



STATEMENT OF QUALIFICATIONS

For

**SOQ 22-052 HEALTH CARE SERVICES FOR THE
JEFFERSON PARISH CORRECTIONAL CENTER**

For

JEFFERSON PARISH, LOUISIANA



January 6, 2023



CENTRALBIDDING
FROM CENTRAL AUCTION HOUSE

SOQ 22-052 Health Care Services for the Jefferson Parish Correctional Center
Jefferson Parish Government

Project documents obtained from www.CentralBidding.com
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General Professional Services Questionnaire Instructions

- The General Professional Services Questionnaire shall be used for all professional services except outside legal services and architecture, engineering, or survey projects.
- **The General Professional Services Questionnaire should be completely filled out. Complete and attach ALL sections. Insert “N/A” or “None” if a section does not apply or if there is no information to provide.**
- Questionnaire must be signed by an authorized representative of the Firm. Failure to sign the questionnaire shall result in disqualification of proposer pursuant to J.P. Code of Ordinances Sec. 2-928.
- All subcontractors must be listed in the appropriate section of the Questionnaire. Each subcontractor must provide a complete copy of the General Professional Services Questionnaire, applicable licenses, and any other information required by the advertisement. Failure to provide the subcontractors' complete questionnaire(s), applicable licenses, and any other information required by the advertisement shall result in disqualification of proposer pursuant to J.P. Code of Ordinances Sec. 2-928.
- If additional pages are needed, attach them to the questionnaire and include all applicable information that is required by the questionnaire.

General Professional Services Questionnaire

A. Project Name and Advertisement Resolution Number:

SOQ 22-052, Healthcare Services for the Jefferson Parish Correctional Center, Resolution No. 140422

B. Firm Name & Address:

Turn Key Health Clinics, LLC
900 NW 12th Street
Oklahoma City, OK 73106

C. Name, title, & contact information of Firm Representative, as defined in Section 2-926 of the Jefferson Parish Code of Ordinances, with at least five (5) years of experience in the applicable field required for this Project:

Flint Junod, CEO
Turn Key Health Clinics, LLC
900 NW 12th Street
Oklahoma City, OK 73106
Phone: (405) 516-0276
Email: fjunod@turnkeyhealthclinics.com

D. Address of principal office where Project work will be performed:

Turn Key Health Clinics, LLC
900 NW 12th Street
Oklahoma City, OK 73106

E. Is this submittal by a JOINT-VENTURE? Please check:

YES _____ NO

If marked "No" skip to Section H. If marked "Yes" complete Sections F-G.

Type text here

F. If submittal is by JOINT-VENTURE, list the firms participating and outline specific areas of responsibility (including administrative, technical, and financial) for each firm. Please attach additional pages if necessary.

1.
N/A

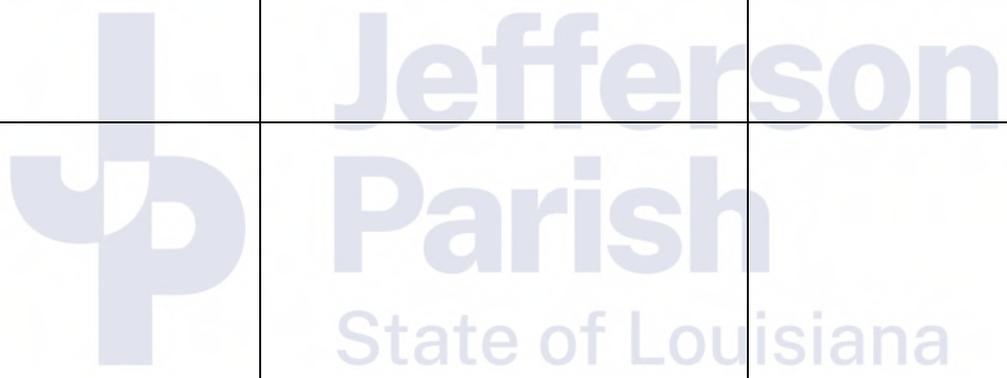
2.

General Professional Services Questionnaire

G. Has this JOINT-VENTURE previously worked together? Please check: YES _____ NO _____

H. List all subcontractors anticipated for this Project. Please note that all subcontractors must submit a fully completed copy of this questionnaire, applicable licenses, and any other information required by the advertisement. See Jefferson Parish Code of Ordinances, Sec. 2-928(a)(3). Please attach additional pages if necessary.

Name & Address:	Specialty:	Worked with Firm Before (Yes or No):
1. N/A		
2.		
3.		
4.		
5.		



General Professional Services Questionnaire

I. Please specify the total number of support personnel that may assist in the completion of this Project: 13
J. List any professionals that may assist in the completion of this Project. If necessary, please attach additional documentation that demonstrates the employment history and experience of the Firm's professionals that may assist in the completion of this Project (i.e. resume). Please attach additional pages if necessary.
PROFESSIONAL NO. 1
Name & Title: Flint Junod, CEO
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Directs the global operation of the organization by monitoring policy adherence and contract compliance for each site. Monitors organizational performance and industry trends and conducts corresponding organizational planning. Responsible for ensuring exceptional client satisfaction levels.
Years' experience with this Firm: 2014-Present
Education: Degree(s)/Year/Specialization: BS in Social Science, Emporia State University, 2005 Gateway to Business Management Program, Dartmouth University, 2006 Georgetown Healthcare Leadership Program, Georgetown University, 2007
Other experience and qualifications relevant to the proposed Project: More than 16 years of correctional health leadership 7 years of direct onsite health administration experience Extensive accreditation and regulatory inspection experience at the site level (NCCHC, ACA, USM, ICE, State) Administered NCCHC and ACA accredited programs as an HSA for 5 unique facilities, the largest of which housed 2,000+ inmates Certified Correctional Health Professional with NCCHC since 2009

General Professional Services Questionnaire

PROFESSIONAL NO. 2
Name & Title: Jon Echols, J.D., President of Operations
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Responsible for all facets of the business operation including but not limited to: Direct sales efforts, networking, build and maintain client relationships. Assist in building and managing effective and streamlined administrative and financial systems, including financial, accounting, legal, information technology (IT), human resources (HR), and physical infrastructure. Define the processes and implement the infrastructure needed to support company growth. Involvement in strategic planning, evaluation, and professional development initiatives.
Years' experience with this Firm: 2009-Present
Education: Degree(s)/Year/Specialization: Bachelors in Political Science, University of Oklahoma, 2002 Juris Doctor, Oklahoma City University, 2005
Other experience and qualifications relevant to the proposed Project: 13+ years of correctional health management 15+ years of healthcare personnel management 17+ years of healthcare law experience 9+ years of legislative experience

General Professional Services Questionnaire

PROFESSIONAL NO. 3
Name & Title: William Cooper, D.O., Chief Medical Officer
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Oversees the global delivery of medical, mental health, and dental services for the company. Ensures appropriate treatment and effective utilization management for patient care. Provides peer review for the numerous providers in the system. Certified Correctional Health Professional-Physician, 2019.
Years' experience with this Firm: 2015-Present
Education: Degree(s)/Year/Specialization: BS in Chemistry, minors in Biology and Psychology, Southeastern Oklahoma State University, 1987 D.O., College of Osteopathic Medicine, Oklahoma State University, 1992 Internship, Tulsa Regional Medical Center, 1992-1993
Other experience and qualifications relevant to the proposed Project: Chief Medical Director, Oklahoma Department of Corrections Nearly 30 years of medical practice More than 20 years of correctional healthcare experience Board certified in Family Medicine and Correctional Medicine CMO for healthcare system with as many as 50,000 individuals 10+ years day-to-day site-level correctional clinical practice Extensive experience with NCCHC and ACA accreditation Certified Correctional Health Care Professional NCCHC Surveyor

General Professional Services Questionnaire

PROFESSIONAL NO. 4
Name & Title: Jesse White, J.D., Chief Financial Officer
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Build and manage effective and streamlined administrative and financial systems, including financial, accounting, legal, information technology (IT), human resources (HR), and physical infrastructure. Define the processes and implement the infrastructure needed to support company growth. Involvement in strategic planning, evaluation, and professional development initiatives.
Years' experience with this Firm: 2009-Present
Education: Degree(s)/Year/Specialization: Bachelors Degree in Business, University of Oklahoma, 1999 Juris Doctor, University of Oklahoma, 2004
Other experience and qualifications relevant to the proposed Project: 13+ years of correctional health management 15+ years of healthcare CFO experience 17+ years of healthcare law experience

General Professional Services Questionnaire

PROFESSIONAL NO. 5
Name & Title: Absalom Tilley, Deputy Chief Medical Officer
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Oversees the delivery of medical, mental health, and dental services in Arkansas and various locations companywide. Ensures appropriate treatment and effective utilization management for patient care. Provides peer review for numerous providers in his region.
Years' experience with this Firm: 2019-Present
Education: Degree(s)/Year/Specialization: BA in Zoology, BA in Medical Sciences, University of Arkansas, 1984 Doctor of Medicine, University of Arkansas for Medical Sciences, 1989 Internship Internal Medicine, 1989-1990 Residency Internal Medicine, 1990-1992
Other experience and qualifications relevant to the proposed Project: 30+ years of medical practice 18+ years of experience treating correctional inmates Certified Correctional Health Professional Board Certified in Internal Medicine Proficiency in Spanish Language

General Professional Services Questionnaire

PROFESSIONAL NO. 6
Name & Title: Danny Honeycutt, General Counsel
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Oversees the Human Resources Division. Practice also includes fielding in-house legal questions, ranging from HIPAA to contractual questions; performing in-house investigations related to employment matters; and overseeing regulatory and corporate compliance.
Years' experience with this Firm: 2021-Present
Education: Degree(s)/Year/Specialization: BA in Criminal Justice, Oklahoma City University, 1997 Juris Doctor, University of Oklahoma, 2001
Other experience and qualifications relevant to the proposed Project: 18 years as General Counsel for Oklahoma County Sheriff's Office Bar Admissions: State of Oklahoma Western District of Oklahoma Tenth Circuit Court of Appeals District of Columbia Court of Appeals Supreme Court of the United States

General Professional Services Questionnaire

PROFESSIONAL NO. 7
Name & Title: Jawaun Lewis, D.O., Chief Mental Health Officer
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Coordinate and direct mental health treatment for the company. Ensure equal and expeditious access of mental health care for all consumers in all counties served. Provide oversight and monitor for proper prescribing of incarcerated clients in the care of the Turn Key system.
Years' experience with this Firm: 2019-Present
Education: Degree(s)/Year/Specialization: Bachelors Degree in Biology, Langston University, 1997 Doctor of Osteopathic Medicine, Oklahoma State University, 2002 Internship/Residency, Griffin Memorial Hospital, 2002-2006
Other experience and qualifications relevant to the proposed Project: 16+ years as a psychiatrist 10+ years as a Forensic Psychologist in correctional facilities Member of American Psychiatric Association Experience with Crisis Intervention and Emergency Psychology Implemented and continues to oversee an 86-bed correctional mental health unit considered to be a model for correctional mental health practice 12+ years in private practice

General Professional Services Questionnaire

PROFESSIONAL NO. 8
Name & Title: Alicia Irvin, Ph.D., Director of Psychological Services
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Duties include supervising mental health staff, conducting intakes and evaluations on inmates, overseeing the mental health program for the company, and providing supervision to doctoral level students.
Years' experience with this Firm: 2016-Present
Education: Degree(s)/Year/Specialization: BA in English, Northeastern Oklahoma State University, 2001 Masters in Counseling Psychology, Northeastern Oklahoma State University, 2003 Doctorate in Counseling Psychology, Oklahoma State University, 2008
Other experience and qualifications relevant to the proposed Project: 11+ years as a psychologist 11+ years as a Forensic Psychologist in correctional facilities Administered behavioral health programs for facilities as large as 1,800 inmates

General Professional Services Questionnaire

PROFESSIONAL NO. 9
Name & Title: Rhett Burnett, Risk Management Coordinator and Transition Coordinator
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Interacts directly with all clients to increase efficiency and build team success. Monitors team performance to ensure compliance for excellence in contract fulfillment. Provides training and guidance for team members and client employees to meet and exceed training requirements and jail standards. Acts as the direct contact point for the client's needs and responds to any/all requests. Handles Risk Management Coordination for Turn Key Health Clinics and Clients.
Years' experience with this Firm: 2017-Present
Education: Degree(s)/Year/Specialization: Advanced CLEET Certification United States Air Force Security Police
Other experience and qualifications relevant to the proposed Project: 36+ years of law enforcement experience 12+ years of District Attorney criminal investigation experience 9+ years as an Undersheriff 10+ years of risk management experience

General Professional Services Questionnaire

PROFESSIONAL NO. 10
Name & Title: Donna Newman, RN, Chief Nursing Officer
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Oversee the operational efficiency and quality of clinic services including direct supervision of Regional Managers and Health Services Administrators.
Years' experience with this Firm: 2018-Present
Education: Degree(s)/Year/Specialization: AAS in Nursing, Tulsa Community College, 1999
Other experience and qualifications relevant to the proposed Project: 20+ years as a Registered Nurse Administered correctional health programs for facilities as large as 1,800 inmates Certified Correctional Health Professional Certification

General Professional Services Questionnaire

PROFESSIONAL NO. 11
Name & Title: Kara Black, R.N., Vice President of Operations
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Responsible for overseeing the day-to-day operation in 15 sites within Arkansas and Missouri. Coordinates with other staff members at several other locations to assist with staffing needs. Complete quarterly audits within the sites, to ensure that policies and procedures are being adhered to. Maintain a working relationship with nurses and Jail administration to ensure a successful nursing unit. Assist nursing staff with questions on responsibilities and standards to ensure the best possible care for patients.
Years' experience with this Firm: 2018-Present
Education: Degree(s)/Year/Specialization: Licensed Practical Nurse, Arkansas State University, 2008 Registered Nurse, Arkansas State University, 2020
Other experience and qualifications relevant to the proposed Project: 13 years of nursing experience 6 years in correctional healthcare leadership

General Professional Services Questionnaire

PROFESSIONAL NO. 12
Name & Title:
James Constanzer, MSN, APRN, NP-C, Quality Assurance Coordinator
Name of Firm with which associated:
Turn Key Health Clinics, LLC
Description of job responsibilities:
Oversees clinical operations for thirty-three jails throughout Oklahoma and Colorado. Provides leadership, supervision, and guidance for Regional Directors and Health Service Administrators. Assists with policy and procedure development and revision with leadership team. Formerly Advance Practice Registered Nurse / Nurse Practitioner for David L. Moss Criminal Justice Center in Tulsa, Oklahoma and Oklahoma County Detention Center in Oklahoma City.
Years' experience with this Firm:
2019-Present
Education: Degree(s)/Year/Specialization:
AS in Nursing, Manatee Community College, 2008 BS in Nursing, State College of Florida, 2013 MS in Nursing, University of South Florida, 2016 Adult-Gerontology Primary Care Nurse Practitioner Certification
Other experience and qualifications relevant to the proposed Project:
NPI, DEA, X-Waiver, and Multi-State Licensure 11+ years as a Registered Nurse 5 years as APRN 5 years in correctional healthcare Certified Correctional Health Professional Certification

General Professional Services Questionnaire

PROFESSIONAL NO. 13
Name & Title: Laura Edwards, Client Liaison
Name of Firm with which associated: Turn Key Health Clinics, LLC
Description of job responsibilities: Responsible for new business development, account management, and client relations for Texas and Louisiana clients. Ms. Edwards prioritizes client needs in order to provide exceptional customer service, building meaningful customer relationships.
Years' experience with this Firm: 2019-Present
Education: Degree(s)/Year/Specialization: BS in Marketing. Indiana University of Pennsylvania
Other experience and qualifications relevant to the proposed Project: Experience as account executive for correctional pharmaceutical provider Experience as marketing specialist for correctional pharmaceutical provider

General Professional Services Questionnaire

K. List all prior projects that best illustrate the Firm's qualifications relevant to this Project. Please include any and all work performed for Jefferson Parish. Please attach additional pages if necessary.

PROJECT NO. 1

Project Name, Location and Owner's contact information:	Description of Services Provided:
East Baton Rouge Parish Prison 2867 Big Gen Isaac Smith Ave. Baton Rouge, LA 70807 Contact: Warden Grimes Phone: (225) 355-3311 Email: dgrimes@ebrso.org	Turn Key provides comprehensive inmate medical, dental, mental health, and pharmaceutical services for an inmate population of 1,500. This is an NCCHC accredited facility.
Length of Services Provided:	Cost of Services Provided:
2022-Present	\$5,589,975 Current Annual

PROJECT NO. 2

Project Name, Location and Owner's contact information:	Description of Services Provided:
Tangipahoa Parish Prison 101 Campo Lane Amite City, LA 70422 Contact: Warden Heath Martin Phone: (225) 290-7686 Email: martin@tpso.ord	Turn Key provides comprehensive inmate medical, dental, mental health, and pharmaceutical services for an inmate population of 575.
Length of Services Provided:	Cost of Services Provided:
2022-Present	\$1,095,279.24 Current Annual

General Professional Services Questionnaire

PROJECT NO. 3	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Oklahoma County Detention Center 201 N Shartel Ave. Oklahoma City, OK 73102 Contact: Administrator Greg Williams Phone: (405) 246-5912 Email: gwilliams@okcountydcc.net	Turn Key provides comprehensive inmate medical, dental, mental health, and pharmaceutical services for an inmate population of 1,806.
Length of Services Provided:	Cost of Services Provided:
2018-Present	\$7,627,392.96 Current Annual

PROJECT NO. 4	
Project Name, Location and Owner's contact information:	Description of Services Provided:
David L. Moss Criminal Justice Center 300 N. Denver Tulsa, OK 74103 Contact: Sheriff Vic Regalado Phone: (918) 596-5601 Email: vregalado@tcsso.org	Turn Key provides comprehensive inmate medical, dental, mental health, and pharmaceutical services for an inmate population of 1,680. This is an NCCHC accredited facility.
Length of Services Provided:	Cost of Services Provided:
2016-Present	\$6,702,673.32 Current Annual

General Professional Services Questionnaire

PROJECT NO. 5	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Bell County Jails and Juvenile Services Center 104 S. Main Street Belton, TX 76513 Contact: Major Shane Sowell Phone: (254) 933-5468 Email: shane.sowell@bellcounty.texas.gov	Turn Key provides comprehensive inmate medical, dental, mental health, and pharmaceutical services for an inmate population of 1,200.
Length of Services Provided:	Cost of Services Provided:
2022-Present	\$5,065,054.05 Current Annual

PROJECT NO. 6	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Smith County Jail 206 E. Elm Street Tyler, TX 75702 Contact: Sheriff Larry Smith Phone (903) 590-266 Email: lsmith@smith-county.com	Turn Key provides comprehensive inmate medical, dental, mental health, and pharmaceutical services for an inmate population of 1,100.
Length of Services Provided:	Cost of Services Provided:
2020-Present	\$3,061,609.40 Current Annual

General Professional Services Questionnaire

PROJECT NO. 7	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Pulaski County Regional Detention Center 3201 W Roosevelt Rd Little Rock, AR 72204 Contact: Sheriff Eric Higgins Phone: (501) 340-7001 Email: sheriffhiggins@psco.org	Turn Key provides comprehensive inmate medical, dental, mental health, and pharmaceutical services for an inmate population of 1,100. This facility is NCCHC accredited.
Length of Services Provided:	Cost of Services Provided:
2016-Present	\$4,184,612.04 Current Annual

PROJECT NO. 8	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Weld County Jail 2110 O St. Greeley, CO 80631 Contact: Sheriff Steve Reams Phone: (970) 356-4015 Email: sreams@weldgov.com	Turn Key provides comprehensive inmate medical, dental, mental health, and pharmaceutical services for an inmate population of 850.
Length of Services Provided:	Cost of Services Provided:
2020-Present	\$4,712,529.30 Current Annual

General Professional Services Questionnaire

PROJECT NO. 9	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Grady County Law Enforcement Center 215 North 3rd Street Chickasha, OK 73018 Contact: Administrator Jim Gerlach Phone: (405) 222-1000 ext. 237 Email: jgerlach@gccja.com	Turn Key provides comprehensive inmate medical, dental, mental health, and pharmaceutical services for an inmate population of 650.
Length of Services Provided:	Cost of Services Provided:
2015-Present	\$954,720 Current Annual

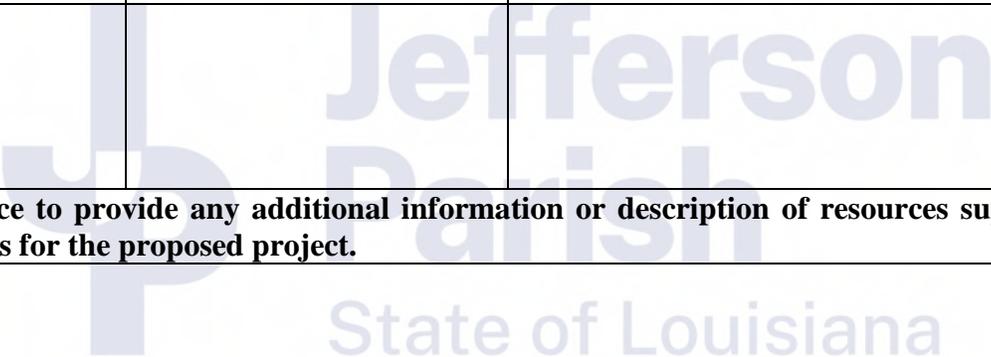
PROJECT NO. 10	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Benton County Jail 1300 SW 14th Street Bentonville, AR 72712 Contact: Major Robert Bersi Phone: (479) 271-1011 Email: robert.beresi@bentoncountyar.gov	Turn Key provides comprehensive inmate medical, dental, mental health, and pharmaceutical services for an inmate population of 550.
Length of Services Provided:	Cost of Services Provided:
2018-Present	\$1,153,071.96 Current Annual

General Professional Services Questionnaire

L. List all prior and/or on-going litigation between Firm and Jefferson Parish. Please attach additional pages if necessary.

Parties:		Status/Result of Case:
Plaintiff:	Defendant:	
1. N/A		
2.		
3.		
4.		

M. Use this space to provide any additional information or description of resources supporting Firm's qualifications for the proposed project.



N. To the best of my knowledge, the foregoing is an accurate statement of facts.

Signature:  Print Name: Flint Junod
 Title: CEO Date: January 4, 2023



EXECUTIVE SUMMARY

Turn Key Health Clinics, LLC (Turn Key) has been a client-focused correctional health care provider since 2009. Our vision to deliver enhanced, yet affordable, inmate health services to facilities in the Central United States has allowed us to become one of the fastest growing correctional health providers in the country. *Today we operate our enhanced model of healthcare in over 90 correctional facilities in the Central United States.* We are truly proud that Turn Key has become the *“trusted source”* of correctional health care in the geographical area we serve.

We are honored to present our program to the leaders of Jefferson Parish. We know that choosing the right partnership with a professional correctional health care provider is a decision Jefferson Parish does not take lightly. We commend your decision to explore a true partnership that will ensure the delivery of health care at the Jefferson Parish

“When others in our agency were ready to change to Turn Key, I was the holdout vote that could have prevented us from moving forward with your company. After two years of working with you, I am glad I decided to give you all a chance. Not only have you controlled the cost of the inmate medical program, but you followed through on supporting our local nurses without causing any major disruption throughout the transition...your enhanced corporate support has helped to take our program to the next level.”

*Keith Bowers, Jail Administrator
Craighead County Sheriff’s Office
(Previously with Advanced Correctional Healthcare)*

Correctional Center (JPCC) meets the latest healthcare standards, reduces Jefferson Parish’s liability exposure, and operates within the financial constraints of a limited budget.

At Turn Key, we take pride in delivering an efficient program supported by “hands-on” leadership at all our operations. Turn Key firmly believes our success can only be achieved as a reflection of our clients’ success. As a committed partner, our emphasis on the following tenets of leadership sets us apart from our competitors:

- 1. Vast Correctional Health Experience**
- 2. Dedicated Personnel and Effective Training**
- 3. Consistent Program Oversight**
- 4. Continuity of Services Assurance and Proven Results**



5. Reduction of Unwarranted Cost

Turn Key has been chosen over our competitors time and time again. We have replaced other correctional health companies at more than half of the jails we serve, including replacing CorrectHealth twice. Yet, Turn Key has **NEVER** had a client choose to replace our services with a competitor's program. This speaks volumes to the level of services and professionalism we provide. Our record of success includes:

- ✓ Replacing the services of **CorrectHealth 2** times
- ✓ Replacing the services of **Southern Health Partners (SHP) 11** times
- ✓ Replacing the services of **Wellpath (Wellpath, CCS, SWCMG, etc.) 5** times
- ✓ Replacing the services of **Armor Health (ACHS) 3** times
- ✓ Replacing the services of **Advanced Correctional Health (ACH) 15** times
- ✓ ***Having never lost a contract to another correctional health provider***

Turn Key's record against our competitors solidifies why we have become ***the trusted source*** for correctional healthcare in our region. We are confident that after you evaluate our Statement of Qualifications, examine the details of our program, and review the numerous letters of recommendation from our clients, you will find that Turn Key's response will achieve the highest ratings established by the review committee.



SECTION I

TURN KEY QUALIFICATIONS AND EXPERIENCE

Turn Key History

Turn Key was organized in 2009 when the Cleveland County Sheriff's Office in Norman Oklahoma sought a professional inmate health program for their new 550-bed Detention Center. After meeting with several well-known national correctional health providers, the Sheriff concluded that none of them could offer the level of personalized support and program commitment he desired in a partnership.

The Sheriff then contacted Sooner Medical Staffing, Turn Key's sister company under common ownership. Sooner Medical had established a remarkable reputation of enhanced client satisfaction in the region, which ultimately resulted in being awarded the **Best of the Best** award for medical staffing from *Oklahoma Magazine* three years in a row. With a rooted respect for the men and women of law enforcement, the decision to step up to the Cleveland County Sheriff's challenge did not require much consideration. Thus, Turn Key Health Clinics was formed as a measure of support to the local Sheriff's Office.

From the beginning, Turn Key's vision has been to enhance the delivery of healthcare for correctional facilities while controlling the program's financial burdens for the citizens of the community. Our clients often express that the dedication required for a long-term, successful partnership with a correctional healthcare provider is something they have not seen on a national level, but only with our regional approach. As a result of our successful regional model, Turn Key has committed to not pursue every contract throughout the United States as the opportunities arise. Rather, our focus continues to be of service to the communities in the region in which we live.

By 2015, our successful model of services had allowed us to expand throughout the State of Oklahoma. Law enforcement agencies in surrounding states took notice of our successful partnership model. After much consideration, Turn Key's leadership team decided to expand our services to assist law enforcement agencies in nearby states as part of an extended regional approach. Today, we serve agencies in Texas, Oklahoma, Louisiana, Arkansas, Tennessee, Colorado, Montana, Kansas, and Missouri. We have included our Client List in **Attachment A**.



Turn Key's Proven Success

Our proven record of performance is unmatched in the industry. As previously mentioned, we have replaced nationally focused correctional health competitors at half of the operations we serve. Yet, ***we have never had a client choose to replace our services with another correctional health provider.*** In every case in which we assumed operations from a

“We had previously used a different company to provide the services now being provided by Turn Key Health, and I have found Turn Key Health to be a great resource for our detention center. The response and professionalism by all members of the Turn Key Health staff have been great, and I thoroughly enjoy working and partnering with them to provide superior medical services to our inmates.”

***Sheriff Phillip E. Miller
White County Sheriff's Office
(Previously with Advanced Correctional Healthcare)***

competitor, our clients describe our services as ***improved for a better overall value*** when compared to their previous provider. ***In fact, Turn Key is the only company present at Jefferson Parish's pre-bid meeting that has 100% proven success rate with transitioning a facility from CorrectHealth's model of operation into a strong, sustainable program.***

Turn Key's full range of medical, mental health, dental, and pharmaceutical services are tailored to meet the needs of each individual client. **This includes six operations similar in size and common operation (over 1,000 ADP) to JPCC.** Most of these facilities include inmates and detainees in the custody of Juvenile Services, ICE, the Federal Bureau of Prisons, the U.S. Marshals, the Bureau of Indian Affairs, state-level DOCs, and numerous local municipalities.

Our large facilities include:

- ✓ Oklahoma County Detention Center, Oklahoma City, Oklahoma, ADP 1,800
- ✓ David L. Moss Criminal Justice Center, Tulsa, Oklahoma, ADP 1,600
- ✓ Bell County Jails and Juvenile Services Center, Belton, Texas, ADP 1,275
- ✓ East Baton Rouge Parish Prison, Baton Rouge, Louisiana, ADP 1,200
- ✓ Smith County Jail, Tyler, Texas, ADP 1,100
- ✓ Pulaski County Regional Detention Center, Little Rock, Arkansas, ADP 1,100
- ✓ Weld County Jail, Greeley, Colorado, ADP 850



Additionally, Turn Key provides medical services to two Louisiana facilities:

- ✓ East Baton Rouge Parish Prison, Baton Rouge, Louisiana, ADP 1,200
- ✓ Tangipahoa Parish Prison, Amite, Louisiana, ADP 575.

In keeping with our regional model, we successfully expanded into Louisiana in 2022, and we are anticipating numerous growth opportunities in Louisiana over the next year even beyond the current opportunity in Jefferson Parish. Our expanding presence in Louisiana will provide numerous operational efficiencies for the Jefferson Parish program.

Turn Key Accreditation Experience and Qualifications

Turn Key operates accredited models at several facilities including, but not limited to:

- ✓ David L. Moss, Tulsa, OK, NCCHC Accreditation 2008, Rec accreditation 2011, 2014, 2017, 2021 - Total 13 years; ACA Accreditation 2009, Rec accreditation 2012, 2015, 2018, 2021. Total 12 years.
- ✓ Pulaski County Regional Detention Center, Little Rock, AR, NCCHC Accreditation 2018. Up for rec accreditation 2022. Pulaski’s accreditation was restored to full NCCHC status after it had been revoked under the previous administration.
- ✓ Garland County Detention Center, Hot Springs, AR, ACA Accreditation 2020. Turn Key assisted Garland County in achieving their very first national accreditation with ACA.
- ✓ East Baton Rouge Parish Prison, Baton Rouge, LA, NCCHC Accredited. Turn Key has continued the accredited program since assuming the health services program. We anticipate the next re-accreditation to occur in the Fall of 2022.

“Turn Key has become a trusted source of inmate health services... Operations are in-compliance with Arkansas Jail Standards, Arkansas Juvenile Detention Facility Standards, Prison Rape Elimination Act Standards, American Correctional Association, and the National Commission on Correctional Health Care.”

*Chief Deputy Steven Elrod
Garland County Sheriff’s Office
(Previously with SWCMG, a Wellpath Company)*



Turn Key's policies and procedures are largely based on the standards established by the National Commission on Correctional Healthcare (NCCHC) and the American Correctional Association (ACA) regardless of a facilities interest in formal accreditation. Therefore, most of our partner facilities operate accreditation-oriented models even though our clients have decided not to invest in a formal accreditation. Turn Key's leadership team is composed of correctional health experts who have successfully completed several NCCHC and ACA accreditation reviews at numerous correctional facilities in multiple states over the past 20 years. Our commitment to providing the highest level of care is reflected in that many of our ranking leadership team, including our CEO, CMO, and VPs of Operations, only to name a few, maintain Certified Correctional Health Professional (CCHP) status with the NCCHC.

Turn Key is certainly unique in that several members of our executive leadership have personal, onsite leadership experience with assisting individual operations through the accreditation process prior to advancing to their current positions. These individuals include, but are not limited to:

Flint Junod, CEO, CCHP

- ✓ Escambia County Jail – Restored facility's NCCHC status from probation - 2007
- ✓ Santa Rosa County Jail – NCCHC reaccreditation - 2011
- ✓ Oklahoma County Jail – Initial NCCHC and initial ACA accreditations - 2012
- ✓ David L. Moss, Tulsa – NCCHC reaccreditation – 2014 and 2017

William Cooper, DO, CMO, CCHP

- ✓ David L. Moss, Tulsa – NCCHC reaccreditation –2017, 2021
- ✓ David L. Moss, Tulsa – ACA reaccreditation – 2018
- ✓ Pulaski County Jail – NCCHC restored accreditation - 2018
- ✓ Oklahoma DOC – Multiple ACA Accreditations

Donna Newman, RN, VP of Operations, CCHP

- ✓ David L. Moss, Tulsa – NCCHC reaccreditation –2017, 2021
- ✓ David L. Moss, Tulsa – ACA reaccreditation – 2018
- ✓ Pulaski County Jail – NCCHC restored accreditation – 2018
- ✓ Garland County – ACA initial Accreditation -2020
- ✓ Kay County Jail – Initial ICE reaccreditation - 2020 and currently preparing for their initial NCCHC expected in the Fall 2022.



- ✓ Christian County Jail – Initial ICE accreditation – 2021

James Constanzer, NP, Quality Assurance Coordinator, CCHP

- ✓ David L. Moss, Tulsa – NCCHC reaccreditation – 2017
- ✓ David L. Moss, Tulsa – ACA reaccreditation – 2018

Absalom Tilley, M.D., Deputy Chief Medical Officer, CCHP

- ✓ 30+ years of medical practice
- ✓ More than 18 years of experience treating correctional patients
- ✓ Certified Correctional Health Professional Certifications
- ✓ Board Certified in Internal Medicine
- ✓ Proficiency in the Spanish Language

Kara Black, RN, Vice President of Operations, CCHP

- ✓ 13 years of nursing experience
- ✓ 6 years in correctional healthcare leadership
- ✓ Certified Correctional Health Professional Certifications

In addition to our NCCHC and ACA accreditation expertise, Turn Key’s leadership team also has extensive experience adhering to the standards of various State Department of Corrections programs, and numerous Federal programs, including the US Marshals, the Federal Bureau of Prisons, the Immigration and Customs Enforcement (ICE), the Bureau of Indian Affairs, and the United States Department of Justice. We are confident in our ability to exceed the expectations of any regulatory agency associated with the Jefferson Parish operation.

Transition Preparation and Program Compatibility

During our 13-year history in the industry, we have transitioned health programs at over 90 jails in the Central United States, including East Baton Rouge Parish Prison and the Tangipahoa Parish Jail. Even with our vast experience with transitioning programs, we believe success favors preparedness. Thus, we have already initiated our transition plan in the anticipation of a possible contract award. Turn Key has assigned specific responsibilities of the transition to key members of our leadership team. We have already notified Diamond Pharmaceuticals, CorEMR, Quest Diagnostics, and several of our other service partners of our submission to Jefferson



Parish. Our extensive upfront preparation will help to ensure another seamless transition. We have included a Sample Transition Plan in **Attachment B**.

We have become accustomed to transitioning inmate healthcare programs from other correctional health providers in a short amount of time. Most of our programs have been transitioned less than 30 days after a notification of award, and on several occasions, we have transitioned multiple facilities at the same time.

“When our previous medical provider abruptly ended our contract, you all came in and took over without any added expense, delay, or interruption to our inmate medical services. The transition to your company was actually not even noticed, with the exception of the vast improvements...”

*Director Don Jones
Kay County Detention Center
(Previously with CCS, a Wellpath Company)*

- ✓ When Turn Key was awarded the Rogers County, Oklahoma contract in 2015, we were asked to begin the project considerably ahead of the original schedule. Turn Key had personnel onsite within 8 hours of the Sheriff’s emergency request, and we had a fully functional 24/7, ACA based program operating in less than a week.
- ✓ On July 1, 2015, Turn Key transitioned the healthcare programs for four unique clients that were located hundreds of miles away from each other. All four of these programs were with a large, national correctional health provider prior to switching to our program. Even with a short transitional window, we met all our clients’ transitional timelines without disrupting their day-to-day operations.
- ✓ Turn Key began providing services at two mega sized correctional facilities (Tulsa – 1,800 beds and Pulaski – 1,200 beds) in two different states on December 1, 2016. With a transition period of approximately 4 weeks and the Thanksgiving Holiday break just prior to the start date, Turn Key’s leaders welcomed the challenge. We provided extensive corporate representation (including all members of the ownership team) for the programs throughout the transition period. Even with the requirements of implementing a new EHR in Pulaski County and transitioning the existing CorEMR system from Armor’s version to our version at Tulsa County, both transitions occurred seamlessly without impacting patient care or disrupting the workflow of either facility.
- ✓ Between December 2019 and February 2020, Turn Key simultaneously transitioned



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programs at six programs across four states. As a testament to our excellent teamwork and experience, we were able to meet all our clients' transition timelines without disrupting any day-to-day operations.

- ✓ January 2022 – Transitioned East Baton Rouge Parish Prison (1,200 beds) less than 30 days after award, one month ahead of the initial planned transition date, during the holidays, and an actual start date on New Year's Day. At the time of transition, the previous health provider had close to 60% vacancy rate of permanent staffed positions, and these positions were being filled by temporary agency personnel. We were able to reduce the dependency on agency to 18% the first month of operation, and we had the facility fully staffed by end of our transition period.
- ✓ This Summer we seamlessly transitioned a Texas program in less than 5 days of contracting because the facility's previous health provider abruptly left without fulling a transition period.
- ✓ We transitioned **thirty-three programs** in Texas, Colorado, Oklahoma, Arkansas, Missouri and Louisiana **during of the COVID-19 pandemic**, without any interruption of services or exposure to infection during or after the transition.

The transitional period for the Jefferson Parish operation does not raise any concerns for our leadership team. Once a notification of award has been issued, we will immediately contact the jail administration to provide an update on our transitional progress and to coordinate our next steps.

4Sightlabs/Custody Protect Technology

Turn Key has formed an exclusive partnership with 4SightLabs to offer our clients access to Custody Protect technology, an enhanced artificial intelligence monitoring system. Custody Protect uses tamper resistant biosensors that can be placed on individuals at any time, including the time of arrest, and can be kept on through the transport, booking and detention process. These biosensors detect an individual's heart rate, heart rate variability, motion, and location. All of this data is processed





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through the artificial intelligence system in real-time to detect potential risks to an individual's health and safety before a negative outcome occurs.

As we know, the risks involved with arresting, transporting and detaining people continues to increase. Even with the best training and policies, today's detainees can tend to be very fragile. Many of them have compromised health conditions and are at elevated risk due to:

- 81% are under the influence of drugs
- 65% have mental health problems
- More than half have pre-existing chronic medical conditions

Human efforts alone may not be enough to monitor detainees in order to prevent negative outcomes. That's where Custody Protect comes in. The platform monitors vital signs more than seven hundred times per minute. When the artificial intelligence detects the first sign of a problem, it instantly notifies officers, dispatch and emergency medical services. By detecting danger early and alerting everyone simultaneously, lives can be saved.

Since Turn Key believes this technology can assist detention personnel in the monitoring of those on suicide watch, in restraint chairs, at elevated risk for drug toxicity or withdrawal, and other high-risk scenarios within the detention facility, we strongly recommend the implementation of this enhanced program to our clients. Several of our clients have already implemented the system and have strong testimonials of system's success.

Considering our strong belief in this product, Turn Key will include the initial implementation of Custody Protect in our program in Jefferson Parish.

Additional information on Custody Protect technology is included in **Attachment C**, or can be found at <https://www.4sightlabs.com/>

Mental Health Services/Substance Abuse Disorder

Turn Key has worked with numerous clients to enhance health services available for patients who have been diagnosed with mental illness.

In 2017, Turn Key assisted Tulsa County in implementing a state of the art 100-bed mental health unit that is nationally recognized as a model program for mental health operations in



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the correctional setting. This mental health unit includes four levels of housing and treatment settings ranging in severity from Level 1, suicide watch, to level 4, stable and compliant with treatment. This unit has been praised by accrediting agencies and has been a model we have adapted to meet the needs of our other clients to the furthest extent possible. We look forward to ongoing discussions with Jefferson Parish administration to ensure we are collaboratively advancing treatment options for the population with mental health conditions.

Because mental health and co-occurring substance use disorder are major contributing factors of initial incarceration and continued recidivism, it is critical to ensure continuity of care from the time of initial incarceration through each patient's transition back to the community upon release.

Turn Key has extensive experience with providing Medication Assisted Treatment programs, which combine medication therapies and counseling to foster a healthy recovery process. MAT has become an effective therapy to address the ever-increasing percentage of our society's population who struggle with substance use, particularly opioid and alcohol addiction. Common medication therapies used for MAT include the use of a long-acting naltrexone injection (i.e., Vivitrol) and the oral medications methadone hydrochloride and buprenorphine (i.e., Methadone and Suboxone). Numerous Turn Key providers hold x-waivers that allow for the use of MAT within the correctional setting.

MAT programs have been utilized for the pregnant population in jails for several years. However, Turn Key has pioneered several enhanced MAT programs within the region we serve. Turn Key initiated the progressive expansion of MAT services with the introduction of long-acting naltrexone injections for patients with opiate Substance Use Disorder (SUD) in Tulsa County, Oklahoma, a few years ago. Shortly after this program indicated promising results, the site's treatment options were expanded to buprenorphine and methadone treatments, as appropriate. Turn Key now operates various MAT programs throughout the various states in the region we serve, and in recent months, we have also added alcohol addiction to our naltrexone injection treatment program.

We look forward to working with the Jefferson Parish leadership team to explore measures to combat addiction relapse and recidivism among the inmate population.



Pharmaceutical Operations

Turn Key has a long, established relationship with Diamond Pharmacy, as well as other correctional based pharmacies. We intend to reduce the long-term burden of pharmaceutical costs for JPCC with our unique acquisition cost arrangement that is unlike those of our competitors. Some correctional healthcare companies tend to negotiate pharmaceutical agreements on a “cost-plus” basis that is largely based on a facility’s population. This method simplifies the budgeting process for the healthcare provider, but it is not always in the best financial interest of the clients they serve.

Turn Key’s approach is different. Although we anticipate continuing utilizing Diamond as the primary pharmaceutical provider to prevent disruption of pharmaceutical services during the transition, we will also utilize other corrections-focused pharmacies to obtain a portion of our medications. Instead of having faith that a “cost-plus” model is the most cost-effective, we frequently cross reference medication costs with all our pharmacy providers. This ensures we are getting the best prices on medications, and it has proven to save thousands of dollars in any given month. By actively managing our overhead associated with pharmaceutical costs, we can continue to offer competitive contractual rates for our clients now and in the future.

Experience with Pandemic Precautions (COVID-19)

Turn Key has continued to be proactive in our approach to the COVID-19 pandemic, and we pride ourselves as a company on our ability to be agile and responsive in this unique time of need. By the beginning of March 2020, Turn Key had implemented precautionary measures to prepare for the spread of COVID-19 within the facilities we serve – long before any of our communities were impacted by the illness.

For example, we implemented enhanced screening measures in all our facilities which were modeled after CDC guidelines and state health department recommendations. In anticipation of a medical supply shortage due to the pandemic, we worked diligently to increase our general and PPE medical supplies at each facility, created central stockpiles of emergency supplies to be deployed when a facility had an outbreak, and have continued to monitor supplies. We have continually increased our telemedicine operations, as practicable, to help minimize the spread of illness in our facilities by our own providers and to protect staff and patients. We also increased our recruiting practices, to be prepared in the event of a staffing



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shortage at any facility. This included increasing our pool of float nurses with multi-state nursing licenses who were able to be deployed to numerous locations as the need arose. Furthermore, we continue to stay apprised of all health, safety, and regulatory developments and continuously monitor changes at the federal, state, and local level which may impact health care or jail operations.

“I would like to commend Turn Key for the outstanding care that was provided, during what we all can agree was a very chaotic and unprecedented year, during the initial outbreak of COVID, and their ability to insure that we had the testing supplies needed, to keep our staff and those in our custody safe and monitored effectively.”

*Sheriff Tim Roberson
Boone County Sheriff’s Office
(Previously with Southern Health Partners)*

We also continuously monitor medical studies and journals to adapt our medical practices to protect our patients. For example, in March 2020, we began providing our vulnerable and high-risk patients with the option of taking Vitamin D after a reputable publication suggested that Vitamin D may both prevent contraction of COVID-19 and prevent the likelihood of a poor outcome. This was a cutting-edge change in operations that Turn Key was able to implement immediately because of the adaptability provided by our Central United States area focus. We believe this precautionary measure has resulted in better outcomes for our patients.

When positive COVID-19 cases were identified within a facility, we took even more aggressive measures to mitigate the spread throughout the population. Two successful measures we implemented in partnership with several of our clients included facility-wide testing and on-going testing of all inmates upon intake. While testing capabilities were initially limited for many correctional facilities, we were successful in securing mass quantities of testing supplies by establishing early partnerships with local and regional laboratories and by securing numerous onsite testing analyzers. By having onsite analyzers, we continue to be able to conduct mass testing for our clients with accurate test results within minutes.

We assure Jefferson Parish we have been on the forefront of best practices for correctional facilities during this pandemic, and we guarantee an early, progressive response should another pandemic arise.



Turn Key Staffing and Training Initiatives

Turn Key knows that the professional site-level personnel are key to ensure a successful program. Turn Key began as an outgrowth of a medical staffing company. Thus, we know the challenges involved with recruiting healthcare who are an appropriate fit for a unique environment like JPCC.

We understand that correctional healthcare is not for every nurse. There will always be some attrition in this field of healthcare due to that fact alone. In addition to normal turnover, the COVID-19 pandemic has created numerous hurdles and obstacles, perhaps the most significant being the nationwide nursing shortage, especially in the State of Louisiana. However, Turn Key has implemented enhanced staffing measures to prevent the impact of shortages, turnover and/or illness on our clinical operations.

Turn Key has amplified our recruitment measures, including adding two additional full time nurse recruiters in our region to scout quality medical personnel for our operations. Turn Key has also doubled the size of our pool of float nurses who hold multi-state nursing licenses and are able to be deployed to numerous locations across our operations. ***The depth of our float pool has allowed Turn Key to keep our operations in compliance with contractual obligations throughout the COVID-19 crisis, despite the devastating nurse shortage throughout the country.***

If the need arises, Jefferson Parish operations will also benefit from Turn Key's host of qualified float nurses. Additionally, the Parish will benefit from the services of our **Clinical Coordinators**, whose primary responsibilities are to assist site-level operations in the event of a staffing shortage, including site leadership, to ensure that Turn Key meets our staffing obligations.

Turn Key also provides ongoing training to its medical personnel on a regular basis, including topical training during our monthly on-site staff meetings. Our corporate team also ensures that our nurses complete their continuing education units and remain licensed and current on their certifications.

Turn Key understands the importance of adapting to changes in technology and to developments within the medical community. We believe resistance to change and refusing to alter the status quo ***"because that's the way it's always been done"*** is a dangerous



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mentality, and we constantly strive to be adaptable and current in our practices. Turn Key continues to evolve its existing training program as the opportunity arises. For example, Turn Key continues to develop our REMOTE ACCESS digital training modules to mitigate against the impact of COVID-19 pandemic and to make Turn Key's training program competitive in the digital age.

Further, Turn Key makes regular changes to our operations to ensure that we are consistent with the current standards of medical care. For instance, all of Turn Key's medical providers are subscribed to **UpToDate**, a software system that serves as a point-of-care clinical resource for medical providers across the country and has been proven to improve patient care. The cost of UpToDate subscriptions is absorbed by Turn Key's corporate budget at no additional cost to our clients. Moreover, throughout the COVID-19 pandemic Turn Key's **Chief Medical Officer**, Dr. William Cooper, has sent out updates with new information and practice guidelines at least monthly (usually weekly) to ensure that all operations are up-to-speed on the latest medical information available. These updates are also provided to the facility's leadership so that our clients are aware of new information as well.



SECTION II

TURN KEY'S ADMINISTRATIVE AND FINANCIAL MANAGEMENT ABILITY

Experienced and Committed Leadership

Turn Key commits to providing enhanced, responsive leadership for every client we serve. We believe our commitment to accessible leadership is a primary reason why we are consistently chosen to replace the services of large, national correctional health providers.

Further, Jefferson Parish can be assured of the continuity of our leadership team throughout the duration of our contract, not just in the beginning. *Since our inception, not a single member of our client liaison team or executive leadership team has left Turn Key to pursue employment with a competitor or even a career in another industry.* All our clients still have direct access to the same leaders they did when their contracts began. We have included our Leadership Resumes in **Attachment D**.

Our experienced executive leadership team includes:

Flint Junod, CEO:

- ✓ More than 16 years of correctional health leadership experience
- ✓ 7 years of direct onsite health administration experience
- ✓ Extensive accreditation and regulatory inspection experience at the site level (NCCHC, ACA, USM, ICE, State, etc.)
- ✓ Has administered NCCHC and ACA accredited programs as an HSA for 5 unique facilities throughout his career – the largest of which housed 2,000+ inmates
- ✓ Certified Correctional Health Professional (CCHP) with NCCHC since 2009

Jon Echols, J.D., President of Operations:

- ✓ 13+ years of correctional health management
- ✓ 15+ years of healthcare personnel management
- ✓ 17+ years healthcare law experience
- ✓ 9+ years of legislative experience



William Cooper, DO, Chief Medical Officer:

- ✓ Nearly 30 years of medical practice
- ✓ More than 20 years of correctional health experience
- ✓ Board certified in Family Medicine and Correctional Medicine
- ✓ Previous Chief Medical Officer for the Oklahoma Department of Corrections
- ✓ CMO for a healthcare system with as many as 50,000 individuals
- ✓ 10+ years day-to-day site-level correctional clinical practice
- ✓ Extensive experience with NCCHC and ACA accreditation
- ✓ Certified Correctional Health Professional Certifications
- ✓ NCCHC Surveyor

Absalom Tilley, M.D., Deputy Chief Medical Officer:

- ✓ 30+ years of medical practice
- ✓ More than 18 years of experience treating correctional patients
- ✓ Certified Correctional Health Professional Certifications
- ✓ Board Certified in Internal Medicine
- ✓ Proficiency in the Spanish Language

Jesse White, J.D., Chief Financial Officer:

- ✓ 13+ years of correctional health management
- ✓ 15+ years of healthcare CFO experience
- ✓ 17+ years healthcare law experience

Danny Honeycutt, J.D., General Counsel:

- ✓ 17+ years as General Counsel for a Sheriff's Office
- ✓ Experience as Assistant General Counsel for a state Insurance Department
- ✓ Bar admissions in several state and federal district courts, as well as the Tenth Circuit Court of Appeals, D.C. Circuit Court of Appeals, and U.S. Supreme Court

Jawaun Lewis, D.O., Chief Mental Health Officer:

- ✓ 16+ years as a psychiatrist
- ✓ 10+ years as a Forensic Psychiatrist in correctional facilities
- ✓ Member of the American Psychiatric Association
- ✓ Experience with Crisis Intervention and Emergency Psychology
- ✓ Implemented and continues to oversee an 86-bed correctional mental health unit considered to be a model for correctional mental health practice



- ✓ 12+ years of private practice

Alicia Irvin, Ph.D., Director of Psychological Services

- ✓ 11+ years as a psychologist
- ✓ 11+ years as a Forensic Psychologist in correctional facilities
- ✓ Administered behavioral health programs for facilities as large as 1,800 inmates

Rhett Burnett, Risk Management Coordinator and Transition Coordinator:

- ✓ 36+ years of law enforcement experience
- ✓ 12+ years of District Attorney criminal investigation experience
- ✓ 9+ years of experience as an Undersheriff
- ✓ 10+ years of risk management experience

Donna Newman, RN, Chief Nursing Officer:

- ✓ 20+ years as a Registered Nurse
- ✓ Administered correctional health programs for facilities as large as 1,800 inmates
- ✓ Certified Correctional Health Professional Certification
- ✓ Experienced with Louisiana operations

Kara Black, RN, Vice President of Operations

- ✓ 13 years of nursing experience
- ✓ 6 years in correctional healthcare leadership

James Constanzer, NP, Quality Assurance Coordinator

- ✓ 11+ years as a Registered Nurse
- ✓ 5 years as APRN
- ✓ 5 years in correctional healthcare
- ✓ Certified Correctional Health Professional Certification

Laura Edwards, Louisiana Client Liaison:

- ✓ Experience as account executive for correctional pharmaceutical provider
- ✓ Experience as marketing specialist for correctional pharmaceutical provider

In addition to this leadership team, Turn Key will also assign the following corporate resources to the Jefferson Parish program.



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- **Meridith Warren, Chief Accounting Officer and Human Resources Director**– Oversees the human resources, benefits, accounting, and payroll procedures.
- **HR and Payroll Assistant** – 1 corporate personnel assigned to assist Bell County.
- **Claims Management** – 1 corporate personnel assigned to assist Bell County.
- **Utilization Management** – 1 corporate personnel assigned to assist Bell County.
- **Fiscal Assistant / Accounts Payable / Accounts Receivable** – 1 corporate personnel assigned to assist Bell County.
- **IT Consultant** – 1 PT consultant assigned

Commitment to Client Relations

Turn Key takes pride in our hands-on, client-oriented approach. We never guarantee potential clients that every possible concern with their inmate health program will be eliminated once they switch to our program. Companies that make these types of guarantees are not in touch with the reality of

“The level of corporate support your team provides is something that Tulsa County never experienced with the previous national providers. Our partnership with Turn Key Health has helped TCSO to enhance our professional image with the citizens of Tulsa County.”

*Sheriff Vic Regalado
Tulsa County Sheriff’s Office
(Previously with Armor Health)*

a correctional facility. Instead, Turn Key requests our clients not judge us by whether a concern ever arises, but by our response if one does. This realistic philosophy allows our transition process and ongoing operation to be virtually seamless by effective and enhanced program oversight and communication. In keeping with our hands-on, client-oriented model of service, Turn Key leadership has an established history of promptly responding to novel issues identified by sheriffs as they arise during transition, including both Turn Key’s President and Chief Executive Officer being on-site as soon as possible to effectively resolve those issues.

For example, when a Colorado operation transitioned from another correctional health provider to Turn Key in 2019, a situation arose regarding a difference between Turn Key’s and the previous provider’s formularies. More specifically, Turn Key suggested switching a handful of medications to comparable generic medications within the same treatment class to streamline the medication administration process and minimize pharmaceutical costs for our client. However, since the county contracted with a separate community mental health program, a potential contradiction over control of prescriptive practices arose. When the



situation was brought to our attention, Turn Key's President of Operations, Jon Echols, immediately traveled to the Colorado site to resolve the issue in person amicably with all parties involved and without delay. This not only ensured our promise of a smooth transition, but also demonstrated Turn Key's true commitment to a partnership and collaboration in furtherance of enhanced medical care.

During a more recent transition, a concern arose regarding a specific employee that had transitioned from the previous program to Turn Key's program. Just like our response in the Colorado transition, our executive leadership team immediately took action to address the concern. Turn Key's CEO Flint Junod traveled to the site to personally address and resolve the issue to the satisfaction of the detention administrative team without any delay. Our "Same Day Accessibility" is unmatched by other competitors in the correctional health industry and is only possible because of our regional focus, our vast presence in the region we serve, and our strategic leadership positioning.

Turn Key also believes in continuous, ongoing program oversight to promote accountability. Turn Key does not merely provide the initial transitional oversight and then leave a site to its own devices for an on-going basis. Instead, Turn Key is committed to ensuring that its corporate resources, pooled wealth of knowledge, and collective experience benefit our valued team members working at each program throughout the duration of our contract. Thus, Turn Key's corporate leadership team, including our CMO and CNO, will regularly visit the Jefferson Parish operation to provide the on-site team oversight and assistance.

Turn Key's program oversight also includes enhanced quality control measures. Our leadership team includes a dedicated **Quality Assurance Coordinator** who will conduct periodic corporate reviews of the medical and nursing operations at JPCC, which will be in addition to the audits performed by site level and regional leadership.

History of Proven Results

Turn Key's commitment to customizable programs has allowed us to partner with numerous facilities similar in size to JPCC. We have proven evidence of how our simplified, patient-oriented approach has dramatically reduced unwarranted offsite costs and increased efficiency for our clients.



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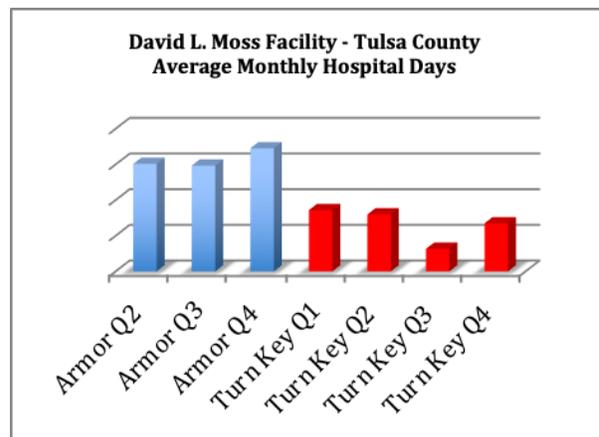
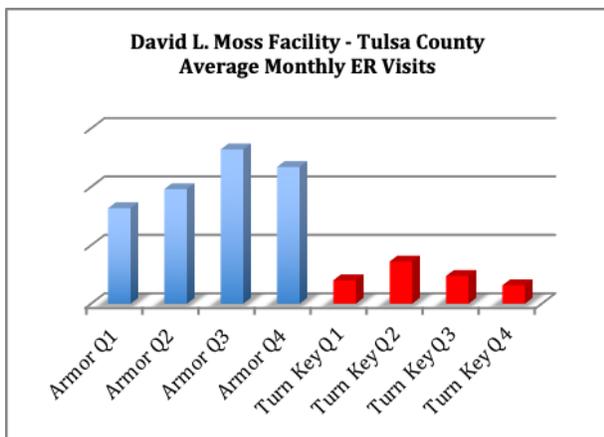
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For example, at David L. Moss Justice Center in Tulsa, Oklahoma, Turn Key eliminated excessive offsite services utilization of the previous provider (Armor) by bringing in strong, experienced providers and leadership. We use the charts that follow to demonstrate this. Within the first couple of months, we reversed the ever-increasing trend of Armor. The first year of our contract we were under the aggregate cap for offsite for the first time in over 4 years and significantly reduced grievances.

According to statistical data provided by facility administration, ***Tulsa County experienced a 77% reduction in monthly Emergency Room transfers and a 35% reduction in monthly hospital days*** within the first few months of Turn Key replacing Armor Correctional Health Services. To further highlight our success, ***the annual offsite expenditures have remained well below the established Aggregate CAP since we started our contract in 2016. This is an accomplishment that had not been realized for numerous years prior to Turn Key taking over the program!***

In addition to the cost savings realized from reducing unwarranted hospital claims, Tulsa County also experienced additional cost savings in the form of the reduced need for offsite security personnel. On average, TCSO was able to reallocate an average of 585 man-hours per month to other security functions as opposed to ER and hospitalization security duty. Even with a conservative estimate, ***we believe our program allowed for an initial annual reduction of more than \$175,000.00 of excessive offsite security pay.***



Our competitors may claim that a reduction in offsite utilization does not necessarily indicate an improvement of onsite care. Fortunately, there are several correlations that also support our record of enhancing onsite patient care. Two of these indicators are a reduction of

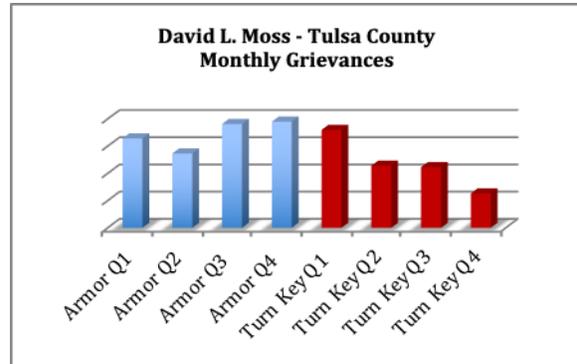
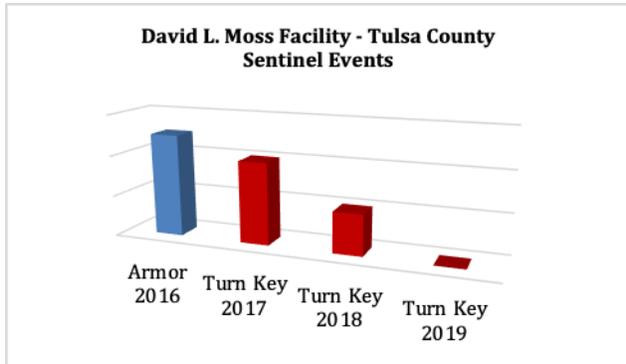


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sentinel events and a decline in health-related grievances. According to facility statistics, ***sentinel events declined by 60% and the number of healthcare related grievances declined by more than 31%*** within the first year after Turn Key took over the health services program.



Tulsa County’s success story is not an anomaly. Similar results were also evident shortly after we assumed operations from Armor Correctional Health Services in Oklahoma County. According to facility statistics, ***the ER visits in Oklahoma County were reduced by 19%, and total hospital days were reduced by 73%. Similar to the results in Tulsa County, sentinel events were reduced by more than 50% in the months following our transition in Oklahoma County.*** As a result, Turn Key was able to ***reduce the offsite cost for Oklahoma County by more than \$300,000.00 in our first year of operation.***

In addition to reducing unwarranted offsite utilization, Turn Key has a proven record of reducing the number of health-related inmate grievances in complex systems after the implementation of our program. Based on statistics provided by the facility, Pulaski County, Arkansas (Little Rock) experienced a 40% reduction of medical grievances within a few months of partnering with Turn Key. And as previously mentioned, Tulsa County’s health related grievances were reduced by 31% after Turn Key assumed operation of their health program.

Results like these are not just coincidences, nor are they elaborate marketing concepts. They are truly the proven results of enhanced patient care, professional service coordination, and effective client and provider communication.

In a more recent example, we started the East Baton Rouge Parish Prison contract during the holidays ahead of schedule with 19 of the 30 existing nursing positions being filled by the



prior vendor with temporary agency personnel. Within a month, we reduced this number to 6, and now have a fully functioning, staffed operation. We accomplished this by implementing effective onsite leadership and providing essential corporate support and nurses from our internal float pool throughout the first couple of months of the transition to provide stability. As a result, the program is operating efficiently, and the Parish's relationship with council members and jail advocates have significantly improved.

We are confident in our ability to provide similar increased effectiveness to Jefferson Parish.

Litigation Expertise and Grievance Management

*Turn Key is also set apart from our competitors by the depth of our legal expertise, which serves as a critical component of Turn Key's Oversight and Quality Assurance program. Prior to founding Turn Key, **Jon Echols**, our President, and **Jesse White**, our CFO, practiced healthcare law for one of Oklahoma City's largest law firms. **Allie Ah Loy**, our Outside Legal Counsel, is a partner of a prominent law firm. Her focus is defending correctional healthcare companies with medical malpractice and civil rights litigation. **Danny Honeycutt**, our General Counsel, served as General Counsel for the Oklahoma County Sheriff's Office before joining our team. This combination of law enforcement and healthcare law background and expertise within of Turn Key's senior management team puts Turn Key in a unique position to focus on the things that protect our clients from legal exposure. Turn Key's combined law experience has contributed to an impressively low litigation history that is exceptional within the correctional healthcare industry. We are proud that in our company's history, we have never had a judgment imposed against us, and we have settled fewer claims than the number of years we've been in business. Most of the claims were settled for nuisance value at a client's request. **To have only settled such a small number of claims in over 13 years while serving a population that exceeds 20,000 inmates is a record we are willing to put up against any of our competitors.***

Turn Key also believes that grievance trends can reflect a healthcare system's effectiveness. The appropriate management of the grievance process improves the overall delivery of care and reduces the liability on both the healthcare provider and the clients they serve. We train our site administrators on grievance investigation procedures and how to appropriately respond to health-related grievances in a timely manner. Repeated grievances and those pertaining to the actions of health personnel are generally investigated and monitored by our corporate leadership team. Turn Key has a proven record of reducing the number of inmate grievances after the implementation of our program. As previously mentioned,



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Pulaski County experienced a 40% reduction of medical grievances within a few months of implementing our program. Similar results were also realized in Tulsa County where the health program experienced a 31% reduction of grievances after Turn Key assumed operation of their health program. We expect similar results in Jefferson Parish.

Our exceptionally low litigation history is a true testament of how our enhanced level of care ultimately improves patient satisfaction and reduces undesirable outcomes.

Client Liaisons

As is evident by the multiple client recommendation letters we have included in **Attachment E**, Turn Key's executive leadership team is committed to providing exemplary operational oversight and corporate support for all our clients. In addition to our operations support team, we utilize a unique Client Liaison concept as opposed to overpaid commission-based sales personnel. Our client liaisons are involved with each account from the onset of negotiations through the duration of the contract. These individuals may be paid by Turn Key, but they actually serve the best interests of the County. Instead of having an operations team continually trying to uphold random empty promises salespeople may have made to get the deal done, client liaisons are held accountable for ensuring the promises they have made are completely fulfilled. Our Client Liaisons are such an important part of our program that we only offer these positions to individuals with prior experience in government contracting or law enforcement administration.

"The customer service from the company (Turn Key) is top notch and issues are handled expeditiously."

***Major Robert Bersi
Benton County Sheriff's Office
(Previously with Southern Health Partners)***

Laura Edwards will serve as the Client Liaison for our East Baton Rouge Parish Prison. Prior to becoming a Turn Key Client Liaison, Laura gained a wealth of knowledge working for one of the largest corrections institutional pharmacy companies in the United States. Laura understands the constraints faced by sheriff departments and the importance of maintaining a proactive working relationship while meeting budgetary goals. Laura's proven experience with understanding the needs of correctional clients is extremely valuable for ensuring Jefferson Parish receives the very best of the services Turn Key has to offer.



Turn Key's Financial Stability

As a regionally focused provider, Turn Key strives to provide the most professional and cost-effective programs for our clients. When facility leaders make the decision to partner with Turn Key, they can be assured our financial strength and fiscal responsibility are among the best in the correctional healthcare industry. In fact, in an effort to ensure that the service we provide our clients remains unparalleled, Turn Key partnered with Trive Capital to provide financial and operational resources for Turn Key's next phase of growth. Trive Capital is a private equity firm based in Dallas, Texas that manages over \$4 billion in capital. Trive's investment philosophy is to partner with best-in-class management teams to build long-term value for all stakeholders. With the support of Trive Capital, Turn Key's clients can be confident that Turn Key has the resources necessary to deliver on its commitments regardless of fluctuations in industry or economic conditions.

Turn Key's financial condition in terms of current assets versus liabilities, debt levels, trends in operating revenue and economic indicators as of the date of this submission include:

1. **Strong Liquidity:** Turn Key's Current Assets far exceed its Current Liabilities.
2. **Financial Security:** Despite the challenges that all health care providers have faced during the pandemic, Turn Key has maintained a secure financial position thanks to fiscal discipline, operating efficiency, and a loyal recurring customer base.
3. **Lender Support:** Turn Key maintains a modest leverage profile, including working capital lines of credit upon which it can draw as needed for operational growth. However, Turn Key has historically been able to fund growth through operating cash flow.
4. **Exceptional Growth:** On a service hour adjusted basis, operational revenue has increased an average of 23% per year from 2012 through 2014, an average of 67% per year from 2014 through 2021 and continues to increase into 2022 as new clients recognize the unique level of service and commitment Turn Key can offer.



SECTION III

TURN KEY'S ENHANCED MEDICAL AND PHARMACY MANAGEMENT RECORDKEEPING

Turn Key intends to utilize CorEMR, the most trusted independent EHR in the correctional health industry, for the Jefferson Parish project. **Turn Key primarily uses CorEMR as our Electronic Health Record platform and**

“Turn Key established electronic medical records ahead of schedule when the ‘big name’ companies couldn’t do it in the years we had them as a provider. They are on top of their game!”

*Captain Matt Kimbler
Burnet County Sheriff’s Office (Texas)*

electronic pharmacy management system. Our team will utilize CorEMR in accordance with applicable laws and documentation guidelines. We have established an excellent working relationship with CorEMR, and we are working with CorEMR to implement its platform at every facility in which Turn Key operates. We have vast experience with transitioning from other health care programs already utilizing CorEMR to our system. This experience will further foster to a seamless transition in Jefferson Parish. **A few examples of complex systems in which we have seamlessly transitioned services where CorEMR was already the existing platform include:**

- ✓ Oklahoma County, Oklahoma (1,800 inmates)
- ✓ Tulsa County, Oklahoma (1,800 inmates)
- ✓ East Baton Rouge Parish, Louisiana (1,100 inmates)
- ✓ Garland County, Arkansas (400 inmates)
- ✓ Sebastian County, Arkansas (350 inmates)
- ✓ Weld County, Colorado (750 inmates)
- ✓ Garfield County, Colorado (150 inmates)

Just a few other notable facilities in which we oversaw the initial implementation of CorEMR include:

- ✓ Smith County, Texas (1,100 inmates)
- ✓ Bowie County, Texas (600 inmates)
- ✓ Burnet County, Texas (600 inmates)



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- ✓ Pulaski County, Arkansas (1,100 inmates)
- ✓ Benton County, Arkansas (700 inmates)
- ✓ Craighead County Arkansas (350 inmates)
- ✓ Kay County, Oklahoma (350 inmates)

We have transitioned to our CorEMR platform from other platforms more than thirty times, including numerous transitions from Sapphire.

Unlike the “company-wide” or “out-of-the-box” versions of CorEMR utilized by many of our competitors, Turn Key’s platform of CorEMR allows for site-specific adaptation. This allows us to adjust forms and schedule “triggers” to meet the unique needs of each facility. This not only enables timely adaptation of forms as the healthcare system evolves over time, but it also likely helps the County retain substantial financial resources by taking advantage of our preferred vendor agreement with CorEMR. A letter of professional partnership with CorEMR is included in **Attachment F**.

We will also utilize the valuable statistical functions of CorEMR to collect and analyze statistical data for JPCC. Reports generated by Turn Key will be provided to detention administration on a regular basis and will be reviewed and discussed at administrative and health staff meetings to identify any trends that may need further study. This enhanced recordkeeping not only promotes transparency between Turn Key and the jail, but it also provides critical data to identify ongoing areas for improvement. Ultimately, the patients and the facility reap the benefits of Turn Key’s enhanced medical recordkeeping system.

Redundancy

Every Turn Key CorEMR site is backed up three times, and we also have the ability to spin it up in the cloud virtually during emergencies

Each day the server backs up to a secure offsite storage. That storage is also backed up and downloaded. In addition to that, we have local storage for quicker recovery on a separate Network.

All of the backups are tested biweekly.



SECTION IV

SCOPE OF SERVICES

Proposals for inmate health services can become excessively lengthy due to an assumption that *“the more you write, the more qualified you appear.”* In reality, Turn Key believes the effectiveness of an inmate health program can be demonstrated through four measures:

- 1. Providing appropriate levels of professionally trained personnel**
- 2. Delivering services according to policies and procedures based on recognized community and industry (NCCHC, ACA) standards**
- 3. Providing appropriate supervision and operational support from the corporate leadership team**
- 4. Being responsive to the needs of the client**

Turn Key’s program for Jefferson Parish will deliver on all four of these. All of our personnel at JPCC will be licensed and credentialed to work within the scope of practice in which they are assigned. Team members will receive orientation to JPCC detention policies in addition to Turn Key’s policies, which are largely based on NCCHC and community health standards.

Services will include, but are not limited to:

- ✓ 24/7 onsite health services
- ✓ Retention of the current qualified staff, as desired by the Parish
- ✓ Timely initial screenings and health assessments, as applicable, by qualified personnel
- ✓ Comprehensive examinations, as indicated
- ✓ Access to daily sick call triage with appropriate follow-up care, as indicated
- ✓ Consistent clinical provider services (MD, DO, APRN)
- ✓ Qualified nursing services (RN and/or LPN)
- ✓ Timely mental health screenings
- ✓ Appropriate mental health services follow-up
- ✓ Medication Assisted Treatment for addiction as allowed and appropriate
- ✓ Management of alcohol and/or drug dependence treatment, detoxification and/or withdrawal in a safe manner, as appropriate



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- ✓ Chronic health condition and special needs management (diabetes, hypertension, seizure disorder, HIV, etc.)
- ✓ Segregation monitoring, as indicated
- ✓ Onsite specialty services (x-ray, ultrasound, lab, and dental), as relevant and available
- ✓ Coordination of offsite specialty services (ophthalmology, oncology, etc.)
- ✓ Emergency response and crisis stabilization, as needed
- ✓ Coordination of Emergency Room and hospital services, as required
- ✓ Claims review and utilization management services
- ✓ Continuity of therapeutic pharmaceutical treatments, as indicated
- ✓ Management of onsite pharmaceutical services in accordance with Louisiana law
- ✓ Appropriate documentation of medication administration and other health services in an independent electronic health record
- ✓ Timely medical clearances for inmate workers
- ✓ Strict management of medical contraband (needles, scalpels, narcotics, etc.)
- ✓ Medical supply management
- ✓ Educational programs for inmates, health personnel, and detention personnel
- ✓ Discharge planning and community coordination
- ✓ Quality Assurance measures including administrative committee meetings as requested
- ✓ Appropriate and timely communication with JPCC administrative personnel.

Specifications

- A. Contractor shall provide on premises primary health care services, mental health services, dental services, and infirmary care to a maximum 1193 inmates housed at the Jefferson Parish Correctional Facility.*

Turn Key acknowledges and agrees to the requirements.

- B. Contractor must have experience providing health care services to a large patient population and the administrative ability to provide health care services in a correctional facility*

Turn Key provides comprehensive inmate medical and mental health services to more than 90 facilities in our Central United States region, including six facilities with



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populations over 1,000. In our thirteen years of experience, we have proven ourselves to be the trusted source of correctional health care in our region. We have provided discussion about our experience and administrative ability in the previous sections.

- C. Contractor shall develop and direct a medical program which meets the accreditation standards of the National Commission on Correctional Health Care (NCCHC) within budgetary limitations as set forth by the Jefferson Parish Council;*

Turn Key's policies are largely based on NCCHC and ACA standards. We operate in several accredited facilities, including East Baton Rouge Parish Prison. Additionally, numerous members of our leadership team maintain Certified Correctional Health Professional (CCHP) status with the NCCHC. We have provided detailed discussion of our experience with NCCHC in **Section I, Turn Key Qualifications and Experience.**

- D. Contractor shall perform all clinical and administrative duties necessary for operation of the medical program.*

Turn Key acknowledges and agrees to the requirements.

- E. Contractor shall develop and implement policy, procedures, and guidelines for administration of the medical program including, but not limited to, personnel management, support services, in house OBGYN services (labor and delivery is handled offsite at a hospital), care and treatment, regular and special services, management of an eighteen bed acute care infirmary, provide and implement an electronic medical records management system with redundancy; provide and implement an electronic pharmaceutical management system, provide and implement technology allowing for clinical care at a distance (i.e. telemedicine);*

Policy Development – Turn Key will work with the JPCC administration to develop an onsite policy manual that reflects the unique needs of the facilities. Turn Key policies are largely based on NCCHC and ACA standards. Turn Key leadership team members will meet with the Jefferson Parish administrative team prior to initiating our program in order to eliminate potential conflicts that could arise between Turn Key's policies and Parish policies. Our emphasis will always be focused on maintaining appropriate standards of compliance with as little disruption as possible to the detention operation. Our clients have expressed appreciation for our



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preparatory approach as opposed to addressing potential conflicts as situations occur.

Personnel Management – Turn Key provides personnel management services at each of our over 90 facilities. We are confident in our ability to provide these services for JPCC.

Support Services – Turn Key’s corporate office is located in Oklahoma City and our operational leadership structure features a correctionally trained general counsel, a chief medical officer who has attained Board Certification in Correctional Medicine as an added qualification, a director of mental health services who has spent more than a decade providing services to incarcerated individuals, an “out in the field” Vice Presidents of Clinical Operations, several regional managers with decades of correctional experience, and numerous support personnel. Many of our providers and leadership team members are Certified Correctional Health Professionals (CCHP) with the National Commission on Correctional Healthcare (NCCHC), including our CEO, CMO, and VPs. Additionally, Turn Key is unique in offering our clients with client liaisons who assure we fulfill all the needs of each client

In addition to this leadership team, Turn Key will also assign the following corporate resources to the Collin County program.

- **Meridith Warren, Chief Accounting Officer and Human Resources Director**– Oversees the human resources, benefits, accounting, and payroll procedures.
- **HR and Payroll Assistant** – 1 corporate personnel assigned to assist Jefferson Parish.
- **Claims Management** – 1 corporate personnel assigned to assist Jefferson Parish.
- **Utilization Management** – 1 corporate personnel assigned to assist Jefferson Parish.
- **Fiscal Assistant / Accounts Payable / Accounts Receivable** – 1 corporate personnel assigned to assist Jefferson Parish.
- **IT Consultant** – 1 PT consultant assigned to Jefferson Parish.

OBGYN Services – Turn Key will provide medically necessary health services to the female population. Turn Key will ensure pregnant inmates receive timely and appropriate prenatal care, specialized obstetrical services when indicated, and



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postpartum care. We provide comprehensive counseling and assistance in accordance with the inmates' expressed desires regarding their pregnancy. All such prenatal care will be documented in CorEMR.

Turn Key will also evaluate pregnant patients for active opioid use disorder evaluation upon intake. We will track pregnancy care using the Pregnancy Log form, and we will also monitor pregnancy care and outcomes through the continuous quality improvement process at least annually.

Care and Treatment – Turn Key services are tailored to meet the needs of each facility. We provide patient care from intake through release, including:

Intake Screening - Turn Key believes the best practice for enhancing patient care is identifying each patient's conditions and health related risks early, and by providing continuity of care. In accordance with established standards, such as NCCHC and ACA, qualified Turn Key healthcare personnel will perform an initial evaluation of all inmates upon arrival to the facility to identify emergent and urgent health needs, to ensure that the inmates are fit for incarceration, and to ensure the continuity of care while at JPCC. Turn Key will further ensure that no health care personnel practices outside of their respective scope of practice, as defined by Louisiana law.

Immediately upon booking into the facility, the receiving or screening staff will assess each patient's suicide potential and assess for mental disability at intake. When the screening personnel identify patients who may be at risk for suicide, they will notify the appropriate behavioral staff member via telephone and obtain orders, if necessary, for special housing and any restrictions that may be necessary to ensure the patient's safety. The nurse will also notify our mental health team and follow up to ensure that the appropriate housing and precaution orders are initiated.

The initial screening will be documented by health care staff using the Intake Medical, Mental Health, Communicable Disease, and PREA screening forms incorporated in the CorEMR system. These forms will include an appropriate "triggers" referral system to ensure inmates entering the facility with chronic illnesses, substance abuse disorders, the possibility of withdrawal, serious mental health conditions, and the risk of suicide are followed up in a timely manner. Our system at JPCC will also be adapted to ensure those who qualify for site-specific programs have referrals



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generated as warranted. All of Turn Key's forms will be electronically dated and timed immediately upon completion and include the signature and title of the person completing the form. During the receiving screening process, Turn Key will educate all inmates orally and in writing on the Sick Call process and how to request medical, mental health, or dental services.

Full Health Assessment – Turn Key values the health and well-being of each inmate. To assure that inmates continue to be in acceptable health or that health concerns are identified as soon as possible after entry into the facility, all patients will receive a comprehensive Initial Health Assessment no later than 14 calendar days after admission to the facility. This assessment will include reviewing the medical intake screening and collecting additional data to complete the medical, dental, and mental health histories. All positive findings will be reviewed by a healthcare provider. Referrals will be made to medical, dental, and behavioral health as medically indicated. Turn Key's policy, procedures, and forms are in compliance with the current standards outlined by NCCHC, ACA, and Louisiana Jail standards.

Turn Key physicians will review all positive or abnormal test results or findings to assess the need for follow-up care and to clinically correlate the lab results with their examination findings. All STAT reports will be called to the physician immediately upon receipt. The provider will issue instructions for appropriate follow up and establish a treatment plan.

When Turn Key identifies patients with chronic diseases or other special needs, we enroll them in a chronic disease program established and annually approved by the responsible physician. Turn Key maintains written policies and procedures consistent with NCCHC and ACA standards related to care of patients with chronic disease and other special needs.

Dental Services – Turn Key will provide each inmate with timely oral care performed under the direction and supervision of a licensed dentist, including immediate access for urgent conditions. Inmates receive oral screening and oral hygiene instruction. In order to assure oral health, an initial oral examination is performed by a dentist within 12 months of admission and oral treatment is provided as determined, as necessary.



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Dental requests will be triaged by nursing personnel to determine the urgency level of the condition. Should a condition not be able to be treated by an established protocol or by our medical providers, they will be referred to the dentist. When inmates require dental services unavailable inside the facility, they will be referred to oral specialists and oral surgeons as needed. All our dental procedures and policies are compliant with community standards of care and adhere to the American Dental Association's clinical guidelines.

Sick Call – Upon the receipt of a request for health services, Turn Key personnel will triage the request and schedule the resident to be seen in clinic by the appropriate level of care. Non-urgent requests will be seen by a nurse in designated rooms throughout the facility at a minimum of once a day, seven days a week, including holidays. Residents unable to attend sick call will be seen at the place of the resident's confinement. Established protocols approved by the physician will be used to address non-urgent requests that can be treated with over-the-counter medication or through patient education.

Requests that are not resolved through the nurse sick call process will be referred to a facility provider. Referrals to the providers will be scheduled according to clinical priority based on triage and consistent with the established standards (including NCCHC, ACA). Any request suggesting the problem may be of an emergent or urgent nature (for example, chest pain, breathing difficulties, or indication of an acute mental health crisis which might put the inmate or others at risk of harm) will receive immediate attention. Non-urgent sick call requests will be seen by the provider in a timely manner. Additionally, any patient seen in Nurse Sick Call more than twice in 30 days for the same complaint, but who has not yet seen a provider, will be scheduled for the provider clinic. These patients will be seen within seven working days.

Sick Call logs will be maintained, and monthly statistics will be generated for the Health Services Report. Additionally, Turn Key will provide emergency care at any location on facility property.

Special Services and Chronic Care – When Turn Key identifies patients with chronic diseases or other special needs, we enroll them in a chronic disease program established and annually approved by the responsible physician.



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Turn Key will evaluate special needs patients to determine the need for continued service, frequency of periodic care assessments, or special treatment and update the plan accordingly. Treatments will be documented in the medical record and medical personnel will notify designated security personnel of inmates diagnosed with a special need.

Special needs patients may include:

- ✓ Chronically ill patients
- ✓ Patients with communicable diseases
- ✓ Physically handicapped and patients requiring ongoing physical therapy
- ✓ Frail and/or elderly patients
- ✓ Patients with special mental health needs
- ✓ Developmentally disabled individuals
- ✓ Juveniles
- ✓ Pregnant females
- ✓ Gender non-conforming individuals

Turn Key maintains written policies and procedures consistent with NCHC and ACA standards related to the care of patients with chronic disease and other special needs.

Acute Care Infirmary – Turn Key will manage the acute care infirmary.

Electronic Medical Records – Medical records will be managed and maintained separately from the jail records in CorEMR, an independent, third-party electronic health record. The Sheriff's Office will be the owner of the medical records and Turn Key will serve as the custodian. Thus, the Sheriff, the Jail Director, and/or their designees will be provided access to the records and copies will be produced upon request. CorEMR will bridge with JPCC's jail management system All procedures concerning the confidentiality shall adhere to all HIPAA regulations and NCHC standards. Transfer records will be provided for patients transferring to another facility. Under no circumstances will residents be allowed access to medical/dental records.

We will also utilize the valuable statistical functions of CorEMR to collect and analyze statistical data for JPCC. Reports generated by Turn Key will be provided to detention administration on a regular basis and will be reviewed and discussed at



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administrative and health staff meetings to identify any trends that may need further study. This enhanced recordkeeping not only promotes transparency between Turn Key and the jail, but it also provides critical data to identify ongoing areas for improvement. Ultimately, the patients and the facility reap the benefits of Turn Key's enhanced medical recordkeeping system. We have provided further discussion of CorEMR and record redundancy in **Section III, Turn Key's Enhanced Medical and Pharmacy Management Recordkeeping.**

Electronic Pharmaceutical Management System –Turn Key also utilizes CorEMR's powerful recordkeeping system for our pharmaceutical management system. Turn Key Health Clinics has a long-standing working relationship with CorEMR. It is a strong partnership in which our IT personnel and Risk Manager are on a first name basis with the key employees of CorEMR. We utilize CorEMR at the majority of our facilities that utilize Electronic Medical Records. CorEMR has worked well with us in the past on new site transitions to ensure that none of the medical data from departing vendors is lost, and to preserve all data for not only Turn Key Health Clinics use, but to ensure the data is preserved for jail and county administration which are the primary owner of those records. Our IT professionals work very well with CorEMR and correct and transfer data without loss of productivity. We work with CorEMR and the Jail Management Software (JMS) company at the site to ensure that total integration is accomplished at all sites. This allows medical personnel to not have any delay in viewing and accessing needed medical charts. We have provided further discussion of CorEMR and record redundancy in **Section III, Turn Key's Enhanced Medical and Pharmacy Management Recordkeeping.**

Telehealth – Telehealth Services have become a common mode for patient evaluation and treatment, especially since the beginning of the Covid pandemic. Since most of Turn Key's sites already provided telehealth capabilities, we were well prepared for the necessity that was presented by the pandemic. Assuming access to a secure network is provided, Turn Key will expand telehealth services at Jefferson Parish to include components of primary care, additional consults / second opinions, specialty consultation, and psychiatric services as deemed needed and appropriate.

Specialty services (lab, x-ray, ultrasound, etc.) – Specialty services will be performed at JPCC whenever reasonably feasible. We will contract with as many community specialist providers possible who are willing to conduct onsite clinics at the jail as



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part of a collaborative community approach. Additionally, Turn Key physicians will review all laboratory results from the lab to assess the need for follow-up care and to clinically correlate the lab results with their examination findings. All STAT reports will be called to the physician immediately upon receipt.

Turn Key will also have a 24-hour on-call list available to the facility for the physician, psychiatrist, psychologist, dentist, and Medical Director. Additionally, where emergent or urgent health problems are brought to the attention of facility personnel, Turn Key personnel will address them immediately.

Off-Site Care – Turn Key has vast experience with coordinating medical services with hospitals for both in-patient and outpatient treatment, as this is routine practice across our operations. Where possible, we try to partner with local hospitals and healthcare providers to facilitate off-site medical services more easily, as well as to alleviate the cost burden of the same. Out-patient services are made by provider referral. The provider referral can originate from an in-house provider or through continued care from an outside provider’s recommendation. Unlike many of our national competitors, Turn Key does not unnecessarily complicate the referral process by using a rigid, written referral-approval process through our corporate office. Instead, our medical personnel can obtain approval for off-site referrals any time, by phone or in writing. On principle, Turn Key does not unnecessarily delay or hinder our on-site providers’ ability to schedule off-site medical visits.

Many outside healthcare providers are unwilling to see inmates as patients, which can cause unnecessary delays in scheduling off-site medical visits. Therefore, where practical we generate a list of organizations willing to work with the prison system and do our best to schedule off-site medical visits with those preferred providers. This list becomes invaluable in scheduling visits with hospital-affiliated specialty clinics. When an outside appointment is scheduled, we do not notify the patient of the appointment date or time for security purposes. However, the prison security staff are notified no later than the week of for office appointments or much earlier for surgical appointments that will require in-patient treatment or considerations. Our on-site Utilization Manager will manage and coordinate all outside appointments.

Inpatient treatment is usually a result of ER visits or a scheduled outpatient surgery. In rare cases, skilled therapy or mental health hospitalization may be used. The



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process in most cases involves medical personnel sending the patient to the ER. To accomplish this, medical personnel will notify the designated security personnel of the need for transport. Where possible, Turn Key will coordinate with the security personnel to arrange for transportation by deputy vehicle. In cases of emergencies or where deputy transport is unavailable, Turn Key will coordinate with security personnel to arrange for emergency transportation.

When an inmate is admitted to a hospital, our Utilization Manager will notify correctional administration for the purpose of coordinating security officer availability. The Utilization Manager will obtain daily updates of all inpatient cases from the inpatient hospitals' case managers. Although it is rare, when large numbers of hospitalizations occur at the same time, we will coordinate with the correctional administrator to discuss implementation of an officer pool to provide security shifts for each patient. Otherwise, we will defer to and coordinate with facility policies and practices.

F. In compliance with the accreditation standards set forth by the National Commission on Correctional Health Care (NCCHC) contractor shall hire and supervise personnel qualified by education training and/or experience to assist in providing required on-site medical services for the medical program.

Turn Key utilizes fully licensed and credentialed personnel for our programs. Our employees will be required to present proof of an active Louisiana license and a current CPR/AED certification upon application. We do not make offers of employment until an applicant's credentials have been verified to be current and in good standings with their specific regulatory board.

G. Contractor shall procure all pharmaceuticals, supplies, x-rays, blood work, and services necessary for the medical program.

Turn Key acknowledges and agrees to the requirements.

H. Contractor shall organize and implement training programs for correctional center officers and screening programs for the protection of personnel and inmates from communicable diseases in accordance with the National Commission on Correctional Health Care (NCCHC).



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Turn Key will implement our infection control program that exceeds NCCHC standards and will be in compliance with local and state laws. The program will follow CDC guidelines and OSHA regulations. Turn Key insists on the utilization of standard precautions to minimize the risk of exposure to pathogens. We will provide training programs in communicable diseases for correctional center officers, as well as appropriate methods for handling and disposing of biohazardous materials and spills.

Patients will be screened for communicable diseases. Those with contagious conditions will be recommended for isolation in a timely manner and will receive appropriate medical treatment. Inmates who are released with communicable or infectious conditions will receive community referrals, as medically indicated.

- I. *Contractor shall provide necessary liaison with local, state and federal agencies with jurisdiction over health care and medical care in the correctional environment.*

Turn Key acknowledges and agrees to the requirement.

- J. *Contractor shall utilize, where possible, public agencies such as mental health services, substance abuse services, and public health services, to reduce costs to the Parish to include but not limited to the tuberculosis clinic provided by the Office of Public Health (OPH); HIV screening, testing and informational materials provided by OPH; specialty clinic services and hospitalization provided by University Medical Center, including surgical or orthopedic, prenatal, elective and emergency hospital services; specialty services for HIV including medications provided by the Medical Center of Louisiana; and forensic social work services.*

Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has extensive experience with collaborating with community providers and organizations to facilitate patient care and continuity of care.

- K. *Contractor shall maintain a quality assurance program for the medical program, develop a system for routine medical audits, and generate monthly reports for Jefferson Parish*

Turn Key will implement a site-level Continuous Quality Improvement (CQI)



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committee with multidisciplinary representatives which will include, among others, the Health Services Administrator and Medical Director, representatives from the major program areas, JPCC administrators or their designees, and other representatives as requested by the County. The CQI program will be in adherence with NCHC and ACA standards. CQI studies will be conducted monthly addressing one or more major service areas, and the CQI Committee will meet no less than quarterly. When the CQI committee identifies a health care problem from its monitoring, Turn Key will initiate a process and/or outcome quality improvement study. Additionally, the effectiveness of the CQI program will be reviewed annually.

The CQI Committee will examine the status and analysis of inmate grievances, summaries of any Mortality and Morbidity reviews, summaries of Disaster Drills and Environmental Inspection Reports, Infection Control findings, prescribing practices and administration of medication practices, results of monthly data collection, and other key sentinel events (i.e., serious clinical, professional, or administrative occurrences requiring investigation).

In addition to the facility-level CQI Committee, Turn Key has a corporate quality assurance plan to ensure that CQI is ongoing and is comprehensive. For instance, Turn Key's Quality Assurance Coordinator will be a member of the site-level CQI committee and will also conduct quarterly corporate reviews of the medical and nursing operations at Jefferson Parish. Our Chief Medical Officer Dr. Cooper and our VP of Operations Kara Black oversee quality of care. Additionally, sentinel events and many adverse outcomes are reported to our General Counsel Danny Honeycutt, and our Risk Management Coordinator, Rhett Burnett, for risk management and internal quality-control measures. If indicated, CQI measures from quality improvement studies or findings at other facilities may also be implemented at the Jefferson Parish operation. Turn Key views CQI as a function of the entire company – our quality improvement process is not isolated to a single facility. We pride ourselves on collaborating with our entire team to improve all patient outcomes. Turn Key will also provide reports as requested.

- L. Contractor shall be required to testify at judicial, administrative, or other proceedings with respect to medical services and to the extent permitted by contract and law provide all records related to any such services in question at such proceedings,*



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Turn Key acknowledges and agrees to the requirement.

- M. Contractor shall maintain and submit monthly reports to Jefferson Parish of all activities conducted pursuant to any agreement negotiated including, but not limited to, the number and types of screenings, number and types of examinations, number of prescriptions, transports, and admission into other health care facilities, as well as personnel changes.*

Turn Key will provide reports as required. In addition to our successful offsite utilization and community network approach, Turn Key has developed and implemented a proprietary, real-time, web-based claims tracker. Considering the unpredictable financial impact of offsite claims, we believe Jefferson Parish will find our claims tracking system to be a beneficial tool. Designated Jefferson Parish administration will be allowed access to our claims system. This will allow them to monitor, track, trend, and generate offsite reports in real time instead of relying on periodic reports from their healthcare provider that contains data that is several weeks old. We have provided a sample screenshot of our system in **Attachment G**. This sample screenshot does not come close to demonstrating the system's full capability, but it does provide a conceptual reference of our innovative approach to a critical component of correctional healthcare administration.

- N. Contractor shall maintain an accounting system for personnel salaries, pharmaceuticals, all medical supplies, laboratory work, x-rays, and other expenditures.*

Turn Key acknowledges and agrees to the requirement.

- O. Contractor shall submit annual financial statements and submit to Jefferson Parish an annual expenditure report.*

Turn Key acknowledges and agrees to the requirement.

- P. Contractor shall secure and maintain such insurance that will protect itself and the Parish from claims under the Workmen's Compensation Act and from claims for bodily injury, death or property damage which may arise from the performance of such health care services at the Correctional Center. Contractor shall also secure primary, professional liability insurance/medical malpractice insurance covering provider and*



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any personnel eligible for such insurance coverage by their status as a health care provider in accordance with La. R.S. 40:1299.41, et seq., as well as participate in the Louisiana Patients' Compensation Fund.

Turn Key acknowledges and agrees to the requirement.

- Q. Contractor shall be responsible for providing on premises primary health care services, mental health services, dental services and infirmary care and shall not be required to provide specialty care such as dentures, bridgework or bridge repairs, eyeglasses, orthopedic shoes or other devices or any prosthetic devices, wheel chairs, walkers or quad-canes or for providing any outside private medical care, abortions or surgery of any type.*

Turn Key acknowledges and agrees to the requirement.

- R. Contractor shall maintain complete medical records with the highest regard for the inmate's privacy. To the extent consistent with all applicable federal, state and local laws, rules, regulations, and orders, contractor shall comply with inmate access and confidentiality provisions.*

Medical records will be managed and maintained separately from the jail records in CorEMR, an independent, third-party electronic health record. All procedures concerning the confidentiality shall adhere to all HIPAA regulations and NCHC standards. Under no circumstances will residents be allowed access to medical/dental records.

- S. Contractor pricing shall be inclusive of all the above described services.*

Turn Key acknowledges and agrees to the requirement.

We look forward to your response and appreciate the opportunity to present our professional program to Jefferson Parish.



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ATTACHMENTS



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ATTACHMENT A: TURN KEY CLIENT LIST

PROPRIETARY AND CONFIDENTIAL

TURN KEY CLIENTS

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Louisiana						
East Baton Rouge Parish Prison 2867 Brig Gen Isaac Smith Ave. Baton Rouge, LA 70807	East Baton Rouge City and Parish	1,500	2022	Parish	CorrectHealth	Warden Grimes Phone: 225-355-3311 Fax: 225-358-4100 dgrimes@ebrso.org
Tangipahoa Parish Prison 101 Campo Lane Amite City, LA 70422	Tangipahoa Parish	575	2022	Parish	CorrectHealth	Warden Heath Martin Phone: (225) 290-7686 martinh@tpso.org
Texas						
Smith County Jail 206 E. Elm Street Tyler, TX 75702	Smith County	1,100	2020	County	Southern Health Partners (SHP)	Sheriff Larry Smith Phone (903) 590-2661 Fax (903) 590-2659 lsmith@smith-county.com
Bell County Jails and Juvenile Services Center 104 S. Main Street Belton, TX 76513	Bell County	1,200	2022	County	Wellpath	Major Shane Sowell (254) 933-5468 shane.sowell@bellcounty.texas.gov
Bowie County Jail 100 N. Stateline Ave. Texarkana, TX 75570	Bowie County	550	2021	County	Self-Operated	Sheriff Jeff Neal Phone (903) 798-3149 Fax (903) 792-0959 jneal@txkusa.org
Burnet County Jail 900 County Ln. Burnet, TX 78600	Burnet County	425	2019	County, DOC, ICE, USM	The University of Texas Medical Branch (UTMB)	Captain Matt Kimbler Phone (512) 715-8600 ext. 222 Fax: (512) 756-8478 mkimbler@burnetsheriff.com
Rockwall County Jail 950 TL Townsend Dr. Rockwall, TX 75087	Rockwall County	300	2022	County	Southern Health Partners (SHP)	Capt. Alex Gray (972) 204-7111 Agray@rockwallcountytexas.com

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Wharton County Jail 315 E. Elm Street P.O. Box 726 Wharton, TX 77488	Wharton County	144	2021	County	Southern Health Partners (SHP)	Contact: Sheriff Shannon Srubar Phone: (979) 532-1550 shannon.srubar@co.wharton.tx.us
Houston County Jail 700 S. 4th Street C Crockett, TX 75835	Houston County	100	2020	County	TNA Medical	Administrator Martha Jackson Phone (254) 629-3298 jailadmin@co.houston.tx.us
Lampasas County Detention Center 410 East 4th Street Lampasas, TX 76550	Lampasas County	100	2021	County	Self-Operated	Sheriff Jess Ramos Phone (512) 556-8255 jess.ramos@co.lampasas.tx.us
San Jacinto County Jail 75 W. Cedar Ave. Coldspring, TX 77331	San Jacinto County	100	2020	County	Southern Health Partners (SHP)	Sheriff Greg Capers Phone (936) 653-4367 greg.capers@co.san-jacinto.tx.us
Eastland County Jail 201 W White St. Eastland, TX 76442	Eastland County	75	2020	County	Self-Operated	Administrator Lynn Brownlee Phone (254) 629-3298 lynn@eastlandcountytexas.com
Comanche County Jail 300 Industrial Blvd Comanche, TX 76442	Comanche County	40	2021	County	Self -Operated	Sheriff Chris Pounds Phone (405) 516-0276
Liberty County Jail 2400 Beaumont Ave. Liberty, TX 77575	Liberty County	300	2021	County	Southern Health Partners (SHP)	Sheriff Bobby Rader Phone (936) 336-4509 bobby.rader@co.liberty.tx.us
Wood County Jail 402 S. Stephens St. Quitman, TX 75783	Wood County	150	2021	County	Southern Health Partners (SHP)	Capt. Louise Dahlman Phone 903-763-2201 Ext. 7370 903-763-0291 Fax ldahlman@mywoodcounty.com

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Matagorda County Jail 2323 Avenue E Bay City, TX 77414	Matagorda County	150	2022	County	Self-Operated	Sheriff Frank "Skipper" Osborne Phone: (979) 245-5526 Email: sosborne@matagorda.tx.us
Llano County Jail 2001 SH 16, Unit A Llano, TX 78643	Llano County	50	2022	County	Self-Operated	Capt. Robert Nichols 325-247-7917 rnichols@co.llano.tx.us
Arkansas						
Pulaski County Regional Detention Center 3201 W Roosevelt Rd Little Rock, AR 72204	Pulaski County	1,100	2016	County	Self-Operated	Sheriff Eric Higgins Phone (501) 340-7001 Fax (501) 340-7080 sheriffhiggins@psc.org
Benton County Jail 1300 SW 14th Street Bentonville, AR 72712	Benton County	550	2018	County	Southern Health Partners (SHP)	Major Robert Bersi Phone: (479) 271-1011 robert.bersi@bentoncountyar.gov
Faulkner County Jail 801 Locust Street Conway, AR 72034	Faulkner County	400	2021	County	Self-Operated	Sheriff Tim Ryals Phone (501) 450-4914 tim.ryals@fcso.ar.gov
Sebastian County Jail 801 South A Street Ft. Smith, AR 71903	Sebastian County	395	2019	County, USM, ICE	Self-Operated	Sheriff Hobe Runion Phone (479) 783-4988 Fax (501) 321-4212 hrunion@co.sebastian.ar.us
Garland County Detention Center 3564 Albert Pike Road Hot Springs, AR 71913	Garland County	390	2017	County	Southwest Correctional Medical Group (CMGC) - Now Wellpath	Sheriff Mike McCormick Phone (501) 662-3660 mmccormick@garlandcounty.org
Craighead County Jail 901 Willett Rd. Jonesboro, AR 72401	Craighead County	375	2018	County	Advanced Correctional Healthcare (ACH)	Sheriff Marty Boyd Phone (870) 933-4551 Fax (870) 933-4595 mboyd@craigheadso.org
White County Jail 1600 E Booth Road Searcy, AR 72143	White County	285	2017	County	Advanced Correctional Healthcare (ACH)	Sheriff Phillip Miller Phone (501) 279-6279 Fax (501) 278-8057 phillipmiller@wcso.cc

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Saline County Jail 735 S Neeley St. Benton, AR 72015	Saline County	225	2016	County	Southern Health Partners (SHP)	Sheriff Rodney Wright Phone (501) 303-5609 Fax (501) 303-5747
Union County Jail 250 American Road El Dorado, AR 71730	Union County	215	2021	County	Self-Operated	Sheriff Ricky Roberts Phone (870) 864-1970
Ouachita County Jail 109 Goodgame Street Camden, AR 71701	Ouachita County	200	2023	County, State, USM	Local Provider	Sheriff David Norwood Phone: (870) 231-5300 Email: cososheriff@cablelynx.com
Pope County Jail 3 Emergency Lane Russellville, AR 72802	Pope County	185	2016	County	Self-Operated	Sheriff Shane Jones Phone (479) 970-6279 Fax (479) 968-6145 sjones@popecoso.net
Greene County Detention Center 1809 N. Rockingchair Rd. Paragould, AR 72450	Greene County	165	2016	County	Self-Operated	Sheriff Steve Franks Phone (870) 236-7612 Fax (870) 239-6344 sfranks@greencountyso.org
Mississippi County Jail 685 North County Road 599 Luxora, AR 72358	Mississippi County	160	2019	County	Self-Operated	Sheriff Dale Cook Phone (870) 658-2242 misscoso@hotmail.com
Boone County Jail 5800 Law Drive Harrison, AR 72601	Boone County	110	2019	County	Southern Health Partners (SHP)	Jason Day, Jail Administrator (870) 741-2125 boonejail@boonesheriff.com
Carroll County Detention Center 205 Hailey Road Berryville, AR 72616	Carroll County	100	2020	County	Self-Operated	Sheriff Jim Ross Phone (870) 423-2901 jim.ross@carrollcountysheriff.net
Phillips County Jail 201 Perry St. Helena, AR 72342	Phillips County	100	2020	County	Self-Operated	Judge Clark Hall Phone (870) 338-5500 Fax (870) 338-5504
Sevier County Jail 137 West Robinson Road DeQueen, AR 71831	Sevier County	85	2019	County	Southern Health Partners (SHP)	Sheriff Robert Gentry Phone (870) 642-2125 rgentry@seviersheriffar.org

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Cross County Jail 704 Canal Street Wynne, AR 72396	Cross County	80	2020	County	Self-Operated	Sheriff David West Phone (870) 238-5700 Fax (870) 238-5782 sheriffdwest@crosscountysheriff.org
Oklahoma						
Oklahoma County Detention Center 201 N Shartel Ave. Oklahoma City, OK 73102	Oklahoma County	1,806	2018	County	Armor Correctional Health Services	Administrator Greg Williams Phone (405) 246-5912 gwilliams@okcountycdc.net
David L. Moss Criminal Justice Center 300 N. Denver Tulsa, OK 74103	Tulsa County	1,680	2016	County, DOC, ICE, USM	Armor Correctional Health Services	Sheriff Vic Regalado Phone (918) 596-5601 vregalado@tcsa.org
Grady County Law Enforcement Center 215 North 3rd Street Chickasha, OK 73018	Grady County	650	2015	County, USM, FBOP, BIA	Self-Operated	Administrator Jim Gerlach Phone (405) 222-1000 ext. 237 jgerlach@gccja.com
Cleveland County Detention Center 2550 W Franklin Rd. Norman, OK 73069	Cleveland County	545	2009	County	Self-Operated	Administrator Julie Tipton Phone (405) 701-7713 jtipton@clevelandcountycok.com
Pontotoc County Jail 100 W 13th Street Ada, OK 74820	Pontotoc County	365	2016	County	Self-Operated	Sheriff John Christian Phone (580) 421-7761 jchristian@pontotocsheriff.com
Pottawatomie County Safety Center 14209 Hwy 177 Shawnee, OK 74804	Pottawatomie County	365	2014	County	Self-Operated	Director Breonna Thompson Phone (405) 273-0043 Director@pcpsct.org
Kay County Detention Center 1101 West Dry Road Newkirk, OK 74647	Kay County	330	2015	County, ICE	Correct Care Solutions (CCS) Now Wellpath	Director Don Jones Phone (580) 761-3107 director@kaycountycdc.net

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Creek County 9175 Ridgeview Street Sapulpa, OK 74066	Creek County	295	2015	County, ICE, USM	Advanced Correctional Healthcare (ACH)	Sheriff Bret Bowling Phone (918) 227-6374 bbowling@creekcountysheriff.com
Rogers County Jail 201 S Cherokee Ave. Claremore, OK 74017	Rogers County	285	2015	County	Self-Operated	Undersheriff Jon Sappington Phone (918) 923-4939 jsappington@rcsheriff.org
Canadian County Jail 208 W. Rogers Street El Reno, OK 73036	Canadian County	230	2015	County	Advanced Correctional Healthcare (ACH)	Sheriff Chris West Phone (405) 422-3187 westc@ccsheriff.net
Payne County Jail 606 S. Husband St. #106 Stillwater, OK 74074	Payne County	230	2015	County	Advanced Correctional Healthcare (ACH)	Reese Lane, Jail Administrator (405) 372-4522
Carter County Jail 100 S. Washington Street Ardmore, OK 73401	Carter County	220	2018	County	Self-Operated	Sheriff Chris Bryant Phone (580) 223-6014 sheriffbryant@cartercountysheriff.us
Stephens County Jail 101 S 11th #104 Duncan, OK 73533	Stephens County	215	2016	County	Self-Operated	Sheriff Wayne McKinney Phone (580) 255-3131 w.mckinney@scso-ok.org
Caddo County Jail 201 West Oklahoma Ave. Anadarko, OK 73005	Caddo County	185	2016	County, BIA	Self-Operated	Sheriff Spenser Davis Phone (405) 247-6666 caddofive@yahoo.com
Osage County Jail 900 S. St. Paul Ave. Pawhuska, OK 74056	Osage County	180	2015- 2017 2018	County	Correct Care Solutions (CCS) - Now Wellpath	Charles Cartwright, Jail Administrator Phone (918) 287-4295 ccartwright@ocso.net
Logan County Jail 2016 S Broad Street Guthrie, OK 73044	Logan County	170	2017	County	Advanced Correctional Healthcare (ACH)	Sheriff Damon Devereaux Phone (580) 284-4100 ddevereaux@logancountysoc.org

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Ottawa County Jail 28 B St., SE Miami, OK 74354	Ottawa County	170	2017	County, DOC	Self-Operated	Sheriff Jeremy Floyd Phone (918) 542-2806 jmfloyd724@gmail.com
Bryan County Jail 402 West Evergreen Durant, OK 74701	Bryan County	155	2017	County	Self-Operated	Sheriff Johnny Christian Phone (580) 924-3000 jchristian@bryancountysos.org
Seminole County Jail 211 E 2nd Wewoka, OK 74884	Seminole County	150	2015	County	Advanced Correctional Healthcare (ACH)	Sheriff Shannon Smith Phone (405) 220-2901 sem6701@yahoo.com
Custer County Jail 300 N. 7th Ave. Arapaho, OK 73620	Custer County	110	2021	County	Advanced Correctional Healthcare (ACH)	Sheriff Dan Day Phone (580) 323-1616
Garvin County Jail 201 W Grant Pauls Valley, OK 73075	Garvin County	110	2018	County	Self-Operated	Sheriff Jim Mullett Phone (405) 238-7591 jmullett@garvincountysheriff.net
Lincoln County Jail 811 Manvel Ste. 14 Chandler, OK 74834	Lincoln County	110	2017	County	Self-Operated	Sheriff Charlie Dougherty Phone (405) 258-1191 sheriffdougherty@cotc.net
McClain County Jail 121 N. 2nd #121 Purcell, OK 73080	McClain County	110	2014	County	Self-Operated	Sheriff Don Hewitt Phone (405) 527-2141 dlhewett@yahoo.com
Woodward County Jail 1600 Main Street #1 Woodward, OK 73801	Woodward County	110	2015	County	Advanced Correctional Healthcare (ACH)	Sheriff Kevin Mitchell Phone (580) 254-6814 mitchell@woodwardcounty.org

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Mayes County Jail One Court Place, Suite 150 Pryor, OK 74361	Mayes County	100	2017	County	Self-Operated	Sheriff Mike Reed Phone (918) 825-3535 sheriff@mayessheriff.org
Beckham County Jail 108 S 3rd Street Sayre, OK 73662	Beckham County	90	2015	County	Advanced Correctional Healthcare (ACH)	Sheriff Derek Manning Phone (580) 928-2121 sheriff.manning@beckhamso.com
Adair County Jail 600 Paul Mead Road Stilwell, OK 74960	Adair County	70	2017	County	Self-Operated	Sheriff Jason Ritchie Phone (918) 575-3317 jritchie@adcsheriff.com
Delaware County Jail 327 S. 5th Street Jay, OK 74346	Delaware County	65	2017-2018 2021	County	Self-Operated	Sheriff Mark Berry Phone (918) 253-4531
Kingfisher County Jail 119 S Main Kingfisher, OK 73750	Kingfisher County	50	2020	County	Advanced Correctional Healthcare (ACH)	Sheriff Dennis Banther Phone (405) 375-4242 dbanther@kingfisherso.com
Marshall County Jail 207 N. 4th Madill, OK 73446	Marshall County	50	2019	County	Advanced Correctional Healthcare (ACH)	Sheriff Danny Cryer Phone (580) 795-2221 cryer.mcso@yahoo.com
Dewey County Jail 104 W. Ruble, P.O. Box 247 Taloga, OK 73667	Dewey County	45	2021	County	Self-Operated	Sheriff Clay Sander Phone (580) 328-5558
Okfuskee County Jail 209 N. 3rd Street Okemah, OK 74859	Okfuskee County	45	2015	County	Advanced Correctional Healthcare (ACH)	Sheriff Jim Rasmussen Phone (918) 623-1122 okemah502@yahoo.com

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Love County Jail 408 W Chickasaw St. Marietta, OK 73448	Love County	40	2020	County	Self-Operated	Sheriff Marty Grisham Phone (580) 238-0551 mgrisham1@love.okcounties.org
Texas County Jail 1102 S Ellison St. Guyman, OK 73942	Texas County	36	2020	County	Self-Operated	Sheriff Matt Boley Phone (580) 623-5111 sheriff@txcountyo.com
Blaine County Jail 212 N Weigle Ave. Watonga, OK 73772	Blaine County	25	2017	County	Self-Operated	Sheriff Tony Almaguer Phone (580) 338-3520 blsodispatch@pldi.net
Pawnee County Jail 500 N Harrison Pawnee, OK 74058	Pawnee County	110	2022	County	Self-Operated	Undersheriff Nicholas Mahoney Phone: (918) 762-2565 Email: nmahoney@pawneecountysheriff.com
Colorado						
Weld County Jail 2110 O St. Greeley, CO 80631	Weld County	850	2020	County, ICE	Armor Correctional Health Services	Sheriff Steve Reams Phone (970) 356-4015 sreams@weldgov.com
Fremont County Detention Center 100 Justice Center Road Canon City, CO 81212	Fremont County	160	2021	County	NatCore	Sheriff Allen Cooper Phone (719) 276-5556 allen.cooper@fremontso.com
Logan County Justice Center 110 N Riverview Road Rm 116 Sterling, CO 80751	Logan County CO	120	2020	County	Health Care Partners	Sheriff Brett Powell Phone (970) 522-2578 bpowell@logancosheriff.com
Broomfield County Detention Center 11600 Ridge Parkway Broomfield, CO 80021	City/County of Broomfield	110	2020	County	Correctional Health Partners (CHP)	Commander Shawn Laughlin Phone (720) 887-2000 slaughlin@broomfield.org

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Morgan County Jail 801 E. Beaver Ave. Fort Morgan, CO 80701	Morgan County	85	2021	County	Wellpath	Sheriff Dave Martin Phone (970) 542-3448 dmartin@co.morgan.co.us
Chaffee County Detention Center 148 Crestone Ave. Salida, CO 81201	Chaffee County	75	2021	County	Self-Operated	Jail Administrator Tracy Jackson Phone (719) 539-7150 tjackson@chaffeesherriff.org
Park County Jail 1180 CR 16 Fairplay, CO 80440	Park County	75	2020	County	Self-Operated	Commander Nathan Fidler Phone (719) 836-4103 nfidler@parkco.us
Archuleta County Detention Center 125 Harman Park Drive Pagosa Springs, CO 81147	Archuleta County	25	2020	County	Self-Operated	Sheriff Rich Valdez Phone (970) 264-8430 rvaldez@archuletacounty.org
Yuma County Jail 310 Ash St. Unit G Wray, CO 80758 *Mental Health Only	Yuma County	20	2021	County	Self-Operated	Sgt. Joe Wells (970) 332-4806 (970) 332-5820 fax jwells@yumacountysheriff.net
City of Aurora Detention Center 14999 E Alameda Parkway Aurora, CO 80012	City of Aurora	20 Intake Facility	2022	City/County	Correctional Health Partners (CHP)	Deb Burns Interim Jail Administrator Phone: (303)-739-6789 Fax: (303) 739-6173 dburns@auroragov.org
Garfield County Detention Center 107 8 th Street Glenwood Springs, CO 81601	Garfield County	130	2022	County	Correctional Health Partners (CHP)	Cathy Redman, Jail Commander Phone: (970) 945-0453 ext. 4617 Fax: (970) 945-5742 credman@garcosherriff.com
Clear Creek Jail 405 Argentine Street Georgetown, CO 80444	Clear Creek County	40	2022	County	Correctional Health Partners (CHP)	Sgt. Isaac Lucas Phone: (303) 679-2407 ilucas@clearcreeksheriff.us

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Montrose County Jail 1200 N. Grand Ave. Montrose, CO 81401	Montrose County	150	2022	County	Correctional Health Partners (CHP)	Dean McNulty, Jail Commander Phone: (970) 249-9110 Fax: (970) 252-4446 dmcnulty@montrosecounty.net
Pitkin County Jail 300 East Main Street Aspen, CO 81611	Pitkin County	60	2022	County	Correctional Health Partners (CHP)	Kim Vallario, Jail Commander 970-429-2057 kim.vallario@pitkinsheriff.com
Washington County Justice Center 26861 US Highway 34 Akron, CO 80720	Washington County	150	2022	County, DOC, US Marshal	Southern Health Partners (SHP)	Undersheriff Rob Furrow Phone: (970) 345-2244 rfurrow@co.washington.co.us
Missouri						
Christian County Detention Center 110 W. Elm St. #70 Ozark, MO 65720	Christian County	120	2021	County	Advanced Correctional Healthcare (ACH)	Sheriff Brad Cole Phone (417) 582-5330 bcole@christiancountysheriff.net
Franklin County Adult Detention Center 1 Bruns Lane Union, Missouri, 63084	Franklin County	220	2023	County	Advanced Correctional Healthcare (ACH)	Capt. Scott Duck 6365832560 sduck@franklinmo.net
Kansas						
Montgomery County Jail 300 E Main Street Independence, KS 67301	Montgomery County	125	2016	County	Advanced Correctional Healthcare (ACH)	Sheriff Ron Wade Phone (620) 330-1000
Montana						
Yellowstone County Detention Center 2323 2 nd Avenue N Billings, MT 59101	Yellowstone County	550	2022	County	Correctional Health Partners (CHP)	Phone: (406) 256-6997 Fax: (406) 254-7998

Facility Name	County	ADP	Year Initiated	Clients Served	Previous Medical Provider	Contact Information
Cascade County Detention Center 3800 Ulm North Frontage Road Great Falls, MT 59404	Cascade County	400	2022	County	Local Health Network	Sheriff Jesse Slaughter Phone: (406) 454-6833 Email: jslaughter@cascadecountymt.gov
Tennessee						
Monroe County Detention Center 4500 New Highway 68, Suite 2 Madisonville, TN 37354	Monroe County	364	2022	County	QCHC	Chief Albert Medina, Jail Administrator Phone: (423) 442-3911 Fax: (423) 442-4939

PROPRIETARY AND CONFIDENTIAL



Turn+Key
HEALTH
Inmate Health Care Services



ATTACHMENT B: SAMPLE TRANSITION PLAN

TURN KEY HEALTH CLINICS TRANSITION / START-UP PLAN

JEFFERSON PARISH, GRETNA, LA				1/5/2023 9:43	
Start Date: JUNE 1, 2023				Replacing: EMR: CorEMR Pharmacy: DIAMOND XRAY: TBA ADP: 1004 Adult Total Beds: TBD Adult Hours: 24/7 JMS: ARRMS	
TRANSITION TEAM LEADER: Rhett Burnett					
TEAM MEMBERS					
Donna Roberts (VPO), Tiffany Hill (RM), April Farmer (CL), Dr. William Cooper (CMO), Jesse White (CFO), Kara Black (RM Transition) Kathi Calton (HR), Flint Junod (CEO) Jennifer Belcher (CS)					
ACTION ITEM	ASSIGNED TO	TARGET DATE	CURRENT STATUS	NEXT STEP / COMMENTS	
I: CONTRACTUAL IMPLEMENTATION					
Finalize Contract Terms	JWhite	30day prior			
Finalize General Liability/Malpractice/Work Comp Coverage for the site/Provide Verification to Client	JWhite	30day prior			
Obtain Required Permits?	JWhite	30day prior			
Create Accounts Receivable/Payable Database for Site	JWhite	30day prior			
II. PERSONNEL					
Designate Onsite Startup Team & Assign Responsibilities	DRoberts	30day prior			
Conduct Salary Survey of Region to Identify Competitive Pay Ranges	THill	30day prior			
Obtain a List of Current Medical/Mental Health Personnel	THill	30day prior			
Set Up Meet & Greet Date with Client & Current Employees	AFarmer	30day prior			
Conduct Interviews with Current Staff	THill	15day prior			
Send Offer Letters To Existing Qualified Personnel & set Deadline For Return	THill	15day prior			
Notify Recruiting of Additional Staff Needs & Post Positions on INDEED & any Additional Recruiting Venues	DRoberts	30day prior			
Finalize Professional Physician & Midlevel Coverage	Wcooper	30day prior			
Finalize Professional Psychiatric Coverage	WCooper	30day prior			
Secure On-site Dental Services	WCooper	30day prior			
Notify Benefit Providers Of the Contract	KCalton	15day prior			
Appoint HR Personnel New Hire & Benefit Enrollment	KCalton	15day prior			

Distribute New Hire & Benefit Paperwork To All Personnel w/Deadline	KCalton	15day prior		
Verify New Hire Paperwork Has Been Processed	KCalton	5day prior		
Verify Benefits For Employees Will Be Active Day 1 of Contract	KCalton	5day prior		
Conduct New Hire Orientation/Policy & Procedure & Form Training	THill	5day prior		
Identify/Conduct Any Security Training Required	THill	5day prior		
Provide Turn Key Leadership Training to the H.S.A. & D.O.N.	DRoberts	5day prior		
Ensure Employment Posters Are Posted	THill	Day 1		
Establish Staffing Schedule & Post Assignments	THill	Day 1		
Post Schedule at Lease 1 Week Prior to Start Date	THill	Day 1		
III. ON-SITE SERVICES				
Conduct Inventory of Disposable Supplies & Order Additional Supplies As needed (Medical/Dental)	THill	Day 1		
Confirm Functionality of Durable Equipment (EKG/AED/Nebulizer/Dental Chair/Autoclave/O2 Concentrators/O2 Tanks/Gurney/Backboard	THill	45day prior		
Verify Existence of Emergency Bags & Disaster Bags & if they will Transfer	THill	30day prior		
Conduct Inventory of Office Furniture & Equipment	RBurnett	30day prior		
Verify the Sharp & Instrument Count is Accurate the Day of Transition	THill	Day 1		
Meet with Client to Discuss Any additional Equipment Needs That have Been Identified	RBurnett	30day prior		
Provide Proposed Site Specific Policies & Procedures to Client Administration	THill	15day prior		
Meet with the Client to Discuss any Conflicts between Turn Key's Policies & Security's Policies	DRoberts	15day prior		
Implement Policies & Procedures / Forms Manual	THill	Day1		
Implement Operational Manuals (Infection Control, BBP, Infirmary, Clinical Guidelines, CQI, Etc.)	THill	Day1		
Implement Operational Log Books (Sick Call, Provider Clinic, CCC, Walk-In Clinic Encounters, Sharps, Narcotics)	THill	Day 1		
Verify Current Medical Record Process & Print Forms/Protocols	THill	5day prior		
Identify & Contract Lab Provider	RBurnett	30day prior		

CLIA Waiver Verification (Lab Services)	JBelcher	15day prior		
Identify & Contract Dialysis Provider (As Applicable)	THill	15day prior		
Identify & Contract On-Site X-Ray & Ultrasound Provider	AFarmer	30day prior		
Identify & Contract O2 Provider	AFarmer	30day prior		
Identify & Contract Medical Waste Provider	AFarmer	30day prior		
Post Emergency On-Call List Prior to the First Day of the Contract	THill	Day 1		
Check on Dates for any Community Meetings/Boards Regarding Jail Health Services	THill	Day 1		
Schedule the First CQI & MAC Meetings	DRoberts	Day 1		
Schedule the First Monthly Staff Meeting	THill	Day 1		
Devise Transfer of Care Plans for all Infirmarary & Hospital Patients	THill	5day prior		
Establish Provider Review of Chronic Care Paitents prior to Start Date	WCooper	5day prior		
IV. PHARMACY				
Designate Pharmacy Vendor	RBurnett	30day prior		
Identify Back Up Pharmacy Availability	RBurnett	30day prior		
Inventory Current Meds. Verify Current Inventory Will Transfer	THill	30day prior		
Discuss the Need for Any Medication Disposal Needs with the Client	THill	30day prior		
Verify Sufficient Stock Medication Supply is Adequate for Start-Up	THill	30day prior		
Order any Required Patient Specific Medication	THill	30day prior		
Post DEA/License for Pharmacy & Providers	DRoberts	Day 1		
Order Med Carts & Treatment Carts as Needed	THill	30day prior		
Implement Pharmacy P & P Manual	THill	Day 1		
Perform Pharmacy Training	THill	5day prior		
Obtain MARS for Existing Patients for 1st Month	THill	15day prior		
Verify the Narcotic Count is Accurate on the Day of Transition	THill	Day 1		
Schedule Initial On-Site Pharmacy Audit	THill	Day 1		
V. OFF-SITE SERVICES				
Identify Hospitals/Meet with Admin	THill	Day 30		

Obtain a List of Current Specialty Service Providers (OB, Ortho, Oral, ETC)	TH/RB	30day prior		
Contact & Contract with Specialty Providers as Required	THill	30day prior		
Verify Client Understanding of State Statutes for Payment & Cap	AFarmer	15day prior		
Add Contract to Realtime Online Claims Tracking System	JWhite	30day prior		
Notify UM/Claims Department of the Contract Start Date	JWhite	30day prior		
Inform Claims Department of Contract Aggregate/Catastrophic Limits	JWhite	30day prior		
VI. INFORMATION TECHNOLOGY				
Identify any Computer/Phone/Fax/Printer Needs & Discuss with Client	RBurnett	30day prior		
Notification to CorEMR for start of Integration with County IT/JMS	RBurnett	45day prior		
Notification to Waystone LLC for start of Integration with County IT/JMS	RBurnett	45day prior		
Identify Internet Access & Responsibility for Maintenance	RBurnett	45day prior		
Identify Electronic Health Records (EHR) Capabilities & Establish Timeline for Implementation	RBurnett	45day prior		
Complete Forms Generation & Triggers that are Applicable in the Electronic Health Record (EHR)	RBurnett	5day prior		
Establish Date for E.H.R. Training	THill	5day prior		
Identify & Establish Access to the Local Health Information Exchange Network	THill	30day prior		
Establish TeleHealth Network Onsite	RBurnett	Day 1		
Identify any other I.T. Needs	RBurnett	30day prior		
Notification to 4SIGHT for start of Integration with County IT	Rburett	30day prior		
Request Email Addresses for Applicable Site Personnel	RBurnett	5day prior		
VII. MISCELLANEOUS				
Identify Current Accreditations (NCCHC/ACA) & send Required Notice	DRoberts	30day prior		
Schedule First Mock Survey (As Applicable)	DRoberts	Day 1		

ADDITIONAL NOTES



Turn+Key
HEALTH
Inmate Health Care Services



ATTACHMENT C: 4SIGHTLABS INFORMATION

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Sensors monitor your detainees' health and safety

Monitors vitals and movement using artificial intelligence

Works everywhere, from arrest, through transport and into detention

Get started fast, no complex installation required

Learn more here



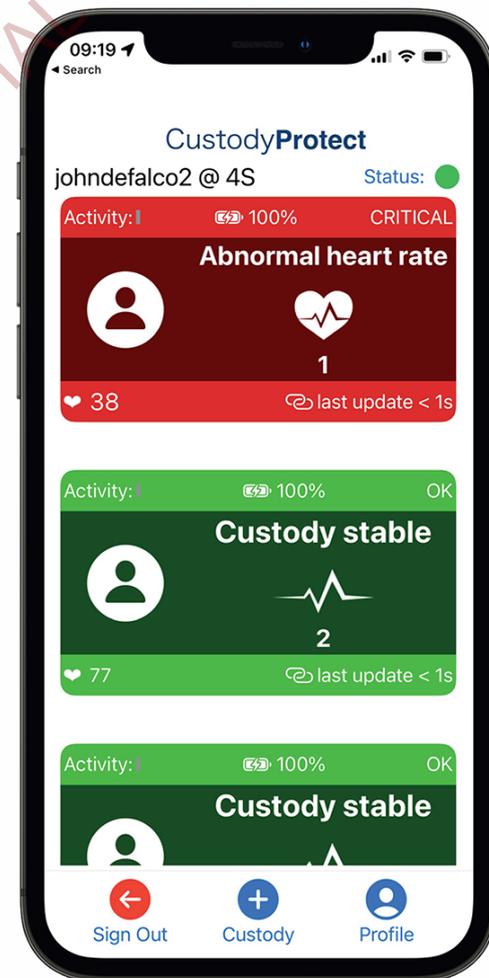
CustodyProtect

Save Lives,
Save Careers.



Everyone Wins

Contact Us
info@4sightlabs.com



www.4sightlabs.com



“Custody Protect is intuitive and simple to use; it monitors and assesses the health and safety of persons in custody in real-time. This tool will be the new standard for Corrections and Law Enforcement professionals to continuously assess arrestees' and inmates' critical safety needs. Custody Protect is a game-changer.”

Shawn Laughlin, Commander
Broomfield Colorado Police Department

Contact us at info@4sightlabs.com



Custody Protect as a Law Enforcement Tool to Monitor Custodies' Health and Safety

An Examination of National Statistics Regarding Predominant Causes and Locations of In-Custody Deaths and How to Implement New Technology to Help

White Paper

PROPRIETARY AND CONFIDENTIAL

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About the Authors

This white paper was a collaborative effort amongst the executive leadership team at 4Sight Labs, Inc including CEO, John DeFalco, COO, Ian Osteyee, Chief Customer Officer, David Sanders, and Chief Product Officer, John Russell.

4Sight Labs, Inc. 633 Alvarado Street San Francisco, CA 94114

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Disclaimer:

Custody Protect is not a medical device. It is not intended for use as a medical device. Custody Protect does not and is not meant to diagnose, cure, mitigate, treat, or prevent any disease or health condition or affect the anatomical structure or function of persons in custody. Furthermore, Custody Protect does not achieve its intended purpose through chemical action or being metabolized.



Introduction

In-custody deaths have been an increasingly important topic among law enforcement professionals and the public. As described by Heide and Chan (2018), “Deaths in police custody often attract a huge amount of public interest and are frequently associated with controversy related to causation” (p. 109). Beginning with the Death in Custody Act of 2000, a growing body of data has been collected about in-custody deaths. Recent high-profile deaths such as George Floyd and Freddie Grey have reinvigorated public attention across our nation. While some in-custody deaths could be attributed to the use of force, it is vital to highlight that other contributing factors, including alcohol, drugs, mental health, and poor health, contribute to a substantial number of in-custody deaths (Houston, 2016). In consideration of this information, this document will delve into the background and current trends associated with in-custody deaths, outline how Custody Protect could help, and display a framework for implementing Custody Protect.

Background and Current Trends

It is possible to discover new and effective ways to confront the in-custody death problem by delving into historical data. First, it is essential to examine the different causes and contributing factors regarding in-custody deaths. Deaths in custody have several reasons, including illness, trauma, drug use, and alcohol intoxication. Additionally, it could be a combination of these factors accompanying the stress of being arrested or incarcerated. Therefore, it is noteworthy to highlight that not all deaths are preventable; however, it is possible to prevent several through the arrest, transport, and detention process through the use of new technology. Before exploring the issue more deeply, it is critical to define an in-custody death. For this paper, an in-custody death will be defined as the death of someone who is in the custody of law enforcement and will be broken down into the following categories: arrest-related, transport-related, and detention-related.

Arrest and Transport-Related Deaths

As the Bureau of Justice Statistics does not differentiate between arrest-related and transport-related in-custody deaths, the statistics demonstrated will reflect the combination of the two categories. The majority of deaths were labeled homicide by law enforcement, followed by death by intoxication at 11% and death by suicide at 11% from data collected between 2003 and 2009 (Houston, 2016). More exact numbers are displayed in Figure 1, and it is important to understand the manner of death so that we can develop and employ new technologies such as Custody Protect to turn the tide.



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Figure 1.

Manner of death	2003-2009	2003	2004	2005	2006	2007	2008	2009
All manners	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Homicide — by law enforcement	60.9%	60.0%	55.7%	54.7%	62.0%	61.1%	64.2%	68.2%
by other persons	0.6	0.5	0.6	0.6	0.3	0.9	0.5	0.5
Suicide	11.2%	9.6%	12.5%	11.9%	9.3%	10.5%	12.1%	12.9%
Intoxication	10.9%	13.2%	12.3%	13.1%	10.5%	11.9%	8.6%	6.9%
Accidental injury	5.7%	8.5%	6.1%	6.8%	5.4%	4.7%	4.5%	4.0%
Natural causes	5.1%	4.1%	6.8%	4.6%	4.7%	5.6%	5.2%	4.3%
Unknown	5.7%	4.1%	5.9%	8.3%	7.8%	5.2%	4.9%	3.3%
Number of deaths	4,813	627	673	689	721	745	629	729

Note: Arrest-related death statistics from 2003 to 2009 in the United States. Reprinted from “Arrest-related Deaths : Statistics and Coverage Assessments,” by the Houston, M, 2016.

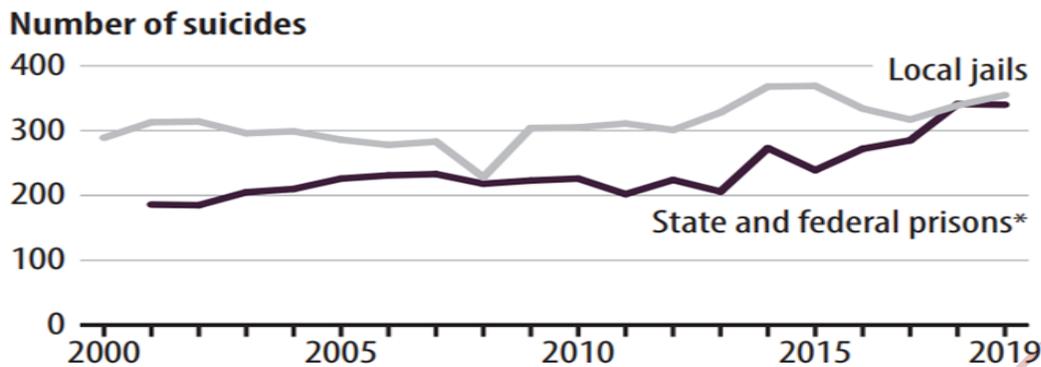
It is essential to understand that an escalation of force is much higher in the initial arrest phase, likely contributing to many homicides by law enforcement as denoted. Furthermore, it is worth pointing out that these statistics do not illuminate different levels of use of force that could have caused injuries such as chokeholds, head trauma, or positional asphyxia combined with ongoing poor health issues in the arrestees that lost their lives. Even in these cases, better health monitoring tools might have enabled offices to call for assistance more quickly. These manners of death are drastically different from those in detention facilities.

Detention-Related Deaths

In prisons and jails, contributing factors to inmate deaths involve drugs, alcohol, and suicides, with suicides as a leading cause by far. Based on data collected from 2001 to 2019, “the number of suicides increased 85% in state prisons, 61% in federal prisons, and 13% in local jails” (Bureau of Justice Statistics, 2021). A snapshot of the data can be viewed below in Figure 1. Furthermore, it is significant to highlight that approximately 90% of suicides in local jails involved asphyxiation, and roughly 12% occurred within the first 24 hours from 2015 to 2019. These statistics are vital to understand and shed light on areas where solutions must be implemented. Moreover, these numbers will be instrumental in explaining the implementation framework of Custody Protect.



Figure 2.



Note: Number of suicides in local jails and state and federal prison from 2001 to 2019.. Reprinted from “Suicide in local jails and state and federal prisons, 2000–2019 – statistical tables,” by the Bureau of Justice Statistics, 2021.

With the amalgamation of public attention, numbers of in-custody deaths, and increasing rates of suicide in correctional facilities, law enforcement departments have begun trying to overcome the problem with tools and policies. After visiting numerous law enforcement agencies and consulting with law enforcement professionals, it was possible to ascertain the most commonly used devices and approaches. A list is below.

Current Tools to Monitor the Health and Safety of those in Custody

- **Body-Worn Cameras** - These have become increasingly popular in recent years and are excellent tools for capturing information that can be used for accountability purposes.
- **Detention Surveillance Systems** - In correctional facilities, these cameras and integrated systems are instrumental in enabling easy visual monitoring of detainees. However, it is still impossible to see everything occurring, and there are several examples of when visual monitoring alone has failed to prevent suicide.
- **Health and Wellness Checks** - It is common to conduct routine checks at approximately 15-minute intervals in most prisons and jails. While helpful, there is a gap in coverage between checks.
- **High-Risk Detention Areas** - Once a prisoner is identified to fit into a high-risk category such as suicide risk or someone having withdrawals, they are typically moved into one of these areas for a mandatory watch.
- **Intake Assessment Forms** - These forms are based on the observing officer and self-reporting issues from the person being taken into custody.

While many of these efforts and devices are beneficial and have no doubt prevented in-custody deaths, we can do more. As an illustration, stationary cameras are excellent tools for monitoring people, but they cannot tell you what is going on internally or physically with someone. An individual could have been arrested for intoxication, and it might appear that they are sleeping, but in reality, they might have gotten nervous and swallowed their stash before arrest. Subsequently, what might appear as sleeping could have transitioned to an overdose. That gap in health monitoring is where Custody Protect could make a difference and save lives.

Custody Protect Overview and Role

Custody Protect is a tool for monitoring the health and safety of people in custody. Biosensors about the size of a quarter are placed on individuals at the time of the arrest. These biosensors continuously monitor heart rate trends combined with motion and use artificial intelligence to detect risks to health and safety. When the first sign of a health problem is detected, the officers, supervisors, and control centers are instantly notified. By detecting danger early and alerting responders, it is possible to save lives. Accordingly, it is crucial to delve more deeply into how Custody Protect alerts to signs of drug overdoses, suicide, and positional asphyxiation, which, as discussed previously, are common causes of in-custody deaths.

Opioids - With a few exceptions, an opioid overdose typically comprises respiratory depression, miosis, and central nervous system depression (CNS) (Compton et al., 2019). These elements of an overdose are significant because it is possible to monitor for these symptoms through heart rate, the number of respirations per minute, and oxygen levels. Furthermore, it is crucial to illuminate bradycardia (abnormally slow heart rate) as a symptom of intoxication and tachycardia (abnormally rapid heart rate) as a symptom of opioid withdrawal (Williams and Erickson, 2000). Tachycardia and bradycardia are particularly noteworthy symptoms and Custody Protect can alert to the changes in heart rate or the inability of individuals heart rate to recover appropriately, providing insight to their health situation.

Amphetamines - In contrast to opioids, amphetamines usually cause an increased heart rate and, in overdose situations, tachycardia. Furthermore, methamphetamines place considerable stress on the cardiovascular system, and patients often present with palpitations, chest pains, tachycardia, and hypertension (Darke, 2008). Even though these symptoms are less straightforward than the triad of symptoms discussed regarding opioid overdoses, it is possible to identify an impending health crisis or overdose through heart rate and heart rate recovery trends. For example, if an individual has been in a foot chase with officers, and once taken into custody, that individual's heart rate should begin to decline. However, if an individual's heart rate remains elevated or continues to climb, there is likely an impending health crisis. Custody Protect is able to alert accordingly in this type of scenario.

Suicide - Based on data collected by the Centers for Disease Control from 2003 to 2014 in 18 states, asphyxia was overwhelmingly the leading cause of death for suicides at approximately 90 percent (Dixon et al., 2020). Even though it is possible to watch those in custody physically,



prisoners are more likely to be monitored via video surveillance or during wellness checks every 15 minutes. One of the critical markers of asphyxiation is a rapid decline in heart rate (Duen et al., 2015). With Custody Protect, it is possible to identify a suicide attempt even if there is no visual surveillance by identifying the rapid decline in heart rate, giving officers time to intervene.

Positional Asphyxia - Many of the same characteristics described about suicide apply to positional asphyxia, specifically the rapid decline in heart rate. However, it is worth differentiating between the two because they can occur in different settings when related to in-custody deaths. For example, positional asphyxia is common during the initial arrest, and the contributing factors could include “intoxication due to alcohol, drug use, obesity, psychiatric illnesses, and physical injury” (Heiskell, 2015, para. 2). Even though it is possible to change positions and help alleviate the stress on the respiratory and cardiovascular system, it often occurs after a struggle, where compliance and a health crisis could go hand-in-hand. Custody Protect could alert officers to this health crisis and allow them to take appropriate actions.

Alcohol - Regarding in-custody deaths, the primary risks with alcohol fall into two categories: alcohol poisoning and withdrawal. In the case of alcohol poisoning, symptoms include nausea, vomiting, seizures, low body temperature, coordination problems, slurred speech, rapid involuntary eye movement, and a very slow heart rate (Ward et al., 2019). With some of these symptoms, it might be difficult to differentiate between alcohol poisoning and intoxication; however, one of the key differentiating markers is the heart rate. If the individual’s heart rate begins to slow, Custody Protect will alert an impending health crisis. In concert with alcohol poisoning, alcohol withdrawal is dangerous as well.

In the event of alcohol withdrawal, appearance, sweatiness, pupil size, blood pressure, and elevated heart rate are a few symptoms (Farrell et al., 2015). Furthermore, there are different withdrawal levels, and in severe cases, mortality can be as high as 40 percent. In combination with the physical presentation of symptoms, it is significant to highlight that tachycardia is an indicator. Signs of tachycardia can be found using Custody Protect, allowing for medical treatment to occur sooner.

Implementation of Custody Protect within Departments

Based on data discussed earlier in this paper, combined with an in-depth understanding of how Custody Protect can alert regarding common health crises experienced by those in custody, it is possible to illustrate a recommended implementation framework. The framework will demonstrate how law enforcement could use Custody Protect to overcome in-custody deaths during the initial arrest, transport, and detention phases. In conjunction with outlining use in each stage, historical cases will be used as examples to display specific situations where Custody Protect could apply.

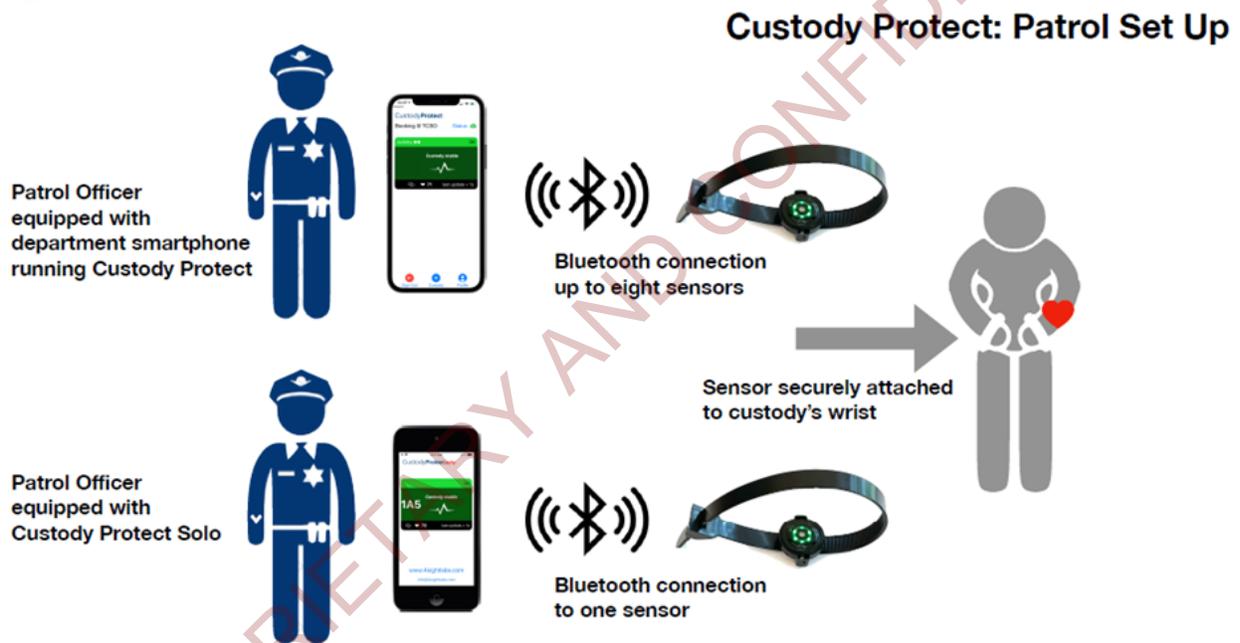


Arrest

During the arrest phase, most causes of death were related to the use of force, intoxication of some sort, and suicide. With that information at the forefront, Custody Protect would be most beneficial if the arresting officer suspected the detainee was intoxicated, potentially swallowed a stash, or was involved in a high-impact arrest (escalation of force, head trauma, struggle that went to the ground or simply a foot chase with someone in poor health). In combination with when to use Custody Protect, Figure 1 depicts how to use Custody Protect in patrol.

As portrayed in Figure 1, the individual officer would have Custody Protect software on their department-issued phone or smart device, and the officer would have a sensor, plastic tamper resistant cup, and zip tie for attaching to the custody. After the subject is in cuffs, the officer would use the zip tie to attach the sensor to the subject's wrist and then monitor the custody's health on their device.

Figure 3.



Note: The sensor, method of attaching, and software are displayed.

An example case from the field is below, and while it is impossible to say whether Custody Protect could have saved the individual's life, it is likely that officers would have been alerted to a health crisis much sooner.

Arrest Example

On July 17, 2014, Eric Garner died in Staten Island, New York City, after a New York City Police Department (NYPD) officer put him in a headlock or chokehold for about 15



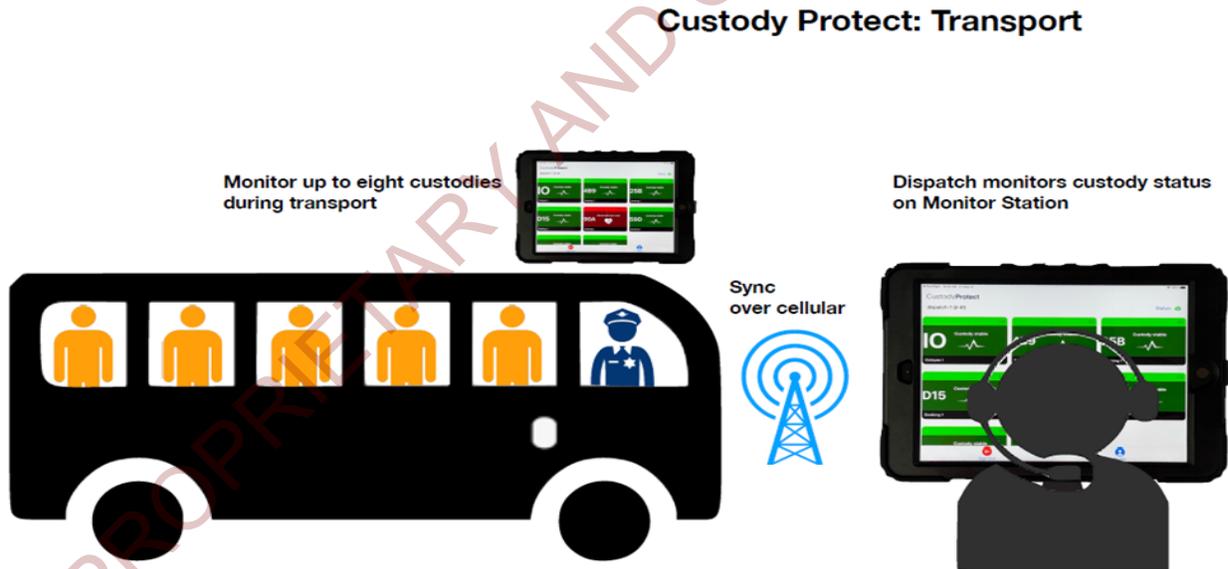
to 19 seconds while arresting him. After Garner lost consciousness, officers turned him onto his side to ease his breathing. Garner remained lying on the sidewalk for seven minutes while the officers waited for an ambulance to arrive. The officers and emergency medical technicians did not perform cardiopulmonary resuscitation (CPR) on Garner at the scene; according to a spokesman for the PBA, this was because they believed that Garner was breathing and that it would be improper to perform CPR on someone who was still breathing. An out-of-court settlement was announced in which the City of New York would pay the Garner family \$5.9 million.

<https://www.nytimes.com/2015/07/14/nyregion/eric-garner-case-is-settled-by-new-york-city-for-5-9-million.html>

Transport

Custody Protect Transport allows you to monitor the health and safety of those in your custody, whether it is a short movement or a cross-country movement. The sensor and software will alert you at the first sign of a health crisis. In conjunction with alerts at the local level, Custody Protect can be integrated into dispatch, providing redundant coverage of health monitoring. Additionally, upon arrival at the correctional facility or new destination, it is possible to continue monitoring and transfer the custodies to booking or intake. Figure 4 is a diagram displaying how Custody Protect would work during transport.

Figure 4.



Note: Prisoner monitoring from the vehicle and dispatch are depicted.

An example case from a transport-related in-custody death is below. Again, it is impossible to know whether Custody Protect could have saved the individual's life, but officers would have been aware that a health crisis was occurring sooner.

Transport Example

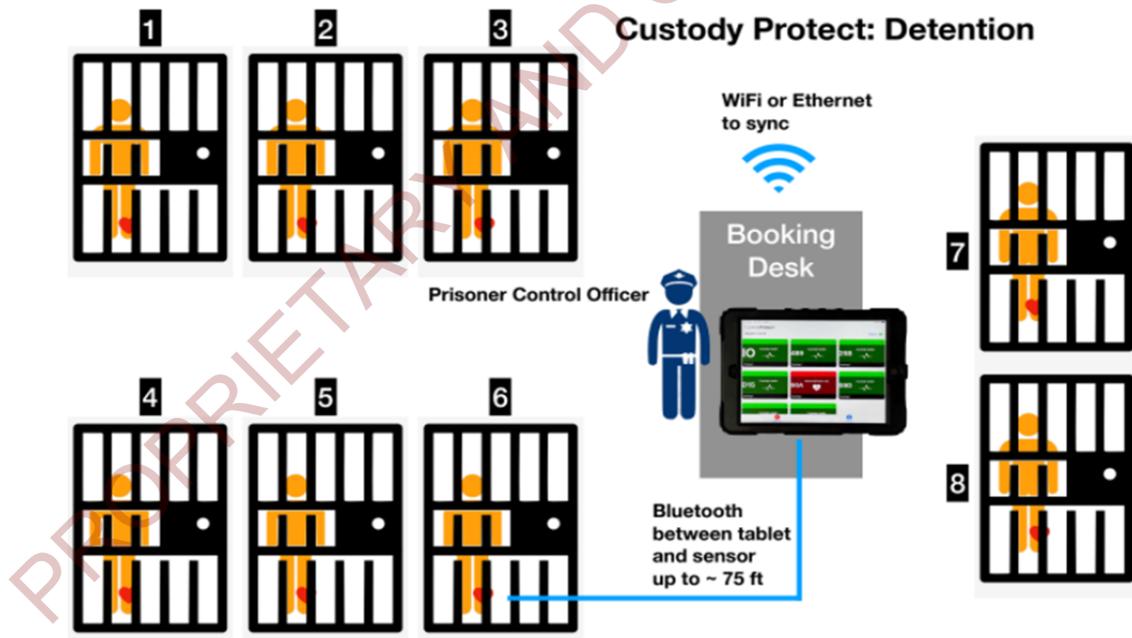
A South Carolina man died in the backseat of a patrol car after ingesting an ounce of cocaine that had been hidden in his brother's pants. Wayne Mitchell, 20, allegedly ate the coke to destroy evidence at the behest of Deangelo Mitchell, 23, who feared getting a long prison sentence on drug charges. Soon after consuming the coke, Wayne had difficulty breathing and bled from the mouth. He died within an hour.

<https://www.kltv.com/story/16360692/cops-man-dies-after-brother-coaxes-him-to-swallow-cocaine-in-cop-car/>

Detention

The integration of Custody Protect in Detention targets two primary problem areas: suicide and drug overdoses. Subsequently, if it is not feasible to use the product throughout the correctional facility, it is recommended that Custody Protect is used in intake, high-risk areas, and medical areas. Based on data, these are the areas where Custody Protect could have the greatest positive impact, and an example monitoring zone is illustrated below.

Figure 5.



Note: A demonstration of an eight custody monitoring zone.



An example case of a detention-related in-custody death is below. The case is a prime example of a suicide from asphyxiation, which has been highlighted as a rising cause of in-custody deaths in prisons and jails. In this scenario, Custody Protect could have been a tool that alerted officers in between wellness checks.

Detention Example

Sandra Bland was a 28-year-old African-American woman who was found hanged in a jail cell in Waller County, Texas, on July 13, 2015, three days after being arrested during a pretextual traffic stop. Her death was ruled a suicide. It was followed by protests against her arrest, disputing the cause of death and alleging racial violence against her. In September 2016, Bland's mother settled a wrongful death lawsuit against the county jail and police department for \$1.9 million and some procedural changes.
<https://www.cnn.com/2016/09/15/us/sandra-bland-wrongful-death-settlement/index.htm>

If Custody Protect had been used in all three of the examples from the field, there might have been several direct and indirect positive consequences. Of course, as mentioned numerous times throughout this document, there is the possibility of saving lives, but a more inclusive list of benefits is as follows.

Expected Benefits

- **Enhanced ability to identify health crises** - Presently, identifying health crises relies predominantly on visual monitoring. While this is critical, visual monitoring does not provide the full picture of an individual's health. By monitoring certain heart rate trends in combination with motion, it is possible to get a more complete picture of an individual's health.
- **Improved decision-making** - If integrated into the department's standard operating procedures, the policy can make it easier for all officers to make the best decision regarding medical treatment. For example, if it is built into the department's policy that if a "red alert" is received, EMS is immediately called.
- **Reduction in the number of in-custody deaths** - While it will not be possible to prevent all in-custody deaths, reducing medical response times will have a positive impact on some cases, preventing deaths.
- **Decreased monetary burden on the community** - Although it is discussed much less often than other facets of in-custody deaths, such as causation, the financial impact is another substantial component that accompanies these unfortunate events. For example, Minneapolis paid out a \$27 million settlement following the death of George Floyd, and civil unrest spurred by this incident is estimated to have cost up to \$2 billion across the country (La Jeunesse, 2020; Shapiro and Lloyd, 2021). There were also costly settlements and civil unrest associated with several other in-custody death cases in the past few years. Ultimately, there is a financial burden on the taxpayer, municipalities, and insurance companies. Moreover, there are numerous societal effects, including reducing law enforcement budgets to cover costs, in some of these scenarios (La Jeunesse, 2020).



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- **Improved transparency and accountability** - As underscored by protests and news coverage following several in-custody deaths, there is a consistent desire for transparency. By having data to display, it will bolster transparency and demonstrate that officers acted according to policy and were accountable.

Conclusion

Based on the data collected regarding in-custody deaths at the national level, we believe our technology, Custody Protect, can help prevent in-custody deaths related to drug overdoses, suicides, asphyxiation, and use of force injuries. While we realize that it might not be possible for every police officer in every department to use Custody Protect, we believe that it should be employed in critical areas of each phase, including arrest, transport, and detention. Not only do we think that using Custody Protect will save lives, but we also believe that it is another instrument that officers could use in conjunction with body-cam footage to demonstrate that officers did everything within their power to save a life. By saving lives and having the ability to show actions that were taken using new technology, it is also possible to decrease the monetary burden on municipalities. Furthermore, there is the potential to boost transparency and restore trust with communities. Lastly, this white paper is conceptual and was predominantly constructed on historical data collected nationally. Through the help and participation of departments that adopt Custody Protect, we can build on and improve our knowledge of how to prevent in-custody deaths best.



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Turn+Key
HEALTH
Inmate Health Care Services



ATTACHMENT D: TURN KEY LEADERSHIP RESUMES

Flint Junod, CCHP

Address: 19 NE 50th ST OKC, OK 73105

Email: fjunod@turnkeyhealthclinics.com

Web: <http://turnkeyhealthclinics.com/>



Work Experience

2014 - Present

Chief Executive Officer – Turn Key Health Clinics

Directs the global operation of the organization by monitoring policy adherence and contract compliance for each site. Monitors organizational performance and industry trends and conducts corresponding organizational planning. Responsible for ensuring exceptional client satisfaction levels.

2014

Regional Vice President – Armor Correctional Health Services, Inc.

Served as the corporate executive accountable for contract operations at Oklahoma County and Tulsa County in Oklahoma, Minnehaha County in South Dakota, and Washoe County in Nevada. Provided administrative oversight and directed corporate resources to ensure efficient operations of the medical services for each account. Served as the primary liaison between each account and Armor's corporate office.

2013 - 2014

Regional Manager – Oklahoma Accounts – Armor Correctional Health Services, Inc.

Provided fiscal and operational oversight to Oklahoma County and Tulsa County in Oklahoma. Directed and reviewed all clinical services quality to assure adherence to contract requirements and accreditation standards.

2008 - 2013

Health Services Administrator – Armor Correctional Health Services, Inc.

Directed site level budgetary, personnel and compliance aspects of the medical program.

Oklahoma County Detention Center, Oklahoma City, OK 2012-2013

Santa Rosa County Jail, Milton, FL 2010-2012

Escambia County Jail, Pensacola, FL 2008-2009

2007 - 2008

Assistant Health Services Administrator – Armor Correctional Health Services, Inc.

Escambia County Jail, Pensacola, FL Inmates

2005 - 2007

Executive Assistant to CEO, Sales and Marketing – Armor Correctional Health Services, Inc.

Corporate Office, Miami, FL

2005

BS-Social Science

Phi Theta Alpha Honor Society
Emporia State University

2006

Gateway to Business Management Program

Tuck School of Business
Dartmouth University

2007

Georgetown Healthcare Leadership Program

Georgetown University

Education

Jon Echols

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Work Experience

2009 - Present

Director/Co-Founder, President – Turn Key Health Clinics, LLC.

Responsible for all facets of the business operation including but not limited to: Direct sales efforts, networking, build and maintain client relationships. Assist in building and managing effective and streamlined administrative and financial systems, including financial, accounting, legal, information technology (IT), human resources (HR), and physical infrastructure. Define the processes and implement the infrastructure needed to support company growth. Involvement in strategic planning, evaluation, and professional development initiatives.

Financial Management

- Review and approve preparation and finalization of monthly and annual financial reporting materials and metrics.
- Oversee budgeting, financial forecasting, and cash flow for administration, existing programs, and proposed new sites.
- Manage one full-time accounting administrator; hire and retain support staff as needed.
- Coordinate all audit activities.

Administrative Leadership and Management

- Coordinate with leadership team on the organization's financial, budgeting, and administrative processes—including HR, payroll, and benefits functions—with an eye to continuously developing and improving systems.
- Lead technical staff to design an IT plan for the future, and implement it successfully to meet IT needs as the organization grows.
- Manage the organization's physical infrastructure and system maintenance (phone system, security, inventory, etc.) with assistance from office management.

2006 - Present

Co-CEO - Sooner Medical Staffing, et al.

Overall strategic and operational responsibility for the employees, programs, daily operations and expansion, of five companies operating in the healthcare industry, including:

- Sooner Medical Staffing, LLC
- Absolute Senior Care, LLC
- A-Premier Senior Home Care, LLC
- Expedited Coding Management, LLC
- Expedited Therapy Management, LLC

2005

Juris Doctor

Graduated 1st in his class

Oklahoma City University College of Law

2005 - 2007

Attorney - Crowe & Dunlevy

Health Care Law and Litigation

Associate attorney focusing primarily on Health Care Law and Litigation. Represent health care companies in legal matters including dispute resolution, arbitration and litigation. Interpret, negotiate and draft health care provider agreements and service documentation. Review internal processes and policies for optimization and regulations compliance.

2002

Bachelors of Political Science

University of Oklahoma

Education

Jesse White

Address: 19 NE 50th ST OKC, OK 73105

Email: jwhite@turnkeyhealthclinics.com

Web: <http://turnkeyhealthclinics.com/>



Work Experience

2009 - Present

Chief Financial Officer- Turn Key Health Clinics. LLC.

Build and manage effective and streamlined administrative and financial systems, including financial, accounting, legal, information technology (IT), human resources (HR), and physical infrastructure. Define the processes and implement the infrastructure needed to support company growth. Involvement in strategic planning, evaluation, and professional development initiatives.

Financial Management

- Review and approve preparation and finalization of monthly and annual financial reporting materials and metrics.
- Oversee budgeting, financial forecasting, and cash flow for administration, existing programs, and proposed new sites.
- Manage one full-time accounting administrator; hire and retain support staff as needed.
- Coordinate all audit activities.

Administrative Leadership and Management

- Coordinate with leadership team on the organization's financial, budgeting, and administrative processes—including HR, payroll, and benefits functions—with an eye to continuously developing and improving systems.
- Lead technical staff to design an IT plan for the future, and implement it successfully to meet IT needs as the organization grows.
- Manage the organization's physical infrastructure and system maintenance (phone system, security, inventory, etc.) with assistance from office management.

2006 - Present

CEO - Sooner Medical Staffing, et al.

Overall strategic and operational responsibility for the employees, programs, daily operations and expansion, of five companies operating in the healthcare industry, including:

- Sooner Medical Staffing, LLC
- Absolute Senior Care, LLC
- A-Premier Senior Home Care, LLC
- Expedited Coding Management, LLC
- Expedited Therapy Management, LLC

2004

Juris Doctor

University of Oklahoma College of Law

2004 - 2006

Attorney - Crowe & Dunlevy

Health Care Law and Litigation

Associate attorney focusing primarily on Health Care Law and Litigation. Represent health care companies in legal matters including dispute resolution, arbitration and litigation. Interpret, negotiate and draft health care provider agreements and service documentation. Review internal processes and policies for optimization and regulations compliance.

1999

Bachelors College of Business

University of Oklahoma

Education

William Cooper, D.O.



Address: 19 NE 50th ST OKC, OK 73105
Email: wcooper@turnkeyhealthclinics.com
Web: <http://turnkeyhealthclinics.com/>

Work Experience

2015 - Present

Chief Medical Officer – Turn Key Health Clinics

Oversees the global delivery of medical, mental health, and dental services for the company. Ensures appropriate treatment and effective utilization management for patient care. Provides peer review for the numerous providers in the system. Certified Correctional Health Professional-Physician. 2019.

2015

Physician – Red Rock Behavioral Health Services

Provided clinical services for a large Oklahoma City psychiatric network.

1999-2015

Chief Medical Officer – Oklahoma Department of Corrections

Served 16 years for the State of Oklahoma, which concluded as the Chief Medical Officer for the entire State system. During the tenure, *the DOC met or exceeded the Centers for Medicare & Medicaid Community Benchmarks for chronic disease control, while having the lowest medical cost per diem of any prison system in the nation.*

Chief Medical Officer	2014-2015
Southeast Regional Supervising Physician	2013-2014
Physician II – Mack Alford Correctional Center	1999-2013

1998-2015

Medical Director – Marshall County Home Health

1998-1999

Medical Director – Marshall County Emergency Medical Services

1997-1999

Medical Director – Texoma Mental Health Services

1994-1996

Outpatient Physician – Ardmore Veteran’s Affairs Outpatient Clinic

1993-1999

Family Practice Physician / Marshall Memorial Hospital – Private Physician

1992-1993

Doctor of Osteopathy – Tulsa Regional Medical Center

Education

1992-1993
Internship
Tulsa Regional Medical Center
Tulsa, OK

1992
College of Osteopathic
Medicine
Oklahoma State University
Tulsa, OK

1987
Major – Chemistry
Minors – Biology and Psychology
Southeastern Oklahoma State University

Absalom *Tilley, MD*

Address: 19 NE 50th ST OKC, OK 73105

Email: atilley@turnkeyhealthclinics.com

Web: <http://turnkeyhealthclinics.com/>



Work Experience

April 2019 – Present

**Deputy Chief Medical Officer / Regional Medical Director -- Arkansas
Turn Key Health Clinics**

Oversees the delivery of medical, mental health, and dental services in Arkansas and various locations companywide. Ensures appropriate treatment and effective utilization management for patient care. Provides peer review for numerous providers in his region.

June 1996 - Present

**Internal Medicine Physician / Owner
Tilley Diagnostic Clinic dba Pinnacle Physicians Group**

1992 - 1996

**Internal Medicine Physician
Malvern Diagnostic Clinic**

Licensure and Certifications

American Board of Internal Medicine, July 1994

Currently board eligible pursuing active status

Languages

English – Native Language

Spanish – Basic Proficiency

Education

University of Arkansas for Medical Sciences

School of Medicine | Doctor of Medicine, 1989

University of Arkansas – Fayetteville

Bachelor of Arts in Zoology, 1984

Bachelor of Arts in Medical Sciences, 1984

University of Arkansas for Medical Sciences

Internship Internal Medicine, 1989 - 1990

Residency Internal Medicine, 1990 - 1992

Jawaun Michael Lewis, D.O.



Address: 19 NE 50th ST OKC, OK 73105
Email: jlewis@turnkeyhealthclinics.com
Web: <http://turnkeyhealthclinics.com/>

Work Experience

Chief Mental Health Officer – Turn Key Health Clinics

Coordinate and direct mental health treatment for the company. Ensure equal and expeditious access of mental health care for all consumers in all counties served.

Provide oversight and monitor for proper prescribing of incarcerated clients in the care of the Turn Key system.

2007-Present

Private Practice

Developed proficiency in talking with patients and understanding their emotional, mental and behavioral health needs in order to provide the most appropriate treatment options.

Provide psychotherapeutic options including individual, group, and family therapy across all age groups.

Provide psychopharmacological treatment across all age groups. Monitor for efficacy and side effects of such treatment and make adjustments as warranted.

2016-2019

David L. Moss Criminal Justice Center, Tulsa, OK

Provided psychopharmacological management of inmates. Honed skills and developed treatments most effective in the adult incarcerated population for the Tulsa County Jail.

Worked closely with the psychological and medical teams to provide the most advantageous, all-encompassing course of care.

2009-2012

Forensic Psychiatrist – Cleveland County Jail

2008-2013

Group Home Psychiatrist – Mobile Medical Solutions

2008-2012

Adolescent Inpatient Psychiatry – Southern Plains Adolescent Treatment Facility

Education

2002-2006

Internship/Residency
Griffin Memorial Hospital
Norman, OK

1998-2002

College of Osteopathic Medicine
Oklahoma State University
Tulsa, OK

1992-1997

Major – Biology
Langston University
Langston, OK

Alicia Irvin, Ph.D.

Address: 900 NW 12th Street OKC, OK 73106

Email: airvin@turnkeyhealthclinics.com

Web: <http://turnkeyhealthclinics.com/>



Work Experience

November 2016-Present

Director of Psychological Services
Turn Key Health Clinics

Duties include supervising mental health staff, conducting intakes and evaluations on inmates, overseeing the mental health program for the company, and providing supervision to doctoral level students.

March 2016-November 2016

Psychologist
Department of Corrections

June 2010-November 2015

Psychologist
Department of Veterans Affairs

August 2008-May 2010

Psychologist
Oklahoma Forensics Center

Education

Licensure and Certifications

Licensed Psychologist, State of Oklahoma 2009-Present

Oklahoma State University

Doctorate in Counseling Psychology, 2008

Northeastern State University

Masters in Counseling Psychology, 2003

Northeastern State University

Bachelors of Arts, English, 2001

Danny Honeycutt, J.D.



Address: 19 NE 50th ST OKC, OK 73105
Email: dhoneycutt@turnkeyhealthclinics.com
Web: <http://turnkeyhealthclinics.com/>

Work Experience

General Counsel – Turn Key Health Clinics

Oversees the Human Resources Division. Practice also includes fielding in-house legal questions, ranging from HIPAA to contractual questions; performing in-house investigations related to employment matters; and overseeing regulatory and corporate compliance.

State Bar and Federal Court Admissions:

State of Oklahoma – October 2001
Western District of Oklahoma – 2001
Tenth Circuit Court of Appeals – 2016
District of Columbia Circuit Court of Appeals – 2016
Supreme Court of the United States – 2014

Professional Associations

National Sheriffs' Association
-Legal Affairs Committee Member

July 2003 – January 2021

General Counsel – Oklahoma County Sheriff's Office

Practice for the Sheriff's Office included crafting contracts amongst various municipalities, governmental agencies, schools and vendors. It also entailed coordination with, and assisting, the District Attorney's Office in their defense of §1983 claims against the agency. Was responsible for overseeing employment related matters and crafting and presenting the budget.

2002-2003

Assistant General Counsel – Oklahoma Insurance Department

Practiced law for the State of Oklahoma, primary areas of responsibility included oversight of various receiverships and conducting administrative hearings on behalf of the Oklahoma Real Estate Board and providing support to the general public.

Education

1997
B.A. Criminal Justice, Cum Laude
Oklahoma City University
President's Honor Roll and Dean's Honor Roll

2001
Juris Doctor
University of Oklahoma School of Law
Dean's List

Donna Newman, RN

Address: 19 NE 50th ST OKC, OK 73105
Email: dnewman@turnkeyhealthclinics.com
Web: <http://turnkeyhealthclinics.com/>



Work Experience

Chief Nursing Officer – Turn Key Health Clinics

Oversee the operational efficiency and quality of clinic services including direct supervision of Regional Managers and Health Services Administrators.

2018 - 2019

Health Services Administrator – Turn Key Health Clinics

Oversee the medical unit, ensuring compliance with established regulations, protocols, policies/procedures, and accreditation standards.

Tulsa County Jail, Tulsa, OK

2018

Director of Nursing – Turn Key Health Clinics

Oversee clinical nursing care, infection control activities, and pharmacy management/utilization ensuring compliance with established regulations, protocols, policies and procedures.

Tulsa County Jail, Tulsa OK

2017

Clinical Nurse I – St. Francis Health System

Staff nurse on medical/surgical/telemetry unit

Tulsa, OK

2008 -2017

South Office Manager – Eastern Oklahoma Ear, Nose & Throat

Collaborate with physicians, audiologists, nursing and business office to provide quality patient care.

Maintain clinic budget. Work in cooperation with clinicians and billing to ensure quality documentation.

1999 – 2007

Staff Nurse – Eastern Oklahoma Ear, Nose & Throat

Performed allergy testing and treatment as prescribed by physician. Patient Education. Spirometry testing. Assist physicians with in office procedures. Float nurse in PACU at outpatient surgery center.

Education

1999

Associate in Applied Science in Nursing

Tulsa Community College

James L. Constanzer, MSN, APRN, NP-C

Address: 19 NE 50th ST OKC, OK 73105

Email: ncobb@turnkeyhealthclinics.com

Web: <http://turnkeyhealthclinics.com/>



Work Experience

Quality Assurance Coordinator – Turn Key Health Clinics

Oversees clinical operations for thirty-three jails throughout Oklahoma and Colorado. Provides leadership, supervision, and guidance for Regional Directors and Health Service Administrators. Assists with policy and procedure development and revision with leadership team. Formerly Advance Practice Registered Nurse / Nurse Practitioner for David L. Moss Criminal Justice Center in Tulsa, Oklahoma and Oklahoma County Detention Center in Oklahoma City.

July 2017 – March 2019

Advance Practice Registered Nurse – Hospice Quality Care, Inc.

Conducted face-to-face visits for hospice recertification; provided education and recommendations to patients, families and nursing staff; and collaborated with the interdisciplinary team regarding patients' terminal conditions.

2017

Advance Practice Registered Nurse – Excell Hospice & Home Care

2015 - 2016

Registered Nurse Case Manager – Humana Inc.

2009 - 2014

Registered Nurse Case Manager – Tidewell Hospice

Professional Affiliations / Community Involvement:

Association of Okla. Nurse Practitioners, 2017-2018	American Nurses Association, 2015-2017
American Correctional Association, 2017	International Nurses Association, 2013-2017
Association of Nurse Practitioners, 2016	Florida Nurse Practitioners Network, 2016
Florida Association of Nurse Practitioners, 2016	

Education

2016, Master of Science in Nursing
University of South Florida, Tampa, FL
Adult-Gerontology Primary Care NP

2008, Associate of Science in Nursing
Manatee Community College
Registered Nurse Program

2013, Bachelor of Science in Nursing
State College of Florida
RN to BSN Program

**Adult-Gerontology Primary Care
Nurse Practitioner Certification**
(NPI, DEA, X-Waiver, & Multi-State Licensure)

Rhett Burnett

Address: 19 NE 50th ST OKC, OK 73105
Email: rburnett@turnkeyhealthclinics.com
Web: <http://turnkeyhealthclinics.com/>



Work Experience

2017 - Present

Client Liaison, Risk Manager, Transition Coordinator – Turn Key Health Clinics

Interacts directly with all clients to increase efficiency and build team success. Monitors team performance to ensure compliance for excellence in contract fulfillment. Provides training and guidance for team members and client employees to meet and exceed training requirements and jail standards. Acts as the direct contact point for the client's needs and responds to any/all requests. Handles Risk Management Coordination for Turn Key Health Clinics and Clients.

2009-2017

Undersheriff – Cleveland County Sheriff's Office

Served as the day to day operational executive for the Cleveland County Sheriff's office from 2009 to 2017. Responsible for four divisions including a 574 bed detention center, and a field operations unit. Managed employment issues, all contracts, budget matters, federal grants, inter-agency agreements, and public information officer duties. Provided administrative oversight and had direct supervision of the Administrative division and Reserve

1997-2009

District Investigator – 21st District Attorney's Office – Cleveland, McClain & Garvin

Criminal investigator for the District Attorney for a three county district. Provided criminal investigations for local agencies and for Assistant District Attorneys of all types. Specialized in violent crime. homicide. child sexual abuse/child abuse. narcotics and white collar crimes.

1988 - 1997

Oklahoma University Police Department – Norman, OK

CLEET certified police officer working as patrol officer. Promoted to Corporal and supervised afternoon shift, directly supervising 8 officers. Promoted to Detective and worked as the agencies only Detective until leaving for the District Attorney's office.

1982 - 1988

USAF Security Police – Minot, ND – RAF Upper Heyford, UK – Malmstrom, MT

Performed duties as a Security Specialist, Law Enforcement Specialist, Air Base Ground Defender, Base and Installation Security System Operator, Central Security Controller, Missile Support Fire Team Leader, all in support of USAF mission in the Strategic Air Command and the United States Air Forces in Europe. Honorably Discharged. Served voluntarily in USAF Reserves.

Distinctions

Wayne Martin Award
Law Enforcement Officer of the Year
Marv Abbott Children's House

ADVANCED Certification recipient
Council on Law Enforcement Education & Training

Law Enforcement Officer of the Year
21st District Attorney's Office

Volunteer of the Year
Thunderbird Clubhouse

Kara Black, RN

Address: 19 NE 50th ST OKC, OK 73105

Email: kblack@turnkeyhealthclinics.com

Web: <http://turnkeyhealthclinics.com/>



Work Experience

Vice President of Operations – Turn Key Health Clinics

Responsible for overseeing the day-to-day operation in 15 sites within Arkansas and Missouri. Coordinates with other staff members at several other locations to assist with staffing needs. Complete quarterly audits within the sites, to ensure that policies and procedures are being adhered to. Maintain a working relationship with nurses and Jail administration to ensure a successful nursing unit. Assist nursing staff with questions on responsibilities and standards to ensure the best possible care for patients.

2015 – 2019

Charge Nurse – Turn Key Health Clinics (2018)/Advanced Correctional Healthcare

Conducted face-to-face visits for hospice recertification; provided education and recommendations to patients, families and nursing staff; and collaborated with the interdisciplinary team regarding patients' terminal conditions.

2008-2015

Licensed Practical Nurse, Nettleton Public Schools

Managed care to 300+ students at the elementary level. Basic first aid, medication administration, seizure assessment, diabetes treatment involvement in IEP care plans, work with school administration to have a successful school year.

Education

2020, Registered Nurse

Arkansas State University - Newport

Awaiting to test for RN Boards

2008, Licensed Practical Nurse

Arkansas State University - Jonesboro

Laura Edwards

Address: 19 NE 50th ST OKC, OK 73105

Email: ledwards@turnkeyhealthclinics.com

Web: www.turnkeyhealthclinics.com



Work Experience

September 2019 - Present

Client Liaison – Turn Key Health Clinics

Responsible for new business development, account management, and client relations for Texas and Louisiana clients. Ms. Edwards prioritizes client needs in order to provide exceptional customer service, building meaningful customer relationships.

November 2017 – September 2019

Correctional Account Executive – Diamond Pharmacy and Medical Supply

Duties included ensuring targets were met while staying on time and on budget. Completed cost benefit analysis, managed timelines, devised strategies to target new business, and develop relationships while identifying what the client’s needs are. Work with various departments to prepare proposals, bid sheets, and presentations.

May 2017- November 2017

Marketing Specialist – Diamond Pharmacy and Medical Supply

Accountable for creating email marketing campaigns for all divisions, complete web analysis of all competitors, design, print, finish, and assemble various marketing pieces, prepare and ship trade show items for all conferences, and assist with social media content.

January 2017-May 2017

Intern – Diamond Pharmacy and Medical Supply

Shadowed various positions within the marketing department, kept promotional items inventoried and stocked, assisted in preparing trade show items, and learned various software from Adobe such as Illustrator, In Design, Photoshop, and more.

2017

Bachelor of Science, Eberly College of Business

Major - Marketing

Indiana University of Pennsylvania

Affiliated Associations include:

Business Member

Sheriffs Association of Texas

Louisiana Sheriff’s Association

American Marketing Association

Education



Turn+Key
HEALTH
Inmate Health Care Services



ATTACHMENT E: LETTERS OF RECOMMENDATION

CRAIGHEAD COUNTY
**DETENTION
CENTER**

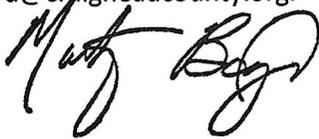
901 Willett Road • Jonesboro, Arkansas 72401 • (870) 933-4526 • Fax: (870) 931-5793

10/03/2022

To Whom It May Concern:

I am writing to inform you of my satisfaction and pleasure working with TurnKey Health. The Craighead County Detention Center has utilized Turnkey Health for approximately 5 years. During this time, they have provided excellent medical treatment and customer service that is second to none. Turnkey Health delivers results for any problems, concerns, or needs that we may have. Their management team strives to provide doctors and nurses that are professional, responsive, and savvy enough to work in a correctional setting. It has been an excellent experience being associated with Turnkey Health and I would recommend this company's services to any of my counterparts and colleagues. We consider Turnkey Health a partner and a team member here at The Craighead County Sheriff's Office and Detention Center. As the Sheriff of the County, I sleep better at night knowing that Turnkey Health is responsible for the medical needs at the Craighead County Detention Center.

If you have any questions, please contact me at (870) 333-5810 or email to mboyd@craigheadcounty.org.



Sheriff Marty Boyd

Craighead County Sheriff's Office and Detention Center



McCLAIN COUNTY SHERIFF'S OFFICE
Landy Offolter, Sheriff

To: Whom it may concern
From: Sheriff Landy Offolter
Date: 08.25.2022
RE: Turnkey Health

The McClain County Detention Center has partnered with Turnkey Health and have worked hand in hand with them since 2014. Turnkey has since been a valuable asset to the inmates and staff at the MCDC. Turnkey works well with our Detention and Administrative Staff on a daily basis and always ensures smooth operations with regard to Medical needs of the inmates.

I have observed Turnkey Staff go out of their way on several occasions to meet the sometimes-complex medical and psychological needs of the patients they encounter here at the facility. Turnkey also consistently provides support via regional and territory representatives as well. These reps frequently reach out to see if there is anything else they can do to make operations run more efficiently.

Turnkey is cognizant of fiscal issues as well. Through their care and dedication, some of our more expensive medication needs are now satisfied through federal funding programs. This saves the taxpayers of McClain County thousands of dollars monthly when we house inmates with these particular medication needs, and it would not have been possible without the hard work and knowledge Turnkey provides.

We would recommend Turnkey health to any Detention Facility with healthcare needs.

Thank you,



Landy Offolter, Sheriff



BOONE COUNTY SHERIFF
Boone County Sheriff's Department
5800 Law Drive Harrison, AR 72601
870-741-8404 FAX: 870-429-1617

August 17, 2022

To whom it may concern:

This letter is in reference and support of Turn Key Health Clinics, LLC. First, I would like to commend Turn Key for the outstanding care that was provided, during what we all can agree was a very chaotic and unprecedented year, during the initial outbreak of CoVid, and their ability to insure that we had the testing supplies needed, to keep our staff and those in our custody safe and monitored effectively.

Although this is an ongoing and continually changing health issue, Turn Key Health and their services haven't faltered.

In addition to CoVid, our facility was in the middle of an expansion during 2020/2021. Our population increased capacity by 50%. Turn Key Health and their representatives were ready to make the changes as needed and had a very large part in making our transition smooth and somewhat seamless. Especially when considering all of the unexpected things and policy changes that were put in place during the pandemic.

I would recommend Turn Key Health Clinics, LLC and their exemplary service to any organization that that is in search of a health service provider.

Sincerely,

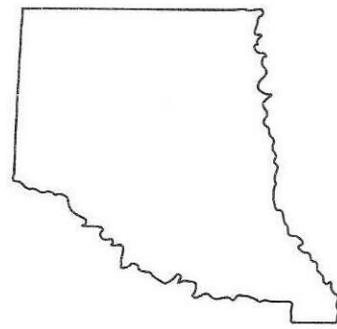
A handwritten signature in black ink, appearing to read "Tim Roberson".

Tim Roberson
Boone County Sheriff

Greg Ray
County Judge
Robert Gentry
Sheriff and Collector

Sevier County

De Queen, Arkansas 71832



Debbie Akin
County Clerk

Kathy Smith
Circuit Clerk

Heather Barnes
Treasurer

Sheila Ridley
Assessor

8/17/2022

In reference to Turn Key Health, I have been under contract with a 3rd party medical since taking office in 2017. The first provider I was with provided a good service but the cost each year varied depending upon the number of inmates we incarcerated. I met with Danny Hickman and he gathered our jail stats and presented me with a quote in comparison to my current provider. Turn Key Health was able to provide a better service at a cheaper price. I have not regretted the change. I have found Turn Key easy to deal with and they are willing to work with me in taking care of our medical needs. I requested that the nurse work different hours throughout the week so that she can't be patterned by the inmates. I have found that my staff doesn't get bombarded with medical request in order to get a trip outside the facility. We have had less send outs since Turn Key has taken over the medical in the jail. I highly recommend Turn Key to anybody that is interested in 3rd party medical in a jail setting.

Sincerely,

A handwritten signature in blue ink, appearing to read "Robert Gentry".

Sheriff Robert Gentry

JEFF NEAL
SHERIFF
BOWIE COUNTY



SHERIFF'S OFFICE

100 North State Line Box 18
Texarkana, Texas 75501
(903) 798-3149
(903) 792-0959 FAX

DETENTION CENTER

105 West Front Street
Texarkana, Texas 75501
(903) 798-3505
FAX (903) 798-3519

August 18, 2022

To Whom it May Concern,

Bowie County took back operations of its jail after 20 years of being run by a private operator on February 12, 2021. We ended up choosing Turn Key Health to provide medical services to our facility. The transition went as flawlessly as possible. The daily medical services provided as well as the communication between our Turn Key Health Representative Danny Hickman and our Lead Nurse Kelly Gilchrist have been great. They both not only look out for the benefit of their employer, but also genuinely care about Bowie County and me. I highly recommend Turn Key Health if you are in the market for medical services in your jail facility.

Sincerely,

A handwritten signature in blue ink that reads "Jeffrey K. Neal".

Jeffrey K. Neal, Sheriff
Bowie County Sheriff's Office
100 North State Line Avenue Box 18
Texarkana, Texas 75501



OFFICE OF
PAYNE COUNTY SHERIFF
SHERIFF JOE E. HARPER

To: Our Law Enforcement Family

From: The Payne County Sheriff's Office

Re: Turn Key Medical Reference

Turn Key Medical has provided inmate health care for The Payne County Jail for approximately 10 years. During that time Turn Key has continually individualized the standards of care to meet the ever-changing needs of this facility. They keep us well ahead of changes in state and federal standards, best practices, and legal updates.

Turn Key's command structure is rock solid, highly organized, dependable, and readily accessible to their law enforcement partners. They maintain redundancy in staffing our facility if their employees are unable to be on shift when scheduled. It has not been uncommon to find Regional Nurse Manager Cindy Bilyeu filling in for an L.P.N. or Director Cooper filling in for our site physician, and inmate health care is only as good as the people tasked with delivering it!

We have worked with different health care providers over the years and are glad to have made the transition to Turn Key Medical. While this facility is bigger and more complex than it has ever been, it is safer and presents less liability than ever before thanks to Turn Key Medical.

Sincerely

Captain Reese Lane



To Whom It May Concern:

I would like to take this opportunity to offer a letter of recommendation for Turn Key Health Clinics.

I am the Owner and Chief Executive Officer of Diamond Pharmacy Services., the nation's largest correctional pharmacy provider, and have worked with Turn Key Health Clinics since 2015 providing pharmacy services to a majority of the facilities they manage. Turn Key provides a high degree of professionalism and is a pleasure to work with. We interact closely as a team to comply with a drug formulary, discuss clinical issues, and conduct comprehensive P&T meetings, in order to help reduce cost and provide the best care.

Over the past few years of our business relationship, Turn Key has proven to be a model customer. They have always been timely with their payments and very efficient in communicating the information necessary to complete the billing in a timely manner for Diamond's contracted services. We have never had any issues with payment. Turn Key is truly a leader in correctional healthcare and is committed to providing the highest quality of care.

I have been extremely pleased working with Turn Key and I would highly recommend them as a medical provider. If you would require further information, don't hesitate to contact me at 800.882.6337 x1003.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark J. Zilner".

Mark J. Zilner, R.Ph.
Owner and Chief Executive Officer
mzilner@diamondpharmacy.com
Office: 800.882.6337 ext. 1003
Fax: 877.234.7050



201 N. Shartel
Oklahoma City, OK 73102
405-713.1000 : 405-713.1908 Fax
WWW.OKLAHOMACOUNTY.ORG/SHERIFF

To: Whom it may concern

Re: **Letter of Recommendation**

I write to give Turn Key Health Clinics my highest recommendation.

When we put our Medical Services Contract out for bid, Turn Key offered a higher level of service at a lower price than our previous national vender.

Since that time, they have delivered a commitment on quality health care and exceptional services. Since coming on board, Turn Key has installed inventive solutions to increase mental health coverage and reduced the agency's financial exposure for off-site inmate medical care.

Turn Key Health is a true partner with the Oklahoma County Sheriff's Office and I highly recommend them.

Sincerely,

A handwritten signature in blue ink that reads 'P.D. Taylor'.

Sheriff P.D. Taylor



SHERIFF VIC REGALADO

UNDERSHERIFF GEORGE W. BROWN

TULSA COUNTY SHERIFF'S OFFICE

303 W. 1ST ST. TULSA OK 74103

April 8, 2019

Flint Junod, CEO

Turn Key Health Clinics, LLC.

19 NE 50th Street

Oklahoma City, OK 73105

RE: Contract Status

Flint,

When I took office in 2016, I was challenged to evaluate the efficiencies of many of the programs of the Tulsa County Sheriff's Office. One of the primary programs that required thorough evaluation was the delivery of inmate health services at the David L. Moss Criminal Justice Center. As you know, our large, national healthcare provider at the time was not meeting all of our expectations.

After receiving your proposal, our review committee was unsure of how Turn Key Health Clinics could deliver on your guarantee to enhance the level of health services provided at our jail while reducing overall costs. Now in our third year of our contract, I am pleased to report you continue to deliver on that promise. The level of corporate support your team provides is something that Tulsa County never experienced with the previous national



SHERIFF VIC REGALADO

UNDERSHERIFF GEORGE W. BROWN

TULSA COUNTY SHERIFF'S OFFICE

303 W. 1ST ST. TULSA OK 74103

providers. Our partnership with Turn Key Health has helped TCSO to enhance our professional image with the citizens of Tulsa County.

I look forward to a long, successful partnership with Turn Key Health Clinics. I would be honored to serve as a reference should other law enforcement agencies consider partnering with your organization.

Sincerely,

Sheriff Vic Regalado

Tulsa County Sheriff's Office



Pulaski County

Office of the Sheriff

Doc Holladay, Sheriff

2900 South Woodrow Little Rock, AR 72204

Tel. 501-340-6600

February 28, 2018

Flint Junod, CEO
Turn Key Health Clinics, LLC.
19 NE 50th Street
Oklahoma City, OK 73105

RE: Thank You

Flint,

I would like to express my appreciation to you, Danny, and the Turn Key Health team for your continued commitment to the Pulaski County Sheriff's Office.

Prior to contracting with Turn Key Health, our administrative command staff met with numerous inmate healthcare providers who were interested in providing services to our inmate population. Ultimately, none of the organizations presented the level of local support and commitment to the program's success as Turn Key Health.

Your leadership team has implemented a professional on-site program, and you have lived up to your commitment to resolve any potential concern immediately as they were presented.

The Pulaski County Sheriff's Office considers Turn Key Health a true partner, and I would be honored to recommend your services to any other agency seeking a true partnership.

Sincerely,

A handwritten signature in black ink that reads "Doc Holladay". The signature is written in a cursive style and is positioned above the printed name and title.

Doc Holladay
Pulaski County Sheriff

DH/llb
cc: file

GARLAND COUNTY
SHERIFF'S OFFICE



Mike McCormick
Sheriff

To: Whom it may concern
From: Chief Deputy S. Elrod
Subject: Professional Recommendation

Date: September 26, 2019

I write this recommendation in support of Turn Key Health Clinics. I have had the privilege of working with Turn Key since 2017; to include bidding processes. During initial proposals, of multiple vendors interested in establishing partnership with the Garland County Detention Center, Turn Key stood out the most. Offering a clear and concise proposal responsive to the submitted RFP.

Through professional staff, committed to client satisfaction, Turn Key has become a trusted source of inmate health services. Any operational areas identified needing adjustment, on-site personnel are quick to respond. Operations are in compliance with Arkansas Jail Standards, Arkansas Juvenile Detention Facility Standards, , Prison Rape Elimination Act Standards, American Correctional Association, and the National Commission on Correctional Health Care.

Turn Key continues to be professional, dependable, knowledgeable, and a readily available organization with 24/7 coverage offered. Based on the foregoing, I believe Turn Key would be a strong candidate for partnership with any agency.

If there are any questions regarding Turn Key, feel free to contact me at (501) 651-7808.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Elrod", written in a cursive style.

Chief Deputy Steven Elrod
Jail Administrator – Garland County Detention Center

Sheriff's Office
525 Ouachita Ave.
Hot Springs, AR 71901
(501) 622-3660
Fax: 1-888-850-8295

Detention Center
3564 Albert Pike Road
Hot Springs, AR 71913
(501) 651-7801
Fax: 1-888-774-8128



KAY COUNTY DETENTION CENTER
Director Don Jones
Dep. Director Harold Hughs
1101 West Dry Road
Newkirk, Oklahoma 74647
Ph: 580-362-3393 Fax: 580-362-3654



June 30, 2016

Contract renewal: Inmate health provider

Turn Key Health Clinics, LLC.
19 NE 50th Street
Oklahoma City, OK 73105

Dear Mr. Junod,

I am please in inform you that our board of trustees voted unanimously again to renew our inmate health service provider contract with your company for FY 2016-2017.

The board and myself discussed your company's on-site nursing and supervisory staff, as well as your personal performance. Without hesitation, and with great praise, everyone agreed what a difference/improvements your medical services have made to our inmate health services.

When our previous medical provider abruptly ended our contract, you all came in and took over without any added expense, delay, or interruption to our inmate medical services. The transition to your company was actually not even noticed, with the exception of the vast improvements made to our inmate medical services, contract administration, as well as your nursing supervision. Our former contract provider, made no on-site visits at all.

Though we are rural county jail, you have never failed to provide us with quality nursing staff, you have reduced our medical transports significantly.

Your company has never failed to perform. You have exceeded our expectations and have provided and performed exactly as you said you would.

I want to personally thank you, and Cindy Bilyeu, as well as your entire administrative staff, for the excellent customer service and personal attention that you all have given to us and I look forward to many more years of our partnership.

If I may be of any assistance to you, please let me know.

Sincerely,

Don Jones, Director
Kay County Detention Center



Sheriff Shawn Holloway

Major Kenneth Paul

Chief Meyer Gilbert

Major Robert Bersi

1300 SW 14th Street Bentonville, Arkansas 72712 Phone: 479-271-1011 (Detention)

479-271-1008 (Admin)

30 September 2019

To Whom it May Concern,

The Benton County Sheriff's Office has used Turn Key Health as our medical provider for the Benton County Detention Center since March of 2018. They have provided appropriate medical care for those in our custody and have an excellent working relationship with our staff. Turn Key Health is receptive to increasing effectiveness and efficiency when issues arise that deviate from routine care. The customer service from the company administrative staff is top notch and issues are handled expeditiously.

The Benton County Sheriff's Office is highly satisfied with Turn Key Health and the services they provide our detention center.

Respectfully,

Major Robert Bersi
Benton County Sheriff's Office

Detention

Criminal Investigations

Patrol

Reserve

Administration

Captain Randy Allsup

Captain Thomas See

Captain Kurt Banta

Captain Neff Basore

Captain Andy Lee, Jr.



BOONE COUNTY SHERIFF'S OFFICE

Sheriff Mike Moore

5800 Law Drive Harrison AR. 72601

870-741-8404

To Whom It May Concern;

Our facility used Southern Health Partners for our jail contract medical for many years. Recently our facility switched to Turnkey Medical for our facility medical needs.

I am very pleased with the results of our decision to change companies.

Turnkey has went above and beyond what we expected. We see our representative regularly along with the head nurse. The company keeps us well informed of any and all aspects of our medical needs.

I would highly recommend Turnkey to any facility wishing to get quality medical for their detention needs.

If you have any questions that I can help with please feel free to contact me.

Thank You,

A handwritten signature in cursive script that reads "Jason Day".

Jason Day

Jail Administrator

CRAIGHEAD COUNTY
**DETENTION
CENTER**

901 Willett Road • Jonesboro, Arkansas 72401 • (870) 933-4526 • Fax: (870) 931-5793

April 12, 2019

Flint Junod, CEO
Turn Key Health Clinics, LLC.
19 NE 50th Street
Oklahoma City, OK 73105

RE: Letter of Reference

Flint,

As you know, I was very comfortable with the program our previous medical contractor was providing when we put the inmate health services out to bid. In fact, when others in our agency were ready change to Turn Key, I was the holdout vote that could have prevented us from moving forward with a partnership with your company.

After two years of working with you, I am glad I decided to give you all a chance. Not only have you controlled the cost of the inmate medical program, but you followed through on supporting our local nurses without causing any major disruptions throughout the transition. In addition, your enhanced corporate support has helped to take our program to the next level.

Thank you for all you and the Turn Key team does to provide a professional program for our facility. I would gladly serve as a reference to other jails who are considering your services.

Sincerely,



Keith Bowers
Craighead County Sheriff's Office



WHITE COUNTY SHERIFF'S OFFICE

Phillip E. Miller ★ Sheriff

April 12, 2019

To Whom It May Concern:

I would like to take the opportunity to commend and recommend Turn Key Health as being an excellent provider of inmate medical services. We had previously used a different company to provide the services now being provided by Turn Key Health and I have found Turn Key Health to be a great resource for our detention center. The response and professionalism by all members of the Turn Key Health staff have been great and I thoroughly enjoy working and partnering with them to provide superior medical services to our inmates.

I would be happy to answer any questions you might have about how Turn Key Health has served our agency.

Sincerely,

A handwritten signature in blue ink, which appears to read "Phillip E. Miller". The signature is fluid and cursive, with a long horizontal line extending to the right.

Phillip E. Miller

Sheriff



WHITE COUNTY SHERIFF'S OFFICE

Phillip E. Miller ★ Sheriff

To: Whom it may concern

April 15, 2019

From: Captain Clayton Edwards
White County Detention Center
Searcy, Arkansas 72143
(501) 278-8050

Re: Letter of Recommendation

I would like to take this opportunity to express my pleasure with Turnkey Health and the service they provide our facility. Turnkey has a staff that stays on top of our Inmates medical needs. Turnkey management goes the extra mile to ensure that we are pleased with the results that we are receiving from the services provided.

I highly recommend Turnkey Health to any facility in need of a medical contractor.

Respectfully,

Captain Clayton Edwards
Jail Administrator
White County, Arkansas



Payne County Sheriff's Office

Sheriff R.B. Hauf

606 S. Husband, Room 106
Stillwater, OK 74074

Phone: 405-372-4522 Fax: 405-372-1440

April 12, 2019

Flint Junod, CEO
Turn Key Health Clinics, LLC.
19 NE 50th Street
Oklahoma City, OK 73105

RE: Letter of Reference

Flint,

When we first met, I was hesitant to believe that Turn Key Health Clinics could deliver the level of services you promised at a lower cost than what we had with our current provider at the time. Now, in the 4th year of our partnership, I appreciate that your organization continues to live up to that promise. Although we've faced many unique challenges in our jail over the past few years, you have ensured your leadership team has continued to help us face those challenges head-on.

I appreciate the level of commitment you and your team provide to the Payne County Sheriff's Office. I look forward to continuing our successful partnership for years to come, and I would be glad to serve as a reference for Turn Key Health Clinics.

Sincerely,

A handwritten signature in black ink that reads "R.B. Hauf".

Sheriff RB Hauf
Payne County Sheriff's Office



Logan County Sheriff's Office

Sheriff Damon Devereaux

216 S. Broad
Guthrie, OK. 73044
Phone 405.282.4100
Fax 405.260.3229

April 11, 2019

Flint Junod, CEO
Turn Key Health Clinics, LLC.
19 NE 50th Street
Oklahoma City, OK 73105

RE: Thank you

Flint,

Logan County made a wise decision to contract the inmate health services to a third-party provider years before I took office. However, the value of the health services contract was one of several responsibilities I assessed early in my administration.

Although some individuals in our agency believed the contract with our current provider at the time seemed adequate, I refused to settle for anything but the best for the citizens of Logan County. Not only was Turn Key Health able to lower the cost of services, but your enhancements have been nothing short of phenomenal. Turn Key's commitment to our agency far exceeds that of our previous provider. Just the fact that you, as the CEO, know our nurses on a first name basis proves that Logan County is not "just another contract" to Turn Key Health!

Thank you for being a true partner to Logan County Sheriff's Office. I would proudly serve as a reference to other agencies considering your services.

Sincerely,

A handwritten signature in cursive script, appearing to read "D. Devereaux".

Sheriff Damon Devereaux
Logan County Sheriff's Office



Turn+Key
HEALTH
Inmate Health Care Services



ATTACHMENT F: CorEMR LETTER OF PARTNERSHIP



Flint Junod
Chief Executive Officer
Turn Key Health Clinics
19 NE 50th ST
Oklahoma City, OK 73105

To whom it may concern:

CorEMR acknowledges that Turn Key Health is in the process of responding to and bidding on a RFP to provide comprehensive medical services for your county correctional facility. CorEMR will work with Turn Key Health and your county to implement our Electronic Medical Records software at the county jail.

CorEMR currently provides over 350 correctional facilities with our EMR software. Our software is completely based on the needs of the correctional environment and very affordable, user friendly, and customizable to each facility. It streamlines the workflow and provides an opportunity for the medical staff to be efficient and provide a higher level of care to patients.

CorEMR has a strong working relationship with Turn Key Health that provides value to the counties that we mutually serve.

Sincerely,

A handwritten signature in blue ink, appearing to read "DeVaughn Guymon". The signature is fluid and cursive, with a long horizontal stroke at the end.

DeVaughn Guymon
CorEMR, President
dguymon@CorEMR.com



Turn+Key
HEALTH
Inmate Health Care Services



ATTACHMENT G: CLAIMS MANAGEMENT SCREENSHOT

PROPRIETARY AND CONFIDENTIAL

Oklahoma County - Claims Management System

Oklahoma County - Claims Management System OC-CMS

Real Time Medical Claims Activity Center



Event Log

Claims Summary

Admissions Summary

Report Center

- View the status of all Oklahoma County events requiring offsite care and medical claims in real time
- Fully customizable layouts and reports
- Summary screens to access event and claims data in easy to read formats

Event Log

The screenshot displays the 'Event Log' interface. At the top, there is a search bar labeled 'Search Records' and navigation buttons for 'Previous' and 'Next' with a page number '2'. To the right, there are buttons for 'Print Report', 'Send by Email', and 'Return to Home'. A logo for 'SHERIFF' is visible in the top right corner. Below the navigation is a table with the following columns: Status of Claim, Event Date, Inmate, Service Type, Reason for Offsite Care, Authorizing Provider, Transport Method, Responsible Party, Denied?, and Denial Reason. The table contains three rows of data.

Status of Claim	Event Date	Inmate	Service Type	Reason for Offsite Care	Authorizing Provider	Transport Method	Responsible Party	Denied?	Denial Reason
Denied	2/28/2018	Janie Doe	ER / Physidan	Seizure	Dr. William Cooper	Deputy/County	DOC	Yes	Pre-existing condition
Paid	3/1/2018	John Doe	Inpatient	Altercation with other inmate	Dr. William Cooper	Ambulance	County	No	
Paid	3/2/2018	Jon Q. Public	Transport	Altered Mental Status, Head	Dr. Ronald Bishop	Ambulance	County	No	

- See an instant summary of all events requiring offsite care
- Expand any record to see detailed information relating to each event, including related claims data
- Search, filter and sort then print or email reports as needed

Claims Summary

Claims Summary

Print Report | Return to Home | Send by Email

Search Records | Expand Record Detail

Status	Date	Patient Name	Provider	Service Type	Reason for Offsite Care	Responsible Party	Denial Reason	Billed Amount
Denied	2/28/2018	Jane Doe	OU Medical Center	ER / Physician	Seizure	DOC	Yes Pre-existing condition	\$3,412.99
Total Billed Amt								\$3,412.99
Avg								\$3,412.99
Paid	3/1/2018	John Doe	St Anthon's OKC	Inpatient	Altercation With other inmate	County	No	\$1,432.12
Paid	1/1/2013	John Doe	Dr Eric Edgar	ER Doctor	Altercation With other inmate	County	No	\$2,034.15
To A/P	1/21/2013	John Doe	KIZ Imaki Q	Diagnostics	Altercation With other inmate	County	No	\$300.01
Total Billed Amt								\$3,366.39
Avg								\$2,112.13
Paid	3/2/2013	Jon Q. Pubic	EMSA	Transport	Altered Mental Status, Head	County	No	\$1,336.00
Paid	3/21/2018	Jon Q. Pubic	OKC X-Ra	Radiology	Altered Mental Status, Head	County	No	\$153.10
Not Received	1/2/2018	Jon Q. Pubic	St Anthonv	ER	Altered Mental Status, Head	County	No	
Total Billed Amt								\$1,489.10
Avg								\$747.01

- Easily search, filter and sort claims by any field or date range
- Select any claim to expand the record and view all details (see Event Detail screen)
- See all relevant data at a glance including payment summaries
- Fully customizable to suit your preference

Admissions Summary

Admissions Summary

Search Records Previous Next 2 Expand Record Detail Print Report Send by Email Return to Home

Status of Claim	Service Date	Inmate	Provider	Admit?	Days in Hospital	Discharge Date	Service Type	Reason for Offsite Care	Responsible Party	Denied?	Denial Reason
Denied	2/28/2018	Jane Doe	OU Medical Center	No		2/28/2018	ER / Physician	Seizure	DOC	Yes	Pre-existing condit
Paid	3/1/2018	John Doe	St Anthonys OKC	Yes	1	3/1/2018	Inpatient	Altercacion with other inmate	County	No	
Paid	3/2/2018	Jon Q. Public	EMSA	n/a	2	3/2/2018	Transport	Altered Mental Status, Head	County	No	

Grand Total Days in Hospital: 3 Grand Total Billed Amt: \$ Avg: \$

- Create an instant summary of all offsite events resulting in hospital admissions
- As with all data presented in the Claims Management System - search, filter and sort then print or email reports as needed
- All layouts and reports are fully customizable to suit the County's preferences