
- Educate patients on diagnoses, treatment plans, and home care.
- Capably manage a full patient caseload in a high-volume urgent care setting.

Research Assistant

DEMBER Lab — San Diego, CA | Oct 2015 – Sept 2017

- Screened Emergency Department patients for psychiatric disorders and enrolled participants in IRB-approved studies.
- Communicated study details and obtained informed consent from patients and families.
- Achieved the highest participant enrollment rate on the team.
- Analyzed medical records, survey data, and interviews for psychiatric research.
- Designed studies using REDCap and supported academic publications through literature reviews and co-authorship contributions.

Education

Master of Health Science, Physician Assistant Studies

Drexel University — Philadelphia, PA | Graduated Dec 2019

Certifications

- Physician Assistant-Certified (PA-C)
- ACLS / BLS – Express Training Solutions
- DEA License

Skills

Clinical:

- Acute care: evaluation and treatment of urgent conditions (respiratory, dermatologic, gastrointestinal, genitourinary, musculoskeletal, women's health).
- Procedures: laceration repair (simple to complex closures, excellent cosmetic outcomes), I&D, nail trephination/removal, foreign body removal (skin, eyes, ears, nose, soft tissue), splinting.
- Airway & stabilization: airway management, nebulizer therapy, anaphylaxis treatment, initial stabilization prior to ED transfer.
- Musculoskeletal: management of sprains, strains, fractures, dislocations; application of slings, braces, and orthopedic devices.

- Occupational medicine: DOT physicals, pre-employment and return-to-work exams, workplace injury care, OSHA-required documentation.
- Diagnostics: interpretation of radiographs, EKGs, and common lab panels.
- Patient education: treatment plans, lifestyle counseling, safe return-to-work and activity guidance.

Technical:

- EMR Systems: AllScripts, EPIC, Cerner
- Research/Data Tools: REDCap

Professional:

- Strong differential diagnosis and clinical judgment
- Detail-oriented, adaptable under pressure
- Skilled in independent decision-making and multidisciplinary collaboration
- Excellent patient communication and cultural competency

Languages

- Ukrainian: Native
- Russian: Native
- Spanish: Limited working proficiency

TeeJay Cacpal Rull PA-C, MSPAS, MPH

(951) 241-6134 · tjrull@gmail.com

OBJECTIVE: *Emergency & Occupational Medicine trained Physician Assistant seeking to expand my skills in the Occupational Medicine realm while maintaining optimal work life balance*

WORK EXPERIENCE

Physician Assistant-Certified

Concentra Urgent Care, San Marcos, CA and surrounding North County San Diego clinics October 2017 - Present

Select Medical Corporation

- Assessed, managed and treated average of 23-30 patients per 8 hour day, for workplace injuries/rechecks, environmental exposures, and urgent care conditions
- Proficient in Federal DOT certification for interstate and intrastate medical clearance
- Performed thousands of pre employment/OSHA physicals and given appropriate medical clearance for various occupations.
- Executes successful communication with employees, employers, adjustors, nurse case managers for coordinating top notch patient care for complex patient cases
- Consistently a top of performer with Clinician Model Profile metrics for patient care goals
- Appropriately referred complex workplace injuries to suitable specialties and surgical subspecialties.
- Drastically improved my home clinic's turnaround times for improved patient experience ratings

Palomar Medical Center, Escondido, CA and Pomerado Hospital, Poway, CA

December 2015 – October 2017

CEPAmerica–Emergency Department

- Assessed, managed and treated an average of 15 medium-to-high acuity patients in Main ED area per 10 hour shift
- Efficiently evaluated and treated 22-30 patients of low-to-medium acuity in FastTrack per shift
- Performed advanced procedures including: lumbar punctures, complex laceration repairs, orthopedic joint reductions, knee joint aspirations, foreign body removal (from eyes, soft tissue, ears and nose)
- Facilitated case management and social work for patient placement and outpatient resources
- Medically cleared psychiatric patients and coordinated care with mental health facilities
- Refer patients to appropriate specialists and primary care providers
- Accurate documentation and appropriate disposition of patients in a timely fashion
- Published article:
<https://www.vituity.com/healthcare-insights/why-medical-scribing-is-a-stepping-stone-to-all-the-best-healthcare-jobs>

Neighborhood Healthcare, Escondido, CA January 2017 – June 2017 **Urgent Care**

Evaluate, diagnose and treat patients in outpatient clinic setting

- Managed urgent medical conditions and performed minor laceration repairs, eye examinations and abscess drainage
- Ordered outpatient laboratory tests, x-rays, CT scans and ultrasounds

TeeJay Cacpal Rull PA-C, MSPAS, MPH

(951) 241-6134 · tjrull@gmail.com

WORK EXPERIENCE (continued)

St. Francis Medical Center, Lynwood, CA December 2014 – December 2015 **Emergency Department**

Assess and treat patients in a resourceful, professional and respectful manner

- Efficiently evaluated, treated and managed an average of 15 medium-to-high acuity patients per 10 hour shift and an average of 27 low acuity patients in FastTrack per 10 hour shift
- Skilled in minor orthopedic joint reductions, abscess incision and drainage, arthrocentesis, subungual trephination, finger nail and ingrown toenail excision and repair
- Competent in advanced wound care and repair including: suturing, debridement of wounds and wound care education

Central Occupational Medical Providers, Riverside, CA June 2014 – Dec 2014 **Occupational Medicine**

- Assessed, diagnosed and treated work related injuries including first report and follow-up visits
- Interpreted x-rays, conducted eye injury examinations, minor laceration repairs and performed pre-employment physicals
- Set appropriate workplace restrictions and limitations for injured workers
- Referred patients to appropriate physical therapy and specialists

Emergency Department Scribe Chief Trainer July 2008 – June 2011 Medical Scribe Systems, San Antonio Community Hospital Emergency Department, Upland, CA

- Proficient in multiple electronic medical record interfaces: IBEX, CERNER and E-clinical works
- Assisted the Emergency Department physicians with accurate documentation of medical records
- Interviewed, hired, and trained new employees and promoted current employees

PROFESSIONAL LICENSES/CERTIFICATIONS

NCCPA Certification *May 2014 – Dec 2026*

California State License, Physician Assistant *June 2014 – Sep 2026*

Active DEA License *Mar 2014 – Apr 2026*

Management of Assaultive Behavior Certification *December 2014*

Controlled Substance Education Certification *October 2014*

EDUCATION

Touro University, Vallejo, California *May 2014* Masters of Science in Physician Assistant Studies
Masters of Public Health

University of California, Riverside *June 2007* Bachelor of Science in Business Administration

TeeJay Cacpal Rull PA-C, MSPAS, MPH

(951) 241-6134 · tjrull@gmail.com

AWARDS & RECOGNITIONS

Touro University California

Rotation HONORS: Cardiology, OBGYN, Pediatrics, Internal Medicine, Integrative Medicine

PROFESSIONAL MEMBERSHIPS

American College of Occupational and Environmental Medicine 2025

FORMAL CLINICAL TRAINING

Cardiology / Integrative Medicine *January – February 2014* Douglas Triffon M.D.

Scripps Green Hospital, La Jolla, CA

- Evaluated and managed patients with chronic diseases including: CHF, hypertension, diabetes, atrial fibrillation in an outpatient setting
- Provided pharmacotherapeutics and supplemental treatment for the management of statin intolerant patients
- Examined and interpreted nuclear medicine stress tests, Holter monitors, PET scans, stress echocardiograms, EKGs, carotid ultrasounds, coronary angiograms/CTs
- Provided education for lifestyle modification and alternative treatments and modalities for chronic illness

Plastic Surgery *December – January 2014* Andrew Ordon, M.D. / Rob Lucas PA-C

The Rox Surgery Center, Beverly Hills, CA

- Surgical consultations, preoperative and postoperative evaluation in the outpatient setting
- First assist in multiple surgeries including: Face/neck lifts, Blepharoplasty, Rhinoplasty, Abdominoplasty, Breast Augmentation, Brachioplasty, liposuction, allopathic fat transfer, removal of cysts and Excision of squamous cell carcinoma
- Performed Botox injections, Laser dermabrasion, suture/staple placement, and JP Drain placement

Orthopedic Surgery *September – November 2013* Michael Eagan, M.D. / Thomas Le PA-C

Kern Medical Center, Bakersfield, CA

- Emergency surgical consultations for traumatic injuries in an inpatient and outpatient setting
- First assist in surgery for: total hip replacements, total knee replacements, open reduction internal fixation, external fixation placement, irrigation and debridement, ligament repair, Fasciotomy and limb amputation.

Pediatrics *August – September 2013* Scott Rogers PA-C

Family Healthcare Network Clinic, Visalia, CA

- Performed well child checks and provided age appropriate patient/parent preventative health education and routine anticipatory guidance
- Evaluated and treated pediatric illness and administered immunizations

TeeJay Cacpal Rull PA-C, MSPAS, MPH

(951) 241-6134 · tjrull@gmail.com

Obstetrics and Gynecology August – September 2013 Jeff Sidenrose, PA-C

Family Healthcare Network Clinic, Visalia, CA

- Performed routine well woman exams and pre/postnatal care visits in an outpatient setting including preventative health education, routine prenatal education, contraception, menopause, and STIs
- Performed Pap Smears, Doppler ultrasounds, removal of intrauterine devices, and obtained various cultures
- Observed IUD placement, vaginal and caesarean deliveries

Internal Medicine (Outpatient) June – July 2013 Thomas Parisi, M.D. / Adam Milman M.D.

Las Vegas Vein / Personal Medical Care, Las Vegas, NV

- Observed lower extremity venous ablation and wound care for the treatment/management of PAD and PVD
- Collected histories and interpreted and discussed lab results for the management of DM, HLD, HTN

Emergency Medicine (Elective) May – June 2013 Dale Robbins, M.D.

Kern Medical Center, Bakersfield, CA

- Management of emergent and urgent illness/injury. Interpreted diagnostics. Provided patient education
- Procedures performed include: Suture/staple placement and removal, splint placement, incision and drainage, digital blocks, injections

Emergency Medicine March – May 2013 Jesse Wells, M.D.

Mercy Medical Center, Redding, CA

- Emergent and urgent illness/injury evaluation and management. Interpreted diagnostics. Provided education
- Procedures performed include: Suture/staple placement and removal, splint placement, incision and drainage, digital blocks, injections, ear lavage

Internal Medicine (Inpatient) February – March 2013 David Rosenstein, M.D.

Desert Springs Hospital, Las Vegas, NV

- Consulted and admitted patients from an emergent setting to and inpatient setting
- Coordinated with appropriate specialists and managed patients in Med/Surg, Telemetry and ICU floors
- Observed coronary angiograms, colonoscopies/endoscopies, CT guided chest tube placement

GLOBAL PUBLIC HEALTH EXPERIENCE

Public Health International Field Study February – March 2014 Roots of Health, Puerto Princessa, Palawan, Philippines

- Worked with community institutions to provide reproductive health education and promotion, and financial health awareness to the provinces and impoverished communities of Puerto Princessa
- Conducted reproductive health seminars to Western Philippines University, Palawan State University and San Jose National High School
- Distributed contraceptives to women in deprived communities. Conducted baseline reproductive and financial health surveys and data input/analysis of five poor communities
- Interpreted and analyzed data for preparation and grant funding

TeeJay Cacpal Rull PA-C, MSPAS, MPH

(951) 241-6134 · tjrull@gmail.com

VOLUNTEER EXPERIENCE

Mare Island Elementary School, Vallejo, California *August 2011 – February 2013*

- Provided lesson plans regarding healthy eating habits, physical exercise and behavior modification

LEADERSHIP EXPERIENCES

Student President of The College of Education and Health Sciences *August 2011 – February 2013* Touro University California

- Created an executive panel of student officers and facilitated communication within the student body
- Managed a budget of \$14,000 donated funds for the Vallejo community and San Francisco AIDS walk
- Held volunteer events, glove and sock drive for the homeless and intercollege mixers

Student Advisor to the Dean *August 2011 – February 2013* Touro University California

- Quarterly meetings to discuss direction and events of the College of Education and Health Sciences
- Served as a student body representative for voicing opinions of fellow classmates

REFERENCES

Available upon request

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Kristen Trower

(619) 212-2801

mercier.kristen@yahoo.com

Education

Master of Physician Assistant

University of the Cumberlands

January 2010 - December 2011

Williamsburg, KY

Master's Project: The Perception of Smoking in College Students

Clinical Rotations

01/03/11 - 01/26/11

Internal Medicine – Silver Lake Medical Center

Los Angeles, CA

01/31/11 – 02/23/11

Psychiatrics – Silver Lake Medical Center

Los Angeles, CA

02/28/11 – 03/23/11

Emergency – Pioneer Hospital

Brawley, CA

04/01/11 – 04/20/11

Family Practice I – Scripps Coastal

Oceanside, CA

05/02/11 – 05/18/11

Elective I – Mammoth Hospital (Urology)

Mammoth Lakes, CA

05/23/11 – 06/15/11

Family Practice II- McCreary Family Medical

McCreary, KY

07/04/11 – 07/27/11

Surgery – Scripps Encinitas Hospital

Encinitas, CA

08/01/11 – 08/19/11

Elective II – Scripps Encinitas Hospital (ER)

Encinitas, CA

08/29/11 – 09/21/11

Pediatrics – La Mesa Pediatrics

La Mesa, CA

09/26/11 – 10/19/11

Woman's Health – Pioneer Health Center

Brawley, CA

Bachelor of Science

August 2003– May 2007

San Diego Christian College

El Cajon California

Major: Biological Science

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Community Service

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2012-2016- Present

2015- Present

2012- January 2013

Annual Medical Mission trips
Guatemala
Bus Ministry Foothills church
Sand Diego CA
In Home Care provider
San Diego, CA

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June 2011

Walk to Africa, Medical Missions

Fundraiser

Santa Monica, CA

April 2010

Old Fashion Day 5 K

Fundraiser

May 2010-Dec 2010

Cornerstone Community Church
College Girls Leader
Williamsburg, KY

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January-March 2008 & 2009

Jr. Hawks Basketball
Scorekeeper
El Cajon, CA

January 2008

Otay Mesa Outpatient

Phlebotomy

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Feb 2007

Silver Strand 1/2 Marathon

2004-2007

Sunday School Teacher

Foothills Community Church

El Cajon, CA

March 2006

Muscular Dystrophy Association

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Summer 2002 Sports Quest

Belgium

1999-2003 Child Care Provider

Sanctuary Church

Canyon Country, CA

Employment

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Oct 2022- Present Physician Assistant

Alpine Urgent care/Comprehensive medicine

Alpine CA

Feb 2016- present Physician Assistant

US health work urgent care/Concentra

Santee CA

Feb. 2015- Jan 2016 Physician Assistant

Foot MD Orthopedic Surgery

La Jolla CA

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March 2013- 02/2-15 Physician Assistant

San Diego Spine and Rehab

Oceanside, CA

Sept 2012-March 2013 Medical Assistant Instructor

Advanced Training Associates

El Cajon, CA

Description: Teaching medical assistant students didactic and lab skills needed to be applied to their future careers in a medical office

Sept 2010-Dec 2010 Medical Records

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Indian Mountain Clinic

Jellico, TN

Description: Updating Electronic Medical records. Reading and organizing patient's charts.

April 2008- Dec 2009

Phlebotomist

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Scripps Encinitas Memorial Hospital

Description: Phlebotomy. Recorded sticks and blood draws, Data entry, proper lab management, restocking and rotating of supplies, processing serum test. Telephone and problem solving

Professional Societies

January 2010-~~2012~~Present

American Academy of Physicians Assistants

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January 2010

Kentucky Association of Physician Assistants

February 2004

Who's Who College athletes

Licensure and Certifications

March 2013— Present

Physician Assistant License

California State

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February 2013- ~~February 2019~~Present

Physician Assistant Certification

NCCPA

November 2012- November 2014

Certified Phlebotomy Technician

California Department of Public Health

~~June 2012 - June 2014~~

~~BLS for Healthcare Providers~~

~~American Heart Association~~

~~June 2012 - June 2014~~

~~Advance Cardiac Life Support~~

~~American Heart Association~~

Additional Training

US Colleges, San Diego. Certified Phlebotomy Tech 1 National and State Certification
Experience with electronic medical records.
Proficient in Microsoft Office, Excel, and Power Point.

References Provided Upon Request

Meghan Arigo, PA-C
California Licensed | DEA | NPI | ACLS | PALS | BLS
Marigo@concentra.com

EMPLOYMENT HISTORY

Concentra	
<i>Physician Assistant</i>	2024 – Present
Olympia Orthopedic Associates	
<i>Surgical Physician Assistant</i>	2022 – 2024
Rosenburg Cooley Metcalf	
<i>Orthopedic Medical Assistant and Scribe</i>	2019 – 2020
People's Health Clinic	
<i>Phlebotomist and Lab Technician</i>	2018 – 2020
U.S. Ski and Snowboard	
<i>Women's Alpine Team Manager – Olympics PyeongChang</i>	2016 – 2019
U.S. Olympic Committee	
<i>International Games Contractor – Olympics Rio de Janeiro</i>	2016

EDUCATION

Rocky Mountain College, Billings, MT	
Master of Physician Assistant Studies	2020 – 2022
Seattle University, Seattle, WA	
Bachelor of Science in Sports and Exercise Science & Minor in Biology	2011 – 2015
NCAA Division I Cross Country and Track & Field Athlete	2011 – 2015

AMY PHAN

NURSE PRACTITIONER

PROFESSIONAL PROFILE

Committed to delivering patient-centered care, improving health outcomes, and supporting the mission of providing high value, high quality care

EXPERIENCE

NURSE PRACTITIONER

Concentra Kearny Mesa, 2022-present

Provided comprehensive health care services specializing in occupational medicine and urgent care.

REGISTERED NURSE/CHARGE NURSE

Scripps Memorial Hospital La Jolla, 2018-present

Provided comprehensive care for a diverse population of patients including trauma, surgical, neurological, and cardiac patients on a progressive care, step-down unit at a level 1 trauma center and comprehensive stroke center. Served as clinical mentor and charge nurse managing a team of 15+ nurses and nursing assistant.

EPIC REGISTERED NURSE ANALYST

Alvarado Hospital Medical Center, 2018

Collaborated with informatics department to orient providers and employees to EPIC EMR. Provided operational support for the EPIC implementation project as a member of the nursing super-user support team during Go-Live.

CONTACT

aphan@concentra.com

(408)813-4364

San Diego, CA

LICENSURE & CERTIFICATIONS

Nurse Practitioner
Registered Nurse
Trauma Certified Registered Nurse
DEA Licensure
ACLS
BLS

EDUCATION

WESTERN UNIVERSITY OF HEALTH SCIENCES, 2021

Post-Master's Family Nurse Practitioner

Grand Canyon University, 2020

MS of Nursing with an Emphasis in Public Health

San Diego City College, 2017

AS in Nursing

University of California, San Diego, 2012

BS in Biochemistry/Cell Biology

SKILLS

Fluent in Vietnamese

Curriculum Vitae

- Name: Carol A. Taylor, Physician Assistant-Certified
- Credentials: Certified by National Commission for Certification of Physician Assistants (NCCPA) 1999-2025
- Holds PA state licensure in California.
- Education: Awarded Masters in Physician Assistant Studies, University of Florida, College of Medicine, June 1999.
- Internship: Completed 12 month clinical internship in May 1999 through University of Florida College of Medicine. Internship encompassed a broad scope of practice with rotations completed in internal medicine, family practice, pediatrics, geriatrics, obstetrics and gynecology, surgery, and emergency medicine
- Previous Experience: Twenty three years occupational and industrial medicine with Concentra Occupational Medical Centers (formerly Industrial and Sports Medical Center), San Marcos, California (2002-present). Three years occupational and industrial medicine with Medero Medical, Leesburg, Florida (1999-2002)
- Eight years practicing nutrition and dietetics as a registered dietitian (1989-1997)
- Professional Affiliations: California Association of Physician Assistants
American Association of Physician Assistants
- Certificates: CAOHC certified occupational hearing conservationist, 2000-2026
NIOSH approved Spirometry and and Respiratory Surveillance training, certified 2005-2027

Michelle Cuevas, DNP, FNP-C
Doctor of Nursing Practice / Family Nurse Practitioner



24013 Morella Circle ◆ Murrieta, CA 92562 ◆ USA

Cell: 405-496-0793 ◆ Email: cuevas210@gmail.com



S U M M A R Y

Board-Certified Family Nurse Practitioner since 2009 with a strong foundation in internal medicine and family practice, along with specialty experience in cardiology, pulmonology, and occupational medicine. Passionate about cardiology and active in the California chapter, I am known for my professionalism, charisma, and positive approach, fostering high satisfaction among patients, employers, and colleagues. My diverse experience, initially driven by loan repayment, has equipped me with a broad skill set, adaptability, and proficiency in telehealth and technology. Committed to evidence-based care and continuous learning, I thrive on challenges and am confident in my ability to make an immediate impact as a valuable team member.

W O R K H I S T O R Y

Concentra

9/2024- present

Family Nurse Practitioner (Float for Inland Empire)

Occupational medicine and urgent care provider managing work-related injuries, DOT and pre-employment physicals, wellness exams, and acute care visits. Independently evaluate and treat patients, perform minor procedures, and ensure compliance with occupational health regulations. Achieved top performance metrics, ranking in the top 17-22% of clinicians nationwide, with numerous positive Google reviews, particularly in Moreno Valley.

The NP Specialist, Nursing Inc.

11/2023- present

Pulmonology Nurse Practitioner

General pulmonology clinic (United Medical Group) providing outpatient care to patients in-office, telephonic, and virtually with Pulmonologist been working with since Desert Oasis Cardiology position below. Hired through my company, The NP Specialist, Nursing Inc., similar to an Independent Contractor (ending 9/2024). Business is still in operation, but doing non-clinical projects at this time. Ongoing board member for related educational institute since inception.

Murrieta Primary Care Clinic (Murrieta, CA)

06/2023- 10/2023

Family Nurse Practitioner

Providing primary care to patients across the lifespan. Left for more flexibility to start my own business and work with a pulmonologist I had been working with for years.

Raul Gaglani, MD and Candice Kim, MD (Murrieta, CA)

08/2022- 6/2023

Cardiology Nurse Practitioner

Duties and responsibilities of a cardiology nurse practitioner providing care to patients in the office and hospital setting, including Loma Linda Medical Center in Murrieta and Temecula Valley Hospital. Leaving since position changed due to unforeseen circumstances and not a good fit.

Desert Oasis Healthcare Medical Group (Palm Springs, CA) 03/2020- 7/2022
Cardiology Nurse Practitioner

General cardiology clinic providing outpatient acute, chronic, and urgent care to my own panel of patients in-office, telephonic, and virtual using several platforms. A resource to providers on specialized cardiac conditions such as pulmonary hypertension & amyloidosis. Established relationships with UCSD specialists resulting in invited onsite education & training. Established relationship with Pulmonologist with ongoing office time seeing patients together. Recruited to be a member on educational board. Bought home and left since daily commute is 3hrs.

Cardiovascular Institute of San Diego (San Marcos, CA) 07/2019-12/2019
Cardiology Nurse Practitioner (General Cardiology/Heart failure/Vascular)

Duties and responsibilities of a cardiovascular nurse practitioner that vary slightly depending on the location of practice; however, documenting care in a medical record, diagnosing conditions and diseases, offering lifestyle, medical and dietary suggestions, developing and adhering to a treatment plan, including writing prescriptions and dispensing medications are duties universal to all practice locations. Employer was not a good fit.

Sycuan Medical Dental Center (El Cajon, CA) 07/2018- 06/2019
Family Nurse Practitioner / Lab Director

Duties & responsibilities of Primary Care Provider for patients with multiple complex acute and chronic disease processes. Became adept at Tribal Workman's Compensation cases and tribal health needs in general. Served as Lab Director assuming all directorship responsibilities for CLIA and State of CA purposes. Responsible for accuracy and reliability of all testing performed by the lab and for ensuring that the lab meets applicable CLIA and state requirements as stipulated in both federal and CA laws. Instrumental in bringing lab up to date with available resources and guidelines. Left due to admin changes, uncertain future, & decision to pursue cardiology specialty.

Family Health Centers (San Diego, CA) 07/2017- 07/2018
Family Nurse Practitioner

Duties and responsibilities of a nurse practitioner in a community health center. Serve as Primary Care Provider (PCP) for high acuity patients with multiple complex acute and chronic disease processes. Became a specialist in LGBTQ issues, including transgender hormone therapy/care management, STD and HIV diagnosis, treatment, prevention, and post-exposure prophylaxis, Hepatitis C diagnosis/prevention, and obtained the Data 2000 waiver to prescribe buprenorphine for Opioid Use Disorder (OUD). Great experience but received an unsolicited job opportunity and knew this position was not desired long-term primary care focus and did not get loan repayment. Welcomed back as Cardiology NP in CVISD cardiology position listed above.

Graybill Urgent Care (Escondido, CA) 08/2017-04/2018
Family Nurse Practitioner (per diem)

Duties and responsibilities of a nurse practitioner in an urgent care setting. Unexpected family and professional obligations for a new full-time position necessitated eliminating per diem position.

Home Physicians Medical Group (San Diego, CA) 08/2016-07/2017
Family Nurse Practitioner

Worked autonomously making house calls throughout San Diego county. Quickly became the house provider of choice at several large and small assisted living facilities as a result. This position was not able to provide adequate annual compensation due to per patient pay scale with daily schedules all over San Diego county. House calls not a good fit for me. I received an opportunity for possible loan repayment at a company with higher need and therefore a higher likelihood of receiving student loan repayment.

Azusa Pacific University (San Diego, CA)
Adjunct Professor MSN Program-Inactive

12/2014- 12/2015

Adjunct Professor for Master of Science in Nursing and ELM program in didactic and clinical courses. Responsible for lectures, modules, assignments, quizzes, grading, and student clinical group as indicated. As needed basis. Left due to significant teaching requirements on campus.

Minute Clinic (Carlsbad, CA)
Family Nurse Practitioner

05/2014-08/2016

Worked autonomously providing medical care in a retail health setting. Managerial skills of a clinic manager required to ensure daily operation, marketing, and customer service. Prefer non-retail health.

North County Health Services (San Marcos, CA)
Family Nurse Practitioner

01/2013-06/2014

Duties and responsibilities of a nurse practitioner in a community health center. Served as Primary Care Provider (PCP) for high acuity patients with multiple complex acute and chronic disease processes (Internal Medicine). Significantly improved Spanish speaking and comprehension proficiency in this setting. Left to complete doctorate and for a position with better work-life balance.

Minute Clinic (Oklahoma/Escondido, CA)
Family Nurse Practitioner

12/2011-01/2013

Worked autonomously providing medical care in a retail health setting. Managerial skills of a clinic manager required to ensure daily operation. Moved to California, left to return to primary care at community health center with potential for loan repayment.

Midwestern State University (Wichita Falls, Texas)
Adjunct Professor FNP Program

08/2011-08/2012

Adjunct Professor for Family Nurse Practitioner program in didactic and clinical courses at the request of my former professor/program director (obtained my FNP degree from the same program). Responsible for lectures, modules, assignments, quizzes, grading, and student group. I enjoyed teaching with this faculty and course instruction style. Plan was to get a doctorate degree and become a full-time professor, but decided to move to California near my family.

Perry A. Klaassen Family Medical Center
Family Nurse Practitioner

09/2009-06/2012

Duties and responsibilities of a nurse practitioner in a community health center (Internal Medicine). Implemented many strategies and innovations to improve patient/staff satisfaction, increase visit numbers, and improve health outcomes and continuity of care for patients. CEO wanted to use my practice innovations as a model for other providers. Left to move to California near family.

EDUCATION

High School Diploma, Sunset High School, El Paso, TX, 9/1989- 6/1992
Associate Degree in Nursing (ADN), New Mexico State University, 01/1993 - 12/1996
Bachelor's Degree in Nursing (BSN), University of Phoenix-Online, 1/2004 - 3/2006
Master's Degree in Nursing (MSN-FNP), Midwestern State University, 5/2006 - 8/2009
Doctor of Nursing Practice (DNP), Texas Christian University, 5/2011 - 5-2014
Computer courses- Increase proficiency in hardware, operating systems, networking

PUBLICATIONS

Issues in organ donation. (April/May 2009). [Advance for Nurse Practitioners](#) [Online].

Patient-Centered Medical Homes: NPs must continue their leadership quest.(Jan 2016). [Advance for NPs & PAs](#) [Online].

L I C E N S E S & C E R T I F I C A T E S

CA RN license #820321
CA NP license and furnishing #21868
AZ, TX, and OK RN licenses
OK and TX Nurse Practitioner licenses
DEA Number current, Data 2000 Waiver for prescribing buprenorphine
American Academy of Nurse Practitioners (AANP) Board Certified #F0909057
BLS and ACLS Certified
FMCSA DOT Certified Medical Examiner, Expires 11/14/2034
PALS & PALS Instructor Certification (Expired 2010-2011, not required)
CPTC (Certified Procurement Transplant Coordinator) (Expired 2007, not required)
TNCC (Trauma Nurse Core Curriculum, Expired 2004, not required).

A F F I L I A T I O N S & H O N O R S

California Association of Nurse Practitioners (CANP) Member
American Academy of Nurse Practitioners (AANP) Member
Desert Institute of Continuing Education, Inc. Board Member since 2022
American College of Cardiology (ACC) member, Prevention Committee member 2021-present
Pulmonary Hypertension Association member 2022-2024
Heart Rhythm Society (HRS) member, 2022-2023
Phi Theta Kappa Member, Sigma Theta Tau Member, Golden Key International Honour Society Member
AANP Digital Media Task Force committee member, 2019-2020
National Health Service Corps (NHSC) Past Ambassador, NHSC Loan Repayment recipient 2010-2012
CANP Vice President San Diego North Chapter 2013, 2014
CANP House Policy & Practice Committee Member 2013
Oklahoma Nurses Association and Oklahoma Nurse Practitioners (ONP) member-- 2008-2012
ONP Regional Representative for Oklahoma City Metropolitan Area 1/2011-6/2012
Student Advisory Council member multi-year, NMSU-A 1993-1996
President of Nursing Class, NMSU-A-- 1996; Dean's List multi-year honor, NMSU-A

References are available upon request.

Curriculum Vitae

Aivi Phung, PA-C

8709 Camden Dr. Santee, CA 92071
(619) 756-3425
AIVIPHUNG@GMAIL.COM

Skills

Dedicated and compassionate board-certified Physician Assistant (PA-C) with 9 years of experience seeking a challenging position in a dynamic healthcare setting. Proficient in patient assessment, diagnosis, treatment planning, and patient education. Committed to delivering high-quality care and improving patient outcomes.

Experience

DECEMBER 2023 -PRESENT

Kaiser Permanente, Santee, CA

Physician Assistant (PA) – Family Medicine

- Independently manage and provide comprehensive primary care services in a retail health clinic setting.
- Conduct patient assessments, diagnose common acute illnesses, and develop appropriate treatment plans.
- Administer vaccinations and medications according to established protocols and guidelines.
- Perform minor procedures including wound care, suturing, and lesion removal.
- Order and interpret diagnostic tests such as lab work and X-rays.
- Collaborate with pharmacy staff to optimize medication management and adherence.
- Educate patients on preventive care measures, lifestyle modifications, and health maintenance.
- Maintain accurate and timely electronic medical records (EMR) and documentation.
- Ensure compliance with regulatory standards, clinic policies, and quality assurance protocols.
- Facilitate referrals to specialty care providers when necessary.
- Uphold high standards of patient care, safety, and confidentiality in all interactions.
- Promote health and wellness initiatives within the community through outreach and education programs.
- Providing telemedicine and telehealth services.

APRIL 2017 - PRESENT

Concentra Urgent Care, San Diego, CA

Physician Assistant (PA) – Urgent Care & Occupational Medicine

- Assessing and treating work-related injuries and illnesses
- Promoting workplace safety and health
- Diagnosis and treatment of adult, geriatric, and pediatric patients for common occupational & urgent care complaints including but not limited to URI's, bronchitis, pneumonia, sinusitis, pharyngitis, influenza, mononucleosis, asthma exacerbations, UTI's, otitis media & otitis externa, conjunctivitis, corneal abrasion, migraines, gastroenteritis, fractures/dislocations, strains/sprains, soft tissue infections, and allergic reactions.
- Facilitate the referral of patients to the appropriate specialist(s)
- Promotes efficient patient flow, good patient rapport, and collaboration with the patient care team.
- Conducting pre-employment, DOT, fitness for duty, and sports physicals

- Providing telemedicine and telehealth services.

FEBRUARY 2017 - DECEMBER 2023

San Diego Family Care, San Diego, CA

Physician Assistant (PA) – Family Medicine

- Outpatient management of chronic diseases & acute problems, as well as post-discharge follow-up care.
- Treating patients with multiple comorbidities & complex medical management, performing history & physical exams, laboratory interpretation, medication management, counseling, blood glucose management, psychological screening & referrals, disease exacerbation management, & recognition of conditions requiring emergent treatment.
- Assesses patient health by interviewing patients; performing physical examinations; obtaining, updating, and studying medical histories.
- Determines abnormal conditions by administering or ordering diagnostic tests, such as x-rays, electrocardiograms, and laboratory studies; interpreting test results.
- Documents patient care services by charting in patient and department records and ordering specialty referrals.
- Performs therapeutic procedures by administering injections and immunizations; suturing; managing wounds and infections.
- Instructs and counsels patients by describing therapeutic regimens; giving normal growth and development information; discussing family planning; providing counseling on emotional problems of daily living; promoting wellness and health maintenance.
- Provides continuity of care by developing and implementing patient management plans..
- Well child and adult physical exams and laboratory testing and interpretation.
- Taking after hours and urgent/emergent call on a rotating basis
- Providing telemedicine and telehealth services.

September 2016 - April 2017

Southern California Emergency Medicine, Inc., Yucaipa, CA

Physician Assistant (PA) – Urgent Care & Emergency Medicine

- Diagnosed and treated patients with a wide variety of injuries and illnesses, including lacerations, fractures, respiratory infections, and more.
- Ordered and interpreted diagnostic tests, including X-rays, lab work and EKGs to aid in accurate diagnoses.
- Sutured wounds, performed wound care, and provided necessary surgical procedures.

Education

2014 - 2016

Loma Linda University, Loma Linda, CA - *Master of Science, Physician Assistant Sciences*

2009 - 2012

University of California - San Diego, San Diego, CA - *Bachelor of Science, Biology*

References

Professional, academic, and personal references are available upon request.

CURRICULUM VITAE SUE RADOFF, P.A.-C.

1200 Harbor Drive # 3b
Oceanside , California
92054
832.418.0612 Cellular
sradoff@cox.net
Re Physician Assistant Certified position

.PROFILE

Certified Physician Assistant

- With 38 years of experience functioning in highly independent roles with inpatient and hospital environments, with private office and clinical experience
- Board Certified in all specialties with clinical experience focused in neonatology, urgent care, occupational medicine, family medicine , orthopedics
- Physician Assistant of the Year award
- Star Provider Recognition
- 4 Star Provider numerous times
- Received strong reviews and raises
- Received personal letters of recognition and appreciation from patients as well as Medical Directors
- Background includes all activities of a Certified Physician Assistant, as well as performing basic medical and therapeutic procedures,
- Certified DOT examiner
- Utilized computer systems to review, update, and maintain medical records
- Consistently maintained high scores for Board Certifications
- Earned high grades throughout education, including entering college at 15 1/2 years of age, completing in 2 ½ years, was on Dean's list, receiving honors from Baylor College of Medicine as well as first in class.
- Received Lewis Levitt M.D Award for excellence while at Baylor College of Medicine
- Very active in professional, community, and personal organizations
- Highly motivated, compassionate, vibrant dedicated
- Strong interpersonal skills, artful patient provider communication
- Highly organized, able to prioritize multiple tasks
- Proponent of lifelong learning

EXPERIENCE:

Current : Concentra Urgent Care Oceanside , California 2019 to present
One of two main providers at very busy clinic

US HealthWorks (same position, bought out by Concentra)

Sacramento, California and Oceanside California May 2010 to 2019 - Urgent Care, Occupational Medicine . Won PA of the Year

CURRICULUM VITAE

SUE RADOFF, P.A.-C.

DR PATRICIA JANKI-Houston, Texas

August 2009 till April 2010

Certified Physician Assistant

While working in the NICU I saw patients part-time at this private Urgent Care, Occupational and Family Medicine practice in order to gain experience in these fields. This included physical exams including pre-employment, DOT, workmen's comp, ER follow ups, pap smears and the usual array of patients seen in a Family Practice clinic

MEMORIAL HERMANN HOSPITAL /University of Texas Health Science Center - Houston, Texas
October 2001 to April 2010

From August 1, 2006 through the present

the entire service became employed by University of Texas Health Science Center, Houston Texas. The job and location remain unchanged.

Certified Physician Assistant - Neonatal Intensive Care Unit (NICU)

Provide medical care within all aspects of NICU (Mainly Level II & very limited Level III) in an autonomous capacity under the supervision of a physician at this teaching hospital within the world renowned Houston Medical Center. Level II is my forte. Participate in daily rounds as part of the interdisciplinary team. Communicate with physicians, nurses, x-ray technicians, dietary personnel, nutrition staff, pharmacy personnel, case managers, social services, discharge planners, and chaplain. Obtain detailed history, perform physical examinations, formulate and develop working diagnosis, and determine appropriate treatment plans. Monitor effectiveness of therapeutic interventions and adjust accordingly. Order, perform, and interpret laboratory, therapeutic, and diagnostic studies and procedures. Manage and coordinate team care of patients. Conduct family meetings, provide education, and develop rapport. Institute and follow-up on appropriate referrals and consultations. Provide pre- and post-operative orders and care. Record progress notes, and admission and discharge summaries. Issue orders for medication. Attend and participate in weekly continuing education case presentations.

- Gained varying experience with chest tubes, lumbar punctures, UAC, UVCs, and respirators
- Earned reputation as a workhorse, successfully managing double the case load of other team members (i.e., 15 to 18 out of 30 patients for a 3-member team)
- Recognized for tenacity, ordering appropriate tests and consults, and acting on results (i.e., paged at 6:30 a.m. by nursing staff, investigated and identified problem, baby was in surgery by 8:30 a.m. with bowel obstruction when previously no one would listen to nursing staff and there was no OR time--diagnosed same baby with post-operative obstruction and arranged emergency surgery at midnight)
- Accomplished at diagnosing main and underlying problems, making appropriate referrals, and starting treatment within a timely manner
- Built great rapport with family members, receiving personal requests to manage their child's care at the hospital
- Received highest scores and bonuses on annual performance reviews

TEXAS TECH MEDICAL CENTER- El Paso, Texas January to October 2001

Certified Physician Assistant

Neonatal ICU Level II and III at Thomason Hospital in El Paso, Texas. Attended all high risk and C-Section deliveries. Participated in weekly, monthly, and bimonthly staff and continuing education meetings.

- Gained experience working with UAC, UVC placements and removal, and respirators

SUERADOFF, P.A.-C.

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MACGREGOR MEDICAL ASSOCIATION - Houston, Texas

January 1987 to January 2001

Certified Physician Assistant

Areas of responsibility included mainly Level II neonatology. From 1999 to 2001 while working in the NICU, I was also needed to cover the Urgent Care Clinic at Methodist Hospital part time. I then rounded on any patients I had admitted. Additional Level II privileges included Texas Children's Hospital and Memorial Hermann Hospital in the Houston Medical Center, and St. Joseph's Hospital. Level II ICU patients in neonatology included but were not exclusive to endocrinology, neurology, orthopedics, premature infants, multiple births, low birth weight babies, rule out sepsis, respiratory distress, feeding intolerance, genetic abnormalities, and cardiac anomalies. Consulted with all specialties and interacted with hospital personnel. Attended weekly, monthly, and bimonthly staff and continuing education meetings.

- Participated on the Protocol Committee that developed standardized clinical treatments for 21 facilities under the MacGregor umbrella
- Consistently attained highest scores for yearly performance evaluations
- On-call one night per week, handling up to 60 calls for 21 MacGregor clinics

LIPID RESEARCH CLINIC - Houston, Texas

January 1986 to January 1987

Certified Physician Assistant

Served as the only physician assistant with responsibility for obtaining medical histories and performing general medical physical examinations on ostensibly healthy patients for this blind placebo-controlled project, directed by William Insull, M.D. in conjunction with the Baylor College of Medicine and Methodist Hospital.

- Recognized for exercising good medical judgment in evaluation of clinical problems and laboratory tests, for maintaining effective liaison with clinical directors and monitors from drug companies, and for meeting rigorous research and FDA requirements of contracts with National Institutes of Health and pharmaceutical companies

CERTIFICATIONS AND LICENSURES

NATIONAL COMMISSION ON CERTIFICATION OF PHYSICIAN ASSISTANTS

Board Certified - Current - Since 1985 - Renewed every six years previously now to be every 10 years

- Certified in all specialties, including obstetrics, gynecology, psychiatry, surgery, internal medicine, family practice, pharmacology, oncology, emergency medicine, and pediatrics
- Scored consecutively in the 96 to 98 percentiles nationwide

NATIONAL COMMISSION ON CERTIFICATION OF PHYSICIAN ASSISTANTS

Nationally Certified - Current - Since 1985 - Renewed every two years through CME

Licensed - , California ,

AMERICAN MEDICAL ASSOCIATION and STATE BOARD OF MEDICAL EXAMINERS

Prescriptive Privileges (Current) (California DEA)

NPI , Medicaid TPI, Medicare , NRCME (National Register of Certified Medical Examiners)

EDUCATION

BAYLOR COLLEGE OF MEDICINE- Houston, Texas

CURRICULUM VITAE

SUE RADOFF, P.A.-C.

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Bachelor of Science - Physician Assistant- September 1985

- Graduated First in class with honors
 - Received the Lewis A. Levitt, M.D. Award for Academic Excellence
 - Earned a 3.8 grade point average
 - The Luchi Society (honors organization)
- Clinical rotations completed throughout Methodist Hospital, St. Luke's Episcopal Hospital, Texas Children's Hospital, Ben Taub Hospital, Hermann Hospital, The University of Texas MD Anderson Cancer Center, and Veteran Administration Hospital

TEXAS WOMEN'S UNIVERSITY - Houston, Texas (1980 to 1982)

- Completed pre-med studies
 - Sigma Theta Tau Honor Society- Key Club
 - Chaired an independent research survey in conjunction with TIRR
 - Appointed classtutor

BOSTON UNIVERSITY - Boston, Massachusetts

Bachelor of Science in Education - May 1967

- Graduated with honors
 - Dean's List
 - Completed pre-med studies
- Started college at 15 1/2 years of age

AFFILIATIONS

Professional:

- National Commission on Certification of Physician Assistants
- American Academy of Physician Assistants
- California Academy of Physician Assistants
- California Association of Family Practice Physician Assistants
- San Diego Academy of Physician Assistants
-

Community:

- Charity Clown-Fundraisers-Jerry's Kids, American Diabetes Association, Susan B. Komen Foundation, M.D. Anderson Cancer Center, Ronald McDonald House, Make-a-Wish Foundation
- Dr. Marnie Rose Foundation (brain cancer research and treatment organization)

Personal

numerous associations
involved with
theater, sports,
sailing, diving,
travel and social
events
family is very very
important to me

CURRICULUM VITAE

David Rios, M.D., M.P.H.

E-mail: Davidrios81@gmail.com

700 W E street, Unit 2405, San Diego, California 92101

Phone: 718-578-0146

Certificates and Credentials:

California Medical License: A174334

Board Certified Occupational Medicine

Department of Transportation Medical Examiner

Medical Review Officer

Radiography Supervisor

PROFESSIONAL HISTORY:

Mar2023 - Present	Concentra San Diego, CA Director of Medical Operations
Apr2022 - Mar2023	Concentra San Diego, CA Center Medical Director Kearny Mesa Medical Center
Aug2021- Mar2022	Concentra San Diego, CA Center Medical Director Miramar Medical Center
Jul2020 - Jul2021	Occupational Medical Care Pasadena, TX On-call Physician
Jul2019 - Jul2021	The University of Texas Health Science Center at Houston Houston, TX Resident Physician
Apr2016 - Jun2019	Training Wing Four Corpus Christi, TX Flight Surgeon
Sep2015 - Apr2016	Naval Aeromedical Institute Pensacola, FL Student Naval Flight Surgeon
Jul2015-Sep2015	Naval Branch Clinic, Marine Corps Air Station Miramar San Diego, CA Staff Physician

PUBLICATIONS:

David Rios MD, MPH "Wildfires, Silica Exposures and ESG-Friendly Solutions." Construction Executive CE. July 31, 2025

David Rios, BS; Wyzscx Merfil Patacxil, MS; Daniel Kyle Palmer, BS; Paul Allen Williams, MS; Wayne K. Cheng, MD; Serkan İnceoğlu, PhD. "Pullout Analysis of a Lumbar Plate with Varying Screw Orientations: Experimental and Computational Analyses." Spine. July 2012, 37(16): E942-948

Wyzscx Merfil Patacxil, MS; Daniel Kyle Palmer, BS; **David Rios, BS;** Paul Allen Williams, MS; Wayne K. Cheng, MD; Serkan İnceoğlu, PhD. "Screw orientation and foam density interaction in pullout of anterior lumbar interbody fusion (ALIF) plates." The Duke Orthopaedic Journal. June 2012, 2(1):35-39

Daniel Kyle Palmer, BS; **David Rios, BS;** Wyzscx Merfil Patacxil, MS; Paul A. Williams, MS; Wayne K. Cheng, MD; Serkan İnceoğlu, PhD. "Pullout of a lumbar plate with varying screw lengths." International Journal of Spine Surgery. 29 March 2012 6(1): 8-12

Adeel Husain, MD; Daniel Palmer, MS; **David Rios, BS;** Rosemina Mehrdady, MD; Wayne Cheng, MD. "A Comparison of Open versus Percutaneous Cervical Trans-facet Fixation" Journal of Neurosurgery: Spine October 2016 25(4): 430-435

Presentations

David Rios MD, MPH "Hazards of Li-ion Fires" Presented for the Concentra Leadership Call, July 7, 2025

David Rios MD, MPH "Lead and Silica Updates CAL/OSHA" Online Webinar for San Diego Community. March 14, 2025

David Rios MD, MPH "Partnerships in Occupational Medicine." JPA Work Comp Training. Keynote speaker. October 2, 2024

David Rios MD, MPH "Lead Medical Surveillance" Presented to the San Diego County Sheriffs Annual Training. June 18, 2025

David Rios MD, MPH "Cadmium" Presented to the General Atomics safety team. March 12, 2024

Adeel Husain, MD; Daniel Palmer, MS; **David Rios, BS;** Rosemina Mehrdady, MD; Wayne Cheng, MD. "A Comparison of Open versus Percutaneous Cervical Trans-facet Fixation" Presented at the International Society for the advancement of Spine Surgery 12th annual conference Barcelona, Spain. (2012)

David Rios, BS; Wyzscx Merfil Patacxil, MS; Daniel Kyle Palmer, BS; Paul A. Williams, MS; Wayne K. Cheng, MD; Serkan İnceoğlu, PhD. "Pullout Analysis of a Lumbar Plate with Varying Screw Orientations: Experimental and Computational Analyses" Presented at Loma Linda University Basic Science Research Symposium.

Wyzscx Merfil Patacxil MS; Daniel Kyle Palmer BS; **David Rios BS;** Paul Allen Williams MS; Wayne K. Cheng MD; Serkan İnceoğlu PhD. "Influence of Polyurethane Foam Density on ALIF on plate pullout strength." Poster Presentation, Annual Meeting of the Orthopaedic Research Society, Long Beach, CA

Adeel Husain MD; Daniel Palmer MS; **David Rios BS;** Rosemina Mehrdady MD; Wayne K. Cheng MD. "A Comparison of Open versus Percutaneous Cervical Trans-facet Fixation" Presented at the Cervical Spine Research Society 38th Annual Meeting, Charlotte, North Carolina (2010),

Professional Committees

Concentra Injury Care Medical Expert Panel

Concentra Regulatory Testing & Exams Medical Expert Panel

EDUCATION:

Jul2019-Jun2021	<u>Residency:</u> The University of Texas Health Science Center at Houston Houston, TX Occupational Medicine Master of Public Health
Sep2015-Apr2016	Naval Aerospace Medical Institute Pensacola, FL Flight Surgeon
July2014-Jun2015	<u>Internship:</u> Naval Medical Center San Diego San Diego, CA General Surgery
July2009-May2014	<u>Medical School:</u> Loma Linda University Loma Linda, CA Doctor of Medicine
Aug2005-May2007	<u>Undergraduate:</u> University of Bridgeport Bridgeport, CT Bachelor of Science, Biology
May2003-Aug2005	Leave of Absence
Aug2002-May2003	University of Tennessee at Chattanooga Chattanooga, TN Major: Computer Engineering
Aug2000-May2003	Chattanooga State Technical Community College Chattanooga, TN Major: Computer Engineering

JULIE KALTGRAD, M.D.

Concentra Urgent Care 5575 Ruffin Road, Suite 100, San Diego, CA 92123
(858) 277-2744 work phone · jkaltgrad@concentra.com

EDUCATION AND TRAINING

Internship

Arrowhead Regional Medical Center · Colton, CA
Transitional Year

Doctor of Medicine

University of California, Irvine · Irvine, CA

Undergraduate Degree

University of California, San Diego · La Jolla, CA
B.S. General Biology

PROFESSIONAL WORK HISTORY

Physician Concentra · San Diego, CA	2016 – Present
Physician MD Today Urgent Care · San Diego, CA	2012 – Present
Physician Marque Urgent Care · San Diego, CA	2024 – Present
Physician Hoag Health Center Urgent Care · Irvine, CA	2011 – 2013

LICENSURE AND CERTIFICATIONS

State Medical Board of California, License # A118201
DEA Registration, FK2926167
DOT National Registry of Certified Medical Examiners # 3791830989

ACLS, current

Lawrence S. Pohl, M.D., M.P.H.
5333 Mission Center Road, Ste 100
San Diego, CA 92108
lawrencepohl@outlook.com
619-846-8156

Curriculum Vitae

Current Position	Center Medical Director Concentra Mission Valley 5333 Mission Center Road, Suite 100 San Diego, CA 92108 Telephone: 619/295-3355	April 1, 2017 to present
	Medical Director/Owner/Physician Mission Valley Medical Clinic 5333 Mission Center Road, Suite 100 San Diego, CA 92108 Telephone: 619/295-3355	Jan 1, 1990 - March 30, 2017
Education:	State University of New York at Buffalo Virginia & Ellicott Street Campus Buffalo, NY 14203	M.D. obtained, May 1972
	Washington Hospital Center 110 Irving Street Washington, D.C. 20010	Internship, 7/72-7/73
	Medical College of Wisconsin 8701 Watertown Road Milwaukee, WI 43226	M.P.H. Degree, 1996 Focus on Disability Management & Injury Prevention
Certifications:	Board Certified in Occupational Medicine Board Certified in Family Practice Addiction Medicine Specialist Certified Medical Review Officer (MRO) Certified Qualified Medical Examiner (QME)	
Specialties:	Occupational Medicine Family Practice Urgent Care Addiction Medicine	

Professional History:	Center Medical Director Concentra- Mission Valley	4/01/2017-present
	Medical Director/Owner/Physician Mission Valley Medical Clinic San Diego, CA	6/90 – 3/31/2017
	Utilization Review Occupational Medicine Rehab West	10/04 – 10/08
	Utilization Review Occupational Medicine Professional Dynamics	10/06 - present
	CDMP Medical Director Professional Dynamics	1/04 – present
	Consulting Physician Sharp Cabrillo Alcohol & Drug Treatment Center San Diego, CA	2/84- 5/94
	Medical Director Family & Industrial Medicine Center	6/84-7/94
	Medical Director Rancho Park Hospital El Cajon, CA	6/84-7/85
	Medical Director Raleigh Hills hospital San Diego, CA	12/80-8/83
	Physician Family Practice & Industrial Medicine Annandale, VA	10/74-1-/80
Medical Associations:	Emergency Room Physician Prince William Hospital Manassas, VA	7/73-9/73
	American College of Occupational Medicine	
	American Medical Association	
	American Academy of Family Physicians	
	American Medical Society on Addiction Medicine	
Honors:	National Association of Residents and Interns	
	San Diego County Medical Society	
Honors:	Charlie Joyner Winning Spirit Award	6/29/07
	Honored for humanitarian acts and contribution to local business economy, due to successfully controlling work injury costs while providing personal, state-of-the-art care.	

CRISTIAN A. SANTIZO, M.D., D.A.B.F.M
csantizo@concentra.com
Family Medicine/ Occupational Medicine

Education:

- 2006 **M.D.**, Albert Einstein College of Medicine, Bronx, NY.
- 2001 **Post-Baccalaureate Program**, S.U.N.Y., Buffalo, NY.
- 1997 **B.S.**, Purchase College, S.U.N.Y., Purchase, NY.

Training:

- 7/08-6/11 **Family Medicine Residency Program** at Florida Hospital:
Orlando, FL. Board Certified since 7/18/2011

Professional Medical Experience:

- 7/20-present **Concentra**, San Diego, CA. Center Medical Director
Occupational medicine and urgent care.
- 2019 **Refugee Health Alliance**, Tijuana, MX. Volunteer physician.
- 4/14-3/20 **Healthpointe**, SoCal, CA. Occupational medicine, urgent care,
qualified medical exams, medical review officer, regenerative
medicine.

Certifications/Memberships/Other:

Fluent in Spanish; Diplomate of the American Board of Family
Medicine; Member of CAFP, AAFP, AMA; Unrestricted CA
medical and federal DEA licenses; DOT-NRCME Medical
Examiner; International research collaborations in Namibia, Africa
and Lund, Sweden; Published research.

PUBLICATIONS

Manuscripts:

Christ GJ, Day N, **Santizo C**, Sato Y, Zhao W, Sclafani T, Bakal R, Salman M, Davies K, Melman A. Intracorporal injection of *hSlo* cDNA restores erectile capacity in STZ-diabetic F-344 rats *in vivo*. American Journal of Physiology-Heart and Circulatory Physiology. 2004;287(4):H1544-53.

Christ GJ, Venkateswarlu K, Day NS, Valcic M, **Santizo C**, Zhao W, Wang HZ, Persson K, Andersson KE. Intercellular communication and bladder function. Adv Exp Med Biol. 2003;539:239-54.

Ohki, T; Gargiulo, N; Kurvers, H; **Santizo, C**; DeGraaf, R; Veith, F. In vivo evaluation of the 6Fr perclose closer and the 6Fr AngioSeal millennium device in the canine model. American Journal of Cardiology, 2002; 90 (6A): 172H

Christ G.J., N.S. Day, M. Day, **C. Santizo**, W. Zhao, T. Sclafani, J. Zinman, K. Hsieh, K. Venkateswarlu, M. Valcic, A. Melman. Bladder injection of "naked" *hSlo/pcDNA3* ameliorates detrusor hyperactivity in obstructed rats in vivo. American Journal of Physiology-Regulatory, Integrative & Comparative Physiology. 281(5):R1699-709, 2001 November.

Sato, Y., J. Rehman, **C. Santizo**, Melman A. and G. J. Christ. Significant physiological roles of ancillary penile nerves on increase in intercavernous pressure in rats: experiments using electrical stimulation of the medial preoptic area. International Journal of Impotence Research. 13(2):82-8, 2001 April.

Abstracts:

Karicheti, V., **Santizo, C.**, Zhao, W., Kuo, K., Shenk, G., Melman, A., G. J. Christ. Changes in electrical properties of detrusor smooth muscle in the STZ (streptozotocin)-diabetic rat. Urology. 57(6,1):110-111, 2001 June.

Christ, G.J., Day, N.S., **Santizo, C.**, Zhao, W., Sclafani, T., Karicheti, V., Valcic, M., and A. Melman. Bladder instillation of "naked" *hSlo/pcDNA3* ameliorates detrusor hyperactivity in obstructed rats in vivo. Urology. 57(6,1):111, 2001 June.

Day N.S., A. Melman, W.L. Smith, **C. Santizo**, Y. Sato, W. Zhao, M. Day, F. Chen, M. Valcic, J. Rehman, R. Bakal, and G.J. Christ. *hSlo* transcript is locally restricted after a single intracavernous injection of *hSlo/pcDNA*. FASEB J. 13: Abstract, A356, 1999.

Christ G.J., W.L. Smith, **C. Santizo**, Y. Sato, W. Zhao, N.S. Day, M. Valcic, T. Sclafani, J. Rehman, R. Bakal, and A. Melman. K⁺ channel gene therapy is associated with increased nerve-stimulated intracavernous pressure (ICP) responses despite diminished neuronal innervation following 3-4 months of experimental diabetes in rats. FASEB J. 13: Abstract, A192, 1999.

Christ George J., William L. Smith, **Cristian Santizo**, Yoshi Sato, Weixin Zhao, Nancy Day, Mira Valcic, Theresa Sclafani, Jamil Rehman, Ron Bakal & Arnold Melman. Gene therapy with K⁺ channels preserves erectile capacity in the face of diminished neuronal innervation following 12-16 weeks of experimental diabetes in rats. J. Urol. 161: Supplement, 210, 1999.

Day Nancy S., Arnold Melman, William L. Smith, **Cristian Santizo**, Yoshi Sato, Weixin Zhao, Michele E. Day, Frank C. Chen, Mira Valcic, Jamil Rehman, Ron Bakal and George J. Christ. The expression of *hSlo* transcript is largely locally restricted following intracavernous injection. J. Urol. 161: Supplement, 211, 1999.

Smith W.L., A. Melman, **C. Santizo**, Y. Sato, W. Zhao, N. Day, M. Valcic, T. Sclafani, J. Rehman, R. Bacal & G.J. Christ. Gene therapy with *hSlo* naked DNA preserves erectile capacity following 12-16 weeks of experimental diabetes in rats. Keystone Symposium: "Molecular and cellular biology of gene therapy", January 14-20th, 1999, Salt Lake City, UT.

McEnroe, M., P.M.J. Woodhead, J.J. Cech, Jr., C. Crocker, **C. Santizo**, and H. Hamakuaya. 1995. Blood-oxygen affinity of Cape Hake, *Merluccius capensis*, living in oxygen deficient waters of the Benguela current system.

McEnroe, M., P.M.J. Woodhead, C. Crocker and **C. Santizo**. 1995. Oxygen content of swimbladder gas from Cape Hake, *Merluccius capensis*, living in oxygen-deficient waters of the Benguela current system.

Presentations:

Santizo, C., K. Qureshi, C. Dumois, E. Needham. Tolosa-Hunt Syndrome: Painful Ophthalmoplegia. Florida Hospital- Winter Park, 2011

McEnroe, M., P.M.J. Woodhead and **C. Santizo**. Blood Characteristics of Hake, *Merluccius Capensis*, from the oxygen-minimum zone of the Benguela upwelling area off Namibia. Purchase College. The 14th Annual Natural Sciences Student Symposium, 1995.

Acknowledgments:

T. Spruill, Gui, Serena. Basic Communication Skills in the Hospital Setting: A Comparison of Residents from Different Medical Specialties. Florida Hospital- Orlando, 2010.

Zhao W, Sato Y, Melman A, Andersson K-E, and Christ G. Metrics for evaluation of age-related changes in erectile capacity in a rodent model. J Sex Med 2009;6:1885–1892.

Melman, A., W. Zhao, K. P. Davies, R. Bakal AND G. J. Christ. The successful long-term treatment of age related erectile dysfunction with *hSlo* cDNA in rats *in vivo*. The Journal Of Urology. 170: 285–290, 2003 July.

Center Medical Director
7/2023- Present

Concentra Health, San Diego
- Medicine/ Urgent care
- General Surgery
- Occupational Trauma

General Surgery/Trauma Locums
12/2023- present

Banner Lassen Medical Center/Susanville California
- Acute Care Surgery
- Bread and Butter General Surgery
- Upper and Lower Scopes
- Level II Trauma

General Surgery
5/2022- 7/2023

Kaiser Permanente Chula Vista/San Diego- Per Diem
- Medical Management
- Acute Care Surgery
- Bread and Butter General Surgery

General and Transplant Surgery
7/2015-4/2022

Sharp Memorial Hospital/ Balboa Nephrology Medical Group, San Diego
- General Surgery
- Hepatobiliary Surgery
- Kidney/Pancreas Transplant Surgery
- Cystoscopy/Stent Placement/Removal

EDUCATION AND TRAINING

Abdominal Transplant/Hepatobiliary Surgery
Faculty Fellow Surgeon
7/2013- 7/2015

University of Southern California, Keck Medical Center, Children's Hospital, Los Angeles

General Surgery Resident Physician
7/2005-6/2013

Department of General Surgery, Detroit Medical Center/Wayne State University School of Medicine

Post Graduate Education (PhD)
8/2007- 3/2010

Biomedical Engineering Wayne State University, College of Engineering

Graduate Education (MD)
8/2000- 6/2005

Doctorate of Medicine, University of California, San Diego School of Medicine

Undergraduate Education (BS)
8/1996- 5/2000

Bachelors of Science- Cell and Molecular Biology/ Chemistry
San Diego State University- MARC Scholar/ Howard Hughes Research Fellow

BOARD CERTIFICATION

American Board of Surgery Certification Number 064480- Current

FELLOWSHIP

Fellow of the American College of Surgeons (FACS)

MEDICAL LICENSURE

California- A124291 – Current/unrestricted
Michigan- 4301086239
South Carolina- South Carolina- LLTL38822
Fluoroscopy License – Active RHC00208102
DEA License- Current/unrestricted
National Registry of Medical Examiners Certified- 9172046002
ACLS/BLS, EMR proficient: Cerner, Epic, Acumen, Touchworks, Citrix

PROFESSIONAL SOCIETIES

Fellow American College of Surgeon, San Diego County Medical Society,
American Society of Transplant Surgeons, American Medical Association

CURRICULUM VITAE

Valerie L. Youngblood MD
2683 Via de la Valle, Suite G143
Del Mar, CA. 92014
619-368-6877
youngbloodmd@gmail.com

EDUCATION:

September 1981	Bachelor of Science-Biology Candidate, Wayne State University- Detroit, MI
August 1985	Doctorate of Medicine, Michigan State University- College of Human Medicine; East Lansing, MI.
September 1985- Sept. 1986	Internship-Internal Medicine, Mt. Carmel Mercy Hospital. Detroit, MI.
September 1986- Sept. 1988	Residency-Internal Medicine, Mt. Carmel Mercy Hospital. Detroit, MI.

PROFESSIONAL EXPERIENCE:

February 1988- Dec. 1989	Independent Contractor, National Emergency Services, Inc., Urgent Care/Emergency Medicine, Detroit, MI.
January 1990- Jan. 1992	Hospitalizing/Ambulatory Care/ Staff Physician. Internal Medicine, FHP Health Plan of Southern CA. Long Beach, CA.

January 1992- Jan. 1996	Staff Physician, Emergency Medicine Dept., FHP Health Plan of Southern Cal., Long Beach, CA.
January 1993- 1995	Vice Chairman, Emergency Medicine Dept., FHP Inc., Staff Model HMO. Long Beach, CA.
January 1996- Feb. 1997	Staff Physician, Emergency Medicine Dept California Emergency Physician Group Orange Coast Memorial Hospital Fountain Valley, CA.
March 1997- April 2004	Staff Physician, Emergency Medicine Dept. Urgent Care, Family Practice Dept. Kaiser-Permanente of Southern California, San Diego.
January 2004- Feb. 2009	Valerie L. Youngblood MD, APC Preventive-Integrative Medicine Private Medical Practice Lajolla, CA
October 2007- June 2009	Regional Consultant Physician Pure Laser Clinics of America San Diego, CA

February 2009- 12/2010	INN-House Physicians, Staff Physician for Relais & Chateau Hotels San Diego, CA.
July 2009- 8/2010 Valley	Staff Attending Physician, Emergency Medicine Southern Inyo Hospital. Lone Pine, CA. Emergency Physician Medical Group. Walnut Creek, CA.
September 2010- 2/2013	Staff Attending Physician, Emergency Medicine Biggs-Gridley Memorial Hospital; Gridley, CA. EmCare Emergency Physician Medical Group Dallas, TX.
December 2009- 1/2011	Staff Attending Physician, Emergency Medicine Trinity Hospital. Weaverville, CA. Valley Emergency Physician Medical Group. Walnut Creek, CA.
July 2010- 7/2016	Staff Attending Physician, Emergency Medicine East Valley Memorial Hospital; Glendora, CA Valley Emergency Physicians Medical Group Walnut Creek, CA.
October 2010- 5/2020	Staff Physician, Emergency Medicine Banner Lassen Medical Center Susanville, CA EmCare Physician Group
August 2020- 5/2023	Staff Attending Physician, Urgent Care Medicine Marque Medical Urgent Care San Diego, CA

**July 2023-
Present**

**Center Medical Director
Sorrento Mesa
Concentra Urgent Care
San Diego, CA**

LICENSURE: State of California since 1988-12/31/2023
State of Michigan 1985-1998.(inactive)

CERTIFICATION

- Board Certified, American Board Integrative Holistic Medicine**
- Board Eligible, American Board of Internal Medicine**
- Certified Medical Examiner-FMCSA, 9/12/2023**
- California Radiography X-Ray Supervisor and Operator
California Department of Public Health, 5/31/2025**
- Provider-BLS, ACLS, PALS**

PROFESSIONAL MEMBERSHIPS:

San Diego County Medical Society
California Medical Association
American College of Physicians
American Integrative Holistic Medical Association

TRICIA E VANWAGNER, MD

760-390-6647 | tricia.vanwagner24@gmail.com | Oceanside, CA

PROFESSIONAL PROFILE

Innovative and dynamic medical executive with 24 years of clinical and administrative experience in a myriad of environments. A proven team builder adept at finding solutions to complex problems. Demonstrated proficiency in personnel, information, risk, logistics, and financial management. Strong communication and interpersonal skills. Able to effectively and professionally interact with a diverse population.

EDUCATION

Sports Medicine Fellowship <i>Naval Hospital Camp Pendleton</i>	Aug 2008
Family Medicine Residency <i>Naval Hospital Camp Pendleton</i>	Aug 2005
Family Medicine Internship <i>Naval Hospital Camp Pendleton</i>	Jul 2001
Doctor of Medicine <i>University of Florida College of Medicine, Gainesville, FL</i>	May 2000
Bachelor of Science, Major Behavioral Neuroscience <i>University of Florida, Gainesville, FL (Suma Cum Laude)</i>	May 1995

PROFESSIONAL EXPERIENCE

Clinic Medical Director , Concentra Urgent Care, Oceanside, CA	Dec 2024-present
Staff Physician , USNS Mercy, Pacific Partnership 2024	Sep 2023-Feb 2024
▪ Deployed on 1,000 bed hospital ship in support of global health engagement in 5 Pacific countries ▪ Established routine, urgent, and emergent medical response for shipboard operations ▪ Maintained medical readiness of 850 staff members	
Officer in Charge , United States Forces Japan (USFJ), Yokota, Japan	Apr 2022-Oct 2022
▪ Led a team in data collection, interpretation, and policy advisement through the COVID pandemic's largest wave and wind down mitigating impact for over 125,000 US Department of Defense personnel in Japan ▪ Served as primary liaison between USFJ and health professionals across Japan to existing and emerging public health threats ▪ Established a plan to fortify USFJ medical capabilities in steady state, contingency, and crisis ▪ Researched and documented US and Japanese medical capabilities and capacity in Japan	
Director , Virtual Medical Center, Indo-Pacific, San Diego, CA	Jul 2021-Oct 2024

- Defense Health Agency (DHA) and Navy Medicine Leader in Virtual Health (VH) strategy ensuring global availability in any environment
- Managed DHA and Navy teams instrumental in establishing VH policy, data analytic tools, and expansion of VH programs
- Delivered VH Awareness Campaign to all Military Treatment Facilities and Operational Medicine leaders in the Indo-Pacific decreasing patient movement for medical reasons

Officer in Charge (OIC), Naval Family Branch Clinic Iwakuni, Japan Aug 2018-Jul 2021

- Led a diverse staff of 300 personnel in the delivery of routine, urgent, and emergent medical, dental, and obstetric care to a population of 13,000 in a remote, overseas location
- Expertly managed a \$1M annual operating budget, \$1.5M facility maintenance contract, and \$2M in additional contracts required to diagnose and remediate facility failures
- Collaborated with multiple stakeholders in cohesive response throughout COVID-19 pandemic ensuring Force Health Protection and maintenance of critical operational mission readiness
- Strategically resolved numerous manpower, equipment

Director for Branch Clinics, Naval Hospital Sigonella, Italy Aug 2015-Jul 2018

- Led a diverse team of 154 members across 3 clinics in Bahrain, Greece, and Italy
- Developed and instituted a plan of technical support visits focusing on leadership, clinical support, program management, and communications strategies to mitigate knowledge and manpower deficits resulting in successful inspections at all locations
- Led Command High Reliability Organization Strategic Initiative resulting in significant maturity in Command Leadership components

Department Head, Naval Hospital Camp Pendleton, CA Aug 2012-Aug 2015

- Led 38 staff in the provision of 63,000 orthopedic rehabilitation encounters annually
- Through skillful clinic management, increased patient access to care by 40 percent and insured daily access for Marines in training, diminishing lost training time by 75 percent
- As Sports Medicine Fellowship Associate Director, trained 110 physicians on musculoskeletal evaluation and treatment

Senior Medical Officer (SMO), Branch Health Clinic Parris Island, SC Sep 2008-Aug 2012

- Managed 50 providers' care to over 100,000 patients
- Collaborated with civilian radiologists on development of a time-saving and cost effective stress fracture screening process decreasing lost training time for Marine Corps recruits
- Developed evidence based practices and standardized care for injured recruits increasing return to training by over 15% resulting in over \$500,000 cost avoidance

Staff Physician, Fleet Surgical Team Nine, San Diego, CA Aug 2006-Aug 2007

- Deployed to Western Pacific and Middle East aboard ship, expertly managing the medical care for more than 6,000 Sailors and Marines in support of Operation Iraqi Freedom
- Developed and implemented mass casualty shipboard response and provided regular training to over 35 medical staff ensuring a ready medical force

OIC/SMO, Branch Health Clinic Chinhae, Korea Aug 2005-Aug 2006

- Managed 12 personnel in the provision of expert medical care for 350 personnel in a remote, resource limited environment
- Coordinated the outfitting, installation, and transition to a new \$3.6M health clinic
- Established Emergency Response, Domestic Violence, and Sexual Assault plans

Physician, Marine Expeditionary Unit, Camp Pendleton, CA Jul 2001-Jul 2003

- Forward deployed to Western Pacific and Middle East aboard ship ensuring medical readiness for over 1,500 Marines
- Provided direct medical support to Marine Unit of 350 personnel on the ground in Kuwait and Iraq in support of the Global War on Terrorism
- Participated in engagements with Jordanian and Kuwaiti medical teams ensuring coordinated response during field exercises

PROFESSIONAL AFFILIATIONS

American Academy of Family Physicians

Jul 2005-Present

Cecilia Cruz, MD

1501 Front Street
San Diego, CA 92101
cycruz@health.ucsd.edu
(619) 777-0726

Postgraduate Training

University of California, San Diego
Preventive Medicine Resident, San Diego, CA

Jul 2022 - Present

Creighton University
General Surgery Internship, Phoenix, AZ

Jul 2021 – June 2022

Education

Doctor of Medicine
College of Medicine
The University of Arizona – Phoenix, AZ (UACOM-P)

Jun 2017 – May 2021

Bachelor of Science, Accounting
W. P. Carey School of Business
Arizona State University, Tempe, AZ

Aug 2007 - May 2011

Professional Experience

Medical Spanish Interpreter
Certified Language Interpreters, Phoenix, AZ

Feb 2014 – Jun 2016

AmeriCorps – Community Health Coach
Arizona Living Well Institute, Phoenix, AZ

Jun 2013 – Oct 2014

Clinic Coordinator
Wesley Community Center and Clinic, Phoenix, AZ

Jun 2013 – Apr 2014

Business Analyst
The Fruth Group, Phoenix, AZ

May 2011 – Apr 2013

Licensure

California Board Medical License
Expiration Date: 09/30/2024

Active

Certification and Skills

Certificates: Basic Life Support (BLS) **June 2021**

Advanced Life Support (ALS) **June 2021**

Languages: Spanish – native, proficient

Honors and Awards

Graduation Honors – Summa Cum Laude **May 2011**

W. P. Carey School of Business

Arizona State University, Tempe, AZ

Leadership

Diversity and Inclusion Student Representative **Nov 2017 – Nov 2018**

UACOM-P

Assisted office of Diversity and Inclusion (D&I) to improve medical student experience and education; met monthly with Dean of D&I and student government discuss medical students' experience with curriculum or activities set forth by the D&I office

Family Medicine Interest Group Leader **Nov 2017 – Nov 2019**

UACOM-P

Lead monthly family medicine meetings designed to cover educational topics for all interested students; assisted in creating events for family medicine week, student recruitment, and improvement of interest group organization

Medical Student Representative **Nov 2016 – Nov 2017**

Latino Medical Student Association (LMSA)

UACOM-P

Helped organize campus events focused on promoting access to healthcare for Latino communities; attended regional chapter meetings; collaborated with national chapters to advance organization's mission

Clinic Coordinator **Feb 2012 – Jun 2013**

Wesley Community Clinic, Phoenix, Arizona

Coordinated evening clinics; organized medical students, volunteers, patients, staff to ensure efficient workflow; served as main contact for questions regarding workflow and clinical set-up; addressed questions regarding patient needs and appointments

Board of Directors **Jun 2012 – Jun 2013**

Wesley Community Clinic, Phoenix, Arizona

Participated in monthly board meetings to review center's activity, plans, and progress; offered input on ways to better reach the center's patient population and community which was greatly composed of Hispanic women from underserved communities; Collaborated in Quality Control and Finance committees to provide input on quality control measures and financial review of clinic

Research

Incidence of VTE in non-oncological laparoscopic surgery in patients under reverse Trendelenburg positioning and intraoperative factors associated with increased rate of VTE

Banner University, 2019 – 2020

Mentor: Jennifer Preston, MD, FACS

Do Patients Disclose?: Use of Complementary Alternative Medicine in Urban Underserved Health Settings & Perception of Patient-Physician Relationships

UACOM-P, 2017 – 2020

Mentor: Jennifer Hartmark-hill, MD

Non Peer-Reviewed Online Publication

Cruz, Cecilia (May 4, 2020) *Latino Medical Student Association Policy Summit* podcast for UACOM-P, sharing experience advocating for Latino health at Capitol Hill in Washington, D.C.

Media

Inclusive Excellence Newsletter for UACOM-P Office of D&I, “Learned lessons on what campuses nationwide are doing for patient care.” Brought this to our groups and diversity team to push us forward on topic of medical care for underserved populations. April 25, 2018

Volunteer Work

Wesley Community Clinic

Oct 2016 – May 2021

Phoenix, AZ

Assisted in providing care to underserved patients by obtaining histories, physical exam, and formulating assessment plan geared toward low-resource population

Barrow Neurological Institute Coordinator

2013 – 2014

Phoenix, AZ

Took care of patient’s families during surgical procedures; coordinated with nurses to keep family updated and informed regarding patient’s health status and location

Hobbies and Interests

Soccer (Defender) – women’s and co-ed recreational leagues

Outdoor Recreation – hiking, running, camping

Cooking and Baking

Travel

Leonard R. Costantini, D.O.

Summary

A motivated and professional physician with over 9 years of clinical experience. Dedicated to providing meticulous, evidence-based, patient-centered care. A strong background in primary care, occupational medicine, urgent care, and preventive medicine. A former General Medical Officer in the U.S. Navy with extensive experience in operational medicine, leadership, and emergency/trauma medicine. Recognized for exceptional decision making, adaptability, efficiency, and dedication to improving health and safety.

Work History

Center Medical Director – Concentra Urgent Care | San Diego, CA | Feb 2021 – Present

- Provides comprehensive occupational medicine and urgent care services including work-related injury management and acute illness/injury care
- Conducts pre-employment, return-to-work, fitness for duty, and medical surveillance exams in compliance with OSHA standard
- Performs Department of Transportation physicals ensuring compliance with Department of transportation standards
- Provides emergency life saving measures in accordance with BLS and ACLS standards
- Collaborates with employers, insurance adjusters, and nurse case managers to provide efficient case management
- Collaborates with Specialists (Orthopedic, Podiatry, Physical Therapy, General Surgery, Spine Surgery) to ensure excellent medical outcomes
- Proficient in diagnosis of acute illnesses, management of illnesses, management of muscle injuries, determination of causality in work-related injuries, laceration repairs, I&Ds, reduction of joint dislocations, ear lavages, eye foreign body removal, laboratory test analysis, X-ray interpretation, EKG interpretation, PFT interpretation, audiogram interpretation, TB prevention protocols, and medical surveillance exposure management
- Supervises and trains physician associates, nurse practitioners, and medical support specialists to maintain consistent high quality patient care
- Ensures accurate and thorough completion of medical records and documentation

Medical Department Head – Center for Security Forces | San Diego, CA | 2018 – 2020

- Oversaw 2,416+ high-risk training medical screenings with 99% student success rate
- Provided daily sick call hours, emergency coverage, and treatment for survival/evasion/resistance/escape students
- Accountable for \$125K in medical supplies and equipment supporting bi-monthly courses
- Supervised and trained 8 Navy Hospital Corpsmen

General Medical Officer – 1st Battalion, 3d Marine Regiment | Kaneohe Bay, HI | 2016 – 2018

- Senior Medical Authority for 1,200+ Marines and Sailors
- Delivered primary care and preventive medicine to ensure unit deployability
- Managed medical coverage, casualty triage, and evacuation protocols for 7+ military exercises
- Oversaw \$750K in medical equipment and supplies
- Mentored and advanced career development of 70+ Navy Hospital Corpsmen

Education

Naval Medical Center San Diego – Physician Intern | June 2015 – June 2016

- Inpatient rotations: Internal Medicine, Coronary Care Unit, OB/GYN, Psychiatry
- Outpatient rotations: Family Medicine, Orthopedics, Dermatology, Neurology, Emergency Medicine, Military Operational Medicine

Lake Erie College of Osteopathic Medicine – Erie, PA | May 2011 – May 2015

- Doctor of Osteopathic Medicine

Allegheny College – Meadville, PA | July 2006 – May 2010

- Bachelor of Science in Biology, Minor in Psychology
- Honors: Magna Cum Laude, Dean's List (2006–2007), High Dean's List (2007–2010), Phi Beta Kappa Society (2010 – present)

Licensure & Certifications

- California Osteopathic Physician & Surgeon
- Advanced Life Support – American Heart Association
- Basic Life Support – American Heart Association
- DEA License
- Tactical Combat Casualty Care

Research Experience

Senior Comprehensive Project – Allegheny College (2009 – 2010)

- Thesis: FbxA Ubiquitin-Mediated Protein Degradation of FbiA in Dictyostelium discoideum
- Completed written thesis, oral defense, and symposium presentation

Summer Research – Allegheny College (July – Aug 2009)

- Assisted in protein interaction experimentation (FbxA/FbiA)

Independent Research – Allegheny College (Jan – Aug 2009)

- Studied effects of daytime napping on cardiovascular reactivity to stress
- Examined correlations between personality traits, sleep quality, and sleep architecture

Poster Presentation American Psychosomatic Society's 68th Meeting: Stress & Health (Mar 2010)

- Self-Reported Sleep Quality and Daytime Sleep Architecture in College Students is Related to Neuroticism

Leadership

- Member – American Osteopathic Association
- Member – Pennsylvania Osteopathic Medical Association

LESTER M. DE GUZMAN, M.D., M.P.H.

Board Certified, American Board of Preventive Medicine

Board Certified, Occupational Medicine

DOT FMCSA Licensed Medical Examiner

Board Eligible, American Board Family Practice

Mailing Address

740 Nordahl Rd #131

San Marcos, CA 90269

(714) 287-4983

lester_deguzman@concentra.com

Permanent Address

6361 Silverbush Creek St

San Diego, CA 92130

EDUCATION

DETROIT MEDICAL CENTER (DMC)

Occupational Medicine Program

Board Certified, American Board of Preventive Medicine

- One year fellowship, Occupational & Environmental Medicine
- Certification January 2015 to December 2025

Detroit, MI

July 2005-July 2006

PROVIDENCE ST. JOHN HOSPITAL

Family Medicine Program

Board Certified, American Board Family Practice

- Matriculated, July 2002 – June 2005, certified 2005
- Special interest in Sports & Occupational Medicine
- Resident Recruitment & Community Outreach Committees

Southfield, MI

June 2002-July 2005

WAYNE STATE UNIVERSITY

School of Medicine

Doctor of Medicine, Conferred June, 2002

- Matriculated, Aug. 1998
- USMLE Steps I, II & III, Passed On
- Departmental Commendation, Neurology & Ob/Gyn

Detroit, MI

Aug 1998-June 2002

UNIVERSITY OF MICHIGAN

School of Public Health

Master of Public Health, Environmental & Industrial Health

Major in Toxicology, Conferred April 1998

- Special interest in Risk Assessment & Risk Communication
- Michigan Lead Hazard Remediation Program

Ann Arbor, MI

June 1996-July 1998

UNIVERSITY OF MICHIGAN

School of Literature, Science, & Arts

Honors Program, Bachelor of Science

B.S. Cellular & Molecular Biology, Conferred May, 1996

Ann Arbor, MI

Aug 1992-May 1996

B.S. Chemistry, Conferred May, 1996

- Class Honors, 1993 & 1994
- Sophomore Honors Award
- Golden Key National Honor Society
- Phi Lambda Upsilon National Chemical Honor Society
- Univ. of Michigan Regent Alumni Scholarship

EXPERIENCE

CONCENTRA URGENT CARE

Oct 15 - present

Center Medical Director, San Marcos

- Supervises two full-time physician assistants & per diem clinicians
- Supervises back office personnel and medical assistants
- Performs medical examinations, evaluations, and treatment for acute and chronic diagnoses urgent care patients
- Prescribes pharmaceuticals and performs outpatient procedures as appropriate to assessed medical conditions

SHARP REES STEALY

March 13 – Sept 15

Staff Physician, La Mesa

- Performs medical examinations, evaluations, and treatment for acute and chronic diagnoses urgent care patients
- Prescribes pharmaceuticals and performs outpatient procedures as appropriate to assessed medical conditions

KAISER-ON-THE-JOB

Jan. 12 – Feb 13

US HEALTHWORKS (Center Medical Director)

Sept. 09 – Feb. 13

CONCENTRA / BUSINESS HEALTH SERVICES

Aug. 05 – Aug. 09

Performs pre-employment medical examinations, return-to-work evaluations, and diagnoses & treatment of work related injuries

- Knowledge of Worker's Compensation, OSHA, MIOSHA, DOT regulations
- Works directly with client management to promote workforce health and optimal productivity
- Radiology Xray Supervisor & Operator Permit, CA Dept Public Health

LITTLE COMPANY OF MARY

Jan 10 – July 12

Manhattan Beach/Redondo Beach Urgent Care Station, per diem

- Performs medical examinations, evaluations, and treatment for acute and chronic diagnoses urgent care patients
- Prescribes pharmaceuticals and performs outpatient procedures as appropriate to assessed medical conditions

HEMORRHOID RELIEF CENTERS

Feb. 08 – Dec. 08

Clinic Medical Director – Warren, MI & Livonia, MI

- Performs infra-red coagulation(IRC) of grade I, II, III hemorrhoids
- Educates patients on prevention and maintenance of flare-ups as well as importance of multiple appointment compliance
- Conducts proper colon cancer screening and refers appropriately
- Works directly with corporate management to promote practice growth maintain clinic financial stability

PROVIDENCE HOSPITAL

July 05 – Aug 09

Pediatric Hospitalist, contingent – Southfield, MI

- Performs medical examinations, evaluations, assessments, diagnoses, and treatment to hospital inpatients
- Prescribes pharmaceuticals, other medications, and treatment regimens as appropriate to assessed medical conditions
- Directs and coordinates the patient care activities of nursing and support staff as required

MICHIGAN DEPARTMENT OF CORRECTIONS

July 05 – Aug 09

Staff Physician – Ypsilanti, MI

- Performs medical examinations, evaluations, and treatment for acute and chronic diagnoses on prison inmates
- Prescribes pharmaceuticals and performs outpatient procedures as appropriate to assessed medical conditions

MOBILE HYPERBARIC CENTERS

Aug. 06 – Aug 09

Staff Physician, contingent – Taylor, MI

- Performs medical examinations, assessments, diagnoses, and treatment to patients requiring hyperbaric oxygen therapy
- Supervises hyperbaric chamber dives and directs the patient care activities nursing and support staff as required

AUTO ALLIANCE, FORD BROWNSTOWN

Oct. 05 – Aug 09

Plant Physician, contingent – Flat Rock, MI

- Performs diagnoses & treatment of work-related injuries, return-to-work evaluations, fit for duty assessments

EXAM ONE & PORTAMEDIC PARAMEDICAL

Sept. 04 – Aug 09

Medical Examiner, contingent – Sterling Heights, MI

- Provide timely, accurate, & efficient medical history, physical measurements, & diagnostic specimens for insurance companies
- Proficient in blood draws, urine & oral fluid collection, EKG obtainment
- Alert to assure proper chain of custody procedures

BELLO VISITING PHYSICIANS

Sept. 04 – April 05

Home Care Physician, contingent – Flint, MI

- Administer thoughtful and conscientious care of geriatric patients & homebound adults
- Provide thorough evaluation of the patient and diligent coordination of services with home health agencies
- Perform blood draws, EKG, vaccinations, simple bedside procedures

UNIV. OF MICHIGAN BIOLOGY DEPT.

May '97 - June '98

Course Coordinator / Supervising Graduate Student Instructor

Genetics, Winter '98 & Biochemistry, Spring '97, '98

- Trained other GSI's to effectively run student discussions
- Worked closely with professors in organizing lecture material, writing exams, assigning student grades, & writing student recommendation letters
- Scheduled GSI office hours, student lab assignments, & exams reviews
- Supervised my own student discussions in addition to above duties

UNIV. OF MICHIGAN BIOLOGY DEPT.

Jan. '97- June '98

Graduate Student Instructor (TA), Genetics / Biochemistry

- Supervised student discussions on lecture & lab material
- Provided students with group & individual academic support
- Aided professors by grading papers & correcting exams
- 5 semesters of experience, incl. three as Course Coordinator

UNIV. OF MICHIGAN SCHOOL OF PUBLIC HEALTH

Nov.'96-Jan.'97

Full-time graduate student

ENVIRONMENTAL QUALITY COMPANY

June '96 – Nov. '96

Assistant Analytical Chemist

- Determined company ability to accept, safely manage, & treat waste streams according to land permits
- Performed qualitative analysis on waste streams with QA/QC, including cyanide & heavy metal determination
- Maintained calibration of instrumentation & proper housekeeping

RESEARCH**HENRY FORD HOSPITAL**

Sept'04 – Feb. '05

Research Assistant/ Secondary Author

- "Direct Evidence that Deoxygenated Sickle Cells Adhere to Cancer Cells"
- Electric Cell-Cell Impedance Sensing (ECIS) to examine the Interaction between sickle red blood cells & cancer cells *in vitro*

- 1st Place Winner - Resident Research Forum (out of 28 competing projects)

UNIV. OF MICHIGAN MEDICAL SCHOOL Jan. '97 – May '97
Undergraduate Research Assistant, Kresge Hearing Institute

- Conducted independent research on aminoglycoside gentamicin
- Performed luminosity assays to monitor free radical formation
- Gained extensive knowledge of aminoglycoside ototoxicity

UNIV. OF MICHIGAN Aug. '95 – June 96
 Full-time undergraduate student

UNIV. OF MICHIGAN BIOPHYSICS DEPT. Jan. '94 – Aug. '95
Undergraduate Student Research Assistant

- Drafted grant proposal for summer research program
- Conducted independent research on salivary proteins

UNIV. OF MICHIGAN May '93 – Jan. '94
 Full-time undergraduate student

UNIV. OF MICHIGAN CHEMISTRY DEPT. Jan. '93 – May '93
Student Organic Chemistry Lab Tech (semester-long employment only)

- Calibrated & prepared instruments for student use
- Trained students to operate analytical instruments
- Monitored & corrected results of student projects

ACTIVITIES

Professional Conferences / CME

AAFP Scientific Assembly 2002 – San Diego, CA
 AAFP Sports Medicine: Strategies for Treating Athletes – Scottsdale, AZ
 ACSM Team Physician Course 2003 – Orlando, FL
 ACSM Advance Team Physician Course 2004 – Las Vegas, NV
 MCO 13th Annual Leroy Rodgers Family Practice Update – Toledo, OH
 AAFP Board Review 2003 – Seattle, WA
 MOEMA Scientific Meeting – Kalamazoo, MI 9/03
 East Lansing, MI 9/05
 Hyperbaric Medicine Team Training 2006 – San Antonio, TX

Thomas James Mackey, M.D., FAAFP

Work: Center Medical Director, Concentra, Chula Vista, Ca

Tmackey89@gmail.com

Education:

- Family Medicine Residency, Naval Hospital Camp Lejeune, Camp Lejeune, NC.
Dates: July 2011 to July 2014
- Virginia Commonwealth University, School of Medicine, Richmond, VA.
Dates: Aug 2007 to May 2011. Degree: Doctor of Medicine
- San Diego State University, San Diego, CA.
Dates: Aug 2004- Dec 2006. Degree: Post-baccalaureate
- New Mexico State University, Las Cruces, NM.
Dates: May 1998 to May 1999. Degree: Masters of Science, Industrial Engineering
- U.S. Army Logistics Management College, Fort Lee, Virginia. Dates: Jan 1998 to April 1998
- Duke University, Durham, NC.
Dates: Aug 1985 to May 1989- Bachelors of Science, Mathematics

Employment Record

- Concentra Chula Vista, Center Medical Director. Dates: January 2021 to Present
- United States Navy, Lieutenant Commander, Medical Corps. Dates: May 2011 to December 2020
 - Staff Physician, Naval Hospital Twentynine Palms, CA Dates: Oct 2019 – Dec 2020
 - Ship's Physician, USS Ronald Reagan, CVN76, Yokosuka, Japan. Dates: Dec 2017 – Sept 2019
 - Department Head Family Medicine and Staff Physician, Naval Hospital Yokosuka, Japan. Dates: Sept 2014 – Dec 2017
- Care Ambulance Company, San Diego, CA. Position: EMT. Dates: Jan 2007 to July 2007
- Capital One Financial. Dates: Sept 1999 to Jan 2005
 - Position: Senior Business Analyst, San Diego, CA. Dates: July 2002 to Jan 2005
 - Position: Senior Operations Analyst, Richmond, VA. Dates: Sept 1999 to July 2002
- United States Army, Captain, Corps of Engineers. Dates: May 1989 to Sept 1999
 - Operations Research Analyst, White Sands Missile Range, NM.
Dates: Jan 1998 to Sept 1999
 - Company Commander, Republic of Panama, Panama. Dates: Aug 1996 to Dec 1997
 - Personnel Officer, Republic of Panama, Panama. Dates: Oct 1995 to Aug 1996
 - Staff Engineer, Republic of Korea. Dates: Aug 1994 to Sept 1995
 - Humanitarian Civic Action Officer, Honduras. Dates: Feb 1993 to Nov 1994
 - Company Executive Officer, Fort Carson, CO. Dates: Aug 1992 to Jan 1993
 - Platoon Leader, Fort Carson, CO. Dates: Apr 1991 to Aug 1992
 - Platoon Leader, Saudi Arabia and Iraq. Dates: Oct 1990 to Apr 1991
 - Platoon Leader, Fort Carson, CO. Dates: Jan 1990 to Oct 1990

Honors

- Naval Commendation Medal x2
- Intern of the year, US Naval Hospital Camp Lejeune, 2012
- Phi Kappa Phi Academic Honor Society, 1999
- Outstanding Young Men of America, 1998
- Distinguished Honor Graduate, US Army Logistics Management College, 1998
- Joint Service Commendation Medal, 1993
- Army Commendation Medal x4
- Army Achievement Medal x2
- Army Parachutist Badge, 1993
- Sapper Leader Course, 1991
- Distinguished Military Graduate, Army ROTC, 1989

Curriculum Vitae

Joseph F. Behymer
13723 Recuerdo Dr.
Del Mar, Calif. 92014
(858) 344-4076

MEDICAL LICENSURES & BOARD CERTIFICATIONS:

California License #A47739
Board Recertification 2018
Civil Surgeon
Highly Complex Laboratory Director
Radiology Supervisor

EDUCATION:

1987-1990 Residency in Family Practice, J.F.K Medical Center, Edison, New Jersey
1982-1987 Received MD St. Georges University, Grenada, West Indies
1976-1982 B.S. Business Administration, Minor in Microbiology, Cal Poly Pomona,

PRACTICE EXPERIENCE:

2022-current PRN Physician, Concentra Occupational and Urgent Care
2021 Retired
2014-2021 Physician Supervisor (Asst. Med Director) UCSD Student Health Center
Laboratory Director and Radiology Supervisor
1996-2014 Medical Director Saddleback Family and Urgent Care Mission Viejo, Calif.
1994-1996 Regional Director MedClinic Occupational Medicine, Sacramento, Calif.
1990-1994 PCP, Urgent Care Medical Director Sharp Mission Park Medical Clinic,
Oceanside, Calif.

PROFESSIONAL MEMBERSHIPS:

American Academy of Family Physicians
California Academy of Family Physicians

REFERENCES:

Available upon request

Bruce K. Hoang, DO, MPH
9745 Prospect Avenue, Suite 100
Santee, CA 92071
BHoang@Concentra.com

Education: University of California at San Francisco (Occupational Medicine Fellowship)
August 2002 - July 2003

University of Pittsburgh, M.P.H. (Occupational Medicine Fellowship)
August 2001 – July 2002

UCSF/Fresno, University Medical Center (Family Medicine Residency)
July 1997 – June 2000

Kirkville College of Osteopathic Medicine, D.O.
August 1993 – June 1997

University of California at San Diego, B.S.
April 1990 – June 1992

Board

Certification: Diplomate of the American Board of Family Medicine, 2000-current

Diplomate of the American Board of Preventive Medicine (Occ Med) 2004-current

Experiences: Medical Director, Concentra (formerly US HealthWorks and Health South)
Santee, CA 92071 (August 2003 - current)

Kaiser Permanente Medical Group (Adult Medicine and Urgent Care)
Fremont, CA 94538 (October 2002 – June 2003 & December 2000 – July 2001)

Washington Family Health Medical Group (Staff Physician)
Fremont, CA 94538 (July 2000 – July 2001)

Team Physician

Grossmont College Football (2006 -2008)
Fresno High School (1998 – 1999)
Washington Union High School (1999 - 2000)

Volunteer

Faculty, UCSD School of Medicine, Dept of Family Medicine (2004- current)
Faculty, Touro University College of Osteopathic Medicine (2006 – current)
Secretary, San Diego Osteopathic Medical Association (2006)

Publications: Arsenic methylation and bladder cancer risk in case-control studies in Argentina and the United states, Journal of Occupational Environmental Medicine 2006; 48: 478-488

Ganna Lynn Breland, D.O.

1200 Harbor Dr N #7C
Oceanside CA 92054

ganna.breland@concentra.com
mobile 727-642-6234

LICENSURE

Osteopathic Medical Board of California 20A8612
Mississippi State Board of Medical Licensure 21065
DEA BB9092266
NPI 1316141898
NRCME 9287340769
CA Radiology Operator and Supervisor

WORK EXPERIENCE

Concentra Medical Center (2007-current)

Occupational Medicine and Urgent Care
Per Diem Physician San Deigo Region (7/2024-current)
Medical Director Carlsbad (8/2023-7/2024)
Medical Director Sorrento Mesa (1/2020-8/2023)
Per Diem Physician LA/OC/IE/SD Regions (05/2007-1/2020)

US Health Works (7/2014-1/2020)

Occupational Medicine and Urgent Care
Medical Director Sorrento Mesa
10350 Barnes Canyon Rd, San Diego, CA 92121. Phone 858-455-020

EC Medical Group (3/2014-12/2018)

Medical Spa
Medical Director
10159 Mission Gorge Rd, Santee, CA 92071. Phone: 619-444-3264

Trade Center Outpatient Surgery and Office of Dr. Nick Alapour (09/2012-12/2014)

Neurosurgery Outpatient Surgical Center
Staff Physician Neurosurgery
38925 Trade Center Dr., Palmdale, CA 93551. Phone: 661-265-8787

Beverly Hills Rejuvenation Center (1/2013-2/2014)

Medical Spa
Staff Physician
1860 S Sepulveda Blvd, Los Angeles, CA 90025. Phone: 310-473-5800

Catalina Medical Center (8/2013-3/2014)

Family Medicine Clinic
Per Diem Physician
1919 S Catalina Ave, Redondo Beach, CA 90277. Phone 310-378-7246

Southern Neurological & Spinal Institute (10/ 2011-08/ 2012)

Neurosurgery Outpatient Walk-In Spine Clinic
Medical Director
1 Lincoln Rd #300, Hattiesburg, MS 39402. Phone: 601-579-4440

EDUCATION

Neurosurgery Residency (06/ 2003- 07/ 2007)

Arrowhead Regional Medical Center
400 N Pepper Ave, Colton, CA 92324
Phone: 909-580-1000

Traditional Osteopathic Internship (06/ 2002-06/2003)

Frankford Hospital
10800 Knights Rd, Philadelphia, PA 19114
Phone: 215-612-4000

University of Health Sciences College of Osteopathic Medicine (05/1998-07/2002)

Currently named Kansas City University of Medicine & Biosciences (KCUMB)
Doctor of Osteopathic Medicine
1750 Independence Ave, Kansas City, MO 64106.
Phone: 816-654-7911

University of Southern Mississippi (01/1998-05/1998)

Graduate studies in Public Health
118 College Dr, Hattiesburg, MS 39406
Phone: 601-266-1000

Eckerd College (08/1995-05/1997)

Bachelor of Science Biology, Minor Chemistry
4200 54th Ave S, St. Petersburg, FL 33771
Phone: 727-867-1166

Eckerd College London Study Centre

British Studies
London, England (08/ 1996-12/1996)

St. Mary's College of Notre Dame (08/1993-05/1995)

Undergraduate studies in International Business and Biology
Saint Mary's College, Notre Dame, IN 46556
Phone: 574-284-4000

HONORS AND SCHOLARSHIPS

Eckerd College BS Biology with Honors and Dean's List
Eckerd College British Studies and Central American Studies Recipient
St. Mary's College Academic Honors
Xi Chi of Beta Beta Beta Biological Society
Graduate of the Indiana University Mini-Med School at Notre Dame

PUBLICATIONS

Ganna L. Breland "Neuroimaging & the Neuro ICU Patient," Neurosurgical Intensive Care, J. Siddiqi, Editor, Thieme Publisher, New York, November 2007.

RESEARCH

Residency Research

Idiopathic Normal Pressure Hydrocephalus: Diagnosis and Management (2006)

Pregnancy-related Stroke: A case report and literature review (2005)

Neuropsychiatric Manifestations of Meningiomas of the Frontal Lobe: A Case Report and Literature Review (2004)

Research Assistant

SMC Department of Genetics

Assisted professors with various research projects (1994-1995)

Group Research

Eckerd College Department of Physiology

Research for physiology professor regarding the effects of human growth hormone on mice (1996)

PROFESSIONAL MEMBERSHIPS

Osteopathic Physicians & Surgeons of California (2006-present)

American Osteopathic Association (1998-present)

American Academy of Procedural Medicine (2012-2014)

A4M (2013-2015)

American College of Family Physicians (1998-2004)

American College of Osteopathic Surgeons (2003-2010)

American Osteopathic College of Dermatology (2007-2008)

UHS

Student Osteopathic Medical Association (1998-2002)

Undergraduate American Academy of Osteopathy (1998-2002)

Sports Medicine Organization (1998-2000)

Obstetrics and Gynecology Club (1999-2000)

DOCare (1998-2002)

Undergraduate

Eckerd College International Studies Organization (1995-1997)

SMC Biology Club (1994-1995)

Notre Dame Council for International Business and Development (1993-1995)

Beta Beta Beta Biological Society (1993-1995)

STEPHEN PAUL LEIBHAM

102 Mile of Cars Way

National City, CA 91950

619-474-9211

EDUCATION

Residency- Internal Medicine	July 1983 to June 1985
L.D.S. Hospital - Salt Lake City, Utah	
Internship- Internal Medicine	June 1982 to June 1983
L.D.S. Hospital-Salt Lake City, Utah	
M.D. The Medical College of Wisconsin	August 1978 to June 1982
Milwaukee, Wisconsin	
B.A. The Catholic University of America	September 1974 to May 1978

EXPERIENCE

Concentra Corporation	May 1991 to Current
5080 Spectrum Drive	
#1200 West	
Addison TX 75001	
972-364-8000	
Lead Physician at Chula Vista Center	May 1991 to April 1995*
Lead Physician at Miramar Center	April 1995 to June 2019
Managing Physician at National City Center	June 2019 to Current
Urgent Care, Worker Compensation & Ambulatory Medicine	
Southeast Emergency Center	July 1989 to April 1991
1950 East 7000 South	
Salt Lake City, Utah 84121	
Ambulatory Medicine Treating Adults and Children	

F.H.P. Utah

July 1989 to April 1989

35 West Broadway

Salt Lake City, Utah 84101

Staff Physician Internal Medicine

Team Leader Adult Medicine Redwood Center

Pharmacy Committee

Developed Sigmoidoscopy Clinic

CERTIFICATION Board Certified Internal Medicine

1987

LICENSES State of California G07010

DEA AL2225301

MICHELLE RAMIREZ, MD, MPH

EDUCATION

Kaiser Permanente – Los Angeles, CA Hospice and Palliative Medicine Fellowship Program	07/01/2024-1/31/2025
University of California, San Diego – San Diego, CA Preventive Medicine Residency Program	08/01/2021-10/31/2021
Atlanta Medical Center, Wellstar – Atlanta, GA Orthopedic Surgery Residency Program	07/2015 – 06/2021
Harvard School of Public Health – Boston, MA MPH, Health Policy and Management Concentration	08/2013 – 05/2014
University of California, San Diego School of Medicine – San Diego, CA MD	09/2010 – 06/2015
Stanford University – Stanford, CA BA, Spanish and Portuguese; Minor, Human Biology	09/2001 – 06/2005

LICENSURE & CERTIFICATION

Board Certification, Preventive Medicine	01/01/2025-12/31/2034
California State Medical License	11/04/2021-11/30/2025
Basic Life Support, Advance Cardiovascular Life Support, Drug Enforcement Administration Certification	04/28/2023 - present

PROFESSIONAL EXPERIENCE

Concentra – Chula Vista, CA Staff Physician	03/31/2025-present
University of California, San Diego – San Diego, CA Associate Physician, UCSD Asylum Seeker's Shelter	11/01/2023-06/21/2024
Outcomes Research Group, Department of Surgery, UCSD – San Diego, CA. Medical Student Researcher	01/2011 – 01/2013
Tissue Engineering & Wound Healing Lab, Brigham & Women's Hospital – Boston, MA Research Assistant for Dennis Ogill, M.D., PhD.	06/2006 –06/2009

PUBLICATIONS

- Moran RM, **Ramirez M**, Hofflich H, Woods G, Wing D, Nichols J. "Shared-Medical Appointment for Screening and Risk Assessment for Fall Prevention." *Gerontol Geriatr Med*. Accepted for Publication
- Kushal N, Orland K, Schwartz A, Wilson J, Fletcher N, Patel Anuj, Menapace B, **Ramirez M**, Wetzel, Murphy J. "Effects of Race on Blood Loss in Spinal Fusions for Adolescent Idiopathic Scoliosis." *J Neurosurg Pediatr*. 2020 Nov 6:1-5
- Ramirez M**, Chang DC, Rogers SO, Easterlin M, Talamini MA, Coimbra R, Kobayashi L. "Can universal coverage eliminate health disparities? Reversal of disparate injury outcomes in elderly insured minorities." *J Surg Res*. 2013 Jun 15; 182(2): 264-9
- Tapia VJ, Chang DC, **Ramirez M**, Gosman A. "A qualitative analysis of identity and goals of patients with deformities: Preparation for an evidence-based advocacy for a vulnerable population." *Annals of Plastic Surgery*. April 2013; 70(4): 457–461
- Ramirez M**, Chang DC, Bickler SW. "Pediatric Injury Outcomes in Racial/Ethnic Minorities in California: Diversity May Reduce Disparity." *JAMA Surg*. 2013 Jan; 148(1): 76-80
- Younan G, Ogawa R, **Ramirez M**, Helm D, Dastouri P, Orgill DP. Analysis of nerve and neuropeptide patterns in vacuum-assisted closure- treated diabetic murine wounds. *Plast Reconstr Surg*. 2010 Jul; 126 (1): 87-96.

PRESENTATIONS

Ramirez, M. Implementation of a Falls Prevention Program at UCSD. Oral Presentation at Health Resources and Services Administration Preventive Medicine Annual Stakeholder Meeting. Virtual. *November 16, 2022*; Poster presented at the American College of Preventive Medicine, Denver, CO. *June 16, 2022* Poster presented at the 6th Annual UCSD Public Health Research Day, La Jolla, CA. *May 19, 2022*.

Ramirez, M., Wing, D., Nichols, J., Moran, R.J. A Web-based Fall Prevention Program. Poster presented at the 37th Annual Epidemiological Research Exchange, San Diego, CA. *April 30, 2022*.

Ramirez M., Bruggers J. "Assessing ankle syndesmosis injuries: What are we doing and evidence-based recommendations?" *Atlanta Medical Center, King Research Day, June 16, 2017*.

Eggers R, **Ramirez M.** "How we improve residency training and life, a survey." *Georgia Orthopedic Society Senior Resident Conference. Lake Oconee, GA. June 10, 2017*.

Ramirez M., Rogozinski B, Murphy J, Ratner J. "Hemorrhagic Infantile Fibrosarcoma in a Neonate: A case report and literature review." *Atlanta Medical Center, King Research Day, Atlanta, GA. June 17, 2016*.

Ramirez M, Chang DC, Bickler S. "Pediatric injury outcomes in minorities in California. Does diversity reduce disparity?" *Pacific Coast Surgical Association's 83rd Annual Meeting, Napa Valley, CA. February 18, 2012* (Poster presentation)

Ramirez M, Chang DC, Rogers SO, Easterlin M, Talamini MA, Coimbra R, Kobayashi L. "Disparity in trauma outcomes in elderly minorities in California." *American College of Surgeons' 97th Annual Clinical Congress, San Francisco, CA. October 27, 2011* (Abstract presentation).

AWARDS and HONORS

First place poster, "A Web-based Fall Prevention Program". Annual UCSD Public Health Research Day.	2022
Ruth Jackson 2020 Resident Annual Meeting Scholarship Recipient	2020
Orthopedic Trauma Association Scholarship Recipient	2019
International Pediatric Orthopaedic Symposium Scholarship Recipient	2018
AAOS PAC, Certificate of Appreciation to Atlanta Medical Center	2017
Hispanic Center of Excellence Scholar, UCSD	2012
Medical Student Training in Aging Research Grant, American Federation for Aging Research	2011
Associated Multicultural Members of Partners Educational Scholarship	2007
Coaches Award, Stanford Women's Lightweight Crew	2005
Hispanic Scholarship Fund Award Recipient	2003
Most Inspirational Award, Stanford Women's Lightweight Crew	2003
Academic High Honors, El Centro Chicano, Stanford University	
• (Autumn, Spring 2001-2002; Winter 2003-2004, Autumn, Spring 2004-2005)	

PROFESSIONAL SOCIETIES

American Academy of Hospice and Palliative Medicine	2024-present
American College of Lifestyle Medicine	2021-present
American College of Preventive Medicine	2021-present

LANGUAGE FLUENCY

Native Spanish speaker - fluent in written and verbal Spanish. Proficient in written and verbal Portuguese.

INTERESTS and HOBBIES

- Certified yoga teacher
Long distance running
- Three full marathons
 - Nine half-marathons

Carl N. Tomlinson, PT, DPT
760-500-0967 – carl.tomlinson.dpt@gmail.com
Escondido, CA 92026

Education	Chapman University	Orange, CA	August 2007 – August 2010
	<i>Doctorate of Physical Therapy</i>		
	Concordia University	Irvine, CA	August 2001 – August 2006
	<i>BA in Biology, Pre-Med</i> <i>Minors in Chemistry and Business</i>		

Work Experience	Concentra Physical Therapy	
	<i>Center Therapy Director – Outpatient – San Marcos, CA</i>	December 2012 – Current
	• Manage 1-2 staff physical therapists on daily basis. • Manage full patient load (14-20+ patients per day) performing evaluations and interventions on musculoskeletal and post-operative worker compensation injuries. • Participate in weekly/monthly center leadership meetings discussing center financials, workflow, patient care and colleague engagement. • Instruct 4-6 physical therapy students per year to further progress their education, manual and therapeutic skills to better prepare them for their career.	
	<i>Staff Physical Therapist – Outpatient – San Marcos, CA</i>	February 2011-December 2012
	• Managed full patient load performing evaluations and interventions on post-operative and musculoskeletal work compensation injuries. • Performed office ergonomic evaluations, developed pre-placement human performance evaluations for clients.	

Achievements

- Physical Therapist of the Year 2011 for Concentra Physical Therapy
- Recognized for having a perfect score and Gold Status on Concentra Therapy Model Profile in 2021-2024

Certifications

- CA License Physical Therapist
- Certification in Orthopedic Manual Therapy 2019
- BLS: Adult, Child & Infant with AED
- APTA Credentialed Clinical Instructor

Professional Affiliations

- American Physical Therapy Association
- February 2011 – Present

References

- Provided upon request.

José Dorantes

Josedmts4@gmail.com ♦ (619) 721-4005

EXECUTIVE SUMMARY

Highly-skilled bilingual professional fluent in English and Spanish with demonstrated success in designing and delivering customized programs for varied populations that promote healthy lifestyles. Exceptional critical thinking skills, strong work ethic, and highly adaptable to working within a team dynamic.

EDUCATION

BS, Kinesiology- Pre-Physical Therapy, *San Diego State University*, 2017

DPT, Physical Therapy, *University of St. Augustine of Health Sciences*, 2023

PROFESSIONAL EXPERIENCE

Physical Therapist, *Concentra, Chula Vista, CA*

2025-Present

- Performed all duties of a New Graduate Physical Therapist
- Conducted Initial Evaluations to effectively create POC and HEP to prepare patients to return to work

Physical Therapist License Applicant, *Concentra, Oceanside, CA*

2023

- Performed all duties of a New Graduate Physical Therapist with cosigning from a Licensed PT
- Conducted Initial Evaluations to effectively create POC and HEP to prepare patients to return to work.

Student Physical Therapist, Clinical Rotation, *Concentra, La Palma, CA*

2023

- Managed 100% caseload of new graduate employee with supervision 0% for simple cases and 0% of complex cases
- Conducted Initial Evaluations to effectively create POC and HEP to prepare patients to return to work.

Student Physical Therapist, Clinical Rotation, *Providence Little Company of Mary, San Pedro, CA*
2022-23

- Managed 75% caseload of new graduate employee with supervision <0% for simple cases and <25% of complex cases
- Conducted Initial Evaluations to effectively create POC and HEP's for patients primarily recovering from an Acute CVA, TBI, or SCI

Student Physical Therapist, Clinical Rotation, *Benchmark Physical Therapy, Marietta, GA*

2022

- Managed 75% caseload of new graduate employee with supervision <50% for simple cases and <75% of complex cases
- Conducted Initial Evaluations to effectively create POC and HEP

Personal Trainer, *24 Hour Fitness, San Diego, CA*

2019-2020

- Create programs for clients based on goals and physical abilities
- Adapt exercises based on physical limitations

SKILLS

- Strong Interpersonal Skills
- Detail-Oriented

Jennifer Mandal, PT, DPT

San Diego, CA | (901)254-9648 | jennifermandal0@gmail.com

Professional Summary

Doctor of Physical Therapy and California Licensed Physical Therapist. Experience in outpatient orthopedics, subacute rehabilitation, skilled nursing, and pediatrics. Skilled in manual therapy, time management, patient-centered care, evidence-based interventions, and interdisciplinary collaboration. Seeking to contribute clinical expertise and compassionate care.

Licensure & Certifications

- Licensed Physical Therapist – California (License #308620)
 - Issued: August, 2025
- BLS Certified – American Heart Association, Exp. 01/2026
- CPR Certified – American Heart Association, Exp. 01/2026

Clinical Experience

Physical Therapy Student Intern | PRN Physical Therapy Eastlake | 01/2025 – 04/2025
Chula Vista, CA

- Treated patients aged 9-75 years in a general outpatient orthopedic clinic, addressing post-op, chronic pain, sports-related conditions, neurological conditions, and acute injuries.
- Developed and executed individualized plans of care, incorporating outcome measures and manual therapy techniques to optimize functional recovery and reduce pain.

Physical Therapy Student Intern | Consonus: Vacaville Convalescent & Rehab | 09/2024 – 12/2024
Vacaville, CA

- Delivered skilled interventions in a subacute SNF setting, co-treating with occupational therapy, speech, and nursing, as well as collaborating in interdisciplinary care conferences.
- Provided patient and family training to support safe discharges and long-term functional independence.

Physical Therapy Student Intern | Select Physical Therapy | 03/2024 – 04/2024
Costa Mesa, CA

- Provided outpatient orthopedic care for patients ranging from 18-70 years of age, utilizing therapeutic exercise, manual therapy, and modalities to manage a diverse caseload.

Pediatric Pro Bono Student Intern | University of St. Augustine | 07/2024 – 08/2024
San Marcos, CA

- Collaborated with my peers to provide free physical therapy services to children with cerebral palsy, focusing on improving mobility, function, and quality of life.

Volunteer / Work Experience

Physical Therapist Aide | Performance Plus Physical Therapy | 09/2020 – 01/2022
Chula Vista, CA

- Commenced as an intern and promoted to physical therapist aide, collaborating with physical therapists to guide patients through prescribed exercises and modalities under clinical supervision.

Pediatric Therapy Volunteer | Collaborative OT Solutions | 04/2021 – 08/2021
Chula Vista, CA

- Completed 40 observation hours in a pediatric therapy clinic, supporting a physical therapist and actively contributing to patient engagement and care delivery.

Sharp HealthCare Volunteer | Sharp Allison DeRose Rehabilitation Center | 06/2021 – 08/2021
San Diego, CA

- Volunteered in Sharp Healthcare's Community Re-Entry Program, actively supporting patients with traumatic brain injuries as they transitioned back into community life.

Armed Services YMCA Volunteer | Naval Medical Center, San Diego | 07/2019 – 12/2020
San Diego, CA

- Supported the military community at the Naval Medical Center through the Wounded Warrior Program by assembling and delivering care packages, providing amenities, and organizing supplies.

SDSU Adaptive Fitness Clinic Volunteer | San Diego State University | 04/2021 – 08/2021
Chula Vista, CA

- Assisted individuals with physical and neuromuscular disabilities in achieving wellness goals by implementing tailored exercise techniques.

Education

Doctorate of Physical Therapy

University of St. Augustine for Health Sciences at the San Marcos, CA Campus
September 2022 – April 2025

Bachelor of Science in Kinesiology (Emphasis in Pre-Physical Therapy)

San Diego State University
August 2018 - May 2022

Leadership

Secretary – Business, Entrepreneur, & Private Practice Club at USAHS

October 2023 – April 2025

Secretary – Student Veterans of America Club at USAHS

June 2024 – April 2025

AARON BOWE

20716 SE 119th st, Issaquah, WA 98027 · (206)-659-2725

aaronnbowe@gmail.com

EDUCATION

AUGUST, 2018- AUGUST, 2021

DPT, EMORY & HENRY COLLEGE, SCHOOL OF HEALTH SCIENCES. MARION, VA.

SEPTEMBER, 2014- MAY, 2018

B.A.S , GONZAGA UNIVERSITY. SPOKANE, WA.

- Psychology Major, Cum Laude
- Intermittent shadowing with Home Health PT in Spokane, WA 2017-2018

SEPTEMBER, 2020- PRESENT

CCRP (Certified Canine Rehab. Practitioner) UNIVERSITY OF TENNESSEE

- Online Modules, in-person labs, and certificate exam in December of 2023.
- Allows me to perform skilled physical therapy services for canines (i.e. in veterinary clinics).

CERTIFICATIONS/EXPERIENCE

- LSVT BIG Certification: specialization in evidence-based care for those with Parkinson's Dz and other applicable neurologic disorders
- CPR/BLS Certification
- Experience with Epic (inpatient and outpatient), Raintree, WebPT, Prompt, and Cerner (Revenue Cycle, Powerchart) EMR systems.

RESEARCH AND PUBLICATIONS

- Accepted as a Poster Presentation at CSM 2021 for research on blood pressure measurements and the importance of vitals in outpatient physical therapy settings.

<http://dx.doi.org/10.13140/RG.2.2.26830.18242>

WORK EXPERIENCE

TRAVEL PHYSICAL THERAPIST

CONCENTRA, CHULA VISTA CA AUG 2025-nov 2025

WORKERS COMP URGENT CARE CLINIC, 12-16 Pt per day

COMMUNITY HOSPITAL OF THE MONTEREY PENINSULA (MONTEREY, CA)

Hospital-based outpatient physical therapy. October 2024-June 2025. Heavy neuro population combined with orthopedic populations. High frequency of evaluating and treating patients with CVA, spinal cord injury, PSP, Parkinson's dz, as well as exposure to evaluating and treating ASIA level C quadriplegia. 1:1 patient care typically seeing around 6-10 evals per week.

NORTON SOUND HEALTH CORPORATION (NOME, AK)

Hospital-based outpatient physical therapy, with occasional inpatient/acute care floating. June 2024-September 2024. 1:1 patient care with no techs/aids. Typically around 15 evals per week. Mix between in person visits in Nome, Alaska at the main clinic and VTC (telehealth) evaluations and follow up visits in order to service villagers that don't have access to in person care.

HAWAII DEPARTMENT OF EDUCATION (MAUI, HI)

School-Based Physical Therapist: August 2023-May 2024. Caseload of 40-50 students with a variety of physical impairments that limit their access to the educational environment. Coordinated with school psychologists, parents, and other service providers to delegate appropriate services and modify plans as needed. Assessed new students as needed, delegated service and equipment recommendations and delivered services. Attended and collaborated with other providers in IEPs. Worked with variety of diagnoses including cerebral palsy, autism, down syndrome, and other genetic conditions.

VENTURA COUNTY OFFICE OF EDUCATION (VENTURA, CA)

School-Based Physical Therapist: October 2022-June 2023. Caseload of 50-70 students, ranging from minimal impairment to severe. Job functions comparable to those listed under Hawaii Department of Education.

PROVIDENCE ST. JOSEPH HOSPITAL (SEASIDE, OR)

Acute Care Physical Therapist: June 2022-September 2022. Contract position at a hospital in Seaside, OR. Mix between outpatient orthopedic population, intermittent neurologic population, with inpatient floating at the hospital.

RENEW OUTPATIENT PHYSICAL THERAPY (NOVATO, CA)

Outpatient Physical Therapist: December 2021-June 2022. Contract position servicing outpatient clinics in Novato and Mill Valley California. Generally orthopedic population with intermittent pediatric, neurologic patient population.

Note: August-November of 2021 was post graduation preparation for NPTE boards.

PER DIEM:

KISER HOME HEALTH STAFF

Home health physical therapist working as an independent contractor. 2-4 patients per week working evenings/weekends in Marin County, CA. March-June, 2022

VENTURE PHYSICAL THERAPY LLC

Clinic based and in-home outpatient physical therapy working as an independent contractor. 10-15 patients per week working evenings and weekends in Maui, HI. March-June 2024.

ACTIVITIES

- APTA Member Since 2018. Member of Home Health Section.
- Civic Engagement Leader of Senior Living Facility for E&H College Physical Therapy Students.

OMB

OWEN MEL BRUAN

About

Strong expertise in injury prevention, rehabilitation, and performance enhancement. Excellent communication skills, attention to detail, and commitment to providing quality care.

Education

Doctor of Physical Therapy

University of Montana-Missoula
May 2022

Bachelors of Science in Physical Therapy

Virgen Milagrosa University
April 2001

Certificates:

- Physical Therapist License. Physical Therapy Board of California. September 2003
- ADapt Specialist-San Diego Market. Concentra. 2021
- Certificate in Rehabilitation Administration. University of Montana. May 2022
- Certified Manual and Neurodynamic Therapist. March 2023
- AIB Certified-Vestibular and Concussion October 2024

Experience

Center Therapy Director

Concentra- Chula Vista, California
January 2019 - Present

- Champions the development of top-notch Physical/Occupational Therapists and Acupuncture services by crafting and implementing best practice strategies, policies, and procedures that make a real difference in patient's lives.
- Ensures company core values are enforced and properly communicated to each member of the rehabilitation team.
- Implements the highest quality patient care standard
- Trains colleagues/Administers Human Performance Evaluation for post offer employment candidates.

Center Therapy Director

US Healthworks Medical Group-Chula Vista
California

June 2004 – January 2019

- Manages multidisciplinary rehabilitation team that consist of Physical Therapy, Occupational Therapy, Chiropractic, and Acupuncture services.
- Responsible for overall supervision, coordination, and administration of daily departmental operations.
- Develops and implements individualized evidence-based treatment plans, utilizing manual therapy techniques, therapeutic exercises/activities, neuro re-education, and modalities as appropriate.
- Trains staff/Administers Physical Abilities Tests for post offer employment candidates.

- Current CPR certification (BLS) holder through American Red Cross

- Maintains delivery of the highest standard of patient quality care.

Lead Physical Therapist

Sun Life Physical Therapy- National City, California

September 2003-June 2004

- Managing and mentoring Physical Therapy team, overseeing patient care, maintaining records, collaborating with other healthcare professionals, addressing operational workflow and staffing to ensure high quality patient care and efficient department function.

Other employment history of importance (concomitant)

- Per diem employment: Sept 2003- June 2004 in multiple skilled facilities in San Diego County through Integro company.
- Home Health Physical Therapy under multiple agencies Sept. 2003-June 2004 (ie: Genesis, Lorian, First Stat, Sun Care, etc.)

Chula Vista

California 91915

Owen.bruan@gmail.com

619.639.5264

Alana Alpert, MS, ATC, TSAC-F

✉ alpertam32@gmail.com | ☎ (619) 764-8504

Professional Summary

Experienced Athletic Trainer with over 20 years supporting tactical and collegiate populations. Skilled in injury prevention, rehabilitation, tactical strength and conditioning, and program management. Passionate about promoting health, safety, and performance for first responders and athletes.

Education

Master of Science, Sports Management

St. Cloud State University (2006)

Bachelor of Science, Kinesiology and Athletic Training

San Diego State University (2002)

Professional Experience

Athletic Training Clinical Coordinator

San Diego Sports Medicine – San Diego Fire-Rescue | 09/2020–Present

- Established and manage a comprehensive athletic training and injury prevention program for firefighters and lifeguards.
- Provide injury prevention, rehabilitation, and education for San Diego Fire Rescue recruits.
- Supervise athletic training staff and preceptors from Point Loma Nazarene University.
- Oversee budgets, equipment purchasing, and policy development for Fire-Rescue wellness programs.

Head Athletic Trainer

Clarkson University | 09/2017–08/2020

- Provided healthcare coverage for Men's Soccer, Swimming and Diving, and Men's Lacrosse.
- Supervised assistant athletic trainers and student workers.
- Managed healthcare budgets and purchasing.
- Served as NCAA Health Care Administrator.

Assistant Athletic Trainer

Clarkson University | 08/2013–09/2017

- Provided athletic training services for Division I National Champion Women's Ice Hockey Team (2014, 2017, 2018), Volleyball, and Softball.
- Developed and taught "PT 210: Introduction to Sports Medicine."

Summer Events Coordinator

Clarkson University | Summers 2013–2018

- Coordinated housing, meals, and medical staffing for athletic camps, ensuring compliance with NYS Department of Health regulations.

Athletic Trainer

USA Hockey U18 Player Development Camps | Summers 2016–2018

- Provided care and injury management for USA Hockey Women's U18 athletes in St. Cloud, MN.

Post-Offer Work Fitness Testing Specialist

Select Physical Therapy | 08/2012–06/2013

- Conducted work fitness testing for corporate clients across Central Texas.

Assistant Athletic Trainer

St. Lawrence University | 08/2006–06/2012

- Provided athletic training services for NCAA Division I Women's Ice Hockey, and Division III teams including Spring Football, Field Hockey, Women's Lacrosse, Tennis, Rowing, Volleyball, and Equestrian.
- Instructor for "SESS 319: Introduction to Sports Medicine."

Athletic Trainer

USA Hockey Women's Elite Festival | 08/2010

- Provided care and injury management for USA Women's U18 National Team and National Select Team in Lake Placid, NY.

Head Athletic Trainer

Finlandia University | 08/2004–06/2006

- Provided athletic training services for 13 NCAA Division III athletic teams.

Graduate Assistant Athletic Trainer

St. Cloud State University | 08/2002–06/2004

- Provided athletic training services for the NCAA Division I Women's Ice Hockey Team.

Certifications

- Certified Athletic Trainer (BOC #070202115)
- Tactical Strength and Conditioning Facilitator (TSAC-F #7348526849)
- Active Release Techniques® (Lower Extremity)
- NASM Performance Enhancement Specialist
- AHA Instructor (Heartsaver AED and BLS)
- Functional Movement Screening (Level I)
- Graston Technique® (GTS Levels I & II)
- Kinesiotaping® (KT1 & KT2)
- Blood Flow Restriction Training Certified
- Cupping Therapy Certified (ICTA)

References

Dr. Stephen J. Rohrer, DO, FAOASM

San Diego Sports Medicine and Family Health

Director, San Diego Sports Medicine Fire Wellness Program

✉ srohrer@sdsdm.com | ☎ (619) 229-3909 x241

Dr. Ryan Nokes, Ph.D., ATC

Point Loma Nazarene University

Associate Professor, Kinesiology | Clinical Coordinator, Athletic Training Program

✉ ryannokes@pointloma.edu | ☎ (619) 849-2918

Captain Jay Lee

City of San Diego Fire-Rescue Department, Health and Safety

✉ jjlee@sandiego.gov | ☎ Office: (858) 463-1242 | Cell: (619) 729-2754

Stephen Whang
7245 Charmant Dr Unit 526, San Diego, CA 92122
P: 702-338-4926
E: swhang33@gmail.com

Professional Certifications

2013 Licensed Physical Therapist: State of California
2012 National Physical Therapy Examination Board Certified
Licensed Physical Therapist: State of Nevada

Education

2010-2012 Master of Physical Therapy, Western Carolina University, Cullowhee, NC
2000-2004 Bachelor of Arts in Biology, State University of New York at Binghamton, Vestal, NY

Professional Experience

2/2018-6/2025 Physical Therapist, My Choice Therapy, OMNI Therapy, Advance Rehabilitation, Los Angeles, CA

- Evaluated and treated patients in the home health setting
- Provided home safety education, family/CG training, home exercise programs, and gait and functional mobility training
- Diligently and timely provided DME recommendations and patient status updates.
- Performed SOC OASIS, OASIS recert and DC OASIS

7/2023-4/2024 Physical Therapist, Concentra, Los Angeles, CA

- Per-diem physical therapist who evaluated and treated work-related injuries and post-operative conditions so that the patient can return to work optimally
- Planned and administered treatments encompassing therapeutic exercise and soft tissue and joint mobilization
- Regularly provided patient education on posture, body mechanics and ergonomics

10/2015-2/2018 Physical Therapist, U.S. HealthWorks, Van Nuys, CA

- Evaluated and treated work-related injuries and post-operative conditions so that the patient can return to work optimally
- Planned and administered treatments encompassing therapeutic exercise, soft tissue and joint mobilization, kinesiology taping, and various thermal and electrical modalities
- Regularly provided patient education on posture, body mechanics and ergonomics
- Provided physical abilities testing for prospective employees

12/2014-06/2017 Physical Therapist, Southern California Hospital at Culver City, Culver City, CA

- Per-diem physical therapist; evaluated and treated patients on the acute-care and acute rehabilitation floors

12/2014-06/2015 Physical Therapist (traveler), Brier Oak on Sunset, Los Angeles, CA

- Evaluated and treated patients in a skilled nursing facility
- Managed a high-volume caseload

07/2014-10/2014 Physical Therapist (traveler), Anberry Physical Rehabilitation Center, Atwater, CA

- Evaluated and treated orthopedic, neurologic, and geriatric patients in an outpatient setting
- Utilized manual therapy, therapeutic exercise, balance training, aquatic therapy, and individualized home exercise programs

10/2012-07/2014 Physical Therapist, Mountain View Hospital Rehabilitation Services, Las Vegas, NV

- Evaluated patients in a timely manner upon physician order
- Safely restored patient's functional mobility in a culture of early mobilization and fall prevention
- Provided caregiver and family education on positioning, exercises and transfers
- Communicated with physicians and caseworkers on the functional status of patients, recommending discharge destinations and DMEs
- Provided care in the medical/telemetry, medical/surgical, psychiatric, ICU, surgical ICU, and intermediate care floors

Past Employment

2009-2010 Physical Therapy Technician, Alliance Hand & Physical Therapy, Lodi, NJ

2007-2010 Pharmacy Technician, CVS, New Milford, NJ

2006-2007 Data Entry Specialist, Unilever, Englewood Cliffs, NJ

2006 Color Lab Technician, Benjamin Moore, Flanders, NJ

2005 Lab Technician, Ashland Chemical, Boonton, NJ

Clinical Internships

2012 Clemson Sports Medicine and Rehabilitation, Seneca, SC (Jun-Jul)

Rex Hospital Acute Care, Raleigh, NC (Apr-Jun)

Carolina West Sports Medicine, Cullowhee, NC (Jan)

2011 PT Pros, Morganton, NC (Aug)

Life Care Center of Las Vegas, Las Vegas, NV (Apr-May)

Professional Society Memberships

2010 American Physical Therapy Association

Awards and Honors

2014 iCare award winner for "Quality Outcomes" for the month of May at Mountain View Hospital

2012 Intercultural Affairs Award for Academic Excellence at Western Carolina University

Presentations

2012 "Effects of Lower Limb Strengthening on Foot Mechanics", Graduate Research Symposium,
Western Carolina University, Cullowhee, NC: March 2012

RAJUL BINIWALE

Physical Therapist

+1-201-286-2454 @ rajul.biniwale@gmail.com San Diego, CA

SUMMARY

Experienced and skilled Physical Therapist dedicated to improve patient's quality of life and physical functioning through personalized care.

EXPERIENCE

Physical Therapist

Concentra

2014 - Present San Diego, CA

Outpatient PT

- Proficient in conducting thorough evaluations and assessments to develop personalized treatment plans for various conditions.
- Utilize a variety of techniques, including therapeutic exercises, manual therapy
- Collaborate with physicians, occupational therapists, and other healthcare professionals to ensure comprehensive patient care.
- Educate patients and their families on home exercise programs and injury prevention strategies.
- Focus on the evidence based Early intervention/same day walk in Evaluations to improve patient outcome and reduce case duration.
- Performed Physical Ability Testing /Human performance Evaluation.
- Participate in the monthly Centre Leadership meeting as well as daily huddles.
- Overseeing Patient scheduling as well as Participate in the training of front desk staff in order to improve visit compliance.

Home Health Physical Therapist

Active Physical Therapy and Rehab

06/2022 - 05/2023 San Diego

Home Health PT

- Conducted SOC for evaluating mobility, strength, balance, and functional limitations, safety within home environment.
- Provide skilled physical therapy services, including general strengthening, gait training, transfer training, and balance training as appropriate
- Follow Medicare guidelines for EMR documentation as well as orders.
- Performed patient scheduling, reminder calls for visit compliance.

Physical Therapist

Kessler Institute for Rehabilitation

05/2014 - 08/2014 Woodland Park, NJ

Outpatient PT

- Conducted all aspects of the treatment for wide variety of post surgery patients including but not limited to RC repair, TKR, THR, spinal fusion and related surgeries, knee arthroscopic repairs, ankle and foot surgeries.

Physical Therapist

Ivy Rehab Physical Therapy

05/2012 - 04/2014 New Rochelle, NY

Outpatient Physical Therapy

- Conducted all aspects of treatment for orthopedic and sports related post surgical conditions for adult and geriatric patients, repetitive strains, tendonitis, pelvic conditions, gait and balance conditions.
- Actively participated in PET(patient experience training), charts and billing reviews.

Physical Therapist

Outpatient Physical Therapy

2010 - 2012 New York, NY

- West bury Total Healthcare and Executive Park Physical Therapy
- Evaluated, developed appropriate care plans, and provided treatment for patients with Orthopedic conditions and injuries.
- Evaluated patients with Post Breast cancer Lymphedema and planned exercise program to regain strength and ROM within normal limits.

SKILLS

<u>Communication</u>	<u>Patient Assessment</u>	
<u>Joint mobilization</u>	<u>Modality</u>	<u>Clinical skills</u>
<u>Scheduling Appointments</u>	<u>Compassion</u>	
<u>Time-management</u>	<u>Outpatient /Geriatrics</u>	
<u>EMR</u>	<u>Endurance training</u>	
<u>Work simulation/strengthening</u>		
<u>Work injury prevention</u>		

EDUCATION

Bachelor of Physical Therapy

Maharaja Sayajirao University

05/2004 - 05/2008 Gujarat, India

STRENGTHS

- ★ **Personalized patient care**
Develop appropriate POC based on patient's functional needs and condition
- ★ **Clinical skills**
Manual Therapy, Functional activities and endurance training, Work injury prevention
- ♥ **Earning Trust of Others**
Able to listen attentively, speak candidly, and treat others respectfully

CERTIFICATION

BLS for Healthcare Providers

American Heart Association

CA Licensed Physical Therapist

State of California , 2014

Bachelor of Physical Therapy

Maharaja Sayajirao University ,2008

Brian Quach, PT, DPT

Fallbrook, CA 92028 • (858) 382-7793 • brianquachpt@gmail.com

PROFESSIONAL LICENSURE, CERTIFICATIONS, & AFFILIATIONS

- | | |
|--|-------------------------|
| • California-Licensed Physical Therapist, License Number: 292785 | February 2017 - Present |
| • Certified Orthopedic Manual Therapist - The Manual Therapy Institute | November 2022 - Present |
| • Credentialed Clinical Instructor - Level 1 - APTA | March 2021 - Present |
| • Basic Life Support for Healthcare Providers - American Heart Association | June 2018 - Present |
| • American Physical Therapy Association, California Chapter | July 2014 - Present |
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CLINICAL EXPERIENCE

Concentra Urgent Care • San Diego, CA September 2019 - Present

- Achievements:
 - Concentra Gold Status Physical Therapist in 2019(Q4), 2020(Q2-Q4), 2021, 2022, 2023, and 2024

Center Therapy Director • Escondido, CA (July 2024 - Present)

- Monitored key clinic metrics to achieve daily, monthly, quarterly, and annual targets
- Supervised multidisciplinary team to improve patient experience and satisfaction
- Collaborated with Center Leadership Team to create a more productive workflow and facilitate growth
- Maintained a professional and organized working environment for staff and patients

Staff Physical Therapist • San Marcos, CA (September 2019 - June 2024)

- Evaluated and treated patients with work-related musculoskeletal injuries
- Supervised and instructed Physical Therapy Students during their clinical rotations
- Performed Human Performance Evaluations for pre-employment screening
- Utilized AllScripts for EMR and Occusource for scheduling

Gateway Physical Therapy • Poway, CA

March 2017 - August 2019

Staff Physical Therapist

- Evaluated and treated patients with musculoskeletal injuries
- Directed and supervised aides to assist with patient and non-patient related tasks
- Utilized WebPT for EMR and scheduling

Concentra Urgent Care • Placentia, CA

January - February 2016

Student Physical Therapist

- Evaluated and treated patients with work-related musculoskeletal injuries
-

EDUCATION

University of St. Augustine for Health Sciences • San Marcos, CA

May 2014 - August 2016

Doctor of Physical Therapy, August 2016

California State University San Marcos • San Marcos, CA

July 2009 - May 2013

Bachelor of Science in Kinesiology – Emphasis in Pre-Physical Therapy, May 2013

- Academic Highlight: Dean's List – Fall 2012
-

LEADERSHIP EXPERIENCE & OTHER AFFILIATIONS

Performance Director/Performer, CCBA San Diego Lucky Lion Dancers

2001-Present

ADDITIONAL INFORMATION

Languages: English (Native) and Spanish (Limited Working Proficiency)

Sean Michael P Moore

Doctor of Physical Therapy

1783 Vendola Drive
Chula Vista, CA 91913
(619) 208-7012
Seamoore@concentra.com

SKILLS

I am an outpatient orthopedic worker's compensation staff physical therapist that works with many other physical therapists, an occupational therapist, acupuncturist and chiropractor. I have been there for just under 2 years and have had 2 first year students in my short time here.

EXPERIENCE

Concentra, Kearny Mesa - *Staff Physical Therapist*

March 2025 - PRESENT

- Performing evaluations, creating plans of care and discharging patients back to functional ability for work.
- Being a part of a team of other physical therapists for patient care and coordinating care.
- Coordinating care and discharge with primary care physicians and specialty doctors.

Concentra, Multiple Locations - *Per diem Physical Therapist*

November 2024 - February 2025

- Traveling to centers to assist in patient care and cover for other physical therapists.

EDUCATION

Azusa Pacific University, Azusa, CA - *Doctorate in Physical Therapy*

Class of 2022

San Diego State University, San Diego, CA - *BS, Kinesiology, Emphasis in Pre-Physical Therapy*

Class of 2016

Chris Karem

4415 Lerida Drive, San Diego CA, 92115
T: 619-600-2379 E: ckareml880@yahoo.com

Introduction

I am a licensed Doctor of Physical Therapy with over 10 years of fitness and personal training experience. Excellent people skills, customer service skills and utilizing the most up to date orthopedic skills to treat patients.

Clinical Experience

PT, DPT– Outpatient Orthopedic

Concentra – Kearny Mesa, CA

December 16, 2024- Present

As a Doctor of Physical therapy with Concentra, I am responsible for treating a case load of up 14 to 16 patients per day, consisting of acute orthopedic injuries, ranging from back strains, ankle sprains, shoulder impingements, wrist sprains, neck strains, crush injuries, contusions, and rotator cuff repair. Daily patient interactions involve performing examinations, developing a plan of care, carrying out treatment sessions, perform patient chart reviews, formulating discharge plans, as well as booking future patient treatment sessions. Patient documentation is performed through Allscripts software.

Student of Physical Therapy – Inpatient Acute (General)

UC San Diego - Jacobs Medical Center - La Jolla, CA

May 13, 2024- August 6, 2024

As a student physical therapist at UCSD Medical, I worked under Doctor of Physical Therapy, Tim Esqueda, who was my clinical instructor. I was mainly assigned to the ICU and PCU for cardiovascular and pulmonary procedures, such as heart and lung transplants, bypass grafts, stints and LVAD placements. I would perform chart reviews, patient examinations, develop a POC, coordinate with support staff, as well as nursing, occupational therapy, physicians, respiratory therapy, and case management to carry out proper treatment and formulate a plan for discharge to the proper setting. EPIC software was used for all of my patient case load documentation.

Student of Physical Therapy – Outpatient Orthopedic

Concentra – La Mesa, CA

January 8, 2024- April 2, 2024

As a student physical therapist with Concentra, I worked under Doctor of Physical Therapy, Christian Enriquez, who was my clinical instructor. I was responsible for treating a case load of up to 14 patients per day, consisting of injuries, ranging from back strains, ankle sprains, shoulder impingements, wrist sprains, neck strains, crush injuries, contusions, and rotator cuff repair rehabilitation. I would perform examinations, develop a POC, carry out treatment sessions, perform patient chart reviews, formulate discharge plans, as well as book future patient treatment sessions. Patient documentation was performed through Allscripts software.

Student of Physical Therapy – Outpatient Sports

Spine and Sport Physical Therapy, Oceanside, CA

March 8, 2023- April 18, 2023

As a student physical therapist with Spine and Sport Physical Therapy, I worked under

Doctor of Physical Therapy, Sophia Slosman, who was my clinical instructor. I was responsible for treating a case load of up to 12 patients per day, consisting of various injuries and ailments, ranging from vestibular issues, balance impairments, low back pain, ankle sprains, knee and hip replacements, meniscal tears, strength impairments, postural impairments, as well as deconditioned patients. Age of patients ranged from mid 20s to late 80s. I would perform a thorough examination lasting up to 60 minutes, consisting of goniometric measurements for joints affected, manual muscle tests, upper and lower limb tension testing, gait analysis, as well as postural deviations/alignment. I developed a POC for each patient, as well as performed treatment sessions, including the use of ice, heat, and E-stim modalities. Patient documentation was performed through Rain Tree software.

Physical Therapy Aide and Volunteer - Outpatient

Catalyst Physical Therapy and Wellness, San Diego, CA

May 2019- July 2020

As an Aide and Volunteer, I was responsible with aiding licensed physical therapists with taking patients through their personalized POC under PT supervision, along with writing out exercises on a white board, cleaning and wiping down equipment, folding towels, and prepping the clinic for upcoming patient treatment sessions.

Professional Work Experience

Training w/Chris- Personal Fitness Trainer

San Diego Health and Fitness, San Diego, CA

January 2021- Present

(Formerly San Diego Fitness w/new ownership)

I run a personal training business out of this location. I work with clients of various ages with a variety of goals, ranging from weight loss, muscle gain, lifestyle changes, strength and performance gains, increased mobility, along with injury treatment and prevention. I provide training programs, nutritional coaching, along with instruction on form and technique.

Master Personal Trainer

24 Hour Fitness UTC, La Jolla CA

July 2017-March 2020

As a Master Personal Trainer, I serviced between 25-35 session hours with individual clients each week. My role was to assess the individual's goals and needs, give them feedback on how to achieve those goals and then merge the two together to cover the client's wants and needs. I was also responsible for answering member questions regarding gym equipment, fitness goals, injuries and proper programming.

Fitness Manager III

24 Hour Fitness UTC, La Jolla CA

Oct 2015-July 2017

As a Fitness Manager III, I would oversee as many as 28 fitness professionals to deliver an annual total fitness budget of between \$1.2 million and \$1.45 million. My job was to deliver a great overall fitness training experience to our clients and members. Tasks include overseeing fitness programming for 350 to 415 training clients, conducting individual business plans, hiring and developing personal trainers as well as partnering with the sales team to promote training programs such as 1 on 1 training, partner training and TC24 group training.

Fitness Manager

Oct 2012-Oct 2015

Education Certifications

National Academy of Sports Medicine – Fitness Nutrition Specialist November 2011

Cardiovascular and endurance training

References will be given upon request

Monique Saunders PT, DPT, OCS

14859 Derringer Rd | Poway, CA 92064

Phone: 831-801-8533 | E-Mail: monique95023@yahoo.com

EDUCATION

Graduate: Doctorate of Physical Therapy

San Diego State University

PT license No: PT295257

Undergraduate Degree B.S.

San Diego State University

Major: Kinesiology: Emphasis in Pre-Physical Therapy

Graduation Date: May 11, 2018

Graduation Date: December 2014

WORK & VOLUNTEER EXPERIENCE

Center Therapy Director

Concentra | San Diego, CA

Occupational Medicine Outpatient Orthopedics

January 2020 – Present

Physical Therapist

Innovative Physical Therapy | San Diego, CA

Outpatient Orthopedics, Manual Therapy Clinic

October 2018 – January 2020

DPT Program Internships SPT

UCSD Hospital | La Jolla, CA

Outpatient Orthopedics

March 2018 – May 2018

Stanford Hospital | Palo Alto, CA

Inpatient Acute (Medical Surgery)

January 2018 – March 2018

Sharp Memorial Hospital | San Diego, CA

Inpatient Acute and Outpatient Neurological Rehabilitation

August 2017 – December 2017

Hazel Hawkins Hospital | Hollister, CA

Inpatient Acute and Outpatient Orthopedics

July 2016 – August 2016

Physical Therapy Aide Gaspar Outpatient Orthopedics

May 2014 – December 2014

Physical Therapy Volunteer Sharp Memorial

July 2014 – December 2014

CONTINUING EDUCATION & CERTIFICATIONS

Orthopedic Clinical Specialist

June 2023

Manual Therapy Institute Program

January 2020 – November 2022

Certified Orthopedic Manual Therapist

Clinical Instructor in Outpatient Orthopedic setting

May 2020 – Present

APTA certified Clinical Instructor

Kinesiology Taping Certification

September 2019

Myofascial Decompression Certification

October 2019

AFS Gray Institute Chain Reaction

October 2019

RESEARCH EXPERIENCE & PUBLICATIONS

Doctoral Research Project

January 2015 – May 2018

Pelvic Health Study | Lori Tuttle PT, Ph.D. | SDSU

Published: Hip Exercises improve intravaginal squeeze

February 1, 2019

pressure in older women - Physiotherapy Theory and Practice Journal

COMMUNITY INVOLVEMENT

Life Rolls On: Adaptive Surf Clinic

September 2019, 2021, 2023

Traveling Stories: Reading Clinic

October 2018 - January 2020

Mass Kickers Foundation

June 2016, 2017

Challenged Athlete Foundation

October 2015, 2016, 2017

Christian Enriquez, PT, DPT

3142 Trinity Bay Place, San Diego, CA 92110

(619) 565-0218

cfenriquez3@gmail.com

Objective

To create a lasting impact on others by enhancing their overall health, functional mobility, and path to recovery, while expanding my supervisory capacity, knowledge, and application of injury-specific treatment.

Education

Doctor of Physical Therapy – University of St. Augustine for Health Sciences

August 2022

BS in Kinesiology – San Diego State University

August 2010

Employment History

Concentra

Physical Therapist

Oct 2022 – Present

- Provide direct patient care and customized rehabilitation plans for patients with acute/chronic injuries & conditions, and pre/post-operative care
- Conduct comprehensive evaluations to assess baseline performance, including functional mobility evaluations and outcome measures to track progress
- Collaborate with multidisciplinary teams to optimize patient treatment plans and ensure seamless care coordination
- Maintain daily Therapy statistics and Provider schedules in the absence of CTD
- Mentor and educate students during their clinical placements, offering feedback and guidance on their progress and performance

OriginOwls, LLC

Owner

Jan 2014 – Jan 2020

- Draft computer-aided design (CAD) models using SketchUp
- Oversee design, development, and maintenance of the Company's patents
- Conduct patent filing and prior art searches
- Assist clients in the design and development of their intellectual property (IP), including design & manufacturing recommendations and cost analyses
- Maintain the Company Financials and File Company Tax Returns

Brookfield Properties (formerly OliverMcMillan)

Accounts Payable Specialist

Jun 2014 – Dec 2019

- Oversee Accounts Payable processes and adherence to proper policies and procedures
- Prepare and audit monthly construction loan draw support for all development projects
- Administer annual processing and reporting of 1099 forms and maintenance of vendor list
- Streamlined K-1 record maintenance procedures and transmittals to investors and tax preparers
- Manage and review allocation of monthly Corporate credit card expenses
- Assist in month-end close

La Jolla YMCA

Accounts Payable Specialist

Jul 2011 - Jun 2014

Angelina Browning
Angelinabrowning0@gmail.com
1886 Winrow rd. El Cajon, CA, 92021
(619) 240-9287

EDUCATION

AZUSA PACIFIC UNIVERSITY

Doctorate of Physical Therapy

December 2018

SAN DIEGO STATE UNIVERSITY

Bachelor of Science, Kinesiology

May 2013

UNIVERSITAT AUTÓNOMA DE BARCELONA

Study Abroad Barcelona, Spain

January 2011-May 2011

WORK EXPERIENCE

CONCENTRA URGENT CARE

Per Diem

May 2022- Current

- Perform direct patient care and provide additional coverage at different locations throughout San Diego

Center Therapy Director

April 2019-May 2022

- Executed therapy plan for each patient with a focus on early intervention and same day evaluation
- Managed key clinical center metrics: % MS Referred, Visits per Case, % Therapy SDE
- Created a professional and collaborative working environment with full colleague and student participation that promoted teamwork, quality, exceptional outcomes, and patient safety.

AZUSA PACIFIC UNIVERSITY

Anatomy Aide

February 2018-August 2018

SOUTH BAY PHYSICAL MEDICINE

Physical Therapy aide & Rehab specialist

November 2014-January 2016

CLINICAL EDUCATION EXPERIENCE

SHARP, Rehabilitation Center

June 2018- September 2018

- Worked with a diverse patient population including several neurological and orthopedic cases
- Communicated effectively with Interdisciplinary team and family at weekly conference meetings
- Presented an In-service on Technology including: Smart appliances and Virtual Reality

CONCENTRA PHYSICAL THERAPY, Outpatient Orthopedics

November 2017 – February 2018

- Communicated effectively with the Interdisciplinary staff and physicians in fast-paced environment
- Evaluated and treated work related injuries
- Case Report: Effects of Implementing TRX Exercises in the Rehabilitation of Male Following Total Hip Replacement Surgery

THE CHALLENGE CENTER, Neurological Outpatient

August 2017 – November 2017

- Non profit clinic providing services to patients with severe physical disabilities through a scholarship fund
- Worked with a diverse neurologic patient population including pediatrics

ADDITIONAL PHYSICAL THERAPY EXPERIENCE

UC SAN DIEGO HEALTH SYSTEM

2014

Volunteer: Inpatient and Outpatient Physical Therapy, 100 hours

SCRIPPS MERCY HOSPITAL

2014

Volunteer: Inpatient Physical Therapy, 150 hours

MANUAL ORTHOPEDIC PHYSICAL THERAPY

2013

Volunteer: Private Outpatient Orthopedic Physical Therapy, 100 hours

RESULTS PHYSICAL THERAPY

2013

Volunteer: Private outpatient Physical Therapy, 100 hours

***Bilingual: Fluent in English and Spanish**

Alvs Mondares PT, DPT, CSCS

Professional Summary

Goal-oriented Physical Therapist committed to helping patients manage pain and injuries with a strong background in athletic coaching and personal training. Experienced with optimizing rehabilitation and athletic performance through speed, strength and power conditioning. Has a reputation for building great patient rapport and motivation. Skilled in monitoring results and prescribing exercises for preventative injuries and beyond rehabilitation.

Accomplishments

- Awarded the SDSU Doctor of Physical Therapy Program Class of 2021, Excellence in Research Award.
- Launched strength and conditioning business with over 100+ national and international clientele since 2015.
- Awarded Sharp Healthcare employee of the month & quarter in 2016. Launched strength and conditioning business with over 100+ national and international clientele since 2015.
- Awarded salutatorian of Patient Care Assistant Technician in 2006

Work History

Concentra Occupational Health – Doctor of Physical Therapy

San Diego, CA

08/2021 – Current

- Center Therapy Director of La Mesa Clinic. Leading multidisciplinary teams. Coordinating patient treatment with physicians, specialist, physician assistants, and medical support staff. Responsible for staffing and managing physical therapist and support staff.
- Floated at all 13 San Diego Locations. Evaluated and provided therapeutic treatments to worker's compensation patients to address deficits and improve the prognosis of returning to work.

Self Employed "AM Training" - Strength and Conditioning Coach

Global/Remote

01/2015 - Current

✉ Alvsmondare@gmail.com

☎ 619-208-9035

📍 7432 Tooma St. #159
San Diego, CA, 92139

Education

05/2021

San Diego State University

San Diego

Doctor of Physical Therapy: Physical Therapy

05/2017

San Diego State University

San Diego

Bachelor of Science: Kinesiology with emphasis in Fitness Specialist

05/2006

Maric College

San Diego

Patient Care Assistant Technician & Certified Nurse Assistant

Certifications

- Certified Strength and Conditioning Specialist
- BLS and CPR certified
- Patient Care Assistant Technician
- Certified Nurse Assistant
- American Physical Therapy Association Member

- Helped over 100 individual athletes set, pursue and attain personal and team goals.
- Led daily training sessions for high-performance strength athletes.
- Organized custom daily training programs with established clear benchmarks for performance and monitored individual progress.

Sharp Healthcare – Physical Therapy Technician/ Patient Service Representative

San Diego, CA

07/2006 - 11/2018

- Worked at 14 in/out-patient sites and conferred with staff to discuss patient information for planning, modifying and coordinating treatment.
- Instructed and led total knee, core, and aquatic group therapies.
- Reviewed, corrected, and sent over 200 referrals per day to facilitate smooth processing between multiple facilities.

Clinical Experience

Stanford Court -TheraGen Student Rotation

Santee, CA

07/08/2019 – 08/16/2019

- TheraGen: Coordinate with physicians and other medical professionals to design individualized therapy plans to address resident needs.

Total Physical Therapy Student Rotation

Chula Vista, CA

10/19/2020 – 12/11/2020

- Total PT: Provided out-patient physical therapy care to younger populations to facilitate returning to prior levels of function.

Naval Medical Center Student Rotation

San Diego, CA

01/18/2021 – 03/12/2021

- Naval Medical Center: Utilized computerize posturagraphy and other outcome measures to treat military personnel with vestibular pathologies.

Spine & Sport Physical Therapy Student Rotation

National City, CA

03/15/2021 – 05/07/2021

- Spine & Sport: Restoring wide variety of patients to highest levels of function utilizing evidence-based approaches.
-

Skills

- Trained in diagnostics, prognostics, and biomechanics.
- Specialization in sports injuries and therapy.
- Strength coach background with evidence-based strength periodization
- Exceptional knowledge of delivering telehealth services.
- Valuable brand-building knowledge
- Strong motivational interviewing and patient rapport skills.
- Proficient in spreadsheet software function and design.
- Patient-focused therapy.

References

- Michael D. Rosenthal, PT, DSc, SCS, ECS, ATC, CSCS 619-865-8611
- Heidi Aaronian PT, DPT 858-750-5540
- Bryan Bartz PT, DPT 619-347-4159

Carl N. Tomlinson, PT, DPT
760-500-0967 – carl.tomlinson.dpt@gmail.com
Escondido, CA 92026

Education	Chapman University	Orange, CA	August 2007 – August 2010
	<i>Doctorate of Physical Therapy</i>		
	Concordia University	Irvine, CA	August 2001 – August 2006
	<i>BA in Biology, Pre-Med</i>		
	<i>Minors in Chemistry and Business</i>		

Work Experience	Concentra Physical Therapy	
	<i>Center Therapy Director – Outpatient – San Marcos, CA</i>	December 2012 – Current
	• Manage 1-2 staff physical therapists on daily basis. • Manage full patient load (14-20+ patients per day) performing evaluations and interventions on musculoskeletal and post-operative worker compensation injuries. • Participate in weekly/monthly center leadership meetings discussing center financials, workflow, patient care and colleague engagement. • Instruct 4-6 physical therapy students per year to further progress their education, manual and therapeutic skills to better prepare them for their career.	

<i>Staff Physical Therapist – Outpatient – San Marcos, CA</i>	February 2011-December 2012
• Managed full patient load performing evaluations and interventions on post-operative and musculoskeletal work compensation injuries. • Performed office ergonomic evaluations, developed pre-placement human performance evaluations for clients.	

Achievements

- Physical Therapist of the Year 2011 for Concentra Physical Therapy
- Recognized for having a perfect score and Gold Status on Concentra Therapy Model Profile in 2021-2024

Certifications

- CA License Physical Therapist
- Certification in Orthopedic Manual Therapy 2019
- BLS: Adult, Child & Infant with AED
- APTA Credentialed Clinical Instructor

Professional Affiliations

- American Physical Therapy Association
- February 2011 – Present

References

- Provided upon request.

Arvin Lim, PT, DPT

PROFESSIONAL SUMMARY

Compassion led, results focused Physical Therapist with a strong foundation in orthopedic injuries and a proven ability to assess, plan, and implement individualized treatment programs. I pride myself in providing meaningful, patient centric care to help all of my patients achieve their goals and get back to what matters most. Eager to contribute enthusiasm, a strong work ethic, and leverage collaboration with other healthcare professionals in an integrative work environment.

EDUCATION

University of St. Augustine for Health Sciences, San Diego — *Doctorate of Physical Therapy*

Doctorate Program, AUG 2021 - APR 2024

California State University, San Marcos — *Bachelor of Science, Kinesiology*

Accelerated Bachelor's Program, AUG 2018 - MAY 2020

EXPERIENCE

Concentra Physical Therapy, Oceanside, CA — *Physical Therapist*

JUN 2024 - PRESENT

- Worked independently while treating a multitude of acute orthopedic injuries.
- Maintained optimal time management while completing same-day evaluations, successfully treating a full caseload of 12-16 patients each day.
- Leveraged inter-professional communication in a collaborative work environment, routinely working alongside nurse practitioners and physicians for coordinated patient care and treatment planning.
- Championed continued well-being of patients by recommending additional therapy when appropriate.
- Conducted thorough patient education, appropriately addressing all questions and concerns.
- Accomplished thorough, timely documentation with appropriate billing in compliance with Medicare guidelines.
- Routinely identified and managed patient risk factors to prevent further injury or disability.

MBI Physical Therapy, Goodyear AZ — *Student Physical Therapist*

SEP 2023 - DEC 2023

- Evaluated and treated a myriad of orthopedic conditions in the worker's comp setting.
- Implemented successful delegation of appropriate tasks amongst physical therapy aides.

(310) 489 - 6303

Arvinlim117@gmail.com

1005 Armorlite Dr. Apt
364

San Marcos, CA 92069

SKILLS

Exceptional interpersonal skills and a warm, welcoming demeanor.

Proficient in joint mobilization, soft tissue interventions, and PNF strategies.

Commitment to professional development and evidence-based practice.

Skilled in utilizing clinical reasoning and problem solving.

Adept in patient examination, evaluation, and individualized treatment planning; including both short and long-term goals.

Strong ability to multitask in a fast paced, dynamic work environment.

Skilled in the use of Touchworks.

Detail oriented documentation and accurate billing.

Impeccable time management.

- Constructed individualized treatment and home exercise programs, to ensure a safe return to work for patients of all backgrounds.

Kern Medical Center, Bakersfield CA— Student Physical Therapist

MAR 2023 - APR 2023

- Successfully assessed and treated patients in the acute care setting, with pathologies ranging from neurological to cardiopulmonary.
- Initiated detailed discharge planning following patient re-evaluation.
- Performed gait assessments and utilized appropriate outcome measures, such as the 6-Minute Walk Test and Functional Independence Measure.
- Prescribed assistive devices as appropriate and educated patients on proper, safe use prior to discharge.
- Executed collaborative treatment planning with Occupational Therapists, SLPs, and PTAs alike.

Orthopaedic Specialists of North County, Vista CA — Rehab Aide

DEC 2019 - AUG 2021

- Provided comprehensive support to multiple Physical Therapists at a time in an integrative work setting.
- Educated patients by demonstration of exercise routines and proper use of equipment.
- Implemented modalities such as cold therapy, heat therapy, TENS, NMES, and traction under the guidance and discretion of supervising Physical Therapists.

24 Hour Fitness, Carlsbad CA — Personal Trainer

JUN 2018 - JAN 2020

- Managed clients and designed tailored fitness programs focused on both strength and cardiorespiratory fitness.
- Prospected and sold personal training packages while routinely surpassing production goals.

LICENSES AND CERTIFICATIONS

Licensed Physical Therapist

California - 2024

Heartsaver First Aid, American Heart Association

March 2025

Basic Life Support, American Heart Association

March 2025

MONICA JAUREGUI

E: mjauregui194@hotmail.com

P: (530) 713-2735

A: Yuba City, CA 95993

PROFESSIONAL SUMMARY

- Bilingual- English and Spanish speaking
- Cardiopulmonary Resuscitation (CPR) and First Aid Certified
- Organized and dedicated with strong ability to optimize workflow, prioritize tasks, and maintain organization in fast-paced environments.
- Self-motivated and detail-oriented work ethic with ability to work well in a team environment.

SKILLS

- Muscle Performance Assessments
- Acute and Chronic Pain Rehabilitation
- Movement Restoration
- Therapeutic Exercise Prescription
- Clinical Team Collaboration
- Excellent Patient Interaction

PROFESSIONAL EXPERIENCE

Castle Manor Nursing And Rehabilitation Center - *Student Physical Therapist*

National City, CA • 05/2022 - 08/2022

Ensured patients reached their maximum functional potential to increase their independence and safety upon discharge. Provided evidence based care to improve patient care and outcomes. Maintained 100% caseload for entry level PTs.

Concentra Physical Therapy - *Student Physical Therapist*

Little Rock, AR • 01/2022 - 04/2022

Maintained 100% patient load for entry level PTs, 12-15 patients daily with 2-3 evaluations. Worked with patients recovering from work related injuries and prepared patients return to PLOF and meet functional work demands.

Benchmark Physical Therapy - *Student Physical Therapist*

Silverton, OR • 07/2021 - 09/2021

Helped patients improve functional mobility by prescribing appropriate interventions and establishing plan of care. Established spine, sport and post surgical rehabilitation.

Van Dusen Physical Therapy - *Transcriber and Aide*

Yuba City, CA • 07/2017 - 12/2019

Supervision of proper therapeutic exercise mechanics. Assisted physical therapists with documentation in initial evaluations, daily notes and progress notes.

EDUCATION

University of St. For Health Sciences

San Marcos, CA

Doctorate: Physical Therapy

CSU Chico

Chico, CA

Bachelor of Science: Exercise Physiology, Health And Wellness

REFERENCES

- Shannon Ayers, PT | Concentra Physical Therapy
North Little Rock, AR | 501-398-1810
- Raffael Flores, PT | Castle Manor Nursing and
Rehabilitation Center | 619-340- 5201
- Doug Van Dusen, PT, OCS and Clinic Owner | Van
Dusen Physical Therapy | 530-671-8378
- Nathan Schmunk, PT | Benchmark Physical
Therapy | 503-807-0877
- Trevor Stoehr, DPT, OCS | Van Dusen Physical
Therapy | 530-216-7823

Tuan Giang

San Marcos, CA 92069
(760) 536-2458
tuandpt2024@gmail.com

EDUCATION

University of St. Augustine for Health Sciences, San Marcos

Doctor of Physical Therapy - August 2024

California State University San Marcos

Bachelor's of Science in Kinesiology - 2021

RELEVANT SKILLS AND TRAITS

Patient Assessment & Rehabilitation

- Proficient in conducting thorough patient assessments and designing personalized rehabilitation programs, demonstrating strong problem-solving and analytical skills.

Manual Therapy & Pain Management

- Expertise in hands-on techniques and pain management strategies, combined with keen attention to detail and adaptability in treatment plans.

Patient Education & Communication

- Exceptional ability to educate patients on their conditions and treatment plans, supported by excellent verbal and written communication skills.

Team Collaboration & Professionalism

- Effective collaboration with healthcare professionals, maintaining high standards of professional conduct and ethical behavior.

Empathy & Motivation

- Able to demonstrate empathy, patience, and the ability to motivate patients, ensuring they adhere to treatment plans and continuously improve.

WORK AND VOLUNTEER EXPERIENCE

Concentra Urgent Care, CA (January-April 2024, August 2024-Present)

Physical Therapist(November 2024- Present) - Oceanside

PTLA(September 2024 - November 2024) - Floater

Student Physical Therapist(January 2024-April 2024) - Chula Vista

- Interact and treat 14-20 patients on average per day with a variety of orthopedic injuries in various stages of recovery (acute, subacute, and chronic).
- Treat patients utilizing pre- and post-op protocols provided by orthopedic specialists.
- Collaborate and interact with other physical therapists and medical professionals (MDs, PAs, MAs, chiropractors, acupuncturists) in the clinic.
- Perform appropriate manual therapy techniques based on the patient's presentation and impairments.
- Evaluate patients who are injured in the early acute stages of healing (same-day injuries).
- Provide patients knowledge of current pathology, healing time line and risk factors.

Richland Hills Rehabilitation and Healthcare Center at Richland Hills, TX (May 2024 - August 2024)

Student Physical Therapist

Tuan Giang

San Marcos, CA 92069
(760) 536-2458
tuandpt2024@gmail.com

- Interacted and treated 6-10 patients daily with neurological, orthopedic, and cardiac conditions from the SNF and LTC settings.
- Collaborated and interacted with other PTs, PTAs, OTs, COTAs, and SLPs.
- Participated in Interprofessional Collaboration meetings regarding handling the healthcare and plan of care for patients.
- Educated patients and their families on impairments, precautions, and contraindications affecting their discharge to the next level.
- Provided the appropriate levels of assistance for functional activities based on the patient's presentation.
- **All Star Physical Therapy at Murrieta, CA (July 2023 - August 2023)**

Student Physical Therapist

- Interacted and treated 6-10 patients per day with a variety of orthopedic, neurological, and cardiac conditions from a population that ranged from pediatric to geriatric.
- Collaborated and interacted with other physical therapists, PTAs, and PT aides.
- Guided patients through their prescribed exercise routines and provided education on proper technique.
- Provided patients with education and insight into their diagnosis and prognosis.

Rancho Physical Therapy Oceanside, CA (September 2021-December 2021)

Physical Therapy Aide

- Helped patients perform their exercise routines correctly and safely.
- Maintained a clean and organized space for patients and PTs to have their sessions.
- Directed fellow employees on how to interact and manage patients in a timely manner.

North Coast Physical Therapy (July 2020-October 2020)

Physical Therapy Aide/Intern

- Maintained a clean and organized space for patients and PTs to have their sessions.
- Contributed to the clinic's marketing efforts by contacting other offices and creating marketing pamphlets.

G3 Physical Therapy (July 2020-October 2020)

Physical Therapy Aide/Intern

- Assisted patients, primarily athletes, in performing their exercise routines accurately and safely.
- Kept the space clean and organized for patients and physical therapists to conduct their sessions.

Mary Joyce Nadal

(951) 775-8231 | maryjoycenada@gmail.com

Professional Summary

Doctor of Physical Therapy with hands-on experience in patient care, rehabilitation support, and therapeutic wellness. Skilled in designing individualized treatment programs, optimizing clinical workflows, and collaborating across interdisciplinary teams to drive exceptional patient outcomes.

Experience

DOCTOR OF PHYSICAL THERAPY | CONCENTRA SANTEE | MARCH 2025 – PRESENT

- Ensure accurate documentation and compliance with clinical and organizational standards.
- Educate patients on exercise programs, injury prevention, and self-management strategies to optimize outcomes.
- Provide evidence-based therapeutic interventions to support functional recovery and promote safe return-to-work.

CERTIFIED MASSAGE THERAPIST | EROMA DAY SPA | FEBRUARY 2019- JANUARY 2024

- Designed and implemented personalized wellness plans that boosted client satisfaction and retention.
- Strengthened client relationships, resulting in higher repeat clientele and consistent referrals.
- Improved operational efficiency by managing weekly scheduling and client processing.

REHABILITATION AIDE | SELECT PHYSICAL THERAPY | DECEMBER 2018 - JANUARY 2019

- Supported physical therapists by instructing patients in therapeutic exercises, improving compliance and recovery timelines.
- Streamlined administrative functions (scheduling, insurance coordination), reducing patient wait times.
- Trained and onboarded new aides in patient safety and care protocols, reducing onboarding time.

Education

DOCTOR OF PHYSICAL THERAPY (DPT) – University of St. Augustine of Health Sciences | Aug 2020 – Aug 2024

MASSAGE THERAPY CERTIFICATION – Pacific College of Oriental Medicine | May 2017 – May 2018

BACHELOR OF SCIENCE IN KINESIOLOGY – San Diego State University | Aug 2012 – May 2016

Skills & Abilities

- Team Collaboration
- Safety Protocol Adherence
- Excellent interpersonal and communication skills
- Fun and energetic

Thomas Gallagher, DPT

Cell Phone: (603) 915-6868 and Email: ThomasJGallagher25@gmail.com

Objective:

- To gain clinical experience and management experience in the Physical Therapy field. Assist in providing high level quality patient care and help develop an efficient Physical Therapy Clinic.

Education:

- **University of Hartford**
 - o *Doctorate of Physical Therapy*
 - *Graduation Date: May 2022*
 - o *Bachelor's of Health Science – West Hartford, 2019*
 - *Biology Minor*
 - *Magna Cum Laude*

Clinical Experience:

- Concentra Medical Center, San Diego, CA 92123-1380
 - o Outpatient Industrial Rehab: 12 Weeks
- Physical Therapy and Sports Medicine Clinic, West Hartford, CT, 06107
 - o Outpatient Orthopedic Rehab: 8 weeks
- Access Physical Therapy & Wellness, South Windsor, CT, 06074
 - o Outpatient Orthopedic Rehab: 10 weeks

Work Experience:

- **Center Therapy Director - Concentra Urgent Care, Santee, CA 92071**
 - Providing professional and patient focused care in an industrial Rehab setting. Working closely with MD's and employers to achieve goals and return to duty. Coordinating and managing other staff PT and PTSS, ordering inventory, and keeping track of daily processes to keep clinic operating smoothly.
 - 05/2023 - present
- **Physical Therapist - Concentra Urgent Care, La Mesa, CA 91942**
 - Providing professional and patient focused care in an industrial Rehab setting. Working closely with MD's and employers to achieve goals and return to duty.
 - 10/2022 - 05/2023

Skills:

- **Research**

- Involved in hands on testing for Clinical Research for Lateral Neck Flexor Endurance in relation to Cervical Neck Pain.

Alex A. Rodriguez, PT, DPT, ATC

Physical Therapist

9520 Compass Point Dr. S Unit 5
San Diego, CA 92126
(408) 674-8002
arod89@gmail.com

LICENSURE/CERTIFICATIONS

CA PT License #301035
American Heart Association BLS #205502024811

EMPLOYMENT EXPERIENCE

Concentra Urgent Care - Center Therapy Director May 2023 - Present

Physical therapist Float May 2023 - Present

Licensed Physical Therapist

September 2021 - Present

- Conducted evaluations in order to provide appropriate treatment for work-related injuries
- Provided manual therapy, education and skilled interventions with proper regressions and progressions
- Provide assistance to several clinics based on coverage needs

CLINICAL EXPERIENCE

Concentra, La Mesa CA - Student Physical Therapist

September 2020 - December 2020

- 12 week OP General Affiliation
- Conducted evaluations in order to provide appropriate treatment for work-related injuries at entry-level experience
- Provided manual therapy, education and skilled interventions with proper regressions and progressions
- Discussed POC with interdisciplinary team for optimal patient care

RISE Physical Therapy, San Diego CA - Student Physical Therapist

June 2020 - August 2020

- 12 week OP Ortho Sports Affiliation
- Conducted patient evaluations and developed POC according to examination Findings
- Instruct and assist patients practicing exercises and functional activities
- Provided skilled interventions with appropriate progressions for optimal patient care

Community Regional Medical Center, Fresno CA - Student Physical Therapist

August 2019 - October 2019

- 6 week Acute Care Affiliation at Level I trauma center
- Conducted comprehensive evaluations in order to provide appropriate physical therapy services at an entry-level competency
- Performed rehabilitative treatment for patients with neurologic and orthopedic impairments including patients with CVA, SCI, TBI and post-op
- Communicated effectively with ICU interdisciplinary team

RELEVANT EXPERIENCE

Pacific THERx Physical Therapy and Fitness, Portola Valley CA - PT Aide

July 2012 - January 2016

Mercy High School, Burlingame CA - *Athletic Trainer*

May 2014 - January 2016

EDUCATION

University of Saint Augustine for Health Sciences - *Doctor of Physical Therapy*

May 2018 - December 2020

Fresno State University - *B.S. Kinesiology, Athletic Training*

August 2007 - May 2012

George Terris, PT, DPT

Carlsbad, CA | (760) 846-2192 | livegeorgestrong@gmail.com | [linkedin.com/in/george-terris-087146133](https://www.linkedin.com/in/george-terris-087146133)

Professional Summary

Doctor of Physical Therapy with experience in outpatient, inpatient, skilled nursing, and worker's compensation rehabilitation. Recognized for strong patient-centered care, evaluation skills, and leadership in high-volume clinics. Dedicated to restoring function, preventing injury, and promoting long-term wellness.

Experience

Concentra Physical Therapy – Carlsbad, Oceanside & Miramar, CA

Center Therapy Director / Physical Therapist | Mar 2025 – Present

Physical Therapist | Mar 2024 – Apr 2025

Student Physical Therapist | May 2023 – Aug 2023

- Advanced from student to licensed PT and promoted to Center Therapy Director.
- Treated worker's compensation, orthopedic, and industrial rehab cases.
- Directed daily clinical operations, mentorship, and compliance.
- Delivered evidence-based care for improved outcomes and return-to-work success.

Brighton Place Spring Valley – Spring Valley, CA

Student Physical Therapist | Sep 2023 – Nov 2023

- Treated residents in skilled nursing facility focusing on mobility, ADLs, and interdisciplinary care.

Spine & Sport Physical Therapy – Encinitas, CA

Student Physical Therapist | Nov 2022 – Dec 2022

- Provided outpatient orthopedic rehab with manual therapy and exercise progression.

G3 Physical Therapy & Wellness – Encinitas & Solana Beach, CA

Exercise Specialist / Rehabilitation Aide | Oct 2020 – Oct 2021

- Guided patients through prescribed exercise programs and supported PT documentation.

CSUSM Athletics – San Marcos, CA

Student Building Lead | Aug 2017 – Dec 2020

- Supervised athletic facilities, prioritized safety, and oversaw fitness operations.
- Recognized as Employee of the Month for excellence in facility operations and service.

Palomar Health – Escondido, CA

Pathmaker Intern | May 2017 – Aug 2019

- Completed 400+ hours across inpatient/outpatient rehab and oncology units.
- Assisted PTs with ambulation, discharge, and therapeutic exercises.

Education

University of St. Augustine for Health Sciences (USAHS), San Marcos, CA
Doctor of Physical Therapy (DPT), May 2021 – Dec 2023
California State University San Marcos (CSUSM), San Marcos, CA
Bachelor of Science (B.S.), Kinesiology – Pre-Physical Therapy, 2016 – 2020

Certifications & Licenses

- Licensed Physical Therapist, State of California
- CPR/AED Certified
- Continuing Education (Mar 2025 – Current): Gary Gray Institute – Certification in Applied Functional Science (CAFS)

Skills

- Orthopedic & Sports Rehabilitation
- Manual Therapy & Exercise Prescription
- Skilled Nursing & Geriatric Care
- Worker's Compensation & Industrial Rehab
- Patient Education & Communication
- EMR Documentation & Compliance
- Leadership & Clinical Operations

Volunteer Experience

President | CSU San Marcos Baseball Club
Oct. 2016 – June 2020 | San Marcos, CA

- Developed leadership skills while managing budget, service projects, and a roster of 24 athletes.

Research Experience

- Vibrational Massage Therapy & Peak Torque (Biodex) | 2019
- Heart Rate Response to 4x4 HIIT Regimen (Dr. Todd Astorino) | 2019
- Ewing's Sarcoma & Stem Cell Transplantation (Rady's/UCSD COG Study) | 2012

Other Related Experience

Elevate Dynamics – Patient Ambassador
Nov. 2021 – Current | San Diego, CA

- Tested and provided feedback on AFO prototypes for patient product development.

Dance Instructor | St. Spyridon Dance & Choral Program
Apr. 2016 – Feb. 2020 | San Diego, CA

- Choreographed and instructed 26 youth dancers for national competitions.

Athletic Training Observation | La Costa Canyon High School
Sept. 2019 – Oct. 2019 | La Costa, CA

Awards

- Certificate of Exemplary Service – Palomar Pathmaker Internship | 2018
- CSUSM Sport Club Organization of the Year | 2018–2019

Rachael Ramos

REGISTERED OCCUPATIONAL THERAPIST

San Diego, CA | 401-465-9001 | rachael.ramos@aic.edu

Experience

Concentra

Outpatient Hand Therapy | Nov. 2024-present

- Evaluated patients post-operatively and designed customized treatment plans tailored to each person's needs, implementing therapeutic interventions such as exercises, manual techniques, and modalities to improve overall function.
- Fabricated static and dynamic orthoses for various diagnoses.
- Coordinated with doctors and surgeons on patient plan of care to ensure a holistic approach to treatment.

Spine and Sport Physical Therapy | Jan. 2024- Nov 2024 (travel contract)

- Evaluated patients with hand/elbow/shoulder injuries or conditions.
- Monitored patient progress and adjusted treatment plans as necessary to achieve optimal outcomes
- Provided patient education on injury prevention and home exercise programs, while coordinating with physicians to optimize treatment outcomes.

Rehabilitation Centre of Fresno Skilled Nursing | Oct. 2023- Jan. 2024 (travel contract)

- Assessed and screened patients with cognitive and/or ADL physical functioning disorders, developed care plans following regulatory and clinical standards.
- Directed and supervised occupational therapist assistant's, discussing patient goals and outcomes for increased functional wellbeing of the patient.
- Collaborated with rehabilitation team, doctors and nursing staff to discuss patient care and ensure appropriate treatment approaches.

Education

American International College: 08/2022-5/2023

Master's in occupational therapy

Assumption University: 08/2015-05/2019

Bachelor's degree in Human Services and Rehabilitation Services with a concentration in Occupational Therapy

Certifications/CEUs

- CPR BLS
- Manual Therapy of the Shoulder, Wrist, and Hand (CEU)
- Clinical Examination of the Wrist (CEU)
- Splinting of the Upper Extremity (CEU)

KAITLEN OLSON, DPT, COMT

Kmuto11@gmail.com | Kaaolson@Concentra.com | (951) 452-2131 | 15478 Avenida Rorras, San Diego, CA 92128

PHYSICAL THERAPIST

Certified orthopedic manual therapist with over ten years of experience in outpatient occupational health. Expertise evaluating musculoskeletal injuries, developing plan of care, and providing early intervention treatments to improve recovery rates. Effective communicator, confident, and diplomatic in interactions with colleagues, students, physicians, and patients.

EMPLOYMENT

Concentra Urgent Care

San Diego, CA
Rancho Cucamonga, CA

06/2021 – Current
10/2015 – 06/2021

- Co-lead with Center Therapy Director and performed responsibilities in his absence
- Monitored therapy metrics to help establish and meet center goals
- Assisted in management of outlier case report
- Contributed to quarterly meetings with company employers
- Participated in job site tours to learn about company operations, network with management, and observe various job positions in action
- Provided an atmosphere conducive to learning as a clinical instructor
- Skillfully established plan of care for patients with effective and efficient treatment outcomes
- Accommodated high patient volume while maintaining excellent quality care

PROFESSIONAL LICENSES AND CERTIFICATION

Physical Therapist #42912 | Physical Therapy Board of California | Sacramento, CA
Licensed 08/2015

Manual Therapy Certification in Orthopedic Manual Physical Therapy | Manual Therapy Institute | Los Angeles, CA
Certification 04/2015

Credentialed Clinical Instructor | American Physical Therapy Association | Alexandria, VA
Certification 06/2022

EDUCATION

Doctorate of Physical Therapy | University of Saint Augustine for Health Sciences | San Marcos, CA
Graduation 04/2015

- Neuromuscular Lab Teaching Assistant

Bachelor of Science, Kinesiology, Clinical Exercise Science | California State University Fullerton | Fullerton, CA
Graduation 05/2010

PROFESSIONAL MEMBERSHIPS

American Physical Therapy Association | Pasadena, CA

01/2013 – Current

References upon request.

RESOLUTION NUMBER R- 316759

DATE OF FINAL PASSAGE MAY 20 2026

A RESOLUTION OF THE COUNCIL OF THE CITY OF
SAN DIEGO AUTHORIZING AGREEMENTS BETWEEN THE
CITY OF SAN DIEGO AND SHARP REES STEALY MEDICAL
GROUP, CONCENTRA MEDICAL CENTERS, AND KAISER
PERMANENTE FOR THE PROVISION OF INDUSTRIAL
MEDICINE SERVICES.

RECITALS

The Council of the City of San Diego (Council) adopts this Resolution based on the following:

- A. The City of San Diego (City) has a commitment to provide a safe working environment for its employees.
- B. When a City employee is injured, the employee's Workers' Compensation claim is processed by the Risk Management Department in accordance with the laws of the State of California for self-insured and self-administered agencies.
- C. To provide the best medical care available to its injured workers, and to comply with Workers' Compensation benefit mandates, and California Occupational Safety and Health Administration required testing, the City has established a medical provider network (MPN).
- D. The purpose of the MPN is to provide efficient industrial medicine services in a cost-effective manner.
- E. The structure of the City's MPN has been approved by the State of California.
- F. Currently, Sharp Rees Stealy Medical Group (SRSMG) and Concentra Medical Centers (Concentra) are the industrial medicine providers under the City's MPN.
- G. The City's contract with SRSMG expires on June 17, 2026, and the City's contract with Concentra expires on September 12, 2026.

H. The City recently issued a Request for Proposal (RFP) for industrial medical providers and SRSMG, Concentra, and Kaiser Permanente On-the Job (Kaiser) were the top candidates in the competitive RFP bid process.

I. To provide a robust medical panel and ensure the availability of specialty physicians, SRSMG, Concentra, and Kaiser were all selected to provide industrial medicine services and serve as the City's MPN.

J. The California Labor Code and California Code of Regulations allow for insurers and employers to create an MPN consisting of a variety of physicians where injured workers can be directed for treatment of industrial injuries.

K. The City has now completed the RFP process for new contracts for the provision of industrial medicine services and selected SRSMG, Concentra, and Kaiser have been selected for the award of new contracts for the provision of industrial medicine services and serve as the City's MPN.

L. The Office of the City Attorney prepared this Resolution based on the information provided by City staff, including information provided by affected third parties and verified by City staff, with the understanding that this information is complete and accurate.

ACTION ITEMS

Be it resolved by the Council of the City of San Diego:

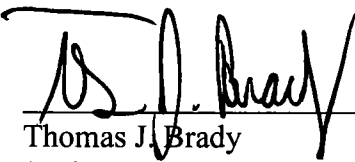
1. The City Council that the City Council authorizes and directs the Mayor or his designee to enter into a five-year contract with Sharp Rees-Stealy Medical Group in an amount not to exceed \$10,000,000.00 to provide industrial medicine services to City employees and serve as the City's Medical Provider Network. The contract is on file with the Office of the City Clerk as Document No. 316759-1

2. The City Council that the City Council authorizes and directs the Mayor or his designee to enter into a five-year contract with Concentra Medical Centers in an amount not to exceed \$8,750,000.00 to provide industrial medicine services to City employees and serve as the City's Medical Provider Network. The contract is on file with the Office of the City Clerk as Document No. 316759-2.

3. The City Council that the City Council authorizes and directs the Mayor or his designee to enter into a five-year contract with Kaiser Permanente On-the-Job in an amount not to exceed \$8,750,000.00 to provide industrial medicine services to City employees and serve as the City's Medical Provider Network. The contract is on file with the Office of the City Clerk as Document No. 316759-3.

4. The City Council authorizes the Chief Financial Officer to appropriate and expend from Workers' Compensation Fund 720044 up to \$27,500,000.00 for the five-year term of the contracts, contingent upon the adoption of the Annual Appropriations Ordinance for the applicable fiscal year and contingent upon the Chief Financial Officer first furnishing one or more certificates certifying that the funds necessary for expenditure are, or will be, on deposit with the City Treasurer.

APPROVED: HEATHER FERBERT, City Attorney

By 
Thomas J. Brady
Senior Deputy City Attorney

TJB:jvg
April 3, 2026
Or.Dept: Risk Management
Doc. No. 4384215

I certify that the Council of the City of San Diego adopted this Resolution at a meeting held on
MAY 12 2026.

DIANA J.S. FUENTES
City Clerk

By Connie Patterson
Deputy City Clerk

Approved: 5/20/26
(date)

Todd Gloria
TODD GLORIA, Mayor

Vetoed: _____
(date)

TODD GLORIA, Mayor

Passed by the Council of The City of San Diego on May 12, 2026, by the following vote:

Councilmembers	Yeas	Nays	Not Present	Recused
Joe LaCava	☒	☐	☐	☐
Jennifer Campbell	☒	☐	☐	☐
Stephen Whitburn	☒	☐	☐	☐
Henry L. Foster III	☒	☐	☐	☐
Marni von Wilpert	☒	☐	☐	☐
Kent Lee	☒	☐	☐	☐
Raul A. Campillo	☐	☐	☒	☐
Vivian Moreno	☒	☐	☐	☐
Sean Elo-Rivera	☒	☐	☐	☐

Date of final passage MAY 20 2026.

(Please note: When a resolution is approved by the Mayor, the date of final passage is the date the approved resolution was returned to the Office of the City Clerk.)

AUTHENTICATED BY:

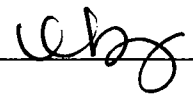
TODD GLORIA

Mayor of The City of San Diego, California.

(Seal)

DIANA J.S. FUENTES

City Clerk of The City of San Diego, California.

By , Deputy

Office of the City Clerk, San Diego, California

Resolution Number **R-316759**

Passed by the Council of The City of San Diego on **May 12, 2026**, by the following vote:

YEAS: **LACAVA, CAMPBELL, WHITBURN, FOSTER III, VON WILPERT, LEE, MORENO, ELO-RIVERA.**

NAYS: **NONE.**

NOT PRESENT: **CAMPILLO.**

RECUSED: **NONE.**

AUTHENTICATED BY:

TODD GLORIA

Mayor of The City of San Diego, California

DIANA J.S. FUENTES

City Clerk of The City of San Diego, California

I HEREBY CERTIFY that the above and foregoing is a full, true, and correct copy of the Resolution, and document(s) approved in connection therewith, as duly adopted by RESOLUTION NO. **R-316759** approved on **May 12, 2026**. The date of final passage is **May 20, 2026**.



DIANA J.S. FUENTES

City Clerk of The City of San Diego, California

By: Constance Patterson, Deputy