

# Year 2 Progress Report

Correctional Healthcare Contract for the  
Arizona Department of Corrections,  
Rehabilitation & Reentry (ADCRR)

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**Presented by NaphCare, Inc.**  
Oct. 1, 2023 - Sept. 30, 2024





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# Innovating to Improve Lives in Arizona

In collaboration with Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) leadership, NaphCare has made significant progress toward our ultimate goal of improving patient care as we aim to make ADCRR the gold standard for correctional healthcare in state prisons.

Through our ongoing focus on improving access to care for patients and using innovative thinking to solve problems, we are moving the needle.

And that means more and better care for our patients across the state of Arizona - including in the impactful areas of increasing access to Medication-Assisted Treatment (MAT) for patients with Opioid Use Disorder (OUD), eliminating Hepatitis C among our patient population and emphasizing suicide prevention to save lives.

We are bringing more health services directly to the patients by providing more specialty care clinics and services within the Arizona State Prison Complexes (ASPC).

And we're bringing more jobs to the people of Arizona, creating a long-term, stable healthcare workforce dedicated to caring for the individuals within the ADCRR.

We've continued to implement new, innovative technologies - such as our MyCare Patient Portal, which empowers patients to play a more direct role in their health and wellness. Using the MyCare app on ADCRR-provided tablets, patients have access to their personal health information, as well as health and wellness education.

We've also doubled down on our commitment to transparency and accountability in all that we do. Through TechCare data analytics, we're providing real-time dashboards on patient outcomes and key performance metrics.

NaphCare's aim is to make a positive impact in the lives of our patients and in communities across the state of Arizona. With continued focus, we're proud of our progress toward these goals and our mission - **to improve and save lives.**



# By the Numbers

**October 1, 2023 - September 30, 2024**

In our second year partnering with ADCRR, NaphCare has continued to enhance and elevate patient care. We are doing what other correctional health providers could not, as we make great strides in transforming the system of care at ADCRR - creating an incomparable model that exceeds all other state correctional health programs.

## ***Clinical Outcomes***

Completed medical requests	597,169
Completed mental health requests	272,515
Completed dental requests	45,807
Completed vision requests	13,496
Chronic care encounters	45,359
Offsite specialty care encounters	27,440
Onsite specialty care encounters	6,452
Prescription/medication orders	302,889
Medication administrations	12,707,608
Lab/diagnostic results	278,214
Radiology results	26,381
Corrective lenses (eyeglasses)	10,919



### ***New Programs / Initiatives***

Developed a program to combat opiate abuse within the prison and community		8,594 patients participated
Developed a program to treat patients with Hepatitis C infections before release into the community		3,953 patients treated

### ***Administrative Services***

Medical claims processed and paid within 45 days of receipt		111,728
Hours of healthcare staff coverage provided and paid		2,597,136.40
Responses to calls/requests from the community regarding family in the prison		12,586

### ***Protecting Arizona Taxpayers***

The contract terms between NaphCare and ADCRR shift significant risk and responsibilities to NaphCare to protect the agency - and ultimately Arizona taxpayers - against the risks of providing healthcare throughout the state's prisons.

NaphCare secured a \$70 million performance bond to guarantee performance. We are also providing robust defense of legal claims and medical malpractice insurance to indemnify the state for legal actions stemming from the provision of healthcare in the prisons - guaranteeing that the taxpayers will not bear the risks and liability associated with providing healthcare within the ADCRR prisons.

# Year Two: Continuous Improvement

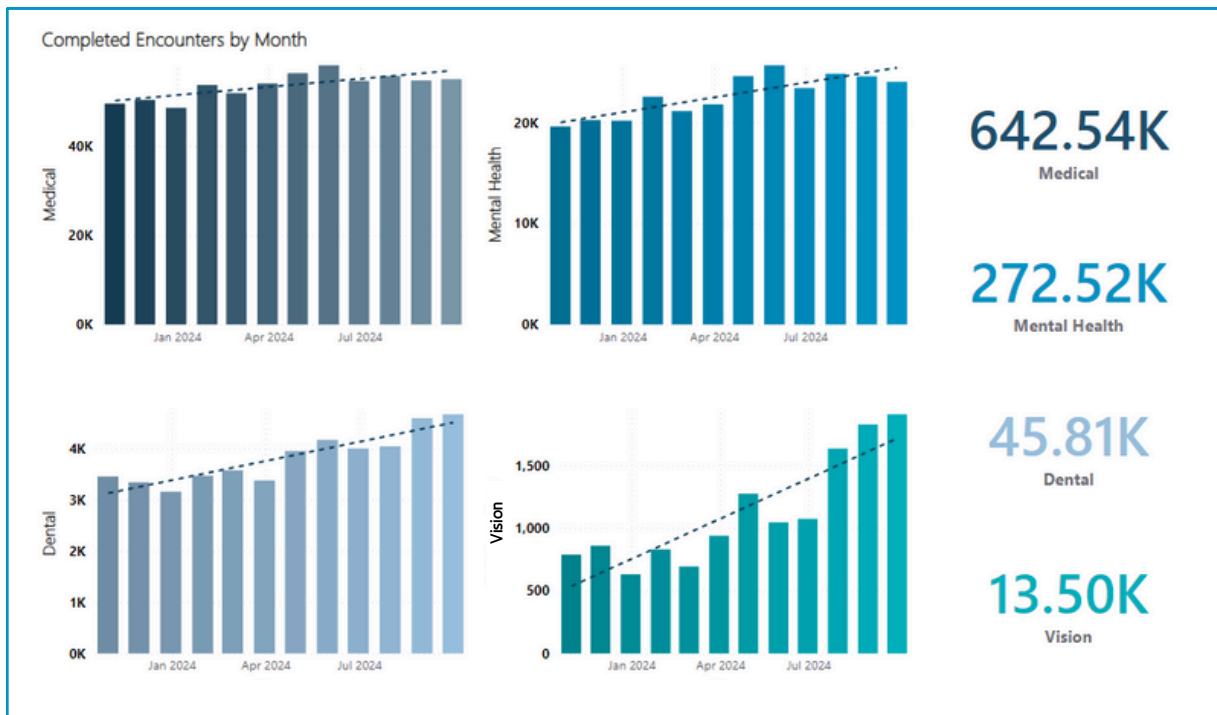
## Improved Access to Care

NaphCare’s primary objective has been to give patients access to a community standard of care within Arizona’s prisons. Following a transformative transition year, we focused year two on elevating the baseline of patient care to exceed prison healthcare standards.

Patients now have access to **better and more timely healthcare** within the ADCRR system than ever before. We are able to quickly connect patients to the treatments they need to improve health outcomes and quality of life in preparation for their return to the community.

And, NaphCare and ADCRR continue to collaborate daily to address challenges that arise and remove barriers to patient care.

## Increase in Completed Health Needs Requests (HNRs / Sick Calls)

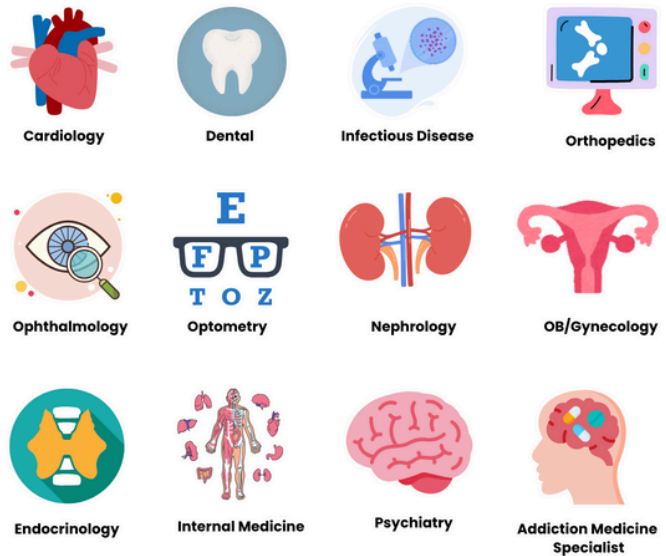


### Bringing Care to the Patient

NaphCare’s healthcare delivery model is focused on bringing more specialty care directly to the patient within the Arizona State Prison Complexes (ASPC). This reduces the need to transfer patients from the prison to a hospital or community clinic to see a specialist. We’ve worked to establish an expansive provider network across the state, while also bringing more services onsite. Here are some examples of how we’re getting patients the treatment they need:

**Mobile Dermatology:** NaphCare successfully introduced onsite dermatology clinics at ASPC-Perryville, which has treated more than 50 patients in three months, eliminating the patient care backlog for dermatology services. The clinic will soon be available to patients at ASPC-Tucson with more prison complexes forthcoming.

**NaphCare Specialty Providers:** NaphCare directly employs a network of 14 board-certified specialty care physicians in 12 therapeutic areas. These doctors provide real-time consultation with our ADCRR health staff, addressing the need for timely access to specialty care. With NaphCare’s specialty network, patients get treatment when needed while limiting unnecessary transport to a community provider or movement throughout the complex.



### Envisioning Better Care: Optometry

In response to patient need, NaphCare invested in improving optometry services for ADCRR at no cost to the state. Under the direction of NaphCare’s in-house Optometrist and Ophthalmologist, patients now have access to eye care at intake with no delays, achieving enhanced compliance with the Americans with Disabilities Act (ADA).



### **MAT Rapid Ramp-up for Opioid Use Disorder**

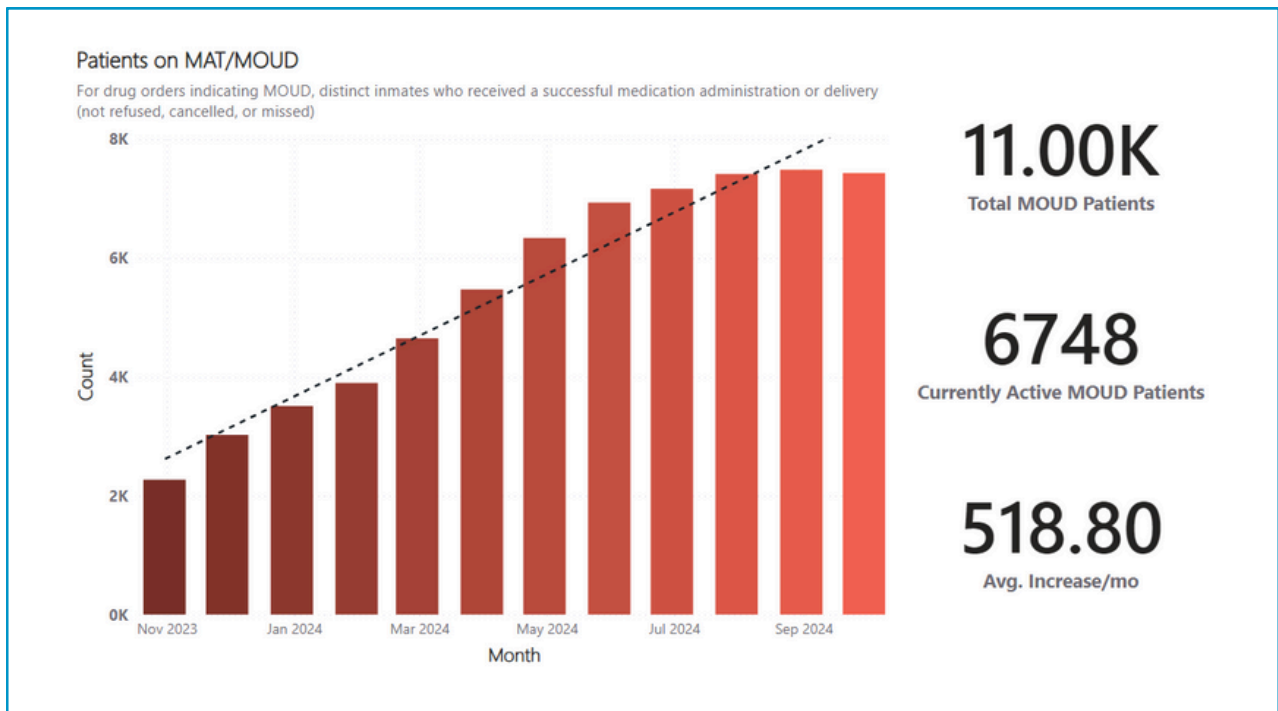
After the tremendous early success in implementing Medication-Assisted Treatment (MAT) for the ADCRR during year one of our services, NaphCare is proud to report that our MAT program has continued to grow.

As we complete year two, the MAT program is fully operational across all state prison complexes with a total of **7,000 patients in treatment**. We have eliminated backlogs and extended access to all patients who want to begin this life-changing treatment. Patients are given to access to MAT as early as possible, beginning at intake.

In addition, both ASPC-Perryville and ASPC-Tucson have achieved preliminary **Opioid Treatment Program (OTP) certification**, with the ability to prescribe methadone onsite, through the Substance Abuse and Mental Health Services Administration (SAMHSA). Three additional complexes are in the process of moving toward certification - ASPC-Phoenix, ASPC-Lewis and ASPC-Eyman.

Through this investment in addiction treatment, thousands more individuals in the Arizona prison system have a lower risk of overdose and death during incarceration, and will be at reduced risk of relapse upon release into the community.

### **Increase in MAT Program Participation**





**94%**  
patients treated  
who no longer have  
detectable virus

### **Eliminating Hepatitis C within ADCRR**

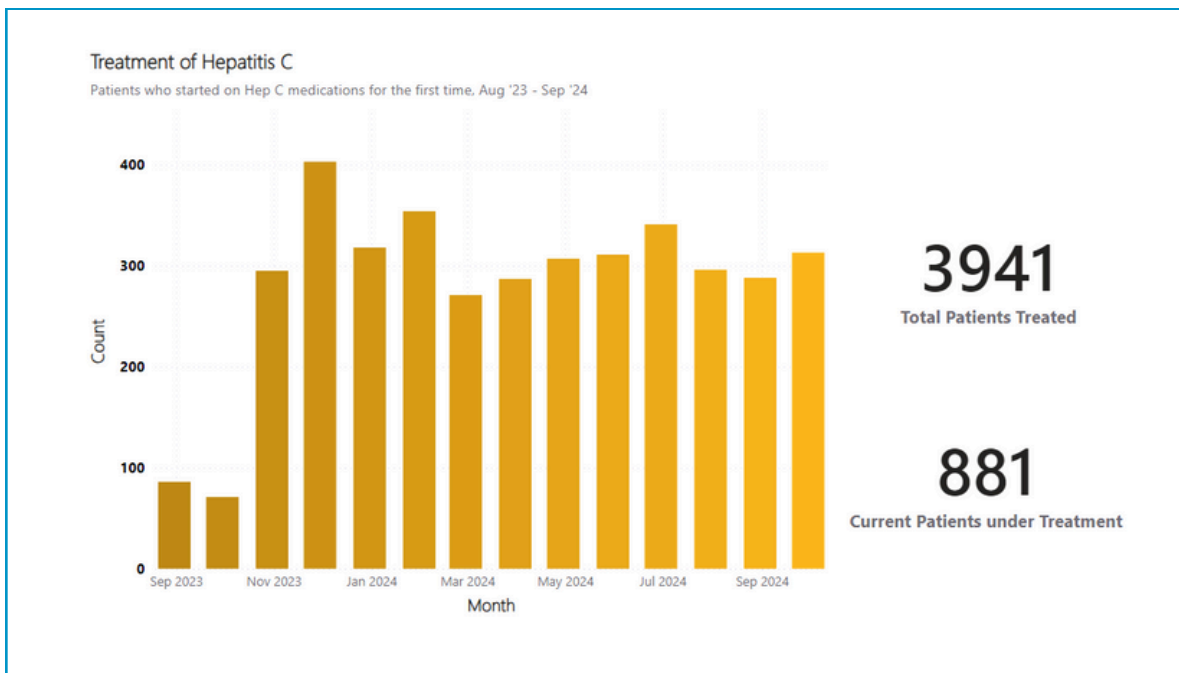
NaphCare has met and exceeded mandates to treat all Hepatitis C patients in Arizona prisons.

NaphCare's Hepatitis C Treatment Team began assisting with treatment in mid-August 2023. On October 1, 2023, our monthly goal increased to starting 300 patients on treatment each month. In the year following, we averaged 310 patients started on Hepatitis C treatment each month.

From August 2023 through August 2024, **3,459 patients started on Hepatitis C treatment.**

Of the 1,552 patients who completed the entire course of treatment - **94% achieved a cure, meaning tests could no longer detect the Hepatitis C virus in their blood.**

### **Hepatitis C Treatment Rates**



## 24/7 Quality Oversight with QualCare

**QualCare** is a team of 35+ Arizona-licensed advanced care practitioners who provide specialized quality assurance for healthcare services at ADCRR 24 hours a day, seven days a week. Twelve (12) practitioners are dedicated to the ADCRR MAT and Hepatitis C treatment programs.

Our QualCare team oversees MAT and Hepatitis C clinics for patients at all ADCRR state prisons. QualCare providers manage these programs in coordination with site-based health staff, including treatment plan development, quality assurance of treatment delivery, and answering all patient and health staff questions about the programs.

### Pulse Check: Patient Survey

We're giving patients a voice in their healthcare. Our recent patient survey shows marked improvement in access to care across priority therapeutic areas since NaphCare began providing healthcare services. Of patients who responded, the majority either strongly agreed, agreed or were neutral on experiencing improvements in these areas of care:

81%

outside specialty care

80%

access to mental health care and treatment

77%

access to vision care

72%

access to medical and mental health care

70%

access to dental care

69%

access to medications

66%

communication from doctors and nurses



## Focus on Innovation: Technological Advancements

### *Connecting Private & Public Prisons with TechCare EHR*

TechCare, NaphCare's corrections-specific electronic health records (EHR) system, has been instrumental in significantly improving patient care across ADCRR's correctional system. In year one, NaphCare transitioned ten state-run ADCRR complexes to TechCare, including migrating data for more than 27,900 incarcerated individuals.

NaphCare has now gone a step further and completed an expansion of the TechCare EHR system into the ADCRR's six private prisons. With the completion of this expansion project, Arizona now has consistent documentation and a centralized platform for health information across all prison complexes statewide to support continuity of care as patients are transferred throughout the ADCRR system.

By integrating all contracted healthcare providers, ADCRR has established a cohesive approach to health services that enhances efficiency and accountability. This integration not only streamlines healthcare delivery but also ensures the needs of all patients are met comprehensively.

### *Integration for Collaboration*

Another notable achievement is the integration of TechCare with the ADCRR's Offender Management System (OMS) and the Arizona Correctional Information System (ACIS).

Connecting these systems creates a seamless flow of information that enables better tracking of patients throughout ADCRR. Through TechCare's interface, clinicians have the schedules and housing details needed to confidently schedule patient appointments, whether inside the facility or at an outside community provider.

Correctional staff are also better able to ensure patients are available and properly transported to their healthcare appointments.

This level of coordination ensures patients don't miss appointments and have access to the care they need.

## Empowering Patients to Participate in Health & Wellness

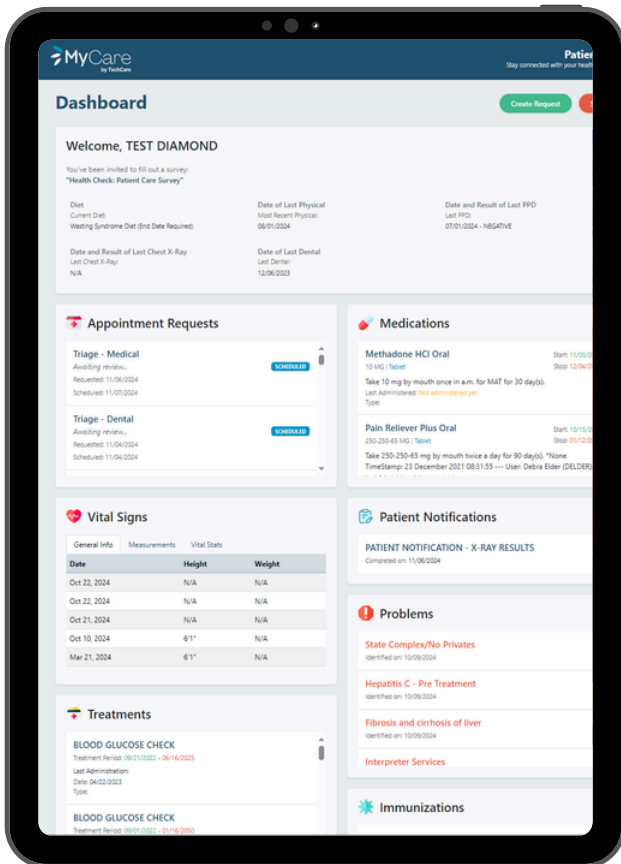
NaphCare's health and wellness app - **MyCare Patient Portal** - empowers patients by delivering real-time notifications regarding vital aspects of their healthcare.

Prior to the launch of MyCare, patients often relied on printed notices delivered by hand for communication regarding their care. This led to delays and inefficiencies.

The introduction of the MyCare app on patient tablets has streamlined communication, enabling patients to access important updates directly. This shift keeps patients informed while fostering engagement in their personal health journey.

The integration of TechCare ensures security measures are in place to protect privacy and prevent any potential misuse of patient data. These enhancements to the MyCare Patient Portal signify a pivotal shift toward **patient-centered care** in ADCRR facilities.

Using technology for direct communication and feedback, healthcare providers both improve operational efficiency and empower patients to take an active role in their health and wellness. This patient-centered approach is setting a new standard for healthcare within ADCRR.



## Reporting with TechCare EHR

TechCare Data Analytics play a crucial role in providing transparency and accountability in ADCRR's healthcare management. NaphCare continues to use the robust reporting tools available through TechCare to identify metrics and trends throughout the ADCRR patient population. TechCare includes data analytics and business intelligence dashboards/reports that provide graphical analysis and representation of each facility's most important patient data to improve patient outcomes and assist with data-driven decision making.

Our real-time reporting continues to evolve with the contract to ensure transparency and accountability across all facilities and services.

Nearly 160 reports have been developed to comply with court orders, with over 150 revisions currently complete or underway to meet specific judicial demands. Notably, 88% of Quality Indicator reports have received approval for compliance, underscoring their effectiveness in supporting healthcare management and oversight.







## Saving Lives: Suicide Prevention

NaphCare and ADCRR have significantly enhanced suicide prevention efforts by prioritizing a more proactive presence in high-risk areas, going beyond what policy requires. This initiative includes increased frequency of staff rounds and a heightened presence in locations deemed to have elevated suicide risks. By expanding the time spent in these areas, NaphCare ensures greater visibility and engagement with individuals on mental health watch.

Additionally, we have implemented enhanced statewide training for all mental health team members, equipping them with updated skills and knowledge to identify and respond effectively to potential warning signs.

To further support these efforts, NaphCare began staffing daily mental health watch, involving the entire treatment team that includes psychologists, psychiatric providers, mental health leadership, and mental health watch clinicians. These daily meetings ensure comprehensive oversight, with corresponding documentation in TechCare to maintain transparency and accountability.

In recognition of heightened risks during the holiday season, NaphCare implemented a suicide prevention holiday schedule, increasing shifts and services in high-risk areas to provide additional support during this especially difficult time. We have also added additional audits of mental health watch notes, creating another layer of oversight to ensure quality and consistency in suicide prevention practices. Alongside these clinical improvements, NaphCare has provided support to and aided in the creation of a newly implemented ADCRR peer support program.



### **Art of our Soul**

ADCRR has partnered with the community to allow Art of our Soul - a mental health focused art program - to integrate a more holistic approach to treatment for patients. The Art of our Soul groups have been a great success with overwhelmingly positive feedback from patients.

*“Several patients said that this was the coolest program they had ever seen. It was exhilarating to watch the group encouraging each other and engaging in conversation about their artwork.”*

*Ashley Pelton, Mental Health Director*



### ***Eagle Point Behavioral Health Unit at ASPC-Lewis***

The ASPC-Lewis Eagle Point inpatient psychiatric unit was licensed by the Department of Health Services of Arizona (AZDHS) on August 1, 2024. The Eagle Point program has 130 licensed beds and 26 crisis stabilization beds.

The Eagle Point Inpatient Program offers intensive and comprehensive mental health treatment for patients experiencing severe mental illness. Through a multidisciplinary approach, the program is designed to support individuals in crisis or those requiring psychiatric stabilization. Services include one-on-one therapy, group therapy, psychoeducation, and psychiatric care, including medication management, to provide holistic and effective treatment tailored to each patient’s needs.



The successful completion of two medical units at ASPC-Tucson has led to investment in additional Skilled Nursing Units for inpatient care at ASPC-Eyman.

## Stabilizing Staffing through Local Recruitment

In two years, NaphCare has brought more healthcare professionals into the Arizona prison system than any previous vendor. In a challenging environment with significant shortages of healthcare workers nationally and in Arizona, we have been remarkably successful in recruiting and hiring the ever-increasing number of positions in our contract.

We have focused on converting contract staff from agencies into full-time staff, dedicated to long-term careers within ADCRR's health services.

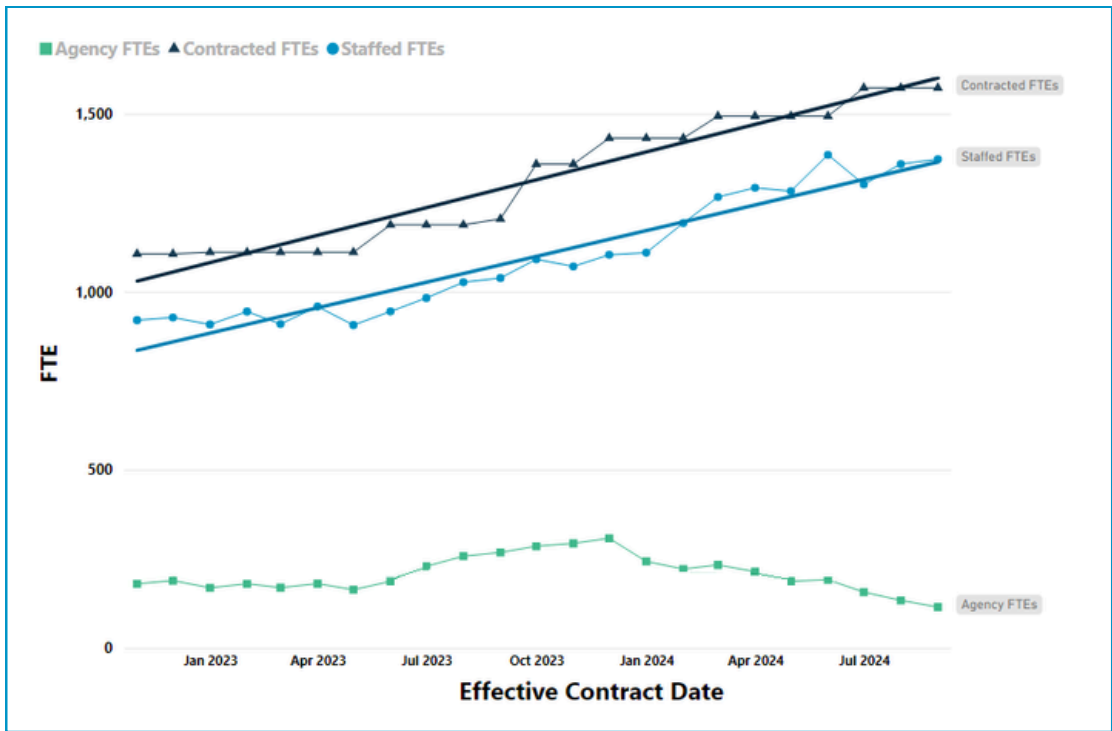
### Increasing Workforce Commitment to ADCRR

NaphCare has met the demand to hire an additional 450 contracted full-time equivalent (FTE) staff since October 2022 while also reducing staffing agency utilization by 60.73%.

**1,372**  
Staff committed to patient care

**92%**  
staffing level

**8.3%**  
agency utilization, down 60.73% from last year





### **Creating Career Paths in Arizona: Mental Health Internships**

At ASPC-Yuma, NaphCare launched a social work internship program designed to address the shortage of qualified mental health professionals in the Yuma community by developing future clinicians. Through the program, students apply theoretical perspectives and empirical research to solve specific problems, provide patient-centered care, and enhance cultural competence, improving access to treatment for underserved populations.

The program has become a focal point in the Yuma community, with numerous inquiries from social work students, colleagues and educational liaisons regarding partnership opportunities. NaphCare's Mental Health Lead in Yuma is currently mentoring four Master of Social Work students - three from Arizona State University and one from Northern Arizona University. All students are bilingual, local to Yuma, and committed to transitioning to full-time roles with NaphCare upon graduation.

In prisons across the state, we collaborate with students in doctoral programs during their practicum and support post-doctoral fellowships, providing valuable hands-on experience and professional growth opportunities. This partnership allows NaphCare to contribute to the development of future psychologists while benefiting from fresh perspectives and the latest academic insights. By fostering these relationships, we not only strengthen the field of mental health care but also enhance the quality of services we deliver to our patients.



# NaphCare Charitable Foundation

The NaphCare Charitable Foundation is engaged in ongoing scientific research, development of corrections-specific programs, and pursuit of other advancements in patient care, to include the design and creation of advanced patient technology options, all aimed at improving the health and welfare of justice-involved persons. Our primary goal is to promote opportunities for fair access to quality and affordable health care and to support individuals, their families and their communities as they transition and reintegrate into their communities.

## ***Compassionate Release Program***

The Foundation's team participated in numerous meetings with Arizona state representatives to discuss the implementation and benefits of a compassionate release program for eligible incarcerated individuals. The Foundation has assisted with drafting potential legislation for consideration that provides for a compassionate release program allowing for the potential release of certain qualified ADCRR residents who no longer pose a danger to society.

## ***Yoga for the Incarcerated - Collaboration with Brown University***

The NaphCare Charitable Foundation has partnered with Brown University to manage staffing for NCCIH-funded (National Center for Complementary and Alternative Medicine) yoga programs for the incarcerated in Arizona, specifically at the ASPC-Perryville women's prison complex. This project involves developing and piloting a yoga-based intervention project for anger management and emotion regulation for people in prison.

## ***EVIT Sponsorship to Fund Nursing Programs***

The NaphCare Charitable Foundation partnered with the East Valley Institute of Technology (EVIT) to expand nursing education opportunities in Arizona. EVIT is a premier public trade school providing 50 career training programs to nearly 8,000 enrolled Phoenix-area adults and high school students at two central campuses in Mesa, Arizona. An initial contribution of \$20,000 from the Foundation will support EVIT's Licensed Practical Nurse (LPN) and Registered Nurse (RN) programs by helping to fund the salaries of program instructors.

# Looking Ahead

As we begin our third year of partnership with ADCRR, NaphCare is enthusiastic about our momentum in continuously improving patient care. Our main areas of focus will build on the progress we have made over the past two years, advancing us toward the future of correctional healthcare in Arizona.

- **Patient-Centered Care.** ADCRR patients are receiving more services and higher levels of care than ever before. As NaphCare adds more staff and improves access to care, we are better diagnosing patient care needs to be addressed. To meet this growing demand, NaphCare is working to source more onsite health clinics, expand our network of community-based providers and specialists, and add telehealth and telemedicine services where feasible.
- **Long-term Care for Chronic Conditions.** NaphCare will continue our commitment to patient wellness by delivering the best services to help patients manage chronic conditions. Improved access to care, direct communication between patients and providers, and proactive care that includes routine assessments, wellness initiatives, and preventive care interventions will seek to stay ahead of conditions that may otherwise lead to negative outcomes.
- **Emphasis on Mental Health.** Mental health in the prison system is a major challenge that requires innovative solutions. Mental health remains a priority as we partner with ADCRR to initiate new programming and specialized treatment to make a significant difference in the lives of our patients while addressing emerging trends in mental health care.
- **Partnership in Compliance.** We are committed to continuing to meet the requirements of the court order to improve care. We have shown NaphCare's flexibility and ability to react quickly to moving targets and goals alongside ADCRR leadership. While it remains to be seen what future requirements may arise, we remain committed to the alignment of our mission - **to improve and save lives** - with the goals of the ADCRR.
- **Expanding Infirmiry Beds in Tucson.** NaphCare aims to provide care onsite whenever possible, and the expansion of infirmiry beds in this location will enable more onsite care for patients that may have previously been transported offsite due to a lack of space. NaphCare's infirmiry treatment ensures the provision of critical care without the added expense of offsite transportation.
- **Patient Record Sharing with County Jails.** Seventy (70) percent of patients in the ADCRR arrive from major county jails in the state. With TechCare, we look to ensure an easy transfer of patient records that allows continuity of record keeping, and thereby care, as patients move from one facility to another.



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