



PROPOSAL

For

Inmate Health Care Services Proposal

RFP# 20-029

At the

Broomfield Detention Center



City and County of Broomfield
Attn: April Cooke, Senior Procurement Agent
One Descombes Drive
Broomfield, Colorado 80020

September 15, 2020



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Oklahoma City, OK 73105
(405) 516-0276
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September 15, 2020

City and County of Broomfield
Attn: April Cooke, Senior Procurement Agent
One Descombes Drive
Broomfield, Colorado 80020

RE: RFP #20-029 Inmate Health Care Services

To Whom It May Concern:

Turn Key Health Clinics, LLC (Turn Key) is committed to serving law enforcement and officials who generously serve their communities. As an organization who values the sacrifices you make every day, we sincerely thank each of you for making the City and County of Broomfield a safer community for your citizens.

Turn Key's "**Regional Base, Regional Focus**" model has propelled us to become **the trusted source** for cost-effective, professional inmate health services for jails in within our region. Our client focused approach has allowed us to establish professional partnerships with **OVER FIFTY** correctional facilities in the South-Central region of the United States with a collective population that exceeds **15,000 inmates**. With **four contracts in Colorado, including Logan County which was previously operated by Broomfield's current provider**, we are well versed in operational requirements that are unique to Colorado and are positioned to provide an enhanced level of services for the City and County of Broomfield.

Our team could submit an elaborate proposal full of "cut-and-paste" standardized language like many of our competitors, but this approach would require us to employ a team of professional proposal writers whose excessive salaries would ultimately be passed onto our clients. We also believe this approach is not the best use of time and resources of our team members or the City and County of Broomfield's proposal evaluation committee. Therefore, you will find our response to be concise, yet responsive.

We are confident that after you examine the details of our program and review the numerous letters of recommendations from our clients, you will find that Turn Key's proposal will achieve highest scoring compatibility ratings established by City and County of Broomfield due to:

- ✦ **Prior Corporate experience relating to onsite healthcare contracts**
 - ✓ 10 years of corporate correctional health experience
 - ✓ Over 50 correctional health contracts, including 4 in Colorado
 - ✓ Experience with correctional facilities ranging in size from 25 – 1800 beds
 - ✓ Eighteen operations of very similar size to Broomfield Detention Center

- ✓ History of seamless transitions

✦ **Understanding of the Requirements**

- ✓ Fully responsive to the RFP and Scope of Work
- ✓ Clear, concise and free from elaborate “cookie cutter” language

✦ **Recruitment and Staffing**

- ✓ Regional focus allows for local resources
- ✓ Numerous regional float nurses available in times of vacancies

✦ **References**

- ✓ All of our clients are references
- ✓ Include numerous clients who replaced our competitors with our services
- ✓ Turn Key has never been replaced by a competitor

✦ **Quality Improvement, Utilization Review, & Risk Management**

- ✓ Unique oversight systems
- ✓ Exceptional litigation record
- ✓ Experienced in-house correctional health representation

✦ **Cost**

- ✓ Enhanced programs reduce overall cost
- ✓ Minimal, yet appropriate overhead
- ✓ Regional Focus reduces unwarranted cost of travel

Once again, thank you for your commitment to the citizens of the City and County of Broomfield. We look forward to your response.

Sincerely,



Flint Junod
Chief Executive Officer
Turn Key Health Clinics
fjunod@turnkeyhealthclinics.com
405-537-7954



COMPREHENSIVE INMATE MEDICAL SERVICES

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SECTION II

SERVICE PLAN

Turn Key Health Clinics, LLC (Turn Key) is honored to present our program to the leadership team of the City and County of Broomfield (CCOB). We know that choosing the right partnership with an independent correctional health provider is a decision CCOB does not take lightly. However, we commend your decision to explore additional partnership options that will ensure the delivery of healthcare at the detention center meets the latest healthcare standards, reduces CCOB's liability exposure, and operates within the financial constraints of a limited budget. Turn Key believes these goals are best achieved through a regional approach. Our regional model allows our leadership team to take a "hands on" approach with all our operations without requiring excessive overhead, elaborate national marketing campaigns, and unnecessary travel expenses. This ultimately allows us to invest resources where they are best spent and most needed—at the facilities we serve, at an affordable price. As a result, Turn Key has been chosen over our competitors time and time again, and we are confident that we are best positioned to provide an enhanced level of services for Broomfield Detention Center within a budget that is unmatched by anyone in our industry.

"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

Turn Key has replaced our competitors at more than half of the contracts in which we operate. 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 partnership we provide. Our record includes:

- ✓ Replaced Health Care Partners Foundation in Logan County, Colorado
- ✓ Replaced Southern Health Partners at 6 County Operations
- ✓ Chosen over CorrHealth at a minimum of 6 County Operations



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- ✓ Never lost a contract to another correctional health provider

Turn Key's financial resources are as secure as any of our competitors. Our policies and procedures have been proven successful at more than 50 different correctional facilities. We would put our litigation record against any competitor. In fact, our experience and record of delivering service is as impressive as anyone in the industry, but what really sets Turn Key apart is our commitment to law enforcement agencies within the region we serve.

From the beginning, Turn Key has resolved to not become "just another large nationally focused correctional health company." We acknowledge we cannot provide the same level of service to correctional facilities in California or Florida as we do to our partners in our region. Therefore, our exclusive commitment to the facilities in our region allows our leadership team to remain "hands-on" with every facility. We are confident that no other correctional health company can match the level of support we will provide the Broomfield Detention Center (BDC).

This proposal is effective for 180 days after the proposal closing date of September 15, 2020.

2.1. Services Provided

Proposals for inmate health services become excessively lengthy due to an inaccurate assumption that *"the more you write, the more qualified you appear."* In reality, we believe the effectiveness of an inmate health program can be demonstrated through three measures:

- 1. Providing adequate and consistent levels of appropriately 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**

Turn Key's program for CCOB will deliver all three of these. All of our personnel will be licensed and credentialed to work within the scope of practice in which they are assigned. Team members will receive orientation to BDC detention policies in addition to Turn Key's policies, which are based on NCCHC and community health standards. CorEMR will be



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utilized for documentation in accordance with applicable laws and documentation guidelines.

Turn Key acknowledges and agrees to the requirements set forth in the RFP.

Services will include, but are not be limited to:

- ✓ 7 days a week onsite health services
- ✓ Timely initial health screenings by qualified personnel
- ✓ Comprehensive examinations, as indicated
- ✓ Access to daily sick call triage with appropriate follow-up care, as indicated
- ✓ Consistent clinical provider (MD, DO, APRN, PA) services
- ✓ Qualified nursing services (RN)
- ✓ Mental health screenings
- ✓ Coordinated care with the facility's mental health team
- ✓ Management of alcohol and/or drug detoxification and withdrawal in a safe manner
- ✓ Chronic care and special needs management (diabetes, hypertension, seizure disorder, HIV, etc.)
- ✓ Segregation monitoring, as indicated
- ✓ Onsite specialty services (x-ray, ultrasound, lab), 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 Colorado 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
- ✓ Administration of health and detention personnel health programs (TB skin tests, flu vaccine, etc.)
- ✓ Educational programs for inmates, health personnel, and detention personnel



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- ✓ Discharge planning and community coordination
 - ✓ Quality Assurance measures including administrative committee meetings
 - ✓ Appropriate, timely and consistent communication with CCOC administrative personnel
-
- **Physician Services** – Turn Key currently employs numerous full-time and part time correctionally trained providers for our operation. A provider will conduct a weekly clinic and will be available on-call for emergencies 24 hours a day.
 - **Nursing Services** – Turn Key understands the delicate balance of providing adequate nursing services while adhering to the tough budgetary constraints of our clients. Due to our extensive regional resources, we are able to overcome this challenge for our clients. Our nursing services will include a minimum of RN coverage 7 days a week.
 - **Pharmaceuticals** – Turn Key has exceptional working relationships with several correctional pharmaceutical providers. Details of pharmaceutical pricing is included in the Cost Proposal Form.
 - **On- and Off-Site Services** – We will provide as many specialty services (lab, x-ray, ultrasound) at the facility as possible to reduce the risk associated with off-site transport. When off-site services are required, we will coordinate appropriate services and will maintain open communication with the off-site providers until the patient is returned to the facility.

We realize BDC is burdened with the coordination of transportation and security detail when inmates are transferred to the community for services. Turn Key has a proven record of reducing offsite transports in complex correctional systems. According to facility statistics, ***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 assuming operations of the medical program at their facility. Tulsa is just one of many examples of where we have reduced the burdens associated with offsite services for our clients. Because of this, Turn Key proposes a pass through model for offsite and specialty services costs to further reduce unwarranted financial exposure.

- **Medical Supplies** – Turn Key will provide all disposable, non-durable medical supplies for patient care.



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- **Medical Waste** – Turn Key will be responsible to ensure all medical waste is disposed of in accordance with State and Federal Guidelines.
- **Medical Records** – Medical records will be managed and maintained separately from the jail records in an independent, third-party electronic health record (CorEMR). The Sheriff’s Office will be the owner of the medical records and Turn Key will serve as the custodian. Thus, the Sheriff and the Jail Director will be provided access to the records and copies will be produced upon request.
- **Co-Pay Charges** – Turn Key will cooperate with BDC administration to provide sufficient documentation in order to collect applicable co-pay charges for medical services.
- **Administrative and Management Services** – Turn Key will manage correctional health administrative services. Cost Containment, Quality Improvement reviews, Utilization Management of Off-site and Specialty Services, Risk Management Reviews, and State and Federal compliance to regulatory statutes and laws such as PREA and HIPAA will all be part of the oversight management services.
- **Statistical Reports** – Turn Key will provide statistical reports and analysis to Jail Administration in a timely manner upon request. Upon the award of the contract, Turn Key leaders will meet with CCOB administration to finalize a format for the reports. Periodic administrative meetings will be scheduled to review the medical operation performance.
- **Security Policies and Procedures** – All Turn Key employees working at the BDC will be expected to adhere to the security policies and procedures. Our employees will be advised that failure to adhere to our client’s policies can result in immediate termination.

2.2. Transition Preparation and Program Compatibility

Turn Key has transitioned the healthcare program from our nationally focused competitors numerous times, and successfully has transitioned services from Broomfield County’s current provider to our services in Logan County, Colorado. We have provided glowing recommendations from several of these Sheriffs and Facility Administrators with this proposal.



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We have become accustomed to transitioning inmate healthcare programs within a short amount of time. The majority of our contracts have been transitioned within 30 days of award notification, and on a number of occasions we have transitioned multiple facilities at the same time.

- ✓ When Turn Key was awarded the Rogers County contract in Oklahoma, 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 request, and we had a fully functional 24/7, ACA based program operating in less than a week.

"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

- ✓ On July 1, 2015, Turn Key transitioned programs at four facilities simultaneously. 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 of our clients' transitional timelines without disrupting their day-to-day operations.
- ✓ Turn Key began providing services at two large 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 of the ownership team) for both 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 ours in 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 programs at six programs across four states. One of these programs was with a large, national correctional health provider prior to switching to our program. As a testament to our excellent teamwork and experience, were able to meet all of our clients' transition timelines without disrupting any day-to-day operations.



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- ✓ This year, we have successfully transitioned programs during the **COVID-19 pandemic**, without any interruption of services or exposure to infection during or after the transition.

A condensed transitional period for BDC would not raise any concerns for our leadership team. Once a notification of award has been issued, we will immediately contact the BDC administrators to provide an update on our transitional progress and to coordinate our next steps. Our detailed Transition Plan is included in **Attachment A**.

2.3. 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

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

Major Robert Bersi, Benton County Sheriff’s Office

exemplary operational oversight and corporate support for each of our clients. In addition, 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. They 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.

April Farmer will serve as the Client Liaison for BDC program. Prior to becoming a Turn Key Client Liaison, April was the Senior Vice President of Business Development for Justice Benefits. In this role she served numerous Sheriff’s Offices and government entities. April’s proven experience with understanding the needs of correctional clients is extremely valuable for ensuring CCOB will receive the very best of the services Turn Key has to offer.



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2.4. Recruitment and Retention Program

Most correctional health companies utilize conventional recruitment tools such as advertising on Indeed.com, LinkedIn.com, and Facebook to hire health personnel. However, these tools generally only provide candidates who have recently terminated a position or are seeking a career change. Although we have recruited a number of team members through these tools, most top-level professionals in stable positions are not seeking employment through online job postings.

Prior to bidding on the Tulsa County contract at the David L. Moss Criminal Justice Center, Turn Key was aware that the Health Services Administrator, the Mental Health Administrator, and the Psychiatrist position had experienced high turnover. We believe it is nearly impossible to stabilize a health program unless these three critical positions have long-term security. Before Turn Key's contract was even finalized, we were able to recruit an HSA with more than 13 years of correctional administration experience with the Oklahoma DOC, a psychiatrist with extensive forensic experience and a successful private practice, and a psychologist who had built an exceptional reputation with the Oklahoma DOC and the Juvenile Justice system to serve in these three key leadership roles. ***Not one of these professionals was entertaining a career change when we approached them about our opportunities, and we confirmed that our predecessor in Tulsa had never contacted any of the candidates about their openings in these critical positions.*** Turn Key's proven ability to persuade qualified professionals to leave stable positions and join our team demonstrates how our approach to recruitment at a regional level exceeds the conventional methods used by our nationally focused competitors.

In addition to our successful site-level recruitment record, Turn Key has also succeeded in recruiting some of the correctional industry's top administrative and clinical leaders. These professionals include but are not limited to: Flint Junod (CEO), a former Vice President for a large national correctional health company; William Cooper (CMO), the former Chief Medical Officer for the Oklahoma DOC; Allie Ah Loy (General Counsel), a former partner at a prominent law firm who specialized in defending correctional healthcare practices; and Rhett Burnett (Risk Manager, Transition Coordinator, and Client Liaison), a former Undersheriff and DA investigator. All of these professionals left well-established, lucrative positions to join Turn Key because they believed in our vision and philosophy.

Retention of Existing Personnel: If there are employees the County would like to retain from the previous facility or current services, Turn Key welcomes the opportunity to retain existing



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site personnel when we transition services to our program. During each transition, we meet with the members of the existing health team and extend individual offers of continued employment to those who express interest in continued employment and have the appropriate credentials. Those individuals who receive offers of continued employment can expect comparable pay, and in most cases, a notable pay increase. Existing personnel are also given the opportunity to provide input regarding the transition process. Thus, most of the existing personnel welcome the change in employment to Turn Key. However, if existing personnel choose not to continue employment with Turn Key, we always have professional personnel ready to work from the very first day of our contract.

Float Nurses and Supplemental Personnel: In addition to our regular onsite personnel, Turn Key currently employs full-time, multi-state float nurses and nurse managers for the region we serve. These elite positions are held by site-level proven employees willing to support our company at a higher level. Our float nurses are not assigned to any specific facility, so they are readily available to cover any of our operations should the need arise.

2.5. Credentialing Process

Turn Key employs fully licensed and credentialed personnel for our operations. Potential employees for our CCOB operation will be required to present proof of an active Colorado 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.*** Turn Key also monitors certifications on a monthly basis to ensure lapses do not occur. The verifications of employee credentials are accessible at the site level through our online verification program. BDC administration will have full access to review our employees' credentials upon request. Turn Key also understands that, due to the sensitive nature of a detention center's operation, a background check will also be part of the credentialing process for prospective Turn Key employees.

2.6. Policy and Procedure Development

Turn Key's policies, procedures, and clinical guidelines utilized at BDC will be based on standards established by the NCCHC, ACA, and several best practices recognized by community health organizations. All of our policies will be compliant with applicable State and Federal law and guidelines. However, Turn Key does not take a "one-size-fits-all"



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approach to implementing our policies and procedures at the facilities we serve. Although it is very convenient for a healthcare provider to expect a facility to accept and implement their corporate policies “as is,” we do not believe it is right to request a client to exclusively adapt its operation for our benefit, our emphasis will always be focused on maintaining appropriate standards compliance with as little disruption as possible to the detention operation. Members of our team will meet with BDC key personnel to review policies prior to the transition. Our clients have expressed appreciation for our preparatory approach as opposed to addressing potential conflicts as situations occur.

2.7. Collaborative Mental Health Programs

Turn Key will collaborate with Community Reach Center, BCD’s current mental health care provider, to provide services such as mental health screening support, prescribed psychotropic medication, and assisted discharge planning.

2.8. Medication-Assisted Treatment

Medication-Assisted Treatment (MAT) combines 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 abuse, 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).

Like many of our competitors, Turn Key has provided MAT treatment to pregnant females, as appropriate, for several years. Turn Key has also recently started extending MAT services beyond the pregnant inmate population, when appropriate, at some of our facilities.

We look forward to working with the CCOB operation to explore similar MAT programs in an effort to combat addiction relapse and recidivism among the BDC inmate population.

2.9. CorEMR Partnership



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CorEMR is the most trusted electronic health record platform in the correctional health industry. Turn Key has established an excellent working relationship with CorEMR through its implementation at many of our current operations, including those in Colorado, and we intend to utilize CorEMR as our health record. CCOB can be assured that once CorEMR is implemented, any concern about a healthcare provider utilizing their internal record system as a means to hold them hostage is 100% eliminated.



Turn Key's version of CorEMR allows for site-specific adaptation at the BDC, unlike the "company-wide" systems utilized by some of the national providers. We will adapt the forms and schedule "triggers" to meet the unique needs of the BDC Facility based on input provided by the facility's existing health personnel and the detention administration.

We will also utilize the valuable statistical functions of CorEMR to collect and analyze statistical data for the BDC. Reports generated by Turn Key will be provided to detention administration on a regular basis and to identify any trends that may need further study if the county elects to choose the electronic records option.

2.10. Specialty and Offsite Care Utilization

Correctional health providers often present elaborate concepts intended to convince prospective clients they have THE program that will reduce the burden of offsite medical costs. In contrast, Turn Key's plan is very simple. First, we enhance the delivery of care provided onsite. Second, we eliminate barriers that hinder the exchange of relevant patient health information with hospitals and community providers.

When offsite services are required, the operation and financial impact can be minimized through an appropriate and timely exchange of patient health information. Today's technology has made it possible for healthcare providers to verify a patient's recent treatment in an instant. Considering inmates have some of the most complicated health conditions in our society, Turn Key believes timely access to a patient's community treatment is essential for the appropriate continuity of care. Turn Key is a participant in Health Information Exchange (HIE) programs at several of our operations. With an accurate



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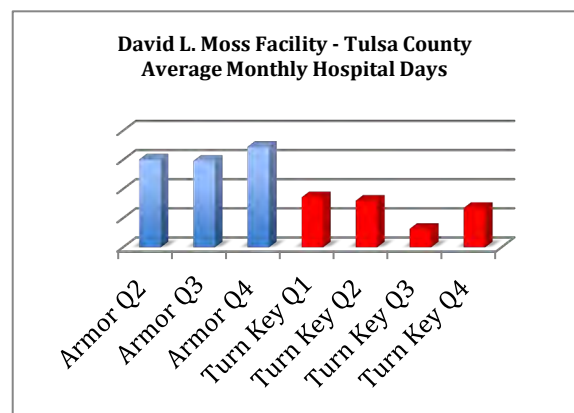
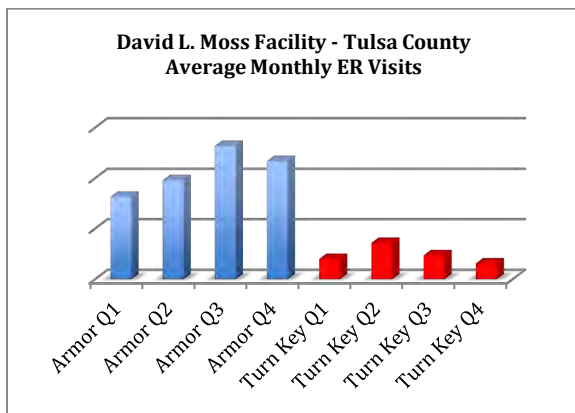
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record of community care, our providers have been able to provide more effective continuity of care plans from the time of booking, which in turn has helped to reduce the need for emergency room visits, hospitalizations and specialty service consultation. We expand further on this concept in **2.11 - Health Information Exchange and Community Linkage**.

Turn Key has concrete evidence of how our simplistic approach has dramatically reduced unwarranted offsite costs, specifically at facilities that were previously managed by Armor. According to statistics maintained by the facility, ***Tulsa County experienced a 77% reduction in monthly Emergency Room transfers and a 35% reduction in monthly hospitals days*** within the first few months of Turn Key replacing Armor’s program. To further highlight our success, ***the annual offsite expenditures have remained well below the established Aggregate CAP since we started our contract. This is an accomplishment that had not been realized for at least 4 years prior to Turn Key taking over the program!***

In addition to the cost savings associated with fewer hospital claims, Tulsa County 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 annual reduction of more than \$175,000.00 of excessive offsite security pay.***



Some 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. Two of these indicators are a reduction of sentinel events and a decline in health-related grievances. According to facility statistics, ***sentinel events declined by 60% and the***



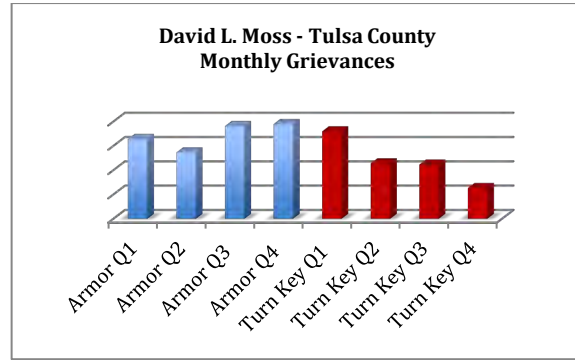
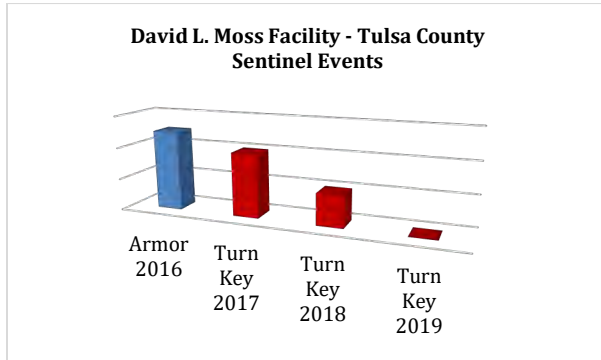
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number of healthcare related grievances declined by more than 31% in the first year after Turn Key took over the health services program.



Tulsa County’s success story is not an anomaly. Similar results were also evident shortly after we assumed operations from Armor in Oklahoma County. According to facility statistics, ***the ER visits in Oklahoma County were reduced by 19%, and hospital days were reduced by 73%. Likewise, sentinel events were also reduced by more than 50%.***

Results like these are not just coincidences, nor are they the result of some elaborate marketing concept. Simply, they are the result of exceptional care and appropriate communication. They are also a reason why most of our clients choose to eliminate unwarranted costs associated with offsite and specialty services as part of our contract. Our pricing model detailed in Exhibit C is reflective of this model which eliminates all incentives for Turn Key to make additional profit on offsite services for CCOB.

2.11. Health Information Exchange and Community Linkage

Since the traditional “release of medical information” process can take several days to obtain established treatment plans for patients, a breakdown in a patient’s continuity of care can sometimes occur. Unfortunately, this can lead to adverse treatment outcomes, an increase in emergency room visits and hospitalizations, and potentially sentinel events. **Health Information Exchange (HIE)** networks allow healthcare providers to exchange authorized patient information electronically. With HIE access, providers can often find a patient’s prior treatment information almost instantly. Thus, this allows for enhanced continuity of care.



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HIEs have proven to be instrumental tools for healthcare providers in a correctional setting. Turn Key participates in MyHealth and SHARE networks at a number of jails we serve, and have found them to be beneficial for:



Verification of medications during the intake process, specifically when a patient is unsure of name or dosage of a medication



Reviewing prior laboratory and diagnostic results during onsite chronic care clinics



Monitoring a patient's treatment progress while they are offsite in a community hospital



Ensuring the continuity of a treatment plan when a patient returns to the facility from a community hospital or specialty provider

Turn Key is in the process of implementing a partnership with CORHIO in Weld County, Colorado, and we will continue to work with **CORHIO**, the health information exchange currently used by BDC.

2.12. Claims Management for Offsite Care

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 CCOB will find our claims tracking system to be a beneficial tool.*** Designated CCOB 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 F**. 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.

2.13. Pharmaceutical Management



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Turn Key has established professional relationships with several correctional-focused pharmaceutical providers, including Diamond Pharmacy.

We intend to reduce the long-term burden of pharmaceutical costs for CCOB with our unique model. Our acquisition cost arrangement is unlike many 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 Diamond will be our primary pharmaceutical provider, we utilize three other corrections-focused pharmacies to procure 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.



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ATTACHMENT A: TURN KEY TRANSITION PLAN

TURN KEY HEALTH CLINICS TRANSITION / START-UP PLAN

9/14/2020 15:47

Facility: CITY & COUNTY OF BROOMFIELD, COLORADO

TRANSITION TEAM LEADER: Rhett Burnett/Donna Newman				Start Date: BID AWARD
TEAM MEMBERS: Donna Newman (V.O), Nicole Cobb (CCE), Flint Junod (CEO), Rhett Burnett (Transition Manager), April Farmer (Client Liaison), William Cooper (CMO), Kathi Calton (HR), Mlajuwomi (Personnel), Jesse White (Finance), Kendra Schneider (Regional Nurse Manager), Allie Ah Loy (Legal Counsel)				Transition Manager: Rhett Burnett
ACTION ITEM	ASSIGNED TO	TARGET DATE	CURRENT STATUS	NEXT STEP / COMMENTS
CONTRACTUAL IMPLEMENTATION				
Finalize Contract Terms	AAhLoy	NLT 30 prior start		(Upon award of Bid, Target Dates/Status will be set)
Finalize General Liability/Malpractice/Work Comp Coverage for the site/Provide Verification to Client	JWhite	NLT 30 prior start		nt Dolly
Obtain Required Permits?	JWhite	NLT 30 prior start		
Create Accounts Receivable/Payable Database for Site	JWhite	NLT 30 prior start		
PERSONNEL				
Designate Onsite Startup Team & Assign Responsibilities	RBurnett	NLT 45 prior start		
Conduct Salary Survey of Region to Identify Competitive Pay Ranges	DNewman	NLT 45 prior start		
Obtain a List of Current Medical/Mental Health Personnel	DNewman	NLT 45 prior start		
Set Up Meet & Greet Date with Client & Current Employees	AFarmer	NLT 45 prior start		
Conduct Interviews with Current Staff	KSchneider	NLT 45 prior start		
Send Offer Letters To Existing Qualified Personnel & set Deadline For Return	DNewman	NLT 30 prior start		
Notify Recruiting of Additional Staff Needs & Post Positions on INDEED & any Additional Recruiting Venues	MLajuwomi	NLT 45 prior start		
Finalize Professional Physician & Midlevel Coverage	DNewman	NLT 30 prior start		
Finalize Professional Psychiatric Coverage	DNewman	NLT 30 prior start		
Secure On-site Dental Services	WCooper	NLT 30 prior start		
Notify Benefit Providers Of the Contract	JWhite	NLT 45 prior start		
Appoint HR Personnel New Hire & Benefit Enrollment	KCalton	NLT 30 prior start		
Distribute New Hire & Benefit Paperwork To All Personnel w/Deadline	KCalton	NLT 30 prior start		
Verify New Hire Paperwork Has Been Processed	KCalton	NLT 30 prior start		
Verify Benefits For Employees Will Be Active Day 1 of Contract	KCalton	NLT 30 prior start		
Conduct New Hire Orientation/Policy & Procedure & Form Training	KSchneider	NLT 15 prior start		

Identify/Conduct Any Security Training Required	KSchneider	NLT 15 prior start		
Provide Turn Key Leadership Training to the H.S.A. & D.O.N.	DNewman	NLT 15 prior start		
Ensure Employment Posters Are Posted	DNewman	Start Date		
Establish Staffing Schedule & Post Assignments	DNewman	NLT 7 prior start		
Post Schedule at Least 1 Week Prior to Start Date	DNewman	NLT 7 prior start		
ON-SITE SERVICES				
Conduct Inventory of Disposable Supplies & Order Additional Supplies As needed (Medical/Dental)	KSchneider	Start Date		
Confirm Functionality of Durable Equipment (EKG/AED/Nebulizer/Dental Chair/Autoclave/O2 Concentrators/O2 Tanks/Gurney/Backboard	KSchneider/Burnett	NLT 30 prior start		
Verify Existence of Emergency Bags & Disaster Bags & if they will Transfer	KSchneider	NLT 30 prior start		
Conduct Inventory of Office Furniture/Equipment/IT	RBurnett	NLT 45 prior start		
Verify the Sharp & Instrument Count is Accurate the Day of Transition	DNewman	Start Date		
Meet with Client to Discuss Any additional Equipment Needs That have Been Identified	RBurnett	NLT 45 prior start		
Provide Proposed Site Specific Policies & Procedures to Client Administration	DNewman	NLT 15 prior start		
Meet with the Client to Discuss any Conflicts between Turn Key's Policies & Security's Policies	AFarmer/DNewman	NLT 15 prior start		
Implement Policies & Procedures / Forms Manual	DNewman	Start Date		
Implement Operational Manuals (Infection Control, BBP, Infirmary, Clinical Guidelines, CQI, Etc.)	DNewman	NLT 30 prior start		
Implement Operational Log Books (Sick Call, Provider Clinic, CCC, Walk-In Clinic Encounters, Sharps, Narcotics)	DNewman	NLT 30 prior start		
Verify Current Medical Record Process & Print Forms/Protocols	DNewman	NLT 7 prior start		
Identify & Contract Lab Provider	DNewman	NLT 45 prior start		
CLIA Waiver Verification (Lab Services)	DNewman	NLT 45 prior start		
Identify & Contract Dialysis Provider (As Applicable)	DNewman	NLT 45 prior start		
Identify & Contract On-Site X-Ray & Ultrasound Provider	DNewman	NLT 45 prior start		
Identify & Contract O2 Provider	AFarmer	NLT 45 prior start		
Identify & Contract Medical Waste Provider	AFarmer	NLT 45 prior start		
Post Emergency On-Call List Prior to the First Day of the Contract	DNewman	NLT 3 prior start		
Check on Dates for any Community Meetings/Boards Regarding Jail Health Services	KSchneider	NLT 30 prior start		
Schedule the First CQI & MAC Meetings	DNewman	NLT 7 prior start		
Schedule the First Monthly Staff Meeting	DNewman	NLT 7 prior start		

Devise Transfer of Care Plans for all Infirmiry & Hospital Patients	KSchneider	NLT 7 prior start		
PHARMACY				
Designate Pharmacy Vendor	KSchneider	NLT 45 prior start		
Identify Back Up Pharmacy Availability	KSchneider	NLT 45 prior start		
Inventory Current Meds. Verify Current Inventory Will Transfer	KSchneider	NLT 45 prior start		
Discuss the Need for Any Medication Disposal Needs with the Client	AFarmer	NLT 45 prior start		
Verify Sufficient Stock Medication Supply is Adequate for Start-Up	KSchneider	NLT 45 prior start		
Order any Required Patient Specific Medication	KSchneider	NLT 45 prior start		
Post DEA/License for Pharmacy & Providers	KSchneider	Start Date		
Order Med Carts & Treatment Carts as Needed	KSchneider	NLT 45 prior start		
Implement Pharmacy P & P Manual	DNewman	Start Date		
Perform Pharmacy Training	DNewman	NLT 45 prior start		
Obtain MARS for Existing Patients for 1st Month	DNewman	NLT 45 prior start		
Verify the Narcotic Count is Accurate on the Day of Transition	DNewman	NLT 45 prior start		
Schedule Initial On-Site Pharmacy Audit	KSchneider	NLT 45 prior start		
OFF-SITE SERVICES				
Identify Hospitals/Meet with Admin	KSchneider	NLT 45 prior start		
Obtain a List of Current Specialty Service Providers (OB, Ortho, Oral, ETC)	KSchneider	NLT 45 prior start		
Contact & Contract with Specialty Providers as Required	DNewman	NLT 30 prior start		
Verify Client Understanding of State Statutes for Payment & Cap	AFarmer	NLT 30 prior start		
Add Contract to Realtime Online Claims Tracking System	JWhite	NLT 45 prior start		
Notify UM/Claims Department of the Contract Start Date	JWhite	NLT 45 prior start		
Inform Claims Department of Contract Aggregate/Catastrophic Limits	JWhite	NLT 45 prior start		
INFORMATION TECHNOLOGY				
Identify any Computer/Phone/Fax/Printer Needs & Discuss with Client	RBurnett	NLT 45 prior start		
Identify Internet Access & Responsibility for Maintenance	RBurnett	NLT 45 prior start		
Identify Electronic Health Records (EHR) Capabilities & Establish Timeline for Implementation	RBurnett	NLT 45 prior start		
Complete Forms Generation & Triggers that are Applicable in the Electronic Health Record (EHR)	RBurnett	NLT 7 prior start		
Establish Date for E.H.R. Training	KSchneider	NLT 30 prior start		

Identify & Establish Access to the Local Health Information Exchange Network	KSchneider	NLT 30 prior start		
Establish TeleHealth Network Onsite	RBurnett	NLT 45 prior start		
Identify any other I.T. Needs	RBurnett	NLT 45 prior start		
Request Email Addresses for Applicable Site Personnel	RBurnett	NLT 45 prior start		
MISCELLANEOUS				
Identify Current Accreditations (NCCHC/ACA) & send Required Notice	AFarmer	NLT 45 prior start		
Schedule First Mock Survey (As Applicable)	DNewman	NLT 15 prior start		

ADDITIONAL NOTES



SECTION III
TURN KEY'S UNDERSTANDING OF REQUIREMENTS
(SCOPE OF WORK)

3.0. INMATE RECEIVING/INTAKE

Perform during the receiving/intake screening process, and when requested, inmate orientation and information from staff on site as to how to access healthcare services while housed at the facility. Non-English speaking inmates will receive verbal and/or written instruction, in a language they understand, on how to access healthcare services in the facility. Orientation will include:

- The purpose of receiving history and physical evaluation, provision of emergency services, pharmaceutical services and policies, and infirmary and inpatient care*
- The procedures for sick call and the times they are held during the week*
- The procedures for obtaining healthcare services*
- How to file a healthcare grievance*
- Information on oral hygiene (how to brush your teeth)*

Turn Key Acknowledges and will comply with these RFP requirements.

Upon intake to the facility and during the receiving screening, Turn Key will educate all inmates on the Sick Call process and times they are held, and how to request medical, mental health, or dental care services, and how to file a healthcare grievance. Additionally, we will inform inmates of the importance and purpose of receiving their medical history, a physical evaluation, and explain the provision of emergency services, pharmaceutical services and policies, and infirmary and inpatient care. We will also provide information on oral hygiene.

Receiving/Intake Screening will include:

- All inmates will receive screening performed by qualified healthcare staff or healthcare trained security staff upon arrival at the facility in order to identify urgent health, dental or mental health needs*



Inmate Health Care Services

- *The receiving screening should take place for all inmates as soon as possible after their arrival at the facility*
- *Identify and meet any urgent or easily identifiable health needs that require medical intervention prior to the health assessment*
- *Identify and isolate inmates who appear potentially contagious*
- *Identify inmates who require emergency medical care which cannot be provided in the Facility and ensure the arrestee is referred immediately for care and medical clearance into the facility*
- *Identify immediate health needs and refer to the appropriate healthcare professional to be addressed*
- *Record all findings on the receiving screening form and incorporate into either a new or existing inmate medical record*
- *Healthcare professionals will obtain consent for treatment during the intake evaluation process*
- *Healthcare professionals will also be trained to provide a mental health screening as part of the initial receiving screening process; inmates with critical mental health needs will be immediately placed in appropriate housing and referred to see mental health staff*
- *When the receiving screening indicates that an inmate has a contagious disease, is on medication, has immediate medical needs, is intoxicated, or experiencing 3.9 substance withdrawal, staff will refer the inmate to a provider for further review and treatment*
- *In addition, medical staff will use over-the-counter products to delouse any inmate entering the jail with scabies or lice, with the exception of inmates that are pregnant, have allergies, open sores, or who are on seizure medication*
- *Insurance/Medicaid benefits for eligibility/coverage/funding during incarceration and continuity of care upon release; administer any Affordable Care Act requirements/benefits*

Turn Key acknowledges and will comply with these RFP requirements.

Turn Key agrees that the best practice for enhancing patient care is discovering patient conditions and health care risks early and through continuity of care. In accordance with established standards, such as NCHC and ACA, Turn Key will perform an initial evaluation of all inmates upon arrival to the facility to identify emergent and urgent health needs and to ensure that the inmates are fit for incarceration. This screening will be initiated by health



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care staff using the Intake Screening – Medical form, which will be dated and timed immediately upon completion and include the signature and title of the person completing the form.

Turn Key will also perform thorough receiving screenings and will contact the relevant providers for orders, as indicated by the screenings. Consistent with established standards, these receiving screenings will assist in identifying immediate health needs, chronic care needs, pertinent medical history, risk for infectious conditions, to identify those inmates who will likely need ongoing medical, dental, or mental health attention during their incarceration, and to determine health classification for housing, work, and lockdown.

Turn Key will provide mental health screenings for all inmates to identify those inmates who may require ongoing mental health care. Inmates with critical mental health needs will be immediately placed in appropriate housing and referred to mental health staff.

Turn Key will obtain consent for treatment during the intake process and determine any eligibility for insurance/Medicaid benefits and administer any ACA requirements/benefits.

3.2. INMATE HEALTH ASSESSMENTS

In accordance with NCCHC standards, a qualified healthcare professional will perform an inmate health assessment within 14 days of the inmate's arrival at the facility. If the assessment is performed by a nurse, the facility physician will review the results of the assessment to address any problems. A singular designated physician health authority will have responsibility for assuring the appropriateness and adequacy of inmate health. All inmates will receive a thorough mental health evaluation by mental health staff. If the results from the inmate's health assessment require further evaluation or treatment, a referral to the appropriate health provider will be made. Medical provider will provide annual health assessments, including physical examinations, to inmates who have been incarcerated at the facility for over one year. Health assessments will include the following components:

- *Review of the receiving screening results*
- *Collection of additional data to complete the healthcare, dental, and mental health histories*
- *Record of the inmate's height, weight, pulse, blood pressure, and temperature*



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- *Additional testing as clinically indicated*
- *A complete and thorough physical examination including comments about mental status*
- *Review of significant findings of the health assessment, tests, and identification of problems by physician*
- *Initiation of therapy and immunizations when appropriate*
- *For pregnant inmates, the health appraisal will also include:*
 - *pregnancy test to confirm positive pregnancy*
 - *routine prenatal education and care*
 - *high risk prenatal education and care, if necessary*
 - *management of chemically addicted pregnant inmates*
 - *postpartum follow-up care*

Turn Key acknowledges and agrees to comply with this RFP requirement.

Turn Key values the health and well-being of each inmate. To assure that inmates are in good health or that health concerns are identified as soon as possible after entry into the facility, all patients receive a comprehensive Initial Health Assessment by a qualified healthcare professional no later than 14 calendar days after admission to the facility. This assessment includes reviewing the medical intake screening and collecting additional data to complete the medical, dental and mental health histories. All positive findings are reviewed by the provider and referrals to medical, dental and behavioral health are made as needed. The policy is in compliance with the current standards outlined by NCCHC.

As proponents of inmate wellness care and preventative health care, Turn Key conducts annual health care assessments on inmates on their incarceration anniversary date in order to assure that all inmates are checked at least on an annual basis. Our policy is in compliance with the current standards outlined by NCCHC and will meet all the RFP requirements.

3.3. NON-EMERGENCY REQUESTS AND SERVICES (SICK CALL)

Inmate requests are received and triaged daily by healthcare staff seven days per week and suggest treatment within the constraints of their licensures and clinical protocols; any problems that exceed the scope of the clinical protocols will be referred to the facility physician for review and treatment.



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Inmates will be seen by a qualified healthcare professional within 24 hours of receipt of their request.

The facility physician and/or physician extender (provider) will conduct a sick call clinic on a regular schedule each week.

Chronic or special health requirements are reviewed at least every 90 days to ensure continuity of care and appropriateness of treatments.

Logs and appropriate documentation will be recorded and maintained for all inmates seen at sick call and will be incorporated into the inmate's health record.

Turn Key acknowledges and will comply with these RFP requirements.

Upon intake to the facility and during the receiving screening, Turn Key will educate all inmates on the Sick Call process and how to request medical, mental health, or dental care services. All Sick Call requests will be addressed as outlined above in the RFP requirement and consistent with the established standards. Sick Call logs are also maintained, and monthly statistics will be generated for the Health Services Report.

Consistent with the established standards (including NCCHC and ACA jail standards) and in accordance with the RFP requirements referrals to the physician and/or mid-level provider will be scheduled according to clinical priority based on triage. 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.

3.4. EMERGENCY MEDICAL SERVICES

On-site healthcare team, in the event of an emergency, will immediately respond to the scene to assess and stabilize the ill or injured party.



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The successful vendor will have 24-hour on-call nurse coverage with physician guidance and specific written policies and procedures to address emergency response for both medical and dental issues and the emergency transfer of inmates. Nurse is defined as a licensed LPN, RN, NP. Minimum nursing experience must include at least 5 years of general nursing experience of which 1 year needs to be correctional experience. IV certification is mandatory. CCHP certification preferred. The Health Service Administrator must be able to respond within 30 minutes to the facility during an emergency situation as requested by the facility physician and/or facility administrator.

The successful vendor will coordinate all necessary ambulance service for emergency medical care patients; the emergency transportation of any inmate to a hospital or specialty care unit will be coordinated with the facility administration and non-emergent transportation relating to the provision of healthcare services will continue to be provided by the City and County of Broomfield.

All triage services for the care of inmates will be referred to a healthcare professional of equal or higher licensure.

Turn Key acknowledges this RFP request.

Turn Key will provide 24-hour emergency medical and dental services seven days a week. Turn Key will give hiring preference to candidates that meet all of these requirements, and we will present additional candidates to detention administration for approval before employment is offered. We will have a nurse on call 24-hours a day with physician guidance and the HSA will respond to an emergency within 30 minutes as warranted. Turn Key emergency protocols are in accordance with NCCHC and ACA standards. In addition to providing these services to the inmate population, we will provide emergency treatment to employees who are injured or who become ill at the facility.

3.5. HOSPITAL CARE

When a provider determines, in accordance with NCCHC Standard J-D-05, that an inmate requires more intensive care than what can be rendered on site, the provider will make provisions for hospitalization with local hospital(s) as deemed acceptable by both the City and County of Broomfield and the provider.



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If it is determined that an inmate has health care insurance, the provider will make every attempt to help file the claim with the insurance carrier/company to pay for all offsite healthcare services. Should third party reimbursement be achieved, the provider will return these funds back to the City and County of Broomfield.

Turn Key acknowledges and agrees to comply with this RFP requirement.

Turn Key staff will arrange for hospital care as needed to provide care to inmates, which will be coordinated with jail staff. Turn Key further addresses its proven effective cost containment measures in Sections **2.10. Specialty and Offsite Care Utilization** and **Section 2.12. Claims Management for Offsite Care.**

3.6. DENTAL CARE

In accordance with NCCHC Standard J-E-06, each inmate requiring dental care will be seen under the direction and supervision of a licensed dentist.

Dental services, except for urgent or emergent care requirements, will be provided during regular clinic hours. General duties provided by an onsite dentist and appropriately trained healthcare professionals include:

- *Dental screening, including instruction in oral hygiene and preventative oral education, conducted within 14 days of admission (unless completed within the last 6 months)*
- *Dental examination by a dentist within 12 months of admission, supported by diagnostic x-rays if necessary*
- *Treatment plan with X-rays for those inmates with more than 12 months detention who request care*
- *Consultation and referral to dental health specialists as needed, including oral surgery when necessary*
- *Access to the preventive benefits of fluoride in a form the dentist determines to be appropriate for the needs of the individual*

Turn Key acknowledges and will comply with the RFP requirement.



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Turn Key provides 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 within 14 days of admission. 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. When inmates require dental services unavailable inside the facility, they will be referred to oral specialists and oral surgeons as needed. All of our dental procedures and policies are in compliance community standards of care and adhering to the American Dental Association's clinical guidelines.

3.7. LABORATORY AND RADIOLOGY SERVICES

The successful vendor will utilize onsite facility ancillary services to their fullest extent and be responsible for all costs associated with onsite laboratory and radiology services.

Laboratory services will be provided by a national laboratory company and will include routine, special chemistry, and toxicology analysis. All laboratory testing performed on site will be in compliance with the Clinical Laboratory Improvements Amendments of 1988.

Services will include timely pickup and delivery, accurate reporting, and all necessary supplies.

Arrangements will be made with the local hospital for stat (immediate) testing.

Standard X-rays will be completed on site by way of a portable radiology service, if available. X-rays will be read by a Board Certified Radiologist. Positive results will be called to the facility within 24 hours of the X-ray. ECG services will be conducted on site within the scope of licensure. It may be necessary to send some ECG and radiology patients to an urgent care center or hospital as determined by the healthcare staff. All radiology and ECG results will be reviewed and initiated by the facility physician with a follow-up plan of care as indicated.

Turn Key acknowledges and will comply with the RFP requirement.

Turn Key will provide as many specialty services (lab, x-ray, ultrasound, etc.) within the BDC as reasonably possible and will contract with as many community specialist providers who are willing to conduct onsite clinics at the BDC. All relevant contracts, credentials, and insurance documents will be provided to CCOB and will be kept on file, as required by the RFP. Additionally, Turn Key physicians will review all laboratory results after receipt from the lab to assess the need for follow-up care and to clinically correlate the lab results with



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their examination findings. All STAT reports will be called to the physician immediately upon receipt.

3.8. MEDICAL CARE FOR WOMEN/PREGNANCIES

The successful vendor will confirm all pregnancies or suspected pregnancies with a urine or serum HCG test. Upon pregnancy confirmation, a prenatal management program throughout their pregnancy that focuses on prevention and management of their care will be provided.

Turn Key acknowledges and will comply with the RFP requirement.

The consultant pharmacist will conduct quarterly pharmacy and therapeutic committee meetings and will provide appropriate in-service training to the healthcare staff.

3.9. PHARMACY SERVICES

The successful vendor will provide a complete pharmacy services program for the facility to include all over-the-counter and prescription medications for all medical and mental health needs, as ordered by the facility physician, mid level provider, psychiatrist, and dentist. The pharmaceutical program will be consistent with state and federal regulations.

The successful vendor will make provisions for onsite delivery at least six times per week.

The successful vendor will contract with a local pharmacy near the facility for provision of backup medications for any stat pharmacy requests.

The successful vendor will also ensure that the facility has emergency drug kits stocked. All stock medications will be maintained to a maximum supply of 60 days.

The successful vendor will be responsible for costs of all medical and mental health medications administered with the exception of any medications for the treatment of Hepatitis C, HIV/AIDs and any biologicals which will be provided and paid for up to an annual limit of \$5,000.



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The successful vendor will make every attempt to utilize the established statewide medication formulary unless otherwise directed by the facility physician. A medication inventory system will be implemented to ensure availability of drugs and protect against loss of any medications.

The successful vendor will have a consultant pharmacist conduct an onsite audit and perform a quality assurance review on a quarterly basis. The consultant pharmacist will ensure that all drugs are stored under proper conditions and will remove or replace all expired medications. All prescription medications will be initiated or ordered by a physician, dentist, or other authorized prescribing provider, will be appropriately labeled, and will be in unit-dose packaging. An inventory of stock medications can be maintained at the facility.

All medications will be prepared, maintained, and stored under properly secured conditions. All DEA controlled substances will be maintained and protected in a double-locked cabinet within the health services unit. Authority to purchase or order Schedule II controlled substances will be limited to the facility physician. A perpetual inventory will be kept of all DEA controlled substances on the PML. All DEA controlled substances will be counted in accordance with state and federal regulations. In addition, all controlled substances, syringes, needles, and surgical instruments will be stored under security conditions acceptable to the facility administration and in accordance with NCCHC and ACA standards and other applicable regulatory guidelines for storing and handling medications.

All psychotropic medications will be administered, dispensed, stored, and maintained according to state statutes and community standards.

The successful vendor will utilize stock medications whenever possible.

The successful vendor will accept key critical medications from the outside if the medication is appropriately labeled, can be verified with a pharmacist or prescribing physician, and is critical to the well-being of the inmate.

Works with the mental health vendor and provides a 30 day supply of medication and/or prescription at the recommendation of the mental health vendor according to the discharge plan for released inmates.



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Turn Key acknowledges and will comply with the RFP requirement.

Turn Key has established professional relationships with several correctional-focused pharmaceutical providers and we believe we can reduce the long-term burden of pharmaceutical costs for CCOB. Our acquisition cost arrangement is unique and unlike many 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. We believe either Diamond will be appropriate as our primary pharmaceutical provider for Broomfield services, but we will also utilize three other corrections-focused pharmacies to procure 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.

3.10. MEDICATION ADMINISTRATION AND MANAGEMENT (PILL CALL)

The successful vendor will maintain a medication administration system to meet the needs of the City and County of Broomfield. The medication room, operated within the facility, will be licensed in the State of Colorado. Medications will be provided in accordance with all local, state, and federal rules and regulations. Monthly reporting will be required to describe utilization, inventory, inmate drug profiles, and cost by category or medication to assist with analyzing trends and maintaining a cost-effective pharmacy program at all times.

Prescribed medications will be transcribed into the medication administration record and inform the pharmacy of the order. If the prescribed medication is in the stock supply, it will be initiated on the next medication pass. If it is not on site, the medication will be ordered and initiated within 8 hours of the order being written for all approved preferred medications and 24 hours for all non-preferred medications, except where such medications are not readily available in the local community. If the order is stat, the medication will be obtained immediately from a local backup pharmacy.



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Each administration or delivery of a single dose of prescribed medication will be documented in the healthcare record. Documentation will also be required if an inmate's ordered medication was not administered.

Medication distribution will occur two times per day at the facility. Medications will generally be prepared in blister packs. A liquid drug dosage will be used whenever deemed necessary. Only properly trained medical personnel will administer prescription medications. Medical staff prepares a med cart for distribution of medications and provides billing information in order for detention administration to update the inmate trust account.

Turn Key acknowledges and will comply with the RFP requirements.

3.11. HEALTH RECORDS MANAGEMENT

The successful vendor will maintain a non-proprietary, electronic medical/health record for each inmate who has received healthcare services (medical, dental or mental health) in the facility. The healthcare record is kept separate from the inmate's confinement records. The health records are maintained in accordance with NCCHC standards, and any applicable state regulations and community standards of practice. At no time will any portion of a medical record be digitally placed on to any type of flash drive or other storage device.

Each admission into the facility is checked for the existence of a prior medical record to ensure continuity of care and availability of prior documentation. Multiple charts for the same individual will be consolidated into one permanent chart.

The successful vendor will collect and record data in the appropriate inmate's health care record. All notations including healthcare, dental, and mental health are recorded at the time of delivery. When an inmate is admitted to an offsite facility and/or seen in a specialist consultation, a signed release of information form is obtained. All outside health services (such as laboratory results, or physician consultation reports) are filed as part of the inmate's permanent health record. The medical record is kept current and complies with the problem-oriented medical records format and standards. An entry is made for each inmate's health encounter.



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The successful vendor will maintain a signature file of its entire healthcare staff making clinical notations in the medical record. The signature file contains the individual's name, full legal professional title, licensure, credentials, signature and initials. When inmates are sent off site for emergency treatment, inpatient hospitalization, outpatient specialty care, or diagnostic appointments, accompanying documentation (transfer summary or consult request) is sent with them. All information returned with an inmate from an offsite encounter, inpatient or outpatient, will be incorporated into that individual inmate's health record.

Turn Key acknowledges and will comply with these RFP requirements.

CorEMR will be utilized for documentation in accordance with applicable laws and documentation guidelines. Turn Key has a proven history of providing these services to our partner facilities throughout our 10-year history.

Turn Key has established an excellent working relationship with CorEMR through its implementation at many of our current operations. We will continue to utilize CorEMR as the electronic health record system in BDC. Turn Key has previous experience with transitioning from a different version of CorEMR to Turn Key's version flawlessly at two of our operations. When we transitioned the health programs in both Tulsa County and Oklahoma County, Armor locked their version of CorEMR at midnight, and Turn Key's version of CorEMR was fully functional for our personnel by 12:01 AM without any interruption.

Our version of CorEMR will allow for site-specific adaptation at the CCOB facility unlike the "company-wide" systems utilized by some of the national providers. We will adapt the forms and schedule "triggers" to meet the unique needs of the BDC based on input provided by the facility's existing health personnel and the detention administration.

We will also utilize the valuable statistical functions of CorEMR to collect and analyze statistical data for BDC. Reports generated by Turn Key will be provided to detention administration on a regular basis and will be reviewed and discussed at the CQI meetings to identify any trends that may need further study.

3.12. CONFIDENTIALITY OF HEALTH RECORDS



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All health records are the property of the City and County of Broomfield. The provider acts as custodian for the health records, and such records are kept confidential, subject to the rights of access thereto at all times on the part of the City and County of Broomfield. The provider will ensure access to inmate health care records is controlled by the health authority consistent with the applicable local, state and federal confidentiality laws. The confidential relationship of doctor and patient extends to inmate patients and their clinicians. The provider will maintain a current record of the rules and regulations covering the confidentiality of healthcare records and the types of information that may and may not be shared.

Turn Key acknowledges and will comply with these RFP requirements.

3.13. SHARING OF HEALTH INFORMATION

The release of any information regarding inmate healthcare is obtained only through policy approved by the facility administration. This policy ensures appropriate legal measures are taken when anyone is requesting an inmate's healthcare record. All healthcare records are maintained in accordance with the laws of the State of Colorado, including those of discharged inmates. Inactive medical records are maintained according to Colorado State Statutes and the American Medical Association.

The successful vendor will incorporate all health records or documentation obtained from external (off site) providers for occurrences prior to incarceration or during incarceration. It is understood that if there is a request for a copy of an inmate's health record and the request is authorized by the inmate's release of information, the documents that were obtained from the external provider shall NOT be provided with the medical record copy. These external provider documents must be requested separately and directly from that specific external provider. On certain occasions, it is critical for facility detention staff to be informed regarding an inmate's health or mental health situation in order that they may respond appropriately in the event of a crisis. The provider will ensure that necessary information, in compliance with HIPAA and state confidentiality laws, will be shared between health and mental health providers and facility detention staff, particularly regarding housing restrictions or other limitations in assignments, work or programs.



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The vendor will be expected to collaborate with the state of Colorado Office of Behavioral Health with respect to continued use and access to the Colorado Regional Health Information Organization (CORHIO).

Turn Key acknowledges and will comply with these RFP requirements.

Turn Key will continue to work with **CORHIO**, the health information exchange currently used by BDC. We currently work with CORHIO at other Colorado facilities where Turn Key provides inmate medical services. .

3.14. TRANSFER OF HEALTH RECORDS

The successful vendor ensures the proper policy and procedure is in place for the following events:

- a. **Security During Movement:** Documents that are forwarded with an inmate to an outside provider or that are sent with an inmate upon transfer shall be sealed in an envelope and delivered by a designated facility detention officer to the intended party with the seal intact*
- b. **Exchange of Information:** The original medical record shall never be sent off site with an inmate to a hospital or outpatient setting outside of the jurisdiction of the facility. Only a relevant summary or consult form may be sent outside of the facility. For inmates transferring to other correctional jurisdictions such as city, county, and state correctional facilities, a transfer summary shall be prepared and forwarded in a confidential manner, and the original record shall be retained as inactive in the facility.*
- c. **Retention of Health Records:** The provider will ensure that all active records will be maintained in the medical department of the facility. Inactive medical records will be maintained in accordance with the laws of the State of Colorado and the American Medical Association. The provider's staff on site at the facility will prepare inactive files for imaging, including removal of duplicate documentation and staples and placing all paperwork in chronological order. The City and County of Broomfield will be responsible for the imaging of inactive files. Any health records involved in litigation will be retained indefinitely. If an inmate's record cannot be located within eight hours of a discovered loss, the provider's Executive management, and the Facility Administrator will be notified and a duplicate record will be generated. Upon location*



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of the missing record and after a duplicate record has been created, the two files shall be joined to form one.

It is understood that upon expiration or termination of the contract, all medical records will remain the property of the facility. The provider will have access to such records for any potential inmate litigation for five years after expiration or termination of agreement.

Turn Key acknowledges and will comply with these RFP requirements.

3.15. COLORADO DEPARTMENT OF CORRECTIONS OR OTHER OUTSIDE AGENCIES

The successful vendor understands the City and County of Broomfield may hold inmates from other jurisdictions including but not limited to the Colorado Department of Corrections (CDOC) and other outside agencies. The provider's health care personnel will promptly notify the CDOC or the appropriate agency of the need for care other than routine and will provide documentation of required treatment to the CDOC or applicable agency, as requested. The provider will submit all related bills to the Facility Administrator to ensure reimbursement to the City and County of Broomfield of all outside medical expenses and cost of pharmaceuticals incurred. The provider will collaborate with the City and County of Broomfield regarding payment procedures for each outside agency to comply with all agreements in place. The provider will prepare health summaries which accompany inmates being transferred to the CDOC or other correctional/ detention facility and provide summaries within 2 hours of receiving the list of inmates being transferred, or as necessary.

Turn Key acknowledges and will comply with these RFP requirements.

3.16.SERVICES TO FACILITY STAFF

The provider will provide the following services to facility staff at the City and County of Broomfield Detention Center:

- Emergency services including first aid, assessment, stabilization, and the coordination of transport of staff, contractors, employees, and visitors to the Detention Center who become ill or injured until the North Metro Fire and Rescue Department arrive on scene and take over responsibility of patient care*



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- *Management of a Hepatitis B vaccination program, annual TB testing, and influenza vaccinations for all City & County of Broomfield Police Department employees --The City and County of Broomfield will bear the cost of the vaccines*

Turn Key acknowledges and will comply with these RFP requirements.

3.17. INFECTIOUS WASTE DISPOSAL

The successful vendor provides training to all onsite healthcare team members to implement the proper methods of handling, storage, and disposal of hazardous and/or contaminated healthcare waste. All solid or semi-solid waste will be double bagged in red biohazards bags, and laundry will be placed in the properly designated bags. Used needles, syringes, and other sharps will be placed in sharps containers and properly disposed of. The successful vendor will provide a point of use needle/sharps grinder. Cleanup kits for bodily fluid spills will be available at all inmate housing units. The provider will be responsible for the cost of removal and disposal, including necessary supplies. The provider ensures that its policies and procedures related to hazardous waste management are compliant with OSHA and all federal, state, and local guidelines.

Turn Key acknowledges and will comply with these RFP requirements.

3.18. SUPPLIES AND EQUIPMENT

The successful vendor will supply at its expense, all supplies required to carry out its performance. Said supplies will include, but not be limited to, forms, books, manuals, medical record folders, pharmaceuticals, lab fees, needles and sharps, special medical items, testing devices, containers, and clinical waste receptacles, inmate information materials, gloves and coverings, and disinfectants.

The City and County of Broomfield will supply or make available for the provider's use, office equipment such as copiers, fax machines, calculators, and telephones. The provider will supply computers connected to the in house inmate records system via the City and County of Broomfield network. The City and County of Broomfield will purchase any necessary medical equipment. Should the provider determine a need for any additional equipment, requests will be submitted in writing to the City and County of Broomfield for approval and procurement.



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The provider is responsible for maintenance and repair of all medical and office equipment supplied or owned by the provider. The City and County of Broomfield will provide jail management software and maintain internet, phone and network connectivity. All and supplies purchased for use under the contract will be the property of the purchaser and will remain on site upon termination of the contract.

The provider will continue to keep a perpetual inventory of controlled substances, syringes, needles and surgical instruments. These items will be securely stored in a manner acceptable to the Facility Administrator. If an item of equipment, medical or dental instrument cannot be located within 30 minutes of the discovered loss, the on duty jail supervisor shall be immediately notified.

Turn Key acknowledges and will comply with these RFP requirements.

3.19. INMATE WORKERS

Upon the request of the City and County of Broomfield, the provider will examine and provide medical clearance for all inmate workers. This medical clearance process will be completed within 24 hours of receiving the list of names to be cleared, unless laboratory or other applicable testing increases the time required for clearance.

The successful vendor will allow inmate workers to provide janitorial services within the healthcare unit at the discretion of the facility's administration. Such inmate workers will at all times be under the direct visual supervision of a security staff member while working in the healthcare unit. Under no circumstances are inmates allowed in the pharmacy or healthcare supply areas.

Inmate workers will be prohibited from:

- *Performing direct patient care services*
- *Scheduling healthcare appointments*
- *Determining an inmate's access to healthcare services*
- *Handling or having access to medications or health records*
- *Handling or having access to surgical instruments, syringes, or hypodermic needles, unless they are for performing self-care procedures*
- *Performing clerical duties involving health records*



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- *Operating any healthcare equipment*

Turn Key acknowledges and will comply with these RFP requirements.

Turn Key always uses standard precautions to minimize the risk of exposure to pathogens and inmate workers, if used, are trained in appropriate methods for handling and disposing of biohazardous materials and spills.

3.20. FEES FOR PERMITS AND LICENSES

The successful vendor will obtain, secure, and maintain, at their cost, any and all permits, licenses, and continuing education required by federal, state, and local laws and applicable rules and regulations necessary for the implementation of work undertaken by the provider under a contract awarded pursuant to this proposal

Turn Key acknowledges and will comply with these RFP requirements.

3.21. COMMUNICABLE DISEASES

The successful vendor's healthcare team will closely monitor communicable diseases such as COVID-19, tuberculosis (TB), HIV, AIDS, Hepatitis, and sexually-transmitted diseases (STDs). Screenings for TB, STDs, HIV, and Hepatitis will be conducted as clinically indicated. When communicable diseases are diagnosed, the provider will take appropriate isolation precautions and will treat the individuals in accordance with protocols established by the local health department and the CDC. The provider will utilize the negative pressure rooms in the medical observation unit for inmates requiring isolation. Reports of communicable diseases will be sent to the state health department.

Turn Key acknowledges and will comply with these RFP requirements.

Turn Key will implement infection control programs that exceed NCCHC standards and will be in compliance with local and state laws. The program will be in compliance with CDC guidelines and OSHA regulations. Turn Key has initiated a proactive protocol for Covid-19. Please see **SECTION 4.5** Experience with Pandemic Precautions.

3.22. EMERGENCY PLAN



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Together with the facility administration, the provider will review and revise, as needed, the policies and procedures for internal and external emergencies such as natural or manmade disasters, man down situations, or pandemic flu outbreak. These procedures will be flexible enough to allow for coping with a major emergency. The scope and size of the disaster will determine the extent that the emergency response plan is to be carried out, based on the type and location of the disaster. The health services team, under the direction of the Facility Administrator, will be prepared to respond immediately and in a professional manner to emergency situations that may arise. The emergency response plan should be practiced at least annually.

Turn Key acknowledges and will comply with these RFP requirements.

Turn Key has created emergency plans for our facilities. We know that every facility has unique conditions that require detailed disaster planning, such as tornadoes, blizzards, avalanches, floods, etc. Turn Key works with the administrative team at each facility to develop site specific plans. We will do the same for CCOB.

3.23. DETOXIFICATION/WITHDRAWAL MANAGEMENT

Inmates arrested under the influence of alcohol or drugs will be separated from the general population and kept under close observation. The healthcare team will use established protocols to monitor intoxicated inmates during the detoxification period. If the inmate indicates a history or exhibits signs of an intense detoxification period, a provider may need to evaluate the inmate. Under extreme conditions, the inmate will be transported to a hospital for evaluation and treatment. Generally inmates displaying acute detoxification symptoms will be admitted to the medical observation unit and managed by the nursing team, and the facility provider will immediately be notified.

The provider will be contacted regarding inmates whose condition begins to deteriorate during detoxification, and the provider may refer the inmate to a hospital if necessary. At the next sick call clinic, the provider will see any inmate who is admitted to the infirmary or special housing area of the facility for detoxification.

Turn Key acknowledges and will comply with these RFP requirements.



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Turn Key offers Medication-Assisted Treatment (MAT) to other facilities for inmates who struggle with substance abuse. MAT combines 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 abuse, 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). The injection form is generally utilized for patients whose treatment and recovery occurs after a detoxification process. The oral alternatives are commonly used as an opioid therapy alternative that does not necessary require a full detoxification process. Both forms of medications can be viable treatment options considering the extent of each patient's addictions, residence setting and support resources.

We look forward to working with CCOB to explore similar MAT programs in an effort to combat addiction relapse and recidivism among the BDC inmate population. Should CCOB require the implementation of a MAT program in the BDC, Turn Key would love the opportunity to discuss MAT options in further detail.

3.24. HEALTH EDUCATION OF INMATES

The provider will implement a health education program for inmates. Topics may include:

- *First aid*
- *HIV*
- *Signs and symptoms of chemical dependency*
- *Smoking cessation*
- *Personal hygiene*
- *Sexually transmitted diseases*

Turn Key acknowledges and will comply with these RFP requirements.

Turn Key will implement an inmate health education program in the BCD. Turn Key staff provide patient education during patient encounters, which include both verbal and written materials based on information and standards published by established professional health



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associations, including the Centers for Disease Control and local Public Health Department. Translated versions of these materials will also be available.

3.25. CHRONIC CARE AND SPECIALTY CLINICS

The successful vendor will make every effort to provide appropriate care on site as often as possible, and to that end, will hold chronic care and specialty clinics whenever appropriate and practical for both the City and County of Broomfield and the provider. Onsite chronic care clinics will focus on plans to monitor and treat diseases such as diabetes, hypertension, seizure disorder, asthma, cardiac disease, HIV, and other chronic illnesses that may warrant onsite specialty care services. Each treatment plan will ensure that the inmate receives follow-up evaluation and treatment, along with appropriate education. Inmates with chronic care conditions will generally be evaluated at least every three months or more often if clinically indicated. Each treatment plan will be approved by the physician and detailed in the inmate's health record. Treatment plans will follow accepted patterns of care (e.g., NCCHC Standards and Guidelines, American Psychiatry Guidelines, and National Institute for Health Guidelines).

Turn Key acknowledges and will comply with these RFP requirements.

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. This program is designed to monitor and decrease the severity of the symptoms, prevent disease progression and complications, and facilitate improved function. The facility maintains a list of chronic disease and special needs patients.

Enhancing the delivery of care onsite starts with ensuring adequate levels of healthcare personnel. We almost never believe it is in anyone's best interest to reduce staffing levels in an effort to save money. In fact, we strongly advocate that spending more money on the front end, like on additional personnel, results in additional savings on the back end, such as hospitalization costs. That's why almost every proposal we submit provides additional onsite services at a lower overall cost. CCOB is no exception to this model.

Turn Key will provide as many specialty services (lab, x-ray, ultrasound, etc.) within the BDC as reasonably possible. We have contracted for on-site OB/GYN services at several of our



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operations. Upon award of the contract, Turn Key will pursue an agreement with a community obstetrician willing to conduct onsite clinics at BDC, if possible.

When offsite services are required, the operation and financial impact can be minimized through an appropriate and timely exchange of patient health information. Today's technology has made it possible for healthcare providers to verify a patient's recent treatment in seconds. Considering inmates have some of the most complicated health conditions in our society, Turn Key believes timely access to a patient's community treatment is essential for the appropriate continuity of care. Turn Key is a participant in Health Information Exchange (HIE) programs at several of our operations. With an accurate record of community care, our providers have been able to provide more effective continuity of care plans from the time of booking, which in turn has helped to reduce the need for emergency room visits, hospitalizations and specialty service consultation. We expand further on this concept in SECTION 2.11, Health Information Exchange and Community Linkage.

3.26. ELECTIVE MEDICAL CARE

Neither the provider nor the City and County of Broomfield will be responsible for providing elective or experimental medical healthcare to inmates/detainees/juveniles. "Elective medical care" in this instance is defined as medical care that, if not provided, would not in the opinion of the facility physician cause the inmate's general health to deteriorate and/or cause definite harm to the inmate's mental or physical well-being.

Turn Key acknowledges and will comply with these RFP requirements.

3.27. MENTAL HEALTH AND DISCHARGE PLANNING

The successful vendor collaborates and provides necessary medical information to create effective discharge planning programs with community based mental health resources to facilitate continuity of mental health care to patients released from jail for both Broomfield and non-Broomfield residents.

Works with the mental health vendor and provides a 30 day supply of medication and/or prescription at the recommendation of the mental health vendor according to the discharge plan for released inmates



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Turn Key acknowledges and will comply with these RFP requirements.

3.28. TRAINING OF STAFF

The successful vendor delivers extensive training in suicide prevention, identification/screening issues and any other relevant topics.

Additionally, 40 hours per year will be provided for staff in the following areas: Diabetic protocols, Seizures, Infection prevention/control, TB and withdrawal protocols.

Turn Key acknowledges and will comply with these RFP requirements.

3.29. CONTINUOUS QUALITY IMPROVEMENT PROGRAM AND PERSONNEL REQUIREMENTS

The successful vendor will offer a continuous quality improvement program for the purpose of continuous review of the quantity and quality of healthcare services being provided at the facility. Such programs will include regularly scheduled audits of inmate/detainee healthcare services with documentation of deficiencies and plans for corrections of deficiencies.

Upon request the provider will provide proof of licenses and/or certificates for all professional staff. In addition, malpractice insurance must be on file for all physicians, nurses, Licensed Practical Nurses, Nurse Practitioners/Physician Assistants, and other employees, if applicable.

The City and County of Broomfield will perform background checks on all personnel assigned to the performance of contract requirements. Final approval of employees shall be the sole discretion of the City and County of Broomfield. The cost of the background check shall be covered by the provider.

Turn Key acknowledges and will comply with these RFP requirements.

Turn Key will implement a Continuous Quality Improvement (CQI) committee with multidisciplinary representatives which will include, among others, the Health Services Administrator and Medical Director. CQI studies will be conducted on a monthly basis



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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, **Nicole Cobb**, will conduct quarterly corporate reviews of the medical and nursing operations at CCOB. Additionally, our Chief Medical Officer **Dr. Cooper** and Regional Nurse Director will frequently visit the BDC to oversee quality of care. Additionally, sentinel events and many adverse outcomes are reported to our General Counsel, **Allie Ah Loy**, and our Risk Manager, **Rhett Burnett**, for risk management and internal quality-control measures. Additionally, CQI measures from quality improvement studies or findings at other facilities may also be implemented at BDC, if indicated. 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.

3.30. ADMINISTRATIVE/OPERATIONAL MEETINGS

CQI - Administrative meetings will be held at least quarterly (or more often as requested by the City and County) and attended by detention staff and medical team members.

Operations - Healthcare and security staff will, on a biweekly basis, assist classification with the holding of medical/security meetings attended by detention staff and medical team members. During these meetings inmates that need special attention will be discussed to include developing specific and individualized treatment plans.

Turn Key acknowledges and will comply with these RFP requirements.



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3.31. INFECTION CONTROL PROGRAM

The successful vendor will provide an Infection Control Program that will focus on the prevention, identification, and control of infectious diseases, whether they are acquired within the correctional setting or brought in from the outside community. The program follows NCCHC standards and is in compliance with CDC guidelines and OSHA regulations.

Turn Key acknowledges and will comply with these RFP requirements.

3.32. INMATE ISOLATION PRECAUTIONS

The successful vendor will ensure that guidelines are in place or are established to facilitate isolation precautions of an inmate with a specific infection or communicable disease. Guidelines on ventilation, respiratory infection programs, and other infection control measures will be reviewed and revised as needed.

Turn Key acknowledges and will comply with these RFP requirements.

3.33. INMATE GRIEVANCES

In accordance with NCCHC Standard J-A-11 Grievance Mechanism for Health Complaints, inmate grievances will be reviewed to address the inmate's concerns and to determine if problematic patterns exist. At the facility, inmates are afforded the opportunity to voice their grievances either verbally or in writing. Inmates are allowed to directly contact any medical services employee during routine visits and/or through Detention staff. Inmates may submit grievances on a medical request form provided by the City and County of Broomfield. Within three working days of receipt (excluding weekends and holidays), the provider will review and respond to the grievance. Completed responses will be returned to the inmate through the Health Services Administrator. All grievances regarding medical care will be brought to the attention of Facility Administration.

Turn Key acknowledges and will comply with these RFP requirements.



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Turn Key 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. Based on facility statistics, ***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.***

Inmate grievances will be screened upon receipt by the HSA and recorded in the inmate grievance log. The HSA will address all grievances. A face-to-face interview will be conducted where possible. If not possible, the grievance resolution will be completed in writing. Within 10 working days of the interview and in accordance with institutional procedures, the HSA will respond in writing to each grievance, providing an explanation or proposed resolution. A copy of the documentation will be included in the grievance file maintained by the HSA and not in the inmate's medical record. If the grievance cannot be resolved, the inmate can appeal the grievance finding to the Facility Administrator or designee. All appeal requests will be answered with a person-to-person interview. Inmate grievances will be reported monthly in the CQI meeting to identify trends and opportunities to improve health services through corrective action.

3.34. POLICIES AND PROCEDURES

The successful vendor will develop healthcare Policies and Procedures documentation based on the most current ACA and NCCHC standards, which is used by the provider as a basis for every health care program it operates for its correctional clients.

Turn Key acknowledges and will comply with these RFP requirements.

Turn Key's policies, procedures, protocols, and clinical guidelines are based on standards established by the NCCHC, ACA, and several best practices recognized by community health



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organizations. All of our policies are compliant with applicable State and Federal law and guidelines. However, Turn Key does not take a “one-size-fits-all” approach to implementing our policies and procedures at the facilities we serve. Although it is very convenient for a healthcare provider to expect a facility to accept and implement their corporate policies “as is,” we do not believe it is right to request a client to exclusively adapt its operation for our benefit.

Turn Key leadership team members will meet with the BDC administrative team prior to initiating our program in order to eliminate potential conflicts that could arise between Turn Key’s policies and the County’s policies. Our emphasis will always be focused on maintaining appropriate standards compliance with as little disruption as possible to the detention operation. Our clients have expressed appreciation for our preparatory approach as opposed to addressing potential conflicts as situations occur.

3.35. STANDARD CLINICAL PROTOCOLS

The successful vendor will make available standard clinical protocols, written instructions that specify the steps to be taken when appraising and responding to an inmate's physical status for a wide variety of medical complaints and problems.

Turn Key acknowledges and will comply with these RFP requirements.

Turn Key will create a site-specific manual of policies and defined procedures regarding healthcare services which addresses each applicable standard in the Standards for Health Services in Jails. As at our other sites similar to BCD, our policies will be in compliance NCCHC and ACA standards and Jail standards.

3.36. MEDICAL STATISTICAL DATA

All medical statistical data gathered will be summarized into a monthly statistical report with narrative on noteworthy accomplishments or events. This report will be submitted to the Contract Administrator by the fifth calendar day of each month. The provider will provide any other statistical information requested by the City and County of Broomfield

Turn Key acknowledges and will comply with these RFP requirements.



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3.37. REVIEW AND PAYMENT OF OFFSITE AND ONSITE BILLABLE HEALTHCARE SERVICES

The successful vendor will verify all offsite invoices for the City and County of Broomfield. If they are pre-existing or self-inflicted injuries, the provider will ensure that the inmate is responsible for offsite medical costs per Colorado Revised Statutes. Reimbursements for qualified offsite healthcare providers (e.g. hospitals, specialists, etc.) at the Medicaid reimbursement rate for its Colorado clients in accordance with Colorado Revised Statute § 13-32-104 and § 18 -1.3-701 and § 17-26-104.5. Consideration to the Affordable Care Act or other federal insurance program requirements will also be the responsibility of the provider.

Invoices will be presented to the facility within 45 of the services provided. Revisions to invoices will be finalized within 7 days of receipt.

Turn Key acknowledges and will comply with these RFP requirements.

Turn Key has developed and implemented a proprietary, real-time, web-based claims tracker. ***Considering the unpredictable financial impact of offsite claims, we believe CCOB will find our claims tracking system to be a beneficial tool.*** Designated CCOB 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 F**. 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.

3.38. HIV/AIDS PROGRAM

In the absence of other existing community programs, the successful vendor will provide a program for the benefits of inmates affected by AIDS and HIV infection. The program will minimally include establishing a formal linkage to care services.

Turn Key acknowledges and will comply with these RFP requirements.



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We work with community agencies throughout our network to ensure the continuity of health services for our patients, specifically those with specialized treatment plans. Turn key has reached out to BCAP to coordinate continuity of care plans for inmates’ transition in and out of the facilities we service in Colorado. We will extend these communications specifically for Broomfield County should we be awarded the contract to ensure services are not disrupted for the local inmate population.

3.39. MEDICAL DISCHARGE PLANNING

The successful vendor will provide discharge planning to the City and County of Broomfield on an as needed basis. Support includes assisting inmates with chronic care issues in transitioning back into the community to ensure continuity of care. Medical staff will schedule medical appointments and any other paperwork to help with their success upon release from the jail.

Turn Key acknowledges and will comply with these RFP requirements.

4.0. COST CONSIDERATIONS

4.1 BASE MEDICAL SERVICES

The successful vendor will state the monthly price for a comprehensive inmate healthcare program including all services as indicated within this written proposal. Prices should be described with 3 options:

Option A

- *Coverage to include RN, LPN or NP on site at the facility for 84 hours per week, to include seven (7) twelve hour days.*
- *HSA 40 hours per week (Monday through Friday)*
- *Physician on-site cost*
- *Any overtime/additional hours*
- *Support of federal/state insurance program requirements Option B*

Option B

- *Coverage to include RN, LPN or NP on site at the facility for 112 hours per week, to include seven (7) sixteen hour days.*



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- HSA 40 hours per week (Monday through Friday)
- Physician on-site cost
- Any overtime/additional hours
- Support of federal/state insurance program requirements Option C

Option C

- Coverage to include RN, LPN or NP on site at the facility for 168 hours per week, to include seven (7) twenty-four hour days.
- HSA 40 hours per week (Monday through Friday)
- Physician on-site cost
- Any overtime/additional hours
- Support of federal/state insurance program requirements

Turn Key acknowledges and will comply with these RFP requirements.

4.2 STAFFING DEFINITIONS/REQUIREMENTS

Definitions:

Qualified Health Care Professionals: Include physicians, physician assistants, nurses, nurse practitioners, dentists, mental health professionals, and others who by virtue of their education, credentials, and experience are permitted by law to evaluate and care for patients.

Nurse: Licensed Practical Nurse (LPN), Registered Nurse (RN) or Nurse Practitioner(NP).

Health Services Administrator(HSA): a person who by virtue of education and experience is capable of assuming responsibility for arranging all levels of health care and ensuring quality and accessible health services for inmates.

Responsible Physician: a designated MD or DO who has the final authority at a given facility regarding clinical issues.

Requirements:

Nurse (LPN, RN or NP): Minimum 5 years experience as LPN, RN or NP of which one year needs to be correctional experience. IV certification mandatory. CCHP certification preferred.

Health Services Administrator(HSA): At least 2 years as HSA or similar position. The Health Service Administrator must be able to respond within 30 minutes to the facility



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during an emergency situation as requested by the facility physician and/or facility administrator.

PRN Statement: *PRN Employees must meet the above requirements of the position for which they are covering.*

Turn Key acknowledges and will comply with these RFP requirements.

4.3 MAXIMUM LIABILITY

The successful vendor will describe maximum liability for their costs and Broomfield's liability associated with various services.

Such services shall include:

Off Site services (including both inpatient and outpatient hospital visits); specialty services; onsite and offsite laboratory and radiology services; ambulance services; and onsite and offsite dental services

Turn Key acknowledges and will comply with these RFP requirements.

4.4 PHARMACEUTICALS

The successful vendor will describe charges to be incurred by the City and County of Broomfield related to pharmaceuticals and maximum amounts as applicable.

Turn Key acknowledges and will comply with these RFP requirements.

4.5 PER DIEM

The successful vendor will describe all costs associated with services and include ADP ranges if applicable and define inmate per day costs if ADP ranges are not met.

Turn Key acknowledges and will comply with these RFP requirements.



SECTION IV

TURN KEY'S DEMONSTRATED CONTRACT SUPPORT, EXPERIENCE, QUALIFICATIONS, AND REFERENCES

4.1 Turn Key Corporate History

Turn Key was formed in 2009 when the Cleveland County Sheriff's Office started seeking a professional inmate health program for their new 550-bed Detention Center in Norman, Oklahoma. After meeting with a number of large, national correctional health providers, the Sheriff found that none of them offered the level of local support and program commitment he desired in a partnership.

The Sheriff then contacted Sooner Medical Staffing, Turn Key's current sister company under common ownership. Sooner Medical had established a remarkable reputation for client satisfaction, which ultimately resulted in receiving 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 our 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 in 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 never seen on a national level, but instead only with a regional approach. Therefore, 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 the end of 2015, our successful model of services had expanded throughout the State of Oklahoma, and law enforcement agencies in adjacent states began to take notice. After serious consideration, Turn Key's leadership team made the decision to expand our services to law enforcement agencies in neighboring states as part of our regional approach.



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Turn Key's model has allowed us to become the premier correctional health care provider in our South-Central region. ***Today, we are contracted to provide enhanced levels of service to more than 50 correctional facilities in our region, including four in Colorado, Weld County, Logan County, Archuleta County, and Park County.*** We are positioned to provide the same level of service to CCOB in a cost-effective manner.

4.2. Regional Base, Regional Focus

Unlike some nationally focused correctional health providers, Turn Key is not driven to secure as many profitable contracts as possible throughout the country. Instead, we have made the commitment to support the dedicated law enforcement agencies within the geographical region in which we live. ***This focus has allowed Turn Key to become the trusted partner for correctional health services in the region we serve, especially in Colorado.*** We are strongly positioned to provide the same level of client-focused service to CCOB.

A primary tenet of our organization is – “Same Day Accessibility.” If a client calls us in the middle of the night with a concern and we cannot have corporate representation at their facility the very next day to address the concern, then we cannot serve that client as effectively as they deserve. We have members of our leadership team located throughout the region who can be on site within hours of notification should the need arise. Turn Key has no doubt that BDC will fully benefit from our Regional Base, Regional Focus model of service.

4.3. Experienced and Committed Leadership

As a ***regional-based, regional-focused*** organization, Turn Key is committed to providing responsive leadership support to every client we serve. We never promise potential clients that a partnership with Turn Key will eliminate every concern that could arise with their inmate health program. These kinds of promises are out of touch with the reality of a correctional setting. Instead, we ask our clients to judge us by how we respond to specific events, if they occur. By choosing to only serve law enforcement agencies in the region in which we live, we can live up to a “same-day service” guarantee should an immediate need arise. We believe our commitment to provide responsive and accessible leadership is in part



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why we are consistently chosen to replace the services of large, national correctional health providers.

Further, CCOB can be assured of the continuity of our leadership team throughout the duration of our contract. ***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 in another industry.*** All of our clients still have direct access to the same leaders they did when their contracts began. Resumes are included in **Attachment B**.

Below are brief professional profiles of our leadership team:

Flint Junod, CEO:

- ✓ More than 15 years of correctional health leadership experience
- ✓ 7 years of direct onsite health administration experience
- ✓ Extensive accreditation and regulatory inspection experience (NCCHC, ACA, USM, ICE, State, etc.)
- ✓ Administered NCCHC accredited programs in 5 unique facilities – the largest being 2,500 inmates
- ✓ Certified Correctional Health Professional (CCHP) with NCCHC since 2009

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

- ✓ 11+ years of correctional health management
- ✓ 14+ years of healthcare personnel management
- ✓ 14+ years healthcare law experience
- ✓ 8+ years of legislative experience

William Cooper, DO, Chief Medical Officer:

- ✓ 27+ years of medical practice
- ✓ More than 20 years of correctional health experience
- ✓ Previous Chief Medical Officer for the Oklahoma Department of Corrections
- ✓ Administered healthcare system for as many as 50,000 prisoners
- ✓ 10+ years day-to-day onsite correctional clinical practice
- ✓ Extensive experience with NCCHC and ACA accreditation
- ✓ Certified Correctional Health Professional Certification

Alexandra Ah Loy, J.D., General Counsel:



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- ✓ 8+ years of personal injury and civil rights defense litigation experience
- ✓ 6+ years of correctional health care provider and medical malpractice defense litigation experience
- ✓ Appellate practice with the Oklahoma Court of Civil Appeals and the Tenth Circuit Court of Appeals
- ✓ Bar admissions in several state and federal district courts, as well as the Tenth Circuit Court of Appeals.

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

- ✓ 11+ years of correctional health management
- ✓ 14+ years of healthcare CFO experience
- ✓ 16+ years healthcare law experience

Jawuan Lewis, D.O., Director of Mental Health:

- ✓ 16+ years as a Psychiatrist
- ✓ 6+ years as a Forensic Psychologist in correctional facilities
- ✓ Licensed with Oklahoma State Osteopathic Examiners, OSBN, DEA
- ✓ Member of the American Psychiatric Association
- ✓ Experience with Crisis Intervention and Emergency Psychology
- ✓ Implemented and operated 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

- ✓ 10+ years as a Psychologist
- ✓ 10+ years as a Forensic Psychologist in correctional facilities
- ✓ Administered counseling programs for facilities as large as 1,800 inmates

Rhett Burnett, Risk Manager 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, Vice President of Operations:



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

April Farmer, Client Liaison:

- ✓ 15 years of government relationships experience
- ✓ 15 years of experience with account management of client relations that includes the correctional environment

4.4. History of Proven Success in Correctional Healthcare

The Turn Key team has a proven record of success when replacing competing correctional health providers. Of our ***OVER FIFTY*** contracts in the South-Central region, Turn Key has a correctional health competitor more than ***TWENTY*** times (including Armor, Southern Health Partners, and companies that are now part of the Wellpath conglomerate). Yet, we have never had a client choose to replace our services with another correctional health provider. This is a record that is unmatched in the industry. In every case in which we assumed operations from a competitor, our clients describe our services as ***improved for a better value*** when compared to their previous provider.

Turn Key has continuously offered correctional health care services for more than 11 years. Currently, we provide services to over 50 correctional facilities within our region located Texas, Oklahoma, Arkansas, Kansas, and Colorado.

We offer a full range of medical, mental health, dental, and pharmaceutical services tailored to meet the needs of each client. We also serve a number of Juvenile Justice Centers.

Turn Key Turn Key provides correctional health services to seven facilities that exceed 500 beds. These facilities also include inmates and detainees in the custody of ICE, the Federal Bureau of Prisons, the U.S. Marshalls, the Bureau of Indian Affairs, state-level DOCs and numerous local municipalities. Our large facilities include:

- ✓ Oklahoma County, Oklahoma, 1,800 beds
- ✓ Tulsa County, Oklahoma, 1,800 beds



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- ✓ Pulaski County, Arkansas, 1,200 beds
- ✓ Weld County, Colorado, 800 beds
- ✓ Grady County, Oklahoma, 650 beds
- ✓ Benton County, Arkansas, 550 beds
- ✓ Cleveland County, Oklahoma, 545 beds

We currently have four contracts in the state of Colorado:

- ✓ Weld County Jail, Greeley, CO, ADP 850
- ✓ Logan County Justice Center, Sterling, CO, ADP 120
- ✓ Archuleta County Detention Center, Pagosa Springs, CO, ADP 25
- ✓ Park County Jail, Fairplay, CO, ADP 75

In addition to our large county operations that include neighboring Weld County, Colorado, Turn Key operates programs numerous medium sized facilities similar to CCOB. In fact, ***eighteen of our current partners have inmate populations between 100 and 225 inmates. This group includes Logan County, Colorado. Turn Key's leaders are experts in operating facilities that are of similar size to BDC.***

4.5 Experience with Pandemic Precautions

Turn Key has been aggressively proactive in its approach to the COVID-19 pandemic, and we pride ourselves as a company on our ability to be agile and responsive in times of need. By the beginning of March, 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 began to be impacted by the illness.

For example, we implemented enhanced screening measures in all of our facilities which were modeled after current CDC guidelines and state health department recommendations. In anticipation of a medical supply shortage due to the pandemic, we worked diligently to increase supply at each facility, created central stockpiles of emergency supplies that can be deployed if a facility were to have an outbreak, and are continuing to monitor supplies. We increased our tele-med operations, as practicable, to help minimize the spread of illness in our facilities by our own providers and to protect staff and inmates. We also increased our recruiting practices, to be prepared in the event of a staffing shortage at any facility. This



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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.

We also continuously monitor medical studies and journals to adapt our medical practices to protect our patients. For example, in March we began providing our vulnerable and high-risk inmates 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 regional focus. We believe this precautionary measure has resulted in better outcomes for our patients.

Below are some of the precautions we generally recommend to our clients, if practicable within that facility given the population needs, community resources, and facility's inherent limitations. We do recognize the fact that each jail is unique, and we readily adapt recommendations to fit our clients' physical plant, staffing, and other factors.

1. We recommend facilities use a single point entry into the secure are of the jail where all employees receive a temperature check upon each time they enter the building.
2. It is recommended that facilities keep their lobby closed except to legal counsel. Legal counsel should undergo a temperature check and screening questionnaire before entering the facility.
3. All arrestees should be screened in pre-booking with a COVID-19 questionnaire, receive a mask to wear, and have their vital signs taken.
4. Inmate movement within the facility should be kept at a minimum, and inmates should wear masks when outside their cells.
5. We recommend facility wide testing, including staff, and testing of all new intakes.
6. New intakes should be housed separately and receive daily temperature checks until their test results are available.
7. All staff should wear a mask when inside the facility and within 6 feet of another person.



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8. Full PPE should be worn by staff when in the presence of a known or suspected COVID-19 positive patient.
9. COVID-19 positive should be housed in a negative pressure cell when available.
10. Per CDC guidance COVID-19 positive patients are isolated until they are fever free for 24 hours and 10 days have passed since their symptoms resolved. Asymptomatic patients are isolated for 10 days and receive daily temperature checks.
11. The jail work areas should be sanitized daily.
12. We recommend an antimicrobial UV room for sanitizing equipment and PPE.
13. Any equipment used on COVID-19 positive patients are sanitized after each use.
14. Signs are placed on the cell doors of those being isolated to remind staff to use PPE.
15. Staff are trained on how to properly apply and remove their PPE.
16. Hand sanitizer is kept stocked and at convenient locations. Hand soap and paper towels are also kept well stocked.
17. Information posters are placed throughout the facility to remind staff and inmates of the signs, symptoms and precautions for COVID-19.
18. We have increased the use of telemedicine to reduce the number of staff in the jail and lessen the risk of our providers becoming ill, so they can continue to provide prompt services.
19. We have increased our recruiting efforts and staffing levels in anticipation that some of our employees will be unable to work due to illness, exposure, or high risk factors.
20. We have developed a contingency plan for a possible critical staffing shortage.
21. We have worked diligently to establish a stockpile of PPE and testing supplies to ensure the safety of our staff and patients.

4.6. Financial Strength

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



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best in the correctional healthcare industry. In fact, in a recent 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 \$2 billion in capital. With strong ties in Texas, Trive invests on behalf of several Texas-based public pension funds and university endowments. 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:

- ✓ **Strong Liquidity:** Turn Key's Current Assets far exceed its Current Liabilities.
- ✓ **Stable Performance:** Turn Key has been profitable every year thanks to fiscal discipline, operating efficiency, and a loyal recurring customer base.
- ✓ **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.
- ✓ **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 87% per year from 2014 through 2019, and continues to increase into 2020.

4.7 Litigation Expertise and Grievance Management

Turn Key has set itself apart from its competitors by the depth of its legal leadership. 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. In her previous career, **Allie Ah Loy**, our



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General Counsel, was a partner of a prominent law firm whose focus was defending correctional healthcare companies with medical malpractice and civil rights litigation. The legal background and expertise of such senior levels of Turn Key management puts Turn Key in a unique position to focus on the things that protect our clients from legal exposure. Turn Key's combined legal experience has contributed to an impressively low litigation history that is exceptional in the correctional healthcare industry. In our 10-year history, we have never had a judgment imposed against us, and we have only settled seven claims, several of which were settled for nuisance value. ***To have only settled eight claims while serving a population that exceeds 15,000 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. Based on facility statistics, ***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.***

4.8. Experience with Similar Sized Jails

Detention facilities with inmate populations of 100 - 225 inmates present unique challenges. Most facilities of this size do not have the funding to implement elaborate on-site programs that are commonly seen in mega-jails. For this reason, Turn Key specializes in assisting jails similar to BDC with professional yet cost effective on-site medical programs.

We have extensive experience with providing health services in 20 facilities with populations ranging from 100-225. Our complete list of clients is included in ATTACHMENT C.

4.9. Accreditation Experience and Qualifications



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Turn Key currently operates in three accredited facilities and is assisting two facilities (Garland County, Arkansas and Kay County, Oklahoma) in seeking first-time accreditation:

- ✓ David L. Moss, Tulsa, OK, NCCHC Accreditation 2008, Reaccreditation 2011, 2014, 2017, Total 12 years; ACA Accreditation 2009, Reaccreditation 2012, 2018, 2018, Total 11 years
- ✓ Oklahoma County Detention Center, Oklahoma City, OK, NCCHC Accreditation 2012, Reaccreditation 2017. Due to budgetary constraints, Oklahoma County has informed us they may not seek to continue accreditation. However, we continue to operate a model that meets accreditation requirements.
- ✓ Pulaski County Jail, Little Rock, AR, NCCHC Accreditation 2018. Pulaski's accreditation was restored to full NCCHC status after it had been revoked under the previous administration.

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). 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. Our commitment to providing the highest level of care is reflected in that many of our ranking leadership team, including Flint Junod, CEO, William Cooper, CMO, and Donna Newman, VP of Operations, maintain Certified Correctional Health Professional (CCHP) status with the NCCHC.

Three of our executive leaders have personal, onsite leadership experience with assisting site-level operations through the accreditation process, including:

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

Donna Newman, RN, VP of Operations, CCHP



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- ✓ David L. Moss, Tulsa – NCCHC reaccreditation –2017
- ✓ David L. Moss, Tulsa – ACA reaccreditation – 2018
- ✓ Pulaski County Jail – NCCHC accreditation – 2018
- ✓ Garland County – ACA initial Accreditation -2020

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 CCOB operation.

4.10. Broomfield Project Key Personnel

The following is a list of personnel that will be assigned to the project with their job function.

CORPORATE

- **Donna Newman, VP of Operations** – Provides corporate operational oversight. Will directly supervise the BDC operation.
- **Dr. William Cooper, CMO** – Provides oversight of all clinical practices.
- **Jesse White, Esq., CFO** – Monitors fiscal accountability and financial oversight.
- **Allie Ah Loy, JD, General Counsel** – Oversees litigation, conducts internal investigations to improve quality of care and optimize client services, and performs risk mitigation services.
- **Rhett Burnett, Risk Manager and Transition Coordinator** – Oversees risk management on all levels and provides oversight of transitions into new jails.
- **Nicole Cobb, RN, Quality Assurance Coordinator** – Oversees quality assurance programs, attends CQI meetings, identifies and implements continuous quality improvement measures.
- **Kathi Calton, Executive Assistant / Human Resources** – Oversees the human resources, benefits, and payroll procedures.
- **April Farmer, Client Liaison** – Serves as liaison to assure BDC needs are met.
- **HR/Payroll Assistant** – 1 corporate personnel assigned to assist CCOB.
- **Claims Management** – 1 corporate personnel assigned to assist CCOB.
- **Case Manager** – 1 corporate personnel assigned to assist BDC.
- **Fiscal Assistant / Accounts Payable / Accounts Receivable** – 1 corporate personnel assigned to assist BDC.
- **IT Consultant** – 1 PT consultant assigned



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BROOMFIELD COUNTY DETENTION CENTER

- **Physician and/or Midlevel provider** – Responsible for the clinical operation at BCD. Provides weekly clinical services such as chronic care clinics, provider sick call, and emergency response consultation.
- **Registered Nurses** – In compliance with the RFP requirements, our program will have a minimum of RN coverage 12 hours a day, 7 days a week. The RNs will provide nursing services throughout the facility, including, but not limited to, emergency response, intake screening and assessments, nursing sick call, wound care, and medication administration as ordered.



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ATTACHMENT B: LEADERSHIP RESUMES

- ✓ **Flint Junod, CEO**
- ✓ **Jon Echols, J.D., President of Operations**
- ✓ **William Cooper, DO, Chief Medical Officer**
- ✓ **Alexandra Ah Loy, General Counsel**
- ✓ **Jesse White, J.D., Chief Financial Officer**
- ✓ **Rhett Burnett, Risk Management and Transition Coordinator**
- ✓ **Donna Newman, RN, Vice President of Operations**
- ✓ **April Farmer, Client Liaison**

Flint Junod, CCHP

Address: 19 NE 50th ST OKC, OK 73105

Email: fjunod@turnkeyhealthclinics.com

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



TURN KEY HEALTH

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

Education

2005	2006	2007
BS-Social Science	Gateway to Business Management Program	Georgetown Healthcare Leadership Program
Phi Theta Alpha Honor Society	Tuck School of Business	Georgetown University
Emporia State University	Dartmouth University	



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 - 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.

Education

2005

Juris Doctor

Graduated 1st in his class

Oklahoma City University College of Law

2002

Bachelors of Political Science

University of Oklahoma

William Cooper, D.O.

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



TURN KEY HEALTH

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
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Alexandra Ah Loy, J.D.

Address: 19 NE 50th ST OKC, OK 73105

Email: allie@turnkeyhealthclinics.com

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



TURN KEY HEALTH

Work Experience

June 2019 - Present

General Counsel – Turn Key Health Clinics

Oversees all Turn Key litigation and defends Turn Key and its employees in all pro se litigation. Practice also includes fielding all in-house legal questions, ranging from HIPAA to contractual questions; preparing witnesses for depositions; performing in-house investigations related to employment matters and potential claims; working with clients to minimize risk; overseeing regulatory and corporate compliance; and serving as strategic legal counsel.

State Bar and Federal Court Admissions:

State of Oklahoma – September 2012

State of Kansas – September 2019

Western District of Oklahoma – 2012

Eastern District of Oklahoma – 2013

Northern District of Oklahoma – 2013

Tenth Circuit Court of Appeals – 2017

Eastern District of Arkansas – 2019

Western District of Arkansas – 2019

2013 – June 2019

Partner – Johnson Hanan Vosler Hawthorne & Snider, PLLC

Practiced law at an Oklahoma City-based insurance litigation firm focusing her legal practice in 42 U.S.C. § 1983 civil rights defense and medical malpractice defense. Defended healthcare providers contracted for the provision of medical care in jails and prisons across the State of Oklahoma, including Turn Key Health Clinics. Promoted from Associate Attorney to Partner in May 2018. Practice also included supervising and training new associate attorneys, discovery, deposing fact and expert witnesses, oral argument, settlement negotiation, research and legal brief writing through all stages of litigation, appellate practice with the Oklahoma Court of Civil Appeals and the Tenth Circuit Court of Appeals, and trial advocacy.

2012-2013

Associate Attorney – Frailey Chaffin Cordell Perryman Sterkel McCalla & Brown, LLP

Practiced law at a rural law firm, practicing predominantly in the insurance defense sector of the firm, as well as practicing in the field of municipal law, including serving as City Prosecutor for several Oklahoma municipalities.

Education

2009

B.A. Psychology, Minors: French, Public Admin.

University of Central Oklahoma

Pi Sigma Alpha, Political Science Honor Society

President's Honor Roll and Dean's Honor Roll

Teaching Assistantships: General Psychology,

Introduction to Psychological Statistics, Advanced Psychological Statistics

2012

Juris Doctor, Cum Laude

Oklahoma City University School of Law

Phi Delta Phi Legal Honors Fraternity

Faculty Honor Roll and Dean's List

Certificate of Accomplishment in Legal Research Skills

Multiple Recipient of CALI Awards (an award reserved for the student with the highest score in the class)



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 - 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.

2004

Juris Doctor

University of Oklahoma College of Law

1999

Bachelors College of Business

University of Oklahoma

Education

Rhett Burnett

Address: 19 NE 50th ST OKC, OK 73105

Email: rburnett@turnkeyhealthclinics.com

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



TURN KEY HEALTH

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

Donna Newman, RN

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



TURN KEY HEALTH

Work Experience

2019 - Present

Vice President of Clinical Operations – 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.

1999

Associate in Applied Science in Nursing

Tulsa Community College

Education

April Farmer

Address: 19 NE 50th ST OKC, OK 73105

Email: afarmer@turnkeyhealthclinics.com

Web: www.turnkeyhealthclinics.com



TURN KEY HEALTH

Work Experience

2019 - Present

Client Liaison – Turn Key Health Clinics

Responsible for new business development, account management, and client relations for Colorado and Texas clients. Duties include providing exceptional customer service while managing multiple clients in a competitive industry.

2015 - 2018

Senior Vice President of Business Development – Justice Benefits, Inc.

Served as the corporate Sales Director and marketed five government programs while managing a territory of 25 states which included 300 clients. Responsible for sales and marketing to state and local government entities in the Western, Midwest, and Southern regions of the country. Marketed company's consulting services for various Federal revenue programs to county and city agencies such as Sheriffs, Juvenile Probation, District Attorneys, and Health Departments. Organized, trained, and managed Account Managers and Marketing staff to achieve required sales goals.

2010-2015

Regional Director of Business Development – Justice Benefits, Inc.

Accountable for obtaining new county, city, and state contracts while renewing current contracts to either begin or continue participation in various Federal and State revenue programs. Acquired new business leads as well as renew previous partnerships for the company. Researched new business opportunities that may be available for state and local government entities. Also, focused attention on client retention within region.

2005-2010

Senior Regional Account Manager – Justice Benefits, Inc.

Attended state association meetings and national conferences to promote company and its services to counties and cities nationwide. Presented proposals and contracts to prospects and clients to achieve new business and retain current clients. Negotiated fees and term conditions in contracts and completed bid proposals requested from certain government agencies. Developed and created new marketing materials and literature sent to prospects and clients.

Education

2002

Bachelor of Business Administration

Major in Marketing

Stephen F. Austin State University

2000

Associate of Arts

Major in Dance

Kilgore College

Affiliated Associations include:

California State Sheriffs Association

Corporate 100 Partner

County Sheriffs of Colorado

Business Member

Michigan Sheriffs Association

Sheriffs Association of Texas

Business Member

Badger State Sheriffs Association



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HEALTH
Inmate Health Care Services



ATTACHMENT C: TURN KEY CLIENT LIST

Size Rank	Client / Facility	Average ADP	Year Initiated	Primary Inmate Entities Served	Previous Medical Provider	Contact Information
Oklahoma Contracts						
1	Oklahoma County Detention Center 201 N Shartel Ave. Oklahoma City, OK 73102	1,806	2018	County	Armor Correctional Health Services	Administrator Greg Williams (405) 246-5912 gwilliams@okcountycdc.net
2	David L. Moss - Tulsa 300 N. Denver Tulsa, OK 74103	1,680	2016	County, DOC, ICE, USM	Armor Correctional Health Services	Sheriff Vic Regalado (918) 596-5601 vregalado@tco.org
3	Grady County Law Enforcement Center 215 North 3rd Street Chickasha, OK 73018	650	2015	County, USM, FBOP, BIA	Self-Operated	Administrator Jim Gerlach (405) 222-1000 ext. 237
4	Cleveland County Detention Center 2550 W Franklin Rd. Norman, OK 73069	545	2009	County	Self-Operated	Administrator Julie Tipton (405) 701-7713 jtipton@clevelandcountyyok.com
5	Pottawattomie County Safety Center 14209 Hwy 177 Shawnee, OK 74804	365	2014	County	Self-Operated	Director Thompson (405) 273-0043
6	Pontotoc County Jail 100 W 13th Street Ada, OK 74820	365	2016	County	Self-Operated	Sheriff John Christian (580) 421-7761 jchristian@pontotocsheriff.com
7	Kay County Detention Center 1101 West Dry Road Newkirk, OK 74647	330	2015	County, ICE	Correct Care Solutions (CCS) - Now Wellpath	Director Don Jones (580) 761-3107 director@kaycountycdc.net
8	Creek County Criminal Justice Center 9175 Ridgeview Street Sapulpa, OK 74066	295	2015	County, ICE, USM	Advanced Correctional Healthcare (ACH)	Sheriff Bret Bowling (918) 227-6374 bbowling@creekcountysheriff.com
9	Rogers County Jail 201 S Cherokee Ave. Claremore, OK 74017	285	2015	County	Self-Operated	Undersheriff Jon Sappington (918) 923-4939 jsappington@rcsheriff.org
10	Payne County Jail 606 S Husband St. #106 Stillwater, OK 74074	230	2015	County	Advanced Correctional Healthcare (ACH)	Reese Lane, Jail Administrator (405) 372-4522
11	Canadian County Jail 208 W Rogers Street El Reno, OK 73036	230	2015	County	Advanced Correctional Healthcare (ACH)	Sheriff Chris West (405) 422-3187 westc@ccsheriff.net
12	Carter County Jail 100 S Washington St. Ardmore, OK 73401	220	2018	County	Self-Operated	Sheriff Chris Bryant (580) 223-6014
13	Stephens County Jail 101 S 11th, #104 Duncan, OK 73533	215	2016	County	Self-Operated	Sheriff Wayne McKinney (580) 255-3131

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HEALTH

Size Rank	Client / Facility	Average ADP	Year Initiated	Primary Inmate Entities Served	Previous Medical Provider	Contact Information
14	Caddo County Jail 201 West Oklahoma Avenue Anadarko, OK 73005	185	2016	County, BIA	Self-Operated	Sheriff Spenser Davis (405) 247-6666 caddofive@yahoo.com
15	Osage County Jail 900 S. St. Paul Ave. Pawhuska, OK 74056	180	2015-2017 2018-Current	County	Correct Care Solutions (CCS) - Now Wellpath	Charles Cartwright, Jail Administrator (918) 287-4295
16	Logan County Jail 216 S Broad St. Guthrie, OK 73044	170	2017	County	Advanced Correctional Healthcare (ACH)	Sheriff Damon Devereaux (580) 284-4100 ddevereaux@logancountysok.gov
17	Ottawa County Jail 28 B St., SE Miami, OK 74354	170	2017	County, DOC	Self-Operated	Sheriff Jeremy Floyd (918) 542-2806 jmfloyd724@gmail.com
18	Bryan County Jail 402 West Evergreen Durant, OK 74701	155	2017	County	Self-Operated	Sheriff Johnny Christian (580) 924-3000
19	Seminole County Jail 211 E 2nd Wewoka, OK 74884	150	2015	County	Advanced Correctional Healthcare (ACH)	Sheriff Shannon Smith (405) 220-2901 sem6701@yahoo.com
20	McClain County Jail 121 N. 2nd #121 Purcell, OK 73080	110	2013	County	Self-Operated	Sheriff Don Hewitt (405) 527-2141 dlhewitt@yahoo.com
21	Woodward County Jail 1600 Main Street #1 Woodward, OK 73801	110	2015	County	Advanced Correctional Healthcare (ACH)	Sheriff Kevin Mitchell (580) 254-6814 mitchell@woodwardcounty.org
22	Lincoln County Jail 811 Manvel, Ste. 14 Chandler, OK 74834	110	2017	County	Self-Operated	Sheriff Charlie Dougherty (405) 258-1191
23	Garvin County Jail 201 W Grant Pauls Valley, OK 73075	110	2018	County	Self-Operated	Sheriff Jim Mullett (405) 238-7591
24	Mayes County Jail One Court Place, Suite 150 Pryor, OK 74361	100	2017	County	Self-Operated	Sheriff Mike Reed (918) 825-3535
25	Beckham County Jail 108 S 3rd Street Sayre, OK 73662	90	2015	County	Advanced Correctional Healthcare (ACH)	Sheriff Derek Manning (580) 928-2121
26	Adair County Jail 600 Paul Mead Road Stillwell, OK 74960	70	2017	County	Self-Operated	Sheriff Jason Ritchie (918) 575-3317

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HEALTH

Size Rank	Client / Facility	Average ADP	Year Initiated	Primary Inmate Entities Served	Previous Medical Provider	Contact Information	
27	Marshall County Jail 207 N. 4th Madill, OK 73446	50	2019	County	Advanced Correctional Healthcare (ACH)	Sheriff Danny Cryer (580) 795-2221	
28	Okfuskee County Jail 209 N. 3rd Street Okemah, OK 74859	45	2015	County	Advanced Correctional Healthcare (ACH)	Sheriff Jim Rasmussen (918) 623-1122	
29	Love County Jail 408 W Chickasaw St. Marietta, OK 73448	40	2020	County	Self-Operated	Sheriff Marty Grisham (580) 238-0551	
30	Texas County Jail 1102 S Ellison St. Guyman, OK 73942	36	2020	County	Self-Operated	Sheriff Matt Boley (580) 623-5111	
31	Blaine County Jail 212 N Weigle Ave. Watonga, OK 73772	25	2017	County	Self-Operated	Sheriff Tony Almaguer (580) 338-3520	
TOTAL OKLAHOMA POPULATION		9,242					<i>Updated 9/14/2020</i>

Kansas Contracts

1	Montgomery County Jail 300 E Main Street Independence, KS 67301	125	2015	County	Advanced Correctional Healthcare (ACH)	Sheriff Ron Wade (620) 330-1000	
TOTAL KANSAS POPULATION		125					<i>Updated 9/14/2020</i>

Arkansas Contracts

1	Pulaski County Regional Detention Center 3201 W Roosevelt Rd. Little Rock, AR 72204	1,100	2016	County	Self-Operated	Sheriff Eric Higgins (501) 340-7001; Fax: (501) 340-7080
2	Benton County Jail 1300 SW 14th Street Bentonville, AR 72712	550	2018	County	Southern Health Partners (SHP)	Major Robert Bersi (479) 271-1011
3	Sebastian County Jail 801 South A Street Ft. Smith, AR 72901	395	2019	County, USM, ICE	Self-Operated	Sheriff Hobe Runion (479) 783-4988
4	Garland County Detention Center 3564 Albert Pike Road Hot Springs, AR 71913	390	2017	County	Southwest Correctional Medical Group (CMGC) - Now Wellpath	Sheriff Mike McCormick (501) 662-3660; Fax: (501) 321-4212 mmccormick@garlandcounty.org
5	Craighead County Jail 901 Willett Rd. Jonesboro, AR 72401	375	2018	County	Advanced Correctional Healthcare (ACH)	Sheriff Marty Boyd (870) 933-4551; Fax: (870) 933-4595 mboyd@craigheadso.org

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HEALTH

Size Rank	Client / Facility	Average ADP	Year Initiated	Primary Inmate Entities Served	Previous Medical Provider	Contact Information
6	White County Jail 1600 E Booth Road Searcy, AR 72143	285	2017	County	Advanced Correctional Healthcare (ACH)	Sheriff Phillip Miller (501) 279-6279; Fax: (501) 278-8057
7	Saline County Jail 735 S Neeley St. Benton, AR 72015	225	2016	County	Southern Health Partners (SHP)	Sheriff Rodney Wright (501) 303-5609; Fax: (501) 303-5747 rwright@scsosherriff.org
8	Pope County Jail 3 Emergency Lane Russellville, AR 72802	185	2016	County	Self-Operated	Sheriff Shane Jones (479) 970-6279; Fax: (479) 968-6145 sjones@popecoso.net
9	Greene County Detention Center 1809 N. Rockingchair Rd. Paragould, AR 72450	165	2016	County	Self-Operated	Sheriff Steve Frank (870) 236-7612; Fax: (870) 239-6344
10	Mississippi County Jail 685 North County Road 599 Luxora, AR 72358	160	2019	County	Self-Operated	Sheriff Dale Cook (870) 658-2242
11	Boone County Jail 5800 Law Drive Harrison, AR 72601	110	2019	County	Southern Health Partners (SHP)	Jason Day, Jail Administrator (870) 741-2125
12	Phillips County Jail 201 Perry St. Helena, AR 72342	100	2020	County	Self-Operated	Judge Clark Hall (870) 338-5500; Fax: (870) 338-5504
13	Sevier County Jail 137 West Robinson Road DeQueen, AR 71831	85	2019	County	Southern Health Partners (SHP)	Sheriff Robert Gentry (870) 642-2125
14	Cross County Jail 704 Canal St. Wynne, AR 72396	80	2020	County	Self-Operated	Sheriff David West (870) 238-5700; Fax: (870) 238-5782 sheriffdwest@crosscountysheriff.org

TOTAL ARKANSAS POPULATION 4,205

Updated 9/14/2020

CONFIDENTIAL & PROPRIETARY



Size Rank	Client / Facility	Average ADP	Year Initiated	Primary Inmate Entities Served	Previous Medical Provider	Contact Information
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Colorado Contracts

1	Weld County Jail 2110 O St. Greeley, CO 80631	850	2020	County, ICE	Armor Correctional Health Services	Sheriff Steve Reams (970) 356-4015
2	Logan County Justice Center 110 N Riverview Road, Rm 116 Sterling, CO 80751	120	2020	County	Health Care Partners	Sheriff Brett Powell (970) 522-2578 bpowell@logancosheriff.com
3	Archuleta County Detention Center 125 Harman Park Drive Pagosa Springs, CO 81147	25	2020	County	Self-Operated	Sheriff Rich Valdez (970) 264-8430 rvaldez@archuletacounty.org
4	Park County Jail 1180 CR 16 Fairplay, CO 80440	75	2020	County	Self-Operated	Sheriff Tom McGraw (719) 836-2494 tmcgraw@parkco.us

TOTAL COLORADO POPULATION 1,070

Updated 9/14/2020

Texas Contracts

1	Burnet County Jail 900 County Ln. Burnet, TX 78611	425	2019	County, DOC, ICE, USM	The University of Texas Medical Branch (UTMB)	Captain Matt Kimbler (512) 715-8600 ext. 222
2	Eastland County Jail 201 W White St. Eastland, TX 76448	75	2020	County	Self-Operated	Administrator Lynn Brownlee (254) 629-3298

TOTAL TEXAS POPULATION 500

Updated 9/14/2020

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ATTACHMENT D: TURN KEY REFERENCES



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SECTION V

PROPOSED FEES/COSTS

OPTION A

TURN KEY HEALTH CLINICS COST PROPOSAL - OPTION A		
12/7 (84 hrs) Nursing Coverage - RN/LPN		
110 Inmates ADP		
1)	Personnel Costs (Price for a RN 12 hours per day, a RN Health Services Administrator 40 hours a week, and a provider clinic once a week. The fee includes hourly/salary rates, payroll taxes, paid time off, holiday pay, backfill costs, supplemental benefits (health, dental, etc.), and administrative costs associated with personnel).	\$ 372,759.60
2)	Equipment and Supplies	
	Computers, Hosting servers, EMR and other IT related items	\$ 11,800.00
	Non-Durables (disposable medical/dental supplies, scales, stethoscopes, glucometers, etc.)	\$ 3,128.40
3)	Pharmaceutical Services (Cost of procurement, management, administration, and disposal of medications for the facility's inmate population up to an annual expenditure of \$30,000.00)	\$ 30,000.00
5)	Dental Services (One clinic a month)	\$ 21,000.00
5)	Onsite Laboratory and Radiology Services (Cost of conducting basic diagnostic services that can be conducted onsite, such as non-emergent x-rays and routine laboratory services)	\$ 11,737.00
4)	Offsite and Specialty Services (Scheduling and coordination of services that cannot be provided within the facility as well as claims scrubbing/review are included with our program. However, costs associated with inmate transportation and offsite and specialty services will not be the responsibility of Turn Key)	N/A
5)	General and Professional Liability Insurance	\$ 9,900.00
6)	Contractual Costs Otherwise not Designated	\$ 35,213.77
	Includes the cost of consulting services, recruiting services, required travel, applicable taxes, marginal fees, and other administrative costs not otherwise designated.	
TOTAL ANNUAL COST OF SERVICES		\$ 495,538.77



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OPTION B

TURN KEY HEALTH CLINICS COST PROPOSAL - OPTION B		
16/7 (112 hrs) Nursing Coverage - RN/LPN		
110 Inmates ADP		
1)	Personnel Costs (Price for a RN 8 hours per day, a LPN 8 hours per day, a RN Health Services Administrator 40 hours a week, and a provider clinic once a week. The fee includes hourly/salary rates, payroll taxes, paid time off, holiday pay, backfill costs, supplemental benefits (health, dental, etc.), and administrative costs associated with personnel.)	\$ 405,714.73
2)	Equipment and Supplies	
	Computers, Hosting servers, EMR and other IT related items	\$ 11,800.00
	Non-Durables (disposable medical/dental supplies, scales, stethoscopes, glucometers, etc.)	\$ 3,128.40
3)	Pharmaceutical Services (Cost of procurement, management, administration, and disposal of medications for the facility's inmate population up to an annual expenditure of \$30,000.00)	\$ 30,000.00
5)	Dental Services (One clinic a month)	\$ 21,000.00
5)	Onsite Laboratory and Radiology Services (Cost of conducting basic diagnostic services that can be conducted onsite, such as non-emergent x-rays and routine laboratory services)	\$ 11,737.00
4)	Offsite and Specialty Services (Scheduling and coordination of services that cannot be provided within the facility as well as claims scrubbing/review are included with our program. However, costs associated with inmate transportation and offsite and specialty services will not be the responsibility of Turn Key)	N/A
5)	General and Professional Liability Insurance	\$ 9,900.00
6)	Contractual Costs Otherwise not Designated	\$ 36,784.71
	Includes the cost of consulting services, recruiting services, required travel, applicable taxes, marginal fees, and other administrative costs not otherwise designated.	
TOTAL ANNUAL COST OF SERVICES		\$ 530,064.84



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OPTION C

TURN KEY HEALTH CLINICS COST PROPOSAL - OPTION C		
24/7 (168 hrs) Nursing Coverage - RN/LPN		
110 Inmates ADP		
1)	Personnel Costs (Price for a RN 12 hours per day, a LPN for 12 hours a day, a RN Health Services Administrator 40 hours a week, and a provider clinic once a week. The fee includes hourly/salary rates, payroll taxes, paid time off, holiday pay, backfill costs, supplemental benefits (health, dental, etc.), and administrative costs associated with personnel.	\$ 532,928.12
2)	Equipment and Supplies	
	Computers, Hosting servers, EMR and other IT related items	\$ 11,800.00
	Non-Durables (disposable medical/dental supplies, scales, stethoscopes, glucometers, etc.)	\$ 3,128.40
3)	Pharmaceutical Services (Cost of procurement, management, administration, and disposal of medications for the facility's inmate population up to an annual expenditure of \$30,000.00)	\$ 30,000.00
5)	Dental Services (One clinic a month)	\$ 21,000.00
5)	Onsite Laboratory and Radiology Services (Cost of conducting basic diagnostic services that can be conducted onsite, such as non-emergent x-rays and routine laboratory services)	\$ 11,737.00
4)	Offsite and Specialty Services (Scheduling and coordination of services that cannot be provided within the facility as well as claims scrubbing/review are included with our program. However, costs associated with inmate transportation and offsite and specialty services will not be the responsibility of Turn Key)	N/A
5)	General and Professional Liability Insurance	\$ 9,900.00
6)	Contractual Costs Otherwise not Designated	\$ 42,848.84
	<i>Includes the cost of consulting services, recruiting services, required travel, applicable taxes, marginal fees, and other administrative costs not otherwise designated.</i>	
TOTAL ANNUAL COST OF SERVICES		\$ 663,342.35

Turn Key's pricing model is based on 110 ADP. A monthly per diem of \$1.50 per inmate will be assessed for every inmate above the 110 threshold. Further, Turn Key's annual increase shall be consistent with CPI, but capped at a maximum increase of 2.5%.



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SECTION VI
TURN KEY ADDITIONAL INFORMATION



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**ATTACHMENT E: TURN KEY LETTERS OF
RECOMMENDATION**



REFERENCE FORM

Please make additional copies as needed and provide the information requested below.

Respondent Name:	Turn Key Health Clinics, LLC
RFP Response Title & Number:	City and County of Broomfield Inmate Medical Services, RFP No. 20-029

Reference's Firm/Agency Name:	Logan County, Colorado - Logan County Sheriff's Office
Physical Address:	110 N Riverview Road, Rm 116, Sterling, Colorado, 80751
Phone Number:	(970) 522-2578
Primary Contact Name:	Sheriff Brett Powell
Primary Contact Phone Number:	(970) 522-2578
Primary Contact Email Address:	bpowell@logancosheriff.com

Please provide a description of services rendered including the cost estimate, time for completion, and final total cost.

Turn Key provides Logan County's comprehensive inmate medical services.

Why was this client and project selected for reference to perform services on behalf of the City and County of Broomfield?

Logan County was selected because it is a Colorado operation. Logan County was with City and County of Broomfield's current provider before Turn Key was awarded the contract. We were chosen over correctional health providers including SHP and CorrHealth.



REFERENCE FORM

Please make additional copies as needed and provide the information requested below.

Respondent Name:	Turn Key Health Clinics, LLC
RFP Response Title & Number:	City and County of Broomfield Inmate Medical Services, RFP No. 20-029

Reference's Firm/Agency Name:	Weld County, Colorado
Physical Address:	2110 O Street
Phone Number:	(970) 356-4015
Primary Contact Name:	Sheriff Steve Reams
Primary Contact Phone Number:	(970) 356-4015
Primary Contact Email Address:	

Please provide a description of services rendered including the cost estimate, time for completion, and final total cost.

Turn Key provides Weld County's comprehensive inmate medical services.

Why was this client and project selected for reference to perform services on behalf of the City and County of Broomfield?

Logan County was selected because it is a Colorado operation. Turn Key was chosen over other correctional health providers, including SHP and CorrHealth.



REFERENCE FORM

Please make additional copies as needed and provide the information requested below.

Respondent Name:	Turn Key Health Clinics, LLC
RFP Response Title & Number:	City and County of Broomfield Inmate Medical Services, RFP No. 20-029

Reference's Firm/Agency Name:	Tulsa County Sheriff's Department
Physical Address:	300 N Denver, Tulsa, Oklahoma, 74103
Phone Number:	(918) 596-5601
Primary Contact Name:	Sheriff Vic Regalado
Primary Contact Phone Number:	(918) 596-5601
Primary Contact Email Address:	vregalado@tcsso.org

Please provide a description of services rendered including the cost estimate, time for completion, and final total cost.

Turn Key provides comprehensive medical, dental, and mental health services at David L. Moss Criminal Justice Center.

Why was this client and project selected for reference to perform services on behalf of the City and County of Broomfield?

David L. Moss is a complex system that includes medical, mental health, and dental. Turn Key replaced a large national competitor at this facility. It is NCCHC and ACA accredited and houses several classifications of federal inmates in addition to county inmates.



REFERENCE FORM

Please make additional copies as needed and provide the information requested below.

Respondent Name:	Turn Key Health Clinics, LLC
RFP Response Title & Number:	City and County of Broomfield Inmate Medical Services, RFP No. 20-029

Reference's Firm/Agency Name:	Garland County Sheriff's Office
Physical Address:	3564 Albert Pike Road, Hot Springs, Arkansas, 71913
Phone Number:	(501) 662-3660
Primary Contact Name:	Sheriff Mike McCormick
Primary Contact Phone Number:	(501) 662-3660
Primary Contact Email Address:	mmccormick@garlandcounty.org

Please provide a description of services rendered including the cost estimate, time for completion, and final total cost.

Turn Key provides inmate Health Services.

Why was this client and project selected for reference to perform services on behalf of the City and County of Broomfield?

Turn Key replaced a large national competitor. We helped Garland County obtain their first ACA accreditation. Turn Key was chosen over SHP and CorrHealth.



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Inmate Health Care Services



ATTACHMENT F: CLAIMS TRACKING SCREENSHOTS

Oklahoma County - Claims Management System

Oklahoma County - Claims Management System OC-CMS

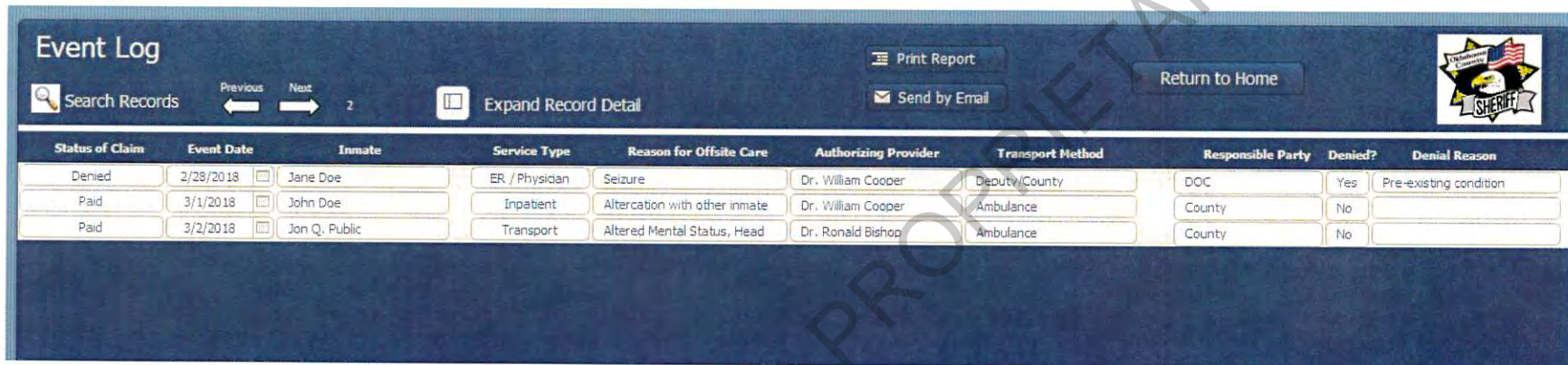
Real Time Medical Claims Activity Center



- ☰ 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



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	Jane Doe	ER / Physician	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 Bishoo	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

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

Status of Claim	Service Date	Inmate	Provider	Service Type	Reason for Offsite Care	Responsible Party	Denied?	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 Anthonys OKC	Inpatient	Altercation with other inmate	County	No		\$3,432.12
Paid	3/1/2018	John Doe	Dr Eric Edgar	ER Doctor	Altercation with other inmate	County	No		\$2,034.18
To A/P	3/2/2018	John Doe	XYZ Imaging	Diagnostic	Altercation with other inmate	County	No		\$900.09
Total Billed Amt									\$6,366.39
Avg									\$2,122.13
Paid	3/2/2018	Jon Q. Public	EMSA	Transport	Altered Mental Status, Head	County	No		\$1,336.00
Paid	3/2/2018	Jon Q. Public	OKC X-Ray	Radiology	Altered Mental Status, Head	County	No		\$158.00
Not Received	3/2/2018	Jon Q. Public	St. Anthony	ER	Altered Mental Status, Head	County	No		
Total Billed Amt									\$1,494.00
Avg									\$747.00

- 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

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 Anthony's OKC	Yes	1	3/1/2018	Inpatient	Altercation 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



Turn+Key
HEALTH
Inmate Health Care Services



SECTION VII
OTHER REQUIREMENTS



Turn+Key
HEALTH
Inmate Health Care Services



**ATTACHMENT G: AUTHORITY STATEMENT,
DECLARATIONS, AND ACKNOWLEDGEMENT OF
ADDENDA**



Respondent Name:	Turn Key Health Clinics, LLC.
RFP Response Title & Number:	RFP 20-029 Inmate Health Care

AUTHORITY STATEMENT

Respondents agree that they have read all of the Terms and Conditions prior to submission.

1. The Respondent represents and certifies as part of the proposal that he/she is authorized to act as an agent for the corporation responsible for this proposal.
2. The costs stated in this proposal were arrived at independently, without consultation, communication or agreement with any other Respondent, or with any competitor, for the purpose of restricting competition.
3. The Respondent shall refrain from providing services to other persons, firms or entities that would create a conflict of interest for Contractor with regard to providing services pursuant to this Agreement. The Respondent shall not offer or provide anything of benefit to any CCOB official or employee that would place the official or employee in a position of violating the public trust in violation of C.R.S. § 24-18-109.
4. It shall be unlawful for any CCOB employee who is participating directly or indirectly in the procurement process to become or be, while such a CCOB employee or employee spouse or employee dependent, the employee of any person contracting with the city. (Ord. 780 §1, 1988)

Company Name:	Turn Key Health Clinics, LLC.
Local Office Address:	19 NE 50th Street, Oklahoma City, OK 73105
Name of Approving Authority:	Flint Junod
Signature of Approving Authority:	
Title:	CEO
E-Mail:	fjunod@turnkeyhealthclinics.com
Contact Number:	405-537-7954
Date:	9/14/20
Primary Point of Contact (POC): (If different from above)	Same
Primary POC Title:	Same
Primary POC E-Mail:	Same
Primary POC Contact Number:	Same



DECLARATIONS

Please review and initial below, if accepted. Otherwise, any declaration not agreed upon must be addressed in the submittal letter.

Does this offer comply with all the Terms and Conditions?	Yes - JJ
Does this offer meet or exceed all specifications?	Yes JJ
Have you reviewed the attached Sample Agreement?	Yes JJ
Do you accept all clauses in the Sample Agreement?	Yes JJ

ACKNOWLEDGEMENT TO ADDENDA

Signature(s) below indicates that Respondent has read all the information provided above and agrees to comply in full. All addenda listed below to the solicitation are considered as a section of the RFP # 20-029 contract documents and therefore, this signed document shall become consideration and fully submitted with the original package.

Addendum Number:	1	Acknowledged By:	
Addendum Number:		Acknowledged By:	



Turn+Key
HEALTH
Inmate Health Care Services



ATTACHMENT H: TURN KEY W-9

Request for Taxpayer Identification Number and Certification

**Give Form to the
 requester. Do not
 send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.	<p>1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.</p> <p>TCSFI TK LLC</p> <p>2 Business name/disregarded entity name, if different from above</p> <p>Turn Key Health Clinics, LLC</p> <p>3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.</p> <p><input type="checkbox"/> Individual/sole proprietor or single-member LLC</p> <p><input type="checkbox"/> C Corporation</p> <p><input type="checkbox"/> S Corporation</p> <p><input checked="" type="checkbox"/> Partnership</p> <p><input type="checkbox"/> Trust/estate</p> <p><input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____</p> <p>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) ▶ _____</p>	<p>4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from FATCA reporting code (if any) _____</p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p>
	<p>5 Address (number, street, and apt. or suite no.) See instructions.</p> <p>19 NE 50th St</p> <p>6 City, state, and ZIP code</p> <p>Oklahoma City, OK 73105</p>	<p>Requester's name and address (optional)</p>
	<p>7 List account number(s) here (optional)</p>	

Part I Taxpayer Identification Number (TIN)

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

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
or									
Employer identification number									
8	4	-	3	4	4	5	8	8	0

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

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

Sign Here	Signature of U.S. person ▶	Date ▶ 1/1/2020
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with **Page 101** a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting*, later, for further information.

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

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

In the cases below, the following person must give Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the entity;
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the trust; and
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust (other than a grantor trust) and not the beneficiaries of the trust.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person, do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515, *Withholding of Tax on Nonresident Aliens and Foreign Entities*).

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

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

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if his or her stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first protocol) and is relying on this exception to claim an exemption from tax on his or her scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 24% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester,
2. You do not certify your TIN when required (see the instructions for Part II for details),
3. The IRS tells the requester that you furnished an incorrect TIN,
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or
5. You do not certify to the requester that you are not subject to backup withholding under 4 above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code*, later, and the separate Instructions for the Requester of Form W-9 for more information.

Also see *Special rules for partnerships*, earlier.

What is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all United States account holders that are specified United States persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code*, later, and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you no longer are tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account; for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

a. **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note: ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040/1040A/1040EZ you filed with your application.

b. **Sole proprietor or single-member LLC.** Enter your individual name as shown on your 1040/1040A/1040EZ on line 1. You may enter your business, trade, or “doing business as” (DBA) name on line 2.

c. **Partnership, LLC that is not a single-member LLC, C corporation, or S corporation.** Enter the entity’s name as shown on the entity’s tax return on line 1 and any business, trade, or DBA name on line 2.

d. **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. You may enter any business, trade, or DBA name on line 2.

e. **Disregarded entity.** For U.S. federal tax purposes, an entity that is disregarded as an entity separate from its owner is treated as a “disregarded entity.” See Regulations section 301.7701-2(c)(2)(iii). Enter the owner’s name on line 1. The name of the entity entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner’s name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity’s name on line 2, “Business name/disregarded entity name.” If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, you may enter it on line 2.

Line 3

Check the appropriate box on line 3 for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3.

IF the entity/person on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation
• Individual • Sole proprietorship, or • Single-member limited liability company (LLC) owned by an individual and disregarded for U.S. federal tax purposes.	Individual/sole proprietor or single-member LLC
• LLC treated as a partnership for U.S. federal tax purposes, • LLC that has filed Form 8832 or 2553 to be taxed as a corporation, or • LLC that is disregarded as an entity separate from its owner but the owner is another LLC that is not disregarded for U.S. federal tax purposes.	Limited liability company and enter the appropriate tax classification. (P= Partnership; C= C corporation; or S= S corporation)
• Partnership	Partnership
• Trust/estate	Trust/estate

Line 4, Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys’ fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space in line 4.

- 1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2)
- 2—The United States or any of its agencies or instrumentalities
- 3—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities
- 4—A foreign government or any of its political subdivisions, agencies, or instrumentalities
- 5—A corporation
- 6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or possession
- 7—A futures commission merchant registered with the Commodity Futures Trading Commission
- 8—A real estate investment trust
- 9—An entity registered at all times during the tax year under the Investment Company Act of 1940
- 10—A common trust fund operated by a bank under section 584(a)
- 11—A financial institution
- 12—A middleman known in the investment community as a nominee or custodian
- 13—A trust exempt from tax under section 664 or described in section 4947

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
Interest and dividend payments	All exempt payees except for 7
Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
Barter exchange transactions and patronage dividends	Exempt payees 1 through 4
Payments over \$600 required to be reported and direct sales over \$5,000 ¹	Generally, exempt payees 1 through 5 ²
Payments made in settlement of payment card or third party network transactions	Exempt payees 1 through 4

¹ See Form 1099-MISC, Miscellaneous Income, and its instructions.

² However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) written or printed on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37)

B—The United States or any of its agencies or instrumentalities

C—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i)

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i)

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state

G—A real estate investment trust

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940

I—A common trust fund as defined in section 584(a)

J—A bank as defined in section 581

K—A broker

L—A trust exempt from tax under section 664 or described in section 4947(a)(1)

M—A tax exempt trust under a section 403(b) plan or section 457(g) plan

Note: You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, write NEW at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have and are not eligible to get an SSN, your TIN is your IRS individual taxpayer identification number (ITIN). Enter it in the social security number box. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). Do not enter the disregarded entity's EIN. If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note: See *What Name and Number To Give the Requester*, later, for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at www.SSA.gov. You may also get this form by calling 1-800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at www.irs.gov/Businesses and clicking on Employer Identification Number (EIN) under Starting a Business. Go to www.irs.gov/Forms to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to www.irs.gov/OrderForms to place an order and have Form W-7 and/or SS-4 mailed to you within 10 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and write "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, generally you will have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note: Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon.

Caution: A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code*, earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983.

You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983.

You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLE accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account ¹
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor ²
5. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee ¹
b. So-called trust account that is not a legal or valid trust under state law	The actual owner ¹
6. Sole proprietorship or disregarded entity owned by an individual	The owner ³
7. Grantor trust filing under Optional Form 1099 Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))	The grantor*
For this type of account:	Give name and EIN of:
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity ⁴
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee

For this type of account:	Give name and EIN of:
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing under the Form 1041 Filing Method or the Optional Form 1099 Filing Method 2 (see Regulations section 1.671-4(b)(2)(i)(B))	The trust

¹ List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

² Circle the minor's name and furnish the minor's SSN.

³ You must show your individual name and you may also enter your business or DBA name on the "Business name/disregarded entity" name line. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

⁴ List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.) Also see *Special rules for partnerships*, earlier.

*Note: The grantor also must provide a Form W-9 to trustee of trust.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records From Identity Theft

Identity theft occurs when someone uses your personal information such as your name, SSN, or other identifying information, without your permission, to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity or credit report, contact the IRS Identity Theft Hotline at 1-800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 1-877-777-4778 or TTY/TDD 1-800-829-4059.

Protect yourself from suspicious emails or phishing schemes.

Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to phishing@irs.gov. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 1-800-366-4484. You can forward suspicious emails to the Federal Trade Commission at spam@uce.gov or report them at www.ftc.gov/complaint. You can contact the FTC at www.ftc.gov/idtheft or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see www.IdentityTheft.gov and Pub. 5027.

Visit www.irs.gov/IdentityTheft to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and possessions for use in administering their laws. The information also may be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payers must generally withhold a percentage of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to the payer. Certain penalties may also apply for providing false or fraudulent information.



Turn+Key
HEALTH
Inmate Health Care Services



ATTACHMENT I: SAMPLE CERTIFICATE OF INSURANCE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
08/21/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis Towers Watson Insurance Services West, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	CONTACT NAME: Willis Towers Watson Certificate Center PHONE (A/C. No. Ext): 1-877-945-7378 E-MAIL ADDRESS: certificates@willis.com		FAX (A/C. No.): 1-888-467-2378
	INSURER(S) AFFORDING COVERAGE		NAIC #
INSURED Turn Key Health Clinics, LLC 19 NE 50th Street Oklahoma City, OK 73105	INSURER A: Lloyd's		B7874
	INSURER B: National Fire & Marine Insurance Company		20079
	INSURER C:		
	INSURER D:		
	INSURER E:		
	INSURER F:		

COVERAGES

CERTIFICATE NUMBER: W17531383

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY			AH100432	04/10/2020	04/10/2021	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						MED EXP (Any one person) \$ 5,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 3,000,000
							PRODUCTS - COMP/OP AGG \$ Included
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> OWNED AUTOS ONLY	<input type="checkbox"/>	<input type="checkbox"/>				BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS ONLY	<input type="checkbox"/>	<input type="checkbox"/>				PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				\$
B	<input type="checkbox"/> UMBRELLA LIAB			EX051606	04/10/2020	04/10/2021	EACH OCCURRENCE \$ 2,000,000
	<input checked="" type="checkbox"/> EXCESS LIAB	<input checked="" type="checkbox"/>	<input type="checkbox"/>				AGGREGATE \$ 2,000,000
	DED						\$
	RETENTION \$						\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/>	N/A				OTHER
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT \$
							E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			AH100432	04/10/2020	04/10/2021	Per Claim \$1,000,000
							Aggregate \$3,000,000
							Deductible Per Claim \$250,000


DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

Morgan County Sheriff's Office Detention Facility
801 E. Beaver Avenue
Fort Morgan, CO 80701

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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