

SIGNATURE PAGE

ADDENDA:

The proposer acknowledges the receipt of the following Addenda:

<u>Addendum Number</u>	<u>Date of Addendum</u>	<u>Date Received</u>
Addendum 1	2/7/22	2/7/22
Addendum 2	2/15/22	2/15/22
Addendum 3	3/4/22	3/4/22

The undersigned certifies that he/she has examined the specifications and instructions to proposers and has submitted a proposal in full compliance and without collusion with any other person, individual or corporation.

The undersigned further certifies that they do not employ workers without authorization and shall not knowingly employ a worker without authorization to perform work under this contract. All employees hired to perform labor or services in the United States after November 6, 1986, shall have completed Form I-9, Employment Eligibility Verification, and the undersigned certifies they participate in the E-Verify Program or Department Program to verify the employment eligibility of all new employees.

SIGNED:  TITLE: CEO

PRINTED NAME: Flint Junod

FIRM: Turn Key Health Clinics, LLC DUNS # 061281062

ADDRESS: 900 NW 12th Street

CITY: Oklahoma City STATE: OK ZIP: 73106

DATE: March 29, 2022 TELEPHONE NUMBER: 

EMAIL ADDRESS: 

Provide the following information for the individual who will serve as the primary contact for your organization for technical and contractual clarifications during the RFP process, if different than the signatory:

PRIMARY CONTACT NAME:	
TITLE:	
ADDRESS:	
PHONE NUMBER:	
FAX NUMBER:	
EMAIL ADDRESS:	

For further information regarding this request for proposal, P22-01, please contact Les Brown, Purchasing Agent, at (970) 498-5954, or brownld@larimer.org.



Turn+Key

HEALTH

Inmate Health Care Services



Response to Items 1-5, RFP Page 8:

1. The signed Signature Page is included.

2. Colorado Constitution Article XI, §1 and §2 prohibit the County from pledging credit, providing aid, and accepting debt/liability of another. Because of this, the County is unlikely to accept a Limitation of Liability provision in the final agreement. Please indicate in your response if you require a Limitation of Liability provision.

Turn Key does not require a Limitation of Liability provision.

3. The County anticipates that the selected vendor will sign the County's "Professional Services Agreement" which is included as Attachment B - Professional Services Agreement. In this section, you must specifically address any issues with the agreement and proposed solutions.

Turn Key has no issues with the Professional Services Agreement.

4. Complete and submit in both pdf and Excel format Attachment A - Medical Solicitation Questionnaire.

Turn Key has included Attachment A – Medical Solicitation Questionnaire in both pdf and Excel format.

5. Insurance Evidence of Coverage Certificate (EOC) or Certificate of Insurance (COI) that most closely reflects the insurance requirements described in this solicitation.

5.1. Provide a copy of your EOC or COI that most closely covers the requirements as specified in this RFP.

A copy of Turn Key's Certificate of Insurance is included.

5.3.1. Does coverage meet minimum project requirements? Yes.

5.3.2. Can this coverage be extended for work on this project? Yes.

5.3.3. Can coverage be increased? Yes.

5.3.4. Can the County be listed as an additional insured? Yes.

Larimer County Medical Solicitation Questionnaire Jail Medical Services			
Instructions			
<p>Adherence to the instructions provided on this page and within this solicitation is imperative for consideration; this worksheet must be completed in full to avoid disqualification from the review process.</p> <p>*Provide all requested documentation and materials for the questionnaire and purchasing requirements. *A maximum of twenty (20) additional pages beyond the purchasing requirements and questionnaire are allowed. *The county will not consider omitting the page limit. Do not insert tables or graphs and do not attach files, unless specifically requested. *Insert responses within the cell (merged D and E). *Do not change the order of items, delete or add items, or add columns. *Use 12-point Arial font in black.</p> <p>NOTE: There is a limit in that Excel will display only the first 1,024 characters in each cell. The average paragraph contains 352 characters.</p> <p>Current jail population dashboard: https://www.larimer.org/sheriff/jail-population/#totals</p>			
ORGANIZATIONAL INFORMATION			
Contact information during solicitation process			
A	1	Company Name	Turn Key Health Clinics, LLC
		Primary Contact's Name	Flint Junod
		Title	CEO
		Address	900 NW 12th Street, Oklahoma City, OK 73106
		Phone Number	(405) 516-0276
		Email Address	fjunod@turnkeyhealthclinics.com
		Fax Number	(405) 920-3016
		Company Headquarters Company Website	Oklahoma City, OK Turnkeyhealthclinics.com
Organization background, history, and culture			
B	1	Briefly describe your organizational philosophy, mission, vision or motto.	Turn Key's vision is to enhance the delivery of healthcare for correctional facilities while controlling the program's financial burdens for the citizens of the community. Our hands-on regional base, regional focus has allowed us to become the premier correctional health care provider in our South-Central region of the United States. Today, we are contracted to provide enhanced levels of service to more than 70 correctional facilities in our region, including 9 in Colorado.
	2	How many employees work for your company and in which states are they located?	Turn Key has a total of 665 employees in: Colorado (71), Oklahoma (300), Arkansas (159), Texas (83), Louisiana (43), Missouri (7), and Kansas (2).
	3	How long has your company been in business?	Turn Key was organized April 27, 2009, as ESW Correctional Healthcare and was rebranded as Turn Key Health Clinics on June 2, 2014. We have been providing correctional healthcare for twelve years: five years as ESW Correctional Healthcare and seven years as Turn Key Health Clinics.
	4	How many sites do you currently have?	Turn Key currently provides services to 77 facilities in our South-Central region, which includes Colorado, Oklahoma, Kansas, Texas, Arkansas, Missouri, and Louisiana.
	5	Briefly describe your corporate values around diversity, equity and inclusion. You may include how you hire, retain and promote individuals who reflect the community at large.	Turn Key Health Clinics is committed to providing its staff the opportunity to pursue excellence in their professional endeavors. This opportunity can exist only when each member of our company is assured an atmosphere of mutual respect. We value individuality and diversity in our workforce and strive to recruit, hire, and promote based on credentials, experience, and merit. Of the 544 employees who chose to self-identify ethnicity/race, 277 (51%) identified as ethnicities other than white, reflecting Turn Key's commitment to diversity, equity, and inclusion.
	6	Briefly describe your understanding of the community standard of care in Larimer County.	Turn Key's Colorado Regional Medical Director lives in Fort Collins. He completed his residency at UC Health hospital in Fort Collins and did private practice for 7 years in Fort Collins. As a result, he has connections to numerous local providers for specialty services. Further, his wife is a social worker for the UC Health prenatal unit and has worked with pregnant inmates in Larimer County. He is very much aware of the benefit and how important it is to be able to provide an exceptional level care to the community of Larimer County.
	7	Briefly describe your utilization management philosophy related to facilitating off-site care.	We partner with local hospitals and providers to facilitate off-site medical services to ensure continuity of care, effective communication, and fiscal accountability. Out-patient services are made by provider referral and approved by our Regional Medical Director already based in Ft. Collins. We use CORHIO, Colorado's health information exchange, to ensure continuity of care upon facility return. We do not complicate the referral process by using a rigid referral-approval process. Our providers can obtain written or phone approval for off-site referrals any time.
	8	Briefly describe your client communication strategy. What is the title of the individual that the County will communicate with the majority of time? Describe to whom an issue is escalated. Include at least two levels of escalation.	Turn Key provides our clients with a client liaison. A position that is unique to our company. This position is paid by Turn Key, but actually works for our clients' best interested. April Farmer, our Colorado Client Liaison, visits with the administration team at every Colorado site at least monthly to ensure we are upholding our promised services. April's position will be provided to Larimer County at no additional cost. However, every single Turn Key client has the personal mobile phone number for Jon Echols, President/Founder, and Flint Junod, CEO. By allowing all of our clients to have direct access to our top leaders to address concerns, our site level and middle level leadership team go the extra mile to ensure issues do not arise, or are addressed timely and appropriately. This level of leadership commitment is why Turn Key can proudly state we have never had a client replace our services with those of a competitor.
	9	When an error occurs how do you balance process/policy failures with correction/discipline of personnel? Briefly describe typical steps and outcomes.	Patient-care complaints, reporting of observations by other health services providers, security or other non-medical providers are addressed by the Regional Medical Director or the Chief Medical Officer. At the completion of an investigation, the Medical Director or Chief Medical Officer receives the report and ensures appropriate actions are initiated. Investigations and findings are confidential. Should it be determined that performance is not meeting current standards of practice, we will communicate these findings to appropriate security administration and provide a plan of corrective action designed to either upgrade individual performance or discontinue the delivery of service by the individual until satisfactory performance can be provided.
	10	When an error occurs, how do you investigate and balance corporate process/policy failures with correction/discipline of Contractor personnel? Describe typical steps and outcomes.	Turn Key believes grievance trends can reflect a healthcare system's effectiveness. Appropriate management of the grievance process improves the overall delivery of care and reduces the liability on both the healthcare provider and the clients. 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 strong record of dramatically reducing health related grievances upon transitioning a program to our services, including the transition of services from Larimer's current provider to Turn Key's program.
	11	Briefly describe your corporate providers experience with delivery of medical care related to treatment of Substance Use Disorder (SUD) and medication assisted treatment (MAT).	We have vast experience with MAT therapies, including the use of a long-acting naltrexone injection (i.e., Vivitrol) and the oral medications methadone hydrochloride and buprenorphine. Numerous Turn Key providers hold x-waivers, including Colorado providers, that allow for MAT treatment in the correctional setting. Turn Key provides various opiod MAT programs throughout the region. In recent months, we have expanded our naltrexone program to treat alcohol addiction. We also work collaboratively with JBBS programs at many of our Colorado programs.
	12	Briefly describe what "good patient care" means to your organization.	Good patient care to Turn Key is: Effective: Providers practice evidence-based medicine that prevents overusing or underusing medical services. Efficient. Patient care is not wasteful of resources, time, money, or energy. Equitable. Every patient receives the same level of quality, respect, and concern. Patient-centered. Care that is respectful of the patient's needs and uses compassion to guide healthcare decisions. Safe. Staff and patient safety are prioritized in every interaction. Timely. Patients have access to care without potentially harmful or costly delays.
	13	Describe the corporate physicians level of influence over the site's physician and how conflicting opinions are resolved.	Turn Key has excellent physicians as part of our team. The CMO has long standing professional relationships with each of our site Medical Directors. Their opinions and suggestions are always sought when corporate decisions will impact their site. The CMO is the final decision maker, but his decisions are based on research, experience, and the opinions of his employees. This level of mutual respect results in great teamwork and outcomes. Conflicting opinions are always dealt with calmly and professionally, resulting in no hostility or animosity.
	14	Briefly describe the main points of your transition plan both at contract start and contract end.	We hold the belief that success favors preparedness. We initiate our transition plan at the time of our proposal composition in anticipation an award. Specific responsibilities of the transition are assigned to key members of our leadership team, and we notify service partners such as Diamond Pharmaceuticals, CorEMR, and Quest Diagnostics of our proposal submission. This upfront preparation has ensured smooth transitions. Having successfully transitioned programs from Larimer County's current provider multiple times, we are confident of a smooth transition.
15	Briefly describe your ability to financially comply with the contract by outlining any financial resources, administration, legal, payroll, human resources and other structures in place to provide support for Contractor's employees performing work under the contract.	Turn Key has strong financial liquidity as well as strong lender support in the form of underutilized line of credit. Our corporate office includes CEO, CFO, President, VPs of Operations, Chief Medical Officer, General Counsel, Risk Manager/Transition Coordinator, Quality Assurance Coordinator, Executive Assistance/Human Resources, Client Liaison, Claims Management, Case Manager, Accountant, Fiscal Assistant, Recruiter, and IT Consultant to provide support to our facilities.	
16	Briefly describe your recruiting scheme and your level of commitment to finding solutions to any vacancies quickly.	Turn Key has amplified our recruitment measures since the onset of COVID-19 and the nursing shortage crisis. This includes adding corporate recruiters to scout quality personnel and doubling the size of our pool of float nurses with multi-state nursing licenses who can be deployed to numerous locations across our operations. The depth of our float pool has allowed us to keep our operations compliant with contractual obligations throughout the pandemic. Our Colorado float pool exceeds the number of full-time personnel our competitors employ in Colorado.	
17	How much value does your organization place on transparency regarding any problems? Is your organization prepared to be transparent and truthful with the County?	Transparency is key to a successful partnership. Communication between correctional staff, medical/mental health personnel, and service partners is critical to successful operations. To ensure communication with County administration, Turn Key's Medical Director, HSA, and Mental Health Director will be available for monthly administrative meetings. Turn Key will brief administrative staff regarding current health trends, significant medical cases, special needs clients, hospitalizations, program activity and utilization. Additionally, our President and/or CEO will be available to meet as requested. We encourage you to inquire about our transparency at the other operations in which we transferred services from Larimer's current provider.	
Qualifications			

C	1	Upon award, vendor must register with the State Vendor Management program. All onsite staff must successfully comply with the program's requirements.	Since Turn Key already operates in 9 other Colorado counties, we are already registered and our staff are compliant with the State Vendor Management program.
	2	Must provide services compliant with the Americans with Disabilities Act (ADA) for both your staff and the inmates.	Turn Key policies and programs are in compliance with the Americans with Disabilities Act.
	3	Should have a proven successful implementation at three(3) or more sites. Describe.	During our 12-year history in the industry, we have partnered with nearly 80 correctional facilities in the South-Central region of the United States, including 9 in Colorado. Turn Key has transitioned the healthcare program from our nationally focused competitors numerous times, including Armor Correctional Health Services 3 times. 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.
Subcontractors			
<i>Specify any subcontractors that will provide proposed medical services. For each subcontractor include company name, contact details, and number of partnerships you have had.</i>			
D	Subcontractor 1:		Trilogy Medwaste Southeast, PO Box 550569, Houston, TX, 77255 Phone: 713-300-1880 or 1-866-977-3420 Email: billing@trilogymedwaste.com Partnerships: 1 County
	Subcontractor 2:		Quest Diagnostics, PO Box 99083, Las Vegas, NV, 89193 Email: maggie.m.anderson@questdiagnostics.com or heather.m.kratz@questdiagnostics.com Partnerships: 50+ counties
	Subcontractor 3:		Diamond Pharmacy, 645 Kolter Dr., Indiana, PA, 15701 Email: khoyt@diamondpharmacy.com Partnership: 45+ counties
	Subcontractor 4:		Premier Medical Imaging, PO Box 140130, Edgewater, CO, 80214 Email: pmi80212@gmail.com Partnerships: 2 Counties
	Subcontractor 5:		Institutional Eye Care, PO Box 366550, Bonita Springs, FL, 34136 Email: rgirvin@institutionaleyecare.com Partnership: 1 County
	Subcontractor 6:		CorEMR, 1173 S 800 E, Orem, UT 84097 Email:dguymon@coremr.com Partnership: 34 Counties Existing - 9 Counties in transition from another platform
References			
<i>List three references for sites where you have provided the services being proposed. Include institution name, contact details, services provided, and years of service.</i>			
E	Reference 1:		Weld County Jail, 2110 O Street, Greeley, CO, 80631. Contact: Sheriff Steve Reams, Phone (970) 356-4015. sreams@weldgov.com. Turn Key provides comprehensive inmate medical services. Dates of Service: 2020-Present. (Previous vendor: Armor)
	Reference 2:		Morgan County Jail, 801 E. Beaver Ave., Fort Morgan, CO, 80701, Contact: Sheriff Dave Martin Phone: (970) 542-3448 Email:dmartin@co.morgan.co.us. Turn Key provides comprehensive inmate medical services. Dates of Service: 2021-Present. (Previous vendor: Wellpath)
	Reference 3:		David L. Moss Criminal Justice Center, 300 N Denver, Tulsa, OK, 74103. Contact: Sheriff Vic Regalado Phone: (918) 596-5601 Email: vregalado@tco.org. Turn Key provides comprehensive inmate medical services. Dates of Service: 2016-Present. (Previous vendor: Armor)
Implementation			
F	Briefly describe the implementation plan (including timeline) for the proposed medical services.		Turn Key has transitioned services at nearly over our 12-year history, many within 30 days of the contract award. We believe that success favors preparedness. Thus, we have already initiated our transition plan in the anticipation of a potential contract award. Turn Key has assigned specific responsibilities of the transition to key members of our leadership team. We have already notified Diamond Pharmaceuticals, CorEMR, Quest, Medical Imaging and several of our other service partners of our proposal submission to Larimer County. These services will be seamlessly transitioned and operation day 1 of our contract.
	Provide annual costs for years one (1), two (2), and three (3) of the contract.		Year 1: \$8,740,203.02 Year 2: \$9,015,519.42 Year 3: \$9,299,508.28
CONTRACTUAL ELEMENTS			
Part 1 - Program Overview			
	1.1	The proposer is expected to provide cost effective medically necessary services and maintain a level of quality in accordance with current standards established by the National Commission on Correctional Health Care (NCCHC), including all updates, throughout the Agreement term.	Turn Key provides cost-effective inmate medical services for more jails than any other provider in the region we serve. We currently operate numerous accreditation oriented programs, and our policies and procedures are 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 over the past 20 years. Our ranking leadership team members, including our CEO, CMO, and VPs of Operations, maintain Certified Correctional Health Professional (CCHP) status with the NCCHC, and several members of our executive leadership have personal, onsite leadership experience with assisting individual operations through the accreditation process prior to advancing to their current positions. Our CMO holds dual board certification, including a certification in correctional medicine. Our leadership team has assisted numerous facilities with the accreditation process, including both NCCHC and ACA reaccreditations in Tulsa, Oklahoma during the COVID-19 pandemic. We are confident in our ability to fulfill this requirement for Larimer County.
	1.2	The proposer is expected to provide comprehensive medical and mental health services for the inmates housed at the Larimer County Jail ("Jail"). The County requires the use of professionally licensed or certified staff (within their practice; i.e. LPN, PA, RN, etc.) to perform the various functions needed to provide quality healthcare to inmates.	Turn Key will provide comprehensive medical and mental health services for the inmates at Larimer County Jail. Turn Key employs fully licensed and credentialed personnel to work within the scope of practice in which they are assigned. Potential employees for our Larimer County 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. Larimer County Jail administration will have full access to review our employees' credentials upon request.
	1.3	The current program requirements include inmate medical screening, admissions evaluation, triage, sick call, care of medically fragile inmates, pharmacy services, psychiatric screening, suicide risk assessments, mental health services, medication assisted treatment, medical clearances for intra-agency and inter-agency transfers, work clearances, and the continuing care of identified health problems, detoxification and emergency services.	Turn Key's model has allowed us to become the premier correctional health care provider in our South-Central region of the United States, which includes correctional 9 operations in Colorado. Our services include providing medical, dental, and mental health services to the correctional inmate population as well as job-related and emergency services for facility employees. With numerous existing Colorado partnerships, we are well versed in Colorado laws and standards that are applicable to the Larimer County Jail and the unique health conditions of the inmate population in Colorado. We have 10 current operations with inmate populations that exceed 500 inmates, so we are very experienced with providing services in a complex correctional system. Turn Key also has experience in managing operations with multiple inmate classifications including, FBOP, ICE, USM, BIA, DOC, and juvenile populations. We are confidently positioned to offer a level of services for the Larimer County Jail that is unmatched by any of our competitors.
	1.4	The responsibility for the provision of healthcare services to people confined in Jail commences upon acceptance of the individual into the facility and ends with their release from custody.	Turn Key acknowledges and agrees to comply with the RFP requirement.

Part 2 - Scope of Work		
2.1	The Contractor shall be the coordinator of the Healthcare Delivery System for inmates at the Larimer County Jail. "Healthcare Delivery" is defined as medical, mental health, medication assisted treatment, dental care and vision care. Contractor shall provide medication management.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 3 - Administrative Requirements		
3.1	<p>A well written manual of standardized policies and defined procedures approved by the Medical Director and the Contract Administrator must be reviewed at least annually and revised as necessary. Contractor shall maintain a site-specific policy and procedure manual which will adhere to and reference all NCCHC standards, as well as all State and Federal laws, rules and regulations. It is preferred that an electronic document management system is utilized in order to maintain policy integrity, facilitate dissemination of policy, and document policy review. The County utilizes PowerDMS. Describe your policy practices and dissemination method.</p> <p>Please provide sample policies covering the following topics:</p> <ol style="list-style-type: none"> 1. Procedure in the Event of an Inmate Death 2. Continuous Quality Improvement 3. Patients in Restrictive Housing 4. Restraint and Seclusion 5. Emergency Psychotropic Medication 6. Staffing During Inclement Weather These policies may be submitted in a confidential envelope and do not count toward the overall page count limit. 	Turn Key's policies, procedures, and clinical guidelines are based on standards established by the NCCHC, ACA, and best practices recognized by community health organizations. All 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. Members of our team will meet with Larimer County key personnel to review policies prior to the transition. Turn Key's policies and procedures will be reviewed at least annually, and changes will be reviewed by the health staff once implemented. The site-specific procedures manual will be largely based on NCCHC standards, and policies and procedures will be readily available to medical and professional staff in printed and digital format. Copies of items 1-6 are included in a separate confidential file..
3.2	All parties agree that upon receiving a notice of termination issued by County pursuant to the terms of the Agreement, Contractor shall continue to provide services and wind down operations pursuant to this Agreement, unless expressly directed otherwise by County in the notice of termination. In the event of notice of termination, Contractor agrees to provide a wind down plan tailored to the circumstances.	Turn Key acknowledges and agrees to comply with the RFP requirement.
3.3	Contractor shall retain adequate corporate staff capable of competently supervising and monitoring its operations in Larimer County.	Turn Key acknowledges and agrees to comply with the RFP requirement. Our Larimer County operation receive full support from our corporate office. In addition, Turn Key has a Vice President, Regional Manager, and a Client Liaison already assigned and actively supporting our other 9 Colorado clients.
3.4	All parties agree that issues may arise that are highly time sensitive requiring detailed information inclusive of written reports or other pieces of information. Contractor agrees to make communication a fluid and proper exchange in the most expedient manner possible and shall maintain such required levels of communication utilizing the highest level of cooperation.	Turn Key acknowledges and agrees to comply with the RFP requirement. We encourage you to contact our existing clients to verify our commitment to ensuring time sensitive information is exchanged in an appropriate and timely manner.
3.5	Contractor shall obtain, secure, and maintain, at their cost, any and all permits, licenses, including pharmacy, and continuing education required by Federal, State, and local laws and applicable rules and regulations necessary for the implementation of work undertaken by Contractor. Contractor must provide to the Contract Administrator proof of licenses and certificates for all professional staff.	Turn Key acknowledges and agrees to comply with the RFP requirement.
3.6	Contractor must maintain proof that all on-site staff are cardiopulmonary resuscitation (CPR) certified, and this certification must be maintained throughout the Agreement.	Turn Key acknowledges and agrees to comply with the RFP requirement. We have further discussed our experience with credentialing in 1.2 of the questionnaire.
3.7	Contractor must assist the County in maintaining NCCHC Accreditation throughout the Agreement. County pays for all fees required to maintain NCCHC certification, including the PowerDMS document management system. Contractor must provide to the County all required NCCHC documentation, including policies and proofs, during and after the accreditation process. Contractor agrees to pay County fifty thousand dollars (\$50,000) should County fail to achieve and maintain NCCHC accreditation due to the actions of Contractor. Describe your corporate experience with NCCHC Accreditation utilizing the PowerDMS document management system.	Turn Key acknowledges and agrees to comply with the RFP requirement. We have further discussed our experience with NCCHC accreditation in 1.1 of the questionnaire.
Part 4 - Billing		
4.1	Contractor shall pay all bills that the Contractor is responsible for related to services at the Larimer County Jail within sixty (60) days, unless agreed to otherwise between Contractor and a given provider. Any delinquent bill owed by the Contractor that is outstanding more than sixty (60) days, pursuant to a contract with third party, must be reported to the Contract Administrator in writing.	Turn Key has a strong record of processing payment for bills in a timely manner. We acknowledges and agrees to comply with the RFP requirement.

4.2	Contractor is responsible for assessing fees to an inmate's account. Monies collected are returned to the County general fund. No inmate is denied medical care based on an inability to pay.	Turn Key acknowledges and agrees to comply with the RFP requirement.
4.3	Included in the inmate population are inmates incarcerated on behalf of the Colorado Department of Corrections. Contractor shall promptly notify the Colorado Department of Corrections of treatment for such inmates using provided procedures and forms and shall submit all such related bills to the Contract Administrator to ensure reimbursement to the County of all medical expenses and cost of pharmaceuticals incurred on behalf of such inmates. All such reimbursements are returned to the County general fund.	Turn Key acknowledges and agrees to comply with the RFP requirement. We have further discussed our experience with managing the healthcare of inmates with external custodial parties in 1.3 of the questionnaire.
Part 5 - Accessibility to Services		
5.1	Non-English speaking inmates will receive verbal and/or written instruction, in a language they understand, on how to access healthcare services in the Jail. Contractor shall utilize a translation service provided for and paid by the County.	Turn Key acknowledges and agrees to comply with the RFP requirement.
5.2	Contractor shall have written provisions and procedures in place for working with inmates covered in the Americans with Disabilities Act (ADA). Contractor is knowledgeable and capable of utilizing ADA assistive devices and is committed to using best efforts to communicate effectively with all inmates.	Turn Key is experienced with ADA compliance and acknowledges and agrees to comply with the RFP requirement.
Part 6 - Electronic Medical Records		
6.1	The electronic medical records management system utilized at the Jail is CorEMR. All Contractor staff must be trained on this system. The Health Services Administrator maintains the utilization of the medical records management system. The County pays for CorEMR and will not consider other electronic medical record platforms. There is wireless access throughout the jail to facilitate CorEMR record keeping.	Turn Key acknowledges and agrees to comply with the RFP requirement. Since CorEMR is the most trusted independent EHR in the correctional health industry, we commend Larimer County for already establishing this professional partnership. We are confident we are the most qualified vendor to fulfill this Larimer County RFP requirement. Not only does Turn Key utilize CorEMR at 34 existing operations, but we have seamlessly transitioned 3 operations from Larimer County's current provider to our CorEMR platform. All 3 transitions occurred without disruption to the health program or the security operation, and all 3 transitions were fully functional at midnight of the transitions. Our exceptional working relationship with the leadership team of CorEMR will contribute to a seamless transition in Larimer County
Part 7 - Off-Site Provision Of Medical Or Other Health Care Services		
7.1	Contractor shall not be responsible for costs associated with off-site provision of medical or other healthcare services inclusive of transport, EMS, and specialty services, and thus, there is no aggregate limit, or cap, for off-site care. Any expense incurred or to be incurred for medical and other healthcare services provided off-site must be approved by the Contract Administrator and shall be the responsibility of the County. Contractor is responsible for review and verification that all invoices are appropriate and accurate prior to payment by the County of off-site services using County funds. This includes verification of services provided and accuracy of all co-pays and deductibles. Contractor is expected to exercise sound medical judgment when referring inmates for off-site care. The County has negotiated rates with the local hospitals. Contractor is not responsible for re-negotiating rates.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has a claims department dedicated to verifying and processing offsite claims. Although Turn Key will not be financially responsible for the cost of offsite and specialty services, we believe it's important to note our proven record of enhancing onsite services and reducing unwarranted offsite medical transports when transition programs from Larimer County's current vendor to our program. According to facility statistics, Tulsa County, Oklahoma experienced a 77% reduction in monthly Emergency Room transfers and a 35% reduction in monthly hospital days within the first few months of Turn Key replacing Armor Correctional Health Services. In addition, sentinel events declined by 60% and the number of healthcare related grievances declined by more than 31% within the first year after Turn Key took over the health services program in Tulsa. This is definitive proof that improved care can significantly reduce the burden of offsite transports for an agency.
	7.1.1 Contractor shall provide a monthly report of the off-site provision of medical care to the Contract Administrator. Contractor must attend a monthly meeting with the Contract Administrator to discuss the utilization of off-site care.	Turn Key acknowledges and agrees to comply with the RFP requirement. Our standard report is consistent with NCHC and ACA standards. We will customize it to the needs of Larimer County. Any unusual trends will be identified and discussed at the monthly meeting.
7.2	Contractor shall refer uninsured inmates to designated outside third parties to sign up for the Affordable Care Act, as applicable, and Contractor agrees to collaborate with Larimer County Health and Human Services. Contractor shall assist with sign up to the extent set forth above, and make sure any inmate hospitalized or about to be hospitalized is signed up and costs are processed by the hospital to the appropriate insurance coverage before accepting responsibility for the costs or passing the costs onto the County for off-site care. Contractor's assistance includes notifying local social service agencies, coordination with health departments and other enrollment organizations, consultation between the utilization management team and hospital based social workers and aligning claims processing and payment with hospitals to maximize collection by the hospital when eligible Medicaid claims may be filed.	Turn Key has experience with this process and acknowledges and agrees to comply with the RFP requirement.

7.3	<p>The County follows Colorado Revised Statute § 17-26-104.5 and has additionally negotiated pricing for off-site medical care. Colorado Revised Statutes § 17-26-104.5 states in pertinent part, "[w]hen a person is held in custody in a county Jail, the person shall be primarily responsible for the payment of the cost of medical care provided to the person for a self-inflicted injury or a condition that was pre-existing prior to the person's arrest and shall be charged for the medical care by the provider of care." Based on this statute, Contractor shall establish policies and procedures to identify self-inflicted and preexisting inmate injuries and conditions and to notify off-site health services providers or hospital providers of the obligation to bill inmates directly for such injuries or conditions. Contractor shall also establish policies and procedures to notify off-site health services providers and/or hospital service providers of any third-party insurance or Medicaid eligibility available to inmates for such injuries. To the extent an off-site health services provider or hospital provider requires a guarantee of payment that an inmate cannot provide, Contractor shall be responsible for providing such guarantee of payment and County shall be responsible for paying any off-site costs not billed directly to the inmate under Colorado Revised Statutes § 17-26-104.5. Contractor shall not incur any expenses on behalf of the County without prior authorization.</p>	<p>With 9 existing Colorado contracts, Turn Key is knowledgeable and experienced with adhering to Colorado Statutes that relate to health services in county jails. We acknowledge and are already positioned to comply with the RFP requirement.</p>
7.4	<p>All parties agree that Contractor will enforce minimum staffing requirements to avoid increasing other County costs for off-site care. Contractor shall reimburse the actual cost of deputy transports when Contractor staff positions remain unfilled or uncovered. Prior to requiring reimbursement, the Contract Administrator shall meet with the Health Services Administrator to discuss and validate non-performance. Notice of non-performance will then be provided in writing to Contractor. Should any of these provisions be invoked, they shall be paid as a credit against monthly billing for Agreement services.</p>	<p>With a supplemental nurse float pool that likely exceed the total number of full time Colorado staff of our competitors, Turn Key does not anticipate any performance issues due to insufficient staffing. However, Turn Key does acknowledge and agrees to comply with the RFP requirement.</p>
7.5	<p>Contractor shall ensure that the healthcare status of inmates admitted to outside hospitals is reviewed to ensure that the duration of the hospitalization is no longer than medically indicated. Contractor shall maintain a detailed plan and procedure for inmates receiving care in an off-site medical care facility. Contractor shall provide updates on the healthcare status of inmates admitted to outside hospitals to the Contract Administrator upon request.</p>	<p>Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key staff will arrange for hospital care as deemed appropriate for our patients, which will be coordinated with prison staff. Turn Key's physician will review the medical necessity and provide prior approval for all planned hospitalizations. Turn Key's staff will monitor the medical necessity for all hospitalizations throughout the offender's inpatient stay, and will seek discharge as soon as the offender's medical needs can be effectively met at the Larimer County Jail. The HSA will report to prison command staff daily updates on all inmates currently hospitalized to include but not limited to current status, prognosis, and plans to transfer the inmate back to the jail for onsite medical care. As detailed in our answer to Section 7.1 of this questionnaire, Turn Key has a strong record of offsite utilization management, particularly when compared to Larimer County's current vendor.</p>
Part 8 - Elective Medical Care		
8.1	<p>No elective care shall be approved without the written consent of the Contract Administrator. In the event an inmate requires elective care, the inmate shall be responsible for all costs. Elective medical care shall be defined as care which, if not provided, would not, in the sole opinion of the Medical Director or designee, cause the inmate's health to deteriorate or cause harm to the inmate's wellbeing. Decisions concerning elective medical care shall be consistent with the applicable American Medical Association (AMA) Standards.</p>	<p>Turn Key acknowledges and agrees to comply with the RFP requirement.</p>
8.2	<p>Contractor shall not be responsible for the provision or cost of any elective care.</p>	<p>Turn Key acknowledges and agrees to comply with the RFP requirement.</p>
Part 9 - Quality Assurance		
9.1	<p>In order to establish and maintain quality assurance, a quarterly Medical Audit Committee (MAC) is facilitated by Contractor to discuss the current issues, discuss third-party programmatic reports, performance reports, financial audit reports, self-audit reports, identify problems or report on potential high cost inmate's medical procedures and shall be attended by the Contract Administrator, Health Service Administrator, Charge Nurse, Medical Director, medical and psychiatric clinicians, and other Contractor staff. Contractor shall staff and provide administrative support to the committee and document all meeting notes. Meeting minutes shall be prepared by Contractor within three (3) days of the meeting and distributed to all parties. Contractor shall provide consultation to the Contract Administrator on any and all aspects of the healthcare delivery system for the Jail. This includes evaluation and recommendations concerning new programs, alternate pharmaceutical, healthcare delivery procedures that impact Jail deputies and other systems, and other matters relating to this Agreement upon which the Contract Administrator seeks the advice and counsel of Contractor.</p>	<p>Turn Key acknowledges and agrees to comply with the RFP requirement.</p>
Part 10 - Reporting Requirements		
10.1	<p>Contractor shall conduct quarterly self-audits inclusive of, but not limited to, intake procedures, medication distribution, and pharmaceutical formulary costs or any other topics addressing concerns of the Contract Administrator:</p>	<p>Turn Key has numerous internal audit tools that are utilized as part of our quality assurance process. We acknowledge and agree to comply with the RFP requirement.</p>
	10.1.1 Review quality assurance reports.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	10.1.2 Review off-site care utilization.	Turn Key acknowledges and agrees to comply with the RFP requirement.

		10.1.3 Review monthly actual staff reports with hourly billing rates.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.1.4 Review statistical reporting.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.1.5 Review statistics and savings realized from Affordable Care Act.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.1.6 Review prescription utilization and annual formulary.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	10.2	Quarterly statistical reporting to be provided to the Contract Administrator includes the following statistical findings:	Turn Key's statistical report is compliant with ACA and NCHC standards. We will adapt our statistical report to capture any additional information requested by Larimer County. We acknowledge and agree to comply with the RFP requirement.
		10.2.1 Total # of Intake Screenings.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.2 Total # of Sick Call Visits.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.3 Total # of Health Care Provider encounters.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.4 Total # of 14 Day Health Assessments.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.5 Total # of Annual Health Assessments.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.6 Total # of In-House X-rays.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.7 Total # of Psych Health Care Provider Encounters.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.8 Total # of Mental Health Provider Encounters.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.9 Total # of Attempted Suicides.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.10 Total # of Completed Suicides.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.11 Total # of State Hospital Commitments Awaiting Admission.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.12 Total # of Dental Exams.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.13 Total # of Dental Clinic Visits.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.14 Total # of Dental Extractions.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.15 Total # of Dental Fillings.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.16 Total # of Off-Site Referrals.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.17 Total # of Off-Site ER Visits.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.18 Total # of Off-Site Hospital Admissions.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.19 Total # of Off-Site Total Hospital Days.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.20 Total # of Chronic Care Clinic Visits.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.21 Total # of Deaths.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.22 Total # of Patients Receiving Meds (last day of each month).	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.23 Total # of Purified Protein Derivatives (PPDs) Planted.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.24 Total # of Suspect Active TB.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.25 Total # of Confirmed Active TB.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.26 Total # of Identified Chlamydia Cases.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.27 Total # of Identified Gonorrhea Cases.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.28 Total # of Identified Syphilis Cases.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.29 Total # of Confirmed Methicillin-Resistant Staphylococcus Aureus (MRSA).	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.30 Total # of Methicillin-Resistant Staphylococcus Aureus (MRSA) Suspect Cases.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		10.2.31 Total # of Grievances.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 11 - Medical Records			
11.1		The County has a separate agreement with CorEMR for electronic medical records. The County will be responsible for ongoing CorEMR licensing and server costs. CorEMR interfaces with the County's Jail Management System and current pharmacy vendor.	Turn Key has a proven record of flawlessly transitioning services from Larimer County's current vendor to our program. We provide additional detail of our record of transitioning CorEMR in Section 6.1 of this questionnaire. We acknowledge and will comply with this requirement.

11.2	All contact with inmates related to health issues must be documented in the healthcare record.	Turn Key acknowledges and agrees to comply with the RFP requirement.
11.3	All requests for healthcare must be documented in the inmate's medical record including, but not limited to, requests and grievances.	Turn Key acknowledges and agrees to comply with the RFP requirement.
11.4	Contractor shall maintain complete and accurate medical, dental, and mental health records separate from the confinement records of the inmate.	Turn Key acknowledges and agrees to comply with the RFP requirement.
11.5	All medical records including, but not limited to, mental health or dental records, medication logs, treatment logs, and charts shall be made available immediately upon request to the Contract Administrator as needed throughout the Agreement.	Turn Key acknowledges and agrees to comply with the RFP requirement.
11.6	Contractor may be allowed to upload their forms into CorEMR after review and approval from the County.	Turn Key acknowledges and agrees to comply with the County's current process for EMR forms utilization.
Part 12 - Litigation		
12.1	Contractor shall comply with the inmate grievance review process pursuant to Jail Policy and Procedure in lieu of utilizing any proprietary software unique to Contractor for handling grievances.	Turn Key has a proven record of reducing health related grievances upon transition a program. We acknowledge and agree to comply with the Jail's grievance process
12.2	Contractor shall respond to inmate grievances within fifteen (15) business days.	Turn Key acknowledges and agrees to comply with the RFP requirement. Most of our clients have a 3-7 day response requirement, so 15 days does not cause us concern.
12.3	Contractor shall describe remedies available for any inmate medical grievance that is sustained by the County at the last stage of the inmate grievance process.	Should repetitive, unsolved, or administrative related grievances occur, it is Turn Key's practice to advance these issues to either the regional manager or the regional medical director, as indicated. However, we are willing to adjust our standard practice to accommodate the desired practice of Larimer County.
12.4	Any and all legal actions or requests affecting inmates and/or Contractor must be provided, in writing, to the Contract Administrator within twenty-four (24) hours of notice.	Turn Key acknowledges and agrees to comply with the RFP requirement.
12.5	Contractor shall have a proven approach to risk management. Briefly describe.	Two of Turn Key's directors practiced full-time health law prior to founding Turn Key Health Clinics. Their legal experience and the expertise of a CMO board certified in correctional medicine has contributed to our operation having an impressively low litigation record that is unique in the correctional health industry. Sentinel events and/or adverse outcomes will be immediately reported to our General Counsel, Risk Manager, and CMO, for a risk management assessment and action plan. Findings will be shared with appropriate designated Larimer County Administration.
Part 13 - Staffing Requirements		
13.1	All parties agree that Contractor will enforce minimum staffing requirements to avoid increasing other County costs for Jail healthcare inclusive of mental health care. For example, if a Medical Director's hours are less than the specified minimum requirements there exists the potential for referrals to external physicians to be more frequent. This results in a higher requirement for deputy transports for medical care. To further emphasize, if hours for all staffing (Health Service Administrator, Medical Director, Physician Assistant, Registered Nurse and Nurse Practitioner) were to fall short of minimum staffing requirements, the potential for emergency room visits, hospital admissions, and inmates on non-formulary drugs along with deputy transports would potentially rise resulting in significant additional charges to the County beyond the agreed upon fee.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has doubled the size of our pool of float nurses who hold multi-state nursing licenses and are able to be deployed to numerous locations across our operations. The depth of our float pool has allowed Turn Key to keep our operations in compliance with contractual obligations throughout the COVID-19 pandemic, despite the devastating nurse shortage throughout the country. If the need arises, Larimer County operations will also benefit from Turn Key's host of qualified float nurses. Additionally, the county will benefit from the services of our Clinical Coordinators, whose primary responsibilities are to assist site-level operations in the event of a staffing shortage, including site leadership, to ensure that Turn Key meets our staffing obligations. Since our Regional Medical Director is located in Ft. Collins and we currently have numerous providers and mental health professionals already working at our other 9 Colorado contracts, Turn Key is the best positioned and most qualified provider to fulfill contractual staffing requirements with Larimer County. In addition, we have a proven record of enhancing services and reducing unwarranted offsite expenses when replacing the services of Larimer County's current provider. Our answer to Section 7.1 provides further details of our record.
13.2	Contractor is expected to anticipate cost of living salary increases for Contractor employees operating in the County. Contractor shall incorporate said increases into the total base compensation paid by County. Contractor shall not impose a salary freeze for Contractor's employees operating at the Larimer County Jail site without a written notice of explanation to the Contract Administrator.	Throughout the COVID-19 pandemic, healthcare salary increases have dramatically increased throughout the country. These increases have exceeded 20% in certain locations. Implementing salary anything resembling a salary freeze in this labor market would be the equivalent of an organizational suicide. Colorado has not been an exception to the healthcare salary inflation over the past year. Fortunately, with 9 existing Colorado operations, we are confident Turn Key is the most experienced vendor with the current Colorado labor market. Even though our annual increases are capped with the majority of our existing clients, we have continued to adjust our personnel compensation at a level that far exceeds our renewals to accommodate the inflation of the current healthcare market. Larimer County can be confident that Turn Key is well versed with the Colorado labor market, and we will ensure our employees are compensated in an appropriate manner.
13.3	Contractor shall recruit, interview, hire, train, and supervise staff. Contractor must provide required personnel for all shifts and fully meet all expectations, requirements and performance standards. Contractor shall provide for effective staffing to meet the service level expectations of the Agreement obligations which include, but are not limited to:	Turn Key will retain as many existing personnel as possible from the existing program. In addition, our Larimer County program will benefit from our existing resource of providers and personnel supporting our 9 other Colorado operations. Further, Turn Key employs a pool of approximately 40 internal full-time float nurses that are not assigned to any specific facility. These positions are utilized to fill shifts at numerous facilities during periods of permanent staff vacancies and scheduled time off. We are confident no other vendor can provide this level of personnel support for Larimer County to ensure staffing expectations are met.
	13.3.1 Twenty-four (24) hours per day and seven (7) days per week Registered Nursing (RN) coverage.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.2 Daily sick call and follow-up on a daily basis to include weekends and holidays.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.3 Dispense medications as prescribed.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.4 Staffing must be sufficient to complete medication rounds and sick call every morning between 7:00am and 10:30am; and evening between 6:30 pm and 10:00pm.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.5 Timely response to medical needs and emergencies.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.6 Physician support services.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement. Turn Key's Regional Medical Director that is assigned to support our Colorado sites is based in Ft. Collins. In addition, we have multiple providers licensed in Colorado to provide additional support when needed.

	13.3.7 Twenty-four (24) hour emergency/on-call physician consultation.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement. Turn Key utilizes a multi-tier on call system that even includes availability of our CMO.
	13.3.8 Contractor shall provide sufficient clerical staff to support medical.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.9 Meeting a four (4) hour window of time to screen every new Jail arrival for medical, dental, or mental health problems.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.10 Full physical for all inmates within fourteen (14) days of admission performed by mid-level providers and/or trained registered nurses.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.11 Full dental exam within twelve (12) months of admission in addition to the initial dental screen performed during intake.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.12 Inmates identified with clinically significant findings as a result of a comprehensive intake screening receive an initial health assessment as soon as possible, but no later than two (2) working days after admission.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.13 Mental health screening.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.14 Inmates with positive screens for mental health issues receive an initial mental health evaluation within fourteen (14) days of admission.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.15 On-call coverage for after hours and overnight emergencies twenty-four (24) hours per day and seven (7) days a week. When a page is received, the Contractor responds within fifteen (15) minutes by telephone. While on-call, the professional is available to be on-site within one hour.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.16 Meeting a four (4) hour window of time to screen inmates on 15-minute mental health watches prior to release.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
	13.3.17 Coverage for a dedicated RN in booking for screening twenty-four (24) hours per day and seven (7) days a week.	Turn Key is confident our matrix is sufficient to comply with this RFP requirement.
13.4	Medical and mental health interns and students are encouraged.	Turn Key has worked with a number of schools and programs to provide clinical rotations and internship programs. We look forward to exploring the options to implement similar programs in Larimer County.
Part 14 - Staffing Plan		
14.1	Contractor shall maintain specific written job descriptions and protocols to define specific duties and responsibilities for all assignments.	Turn Key acknowledges and agrees to comply with the RFP requirement.
14.2	Contractor shall review the staffing plan template in "EXHIBIT D" and provide a staffing plan.	Turn Key's staffing plan is consistent with Exhibit D.
14.3	A full-time, on-site Health Service Administrator shall be provided who shall have overall responsibility for the successful delivery of healthcare at the Jail. The Health Service Administrator must be qualified as a Registered Nurse (RN) at minimum.	A full time HSA position is included in our staffing plan. This position will be at a minimum a Registered Nurse.
14.4	A single designated physician health authority, a Medical Director, with the responsibility for assuring the appropriateness and adequacy of inmate health care shall be provided.	Turn Key acknowledges and agrees to comply with the RFP requirement.
14.5	Contractor shall make provisions in their staffing plan to cover periods of vacation, education, weekends, holidays and sick time by including appropriate relief factors also known as back-fill. Starting in the new Contract, per-diem staff will only be used to cover vacation, education, weekends, holidays, sick time and short-term vacancies. Contractor must show a complete and detailed staffing matrix, by degree of competency, which shall provide adequate support for the successful operation of the healthcare delivery system. Staffing plans are to outline the total number of full-time, part-time and per-diem employees, with full time considered to be a minimum of thirty-two (32) hours per week on-site. Include position titles and license/certification; reporting order; and total number of positions per day, per shift. Contractor shall specify in their staffing plan relief factors. Complete the Staffing and Compensation Template.	Turn Key acknowledges and agrees to comply with the RFP requirement.
14.6	Refer to Exhibit "E" which outlines the current salary range and fringe benefits. Describe your ability to match or exceed these offerings.	As the prominent correctional health provider in the State of Colorado, Turn Key has the most relevant and recent experience navigating the healthcare recruitment market for Colorado jails. Based on our experience, our salary range assumption for Larimer County not only exceed the expectations established in Exhibit E, but are sufficient to ensure the continuity of existing healthcare staff and the ability to recruit supplemental talent for the operation.
Part 15 - Security Clearance		

15.1	The County shall conduct a comprehensive background investigation on all Contractor staff recruited to work in the Jail. All Contractor staff shall be required to pass this full background check prior to independently working in the Jail. Any Contractor employee who does not satisfy the security clearance, at the sole discretion of the Contract Administrator, is not allowed access to the Jail. Contractor shall anticipate that any Contractor employee involved in a security breach shall be dismissed immediately at the sole discretion of the Contract Administrator. Contractor shall provide a plan to fill vacated positions temporarily within twenty-four (24) hours of any such dismissal. If the Contractor's employee submits a complete informational questionnaire, the County typically completes the initial background screening within one (1) business day allowing the Contractor's employee to work alongside another of the Contractor's employees for training purposes.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will assure that all qualified health care professionals have credentials and provide services consistent with the licensure, certification, and registration requirements of the jurisdiction. We will make sure that all new hire credentials are verified in accordance with state and federal laws, and we will provide ongoing verification of credentials and licensures to ensure that no employees work in your facility whose license or credentials have lapsed. Our credential verification process also will include inquiry regarding sanctions or the disciplinary actions of state boards and, for prescribers, the National Practitioner Data Bank (NPDB), as well as a thorough background screening. Our HSA will maintain a credentials log on site which contains proof of all staff's credentialing, training, and other relevant certifications and licensing. This log book will be made available to facility administration as requested. Health care professional also will be evaluated for continuing competency, and all aspects of personnel and training are addressed by written policy and defined procedures.
15.2	Contractor staff shall be subject to and shall comply with all security regulations and procedures of the Jail. Violations of the regulations may result in the Contractor employee being denied access to the Jail. In this event, Contractor shall provide alternate personnel.	Turn Key acknowledges and agrees to comply with the RFP requirement. All Turn Key employees working at the Larimer County Jail 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 denial of access to the facility. The sheriff will have final approval of employees in regard to issuing security or background clearance.
15.3	Contractor staff shall adhere to the same standards in place for County employees with regard to harassment, alcohol and drug free workplace, violence in the workplace, Prison Rape Elimination Act (PREA), Electronic Systems and Equipment Use Policy, or any other current or future policy that impacts County employees.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will ensure that all employees will adhere to relevant county policies as well as to Turn Key policies.
15.4	All parties agree that the Contract Administrator, in their sole discretion, may require replacement of any Contractor employee at any time, for any reason.	Turn Key acknowledges and agrees to comply with the RFP requirement.
15.5	All Contractor staff shall have an ongoing duty to report criminal arrests or violations to Contract Administrator.	Turn Key acknowledges and agrees to comply with the RFP requirement.
15.6	In the event of a Contractor employee termination, Contractor shall collect all identification badges, access keys, or other County property assigned to that employee and submit the items collected to the Contract Administrator or designee immediately.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 16 - Contractor Training		
16.1	Contractor shall document that all Contractor staff receive a minimum of seventy (70) hours of on-the-job training by a department preceptor provided by Contractor, before being allowed to work independently in the Jail. Contractor staff time spent in this preceptorship is paid by Contractor.	Turn Key acknowledges and agrees to comply with the RFP requirement. Our personnel will complete a comprehensive orientation program that exceeds national standards. Members of our leadership team will ensure the orientation is conducted in compliance with Turn Key's Orientation Manual and thoroughly document each component of the orientation, which will be retained in each employee's personnel record with a copy of their job description. Any site-specific orientation will be added to our orientation checklist to ensure all required training components are covered for both detention and healthcare operations. All Turn Key medical personnel are required to be current in CPR technique as a condition of their continued employment with the company.
16.2	All Contractor staff shall receive a minimum of five (5) hours of training by Jail staff. Contractor staff time spent in this training is paid by Contractor. Topics include:	Turn Key acknowledges and agrees to comply with the RFP requirement. All Turn Key professionals will complete Larimer County Jail training by Jail staff as specified in items 16.2.1-16.2.16.
	16.2.1 Personal qualities that will ensure your success working in a Jail.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.2 Safety first.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.3 Rules, policies and procedures.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.4 Prison Rape Elimination Act (PREA).	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.5 Correctional environment.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.6 An introduction into the unique world you are about to enter.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.7 How to navigate the Jail.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.8 Checking in and checking out procedures.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.9 Dress code and contraband.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.10 Housing areas and program classrooms.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.11 Collecting and moving inmates.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.12 Use of elevators.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.13 Codes and emergency procedures.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	16.2.14 Effective service; how to meet the needs of those you will serve.	Turn Key acknowledges and agrees to comply with the RFP requirement.

16.3	All nurses and medical assistants shall complete continuing education each year, to comply with NCCHC standards. Contractor staff time spent in this training is paid by Contractor.	Turn Key acknowledges and agrees to comply with the RFP requirement. Our employees will continue to receive training on relevant security and health related topics during monthly staff meetings, annual refresher sessions, and applicable CEUs. Monthly training topics are determined based upon needs identified by the QI program and advancements and legal trends in correctional health care. The HSA or Director of Nursing at our operations develops a 12-month training schedule where training is conducted at monthly staff meetings. In addition to the 12-month training schedule, we also offer topical training to detention personnel on numerous subjects, upon request.
Part 17 - Equipment and Supply Responsibilities		
17.1	Contractor provides stock medical supplies. Contractor supplies, at its expense, all other supplies required to perform, including but not limited to; books, manuals, medical forms, laboratory fees, hand instruments, needles and sharps, special medical items, testing devices, containers and clinical waste receptacles, individual and group materials, gloves and coverings, and disinfectants. Any equipment and supplies currently on-site remain the property of the County at the conclusion or termination of the contract.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will be responsible for all stock supplies required for the medical program.
17.2	Contractor shall purchase all equipment under five hundred (\$500.00) dollars per item. Any and all equipment purchased by the Contractor during the Agreement term shall become property of the County.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will be responsible for purchasing all equipment under \$500 in the facility's healthcare unit. If equipment is needed that exceeds \$500.00, Turn Key has the resources to get a number of items at a significant discount or even no cost.
17.3	Contractor supplies, at its expense, on-site office equipment such as fax machines, pagers, calculators, additional telephones, and computer paper. Seven (7) desktop computers, eighteen (18) laptops, and three (3) printers are provided by the County. A copy machine is provided by the County and the County is responsible for paying the maintenance contract. Supplies required to operate, such as toner cartridges, copy paper, are the responsibility of Contractor.	Turn Key will provide on-site equipment and supplies required to operate medical services as specified in the RFP.
17.4	All equipment in the inventory that is owned by the County may be used in conjunction with the equipment furnished by Contractor.	Turn Key acknowledges and agrees to comply with the RFP requirement.
17.5	All equipment purchased by the County for the purposes of executing the Agreement is the property of the County and remains on-site upon termination of the Agreement. In addition, all supplies, including pharmaceuticals, purchased by the County or Contractor for use in the performance of the Agreement shall be the property of the County and shall remain on-site at termination of the Agreement.	Turn Key acknowledges and agrees to comply with the RFP requirement.
17.6	The County is responsible for the maintenance and repair of all medical equipment and office equipment supplied and owned by the County for use by Contractor. Should such equipment become non-serviceable due to routine use, the County will be responsible for its replacement. Inventory includes:	Turn Key acknowledges and agrees to comply with the RFP requirement. The County will be responsible for maintenance and repair of items 17.6.1-17.6.28. The County will be responsible for replacing the listed equipment in the event it becomes non-serviceable due to routine use.
	17.6.1 Narcotic cabinet.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.2 Autoclave.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.3 Gurney/stretchers.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.4 Peripro film developer.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.5 Wall mounted ophthalmoscope and otoscope.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.6 Dental Chair.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.7 Fetal doppler.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.8 Dental vacuum pump.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.9 Thermoscan thermometer (2).	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.10 Dental vacuum/cup/tray/attach.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.11 Electric scale (2).	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.12 Canes (6).	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.13 Examination table.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.14 Crutches (6 pair).	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.15 Blood pressure cuff (8).	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.16 Nebulizer (2).	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.17 Medication cart (4) provided by pharmacy Contractor.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.18 Refrigerator (10 cubic foot).	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.19 Wheelchair (3).	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.20 Refrigerator, small (2) narcotic, labs.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.21 X-ray Unit.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.2 Pulse oximeter (6).	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.23 Locking dental equipment cart.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.24 Peak flow meter (15).	Turn Key acknowledges and agrees to comply with the RFP requirement.

	17.6.25 Dental compressor.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.26 Optical microscope, Kenovision.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.27 Centrifuge provided by hospital.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.6.28 EKG machine.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	17.7 Contractor shall furnish and pay for all medically necessary prosthetic devices and appliances.	Turn Key will provide prosthetic devices deemed medically necessary by Turn Key's medical director which cannot be obtained through other resources.
Part 18 - Bio-waste		
	18.1 Contractor shall be responsible for the disposal of all general waste, including infectious or hazardous bio-waste. Jail storage is limited and waste needs to be removed on the basis of need, but at minimum every other week. All bio-waste material must be removed from the Jail and disposed of as regulated by Federal, State, and local laws. All costs related to the removal and disposal shall be at the expense of Contractor.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will provide, in compliance with all laws and regulations, for the appropriate management and disposal of contaminated waste including needles, syringes, medications, and other materials used in the treatment of inmates.
	18.2 Contractor agrees to provide documentation and training on a bi-annual basis on how to handle bio-waste to all Jail staff that may be involved in the removal of such waste within the housing areas of the inmates.	Turn Key will train all jail staff in appropriate methods for handling and disposing of biohazardous materials and spills, as required in the RFP.
Part 19 - Emergency Response Requirements		
	19.1 Contractor shall 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 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 Contractor, with the direction of the Contract Administrator, shall be prepared to respond immediately and in a professional manner to emergency situations that may arise. The emergency response plan shall be practiced at least annually. No less than one disaster drill will be conducted annually. A man-down drill is conducted annually that includes a drill for each shift.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has written policies and procedures addressing Emergency Services and Response Plan consistent with NCHC and ACA standards. Turn Key will ensure that all medical personnel are trained and prepared to effectively respond during emergencies and natural disasters.
	19.2 Contractor shall provide a contingency plan to provide for services in the event of unexpected interruptions of the normal working conditions; i.e., power failure, fire, inclement weather, riot, lock-down, labor strikes or acts of God that would preclude normal operations.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has contingency plans in place in the event of a mass power outage, and our staff are prepared and always trained to continue with the provision of health care services regardless of the availability of our electronic medical records system. In such instances, Turn Key maintains a back-up supply of hard copy charts which will be scanned into the electronic medical records system as soon as practicable.
	19.3 Contractor shall, in times of emergency or threat thereof, whether accidental, natural, or man-made, provide medical assistance to County to the extent or degree required. If a life-threatening emergency is observed, Contractor's first responders shall activate Emergency Medical Services (EMS) immediately, initiate Cardiopulmonary resuscitation (CPR), apply Automated External Defibrillator (AED) and follow prompts, continue CPR support of inmate until relieved by paramedics and, notify the security supervisor of the need to transport the inmate to the emergency department.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key personnel will provide 24-hour emergency medical, dental, and mental health services and will maintain a documented emergency response plan which will be approved by the HSA and the facility administrator. This emergency response plan will include, at a minimum, the responsibilities of health staff; procedures for triage for multiple casualties; predetermination of the site for care; emergency transport of the patient(s) from the facility; use of an emergency vehicle; telephone numbers and procedures for calling health staff and the emergency response system; use of one or more designated hospital emergency departments or other appropriate facilities; emergency on-call physician, dental, and mental health services when the emergency health care facility is not nearby; security procedures for the immediate transfer of patients for emergency care; procedures for evacuating patients in a mass disaster; alternate backups for each of the plan's elements; time frame for response; and notification to the person legally responsible for the facility. When medical emergencies are brought to our personnel's attention, they will immediately respond.
	19.4 Contractor agrees to provide emergency medical treatment and first aid twenty-four (24) hours a day, seven (7) days a week to any Jail staff, visitor, employee, who becomes ill or injured and requires emergency care while on the premises.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key personnel will be prepared to respond if a facility staff member, visitor, volunteer, or other non-offender person on-site suffers from an acute medical emergency. We recognize that immediate resuscitative measures can be the difference between life and death, and we will respond on-site when any such emergency medical situation arises.
	19.5 Contractor agrees to provide emergency medical services twenty-four (24) hours a day, seven (7) days a week, for any inmate who has been accepted into custody at the Jail. Contractor staff shall respond to all emergencies upon notification by reporting to the area of the emergency with necessary emergency equipment and supplies. Contractor staff shall notify the on-call physician as soon as the situation allows. Contractor shall stabilize the inmate on-site if appropriate and then coordinate transfer of the inmate to an appropriate local emergency room for treatment. Contractor staff who provide emergency services to inmates, completes any necessary reports or documentation related to such services.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key personnel will provide 24-hour emergency medical, dental, and mental health services and will maintain a documented emergency response plan which will be approved by the HSA and the facility administrator. This emergency response plan will include, at a minimum, the responsibilities of health staff; procedures for triage for multiple casualties; predetermination of the site for care; emergency transport of the patient(s) from the facility; use of an emergency vehicle; telephone numbers and procedures for calling health staff and the emergency response system; use of one or more designated hospital emergency departments or other appropriate facilities; emergency on-call physician, dental, and mental health services when the emergency health care facility is not nearby; security procedures for the immediate transfer of patients for emergency care; procedures for evacuating patients in a mass disaster; alternate backups for each of the plan's elements; time frame for response; and notification to the person legally responsible for the facility.
	19.6 Contractor shall coordinate with local hospitals as appropriate in emergency situations and shall coordinate emergency transport and ambulance services as needed. Contractor shall establish a physician/mid-level provider "call back" schedule during off hours so that urgent, but non-emergent services can be provided on-site. The Medical Director shall conduct a retrospective review following an emergency room referral to ensure that action was appropriate and to identify any additional staff training needed. Contractor shall provide a copy of the retrospective review to the Contract Administrator.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will have a 24-hour on-call list available to the facility for the physician, psychiatrist, psychologist, dentist, and Medical Director. Additionally, where emergent or urgent health problems are brought to the attention of facility personnel, Turn Key personnel will address them immediately. Turn Key has no room in its ranks for staff members who would dismiss the concerns of detention personnel, and Larimer County has Turn Key's assurances that any medical condition brought to our personnel's attention will be handled professionally and with an appropriate level of concern.

19.7	Contractor shall provide customized monthly reports to the Contract Administrator of emergency room visits with data including, but not limited to, each inmate's name and identification number, the date of the emergency services, the inmate's disposition, and any emergency treatment received.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will provide a monthly Offsite Activity Report containing all off-site emergency room visits.
19.8	Contractor may be required to work at locations outside the jail during an emergency. This includes being a passenger in a vehicle with security staff while they are escorting an inmate to the hospital, emergency booking set up at alternative sites, and work at evacuation locations.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 20 - Inmate Intake Screening Requirements		
20.1	Contractor shall provide a registered nurse, or higher rated clinician, to complete medical clearance triage on all individuals brought to the Jail in accordance with the established rejection criteria mutually approved by Contractor and the Contract Administrator.	Consistent with established standards, such as NCCHC and ACA, an RN or higher rated clinician will perform an initial review of all patients receiving screenings after their booking to identify emergent and urgent health needs, to ensure that the inmates are fit for incarceration, and to ensure the continuity of care while at the Larimer County Jail.
20.2	Jail staff completes the initial pre-booking medical screenings. Contractor staff must respond immediately if Jail staff has concerns, twenty-four (24) hours per day, seven (7) days per week. Anyone arriving at the Jail for booking receives necessary medical attention prior to being accepted into custody. The receiving screening shall take place for all inmates as soon as possible after their arrival at the Jail. Initial health screenings for all new inmates to the Jail must be completed within four (4) hours of arrival and before the inmate enters the general population of the Jail. Intake screening includes, but is not limited to:	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key believes the best practice for enhancing patient care is by identifying each patient's conditions and health related risks early, and by providing continuity of care throughout incarceration. Consistent with established standards, such as NCCHC and ACA, a qualified Turn Key healthcare personnel will perform an initial review of all patients receiving screenings after their booking to identify emergent and urgent health needs, to ensure that the inmates are fit for incarceration, and to ensure the continuity of care while at the Larimer County Jail. Inmates entering the facility with chronic illnesses, substance abuse disorders, the possibility of withdrawal, serious mental health conditions, and the risk of suicide are followed up in a timely manner.
20.2.1	Inquiry into current illnesses, health problems, mental health problems and conditions.	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; 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, allowing for enhanced continuity of care. Turn Key participates in MyHealth, SHARE, CORHIO and other HIE networks at several facilities we serve.
20.2.2	Identify inmates who require emergency medical care which cannot be provided at the Jail; ensure the arrestee is referred immediately for care prior to medical clearance into the Jail.	Turn Key acknowledges and agrees to comply with the RFP requirement. The initial screening will be documented by health care staff using the Intake Medical, Mental Health, Communicable Disease, and PREA screening forms incorporated in the CorEMR system. These forms will include appropriate "triggers" referral system to ensure inmates entering the facility with chronic illnesses, substance abuse disorders, the possibility of withdrawal, serious mental health conditions, and the risk of suicide, or other conditions who cannot be treated at the jail will be referred for care.
20.2.3	Verification of current medication.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will utilize a Health Information Exchange (HIE) network for verification of medications during the intake process, specifically when a patient is unsure of name or dosage of a medication.
20.2.4	Verification of medically necessary special diets or special health requirements.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will utilize an HIE to verify medically necessary medical diets or other special health requirements.
20.2.5	Identify and isolate inmates who appear potentially contagious.	Turn Key acknowledges and agrees to comply with the RFP requirement. Patients will be screened for communicable diseases. Those with contagious conditions will be recommended for isolation in a timely manner and will receive appropriate medical treatment.
20.2.6	Observations of behavior, including state of consciousness, mental status, appearance, conduct, tremors and sweating.	Turn Key acknowledges and agrees to comply with the RFP requirement.
20.2.7	Notations of body deformities, trauma markings, ease of movement, bruises and jaundice.	Turn Key acknowledges and agrees to comply with the RFP requirement.
20.2.8	Notations of skin conditions and body orifices, including rashes and infestations, needle marks or other indications of drug abuse.	Turn Key acknowledges and agrees to comply with the RFP requirement.
20.2.9	Candidacy for continuation or induction of Medication Assisted Treatment (MAT) for individuals with Substance Use Disorders (SUD).	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will assess patients for signs and symptoms of intoxication, SUD and the risk of withdrawal during intake screening and assessment and determining if an inmate is a candidate for Medication Assisted Treatment.
20.2.10	Provision of information to inmates regarding the medical grievance process and the right to healthcare and health services during their admission.	Turn Key acknowledges and agrees to comply with the RFP requirement. During the receiving screening process, Turn Key will educate all inmates on the Sick Call and grievance process and how to request medical, mental health, or dental services. We will also provide written information, which will be available in English and Spanish, during medical intake.
20.2.11	Identification of inmates who are deaf or hard of hearing, who either request or otherwise need sign language interpreting services for effective communication.	Turn Key acknowledges and agrees to comply with the RFP requirement.
20.2.12	Notification to Jail staff regarding any medical special diet requirements, special housing issues or medically necessary work restrictions.	Turn Key acknowledges and agrees to comply with the RFP requirement. Communication between correctional staff, medical/mental health personnel, and service partners is critical to successful operations. Turn Key will ensure communication occurs between facility administration and treating medical/mental health personnel regarding patients' significant mental health needs that must be considered in classification decisions in order to preserve the health and safety of the patient, other patients, or staff, including special needs that may affect housing, work assignments, program assignments or selection, disciplinary measures, transport, admissions to and transfers from the facility, clothing or appearance, and activities of daily living.
20.2.13	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 a counselor.	Turn Key acknowledges and agrees to comply with the RFP requirement. Immediately upon booking into the facility, the receiving or screening staff will assess each patient's suicide potential and assess for mental disability at intake. When the screening personnel identify patients who may be at risk for suicide, they will notify the appropriate behavioral staff member via telephone and obtain orders, if necessary, for special housing and any restrictions that may be necessary to ensure the patient's safety. The nurse will also notify our mental health team and follow up to ensure that the appropriate housing and precaution orders are initiated.
20.2.14	Contractor 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.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will utilize effective ectoparasite control procedures to treat infected patients and to disinfect bedding and clothing. Parasitic infections will be detected during intake or at any time during the patient's incarceration. Our prescribed treatments given to infected patients will consider all conditions, such as pregnancy, open sores, or rashes. Prescription treatment is ordered only by a health care provider.

	20.2.15 Inquiry and documentation of inmate third party health insurance and/or documentation of information necessary to determine eligibility under the Affordable Care Act.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key provides clerical support to handle insurance/ACA eligibility and and claims management.
	20.2.16 History of hospitalization and outpatient treatment.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will utilize an HIE to obtain inmate medical history of hospitalization and outpatient treatment.
	20.2.17 Current psychotropic medication.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will use the screening process and an HIE to determine and verify current psychotropic medication.
	20.2.18 Suicidal ideation and history of suicidal behavior.	Turn Key acknowledges and agrees to comply with the RFP requirement. Intake screening will ensure that inmates entering the facility with chronic illnesses, substance abuse disorders, the possibility of withdrawal, serious mental health conditions, and the risk of suicide are followed up in a timely manner.
	20.2.19 Drug usage.	Turn Key acknowledges and agrees to comply with the RFP requirement. Patients will be screened during the intake process for substance use disorders.
	20.2.20 Alcohol usage.	Turn Key acknowledges and agrees to comply with the RFP requirement. During intake screening, patients will be assessed for alcohol use and potential withdrawal.
	20.2.21 History of sex offenses.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	20.2.22 History of sexual victimization/abusiveness.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key policies are in compliance with PREA requirements. A PREA Risk assessment is performed when inmates enter the facility and administration is notified of positive findings, as appropriate. Turn Key will ensure access to forensic medical examinations by a Sexual Assault Nurse Examiner or Sexual Assault Forensic Examiner to perform exams on-site or in the community, and we will ensure that any victims of sexual abuse receive appropriate intervention. We will work with the Larimer County administration to customize our intake screening to meet the facilities' needs.
	20.2.23 History of expressively violent behavior.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	20.2.24 History of victimization due to criminal violence.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	20.2.25 Special education placement and history of cerebral trauma or seizures.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	20.2.26 Orientation to person, place, and time.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	20.2.27 Screening for intellectual functioning (i.e. mental retardation, developmental disability, learning disability).	Turn Key personnel will identify patients with special needs during the initial screening process and will refer them for appropriate treatment planning. The health care provider will evaluate special needs patients to determine the need for continued service, frequency of periodic care assessments, or special treatment and update the plan accordingly. Treatments will be documented in the medical record and medical personnel will notify designated security personnel of inmates diagnosed with a special need.
	20.2.28 Emotional response to incarceration.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	20.3 Should any inmate refuse any aspect of the screening process, Contractor will notify facility administration for recommendations for inmate placement until the screening is completed. Contractor's screening process will be inclusive of, but not limited to, the requirements of NCCHC, ACA, PREA, and HIPAA standards.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key's policy, procedures, and forms are in compliance with the current standards outlined by NCCHC, ACA, and Kansas law. Turn Key's initial health assessment further adheres to and comports with the requirements set forth in the RFP.
	20.4 Based on all factors observed or tested, Contractor determines the need for and completes any emergency health treatment or additionally required health services. When clinically indicated, immediate referrals to appropriate health care services will be made, to include identifying and isolating potentially infectious inmates. Inmates must be medically cleared before they are sent to general population and all new admissions/screening charts are to be noted as appropriate for further follow-up or referral, reviewed, and signed.	Turn Key acknowledges and agrees to comply with the RFP requirement. When urgent or emergent conditions are identified, the patient will be referred to the on-call physician or referred for off-site emergency treatment as determined by the intake staff. Turn Key's forms will be electronically dated and timed immediately upon completion and include the signature and title of the person completing the form.
	20.5 Upon booking of an inmate with medical needs, Contractor contacts the appropriate pharmacy, or medical provider, with signed release of information in order to verify any current treatments for existing medical conditions. If verification of prescriptions is received, Contractor then contacts the provider on call in order to obtain an order for continuation of medications and documents the order appropriately. If verification of prescriptions cannot be obtained, Contractor will contact the provider for initiation of a plan of care appropriate to the inmate's presenting condition. If the inmate is in possession of prescription medications, or over-the-counter medications, these medications are secured in the inmate's property. Medications shall only be provided to the inmate as directed by the physician or designated medical authority.	Turn Key acknowledges and agrees to comply with the RFP requirement. To ensure continuity of care, upon intake, Turn Key will verify the patient's medical history, including verification of prescriptions. We will contact the on-call provider to call in prescriptions. In the event we are unable to obtain medical records and prescription history, the on-call provider will create a plan of care.
	20.6 Intake screening allows continuity of care, identifying those who pose a threat to their own or others' health or safety, identifying those inmates who are especially vulnerable in the correctional setting, and if necessary, referring for immediate medical intervention by the health care provider or Hospital Emergency Department. Contractor completes the screens before the inmate enters the general population and will demonstrate flexibility to assist in conducting these screens in a timely manner to reduce and/or avoid backlogs. The appropriate disposition, based upon the findings of the receiving screening, will be documented in the patient's medical record.	Turn Key acknowledges and agrees to comply with the RFP requirement. Intake screening will be performed in a timely manner and all findings will be recorded in the patient's medical record.
	20.7 All female inmates are given a pregnancy test at intake. The contractor is financially responsible for the cost of the test kits.	Turn Key acknowledges and agrees to comply with the RFP requirement.

21.1	Contractor's medical staff will complete a comprehensive health assessment of each inmate within fourteen (14) days of the inmate's booking intake, unless a prior screening had been completed at the facility within ninety (90) days, except as determined by a physician or mid-level provider. Health assessments will be conducted seven (7) days per week by appropriate healthcare staff. All assessments are conducted in accordance with NCCHC, ACA, and all applicable standards, and entered into the medical record.	Turn Key values the health and well-being of each resident. To assure that residents continue to be in acceptable health or that health concerns are identified as soon as possible after entry into the facility, all residents will receive a comprehensive Health Assessment within 14 calendar days after admission to the facility. This assessment will include reviewing the medical intake screening and collecting additional data to complete the medical, dental, and mental health histories. All positive findings will be reviewed by a healthcare provider. Referrals will be made to medical, dental, and behavioral health as medically indicated. Turn Key's policy, procedures, and forms comply with the current standards outlined by NCCHC, ACA, and Colorado jail standards.
21.2	Contractor will examine and provide medical clearance for all inmate workers, as requested by the Jail. The medical clearance process shall be completed after receiving the inmate worker application, and after the health assessment has been completed, which is within fourteen (14) days of admission, unless laboratory testing increases the time required to clear the inmate.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key medical personnel will perform an initial medical screening of inmates for contraindications to a work program, taking into considerations job risk factors and patient conditions, to ensure that the health and safety of the inmate worker population are properly protected. This medical surveillance program will be supervised by the Medical Director. Turn Key maintains policies and procedures consistent with NCCHC and ACA standards related to inmate workers.
21.3	Contractor will complete the comprehensive health assessment by entering the following information and observations on a form in the medical record approved by the health authority and facility, provided by Contractor, and kept in the medical record as follows:	Turn Key acknowledges and agrees to comply with the RFP requirement. The comprehensive health assessment results will be recorded on forms in the patient's medical record.
21.3.1	Overview	
	21.3.1.1 Review of the receiving screening results.	Turn Key acknowledges and agrees to comply with the RFP requirement. Receiving screening results will be reviewed by a Turn Key provider during or prior to the comprehensive health assessment.
	21.3.1.2 Collection of additional data to complete the healthcare, dental, and mental health histories.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will collect additional medical health, dental, and mental health data to complete the medical record.
	21.3.1.3 Vital signs.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.4 Written description of any current and past illnesses, health conditions, or special health requirements (i.e., dietary needs); chronic health conditions; past serious infectious diseases; current communicable illness symptoms (e.g. chronic cough, coughing up blood, lethargy, weakness, weight loss, loss of appetite, fever, night sweats), past or current mental illness and/or behavioral health problems (including hospitalizations), history of or current suicidal ideation, dental problems, allergies, legal and illegal drug use (including type, amount, and time of last use), drug withdrawal symptoms, and for females history of gynecological problems and current or recent pregnancy.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will document written descriptions of the patient's medical history, special health requirement, chronic health constions, communicable illness symptoms, mental health issues, dental problems, allergies, history of drug use, and female gynecological issues in the medical record.
	21.3.1.5 Complete notation of observations concerning appearance (e.g., sweating, tremors, anxious, disheveled), behavior (e.g., disorderly, appropriate, insensible, under the influence of alcohol or drugs), state of consciousness (e.g., alert, responsive, lethargic), ease of movement (e.g., body deformities, gait), breathing (e.g., persistent cough, hyperventilation), skin (e.g., including lesions, jaundice, rashes, infestations, bruises, scars, tattoos, and needle marks and other indications of drug abuse), and mental status.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.6 Testing and recording of height, weight, pulse, blood pressure, temperature, and oxygen saturation.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.7 Screening tests for venereal disease and HIV, and urinalysis testing if appropriate.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.8 Comprehensively identify that inmate's health service needs and housing limitations.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will verify patient health service needs and housing limitations.
	21.3.1.9 Any past history of serious infectious or communicable illness and history of past TB skin testing (and for those with documented past positive TST, a chest x-ray on the next clinic day), along with present symptoms of infectious diseases including suspected MRSA and tuberculosis. Screening tests for tuberculosis.	Turn Key acknowledges and agrees to comply with the RFP requirement. Patients will be screened for communicable diseases. Those with contagious conditions will be recommended for isolation in a timely manner and will receive appropriate medical treatment.
	21.3.1.10 Past or present treatment or hospitalization for mental illness or suicide.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.11 Current suicidal ideation.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.12 Use of alcohol and other drugs and related history.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.13 Medications taken and special health (dietary) requirements.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.14 Referrals for HIV testing with consent and Western blot confirmation as appropriate.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.15 Dental problems and oral screening.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.16 Behavioral health and suicidal assessment.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.17 History of sexual victimization/abuse/abuse.	Turn Key acknowledges and agrees to comply with the RFP requirement.

	21.3.1.18 For pregnant inmates, the health appraisal will also include:	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.19 Pregnancy test to confirm positive pregnancy if not previously completed during patient intake.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.20 Routine prenatal education and care.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will ensure pregnant inmates receive timely and appropriate prenatal care, specialized obstetrical services when indicated, and postpartum care. We provide comprehensive counseling and assistance in accordance with the inmates' expressed desires regarding their pregnancy. All such prenatal care will be documented in CorEMR.
	21.3.1.21 High risk prenatal education and care, if necessary.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.1.22 Management of chemically addicted pregnant inmates.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will also evaluate pregnant patients for active opioid use disorder evaluation upon intake and offer (MAT) with methadone or buprenorphine when appropriate. We will track pregnancy care using the Pregnancy Log form, and we will also monitor pregnancy care and outcomes through the continuous quality improvement process at least annually.
	21.3.1.23 Postpartum follow-up care.	Turn Key acknowledges and agrees to comply with the RFP requirement.
21.3.2	The format will be approved by the Medical Director and facility administration and will be kept in the standard operating procedures for medical. A licensed physician, mid-level provider, or appropriately trained registered nurse will review the inmate's intake screening results and collect additional data to conduct and complete the inmate's health assessment/physical. A behavioral health evaluation will be performed by an appropriately trained staff member. These assessments include, but are not limited to:	Turn Key acknowledges and agrees to comply with the RFP requirement. To assure that inmates continue to be in acceptable health or that health concerns are identified as soon as possible after entry into the facility, all patients will receive a comprehensive Initial Health Assessment no later than 14 calendar days after admission to the facility. This assessment will include reviewing the medical intake screening and collecting additional data to complete the medical, dental, and mental health histories. All positive findings will be reviewed by a healthcare provider. Referrals will be made to medical, dental, and behavioral health as medically indicated. Turn Key's policy, procedures, and forms are in compliance with the current standards outlined by NCCCHC, ACA, and Texas jail standards.
	21.3.2.1 Review of previous medical history and records including hospitalization.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.2 Review and observation of symptoms.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.3 Recording of height, weight, and vital signs, including pulse, blood pressure and temperature.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.4 Physical examination. Females shall receive a pelvic exam and Pap smear as appropriate.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.5 A review of the intake screening results, and the collection of additional data to complete the inmate's medical, dental, behavioral health history.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.6 Laboratory and/or diagnostic tests to detect communicable diseases, including sexually transmitted diseases and tuberculosis, and other tests (such as urinalysis) as determined by the responsible physician upon consultation with and approval by the local public health authority, State or Federal statutes.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.7 A physical examination, including comments about mental status.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.8 Other tests and examinations, as deemed appropriate.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.9 A review of the findings of the inmate health assessment and tests, including identification by a physician of any problems.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.10 Initiation of treatment and immunizations, when deemed appropriate.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.11 Dental history, including but not limited to instructions in oral hygiene and oral health education.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.12 History of hospitalization and outpatient treatment.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.13 Current psychotropic medication.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.14 Suicidal ideation and history of suicidal behavior.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.15 Illicit drug usage.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.16 Alcohol usage.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.17 History of sex offenses.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.18 History of expressively violent behavior.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.19 History of victimization due to criminal violence.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.20 Special education placement and history of cerebral.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.21 Emotional response to incarceration.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.22 Observation of the inmate's teeth and gums to identify any gross abnormalities requiring immediate referral to the dentist and instruction in oral hygiene and oral health education.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.23 Hepatitis Testing (A, B, and C) offered if medically necessary. Inmates previously diagnosed with hepatitis C who are in a treatment protocol are continued on that regimen while others are monitored for liver function as ordered by the physician.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.2.24 Immunizations shall be provided, such as seasonal influenza vaccine, and/or pneumococcal vaccine and others as recommended by the practitioner based on nationally recognized clinical guidelines based on age, risk and concurrent medical conditions.	Turn Key acknowledges and agrees to comply with the RFP requirement.

		21.3.2.25 Implanting of PPD (Tuberculin Skin Test) or other tuberculosis screening as required and completion of appropriate STD testing if not completed at intake.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.2.26 For any female inmate, notation of the following information, and conduct a pelvic and breast examination, if deemed medically necessary:	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.2.26.1 Menstrual cycle.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.2.26.2 Unusual bleeding.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.2.26.3 Current use of a contraceptive medication.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.2.26.4 Presence of an I.U.D.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.2.26.5 Breast masses.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.2.26.6 Nipple discharge.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.2.26.7 Pregnancy testing, if not completed at intake.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.2.27 Initiation of treatment when appropriate.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.2.28 Development of a treatment plan, including recommendations concerning housing, job assignment and program participation.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.2.29 Update of a Problem List for the medical record.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.3	When appropriate, additional investigations are carried out as indicated, such as when the assessing staff member records the following observations:	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.3.1 Current use of alcohol and/or drugs, including types of substances abused, mode of use, amounts used, frequency of use, and date or time of last use.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.3.2 Current or previous treatment for alcohol or drug use, and if so, when and where.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.3.3 Current mental health medications or medications for an alcohol or drug use problem.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		21.3.3.4 Current or past illnesses and health problems related to substance use.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	21.3.4	Contractor shall provide all necessary follow-up for any health problem identified by the physical examination and/or any test. A physician or mid-level provider will review this follow-up for appropriate disposition and plan of care and inmates will be referred for treatment as a result of the physical examination to be seen the following day, unless the provider making the referral orders them to be seen at the physician sick call on another day.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key personnel will refer patients with any identified health problem to the physician or mid-level provider for treatment the following day unless the provider making the referral orders them to be seen at physician sick call another day.
	21.4	Inmates incarcerated for more than a year will be scheduled for an annual health examination and repeat tuberculosis screening. A complete history and physical assessment will be conducted for every inmate in the facility for over a year, which includes appropriate diagnostic or screening tests. Providers will review the medical record, document and address any significant changes in the inmate's health status during the preceding year.	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.
	21.5	Health care providers, either the physician or mid level practitioner, will complete preventive health screening tests on inmates according to age, sex and health needs, such as fasting serum lipids at least once every five years or Papanicolaou Test (Pap smear) for women of childbearing years.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 22 - Medication Rounds			
	22.1	Routine medication rounds shall occur at least two (2) times per day in the housing areas and nursing sick call shall also occur at least two (2) times per day. Staffing must be sufficient to complete medication rounds and sick call every morning between 7:00am and 10:30am; and evening between 6:30 pm and 10:00pm. Medication rounds and nursing sick call may be combined in such a manner to adhere to health insurance portability and accountability act (HIPAA) standards.	Turn Key personnel will conduct scheduled medication administrations in the inmate housing units at least twice a day and more as deemed necessary by prescription requirements and in accordance with the RFP requirements.
	22.2	During medication rounds, contractor shall provide a Registered Nurse, or higher rated clinician, to triage health related requests by inmates. If an LPN is conducting medication rounds the triage is referred to a Registered Nurse for assessment at a later time.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 23 - Responsible Physician			

23.1	Contractor shall identify the need, schedule, coordinate and pay for all qualified medical professional services rendered to inmates. Contractor shall provide a responsible physician to supervise all medical care provided, a qualified medical clinician who shall conduct sick call and generally provide such care as is available in the community. The responsible physician or another covering physician shall be on call seven (7) days per week, twenty-four (24) hours per day for emergency situations.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 24 - Chronic Care		
24.1	Contractor shall provide a chronic disease program to decrease the frequency and severity of symptoms, prevent disease progression and complications and improve function of the affected inmates. Chronic care inmates shall be provided a review by a qualified medical clinician every six (6) months at a minimum.	Turn Key acknowledges and agrees to comply with the RFP requirement. When a patient with chronic diseases or other special needs is identified, they are enrolled in a chronic disease program established and annually approved by the responsible physician. The provider will evaluate special needs patients to determine the need for continued service, frequency of periodic care assessments (at least every 6 months), or special treatment and update the plan accordingly.
24.2	Contractor shall provide a program for meeting special needs inmates, to include, but not limited to, pregnancy, hypertension, diabetes and substance use disorder.	Turn Key acknowledges and agrees to comply with the RFP requirement.
24.3	Contractor shall provide, upon pregnancy confirmation, a prenatal management program throughout the pregnancy that focuses on management of care.	Turn Key will provide medically necessary health services to the female population and will ensure pregnant inmates receive timely and appropriate prenatal care, specialized obstetrical services when indicated, and postpartum care. We provide comprehensive counseling and assistance in accordance with the inmates' expressed desires regarding their pregnancy. All such prenatal care will be documented in CorEMR. Turn Key will also evaluate pregnant patients for active opioid use disorder evaluation upon intake and offer (MAT) with methadone or buprenorphine when appropriate. We will track pregnancy care using the Pregnancy Log form, and we will also monitor pregnancy care and outcomes through the continuous quality improvement process.
24.4	All obstetrics and gynecological (OB/GYN) services are provided off-site.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 25 - Infection Control		
25.1	Contractor shall provide an infection control program that monitors the incidence of infectious and communicable diseases, seeks to prevent their incidence and spread, and provides for the care and treatment of inmates so infected. The infection control program shall be reviewed with the Contract Administrator annually.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will implement our infection control program that exceeds NCHC standards and in compliance with local and state laws. The program will follow CDC guidelines and OSHA regulations. Patients will be screened for communicable diseases. Those with contagious conditions will be recommended for isolation in a timely manner and will receive appropriate medical treatment. Inmates who are released with communicable or infectious conditions will receive community referrals, as medically indicated.
25.2	Contractor shall closely monitor communicable diseases such as tuberculosis (TB), HIV, acquired immune deficiency syndrome (AIDS), hepatitis, and sexually-transmitted diseases (STDs). Screenings for TB, STDs, HIV, and hepatitis will be offered during the physical examination and as clinically indicated. The Contractor is financially responsible for the cost of testing. When communicable diseases are diagnosed, provider will take appropriate isolation precautions and will treat the individuals in accordance with protocols established by the local health department and the Center for Disease Control (CDC). Contractor shall utilize the negative pressure rooms in the Jail for inmates requiring isolation. Reports of communicable diseases will be sent to the State Health Department.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 26 - Discharge Planning		
26.1	Contractor shall provide ongoing medical care discharge planning services. The discharge planning includes prescription medication information, referrals and any follow-up treatment.	Turn Key will provide discharge planning for continuity of care. We will provide "bridge" medications for discharged inmates upon release, as indicated. Additionally, we will coordinate with community resources to provide referrals and follow-up care for medical and mental health conditions.
26.2	Contractor shall integrate release planning into patient care model throughout the course of incarceration. From the first identification of a patient's need for continuing medical or behavioral health services until release, routine patient care will include:	
	26.2.1 Verification and coordination of care with key community providers.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will work to ensure appropriate resources are available to patients throughout their incarceration and following their release.
	26.2.2 Individual treatment planning consistent with community standards.	Turn Key acknowledges and agrees to comply with the RFP requirement. The health care provider will evaluate special needs patients to determine the need for continued service, frequency of periodic care assessments, or special treatment and update the plan accordingly. Patients will be referred to community providers upon discharge to ensure continuity of care.
	26.2.3 Patient education including diagnosis specific instructions and importance of continuing treatment delivered during the health assessment and during chronic care clinic visits.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key's staff will provide patient education during patient encounters, which can include both verbal and written materials based on information and standards published by established professional health associations, including the Centers for Disease Control and the local Public Health Department. Translated versions of these materials will also be available.
	26.2.4 Printed list of affordable health/behavioral health providers.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	26.2.5 Health information exchange and documentation to support community-based providers.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will utilize the Health Information Exchange network and numerous additional local resources to coordinate community placements and assist in providing information for diversion service programs.
	26.2.6 Medication access by calling in a prescription to a pharmacy of the inmate's choice.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will ensure continuity of care and will provide "bridge" medications and prescriptions for discharged inmates upon release, as indicated.
26.3	Contractor will coordinate pre-release planning with Jail administration to align planning and process related to release with security procedures.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	26.3.1 Coordination of the release of certain highly vulnerable inmates (by diagnosis, current treatment, or special health care needs) to permit health care staff to intercept the patient prior to leaving.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn key will coordinate with local organizations and providers to ensure highly vulnerable inmates are intercepted prior to leaving the facility so they will receive continuity of care.
	26.3.2 Incorporation of medical staff encounters into routine inmate release procedures.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	26.3.3 Documentation and release medication procedures.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	26.3.4 Access to medications or at the back-up pharmacy for patients who need to leave before medications, or a prescription, may be provided.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will ensure continuity of care by providing "bridge" medications for discharged inmates upon release, as indicated.
	26.3.5 Contractor will provide a discharge summary.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will provide a discharge summary.

	26.4	Contractor's Health Services Administrator and other key staff will establish and maintain relationships with community-based organizations and providers.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will coordinate with community organizations and providers to ensure patients can successfully transition back into the community upon discharge.
		26.4.1 Solicit input from free clinics, community health centers, health department, and other providers.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will solicit input and coordinate with free clinics, community health centers, the health department, and other providers to ensure patients have the best continuity of care possible upon discharge.
		26.4.2 Contractor is expected to work collaboratively with community providers of health care services with the goal of continuity of care. Providers include, but are not limited to, Front Range Clinic, Salud Family Health, Behavioral Health Group, Sunrise Community Health, North Range Behavioral Health, Colorado Treatment Services, UCH Fort Collins Family Medicine, and SummitStone.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key's Colorado Regional Medical Director lives in Fort Collins. He completed his residency at UC Health hospital in Fort Collins and did private practice for 7 years in Fort Collins. Further, his wife is a social worker for the UC Health prenatal unit and has worked with pregnant inmates in Larimer County. As a result, he is familiar with community health providers in the area and we are confident in our ability to engage in successful collaboration with these entities.
		26.4.3 Contractor will establish a liaison with key agencies whose staff visit the Jail to support their mission including the Health District and affiliated community health centers, but also supporting agency evaluators and screeners, treatment courts, health department, and others associated with eligibility or enrollment for post-release services.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 27 - Transportation			
	27.1	The County shall be responsible for the costs of any transportation provided by Larimer County and for the security for such off-site services, except as otherwise specified herein.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	27.2	Contractor shall prepare inter-correctional transfer summaries to be sent with inmates being transferred to the Colorado Department of Corrections or any other law enforcement agency accepting custody of such inmates. Contractor shall ensure that inmates and health summaries are prepared for transfer within twenty-four (24) hours of receiving the list of inmates being transferred.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will ensure that all inmates who are transferred out of the facility to another correctional institution will have sufficient health summaries provided to ensure appropriate continuity of care.
Part 28 - Laboratory and Radiology Requirements			
	28.1	Contractor shall utilize on-site facility ancillary services to their fullest extent. Contractor shall arrange and bear the cost of all radiology services (also referred to as x-ray services) ordered by Contractor physician for the inmates. Laboratory services include the provision of necessary laboratory supplies, timely pickup and delivery of specimens, and accurate reporting within twenty-four (24) hours on most laboratory services. Documentation of radiology services shall be provided to the Contract Administrator upon request. Contractor assumes the cost for onsite radiology and diagnostic services and the County assumes responsibility for costs associated with offsite radiology and diagnostic services.	Turn Key acknowledges and agrees to comply with the RFP requirement. Specialty services (lab, x-ray, ultrasound, etc.) will be performed at the Larimer County Jail whenever reasonably feasible. We will contract with as many community specialist providers possible who are willing to conduct onsite clinics at the jail as part of a collaborative community approach. Additionally, Turn Key physicians will review all laboratory results from the lab to assess the need for follow-up care and to clinically correlate the lab results with their examination findings. All STAT reports will be called to the physician immediately upon receipt.
	28.2	Laboratory services shall comply with all standards set forth by the American College of Pathology and all Colorado State requirements for medical pathology, specimen handling, testing and reporting. On-site laboratory services shall be performed in accordance with the Clinical Laboratories Inspection Act (CLIA) and shall comply with the Clinical Laboratories Improvement Amendments of 1988. All x-rays and radiology special studies shall be read by a board-certified radiologist, who shall provide a typed and/or automated report within twenty-four (24) hours. Contractor shall train all on-site staff on laboratory policies and provide a diagnostic procedure manual that includes reporting on STAT and critical values. Documentation of the training shall be provided to the Contract Administrator annually.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	28.3	Contractor shall arrange on-site radiology services whenever reasonably possible. Contractor shall work with its contract radiology provider to establish a routine schedule for on-site radiology services at the Jail, including mobile x-ray services, ultrasounds, sonograms, Doppler studies, mammograms, pulmonary function tests, Holter monitor studies and upper gastrointestinal (GI) x-rays. To the extent radiology services are required and cannot be rendered on-site, Contractor shall make appropriate off-site arrangements for rendering radiology care.	Turn Key acknowledges and agrees to comply with the RFP requirement. Specialty services (lab, x-ray, ultrasound, etc.) will be performed onsite whenever reasonably feasible. We will contract with as many community specialist providers possible who are willing to conduct onsite clinics at the jail as part of a collaborative community approach. Additionally, Turn Key physicians will review all laboratory results after receipt to assess the need for follow-up care and to clinically correlate the lab results with their examination findings. All STAT reports will be called to the physician immediately upon receipt. Radiology services that cannot be completed on-site will be referred off-site.
	28.4	The radiologist shall call the medical provider if a report necessitates immediate intervention. Medical Director or physician/mid-level designee shall be notified of all abnormal radiology results. Medical Director or physician/mid-level designee shall review, initial, and date all x-ray reports within five (5) working days.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	28.5	Medical Director or physician/mid-level designee shall meet with inmates to discuss radiology results and establish a plan of care as appropriate. Contractor shall document and store digital images and radiology reports in the inmate's medical record and any follow-up with the inmate shall be noted in the medical record.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	28.6	Contractor shall provide bloodborne pathogen testing of inmates.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	28.7	Contractor shall identify the need, schedule, coordinate and pay for all support diagnostic examinations. Contractor shall also provide and pay for all laboratory services, as medically indicated.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 29 - Dental Health Requirements			
	29.1	Contractor shall provide and bear the cost of a licensed dentist to provide dental services for the entire inmate population. Basic dental services include what is necessary to relieve pain, infection, and preserve salvageable teeth.	Turn Key will provide each inmate with timely oral care performed under the direction and supervision of a licensed dentist, including immediate access for urgent conditions.

	29.2	Contractor will ensure that dental services are provided to inmates and include dental screening, assessment, and oral hygiene within fourteen (14) days of admission. Contractor's on-site dental program will be under the direction of a licensed dentist, and in compliance with ACA, NCCCHC, and ADA standards.	Turn Key acknowledges and agrees to comply with the RFP requirement. Inmates will receive oral screening and oral hygiene instruction within 14 days of admission.
	29.3	Instruction in oral hygiene and preventive oral education will be given within thirty (30) days of the inmate's admission to the facility.	Turn Key acknowledges and agrees to comply with the RFP requirement. Patient dental education will include oral hygiene and preventive oral education.
	29.4	Qualified medical personnel complete the initial receiving screening for acute dental problems to ensure that inmates who require immediate dental care are identified. During the health assessment, properly trained health care personnel further evaluate the inmate. Urgent and acute dental needs are referred immediately for treatment.	Turn Key acknowledges and agrees to comply with the RFP requirement. Dental requests will be triaged by nursing personnel to determine the urgency level of the condition. Should a condition not be able to be treated by an established protocol or by our medical providers, they will be referred to the dentist. When inmates require dental services unavailable inside the facility, they will be referred to oral specialists and oral surgeons as needed. All our dental procedures and policies are complaint with community standards of care and adhere to the American Dental Association's clinical guidelines.
	29.5	Routine dental care is scheduled as appropriate. Dental care emergencies are assessed for the feasibility of treating on-site or for transport off-site for appropriate care.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	29.6	Symptoms and conditions are recorded. If an emergency condition exists, the inmate is referred for immediate dental treatment.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	29.7	Contractor's dental services program is conducted in compliance with written policies and procedures and includes the following services:	Turn Key acknowledges and agrees to comply with the RFP requirement. All our dental procedures and policies are complaint with community standards of care and adhere to the American Dental Association's clinical guidelines.
		29.7.1 Examining and charting of decayed, filled, and/or missing teeth and recording of a complete dental history.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		29.7.2 Fillings and extractions performed in a manner consistent with community standards of care and adhering to the American Dental Association's clinical guidelines.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		29.7.3 Radiographs appropriately used in the development of the treatment plan.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		29.7.4 Oral surgery as clinically indicated (on-site or off-site).	Turn Key acknowledges and agrees to comply with the RFP requirement.
		29.7.5 Dental procedures and appropriate medication are used for the treatment of pain.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		29.7.6 Oral treatment provided according to a treatment plan based on a system of established priorities for care when, in the dentist's judgment, the patient's health would otherwise be adversely affected, such as: incision and drainage, temporary fillings, repair of lacerations, treatment of trauma cases and emergency care, and restorations or dentures when required.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		29.7.7 Preventative measures are taken by providing oral hygiene instruction and dental health education to each inmate at the health appraisal. Educational measures address proper oral hygiene including brushing, flossing, and use of fluoride, etc.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		29.7.8 Compliance with infection control practices as defined by the American Dental Association and the Center for Disease Control and Prevention including sterilizing instruments, disinfecting equipment, and proper disposal of hazardous waste.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		29.7.9 Maintenance of permanent dental record in each inmate's medical record.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		29.7.10 Routine preventive maintenance exams are conducted annually.	Turn Key acknowledges and agrees to comply with the RFP requirement. 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.
		29.7.11 Provision of all dental prosthetics and lab services.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		29.7.12 Provision of maxillofacial surgery services, when indicated.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		29.7.13 Instruction in oral hygiene and preventive oral education.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	29.8	Contractor will make appropriate off-site referrals for inmates requiring dental care outside the capabilities of the correctional facility at its own expense and will coordinate with Sheriff's Office security for those few inmates requiring complicated off-site dental treatment.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	29.9	Contractor shall refer inmates to a dental specialist if needed.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	29.10.	Dental sick call services are provided so that there is no more than a fourteen (14) day waiting period to be seen.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	29.11	An oral examination will be performed by a dentist within twelve (12) months of admission.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 30 - Vision Care Requirements			
	30.1	Contractor shall provide basic vision services to inmates, in addition to providing care for eye injuries or diseases.	Turn Key acknowledges and agrees to comply with the RFP requirement.

	30.2	Contractor shall provide any inmate with one (1) pair of medically necessary reading or prescription eyeglasses if prescribed and deemed necessary by a physician for minimal function by such inmate. Contractor shall provide such additional and/or replacement eyeglasses as necessary, however, the cost of any additional or replacement eyeglasses shall be borne by the inmate.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 31 - Hearing Care Requirements			
	31.1	Contractor shall be responsible for providing any necessary replacement batteries for inmates with hearing aid devices at Contractor's expense.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 32 - Dialysis/Intravenous Medications			
	32.1	Dialysis is not currently provided on-site, nor are these services part of this request. All costs associated with dialysis are the responsibility of the County. Dialysis appointments are arranged by the Contractor.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	32.2	Intravenous medications are rarely given on-site. Patients requiring intravenous medications are typically sent off-site.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 33 - Pharmacy Requirements			
	33.1	Contractor shall provide full pharmacy services to the Jail. Contractor assumes responsibility for paying the costs, including all drugs (prescription medications and over-the-counter medications) prescribed by contractor's medical and dental providers. The aggregate limit or cap proposed for contract year one is \$380,000. Pharmaceutical services include a qualified medical clinician prescribing the medication, filling of the prescription, dispensing of medication, and necessary record keeping. Contractor shall comply with all applicable State and federal regulations regarding prescribing, dispensing, administering, procuring and storing pharmaceuticals. Any medication and pharmacy supplies currently on-site remain the property of the County at the conclusion or termination of the contract.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will provide prescription and over-the-counter medications and all prescription medications will be prescribed by a physician. Turn Key's pharmacy management process is in compliance with the Pharmacy Practice Act and other applicable State and Federal laws and regulations. Controlled medications, sharps, and surgical instruments will be stored in a secured, locked location. Nursing personnel will document when controlled medications are used for a patient and upon disposal. The controlled count sheets will be reconciled each shift by at least two health personnel.
	33.2	Contractor shall provide a systematic and well documented approach to medication administration that follows approved policies and procedures and includes, but is not limited to, the following key components:	Turn Key acknowledges and agrees to comply with the RFP requirement.
		33.2.1 Administration of medications by trained and licensed medical personnel.	Turn Key acknowledges and agrees to comply with the RFP requirement. All personnel who administer or deliver medication will be properly trained, and health staff who deliver prescription medication to inmates will be permitted by law to do so.
		33.2.2 Each prescription labeled in accordance with applicable regulations.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key's pharmacy management process is in compliance with the Pharmacy Practice Act and other applicable State and Federal laws and regulations.
		33.2.3 Guidelines for administering medications to those inmates scheduled to be temporarily out of the facility (e.g. court appearances).	Turn Key acknowledges and agrees to comply with the RFP requirement.
		33.2.4 Routine/non-urgent medication shall be administered within 24 hours of physician's order.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		33.2.5 Urgent medication provided as required and ordered by physician, Contractor will assure medications are administered within the timeframe directed by the physician, subject to inmate refusal or a drug shortage.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		33.2.6 Administration of medications or inmate refusal entered in individual inmate logs and inmate record.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		33.2.7 Direct observation of inmates taking medications especially those subject to abuse.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		33.2.8 Documentation of inmate education addressing potential medication side effects.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		33.2.9 Requirements for physician evaluations prior to the renewal of medication orders to include psychotropic medications.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		33.2.10 On-site dispensing of over-the-counter (OTC) medications as well as prescribed medications.	Turn Key acknowledges and agrees to comply with the RFP requirement.
		33.2.11 All prescription medication will be controlled, dispensed, and documented by licensed medical personnel and follow State and Federal regulations.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key maintains written policies and procedures addressing medication services which are consistent with NCHC and ACA standards. Turn Key medical personnel will be trained to properly administer medications in a timely, safe, and sufficient manner consistent with prescription orders.

	33.2.12 All controlled substances, syringes, needles, dispensing instruments and surgical instruments will be stored under secured conditions and access to the secured area shall be controlled by and limited by the Contractor.	Turn Key acknowledges and agrees to comply with the RFP requirement. Controlled medications, sharps, and surgical instruments will be stored in a secured, locked location.
	33.2.13 Policies and procedures for the removal and disposal of any and all outdated, unneeded, or surplus medications.	Turn Key acknowledges and agrees to comply with the RFP requirement. Nursing personnel will document when controlled medications are used for a patient and upon disposal.
	33.2.14 Issuance of psychotropic medications in liquid form whenever possible, and crushing of any medications that are not timed release; or floating of any other psychotropic medications.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	33.2.15 Documentation that meets regulatory, industry, and community standards.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	33.2.16 Maintenance of a Medication Administration Record (MAR) to monitor inmate compliance; and medications not administered, recorded with the reason on the MAR and entered into the medical record.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.3	Contractor shall provide for pharmaceutical services to assure the availability of prescribed medications within eight (8) hours of the order being written.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.4	Pharmacy services shall be monitored by a licensed, qualified pharmacist. State and Federal inspection requirements, such as the quarterly inspections, must be facilitated and paid for by Contractor.	Turn Key acknowledges and agrees to comply with the RFP requirement. The pharmacy program at Larimer County will be overseen by Diamond's licensed pharmacist in a practice that is consistent with what is being utilized now. Turn Key's policies and procedures related to pharmacy meet NCCCHC and ACA standards.
33.5	All pharmacy license fees, including but not limited to DEAx, are paid for by the Contractor.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.6	Contractor shall use a formulary that allows generic medications to be substituted for brand name medications whenever possible.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key's formulary allows for generic medications. We can adjust our formulary as appropriate after discussions with Larimer County officials. If Larimer County would prefer an open formulary, we can do that.
33.7	The Contractor shall adopt all available federally approved forms of medication assisted treatment (MAT) medications into the medication formulary specific for the Jail. Turn Key's formulary can be adjusted as appropriate after discussions with Larimer County officials. If Larimer County would prefer an open formulary, we can do that.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.8	Contractor will provide the following reports: monthly drug usage, monthly psychotropic usage, monthly medication administrative reports, monthly number of prescriptions by category, monthly prescriber report which lists all prescriptions written by the prescriber, and a monthly itemized billing for each inmate.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.9	For inmates who have a need to continue medications after release, Contractor shall supply a written prescription for those medications (by either giving to the inmate directly or faxing to a local pharmacy) so that the inmate may obtain needed medication in a timely manner.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.10.	Contractor supplies overdose rescue kits to inmates upon release as appropriate.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.11	Contractor shall maintain stock medications which, if not readily available, could compromise an inmate's health status. Contractor shall have agreements in place with local pharmacies for emergency purchases of medications to avoid out of stock situations. Agreements shall be reviewed with the Contract Administrator annually.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.12	Contractor shall ensure that the Jail has emergency drug kits stocked. All stock medications will be maintained to a maximum supply of sixty (60) days.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.13	Contractor shall notify the Contract Administrator immediately or as soon as practicable should an inmate not receive their medication due to process failure (e.g. failure of pharmacy delivery, supply chain interruption, back-up pharmacy out of stock).	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.14	With few exceptions, medications brought by inmates to the jail are not administered; instead, stock medication is provided. If a drug is deemed medically necessary by the clinician and is unavailable in stock, and the identity of the inmates' medication is confirmed, the medication can be brought to the facility by a family member but continued for no longer than 5 days. Every effort is made to obtain the medication from the contract pharmacy.	Turn Key acknowledges and agrees to comply with the RFP requirement.

33.15	Psychiatric medications are provided to inmates. Current prescriptions are confirmed and reviewed by the mid-level provider before being given to the inmate. The mid-level provider may start a prescription for an inmate seen at medical clinic. Any questions, requests or concerns inmates have about their medications are referred to or passed on to the prescribing source. Any concerns regarding medication issues are discussed with the psychiatrist. If serious side effects are noted, this information is documented, and action is taken. Contractor makes every effort to provide education regarding tools to help inmates cope with their complaints or symptoms.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.16	Contractor agrees to adopt the Over-the-Counter medication program for the jail. Inmates are provided the following instructions:	Turn Key acknowledges and agrees to comply with the RFP requirement.
	33.16.1 The Over-the-Counter (OTC) Program, formerly known as the Keep-on-Person (KOP) Program, allows you access to various Over-the-Counter (OTC) medications. Based on your current housing assignment, OTC may be kept in your cell. Otherwise, OTC is only dispensed during morning and evening medical rounds. All unused OTC medications must be given to a Deputy upon your release in accordance with DEA regulations. There must be no unfavorable interactions with other current OTC or prescription medications. If you are prescribed medication that is contraindicated to OTC in your possession, the OTC will be confiscated and returned at the discretion of Medical. Hoarding OTC is not allowed. You may not have more than one (1) card of the same OTC medication in your possession. You may not share, trade, or sell any OTC medications with other inmates. Current or past abuse of any prescribed or OTC medication may deem you ineligible for OTC. You are prohibited from participating in the OTC program if there are safety and security concerns. If you have lost OTC privileges and these medications are medically indicated, the clinician may approve OTC medications as prescription medication subject to the fee for prescriptions. If you have lost your OTC privileges, you will be ineligible to order OTC for a period of six (6) months. A fee will be added to your inmate account for each approved OTC medication. If you do not currently have money in your account, you will still receive the approved OTC medications; however, all past due medical fees, including OTC medications, will be subtracted from your account as soon as you receive money in your account. You may not order an additional card of the same OTC medication within five (5) days of the previous order. You may not order more than three (3) cards of the same OTC medication in any calendar month. If more OTC is needed, you must submit a request for either approval or, if indicated, a clinic visit. All OTC medications must remain in the original bubble pack unless you are taking the medications immediately. You may not remove your name from the bubble pack or alter the bubble pack. You must follow the outlined instructions for taking the OTC medications printed on the bubble pack. You may not remove the instructions from the bubble pack.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.17	OTC medications available are ibuprofen, acetaminophen, and multivitamins.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 33 - Pharmacy Requirements		
33.1	Contractor shall have a protocol to provide intoxication and withdrawal treatment, support and medical services for drug and/or alcohol addicted inmates.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.2	The Contractor shall enhance delivery of medical services related to the standard of care for individuals with Substance Use Disorder (SUD) to include all available forms of medication assisted treatment (MAT). Inmate participation in the MAT program is voluntary.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has extensive experience with providing Medication Assisted Treatment programs, which combine medication therapies and counseling to foster a healthy recovery process.
33.3	Contractor shall evaluate all persons entering the facility for the presence of alcohol and/or drug intoxication. Those requiring medical attention will be promptly managed to safely treat the effects of drug or alcohol. Those with substance use disorders may be provided with Medication Assisted Treatment (MAT) such as, methadone, buprenorphine, naltrexone, in accordance with clinical guidelines and FDA guidelines. Inmates are treated under the following general guidelines:	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will assess patients for signs and symptoms of intoxication, SUD and the risk of withdrawal during intake screening and assessment. When an individual is not a candidate for MAT, our personnel will follow established protocols for managing inmates under the influence of or undergoing clinically indicated withdrawal from alcohol, sedatives, opioids, and/or other substances. Patients designated to these criteria will be closely monitored in a safe location until their symptoms are resolved. Patients experiencing severe withdrawal symptoms or a suspected overdose will be immediately transferred to a licensed acute care facility if appropriate treatment cannot be achieved onsite.
	33.3.1 A health care provider sees the patient as soon as possible to initiate an approved individualized treatment plan.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	33.3.2 Contractor shall consult with designated community providers for continuation of maintenance programs as needed.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will ensure patient medical, dental, and mental health care is coordinated and monitored from admission to discharge as indicated by NCCHC. Turn Key's CoreMR platform has incorporated numerous "triggers" to ensure appropriate continuity of care is provided without patients "slipping through the cracks."
	33.3.3 Contractor shall observe inmates who are withdrawing or being detoxified and promptly treat the inmate according to physician's orders.	Turn Key acknowledges and agrees to comply with the RFP requirement. Patients will be closely monitored in a safe location until their symptoms are resolved. Patients experiencing severe withdrawal or overdose will be immediately transferred to a licensed acute care facility if appropriate treatment cannot be achieved onsite.
	33.3.4 Contractor emphasizes early recognition of withdrawal syndromes, urgency and immediate attention, intervention, close monitoring, medications, and documentation.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will assess patients for intoxication and withdrawal during intake screening and assessment. We follow established protocols for managing inmates under the influence of or undergoing clinically indicated withdrawal from alcohol, sedatives, opioids, and/or other substances. MAT will be initiated as appropriate.
	33.3.5 Contractor initiates and/or modifies detoxification treatment only on order of the physician. Contractor collaborates with community providers whenever necessary to achieve multidisciplinary treatment.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	33.3.6 Medical screeners at intake complete a special screening when drug abuse or intoxication is identified.	Turn Key acknowledges and agrees to comply with the RFP requirement.
33.4	Contractor shall provide intermittent monitoring of the inmates showing signs of intoxication or withdrawal to determine the health status of those individuals. In severe cases, monitoring shall include, at a minimum, documented vital signs and determination of the level of consciousness every hour, and medically appropriate detoxification treatment.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	Contractor shall provide an electronic prescription submission systems compatible with State law.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 34 - Intoxication, Withdrawal, and Medication Assisted Treatment		
34.1	Contractor shall have a protocol to provide intoxication and withdrawal treatment, support, medical and mental health services for drug and/or alcohol addicted inmates.	Turn Key acknowledges and agrees to comply with the RFP requirement. We follow established protocols for managing inmates under the influence of or undergoing clinically indicated withdrawal from alcohol, sedatives, opioids, and/or other substances.
34.2	The Contractor shall enhance delivery of medical services related to the standard of care for individuals with Substance Use Disorder (SUD) to include all available forms of medication assisted treatment (MAT). Inmate participation in the MAT program is voluntary.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has vast experience with conducting Medication Assisted Treatment (MAT) programs. Common medication therapies used for MAT include the use of a long-acting naltrexone injection (i.e., Vivitrol) and the oral medications methadone hydrochloride and buprenorphine (i.e., Methadone and Suboxone). Numerous Turn Key providers hold x-waivers that allow for the use of MAT within the correctional setting.
34.3	Contractor shall evaluate all persons entering the facility for the presence of alcohol and/or drug intoxication. Those requiring medical attention will be promptly managed to safely treat the effects of drug or alcohol. Those with substance use disorders may be provided with Medication Assisted Treatment (MAT) such as, methadone, buprenorphine, naltrexone, in accordance with clinical guidelines and FDA guidelines. Inmates are treated under the following general guidelines:	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will assess patients for intoxication and withdrawal during intake screening and assessment. We follow established protocols for managing inmates under the influence of or undergoing clinically indicated withdrawal from alcohol, sedatives, opioids, and/or other substances. Patients designated to these criteria will be closely monitored in a safe location until their symptoms are resolved. Patients with Substance Use Disorder may be provided with Medically Assisted Treatment.
	34.3.1 A health care provider sees the patient as soon as possible to initiate an approved individualized treatment plan.	Turn Key acknowledges and agrees to comply with the RFP requirement. Patients identified as at risk of withdrawal during intake screening are referred to a provider.
	34.3.2 Contractor shall consult with designated community providers for continuation of maintenance programs as needed.	Because mental health and co-occurring substance use disorder are significant contributing factors of initial incarceration and recidivism, it is critical to ensure continuity of care from the time of initial incarceration through each patient's transition back to the community upon release. Turn Key will work to ensure appropriate resources are available to patients throughout their incarceration and following their release.
	34.3.3 Contractor shall observe inmates who are withdrawing or being detoxified and promptly treat the inmate according to physician's orders.	Turn Key acknowledges and agrees to comply with the RFP requirement.

	34.3.4 Contractor's mental health professionals follow up after the period of withdrawal as the risk of suicide may be increased.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has tiered levels of suicide prevention watches (i.e., continuous observation, close observation, close monitoring), depending on the level of assessed suicide risk. We also regularly re-assess the patient to identify if there is any change in condition indicating a need for change in supervision level or transfer. These changes in level of supervision require a documented face-to-face assessment by a qualified mental health professional.
	34.3.5 Contractor emphasizes early recognition of withdrawal syndromes, urgency and immediate attention, intervention, close monitoring, medications, and documentation.	Turn Key acknowledges and agrees to comply with the RFP requirement. During the initial screening the staff will use the Mental Health and PREA screening forms, which include "triggers" referral system to ensure inmates entering the facility with substance abuse disorders, withdrawal, serious mental health conditions, and the risk of suicide are followed up in a timely manner.
	34.3.6 Contractor initiates and/or modifies detoxification treatment only on order of the physician. Contractor collaborates with community providers whenever necessary to achieve multidisciplinary treatment.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	34.3.7 Medical screeners at intake complete a special screening when drug abuse or intoxication is identified.	Turn Key acknowledges and agrees to comply with the RFP requirement.
34.4	Contractor shall provide intermittent monitoring of the inmates showing signs of intoxication or withdrawal to determine the health status of those individuals. In severe cases, monitoring shall include, at a minimum, documented vital signs and determination of the level of consciousness every hour, and medically appropriate detoxification treatment.	Turn Key acknowledges and agrees to comply with the RFP requirement.
34.5	Individuals who have been refused at a detox center, may be held in the jail. Only emergent care is provided to these individuals.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 35 - Security Requirements		
35.1	All controlled substances, syringes, needles and surgical instruments and any other sharps; e.g., scissors, staple removers, shall be stored under security conditions acceptable to the Contract Administrator. Security conditions are reviewed by the Contract Administrator at least annually.	Turn Key acknowledges and agrees to comply with the RFP requirement. On each shift Turn Key personnel will maintain inventories on items which are subject to abuse (e.g., needles, scissors, other sharp instruments), and any discrepancies are immediately reported to correctional staff. Additionally, Turn Key medical personnel mirror community standards in the use of contemporary equipment during the course of their duties, such as the use of personal protective equipment and needle safety devices.
35.2	Inmate labor is not utilized to provide any healthcare services, including recordkeeping.	Turn Key acknowledges and agrees to comply with the RFP requirement.
35.3	Contractor staff shall never bring in their own instruments if they are sharp, edged, or bladed, such as scissors and knives.	Turn Key acknowledges and agrees to comply with the RFP requirement.
35.4	Contractor shall provide training of comprehensive health issues for Jail staff as well as continuing training updates on current and pertinent Jail health issues. Training must comply with the NCCHC standards. Contractor shall provide four (4) hours of annual training to all deputies relative to medical issues and especially with respect to interacting with persons with mental impairments as well as physical impairments. The training shall reinforce areas of improvement with respect to interaction with individuals with mental impairments and other disabilities in creating proper interaction with such persons. The specific areas of concentration should be centered on ADA covered disabilities, inmate screening, medication management, infectious disease control and mental and behavioral health issues.	Turn Key will provide in-service training for all health care staff to be conducted as requested in the RFP and to include ADA covered disabilities, inmate screening, medication management, infectious disease control, and mental and behavioral health issues.
35.5	Contractor provides management of the Hepatitis B vaccination program for all designated Jail employees. Contractor offers all Jail new hires the three (3) series Hepatitis B vaccinations. Larimer County will bear the costs of the vaccine.	Turn Key acknowledges and agrees to comply with the RFP requirement.
35.6	Contractor provides an annual TB screen for all designated Jail employees. There are approximately two hundred fifty (250) employees that require annual TB testing. Contractor will bear the costs of the TB tests.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 36 - Training/Services to Jail Staff		
36.1	Contractor shall provide training of comprehensive health issues for Jail staff as well as continuing training updates on current and pertinent Jail health issues. Training must comply with the NCCHC standards. Contractor shall provide four (4) hours of annual training to all deputies relative to medical issues and especially with respect to interacting with persons with mental impairments as well as physical impairments. The training shall reinforce areas of improvement with respect to interaction with individuals with mental impairments and other disabilities in creating proper interaction with such persons. The specific areas of concentration should be centered on ADA covered disabilities, inmate screening	Turn Key will provide in-service training for all health care staff to be conducted as requested in the RFP and to include ADA covered disabilities, inmate screening, medication management, infectious disease control, and mental and behavioral health issues.
36.2	Contractor provides management of the Hepatitis B vaccination program for all designated Jail employees. Contractor offers all Jail new hires the three (3) series Hepatitis B vaccinations. Larimer County will bear the costs of the vaccine.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will provide Hepatitis B vaccinations for all designated jail employees with Larimer County bearing the costs.
36.3	Contractor provides an annual TB screen for all designated Jail employees. There are approximately two hundred fifty (250) employees that require annual TB testing. Contractor will bear the costs of the TB tests.	Turn Key acknowledges and agrees to comply with the RFP requirement.
36.4	Contractor is never required to provide drug screening or physicals to Jail staff.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 37 - Mental Health Overview		
37.1	The scope of work related to the inmate's mental and behavioral health needs will be intake, acute care and general counseling.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has worked with numerous clients to enhance health services available for patients who have been diagnosed with mental illness. Turn Key provides these professional services either directly by internal professionals or in coordination with community providers within the facility's jurisdictions. Turn Key has a record of success with both of these mental health service delivery models.
37.2	Mental health services will include, but are not limited to, those provided by qualified Contractor's mental health professionals who meet the educational and license certifications criteria specified by their respective professional disciplines. Mental health counselors must be licensed or pursuing licensure. Mental health interns are encouraged.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key mental health professionals are appropriately licensed and credentialed.
37.3	Contractor shall not engage in telepsychiatry services without written permission of the County.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 38 - Suicide Prevention		
38.1	Contractor shall coordinate a comprehensive suicide and self-injury prevention program in accordance with the Jail's policies.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has a thorough suicide prevention training program for its employees to ensure that all our team members are aware of the potential indicators of suicide risk. All Turn Key personnel will receive comprehensive training on suicide prevention upon hire, and we also provide additional training to our personnel on all aspects of suicide prevention at least annually. Turn Key also has an exclusive partnership with 4Sight Laboratories to provide Artificial Intelligence assistance for monitoring inmates on suicide watch.
38.2	Suicide prevention includes therapeutic contact and monitoring of inmates on emotional instability watches. Assessment results are brought to the attention of Jail staff for continuous monitoring.	Turn Key acknowledges and agrees to comply with the RFP requirement. Suicide prevention is a team effort between detention staff and medical personnel, and we believe adequate training and open communication between our team members is paramount in suicide prevention. Turn Key has an exclusive partnership with 4Sight Laboratories which provides additional Artificial Intelligence monitoring for inmates on suicide watch. We provide additional details regarding this partnership in our 20 page summary.
38.3	Effective management of suicidal inmates depends on communication between the Jail's staff and Contractor staff. Because inmates can become suicidal at any point during confinement, Jail and Contractor staff must be trained to maintain awareness, share information, and make appropriate referrals. Various high-risk periods are associated with potentially suicidal behavior, including whether the inmate has an upcoming date for a court hearing and following a telephone call or scheduled visit.	Turn Key acknowledges and agrees to comply with the RFP requirement. Because suicidality is fluid and can change at any moment, anyone can make a referral to our team of mental health professionals, including health care personnel, the inmates themselves, or correctional staff. All patients identified as suicidal will be immediately referred for evaluation by our mental health professionals. Additionally, any staff member of the facility who recognizes that an inmate is potentially suicidal will notify our mental health staff immediately and take immediate precautions to protect that patient from self-harm
Part 39 - Suicide Prevention Training		
39.1	Contractor mental health professionals shall provide eight (8) hours of initial mental health and suicide prevention and crisis intervention training for new Jail and Contractor staff. Training sessions shall be scheduled four (4) times per year.	Turn Key acknowledges and agrees to comply with the RFP requirement.
39.2	Contractor mental health professionals shall provide two (2) hours of refresher mental health and suicide prevention training for all current Jail and Contractor staff. Training sessions shall be scheduled six (6) times per year.	Turn Key acknowledges and agrees to comply with the RFP requirement.
39.3	The suicide-prevention program is approved by the Contractor's health authority, reviewed annually and signed by the Contract Administrator.	Turn Key understands the unique risks of suicide posed by the correctional environment, and we place particular emphasis on suicide risk detection and prevention. Suicide prevention is a team effort between detention staff and medical personnel, and we believe adequate training and open communication between our team members is paramount in suicide prevention.

39.4	The program includes specific procedures for handling intake, screening, identifying and supervising of a suicidal inmate. In addition, the program actively involves Jail and Contractor staff and includes an inmate critical incident debriefing that covers the management of suicidal incidents, suicide watches and death of an inmate or staff member.	Turn Key acknowledges and agrees to comply with the RFP requirement. Immediately upon booking into the facility, the receiving or screening staff will assess each patient's suicide potential and assess for mental disability at intake. When the screening personnel identify patients who may be at risk for suicide, they will notify the appropriate behavioral staff member via telephone and obtain orders, if necessary, for special housing and any restrictions that may be necessary to ensure the patient's safety. The nurse will also notify our mental health team and follow up to ensure that the appropriate housing and precaution orders are initiated.
39.5	The program ensures a review of critical incidents by administration, security and health services.	Turn Key acknowledges and agrees to comply with the RFP requirement. All critical incidents are reported and reviewed by the CQI committee and risk management.
39.6	Training specifically includes, but is not limited to:	Turn Key has a thorough suicide prevention training program for its employees. All Turn Key personnel will receive comprehensive suicide prevention training upon hire, and we provide additional training to our personnel on all aspects of suicide prevention at least annually. We also offer jail staff with suicide prevention training.
	39.6.1 Identifying the warning signs and symptoms of impending suicidal behavior.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	39.6.2 Understanding the demographic and cultural parameters of suicidal behavior, including incidence and variations in precipitating factors.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	39.6.3 Responding to suicidal and depressed inmates.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	39.6.4 Communicating between Jail and Contractor personnel.	Turn Key believes that many suicides can be prevented by implementing adequate prevention efforts and by taking swift, appropriate intervention when the risk is identified. Suicide prevention is a team effort. Thus, we believe adequate training and open communication between our team members is paramount in suicide prevention.
	39.6.5 Using referral procedures.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	39.6.6 Housing observation and suicide-watch level procedures.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	39.6.7 Follow-up monitoring of inmates who make a suicide attempt.	Turn Key acknowledges and agrees to comply with the RFP requirement.
39.7	The eight (8) hour initial training includes, at a minimum, the following topics: administrator and staff attitudes about suicide and how negative attitudes impede suicide-prevention efforts, ways in which correctional facility environments are conducive to suicidal behavior, potential predisposing factors to suicide, high-risk suicide periods, warning signs and symptoms, how to identify suicidal inmates even if they deny they are at risk, components of the Jail's suicide-prevention policy, and liability issues associated with inmate suicide. Training includes a general discussion of any recent suicides and/or suicide attempts in the Jail.	Turn Key acknowledges and agrees to comply with the RFP requirement. Any staff member of the facility who recognizes that an inmate is potentially suicidal at any time during incarceration will be trained to notify the responsible mental health officials immediately and take immediate precautions to protect that patient from self-harm. Turn Key staff will follow the facility's plan for suicidal patient housing, and our personnel will coordinate and cooperate with detention and mental health officials to ensure suicide prevention policies and procedures are strictly followed.
39.8	The two (2) hour refresher training shall review the topics discussed during the initial training and describe any changes to the Jail's suicide-prevention plan. Training includes a general discussion of any recent suicides and/or suicide attempts in the Jail.	Turn Key acknowledges and agrees to comply with the RFP requirement.
39.9	Mock drills shall be incorporated into both the initial and refresher training for all Jail and Contractor staff. This includes both man-down and disaster drills.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 40 - Mental Health Appraisals		
40.1	All referred inmates receive a Mental Health Appraisal by a qualified mental health professional within fourteen (14) days of such referral. However, if there is documented evidence of a Mental Health Appraisal within the previous thirty (30) days, an abbreviated Mental Health Appraisal is completed. Inmates with severe mental illness or who are severely developmentally disabled receive a Mental Health Evaluation.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will conduct an initial mental health assessment, including suicide risk assessment, upon admission and make referrals as warranted. The mental health team shall be responsive to patient requests and or requests made by the security staff should an inmate present signs of mental illness after the initial intake process.
Part 41 - Classification of Inmates		
41.1	Contractor makes recommendations regarding inmate classification. Recommendations are made considering the inmate's watch level, housing, programs, keep separates, and special needs. Additional consideration is made based on the nature of the inmate's charges.	Turn Key acknowledges and agrees to comply with the RFP requirement. When the screening personnel identify patients who may be at risk for suicide, they will notify the appropriate behavioral staff member via telephone and obtain orders, if necessary, for special housing and any restrictions that may be necessary to ensure the patient's safety. The nurse will also notify our mental health team and follow up to ensure that the appropriate housing and precaution orders are initiated.
41.2	Each week, a Contractor's mental health professional will be present for Classification Board to provide the board with input on currently held inmates from a mental health perspective.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 42 - Mental Health On-call Coverage		
42.1	The Suicide Prevention and Intervention policy requires that inmates on a fifteen (15) minute emotional instability watches be evaluated by Contractor prior to release to determine if they pose an imminent danger to themselves or others or are gravely disabled due to mental illness. If an inmate placed on a fifteen (15) minute emotional instability watch by security or medical upon arrival is ready for release, the Contractor's mental health professional is contacted. Contractor consults with other disciplines in the Jail and conducts a face-to-face interview prior to authorizing the release of the inmate.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has tiered levels of suicide prevention watches (i.e., continuous observation, close observation, close monitoring), depending on the level of assessed suicide risk. We also regularly re-assess the patient to identify if there is any change in condition indicating a need for change in supervision level or transfer. These changes in level of supervision require a documented face-to-face assessment by a qualified mental health professional. Moreover, all patients who are placed in suicide precaution are assessed by a mental health professional within 24 hours of being placed on suicide precautions, with referrals to the psychiatrist made when indicated. Once patients are released from suicide watch, our mental health staff will continue to follow up with the patient. Turn Key's partnership with 4Sight Laboratories allows continuous monitoring that far exceeds the safety measures of the required 15 minute checks.
42.2	On-call coverage is provided by Contractor for after-hours mental health release screening including weekends and holidays. While on-call, the professional is available to be on-site to screen inmates on fifteen (15) minute emotional instability watches prior to release to comply with the requirement of an inmate's release within a four (4) hour window following court notification. On-call services are budgeted at \$10,000 per year and compensated at \$200 per call to the Mental Health Professional.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key will have a 24-hour on-call list available to the facility for the psychiatrist, psychologist, and Medical Director. Where emergent or urgent health problems are brought to the attention of facility personnel, Turn Key personnel will address them immediately. Our Mental Health providers will receive compensation for on-call services.
42.3	The Mental Health Professional scheduled on the evening shift will review the status of all persons on a fifteen (15) minute emotional instability watches prior to the Mental Health Professional leaving the facility to determine if those inmates may be pending release that night between the hours of 10pm and 6am. The Mental Health Professional then determines if the inmate's fifteen (15) minute watch may be discontinued to facilitate the inmates pending release.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 43 - Mental Health Programs		
43.1	Contractor's mental health programs include, but are not limited to:	Turn Key acknowledges and agrees to comply with the RFP requirement.
	43.1.1 Screening for mental health problems on intake as approved by the Contractor's mental health professional.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	43.1.2 Referral to outpatient services for the detection, diagnosis and treatment of mental illness.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	43.1.3 Crisis intervention and the management of acute psychiatric episodes.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	43.1.4 Stabilization of the mentally ill and the prevention of psychiatric deterioration in the correctional setting.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	43.1.5 Referral and admission to licensed mental health facilities for inmates whose psychiatric needs exceed the treatment capability of the Jail.	Turn Key acknowledges and agrees to comply with the RFP requirement.
	43.1.6 Obtaining and documenting informed consent.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 44 - Crisis Intervention		
44.1	Contractor responds to inmates having emotional reactions to problems, life events or mental health related problems that are significantly impairing the inmate's ability to cope appropriately in the Jail and that without intervention may result in a behavior management crisis or risk of harm to self or others in accordance with policy.	Turn Key acknowledges and agrees to comply with the RFP requirement.
44.2	Contractor is aware of the criteria for "duty to warn" and consults the supervisor when they believe the criteria exists. This criterion includes, but is not limited to, the inmate making realistic threats of harm to a specific inmate with a reasonable belief that the threat poses a serious danger to the other party. A release of information is not necessary in cases in which the counselor feels that the threat to the other person is legitimate.	Turn Key acknowledges and agrees to comply with the RFP requirement.
44.3	When standard issued clothing presents a security or medical risk, the inmate is supplied with a security garment that promotes inmate safety and prevents humiliation and degradation.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 45 - Release Planning and Referral		
45.1	To help inmates develop a release plan, Contractor refers them to outside agencies for support and aid. Contractor contacts outside agencies, gathers program information, and sets up appointments. Programs include, but are not limited to, the following:	Turn Key acknowledges and agrees to comply with the RFP requirement.

	45.1.1 Connections/Prescription Assistance is a twice monthly program that conducts initial intake interviews for their services at the Jail. Inmates are specifically referred to this program if they are currently a client at SummitStone Health Partners, on medication while incarcerated at the Jail, and need to continue that medication upon release. They must reside in Larimer County and commit to following through with services. In order to share information with Connections/Prescriptions Assistance, the inmate must sign a Release of Information form. If an inmate is likely to be released prior to the liaison's next visit and appears to be an appropriate referral to SummitStone Health Partners, the Contractor places a call to the liaison to inform them of the referral. In addition, the inmate is given information on the Prescription Assistance Program through UC Health Services.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has extensive experience with working with JBBS partner programs at our existing Colorado operations.
Part 46 - Jail Based Behavioral Services		
46.1	The Larimer County Sheriff's Office Jail utilizes SummitStone Health Partners to deliver Jail Based Behavioral Health Services (JBBS) to inmates. The JBBS program provides dual diagnosed inmates group therapy. This program is funded by a grant managed by the Colorado Office of Behavioral Health Department of Human Services. The Contractor is expected to work collaboratively with providers of the JBBS program. The provision of these services is not part of this Agreement.	Turn Key acknowledges and agrees to comply with the RFP requirement. Turn Key has extensive experience with working in partnership with JBBS programs in Colorado.
Part 47 - Stability		
47.1	To facilitate effective communication, Contractor shall notify the Contract Administrator of all executive turnover including layoffs within seven (7) business days of occurrence and provide the contact details of any successor to which the County will correspond.	Turn Key acknowledges and agrees to comply with the RFP requirement.
Part 48 - Contractor Employee Benefits		
48.1	Describe which Contractor employee class (i.e., full-time, part-time or PRN) are eligible for health benefits.	Health benefits are offered to all full-time employees in accordance with the Affordable Care Act.
48.2	Describe whether Contractor contributes to Contractor's employees elected health benefits. If so, how much (in percentage or dollar amount) is contributed to each Contractor's employee? Is Contractor's financial contribution dependent and based on the Contractor's employee's/family's elected health plan(s)?	Turn Key makes a significant contribution to our employees' health plans. Full time employees are eligible to have at least 50% (and could be as high as 100%) of their individual health plan covered by the company. Our current contribution range from 97% to 18% depending on the employee's elected health plans and the extent of their supplemental options.
48.3	Which health carrier provides and supports Contractor's employee health benefits?	Blue Cross Blue Shield
48.4	When does Contractor's employees health benefits renew, and when are the open enrollment periods for the current benefit carrier?	Health benefits renew each year on February 1st. The open enrollment period occurs during the first two weeks of January.
48.5	How many different health plans are offered? Specify whether health plans are health maintenance organization (HMO), or preferred provider organization (PPO) based.	3 PPO plan options are offered.
48.6	What are the deductibles for each health plan Contractor provides? Please specify the annual deductibles for each individual and family-based health plan.	G740ADT: \$2,000 Individual / \$6,000 Family, S730ADT: \$3,000 Individual / \$11,700 Family, B8K0ADT: \$8,700 Individual / \$17,400 Family
48.7	What is the per payroll premium (deduction) for each benefit plan? Please specify the premium for the Contractor's employee, the Contractor's employee and employee's spouse, the Contractor's employee and employee's children and employee's family health benefit plans.	EE Only: Bronze \$5, Silver, \$20.91, Gold, \$21.13; EE+Spouse: Bronze \$5.28, Silver \$31.82, Gold \$39.60; EE+Children: Bronze \$4.77, Silver \$31.82, Gold \$39.60; EE+Family: Bronze \$5.04, Silver \$45.33, Gold \$58.09
48.8	Are dental and vision benefits offered as a component of each of Contractor's base level health plans? If so, what is the premium for dental and vision benefits for each health plan?	Yes, voluntary dental benefits are offered through Delta Dental and voluntary vision benefits are offered through VSP. DENTAL/VISION PREMIUMS: Employee Only \$34.00/\$8.68, Employee+Spouse \$70.00/\$13.88, Employee+Child(ren) \$86.00/\$14.17, Employee+Family \$116.00/\$22.85
48.9	Does Contractor offer Contractor's employees a health savings account (HSA) or Flexible Spending account option as a base component for health benefit packages?	Not at this time, but it is being explored
48.10	Does Contractor offer Contractor's employees a health savings account (HSA) or Flexible Spending account option as a base component for health benefit packages?	Not at this time, but it is being explored
48.11	Does Contractor's health plan include pharmaceutical benefits included as a component of base plans?	Pharmaceutical benefits are included with all three PPO options.
48.12	What are the deductibles for out-of-network benefits specific to single and family plan options among all health plan options offered by Contractor to Contractor's employees?	* \$4,000 / \$12,000, * S730ADT: \$7,800 / \$23,400, * B8K0ADT: 17,400 / \$34,800
48.13	What are the co-insurance ratios of responsibility specific to single and family plan options among all health plan options offered by Contractor to Contractor's employees?	* G740ADT: 30% After Deductible, * S730ADT: 40% After Deductible, * B8K0ADT: There is no charge after the deductible has been met.
48.14	What are the out-of-pocket maximum premiums for out-of-network benefits specific to single and family plan options among all health plan options offered to Contractor's employees?	* G740ADT: Unlimited Individual / Unlimited Family; * S730ADT: Unlimited Individual / Unlimited Family; * B8K0ADT: \$17,400 Individual / \$34,800 Family
48.15	Does Contractor offer, and support use of, paid time off (PTO), vacation time and sick time? If so, are these leave types separate from one another or does Contractor offer leave types as one open class of leave regardless of reason leave is utilized?	Yes, PTO is offered to all full-time employees and is offered as one open class regardless of reason of leave.
48.16	Does Contractor provide alternative time off benefits (i.e. floating holidays)? Please describe each, and the allotted time off offered.	N/A
48.17	Does Contractor provide and support a 401K program as a base level benefit program? If so, does Contractor offer a company paid match, and if so, at what (employee paid) contribution, or percentage is the match offered?	A 401k program is available. The current plan is a non-matching plan. However, we are in the process of reviewing alternatives.
48.18	Does Contractor provide Contractor's employees with a life Insurance policy as a component to base health benefits? If so, what type of policy is provided and what is the value of this policy? Who is the carrier of this policy? Is this policy wholly funded by Contractor, or is there a financial payment from the employee(s)? Is there voluntary life option that the Contractor's employee can make to increase Contractor's employee's coverage at a group rate.	Voluntary life insurance benefits are available to employees. Life insurance benefits are provided through Mutual of Omaha. The employee covers the cost of these benefits should they be elected.
48.19	Does Contractor offer short term disability, long term disability, accident, cancer, or hospital indemnity to Contractor's employees as a component to base level health benefit plans?	Voluntary short term disability, long term disability, accident insurance, critical illness and hospital indemnity insurance benefits are available for employees.
48.20	Does Contractor provide an employee assistance plan (EAP) as a component to base level health benefit plans? If so, who is the carrier of the EAP program?	Turn Key utilizes an internal Employee Assistance Program through our behavioral health professionals.
48.21	If Contractor elects to include a copy of Contractor's health plan as an additional resource, this attachment will not count towards the total page count. Describe if Contractor has made this election.	Please see our Employee Benefit Guide Attached.

	Annual Plan	Plan/ADP	% Proposal	Contract Total
Personnel - Team Members		550		
Personnel Staffing Costs	\$6,854,839.09	\$12,463.34	78.43%	\$6,854,839.09
Health Benefits	\$555,596.10	\$1,010.17	6.36%	\$555,596.10
TOTAL Personnel - Team Members	\$7,410,435.19	\$13,473.52	84.79%	\$7,410,435.19
Medical, Mental & Ancillary Services				
Pharmaceutical Cap (to include General Pharmaceuticals, Psychotropic Medications, HIV, Heps and Biologicals and Over The Counter (OTC) Medications) with 100% Rebate on Unused Funds	\$380,000.00	\$690.91	4.35%	\$380,000.00
Laboratory Services- On-Site	\$43,589.96	\$79.25	0.50%	\$43,589.96
X-Ray Services- On-Site	\$62,963.27	\$114.48	0.72%	\$62,963.27
Medical Waste Services- On-Site	\$25,173.84	\$45.77	0.29%	\$25,173.84
EKG - digital read	\$3,600.00	\$6.55	0.04%	\$3,600.00
O2 Services- On-Site	\$2,465.46	\$4.48	0.03%	\$2,465.46
Training- On-Site	\$3,600.00	\$6.55	0.04%	\$3,600.00
Medical Equipment	\$4,500.00	\$8.18	0.05%	\$4,500.00
Medical Supplies	\$29,890.33	\$54.35	0.34%	\$29,890.33
Office Supplies	\$1,699.63	\$3.09	0.02%	\$1,699.63
Health Insurance Coverage				
Health Insurance Coverage	included above	NA	NA	NA
TOTAL	\$557,482.48	\$1,013.00	6.38%	\$557,482.48
Home Office Support				
Insurance/Indemnification Policies (Professional & General Liability Coverage, Worker's Comp, Employment Practices Liability (EPLI), Hired and Non-Owned Auto and Cyber Security Policies).	\$77,800.00	\$141.45	0.89%	\$77,800.00
Recruiting Costs	\$14,052.16	\$25.55	0.16%	\$14,052.16
Risk Management	\$5,000.00	\$9.09	0.06%	\$5,000.00
Travel	\$6,500.00	\$11.82	0.07%	\$6,500.00
TOTAL Home Office Support	\$103,352.16	\$187.91	1.18%	\$103,352.16
One-Time Start-up/Transition Costs				
Initial Team Orientation & Training	\$3,500.00	N/A	N/A	\$3,500.00
Transition Team Travel	\$5,750.00	N/A	N/A	\$5,750.00
Supplies	\$3,450.00	N/A	N/A	\$3,450.00
TOTAL for One-Time Start-up/Transition Costs	\$12,700.00	N/A	N/A	\$12,700.00
TOTAL COSTS- Without Management Fee	\$8,071,269.84	\$14,675.04	92.35%	\$8,071,269.84
Management Fee - Year 1	\$668,933.19	\$1,216.24	7.65%	\$668,933.19
Management Fee-Subsequent Years Subsequent Years (3.15% increase each year)	\$690,004.58	\$1,254.55	7.65%	\$690,004.58
TOTAL COSTS - ANNUAL (including Management Fee)				
Per inmate Per Day Costs (PIPD)			\$43.54	
One-Time Startup Invoice	\$12,700.00			
Monthly Invoice Amount - Year 1	\$728,350.25			



Inmate Health Care Services

Turn Key Health Clinics, LLC (Turn Key) was formed to support public officials who dedicate their lives to serving their local communities. Turn Key’s model of operation has always been, and will continue to be “Regional Base, Regional Focus.” Our commitment to this model has enabled us to become known as the trusted source for cost-effective, professional inmate health services for jails in our region.

“Turn Key continues to be an essential asset to the Weld County Sheriff’s Office by providing top notch medical services to the inmate population. Turn Key is not just another service provider, they are a partner in helping to ensure positive outcomes for our Jail operations.”

Sheriff Steve Reams, Weld County, Colorado

(Previously contracted with Armor)

Today, we have established professional partnerships with nearly 80 correctional facilities in the South-Central region of the United States, including several partnerships with operations as large or larger and as complex as the Larimer County Jail. Nine of our partnerships are with jails in Colorado. Many of the detention facilities we serve also hold inmates and detainees under the jurisdiction of juvenile services, ICE, the Federal Bureau of Prisons, the U.S. Marshals, the Bureau of Indian Affairs, state-level DOCs, and several other law enforcement agencies. Our Colorado partners include:

- ✓ Weld County Jail, Greeley, Colorado
- ✓ Fremont County Detention Center, Canon City, Colorado
- ✓ Logan County Justice Center, Sterling, Colorado
- ✓ Broomfield City and County Detention Center, Broomfield, Colorado
- ✓ Morgan County Jail, Fort Morgan, Colorado
- ✓ Chaffee County Detention Center, Salida, Colorado
- ✓ Park County Jail, Fairplay, Colorado
- ✓ Archuleta County Detention Center, Pagosa Springs, Colorado
- ✓ Yuma County Jail, Wray Colorado (Mental Health/JBBS services only)

Our competitors have also recognized our successful model of operation. Several correctional health companies have requested to join the Turn Key family. We have politely declined all but one of these requests to date. Denver based Correctional Health Partners (CHP) shares both our patient and client-oriented philosophy and operates within the same region as Turn Key. Thus, we are pleased to report Turn Key is in the final stages of adding CHP’s employees and clients to our family of partnerships. By joining forces with CHP, we will inherit a second corporate office in Denver to further strengthen our support capabilities



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for our Colorado employees and clients. Further, Turn Key’s partnership with CHP will increase our law enforcement partnerships in Colorado to fourteen. CHP’s current Colorado clients that will be joining Turn Key’s family includes:

- ✓ Aurora City Detention Center, Aurora, Colorado
- ✓ Clear Creek County Jail, Georgetown, Colorado
- ✓ Garfield County Jail, Glenwood Springs, Colorado
- ✓ Pitkin County Jail, Aspen, Colorado
- ✓ Montrose County Jail, Montrose, Colorado

Without a doubt, Turn Key’s addition of CHP to our operational model can give Larimer County the security that Turn Key’s Colorado based corporate resources are unmatched by any competitor, our number of Colorado employees is unmatched by any competitor, our access to supplemental clinical personnel in Colorado is unmatched by any competitor, our knowledge and experience operating JBBS and MAT programs in Colorado exceeds every competitor, and our knowledge and experience with Colorado laws and community partnerships far exceed anything offered by any competitor.

“Correctional Health Partners (CHP) is glad to be partnering with Turn Key Health Clinics... Our treatment philosophy and models align, and CHP appreciates that Turn Key will ensure the best quality of care for our patients moving forward.”

Kellie Wasko, CEO, Correctional Health Partners



We are confident that after you examine the details of our program, you will understand why we have replaced our competitors at nearly half of the operations we serve and why we have never had a client replace our services with those of a competitor! Our record against our competition includes:

- ✓ Replacing the services of Wellpath (Wellpath, CCS, SWCMG, etc.) 4 times (once in Colorado)
- ✓ Replacing the services of Armor Health (ACHS) 3 times (once in Colorado)
- ✓ Replacing the services of Health Care Partners Foundation 2 times (both in Colorado)
- ✓ Replacing the services of Advanced Correctional Health (ACH) 14 times
- ✓ Replacing the services of Southern Health Partners (SHP) 7 times



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- ✓ Having never lost a contract to another correctional health provider

We are also confident that after verifying our performance, the committee will find Turn Key exceeds the qualifications and evaluation criteria set forth by RFP P22-01 because:

- ✓ Turn Key currently has partnerships with nine operations (**fourteen** including CHP) in Colorado and is already registered with the State Vendor Management Program, and all Turn Key onsite staff will successfully comply with the program's requirements.
- ✓ Turn Key provides services compliant with the Americans with Disabilities Act for both Turn Key staff and inmates.
- ✓ Turn Key has proven successful implementation at **nearly 80 sites within the last 10 years.**
- ✓ Turn Key's is focused on providing correctional health care services and has a corporate office through our relationship with CHP in Denver, Colorado.
- ✓ Turn Key's proposal is fully responsive and compliant with the requirements of the RFP.
- ✓ Turn Key has vast experience with NCCHC and ACA Accreditation.
- ✓ Turn Key's Regional Medical Director lives in Fort Collins and is very much aware and invested with the importance of providing exceptional levels of care to the community of Larimer County.
- ✓ Turn Key has highly successful recruiting procedures and many float nurses already based in Colorado, ensuring our ability to maintain adequate staffing levels with talented clinical personnel.
- ✓ Turn Key has **thirteen** continuous years of experience providing correctional health programs.
- ✓ Turn Key currently manages health programs for **ten** facilities with ADPs above 500 inmates.
- ✓ Turn Key's regional base and regional focus allows our executive leaders to be directly responsive to the needs of Larimer County
- ✓ Turn Key has a proven record of providing services for jails of similar complexity that of Larimer County Jail.
- ✓ The majority of our nearly 80 operations were seamlessly transitioned in 30 days or less, including facilities previously serviced by Armor.
- ✓ Turn Key continues to be a leader in technology and includes enhanced artificial intelligence monitoring assistance for detention personnel that is not available through any of our competitors (**see 4Sightlab summary**).



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Turn Key History

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

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

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

By 2015, our successful model of services had allowed us to expand throughout the State of Oklahoma. Law enforcement agencies in surrounding states noticed the successful partnership model we establish with every client. After consideration, Turn Key's leadership team decided to offer our services to law enforcement agencies in adjacent states as an extension of our regional approach.

Turn Key's model of strategic expansion has allowed us to become the premier correctional health care provider in the South-Central region of the United States. ***Today, we are contracted to provide enhanced levels of service to nearly 80 correctional facilities in our region.***



Experienced and Committed Leadership

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

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

Our experienced executive leadership team includes:

Flint Junod, CEO:

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

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

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

William Cooper, DO, Chief Medical Officer:

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

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- ✓ Certified Correctional Health Professional Certifications
- ✓ NCCHC Surveyor
- ✓ Licensed in Colorado

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

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

Bryan Reichert M.D., Colorado Medical Director:

- ✓ Ft. Collins, Colorado Resident
- ✓ 12 years of medical practice
- ✓ More than 5 years of correctional health experience
- ✓ Regional Medical Director for 9 Turn Key sites in Colorado
- ✓ More than 9 years of family medicine experience in Larimer County
- ✓ Extensive MAT management experience in jail settings for both alcohol and opioid addiction

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

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

Danny Honeycutt, J.D., General Counsel:

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

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

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



- considered to be a model for correctional mental health practice
- ✓ 12+ years of private practice
- ✓ Licensed in Colorado

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

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

Rhett Burnett, Risk Management Coordinator and Transition Coordinator:

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

Donna Newman, RN, Chief Nursing Officer:

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

Kara Black, RN, Vice President of Operations

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

James Constanzer, NP, Quality Assurance Coordinator

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

April Farmer, Client Liaison:

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



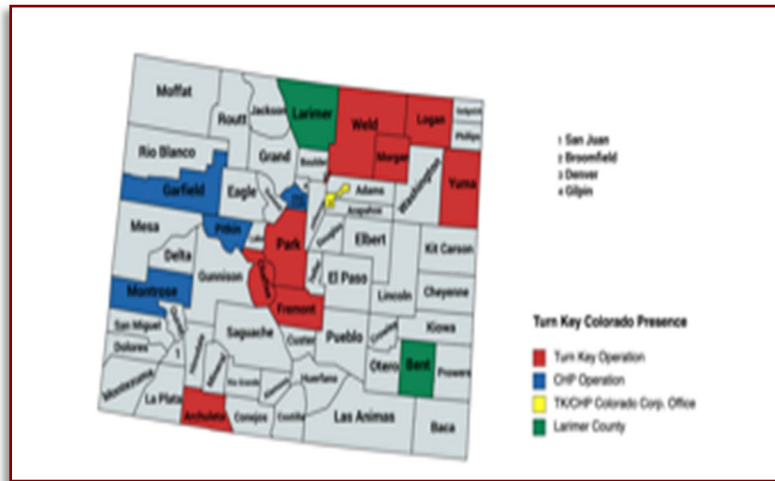
Program Oversight

Unlike our correctional health competitors, Turn Key is not driven to secure as many contracts as possible throughout the United States to bolster our profits. Instead, we have made the commitment to support the dedicated law enforcement agencies within the geographical region in which we live. Our strategic regional approach has allowed us to provide an enhanced level of client-focused service for an affordable cost.

“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, Oklahoma
(Previously contracted with Armor)

A primary tenet of our organization is – “Same Day Accessibility.” Should a client call in the middle of the night with a concern, we will have corporate representation at their facility within hours to address the concern. If we cannot live up to that commitment for a particular client, then we cannot serve that client as effectively as they deserve. With numerous non-stop flights from Oklahoma City to Denver daily, we can have an executive level leader (including the CEO and/or President) in Larimer County within a couple of hours should the need arise. Further, our imminent partnership with CHP will allow us to have corporate resources respond from our Denver-based corporate support office immediately. We have no doubt that our enhanced model of client service far exceeds support capabilities for Larimer County offered by any other correctional health company.



We refuse to guarantee our clients that every possible concern with their inmate health program will be eliminated once they contract with us. Companies that make these types of guarantees



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are not in touch with the reality of a correctional facility's operation. Instead, Turn Key asks our clients not to judge us by whether a concern ever arises, but by our response if one does. This realistic philosophy allows our transition process to be virtually seamless and the continuing operation to be professional through top-level oversight and effective client communication.

In keeping with our Regional Base, Regional Focus model of service, Turn Key leadership has an established history of promptly responding to novel issues identified by sheriffs and detention administrators as they arise during transition, including immediate responses by both Turn Key's President and Chief Executive Officer to thoroughly investigate and resolve these expressed concerns.

Turn Key also believes in continuous, ongoing program oversight to promote accountability. We do not merely provide initial oversight and leave the site to its own devices to continue on its own. Instead, Turn Key is committed to ensuring that its corporate resources, pooled wealth of knowledge, and collective experience benefit our valued site-level team members throughout the duration of our contract. Thus, Turn Key's corporate leadership team will regularly visit the Larimer County Jail to provide oversight and assistance to the on-site team.

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

Turn Key Accreditation Experience and Qualifications

Turn Key currently operates in four accreditation focused facilities similar in complexity to the Larimer County Jail:

- ✓ Pulaski County Regional Detention Center, Little Rock, AR, NCCHC Accreditation 2018. Reaccreditation due in 2022. Turn Key guided our Pulaski County team to reinstate full NCCHC accredited status after it had been revoked under the previous administration.
- ✓ Garland County Detention Center, Hot Springs, AR, ACA Accreditation 2020. Turn Key assisted Garland County in achieving their very first national accreditation in 2020, and we are currently assisting Garland County in preparing for NCCHC accreditation once scheduling can be accommodated around Covid-19 limitations.



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- ✓ David L. Moss, Tulsa, OK, NCCHC reaccreditation 2017, 2021; ACA reaccreditation 2018, 2021. The most recent NCCHC and ACA reaccreditations occurred in the heart of the Covid-19 pandemic.
- ✓ Oklahoma County Detention Center, Oklahoma City, OK, NCCHC and ACA Initial Accreditations 2012, Reaccreditation 2017. Due to budgetary constraints of the previous administration and the change in detention leadership, Oklahoma County has temporarily discontinued formal accreditation. However, we continue to operate a model that meets both ACA and NCCHC accreditation standards so full accreditation can be restored when desired.

Turn Key's policies and procedures are largely based on the standards established by the National Commission on Correctional Healthcare (NCCHC) and the American Correctional Association (ACA) regardless of a facilities interest in formal accreditation. Therefore, most of our partner facilities operate accreditation compliant models even though our clients have no desire to invest in formal accreditation. Turn Key's leadership team is composed of correctional health experts who have successfully completed several NCCHC and ACA accreditation reviews at numerous correctional facilities in multiple states throughout their careers. Our commitment to providing the highest level of care is reflected in that many of our ranking leadership team, including our CEO, CMO, CNO and Quality Assurance Coordinator, only to name a few, maintain Certified Correctional Health Professional (CCHP) status with the NCCHC. In addition, our CMO is a NCCHC physician surveyor.

In addition to our NCCHC and ACA expertise, Turn Key's leadership team has extensive experience adhering to the standards of various State Department of Corrections programs (including Colorado) and numerous federal detention agencies, 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 Larimer County Jail.

Legal Expertise and Grievance Management

Turn Key is also set apart from our competitors by the depth of our legal expertise being a key component of our historical foundation. Risk management mitigation will always be a critical component of Turn Key's oversight and Quality Assurance program. Prior to founding



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Turn Key, Jon Echols, our President, and Jesse White, our CFO, practiced healthcare law for one of Oklahoma City's largest law firms. Allie Ah Loy, our Outside General Counsel and previous Chief Legal Officer, has focused her professional career on defending correctional healthcare companies with medical malpractice and civil rights litigation. Danny Honeycutt, our in-house General Counsel, served as General Counsel for the Oklahoma County Sheriff's Office before joining our team. The combination of law enforcement and healthcare law background and expertise within of Turn Key's senior management team puts Turn Key in a unique position to protect our clients against legal exposure. Turn Key's legal expertise has contributed to an impressively low litigation history that is exceptional within the correctional healthcare industry. We are proud that in our company's history, we have never had a judgment imposed against us, and we have only settled thirteen claims, most of which were settled for nuisance value and for strategic benefit to our clients. ***To have only settled such a small number of claims in our thirteen-year history while serving a population that exceeds 19,000 inmates at nearly 80 operations is a record we are willing to put up against any of our competitors.***

In addition, Turn Key believes that grievance trends are a good reflection of a healthcare system's effectiveness. Appropriately managing the grievance process improves the overall delivery of care and reduces the liability on both the healthcare provider and the clients served. We train our site administrators on effective 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 leadership 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. ***Pulaski County, Arkansas experienced a 40% reduction of medical grievances within a few months of implementing our program. Similar results were also realized in Tulsa County, Oklahoma where the health program experienced a 31% reduction of grievances after Turn Key assumed operation of their health program (previously managed by Armor).*** We expect to experience similar success at the Larimer County Jail.

Pharmaceutical Operations

Turn Key has established relationships with multiple correctional pharmacies, including Diamond Pharmacy. In addition to ensuring continuity of medication services during the transition, we intend to reduce the long-term burden of pharmaceutical costs for Larimer County Jail with our unique acquisition cost arrangement that is unlike the models frequently seen with our competitors. Most correctional healthcare companies tend to negotiate pharmaceutical agreements on a "cost-plus" basis that is largely based on a

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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. In addition to the primary pharmaceutical vendor, we will also utilize other corrections-focused pharmacies to obtain a portion of our medications. Instead of having faith that a "cost-plus" model is the most cost-effective, we frequently cross reference medication costs with all our pharmacy providers. This ensures we are getting the best prices on medications, and it has proven to save thousands of dollars in any given month. By actively managing our overhead associated with pharmaceutical costs, we can continue to offer competitive contractual rates for our clients now and in the future.

Mental Health Services

Turn Key has worked with numerous clients to enhance health services available for patients who have been diagnosed with mental illness. Our experience with coordinating and operating mental health services with Colorado JBBS funding is unrivaled in the correctional health industry, especially when you consider the additional experience of our CHP professionals. We will ensure the mental health services at the Larimer County Jail continues to meet JBBS guidelines and regulations, and we will continue to advance the Mental Health program so that community standards are exceeded.

In 2017, Turn Key assisted Tulsa County in implementing a state of the art 100-bed mental health unit that is nationally recognized as a model program for mental health operations in the correctional setting. This mental health unit includes 4 levels of housing and treatment settings ranging in severity from Level 1, suicide watch, to level 4, stable and compliant with treatment. This unit has been praised by accrediting agencies and has been a model we have adapted to meet the needs of our other clients to the furthest extent possible. We look forward to ongoing discussions with Larimer County administration to ensure we are collaboratively advancing treatment options for the population with mental health conditions.

Because mental health and co-occurring substance use disorder are significant contributing factors of initial incarceration and recidivism, it is critical to ensure continuity of care from the time of initial incarceration through each patient's transition back to the community upon release. Turn Key will provide MAT services and Community Coordination to ensure appropriate resources are available for our patients even following their release. Further, Dr. Jawaun Lewis, Turn Key's Chief Mental Health Officer, will visit the site as often as needed

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to ensure that efficient systems are established and maintained, and appropriate information is exchanged among the members of the mental health treatment team.

Substance Abuse Treatment / MAT

Medication Assisted Treatment (MAT) programs can combine medication therapies and counseling to foster a healthy recovery process. MAT has become an effective therapy to address the ever-increasing percentage of our society's population who struggle with substance use, particularly opioid and alcohol addiction, including those who are incarcerated. Turn Key already has numerous providers licensed in Colorado that are experienced in providing MAT services and hold x-waivers that allow for the use of MAT within the correctional setting.

We look forward to working with Larimer County team to combat addiction relapse and recidivism among the inmate population.

4Sightlabs/Custody Protect Technology

The expectation for jails to constantly enhance their safety measures and inmate related services can be a challenging threshold to meet. This is especially true in geographical areas where the recruitment of professional detention personnel becomes more difficult every day. As a result, agencies must evolve alongside of technological advancements, such as the use of artificial intelligence for monitoring high risk detainees.

Turn Key has partnered with 4SightLabs to offer our clients exclusive access to Custody Protect technology. Custody Protect uses tamper resistant biosensors that can be placed on individuals at any time, including at the time of arrest, transport, booking and throughout the detention process. These biosensors detect an individual's heart rate, heart rate variability, motion, and location. This data is processed through artificial intelligence in real-time to detect potential risks to an individual's health and safety before an unanticipated outcome occurs.

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



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- 81% are under the influence of drugs and/or alcohol
- 65% have mental health diagnoses
- More than half have significant pre-existing medical conditions that could contribute to the rapid deterioration of health

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

Turn Key believes this technology can assist detention personnel with monitoring detainees at an elevated risk of rapid deterioration such as those on suicide watch, in restraint chairs, at elevated risk for drug toxicity or withdrawal, excited delirium, and other high-risk scenarios within the detention facility. Therefore, **we have included the initial implementation of this revolutionary technology in our proposal.** We look forward to discussing the numerous options to implement Custody Protect for the various law enforcement division in Larimer County.

Additional information on Custody Protect technology can be found at <https://www.4sightlabs.com/>.

Client Liaisons

Turn Key is committed to providing exemplary operational oversight and corporate support for every one of our clients. In addition to our operations support team, and executive leadership team, we utilize a

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

Major Robert Bersi, Benton County Sheriff’s Office

unique Client Liaison concept as opposed to overpaid commission-based sales personnel. Our client liaisons are involved with each account from the onset of negotiations through the duration of the contract. These individuals may be paid by Turn Key, but they actually serve



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the best interests of the County. Instead of expecting the operations team to uphold random promises salespeople may have made to get the deal done, client liaisons are held accountable for ensuring the promises they make can and will be completely fulfilled. Our Client Liaisons are such an important part of our program that we only offer these positions to individuals with prior experience in government contracting or law enforcement administration.

April Farmer will serve as the Client Liaison for the Larimer County Jail. April is well versed with the unique laws and requirement in Colorado, such as JBBS and MAT services, and she has built a great reputation with our existing Colorado clients for providing exceptional client support. 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 in Colorado. April's proven experience will ensure Larimer County receives the very best service Turn Key has to offer.

Transition Preparation and Program Compatibility

Throughout our 12-year history in the correctional health industry, we have partnered with nearly 80 correctional facilities in the South-Central region of the United States. This includes 9 facilities in Colorado (14 with CHP). Even with our vast experience with implementing new operations, we believe success favors preparedness. Thus, we have already initiated our transition plan in the anticipation of a potential contract award. Turn Key has assigned specific responsibilities of the transition to key members of our leadership team. We have already notified several of our primary service partners, such as CorEMR and Diamond, of our proposal submission to Larimer County. This proactive preparation has proven to foster a smooth transition.

Turn Key has transitioned the healthcare program from nationally focused providers numerous times, including transitioning from Armor 3 times. We have become accustomed to transitioning inmate healthcare programs within a short period of time. In fact, most of our contracts have been transitioned within 30 days of the award notification, and on a number of occasions, we have transitioned multiple facilities at the same time.



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- ✓ When Turn Key was awarded the Rogers County, Oklahoma contract in 2015, we were asked to begin the project considerably ahead of the original agreed upon date. Turn Key had personnel onsite within 8 hours of the Sheriff's emergency request, and we had a fully functioning ACA based program 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
(Previously with CCS, a Wellpath Company)*

- ✓ On July 1, 2015, Turn Key transitioned the healthcare programs for four separate clients that were located hundreds of miles away from each other. All four of these programs were with a large, national correctional health provider prior to switching to our program. Even with a short transitional window, we met all our clients' transitional timelines without disrupting their day-to-day operations.
- ✓ Turn Key began providing services at two mega jails (Tulsa – 1,800 beds and Pulaski – 1,200 beds) in two different states on December 1, 2016. With a transition period of only 4 weeks at each site and the Thanksgiving break occurring just prior to the start date, Turn Key's leaders welcomed the challenge. We provided extensive corporate representation (including all the members of the ownership and executive leadership team) for both programs throughout the transition period. Even with the challenge of implementing a new EHR in Pulaski County and transitioning the existing CorEMR system from Armor's version to our version at Tulsa County, both transitions were seamless without impacting patient care or disrupting the workflow of either detention facility.
- ✓ Between December 2019 and February 2020, Turn Key simultaneously transitioned programs at six programs across four states, including Colorado. As a testament to effectiveness of our regional model, we were able to meet all our clients' transition timelines without disrupting any day-to-day operations.
- ✓ Within the past year, we have transitioned numerous Colorado, Oklahoma, Arkansas, and Texas county inmate health programs **in the middle of the COVID-19 pandemic**,



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without any interruption of services or elevating exposure risks throughout the transition.

The September 1, 2022, transition date for the Larimer County Jail program does not raise concern for our leadership team. Once a notification of award has been issued, we will immediately contact the designated facility administration to provide an update on our transitional progress and to coordinate the on-going process.

Personnel Management

Long-term professional site-level personnel are key to a successful program. With more than 13 years of correctional health management experience and since Turn Key began as an outgrowth of a medical staffing company, we know the challenges involved with recruiting healthcare staff who are an appropriate fit for a unique environment like the Larimer County Jail.

We understand that correctional healthcare is not for every nurse. There will always be some attrition in this field of healthcare due to that fact alone. To eliminate turnover during the transition, Turn Key's bid model assumes **the average pay rates for the health personnel will be on the higher end of the suggested range** detailed in the RFP. Further, Turn Key has never reduced an existing employee's pay rate and no existing health personnel has ever experienced a pay reduction in our history of nearly 80 transitions. In more than 95% of the cases, existing employees have received increases to their pay, many of them being substantial raises. Since Turn Key has transitioned 3 sites from Armor's services in recent years, we can confidently assure this will be the case at the Larimer County Jail as well.

The COVID-19 pandemic has created numerous hurdles and obstacles, perhaps the most significant being the nationwide nursing shortage, in which the State of Colorado has not been immune. However, Turn Key has implemented enhanced staffing measures to mitigate the impact of national shortages, general turnover and/or illness on our clinical operations. Our recruitment measures have been further amplified to include the addition of two full time nurse recruiters to scout quality medical personnel for the operations exclusively in our region. Turn Key has also doubled the size of our pool of float nurses who hold multi-state nursing licenses and are able to be deployed to numerous locations across our operations. ***The depth of our float pool has allowed Turn Key to adhere to our contractual obligations throughout the COVID-19 crisis, despite the devastating nurse shortage throughout the country.***



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Not only will Larimer County benefit from Turn Key's host of existing Colorado based float nurses, but the addition of CHP to our family will allow us to double up our recruitment measures for all our Colorado clients. Turn Key's recruitment capabilities for the Larimer County Jail are truly unrivaled in our industry.

As the most prominent, credible, and established correctional health provider in Colorado, Turn Key would be honored to partner with Larimer County. We look forward to your response.