

Year 3 Progress Report

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



Presented by NaphCare, Inc.

Oct. 1, 2024 - Sept. 30, 2025





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Innovating to Improve Lives in Arizona

In continued collaboration with Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) leadership, NaphCare has built strong momentum in advancing our shared goal of improving patient care and positioning ADCRR as the gold standard for correctional healthcare in state prisons.

In Year 3 of our partnership, our sustained focus on expanding access to care, strengthening clinical operations, and applying innovative solutions is delivering measurable results. We are not only maintaining progress – we are accelerating it.

That progress translates into more comprehensive, higher-quality care for patients across the state of Arizona. We continue to make meaningful impact in critical areas such as expanding access to Medication-Assisted Treatment (MAT) for individuals with Opioid Use Disorder (OUD), advancing efforts to eliminate Hepatitis C within the patient population, and increasing availability of quality onsite specialty care.

NaphCare remains committed to strengthening Arizona's healthcare workforce. We are energized by the progress made this year in achieving a stable staff devoted to providing care in the ADCRR. With a marked decrease in agency employees, we feel more confident than ever in our approach to improving staffing and the positive outcomes created by that success.

In Year 3, NaphCare was also able to develop and implement new approaches to care that made measurable differences for our patients. Programs like the Mental Health Token Economy Program show the value of a long-term partnership, seeing the needs through ongoing collaboration and creating solutions for the future.

NaphCare's mission remains clear: to make a meaningful, lasting impact on the lives of our patients and the communities across the state of Arizona. As we move forward, we are proud of the progress achieved and remain focused on advancing our mission to improve and save lives.



By the Numbers

October 1, 2024 - September 30, 2025

In our third year partnering with ADCRR, NaphCare has continued to enhance and elevate patient care. With the progress made in years 1 and 2, we are committed to staying the course to ensure a system that provides steady, reliable care on a daily basis.

Clinical Outcomes

		Year One	Year Two	Year Three
Completed medical encounters		412,918	635,657	641,621
Completed mental health encounters		169,226	302,389	321,156
Completed dental encounters		43,728	62,053	49,274
Completed vision encounters		4,007	8,948	22,296
Completed chronic care encounters		38,306	45,359	55,578
Offsite specialty care encounters		21,996	27,440	21,228
Onsite specialty care encounters		2,549	6,452	6,364
Prescription/medication orders		516,395	302,889	824,816
Medication administrations		9,392,721	12,707,608	15,877,495
Lab/diagnostic results		226,624	278,214	311,455
Radiology results		14,348	26,381	17,788



Specialty Programs

Medication Assisted Treatment Program for Opioid Use Disorder	Monthly average of 8,300 patients in treatment
Hepatitis C Treatment Program	2,572 patients began treatment

Ryan Thornell, Ph.D.
ADCRR Director

From “A New Era for Arizona Prisons . . .”

“Over the past two and a half years, the department has undergone a transformation that is **measurable, collaborative, and consistent**. We are committed to building lasting change. To date, we have:

- Increased health care staffing 68%.
- Tripled the number of physicians on staff.
- Increased mid-level providers (nurse practitioners and physician assistants) 93%.
- Increased mental health staff 40%.
- Doubled health care expenditures to over \$458 million in FY2026.

We have also strengthened our infrastructure and access to care: opening 160 new skilled nursing beds, 172 inpatient mental health beds, and a new palliative care unit; upgrading HVAC systems across prison complexes, expanding telehealth and transportation services for off-site care; and launching our medication-assisted treatment program for substance use disorder that now serves more than 7,000 patients statewide.

Without question, the collective efforts and collaboration of our contracted health care provider, NaphCare, have helped turn commitments into sustained results.”



Staffing Improvements Achieved

From the beginning of our partnership with the ADCRR, achieving a strong, stable staff has been a vital goal. Adequate staffing levels are fundamentally connected to the quality of patient care.

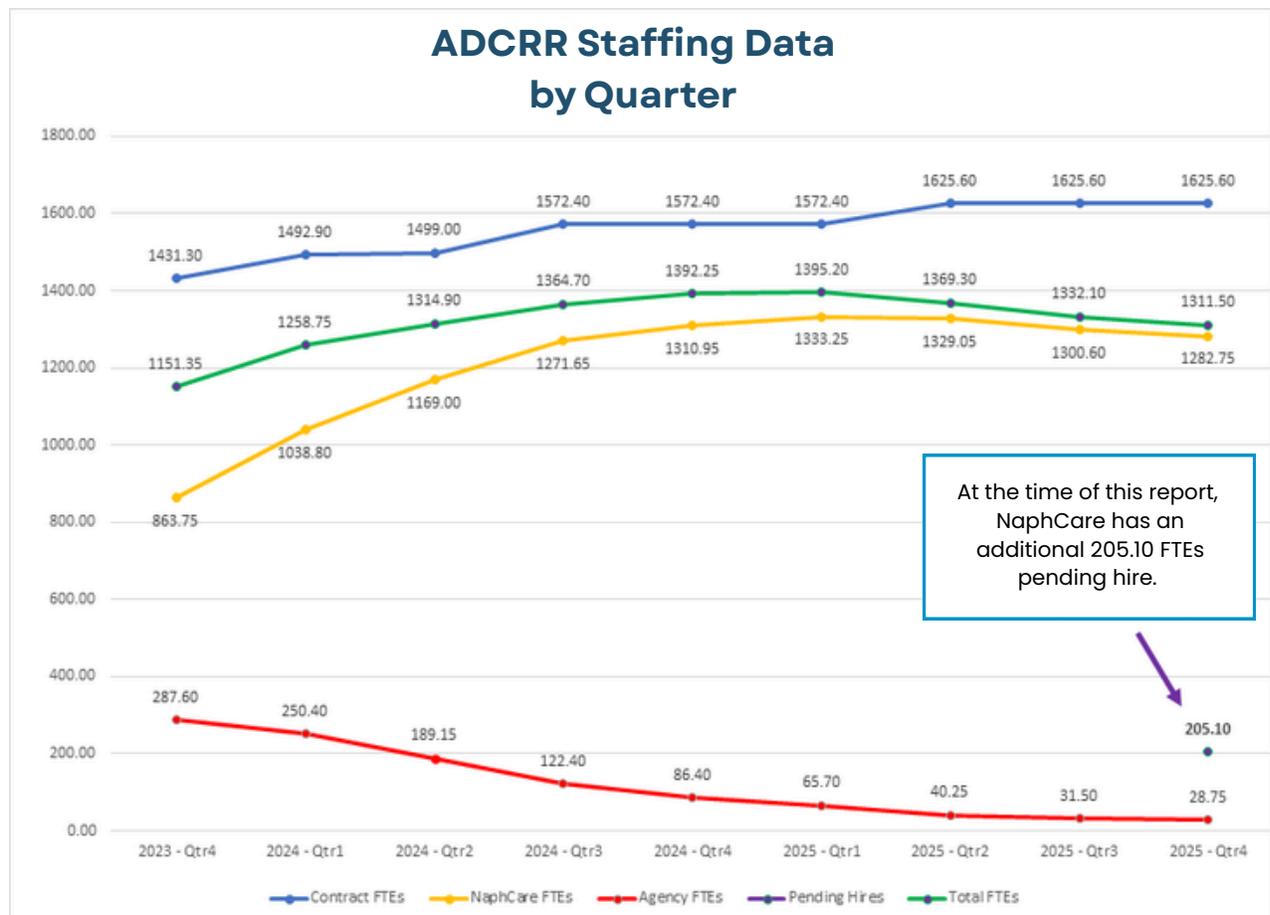
As the staffing requirements for the contract and the courts have increased, we have prioritized recruitment and retention through focused efforts and investments. This contract year, have made significant strides, leading to the following successes.

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

Ended use of agency nurses. We are proud to report that all nursing positions are now filled by NaphCare nurses with no use of agency nurses.

Decreased reliance on agency FTEs for non-nursing roles. In November 2023, 24.8% of NaphCare's staffing was comprised of Agency staff. At the end of Year 3, that number had decreased to a contract-low of 2.2%, less than 30 FTEs systemwide.

Increased NaphCare employees. In November 2023, 60.6% (822.5 FTE) of all employees were NaphCare employees. At the end of Year 3, that number has increased to 78.9% (1282.75 FTE).



Proven Solutions for the ADCRR

Proactive Recruiting Efforts

Healthcare staffing remains a challenge nationwide, but NaphCare has made significant progress in Arizona through our proactive work as a competitive recruiter and employer in the ADCRR prison locations. Our recruitment efforts have helped us increase hiring of dedicated healthcare professionals throughout the state to ensure the consistent, high-quality care ADCRR patients deserve.

- Continuous outreach to candidates through multiple recruiting websites and tools such as LinkedIn, Indeed.com, Practice Match and Zip Recruiter
- Digital marketing efforts to include Google Search Engine Marketing for Nurses, Mental Health Professionals, Physicians, Psychologists, and Psychiatrists
- Meta advertisements on social media that direct candidates to available positions on NaphCare's website
- Video recruitment ads on YouTube, directed to medical professionals in Arizona
- Hosted 15 "Walk-in Wednesday" in-person and virtual hiring events across the Arizona State Prison Complex facilities
- Direct mail and email campaigns to connect with local providers
- Recruitment teams attend physician conferences

NaphCare's Walk-In Wednesday Hiring Event
Sept 24, 2025

8 AM-noon, 2-6PM

Tucson Prison Complex
10000 South Wilmot Road, Building 47, Tucson
Interviews will take place in Building 47
RNs, LPNs, NPs, Physicians, CNAs, PTTs, More

Same Day Offer

- Discover available opportunities.
- Receive a same day offer if you qualify.

What to Bring

- Bring your resume.
- A great attitude.

Virtual Event, Sept 26

- Can't make it in person? Join us virtually on Sept 26 through Indeed.com.

SCAN FOR DETAILS!

NaphCare www.naphcare.com/careers

Employee Engagement

In support of our retention goals, NaphCare has activated our **Employee Engagement Team** to improve the onboarding experience for new team members and make it a positive, helpful introduction to Team NaphCare. The process includes regular check-ins with new employees at 14, 45, and 90 days to hear from them, answer questions, and ensure they are welcomed and have what they need to be successful in their roles.

Information learned during onboarding helps us continue to improve our employee experience, address concerns early and often, and ensure our team feels comfortable and confident in their positions.

Creating Career Paths in Arizona: College & University Program

NaphCare has continued to grow our college and university program to engage with educational institutions and students across the state. Now, through our third year of partnership with the ADCRR, we are proud to share that our program has grown exponentially to include:

- Affiliation agreements with **31 educational institutions**
- **265 students** participating in ADCRR facilities across the state to complete programs that include Transition to Practice, Community Clinical Rotations, and Mental Health Clinical Rotations.



Patient Centered Care Model Progress

In response to a federal court mandate to implement a Patient Centered Care Model (PCCM), NaphCare has remained in collaboration with the ADCRR to implement this model.

In Contract Year Three, NaphCare made progress in this goal, deploying the PCCM in at least one yard at every prison complex across the system with **a total of 13 fully implemented units.**

Improving Emergency Response - The Right Care at the Right Time

Medical emergencies happen at a moment's notice, and we want our team to be able to respond to the best of their ability, no matter where or when the emergency occurs on site.

To improve our capabilities, our NaphCare Arizona team created workflows for responses to a wide array of medical emergencies and has added them to all man-down boxes in the ADCRR facilities.

This simple but effective tool helps our team deliver life-saving care with confidence, making sure the right protocols are followed for an appropriate, immediate response to an emergency, especially in situations where they are away from a computer and away from the emergency protocols typically available in TechCare.

“Responding to medical emergencies in the field can be challenging when you have to remember all the standing orders and protocols for different medical situations. Even seasoned nurses on the yard have a hard time remembering all the steps in the Emergency Response Orders when they are actively responding to medical emergencies on the yard or in housing units.

These were developed so nurses could have an easy-to-access reference in the field when they are away from the computer.”

Rachel Crittle, MSN, MBA, RN
NaphCare Regional
Director of Operations



New Approach to Self-Injury Reduction

In January 2025, NaphCare implemented a **Mental Health Token Economy Program** at ASPC-Eyman with the goal of reducing self-injurious behavior (SIB). The program is a structured behavioral reinforcement system designed to reduce SIB through consistent positive reinforcement and increased treatment engagement.

Participants earn tokens for prosocial, treatment-aligned behaviors such as attending therapy, following directions, and using healthy coping skills in place of self-harm and other maladaptive behaviors. Tokens can be exchanged weekly for small incentives, providing immediate, tangible rewards for safe and adaptive behavior.

The program operates on a three-step model, where higher steps allow participants to earn more tokens and access additional incentives. Step movement is based on behavioral consistency and reviewed during treatment team meetings approximately every 30 days. All participation is thoroughly documented to ensure transparency, consistency, and alignment with clinical goals.

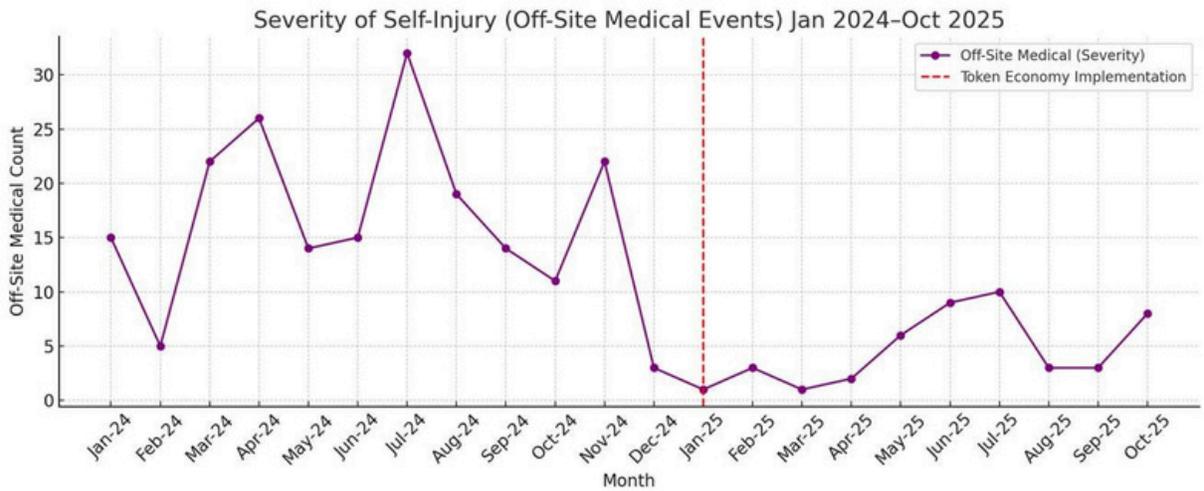
Impact on Self-Injurious Behavior

Since implementation of the Token Economy Incentive Program at Eyman, **SIB has decreased by 55% year-over-year** – from a monthly average of 49.8 in 2024 to 22.4 in 2025 (through October). This reduction highlights sustained improvement in behavioral regulation and engagement following program implementation.



Clear and sustained reduction in self-injurious behavior following implementation of Token Economy implementation in January 2025).

In addition, offsite medical send-outs for SIB have dropped considerably post-implementation, reflecting decreased severity.



Noticeable decline in medically severe incidents post-implementation, reflecting improved stabilization and early intervention.

The benefits and positive outcomes seen from the program underscore the ongoing impact of the token economy model in fostering safer, more stable environments within the mental health units. Now an integral part of our mental health programming in Eyman, **NaphCare also expanded this program to the ASPC-Perryville in August 2025.**

Since implementation in Perryville, the Lumley Mental Health Unit (LMHU) there has demonstrated increased patient engagement and intentional progression through the program. Typical LMHU census ranges from 32–42 participants; the current census is 15, reflecting successful incentivization of treatment participation and graduation. Patients are more active and engaged in their treatment plans, with observable improvements in behavioral regulation.

“The data showing a reduction in self-injury has been overwhelmingly positive, and we owe that success entirely to the teams on the ground. The site-level mental health leadership, Facility Health Administrators, and ADCRR have all provided invaluable support.

The level of organization and tracking required for this program to function as designed—and to function effectively—is substantial, yet our clinical teams have risen to the challenge at every step with exceptional work, dedication, and commitment to improving patient outcomes.”

Alecia Douglas, LCSW, CCHP-MH
 NaphCare Associate Regional
 Mental Health Director for the
 ADCRR

Staying the Course

In Year 3, NaphCare built on the progress made since our contract began in 2022. We continue to deliver on our established success in areas such as access to care and medication assisted treatment, providing the department with measurable outcomes that show a picture of improvement systemwide.

Stabilized Access to Care

NaphCare's primary objective has been to give patients access to a community standard of care within Arizona's prisons. In Year 3, NaphCare is delivering care regularly without large swings in numbers, showing a picture of a system of care that is running smoothly and routinely.

Completed Health Needs Requests (HNRs / Sick Calls)



Bringing Care to the Patient

NaphCare's healthcare delivery model focuses on bringing more specialty care directly to the patients within the Arizona State Prison Complexes (ASPC). This reduces the need to transfer patients to a hospital or community clinic. In addition to our ever-expanding, statewide provider network we have also achieved the following in Year 3 to support onsite care for ADCRR patients.

- **Cardiology Care.** Recognizing a need for additional support for chronic cardiology care, NaphCare has added a Cardiology Nurse Practitioner to our Corporate Specialist team. This provider is dedicated to working with our patients in prison facilities to help deliver the long-term care and consultation required. In addition, we have implemented the use of Zio patches, which provide cardiac monitoring that can be performed entirely onsite, for our ADCRR patients.
- **Colon Cancer Screenings.** This year, NaphCare introduced the use of Cologuard to provide onsite colon cancer screening services. In addition, we expanded use of FIT testing. Both are FDA-approved methods for colon cancer screening for clinically appropriate patients. These initiatives resulted in a measurable reduction in offsite referrals for screening colonoscopies.
- **Expanding Onsite Care Locations.** With the ADCRR's investment in additional skilled nursing units and infirmary beds in Tucson and the Cook Skilled Nursing Unit in Eyman, NaphCare has provided staffing to meet the need for patient care.
- **Dementia Unit.** NaphCare opened a dementia-specific unit at ASPC-Tucson in December 2024 to provide a separate, dedicated space for patients. We have been able to work with the ADCRR's Peer Comfort Aides as part of our unit, with the PCAs providing help, companionship, and improved quality of life for our dementia patients.
- **Onsite Physical Therapy.** We have brought physical therapy onsite at the Eyman, Lewis, Tucson, and Yuma complexes.

Employee Highlight

"Working in correctional healthcare has become more than a job to me; it's a calling. The patients I meet each day remind me that everyone deserves compassion, dignity, and a chance to heal. Helping people rebuild their strength, mobility, and confidence - even in challenging environments - has given my work a deeper sense of meaning than I ever imagined."



Alain McGlashon
Physical Therapist
serving at ASPC Tucson



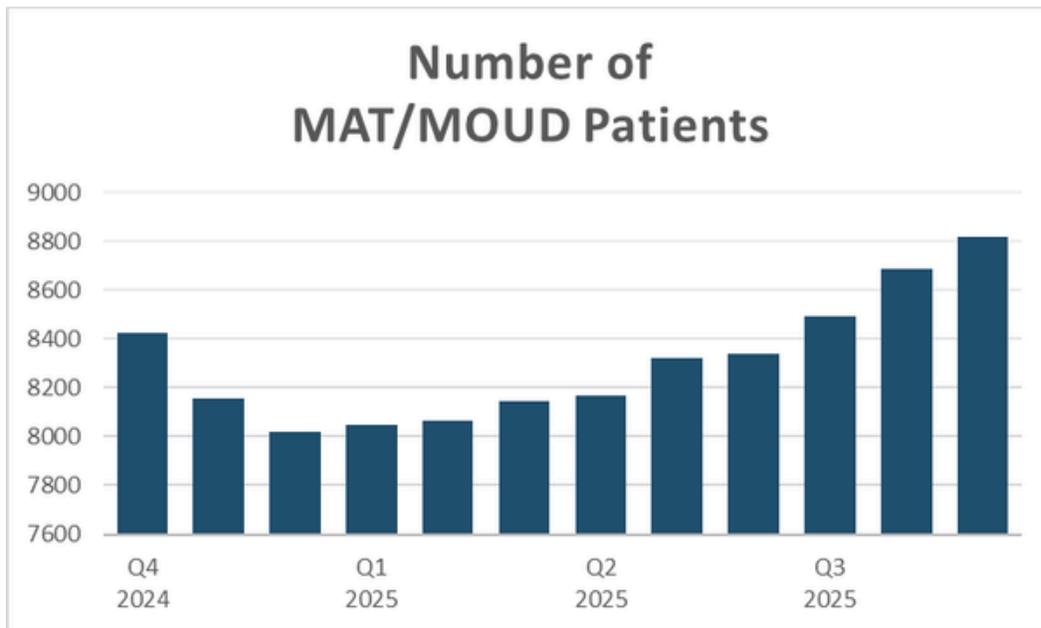
MAT for Opioid Use Disorder

Since its official start in July 2023, the **MAT program has treated over 20,000 patients.** This investment in addiction treatment has affected these patients, reducing their risk of overdose and death during incarceration, and improving their outlook upon release into the community.

In Year 3, NaphCare had a monthly average of **8,300 patients on MAT**, a number that has remained steady. Upon release we coordinate with community MAT partners to ensure continuity of care for the patient with Opioid Use Disorder.

In addition, both ASPC-Phoenix and ASPC-Eyman had successful preliminary **Opioid Treatment Program (OTP) surveys.** Once finalized, they will join ASPC-Perryville and ASPC-Tucson as being OTP certified and able to prescribe methadone onsite through the Substance Abuse and Mental Health Services Administration (SAMHSA).

Year 3 MAT Program Participation



Successful Hepatitis C Treatment within ADCRR

After the successful initiation of Hepatitis C treatment in Contract Year 2, NaphCare continues to deliver effective care to this specialty patient population. We actively offer Hepatitis C treatment to all patients who remain in custody for sufficient time to complete pre-treatment evaluation and a full treatment course.

In Year 3, we recorded a decline in monthly new treatments, indicating a **reduced burden of Hepatitis C within ADCRR facilities.**

92.7% cure rate
in patients with
completed
post-treatment labs

Year 3 Hepatitis C Treatment Snapshot

- **2,572 total patients started Hepatitis C treatment** - an average of just over **214 patients per month.**
- In the final three months of the contract year (July-September 2025), approximately 366 patients entered custody with a detectable Hepatitis C virus level, an **average of 122 new patients per month.**
- **2,550 patients completed their full course of treatment** during this contract year.
- The rate of virologic clearance post treatment remains high, with a **92.7% cure rate** in those whose post-treatment labs have been completed during this year.

**Over 81,000
total patient
encounters**

24/7 Quality Oversight with QualCare

QualCare continues to play an important role in NaphCare's delivery of quality care in ADCRR facilities. This team consists of 35+ Arizona-licensed advanced care practitioners who provide specialized quality assurance 24 hours a day, seven days a week.

since NaphCare's services began at the ADCRR, QualCare has performed over 81,000 total patient encounters. Coordinating with site-based health staff, the QualCare team achieved the following in Year 3:

- Assisted in reviewing diagnosis flags for the Patient Centered Care Model (PCCM) implementation.
- Performed over 5,000 chart reviews for patients with alcohol use disorder.
- Identified patients in need of higher-level care and special needs care.
- Continued to oversee MAT and Hepatitis C clinics





Focus on Innovation

Reporting with TechCare EHR

TechCare Data Analytics continue to provide transparency and accountability in ADCRR's healthcare management. NaphCare uses the robust reporting tools available through TechCare to identify metrics and trends throughout the ADCRR patient population in order to make meaningful decisions and drive clinical excellence.

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

In Contract Year 3, NaphCare created 168 total reports including

- 74 new and revised reports related to quality improvement
- 6 reports in response to legal requests
- 4 reports in response to diet requests

“Our mission has always been to provide proactive, technology-driven care. The TechCare Business Intelligence reporting exemplifies that commitment by giving the ADCRR actionable insights to improve patient outcomes, streamline compliance, maximize efficiency, and promote greater transparency and accountability across the care continuum.”

Charlie Barranco
NaphCare Chief Information Officer

Looking Ahead

As we begin our fourth year of partnership with ADCRR, NaphCare is excited about our sustained progress toward improving patient care. As our experience with the ADCRR grows, we are better positioned than ever to continue delivering care that not only meets the current needs of the ADCRR but also innovates to better position healthcare services for the future. We look forward to another year of growth and partnership and the goals we can achieve together.

- **Employee Retention and Support.** We are eager to continue the positive momentum we have seen with recruitment by focusing on employee retention. The single most important thing we can do to achieve full staffing is to improve retention. NaphCare will invest resources to deliver stronger training and consistent support for our ADCRR team.
 - We will launch **NaphCare Concierge** for our Providers, giving them access to direct support for common challenges that contribute to dissatisfaction and avoidable turnover.
 - We anticipate the launch of a dedicated **Preceptor Program** that will aim to improve early retention of new employees by providing consistent mentoring, real-time coaching, and better integration into the site and its workflows.
- **Patient-Centered Care Model.** NaphCare will continue to work collaboratively with ADCRR to advance implementation of the Patient-Centered Care Model in accordance with the injunction and ongoing guidance from the Court Monitors.
- **Dementia Care.** We will continue to focus on Dementia care for our aging patient population, providing greater staff education and creating space for dedicated dementia care.
- **Expanding Mental Health Services.** NaphCare will collaborate with the ADCRR to expand mental health treatment for those who need services beyond what current outpatient treatment affords.
- **Expanding Special Needs Unit in Eyman.** NaphCare aims to provide care onsite whenever possible, and the expansion of the special needs unit in Eyman will enable more onsite care for patients that may have previously been transported offsite due to a lack of space.
- **Partnership in Compliance.** As always, we are committed to meeting the requirements of the court order to enhance care. NaphCare has demonstrated its flexibility and responsiveness to evolving targets and goals alongside ADCRR leadership. While future requirements remain uncertain, we are devoted to aligning our mission—to improve and save lives—with the objectives of ADCRR.





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