



# West Virginia Purchasing Division

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## Header @ 5

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Procurement Folder: 268309

Procurement Type: Central Master Agreement

Vendor ID: VS0000008443

Legal Name: Home Care Advantage Inc.

Alias/DBA: HCA Staffing

Total Bid: \$210,494.00

Response Date: 01/13/2017

Response Time: 11:29

SO Doc Code: CRFQ

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SO Doc ID: BHS1700000003

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Close Time: 13:30

Status: Closed

Solicitation Description:

Total of Header Attachments: 5

Total of All Attachments: 5



Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

**State of West Virginia  
 Solicitation Response**

**Proc Folder :** 268309  
**Solicitation Description :** ADDENDUM\_1: Direct Care Staffing Services  
**Proc Type :** Central Master Agreement

Date issued	Solicitation Closes	Solicitation Response	Version
	2017-01-19 13:30:00	SR 0506 ESR01131700000003195	1

<b>VENDOR</b>
VS0000008443 Home Care Advantage Inc. HCA Staffing

**Solicitation Number:** CRFQ 0506 BHS1700000003

**Total Bid :** \$210,494.00      **Response Date:** 2017-01-13      **Response Time:** 11:29:38

**Comments:**

**FOR INFORMATION CONTACT THE BUYER**  
 Mark A Atkins  
 (304) 558-2307  
 mark.a.atkins@wv.gov

<b>Signature on File</b>	<b>FEIN #</b>	<b>DATE</b>
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All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	1A. 4.1.1 REGISTERED NURSE(RN) LOCUM-TENENS, REGULAR HRS	1000.00000	HOUR	\$56.200000	\$56,200.00

Comm Code	Manufacturer	Specification	Model #
80111606			

Extended Description : 1A. 4.1.1 REGISTERED NURSE(RN) LOCUM-TENENS, REGULAR HRS. (estimated hours)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
2	1B. 4.1.1 REGISTERED NURSE(RN) LOCUM-TENENS, OVERTIME HRS.	300.00000	HOUR	\$84.300000	\$25,290.00

Comm Code	Manufacturer	Specification	Model #
80111606			

Extended Description : 1B. 4.1.1 REGISTERED NURSE(RN) LOCUM-TENENS, OVERTIME HRS. (estimated hours)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
3	1C. 4.1.1 REGISTERED NURSE(RN) LOCUM-TENENS, HOLIDAY HRS	40.00000	HOUR	\$84.300000	\$3,372.00

Comm Code	Manufacturer	Specification	Model #
80111606			

Extended Description : 1C. 4.1.1 REGISTERED NURSE(RN) LOCUM-TENENS, HOLIDAY HRS. (estimated hours)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
4	2A. 4.1.2 LICENSED PRACTICAL NURSE(LPN) REGULAR HRS,	1000.00000	HOUR	\$46.000000	\$46,000.00

Comm Code	Manufacturer	Specification	Model #
80111606			

Extended Description : 2A. 4.1.2 LICENSED PRACTICAL NURSE(LPN) REGULAR HRS, (estimated hours)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
5	2B. 4.1.2 LICENSED PRACTICAL NURSE(LPN) OVERTIME HRS	300.00000	HOUR	\$69.000000	\$20,700.00

Comm Code	Manufacturer	Specification	Model #
80111606			

Extended Description : 2B. 4.1.2 LICENSED PRACTICAL NURSE(LPN) OVERTIME HRS. (estimated hours)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
6	2C. 4.1.2 LICENSED PRACTICAL NURSE(LPN) HOLIDAY HRS.	40.00000	HOUR	\$69.000000	\$2,760.00

Comm Code	Manufacturer	Specification	Model #
80111606			

Extended Description : 2C. 4.1.2 LICENSED PRACTICAL NURSE(LPN) HOLIDAY HRS. (estimated hours)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
7	3A. 4.1.3 CERTIFIED NURSING ASSISTANT(CNA) REGULAR HRS	1000.00000	HOUR	\$37.200000	\$37,200.00

Comm Code	Manufacturer	Specification	Model #
80111606			

Extended Description : 3A. 4.1.3 CERTIFIED NURSING ASSISTANT(CNA) REGULAR HRS. (estimated hours)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
8	3B. 4.1.3 CERTIFIED NURSING ASSISTANT(CNA) OVERTIME HRS	300.00000	HOUR	\$55.800000	\$16,740.00

Comm Code	Manufacturer	Specification	Model #
80111606			

Extended Description : 3B. 4.1.3 CERTIFIED NURSING ASSISTANT(CNA) OVERTIME HRS. (estimated hours)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
9	3C. 4.1.3 CERTIFIED NURSING ASSISTANT(CNA) HOLIDAY HRS	40.00000	HOUR	\$55.800000	\$2,232.00

Comm Code	Manufacturer	Specification	Model #
80111606			

<b>Extended Description :</b>	3C. 4.1.3 CERTIFIED NURSING ASSISTANT(CNA) HOLIDAY HRS. (estimated hours)
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**Personal Services –****Direct Care Staffing Services**

Request for Quote

Inclusive

**Original Copy**

Due: 19 January 2017

1:30 PM EST

HCA Staffing is pleased to submit this Request for Quote response to  
bid Number # CRFQ 0506 BHS1700000003 to:

**Department of Administration, Purchasing Division****2019 Washington Street East****Charlestown, WV 25305-0130****ATTN: Mark Atkins, Senior Buyer**[Mark.A.Atkins@wv.gov](mailto:Mark.A.Atkins@wv.gov)**Fax: 304-558-4115**

Home Care Advantage Inc.  
D/B/A: HCA Staffing  
Authorized Negotiator:

**Michael Gehosky, CEO**  
1480 Indian Springs Rd, Suite 2  
Indiana PA, 15701  
Phone: 724.465-5863  
[m.gehosky@hcadvantageinc.com](mailto:m.gehosky@hcadvantageinc.com)  
EIN :263569317  
CAGE Code: 66ZF4  
DUNS: 002593394

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**ACRONYM LIST**

<b>Acronym</b>	<b>Definition</b>
ACA	Affordable Care Act
ADA	American Disabilities Act
AD&D	Accidental Death and Disability
AMA	American Medical Association
AOA	American Osteopathic Association
BLS	Bureau of Labor Statistics
CEU	Continuing Educational Units
CFO	Chief Financial Officer
CME	Certified Medical Education
CNA	Certified Nursing Assistant
CQI	Continuous Quality Improvement
DCAA	Defense Contract Audit Agency
DEA	Drug Enforcement Agency
DOL	Department of Labor
DPS	Division of Purchases and Supplies
EEOC	Equal Employment Opportunity Commission
EPLS	Excluded Parties List System
FCRA	Fair Credit Reporting Act
FSMB	Federation of State Medical Boards
FTC	Federal Trade Commission
HCW	Healthcare Worker
HRM	Human Resource Management
ICF	Individual Credentialing File
IDIQ	Indefinite Delivery Indefinite Quantity
ISO	International Organization for Standardization
JCAHO	Joint Commission on Accreditation of Healthcare Organizations
KSA	Knowledge, Skills, and Abilities
LPN	Licensed Practical Nurse
MATO	Multi Award Task Order
MWR	Morale, Welfare and Recreation
NE	Northeast
NPDB	National Practitioner Data Bank
OPSEC	Operational Security

**Source Selection Information – See FAR 2.101 and 3.104**

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<b>Acronym</b>	<b>Definition</b>
PCCS	Process Change Control System
POC	Point of Contact
PT	Physical Therapist
PTO	Paid Time Off
QA	Quality Assurance
QASP	Quality Assurance Surveillance Plan
QI	Quality Improvement
QP	Quality Plan
QMET	Quality Management Efficiency Team
RFQ	Request for Quote
RN	Registered Nurse
SCA	Service Contract Act
SME	Subject Matter Expert
SOP	Standard Operating Procedures
SOW	Statement of Work / Scope of Work
SWaM	Small, Women-owned, and Minority-owned Business
TMO	Transition Management Office
UPMC	University of Pittsburgh Medical Center
WI	Work Instructions

**Source Selection Information – See FAR 2.101 and 3.104**

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**1.0 EXECUTIVE SUMMARY**

HCA Staffing is a versatile, experienced and fully licensed and bonded Veteran Owned Small Business (VOSB) medical staffing firm, serving a multitude of agencies throughout the country to include staffing at eighteen different prisons, mental health hospitals, and veteran health centers. Since 2009, HCA Staffing has served the medical community by providing quality and driven staff to more than 200 current individual adults, veterans, and facilities. Our company provides temporary medical staffing, skilled care, attendant care, Commcare, respite, homemakers/sitters and other medical services twenty-four hours a day. HCA Staffing continues to refine our approach to medical and non-medical staffing by ensuring our processes continue to evolve by working in the community, State facilities, Veterans Administration (VA), and federal government. HCA Staffing currently provides temporary and permanent medical workers at 18 different facilities which offers a unique perspective into the functionality, processes, and requirements demanded by the West Virginia Department of Health and Human Resources and the Bureau for Behavioral Health and Health Facilities. Our dedicated staff, alongside our proven Account Manager assisted by our PhD, FNP, RN corporate leadership support, offers unparalleled support required by the West Virginia. With combinations of HCA Staffing’s knowledge, experience, resources, and devoted staff, we offer the support and flexibility required to ensure our staff meets mission requirements and ability to staff all locations throughout West Virginia.

HCA Staffing delivers quality and has extensive experience in geographically dispersed temporary medical staffing. Our leadership combined with our proven account manager and infrastructure positively affects every aspect of the requirement.

- Our lean business operating structure drives efficient contract management. We execute quality assurance oversight on contracts by applying Lean Six Sigma methodologies and effective program management.
- Our experience in temporary medical services at 18 facilities solidifies our ability and resources to provide an effective solution upon award (Prisons, Mental Hospitals and Vet Centers).
- Our human resource workforce portal exceeds contract requirements offering onboarding, tracking, benefits, and statistical reporting.
- Our account manager is years of professional experience at managing, and coordinating services with a multitude of state agencies.
- Our Corporate staff is comprised of experts in transitioning, recruiting, credentialing and managing temporary medical workers filling needs at our customer’s agencies.
- The members of HCA Staffing have a tradition of delivering exceptional support, with a deep understanding of temporary medical staffing and customer support.

**Figure ES-1. Key Discriminators**

To ensure HCA Staffing remains on the cutting edge of medical support, our staff alongside a certified Project Management Professional (PMP) continually conducts quality assurance audits and performance evaluations for each contract, ensuring personnel, support, and if required, supplies meet requirements. Furthermore, continuous oversight of contract performance ensures deliverables align with scope requirements, approved guidelines, and policies currently in use by each agency. To ensure HCA Staffing remains up to date with current staffing standards, our account manager ensures staff trains in cutting edge human-resource management, HIPPA, and other requirements recommended by West Virginia as well as knowledge gained through on the job experience. A forward leaning approach affords HCA Staffing ability to retain and acquire staff, who are dedicated and exceed minimum requirements established throughout the staffing community. Combination of our experience, processes, quality assurance and dedicated staff

**Source Selection Information – See FAR 2.101 and 3.104**

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offers HCA Staffing a unilateral updated view into both real-world staffing and policy expectations. Moreover, our field staff is encouraged to undergo continual professional development, ensuring the ability to provide support as requested by the agency when called, ensuring our employee remains a critical asset to each client we service. Combination of our recruiting, training, credentialing, management, and experience affords HCA Staffing the ability to meet requirements set forth by West Virginia Department of Health and Human Resources. We stand ready to form a cohesive relationship and intend to expand to meet contract demands by building confidence through transparency, communication and direct experience in staffing a multitude of Department of Health and Human Resources and Behavioral Health facilities.

### **1.1 Introduction of Firm**

HCA Staffing is a certified veteran owned total small business (VOSB), supporting clients since 2009. HCA Staffing will serve as the sole prime contractor for this effort. As a licensed non-medical provider, skilled care (Home Health) and a dedicated medical staffing firm, we pride ourselves by being able to customize support in meeting unique requirements of each client serviced. HCA Staffing has a proven ability to transition contract requests from local and state agencies in as little as a one-hour notice by providing qualified personnel immediately, through a dedicated account manager. It is our consistent and superior ability to provide valued support to the agency, which sets HCA Staffing above the competition. Our staff looks forward to bringing our expertise, knowledge, and continued support to the facilities located in West Virginia.

HCA Staffing efficiently leverages collective knowledge, experience, and access to resources by managing all contract administrative duties, business acumen, and program compliance in support of Temporary and Direct Care Medical Staffing contracts. We continually apply strategic insight and perspectives through past performance and experienced staffing professionals, as well as instill sound business methodologies by ensuring program management effectiveness. Through continuous improvements and implementation of sound business practices, HCA Staffing ensures achieves they objectives and desired services by providing exceptional medical workers and by improving contract performance through an experienced account manager.

HCA Staffing ensures continuous customer engagement and satisfaction on all levels of contract performance through a dedicated 24/7 on-call service, backed by a certified Program Management Professional (PMP) and a Director of Nursing who holds a PhD in nursing, and is a Nurse Practitioner (FNP). The Agency will benefit from the clarity and frequency of our dedicated communications and from applied competencies, resulting in reduced waste and less risk. In our approach, HCA Staffing presents a well-crafted solution addressing key issues with capability and capacity to execute the contract in the most effective and efficient manner. Our seven-year record of accomplishment in medical staffing within the state system of Pennsylvania demonstrates competency and our proposal reflects a solid value for West Virginia.

### **1.2 Authorized Individuals to Bind Company**

HCA Staffing has designated the following individual's authority to bind our company on any matter pertaining to CRFQ 0506 BHS1700000003. Each individual understands and retains knowledge, experience and skills to offer information, solutions, recommendations, pricing, and technical competency pertaining to the temporary medical worker services contract.

### **Source Selection Information – See FAR 2.101 and 3.104**

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Fax: 724-465-5865  
[l.manners@hcadvantageinc.com](mailto:l.manners@hcadvantageinc.com)

### **1.3 Statement of Signatory**

HCA Staffing authorizes Michael Gehosky, President, authority to bind the company. Mr. Gehosky's signature fully binds HCA Staffing. Signature may be found on the cover sheet of the CRFQ and within the proposal attachment response forms for CRFQ 0506 BHS1700000003, Direct Care Staffing Services.

### **Source Selection Information – See FAR 2.101 and 3.104**

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**TAB 2.0: METHODOLOGY****2.1 Statement of Needs Understanding**

HCA Staffing is uniquely qualified to recruit for the positions listed in each zone. From past experience, HCA Staffing is aware that recruiting for each facility presents its own challenges. The majority of locations we service are rural and required more extensive recruiting efforts to find candidates from a wider geographic area. Often it is necessary to identify individuals outside the area, but we always do an exhaustive search locally. By offering a wider pool of qualified candidates enabled us to identify the most qualified candidates who are good fit for the position, evidenced by longevity of individuals working at HCA Staffing.

Adding to the challenge is a preconceived notion staffing a state facility is extremely difficult. However, HCA Staffing's collaborative partnership with the Commonwealth of Pennsylvania and its years of experience working with numerous state agencies and facilities helps dispel misconception and allow us to flourish in such environments. HCA Staffing is able to fully staff positions awarded to it for contract duration. Because of work completed at multiple state psychiatric facilities, veteran centers, mental health facilities, and prisons, we have a clear understanding of strengths and challenges faced in this RFQ.

In our selection and recruitment of candidates, HCA Staffing places great emphasis on people willing and able to provide services in a setting where public limitations placed on resources are accepted. We look for people who are team players and who do not because of their specific professional credentials, believe professional communication is not necessary. We look for individuals, when client facilities are located in rural or difficult to staff areas, who are not only professional but also will flourish in both internal and external facility environments. Our professionals are encouraged to become involved in local activities, both professional and personal, weaving themselves into fabric of communities in which they practice. We encourage our professionals to blend with state employees and contract staff to form a seamless team.

HCA Staffing strengthens its understanding of facilities needs by participating actively in many national professional associations for both clinical as well as management responsibilities. Organizations such as American Psychiatric Association, American Psychological Association, and others are regularly attended by HCA Staffing's employees in order to stay on top of trends and developments.

As just one example, and part of our standard recruiting strategy, is to ask questions regarding an individual's philosophical approach currently used in their field of practice. We inform potential staff that our organization works toward an environment allowing employees to perform seamlessly with fulltime agency staff, so patients, families and clinicians do not recognize any separations between facilities employed staff. Doing so, allows better working relationships, and ensures agency customers receive quality of care.

HCA Staffing seeks professionally committed clinical personnel who treat every task, assignment or fulltime job as equally important. One mechanism by which we attract first rate people to fill our staffing positions is their ability to associate with our contract manager and how they function within the public sector. Our emphasis is on team players; individuals who excel clinically, can communicate well and participate as part of a team with more attention to individuals receiving services than too personal philosophical, ideological, or clinical perspective.

HCA Staffing's understanding of the public sector and State agencies as it pertains to mental health, developmental, disabilities and youth facilities as well as corrections, extends into

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how we communicate, and strategies and technologies used for recruitment, as well as manner in which we measure quality and implement retention strategies. Again, because HCA Staffing manages programs, we also perform billing for Medicaid and Medicare, as well as our own internal quality improvement and information services system, most of which focuses on the public sector. While services for this staffing contract do not require Medicaid and Medicare billing, it does offer the West Virginia standards our agency performs to on a regular basis, and the types of policies, inspections, and mandates we hold ourselves to.

### **2.1.1 Current Tasks**

In the following write up, HCA Staffing conveys a response ensuing to the State if West Virginia that our firm has the ability to provide medical staffing service for the entire state. Our agency has reviewed and studied the RFQ, supporting data, and previous contract awards. Our experience includes the Commonwealth of Pennsylvania's statewide nursing contract, which we manage more than 18 geographically dispersed facilities with coverage ranging from an 8-hour shift to 24-hour coverage. Through hands-on experience, HCA Staffing has the knowledge, abilities, and skills needed to manage a complex staffing contract. Our experience resides in recruiting, managing, monitoring, and performing on complex staffing contracts. Our staff looks forward to assisting any or all of West Virginia's agencies should a need arise at any location requesting services.

### **2.1.2 Services**

HCA Staffing provides temporary medical staffing services within its medical staffing division 24-hours a day. We staff more than 18 geographically dispersed facilities throughout Pennsylvania, offering labor categories similar in magnitude as the West Virginia Direct Care Staffing Service contract. The main core of our labor categories are certified nursing assistants, medical assistants, psychiatric aides, licensed practical nurses, registered nurses and nurse practitioners. Facilities we staff are remote and normally away from public view, offering unique challenges for recruiting companies. While challenges exist, we thrive on such contracts, building rapport with facilities, responding immediately and always having staff on-hand which enables us to meet demands by leveraging a vast database of resumes. In addition, we recruit using Internet, local job corps centers, newspapers, job fairs, and assign dedicated recruiters whose sole job is to locate, recruit, vet, and pass resumes to the contract manager for review and interviewing. Continuous recruiting allows our staff to have a bank of interested personnel willing to work at each facility when demands warrant hire. Yes, it is true we do not perform medical staffing services for every labor category defined in the RFQ, however, we do employ a number of medical labor categories, such as social workers, occupational health, speech therapists, physical therapist, nurse practitioners, and even physicians, who work our skilled care division, giving us a network of support personnel who know the job market, a key advantage within our firm and a benefit for the state of West Virginia. Our success in the staffing field falls on our human resource department and recruiters, who are trained with the latest marketing tools, compassionate about their job, and committed to finding the labor category requested by our client, even in remote locations. As an example, we staff multiple prisons in remote locations, where facilities request staff during call offs, emergencies, or to avoid state mandated overtime. A large portion of calls come in after hours, between 4 am and 6 am and yes, we answer the call and respond within the hour, as to who will be there for the next shift. As expected, we are serious about client demands and the reason we go the extra mile, is not only is this our business, it is our reputation.

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### **2.1.3 Geography**

HCA Staffing is a firm highly capable of staffing each of the 8 facilities within the state of West Virginia. Our executive leadership studied the Statement of Work, and Specifications sheets, and we hold weekly meetings with our human resource department, recruiters, and account manager, to ensure our staffing plan and proposal meet the needs of each facility within the state that may request support, and ensure we gain a competitive recruiting advantage on other agencies and facilities within the state. Not only does preplanning serve as an advantage for the state, it allows our executive team to remain competitive in our markup percentages. We seriously believe our markup percentages are extremely competitive and we offer a price highly beneficial.

### **2.1.4 Contractor Employee Policies, Standards and Procedures**

As noted, we staff a number of facilities and each one has different work policies, procedures and standards established to protect patients, and workers. To ensure our staff follows internal agency mandates, we provide a briefing prior to start of employment. The briefing ensures staff has a firm understanding of what is expected when they arrive on the first day. Some items covered in the briefing are security and safety safeguards, reporting, badging, keys requirements, vacation and yes, a copy of the proposed scope of work, ensuring employees are aware of requirements.

### **2.1.5 Management Approach**

Our management approach to the Direct Care Staffing Contract follows a two-step approach. Our Executive Management Group lead by our account manager, is dedicated at supervising and supporting our medical workers and responding, executing, managing, and reporting to the West Virginia Purchasing Division, ensuring HCA Staffing meets contractual requirements. Our account manager has complete discretion to use corporate resources ensuring success of the Direct Care Staffing Services Contract. Second, our On-Site medical staffs sole job is to provide care to clients and support the agency in which they function. This two-tiered approach allows for and ensures 100 percent coordination of all technical and business functions, while providing needed care associated within the agency. Management functions encompass recruiting, training, planning, implementing, tracking, and delivering all tasks and/or services delineated on the contract. These functions ensure 100 percent customer satisfaction while our medical workers perform required scope of work requirements and cares for each patient as expected without the worry of contractor company administrative functions.

### **2.1.6 Deliverables**

HCA Staffing manages a number of contracts requiring alternative approaches. We know each contract has pre-existing reporting requirements which our team verifies with the account manager prior to submitting each agency document (see Exhibit 2.1.6-1. Not inclusive). Our account manager works in coordination with the designated agent, and as necessary, arrange, and partake in meetings to ensure progress and requirements are in adherence to program objectives. Our account manager stays abreast of meeting requirements to maintain quality assurance for the contract duration. It is acknowledged work is to be performed at a number of facilities throughout West Virginia, and that each report, as requested by the POC, will be in accordance with the stated contract, based on facility needs.

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HCA Staffing follows ISO: 9001 registered processes ensuring tasks/deliverables are on time and to standard, partial list shown.	
Retain detailed electronic records of management policies and employees per Statement of Work based on ISO:9001, available upon request	100%
Submit only realistic and fully qualified candidates who are credentialed in advance of actual start date to include all required documentation / Records/ Reports/qualification/immunizations to designed Rep.	100%
Provide staff as detailed for the position, upon day one of contract performance.	100%
Meet Support Qualifications and Performance Requirements upon contract award	100%
Full compliance with security measures to include computer system certification and e-verify, background checks, ID cards, Timecard, OASIS, etc...	100%
Comply with reporting, security and badging requirements.	100%
Complete training and indoctrination as required, and ensure workers maintain licensure and occupational health requirements.	100%
<b>Exhibit 2.1.6-1: Deliverables</b>	

Our account manager is accountable for overall success of all efforts related to the agencies, Direct Care Staffing Services. The account manager and our designated medical staff will act in concert to ensure full programmatic coverage of all deliverables and the successful accomplishment of all required tasks, as detailed in Exhibit 2.1.6-2.

HCA Staffing ensures each position conforms to Agency approval and guidelines to ensure our firm maintains exceptional performance ratings in each category.	
Corporate office Staff	<ul style="list-style-type: none"> <li>Fully support every facet of the contract, and serve as a backdrop to our account manager, and response to immediate needs.</li> </ul>
Corporate account manager	<ul style="list-style-type: none"> <li>Responsible for all contract requirements ensuring contract compliance using metrics, inspections, meetings, and open communication between the Agency and Corporate backside support.</li> </ul>
Direct Care Staffing Employees RNs, CNAs, LPNs	<ul style="list-style-type: none"> <li>Meet or exceed experience levels defined in the RFQ with the requisite skills and abilities to exceed at their assigned duties. Each worker has reach back capability to the account manager/Corporate departments, to ensure 100% contract performance.</li> </ul>
<b>Exhibit 2.1.6-2: Location and Job Categories</b>	

Our management structure ensures continuous evaluation and assessment of all elements of contract performance with highly qualified and fully trained personnel. Supported by our robust Training, Management, and Quality Plans, the Executive Management Group identifies weaknesses and vulnerabilities using a disciplined process of inspection, performance metrics, and critical observation. Recommendations for corrective action are coordinated and documented with Agency’s approval and implementation of policy is accomplished through ISO-9001 processes.

HCA Staffing has performed on various medical worker contracts, and we follow existing processes approved by each customer conducting periodic reviews of the same for currency and relevancy. HCA Staffing updates and improves processes as necessary with approval authority.

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New processes are documented, deployed, and successfully implemented. Once in place, our employees and corporate staff monitor demonstrated effectiveness and efficiencies as detailed within the Statement/Scope of Work (SOW). Our temporary personnel and management will identify trade-offs and make recommendations as conditions warrant, and apply best management practices by relaying to the contract account manager, or/and agency official.

**2.2 EMPLOYEE SELECTION, SCREENING AND HIRING**

**2.2.1 Staffing the Requirement**

HCA Staffing will supply qualified temporary medical workers, trained to meet all requirements detailed within the scope of work for each facility. HCA Staffing continually offers a wide range of trained personnel and professional services to satisfied customers, and we continually deliver customer requirements three primary ways:

- Recruit, deploy, and manage special skill sets on and off customer sites.
- Analyze challenges, develop solutions, and deliver effective outcomes.
- Provide program management support for human services centric contracts.

HCA Staffing offers a comprehensive solution to all contract requirements. Our executive management has exceptional phase-in experience having assumed responsibility for large contracts quickly and efficiently at geographically dispersed locations. HCA Staffing leverages past performance and program management capabilities to provide each agency with well-qualified, physically able, and professional personnel that act in strict accordance with internal policies and procedures, as well as regulations detailed by the customer throughout performance. HCA Staffing complies with all elements of this contract, delivering exceptional performance, accountable staff, disciplined quality control, and a dedication to multiple categories of risk mitigation. In order for successful recruiting and onboarding temporary personnel, our team recognizes that our approach must be flexible based on the location and labor category as displayed in Exhibit 2.2.1-1.

ACTION	DESCRIPTION
<b>Recruitment Plan Goals</b>	Initiate local and regional networking, sourcing and referrals; Source our current and former personnel for referrals. Referral candidates provide the most reliable and proven recruitment sources that yield qualified professionals available for employment; Execute a recruitment campaign plan that meets time and budget constraints; work in partnership with the State to ensure that all near and long term requirements are considered.
<b>Continuous Sourcing</b>	Our recruitment team is continuously performing national, regional, and local searches to increase our existing network of qualified medical workers.
<b>Pre-Recruitment and Pre-Credentialing</b>	HCA Staffing has established contacts with Military Installation MWR Employment Offices, Military Spouse Organizations, Transition Offices, and Military Employment Assistance Programs at sites throughout the state. These provide great resources as being a Veteran owned firm we share a commitment of placing military members in the workforce.
<b>Military Community</b>	We have relationships with Veteran Service Organizations throughout the region such as the Veterans of Foreign Wars, Disabled American Veterans, American Legion, and the Wounded Warrior Project. Our success lies in matching candidates with job

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	requirements, and placing dedicated workers. We focus on placing former military, wounded warriors, spouses, and families in the right job.
<b>Social Media</b>	Social media is one of the best and current methods to recruit qualified medical workers. Some social media outlets we use are Facebook, Twitter, Linked-in and Medical Mingle. We recruit candidates through sources using the following methods: Searching members using specific search criteria tailored to our requirements; Joining skill and location based groups to search followers and/or post to their walls.
<b>Marketing/ Advertising</b>	Our marketing and advertising strategy involves implementing programs and activities that continuously reinforce professional career opportunities at agencies using the following tools: Web site section detailing positions available at each agency; Electronic media including healthcare niche job boards; Participation in healthcare conferences and job fairs; Sponsorship of various and applicable professional recognition affairs; Dedicated local/regional sections in the newspaper; Professional publications such as healthcare/medical journals and magazines; Direct contact via mail and telephone.
<b>Recruitment Metrics</b>	We generate reports that demonstrate the following: (1) quality customer service element of the process, (2) demographic characteristics of the applicant pool and (3) successful recruitment initiatives. An analysis of survey data enables our recruitment team to: Determine which strategies are successful in achieving pools of qualified candidates; Review and evaluate quality customer service and recruitment improvement processes and techniques (i.e. time to fill); Determine which recruitment efforts yielded the best performing employees as it relates to annual performance appraisals and retention.
<b>Staffing and Backfill Inventory</b>	A pool of qualified and credential-ready backfill workers provide care when needed. Our recruiters pre-schedule personnel to cover requested PTO days, deployment and/or sick leave and use scheduling software to track and verify shift schedules and assignments.
<b>Workforce Forecast</b>	Our account manager is responsible for internal reports of the staffing, scheduling, and backfill requirements of the previous month as well as a forecast report for the upcoming month. This report is used as a tool to forecast future staffing needs and scheduling changes; update databases for backfill availability; review employee information changes (telephone, address, etc.), and assess the status of recruitment databases.

**Exhibit 2.2.1-1: Recruitment actions and methods**

**2.2.2 Identifying the Appropriate Skill Mix and Level of Resources**

HCA Staffing provides an efficient organization, which considers resources, complexity, workload, environment, performance metrics, and the necessary skill sets to achieve contract objectives. We work diligently to ensure staffing requirements prescribed conform to agreed-upon terms and ensure the desired skill mix is assigned based on Agency needs. Based on our corporation’s program management and onsite experience, our staffing approach is tailored to meet changing needs, designed around temporary medical worker service contracts.

HCA Staffing has proven ability to provide a diverse workforce with requisite skills, certifications, and experience. We provide professionals from all spectrums, including but not limited to Registered Nurses, Licensed Practical Nurses, Certified Nursing Assistants, and a variety of medical and non-medical labor categories to mental health facilities, prisons and veteran centers. HCA Staffing maintains a database of nearly 5000 candidates and we are continually updating our database through national/local recruiting sources, referrals, networking organizations, and professional medical and non-medical associations. In this manner, we obtain the most qualified individuals specifically suited for the intended job description.

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### 2.2.3 Human Resources Management

HCA Staffing's Human Resources (HR) department is a cornerstone in the staffing world. This branch of HCA Staffing has extensive experience providing personnel all medical related labor categories in a timely manner. Our team applies best practices and lessons learned from successfully executed contracts equal in magnitude. Our HR management process focuses on meeting needs of every staffing scenario required during performance of the contract. Our strategy for recruiting and retaining personnel is predicated upon the following objectives:

- Maintain a professional pipeline with experience and expertise required in the RFQ task areas that enable us to staff positions quickly.
- Remaining alert/prepared for workforce changes to mitigate disruption of performance, leave of absences, illness, or other.
- Remain proactive on integrating new hires into the organization to maximize attainment of performance objectives, and reduce extended absences.

### 2.2.4 Recruiting and Hiring Personnel

The cornerstone of our recruiting strategy is our ability to provide a quick and seamless transition, which does not disrupt continuity of care. Our recruiting processes provide capability to develop and maintain large rosters of qualified professionals who can fill short-notice requirements, or leaves of absences. Our team possesses a strong background in recruiting, and we distinguish ourselves on contracts for our ability to recruit, vet, and hire candidates with backgrounds in the medical field, and other staffing professions. On contracts with similar scope requirements, our team has provided numerous medical and support personnel to include:

- Providing Registered Nurses, LPNs, CNAs and other labor categories to 18 different Facilities on a Pennsylvania Statewide IDIQ MATO Per-Diem Nursing contract;
- Providing RNs, LPNs, CNAs, and other highly qualified medical professionals for Local Areas of Aging, and skilled services, serving nearly 200 individual clients, with 85 employees;
- Providing highly qualified CNAs and LPNs for various Medical Waiver programs encompassing a wide array of service and staffing requirements in remote hard to staff areas.

Hiring qualified temporary medical workers to fill temporary positions detailed within the RFQ is critical to any Agency. Our team is always recruiting, and we hire medical professionals on a daily basis. Our HR department employs the Recruiting Process illustrated in Exhibit 2.2.4-1, ensuring we have adequate numbers of qualified candidates to provide services as required.

Our recruiters already initiated steps 1-3 (Exhibit 2.2.4-1) in the hiring process to ensure our firm meets demands on day one of contract performance. We understand this is proactive from a contract standpoint, however, we believe to be able to acquire qualified personnel, companies must be proactive, and as a benefit, it reduces turnover, lack of motivation, poor performance and allows us to begin on day one of award. We have learned through experience, if one waits until award, it reduces opportunities to identify best candidates for the position in hopes of assuming incumbents, and seriously diminishes continuity of care at the agency. Although assuming incumbents is an effective method, our firm takes time to ensure we have staff in place and ready to begin performance immediately.

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**Exhibit 2.2.4-1: Recruiting Flow Chart**

**2.2.5 Incumbent Retention and New Eligibility**

HCA Staffing acknowledges retaining incumbent personnel is a logical and immediate approach to meeting staffing requirements while reducing potential transition disruptions. Accordingly, HCA Staffing is prepared to hire incumbent personnel who meet contract requirements. Additionally, our compensation and benefits package meets labor requirements and HCA Staffing is prepared to provide each employee with a compensation package equal or greater to what is currently being offered. Equally and if not more important, HCA Staffing has fully qualified and vetted personnel standing by and ready to assume duties and responsibilities of the RFQ required positions.

HCA Staffing provides qualified candidates quickly, and ensures required staffing levels are maintained throughout life of the contract. HCA Staffing’s Recruiting Process provides multiple stages for recruiters to elect whether or not to proceed through the selection process. Our recruiters identify candidates, review their resumes, assess qualifications, and conduct a telephone interview before determining a candidate’s eligibility for further employment consideration. Once a recruiter deems a candidate eligible, the Account Manager reviews the resume and sole source credentials candidates prior to a formal interview and submission to agency for approval. This process assures the agency has a pool of qualified candidates, fully vetted, credentialed, and prepared for placement upon notice. Each candidate undergoes extensive hiring requirements, which meet or exceed guidelines and regulations pertaining to hiring, such as background investigations, eligibility to work, English speaking and other stringent requirements, depending on job category. In the medical community, various state laws require firms to continually perform background checks on employees. As part of this requirement, we perform monthly, and quarterly background checks on employees pertaining to Medicare and Medicaid fraud. We also maintain policies for staff regarding unscheduled urinalysis testing, designed to ensure medical professionals remain dedicated and present no harm to patients.

For ease of logistics, scheduling, and continuity of operations and performance, the cost containment of staff and retention is essential for a successful contract. As a provider of medical

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staff to a variety of customers, our team understands contractual requirements, and employee's motivational dynamics and factors are critical to attracting and retaining top performers. HCA Staffing has proven success in retaining personnel with a 95 percent retention rating. Our success revolves around approaches focused on open communications between management and employees. We consider each employee the most valuable asset, which is treated with honesty, dignity, and respect. We place our employees in a positive work environment giving them tools to exceed their own expectations, and should the contract close or transition; our staff assists employees in locating future jobs, if they cannot be assimilated into another area of the firm. This concerned approach of our corporate leadership results in dedicated employees and a low turnover rate. We have combined best practices from our respective company employees and competitor's processes; lessons learned from other industries, and our proven system of contract performance to propose a series of retention programs and tools, including:

- A Purposeful and rigorous interview process ensures expectations are defined. A total compensation approach competitive with the local market; equitable relative to individual employee skills, abilities, performance, and contributions;
- Regularly scheduled meeting with management and open communications facilitates a team atmosphere through mentoring and increased information exchange. Each meeting, management speaks with each employee to discuss the morale and well-being of all on-site personnel, identify potential turnover risks, and develop specific actions or interventions to mitigate these risks.
- Incentive programs linked to project performance, assignment completion, candidate referrals, and spot bonuses recognize employee innovation, safety, and contributions to mission success.
- We encourage individual professional development while striving for upward mobility within our firm or contract by offering a professional development fund and training opportunities. Our firm advocates the use of our training fund to help facilitate Continuing Educational Credits.

Retention of qualified professionals at geographically dispersed locations in Pennsylvania and Virginia and geographically separated locations is a high priority. We have demonstrated success in recruiting high-quality personnel, and then retaining them for the long term. In addition to a competitive and aggressive direct compensation, our comprehensive benefit package is our greatest retention tool. Eligible personnel at HCA Staffing are provided a wide range of benefits. A number of the programs (such as Social Security, Workers' Compensation, state disability, and unemployment insurance) cover all members in the manner prescribed by law.

### **2.2.6 Employee Benefits**

Benefits eligibility is dependent upon a variety of factors, including personnel classification. Our HR Department and account manager identify program eligibility for each candidate during review of service requests and orientation. Our team also details our benefit programs in our Employee Handbook, given to candidates upon hire.

The following benefit programs are available to eligible personnel:

- Group Medical Insurance
- Voluntary Vision Insurance
- Voluntary Dental Insurance
- Group Basic Life & AD&D

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- Employee Discounts
  - Paid Time Off
  - Paid Holidays

**Health and Welfare Plans** – All regular full-time and 3/4-time eligible personnel have the same types of benefit plans offered, through United Health Care. We cover 85% for each employee who has the ability to choose from three levels of plans.

Personnel have benefit elections with designated premiums, which contain employer and employee costs. The benefit election costs are deducted from the employee's gross wages for pre-tax contributions. Health and Welfare plans include a basic or premium medical plan election, a voluntary dental and vision.

**Paid Time Off (PTO)** – PTO is an all-purpose time off policy benefit for eligible employees to use for vacation, illness or injury, and personal business. It combines traditional vacation and sick leave plans into one flexible, paid time off policy. The amount of PTO each employee receives each year increases with the length of their active employment.

**Workers' Compensation Insurance** - We provide a comprehensive workers' compensation insurance program at no cost to our personnel. Our Workers' Compensation Insurance Program is administered by UPMC Work Partners. This program covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment. Subject to the applicable legal requirements, worker's compensation insurance provides benefits after a short waiting period or, if the personnel is hospitalized, immediately.

**Paid Holidays** -- We grant paid holiday time to all personnel based on the same schedule as government approved holidays.

**Benefits Package Overview.** Success in recruiting and retaining personnel depends, in part, on a comprehensive compensation and benefits program. Our team designed and refined our benefit programs on personnel staffing contracts. As a result, our team's benefits package is purpose-built for the type of work and staff called for in this RFQ.

Our team' benefits programs offer four major advantages.

1. A comprehensive benefits package makes it easier to recruit and retain qualified personnel.
2. Flexible benefits make it easy for qualified personnel to get the most from our offering – enrolling in valued benefits, while avoiding costs of benefits that might not be important based on individual circumstances.
3. Consistency of benefits among our team's companies boosts flexibility and morale.
4. Our program includes features – such as referral and retention bonuses, increased paid time off as seniority grows, and retirement benefit vesting – that are precisely targeted at important contract performance requirements

The features and benefits of our comprehensive, consistent benefits program are listed in Exhibit **2.2.6-1**.

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Feature	Benefit
Comprehensive Benefits	<ul style="list-style-type: none"> <li>Improves recruiting and retention – Employees are more likely to find our positions attractive relative to other opportunities.</li> <li>Demonstrates respect for employees and enhances bonds between workers, HCA Staffing, and the contract.</li> </ul>
Flexible Benefits Package	<ul style="list-style-type: none"> <li>Allows employees to gain maximum value from our benefits package.</li> <li>Gives employees the opportunity to change their mix of benefits as their circumstances change.</li> </ul>
Specific Benefits Addressing Program Objectives	<ul style="list-style-type: none"> <li>Referral bonuses – expand the pool of recruits.</li> <li>Retention bonuses – boost retention, especially among the most experienced employees.</li> <li>Training – improves employee skills and streamlines credentialing.</li> </ul>

**Exhibit 2.2.6-1 Features of Benefits**

**2.2.7 Credentialing Medical Workers**

HCA Staffing sole source credentials each health care providers to ensure their credentials and/or privileging activities meet or exceed expectations of the agency where employed. We understand credentialing documentation not only protects our company, it protects the Agency and ultimately the individuals needing care. We take credentialing package serious, especially from a confidential standpoint, as some may contain documents that are not medical quality assurance records such as criminal investigative reports, indictments or other reports. As the State of West Virginia and HCA Staffing realize, providing qualified personnel is important. As expected, the potential consequences of unqualified or impaired health care workers or provider misconduct are so significant that complete verification of credentials and complete control of the clinical privileging process is imperative. Licensure, certification, or registration is a qualification for employment as a privileged uniformed health care provider in any health care system, and we verify and update continually throughout their period of employment regardless of assignment, billet type, or duties and responsibilities. Since licensure, certification, or registration is an employment and commission qualification requirement, we ensure requirements remain, in effect, even if the individual moves from direct patient care into a non-clinical assignment or duties. No matter the employee’s assignment, at a minimum we follow credentialing requirements as listed by the client, and reflect on the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) as a guide when performing credentialing of each employee. At a minimum, we do the following, prior to submission of each individual credentialing file (ICF) to the requesting agency's statement of work, or as dictated by the needs of the contracting officer:

- Maintain an individual credentialing package for each employee.
- Sole source verifies licenses, and core and non-core privileges and past work experience.
- Maintain a current resume with all past employment, licenses, education and training;
- Ensure occupational health is current, HIV, PPD, FLU, etc., and is maintained/updated;
- Include background checks/e-verify/urinalysis and other requirements as necessary;
- Ensure BLS cards, etc. are from a verified/respected source, (i. e. American Heart Association);
- Perform other requirements specific to the agency.

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**HCA Staffing’s credentialing capability and methodology:** HCA Staffing’s Recruiting Department has a full-time credentialing staff. In addition, we have designed and implemented a credentialing database software (i.e., Hometrak) as an easy-to-use tool that provides us with information about personal demographics, application information, privileges, licenses, education, continuing medical education, committee involvement, and reference information regarding professional applicants. The software allows us to see if candidates are about to expire by giving us alerts, allowing us to stay ahead and keep workers qualified. By following current Joint Commission guidelines and directives for credentialing, we ensure the agency receives qualified and dedicated individuals in the health care system, and we are proud to be a part of the verification process. As a nursing credentialing example:

**When Credentialing Nursing and Ancillary Professionals:** we perform credentialing function for Nurse Practitioners, Registered Nurses, Licensed Practical Nurses, and other ancillary professionals (i.e., Occupational, Physical Therapists), HCA Staffing analyzes the application for completeness including:

- A “release of information” allowing HCA Staffing to perform primary verification of credentials.
- An attestation of application correctness and completeness.
- Work history of the past seven years with no unexplained gaps
- Proper background checks and occupational health testing.
- Identification of four professional references, with one direct supervisor.

A Credentialing Specialist from HCA Staffing completes queries with The National Practitioner Data Bank (NPDB) to ensure ancillary professionals do not have any adverse malpractice action information in his/her file. Also, required for credentialing, HCA Staffing’s Credentialing Department performs primary source verification from sources including:

- Virginia Department of Health Professions confirming license validity and standing.
- Credit and Criminal Checks.
- Four Professional references to confirm work history and work performance.

### **2.2.8 Re-Credentialing Process**

Re-credentialing is performed every two years or in accordance with credentialing criteria. HCA Staffing’s credentialing software has a tool that automatically alerts the Quality Improvement Department as well as the worker two months prior to his/her anniversary date with the company to submit the following:

- Re-Credentialing Application information form.
- A completed Confidential Information form which includes evidence of clinical competence and statement of physical and mental health status as well as updates of liability claims.
- Current copies of Virginia license, Drug Enforcement Administration (DEA).
- Credentialing Specialists will conduct the following re-credentialing steps:
- Primary Source re-verification of professional license.
- Review of the National Practitioner Data Bank query based on occupation.

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- Review of the American Medical Association (AMA) Profile for Medicare/Medicaid sanctions.
  - Primary verification of Board Certification (if time-limited and has expired in the re-credentialing period).
  - Verification that workers have completed required Continuing Medical Education (CME) credits throughout each re-credentialing period.
  - A current performance appraisal which includes review of data such as resident complaints, resident satisfaction surveys, Management reviews, and Quality Improvement data.

We ensure re-credentialing data is completed and placed in the provider's file. This file is reviewed by Quality Improvement Department which determines whether the provider meets re-credentialing criteria and will approve or deny re-appointment.

## 2.3 EMPLOYEE TESTING, TRAINING AND ORIENTATION

### 2.3.1 Training Personnel

Our firm has a new personnel training program. When we determine, a candidate is qualified for a particular job, additional training may be warranted. We provide on-boarding and additional on-the-job training to ensure each candidate is qualified to operate independently and perform successfully in meeting contract needs. To do this effectively, we follow a new candidate-training plan, as follows:

- Complete employee on-boarding, administration and define job requirements per the RFQ;
- Define mission goals and objectives;
- Breakdown job tasks, determine the required skills, gaps, and identify training needs;
- Perform training, such as HIPPA, through flyers, pamphlets and tests;
- Create an employee/company development plan, milestones detailing improvement, and mandated CEUs for re-credentialing.

**Employee Manual and orientation:** HCA Staffing provides orientation for new or transitioning staff persons which covers personnel issues, employment benefits, and work responsibilities. All new employees receive a copy of our Employee Manual. The main concept of orientation is to instill our mission of delivering only high quality, cost-effective services that are professionally delivered as required. Orientation includes policies and procedures, including charting format, clinical procedures, resources, and required documentation specific to the facility, committee responsibilities and responsibilities to other professionals.

**Orientation and training for supervisors:** If we place staff in supervisory positions, employees receive practical training and guidance in the full array of personnel management issues, such as employee appraisals, coaching and counseling employees, sexual harassment, interviewing, employee recognition, exit interviews, Employee Handbook, worker's compensation, paid time off, and other issues.

### Source Selection Information – See FAR 2.101 and 3.104

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**2.4 EMPLOYEE BACKGROUND CHECKS, RECORD REVIEWS**

**2.4.1 Method of background checks, validation, experience and work eligibility**

Each employee at HCA Staffing goes through a rigorous evaluation process beginning with screening, followed by multi-tier interviews, and concluding with Background Investigations. HCA Staffing employees are required to embody our guiding principles and values of *honesty, strong business ethics, openness, trust, integrity and excellence.*

Background Staffing Checklist			
• Checklist for Positions		• Checklist for Positions	
• <input type="checkbox"/>	• Resume	• <input type="checkbox"/>	• Criminal History Background Checks
• <input type="checkbox"/>	• Employment Application	• <input type="checkbox"/>	• Drug Screening Results
• <input type="checkbox"/>	• Employment Verification	• <input type="checkbox"/>	• Release forms
• <input type="checkbox"/>	• Education Verification	• <input type="checkbox"/>	• Security Document
• <input type="checkbox"/>	• Copy of professional licenses	• <input type="checkbox"/>	• Checklist for Credentialed Positions
• <input type="checkbox"/>	• Professional license(s) verification	• <input type="checkbox"/>	• Curriculum Vitae
• <input type="checkbox"/>	• Immunization Records (i.e., TB)	• <input type="checkbox"/>	• Current life support certifications, as applicable
• Signed and Dated, Credentialing Specialist:			
• Signed and Dated, Account Manager:			

**Exhibit 2.4.1-1 Background Check list**

Only individuals who meet defined requirements and clear a background investigation are presented to the Government for consideration. Our company uses a checklist to ensure we process and hold workers to the same standard, see exhibit 2.4.1-1.

Our agency performs a number of background checks, fingerprints, that include E-Verify, State Police, individual License verifications (i.e., sole-source credentialing), Medicaid and Medicare fraud, criminal record, credit history, and work history checks for the past 7-years. However, in every case, HCA Staffing makes sure we treat everyone equally. We also request a Child Abuse Clearance Form (Child Protective Services) where warranted to obtain clearance on workers overseeing juveniles. Furthermore, reports are generated to verify social security numbers and a report is requested from the Office of Inspector General. If the candidate is a licensed professional, a report is requested from the National Practitioner Data Bank. Additionally, reports on physicians are requested from the AMA or AOA, and FSMB. Currently, we perform drug screening on all medical providers and complete all occupational health (i.e. TB, PPD, Flu), having workers sign polices indicating occupation health must be current and drug screening can be performed anytime during employment. While not all contracts require screening, we follow policies as required by the end-user, should changes occur during contract lifecycle.

We never make decisions based on a person’s race (Title VII of the Civil Rights Act of 1964), national origin, color, sex, religion, disability, genetic information (including family medical history), or age (40 or older). We follow the law, according to the Federal Trade Commission’s (FTC) Fair Credit Reporting Act (FCRA) and the Equal Employment Opportunity Commission

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(EEOC). We get a potential employee's permission in writing before conducting a background screening and driver's record information for a criminal history report. If a potential employee does not give permission or authorization, we reserve the right to not review the application based on hiring criteria by a particular agency, or licensing requirements. If a person gives permission and does not get hired because of information in the report, we follow legal obligations and notify the individual orally or in writing the following:

- Company name, address, and phone number that supplied the criminal history report;
- That the company supplying the criminal history information did not make the decision to take the adverse action and cannot give specific reasons for it; and
- About one's right to dispute accuracy or completeness of any report information, and one's right to an additional free report from the company supplying the criminal history report, if requested within 60 days of the adverse action.

#### **2.4.2 Record Retention and checks**

Most state laws require employee records be retained for 1-year or two-years for more than 150 employees or contract over \$150,000, our firm retains records for 7-years. Retaining duration is due to the fact that we hold records equally, and being a licensed home health provider, laws mandate we keep patient records for 7-years. In case of an audit, we have the ability to pull employee records in correspondence with patient records, as to who provided care, where, and for what duration. We retain records for the safety of all clients, patients, and our employees. We hold records in two versions, electronic and hard-copy for 7 years.

To ensure HCA Staffing follows the law, our human resource department continually monitors the following, not inclusive:

- Pre-employment medical inquiries: Pre-employment Disability-Related Questions and Medical Examinations at [www.eeoc.gov/policy/docs/preemp.html](http://www.eeoc.gov/policy/docs/preemp.html)
- Medical inquiries during employment: Enforcement Guidance on Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act (ADA) at [www.eeoc.gov/policy/docs/qanda-inquiries.html](http://www.eeoc.gov/policy/docs/qanda-inquiries.html)
- Genetic inquiries, including inquiries about family medical history: Background Information for EEOC Final Rule on Title II of the Genetic Information Nondiscrimination Act of 2008 at [www.eeoc.gov/laws/regulations/gina-background.cfm](http://www.eeoc.gov/laws/regulations/gina-background.cfm)
- EEOC recordkeeping requirements: Summary of Selected Recordkeeping Obligations in 29 C.F.R. Part 1602 at [www.eeoc.gov/employers/recordkeeping\\_obligations.cfm](http://www.eeoc.gov/employers/recordkeeping_obligations.cfm)
- Using arrest and conviction records to make employment decisions: about EEOC's Enforcement Guidance on the Consideration of Arrest and Conviction Records in Employment Decisions Under Title VII at [www.eeoc.gov/laws/guidance/qa\\_arrest\\_conviction.cfm](http://www.eeoc.gov/laws/guidance/qa_arrest_conviction.cfm)
- Background on the EEOC for small businesses: see Facts Series: Small Business Information, [www.eeoc.gov/eeoc/publications/smallbusiness.cfm](http://www.eeoc.gov/eeoc/publications/smallbusiness.cfm)
- Using Consumer Reports: [www.business.ftc.gov/documents/bus08-using-consumer-reports-what-employers-need-know](http://www.business.ftc.gov/documents/bus08-using-consumer-reports-what-employers-need-know)
- The Fair Credit Reporting Act & social media: [www.business.ftc.gov/blog/2011/06/fair-credit-reporting-act-social-media-what-businesses-should-know](http://www.business.ftc.gov/blog/2011/06/fair-credit-reporting-act-social-media-what-businesses-should-know)

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- Background screening reports and the FCRA: [www.business.ftc.gov/blog/2013/01/background-screening-reports-and-fcra-just-saying-youre-not-consumer-reporting-agency-i](http://www.business.ftc.gov/blog/2013/01/background-screening-reports-and-fcra-just-saying-youre-not-consumer-reporting-agency-i)
  - Site to run EPLS and Medicaid fraud check [www.garlandlive.net](http://www.garlandlive.net)
  - Site to run Medicaid fraud check [www.oigexclusive.com](http://www.oigexclusive.com)

## 2.5 EMPLOYEE PERFORMANCE TRACKING

### 2.5.1 Ability to proactively address performance issues and customer service

Timely Identification and Resolution of Performance Issues: HCA Staffing will rapidly resolve all validated performance issues identified by the West Virginia Purchasing Division within the timeframes specified in the issued statement of work. We identify variances in performance through formal quarterly and annual employee performance reviews and, as required, through interaction with our subcontractors employing a process that isolates the problem and determines impacts on the task order and/or client through developing preventive action plans to avoid future problems.

### 2.5.2 Human Resource Management (HRM)

HCA Staffing confirms hours worked and conducts performance assessments for all employees. HRM is the organizational function dealing with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. HRM is also a strategic and comprehensive approach to managing staff members and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and accomplishment of the organization's goals and objectives.

### 2.5.3 Employee Performance Issue Management

Any issues regarding employee performance will be directed to our account manager, who will work with on-site personnel directly to formulate a corrective action plan and resolve the situation. Our optimal goal is to provide the employee the tools to correct the substandard performance while meeting our customers' expectations.

HCA Staffing knows the medical staffing market and locations and we fully understand the demands and trends, as HCA Staffing employs staff who are RNs, LPNs, CNAs, PTs and more. We have proven processes to ensure successful performance, with flexibility to develop and improve through continual review. Efficient processes mean fewer corporate level resources are needed, resulting in lower overhead costs and ultimately our ability to consistently provide a better price. Refined management processes also mean prospective employees are hired quickly, and will remain in the positions throughout the contract term, and perform consistently at or above performance standards.

HCA Staffing has a series of strategies in place to monitor and control performance to satisfy contract requirements. *We employ various techniques to maintain quality management oversight, and to recognize deficiencies before they become an issue.* Our system of checks and balances is realistic and incorporates an incentive system, which motivates each employee to succeed. Because we recognize client satisfaction is closely tied to employee satisfaction, we too are motivated to develop effective management methods. Our approach to quality assurance engages a living plan, which requires action and assigns clear roles, responsibilities and

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accountability to participants. HCA Staffing uses our monitoring processes to correct deficiencies in quality of employee services performed before the level of performance becomes unacceptable, resulting in notices of deficiencies. In addition, our team will also provide the following:

- Provides on-going spot checks for work in progress. This serves to provide opportunity for building employee relations through management visibility and also serves to remind teammates of contract compliance.
- Oversee work processes to verify compliance with requirements – to ensure contract standards in all areas are followed.
- Establish and maintain a relationship with the POC to discuss customer satisfaction. This provides opportunity to further recognize high performing teammates and to promptly correct noted deficiencies before levels of service becomes unacceptable to the Government.
- Correspond with the POC and via scheduled visits, calls, Emails and speak with our employees through open-channels of communication.

Our processes incorporate workflow management and include performance metrics to provide early warnings if there is potential a standard will not be met. Each process step is tracked and performance measured. Our Performance Measurement Plan provides details of our approach to managing workforce and contract requirements.

HCA Staffing will provide a point of contact who will be responsible for work performance. The account manager has full authority to act on all matters relating to the daily operation of this contract. Upon contract award, HCA Staffing will designate an alternate POC and will identify those times when the alternate will be primary point of contact. This is especially important to ensure each facility has a POC within our company, who understands requirements specific to the facility needing temporary workers.

#### **2.5.4 Resolving Performance Issues**

HCA Staffing has a systematic quality control plan for monitoring, analyzing and improving contract performance. In addition, we have processes addressing: initial verification of employee licensure, certifications, education and support training ensuring employees maintain licensure, certifications, education and support training; skills verification/competency assessment; and the performance evaluation process to include management of individuals with performance or compliance issues. We maintain a complete quality control plan ensuring RFQ specific contract requirements are provided.

When performance issues with our employees arise, there is very careful coordination with the account manager and designated state facility POC. HCA Staffing has strict procedures to handle corrective actions needed, ensuring our employees are performing responsibilities and meeting all contract requirements.

Prevention is the first method to avoid corrective actions. HCA Staffing has robust processes to ensure customer satisfaction. We normally utilize a progressive discipline approach to employee conduct and performance problems. All employees must read and sign the employee handbook acknowledging understanding of all policies and procedures of which the below disciplinary plan is a part. In most cases, the supervisor first informally counsels' employees. If the problem continues, they are given a written warning. However, this does not preclude HCA Staffing from determining, as circumstances may warrant, the employee should be discharged without having received prior counseling or warning. If officials other than the employee's

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supervisor are issuing a warning, a copy of the memorandum is promptly given to the employee supervisor. The disciplinary process is outlined below exhibit 2.5.4-1.

<b>HCA Staffing Corrective Action Process</b>	
<b>Step 1. Employee Counseling</b>	<ol style="list-style-type: none"> <li>1. The account manager, follows appropriate counseling of the employees and after consulting with the HR department, will meet with the employee to discuss the warning.</li> <li>2. A memorandum will be given to the employee that will specify the offense and the policy violated. In the case of a performance warning, it will specify the areas of weakness, requirements for improvement, a time frame within which those performance requirements must be met, and what will happen if they are not met.</li> <li>3. Employee will be asked to sign the memorandum as acknowledgment of receipt. This does not necessarily imply that you agree with its contents;</li> <li>4. The account manager will retain a copy; and</li> <li>5. You will be informed that a copy of the memorandum will be placed in your personnel file.</li> </ol>
<b>Step 2. Written Warning (Performance Issues Only)</b>	<ul style="list-style-type: none"> <li>• Written warning will be granted for performance issues only.</li> <li>• It is issued by the account manager when the employee has failed to meet the expectation.</li> <li>• Warning shall be retained in the personnel file for a period of at least three (3) years.</li> </ul>
<b>Step 3. Discharge</b>	<ul style="list-style-type: none"> <li>• If the above warnings have been unsuccessful and the employee continues to fail to meet the rules of conduct or performance expectations, the employee will be discharged.</li> <li>• An employee may be suspended pending an investigation of an alleged violation.</li> <li>• If the employee is deemed to have committed the violation, disciplinary action will be taken.</li> <li>• If the employee did not commit the violation, he or she will be re-instated with pay.</li> <li>• The Director of HR must approve the decision to discharge and is responsible for ensuring that the proper sequence of events occurs.</li> <li>• Depending upon the client’s concerns and demands, these steps may be skipped and termination may immediately occur if the action jeopardizes the contract with the client.</li> </ul>

**Exhibit 2.5.4-1: Corrective Action Process**

**2.5.5 Proactive Feedback Program with Employees**

Feedback is Critical to Improving Performance. Effective and timely feedback is a critical component of a successful performance management program and should be used in conjunction with setting performance goals. If effective feedback is given to employees on their progress towards goals, employee performance will improve. People need to know in a timely manner how they are performing, what's working, and what's not.

Timeliness. Employees receive information about performance as timely as possible. If performance improvement is needed, the sooner they find out about it the sooner the problem can be corrected. If employees have reached or exceeded a goal, the sooner they receive positive feedback, the more rewarding it is to them.

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Feedback is given in a manner to best help improve performance. Since people respond better to information presented in a positive way, feedback should be expressed in a positive manner. This is not to say information should be sugarcoated. Information must be accurate, factual, and complete. When presented, however, feedback is more effective when it reinforces employee strengths and then identifies weaknesses. Constant criticism eventually will fall upon deaf ears.

Naturally occurring feedback can be classified into two categories. The first type is self-evident feedback-information employees can see for themselves as they work. Also, falling into the first category of automatic feedback is feedback gained by having a broader scope of work. The broader the scope of work an employee has, the better the employee can determine quality of the finished product.

The second category of feedback is carefully planned feedback, which is designed to be given often and automatically through a measurement system. Feedback can be designed into a work process or a measurement system so the employee receives it automatically. Also, total quality and reengineering programs use extensive work process measurement methods. Employees can measure for themselves how they and their team are doing.

If effective feedback is designed into a performance management program, individual and team performance will improve, which will make your organization more effective. With effective feedback processes, employees will not be working blind and, hopefully, will reach their destinations successfully.

## **2.6 PROVIDING SERVICES, PROCESS AND PLAN FOR SERVICE ORDERS**

### **2.6.1 Procedures to Provide Continuity**

Our procedures to provide continuity of services on the contract include:

- Acknowledge of receipt and acceptance of service order before allotted time;
- Respond to authorized user with worker data;
- Orderly transfer of services to HCA Staffing;
- Delivery of all required documentation, plans, credentials, immunizations, to the authorized user on time;
- Integrate incumbent schedules with new staff for full programmatic coverage, taking into account planned vacations, departures, or non-and-approved absences;
- Continuous reporting to the agency POC to coordinate the transition process;
- Introductory and coordination meetings, designed to realign the transition plan with unforeseen circumstances;
- Hold formal and informal meetings with Stakeholders.

HCA Staffing ensures services will continue during the transition, will remain fully staffed, and work performance and quality will be maintained until final date of the incumbent contract. For example, temporary medical staffing will work as scheduled, providing services until contract termination. Should services become interrupted due to lack of incumbent actions, HCA Staffing will take charge of on-site services and establish resolutions to develop automatic problem isolation and dispatch human capital to ensure the facility remains operational. During the transition process, continued project operations are of primary importance and we ensure the temporary medical staff contract take precedence over all other organizational activities.

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Exhibit 2.6.1-1 lists tasks and cooperative actions our firm takes in functional areas ensuring a smooth transition as a service provider.

Service Area	Task to Facilitate Transition
<b>Hiring of New temporary medical staff.</b>	<ul style="list-style-type: none"> <li>• Integrate company HR recruited to screen, vet, and credential candidates;</li> <li>• Deliver all information for review to CO.</li> </ul>
<b>Transition of incumbents</b>	<ul style="list-style-type: none"> <li>• Assess and evaluate incumbents for contract continuation</li> <li>• Work with the Agency, ensure performance reviews align with continuation;</li> <li>• Create cross over packages, and ensure security requires are in place;</li> <li>• Ensure training is completed prior to start.</li> </ul>
<b>Security Requirements</b>	<ul style="list-style-type: none"> <li>• Turnover all certifications, Documentations, and badges as required out processing and in processing;</li> <li>• Provide in-briefing / out briefing as required.</li> </ul>
<b>HIPPA / Policies</b>	<ul style="list-style-type: none"> <li>• Ensure staff understand policies, and requirements.</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>• Ensure training is complete, documented (i.e., terrorism, IT, HIPPA, Badging, etc.).</li> </ul>
<b>Qualifications and immunization spreadsheets</b>	<ul style="list-style-type: none"> <li>• Ensure spreadsheet is completed, updated, and delivered to the authorized user prior to start.</li> </ul>
<b>Schedule</b>	<ul style="list-style-type: none"> <li>• Ensure temp medical workers schedule accounts for every hour of every day needing coverage.</li> </ul>

**Exhibit 2.6.1-1 Task Example by Service**

**2.6.2 Ensuring tasks identified are accomplished as defined**

HCA Staffing ensures tasks associated with Direct Care Staffing Services Contract are accomplished as defined in the RFQ with a comprehensive management structure and proven quality processes and staffing practices. In rendering staffing services and other professional support services as required, outputs may take the form of information, advice, opinions, alternatives, analyses, evaluations, recommendations, reports, training and/or service to complement West Virginia’s technical expertise in accomplishing its mission. HCA Staffing possesses specialized, broad expertise and experience with capabilities covering all performance requirements of this effort and ensures the best resources are available when and where needed.

HCA Staffing’s approach for ensuring tasks are accomplished as defined in the RFQ is based on an understanding of the mission’s technical complexities, level of skill and expertise required to support many performance requirements, broad set of support services defined in the RFQ and risks inherent in this effort. To ensure a high probability of success, our team approach fully leverages technical expertise, recruiting power, reach-back capability, and management attentiveness of our teaming partners – *one flexible team under the leadership of a single, empowered Account Manager*. We focus on mission needs in each task and sub-task areas and will provide technical expertise required for quality support.

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### 2.6.3 Filling Orders from Authorized Users

As detailed previously, HCA Staffing's Contract Administrator will serve as the single point of contact for all communication with each facility. The Contract Administrator will manage the network of staffing connections, job employment agencies, recruiters, HR managers and employees, and will directly address problems or challenges arising with an employee. HCA Staffing's staff are held accountable for performance in keeping with contractual requirements to the requirements of each contract. The account manager will be responsible to manage all resources to ensure contract deliverables are fulfilled.

### 2.6.4 Recruitment Teams

HCA Staffing's greatest strength in fulfilling this contract is our experienced and knowledgeable recruiters. Our recruiters specialize in specific health care disciplines and settings, making them experts in recruiting specific kinds of providers. However, our recruiters are cross trained to recruit all disciplines, which make them versatile when recruiting a large and divergent array of positions. HCA Staffing's management plan calls for Recruitment Teams directed by the Contract Administrator. Depending on the request for service by zone, the teams will look a little different, but overall results are the same, successful recruiting. Assuming HCA Staffing is awarded a contract for all zones, four Recruitment Teams will be established.

Each team will have a recruiter as the Team Leader— each with his or her area of recruiting expertise: This setup allows for each team to expand based on individual needs within the State. Should services not require a specific team, team members are cross-functional, able to relocate to any team requiring assistance.

- Team 1 –LPNs, RNs and CNAs
- Team 2 – Doctoral level professionals and PA and NP (direct and non-direct).
- Team 3 – All administrative and Manager staff (healthcare mgrs., research, etc)
- Team 4 – Social workers, counselors

### 2.6.5 Processing Requests

After HCA Staffing's Contract Administrator receives notification from the Agency of a Service Request, the appropriate Recruitment Team Leader will be automatically notified that there is an assignment with the Team's specialty. The team member with the most experience for the requested staff will be assigned responsibility for activating the Recruiting and Credentialing process. That process includes team members working together to expedite identification and screening of qualified candidates for the assignment. The Team Leader will present these preliminarily, pre-qualified candidates to the requesting facility or agency for review and approval.

Approval of a candidate by the facility will trigger a comprehensive interview with agency officials, should it be warranted. Final credentialing verification and background checks will lead to hiring and placement processes. Once the provider is in place, the Recruitment Team Leader will report back to the account manager and status and support for the new employee is transitioned to the Contract Management functions.

### 2.6.6 Service Agreements

Ability to exceed service level agreements by zone: HCA Staffing incorporates a proactive approach to its recruiting efforts and believes this is key to meeting the Service Level Agreements

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by each of facilities needing direct care staffing. HCA Staffing strives to exceed the requirements, based on being able to meet requirements by zone. To do so, we incorporate specific levels of accountability.

### **2.6.7 Continuous Quality Improvement (CQI)**

As an added level of accountability, HCA Staffing has committed itself to a Continuous Quality Improvement program to measure and monitor contract performance. This program and the multiple performance measures are described in “Quality Control Methodology”.

### **2.6.8 Accountability Through CQI Monitoring**

CQI can improve results over time: A key advantage of HCA Staffing’s proposed CQI methodology is the ability to identify opportunities for improvement at the earliest point possible and institute a Model of Plan-Do-Act-Check to develop better mechanisms and strategies to fulfill staffing requests. Thus, any instance of deficient performance in filling a given position (or facility/location or position type, etc.) automatically triggers an analytic problem-solving response by HCA Staffing’s Recruitment Team which will ideally result in improved results over time.

### **2.6.9 Process for Managing Failure to Fill Service Request**

It is clear West Virginia recognizes the medical service staffing industry faces many challenges, which will continue into the future. In addition to general staffing challenges faced by this industry, there are more difficult demands when it comes to finding highly specialized or “niche” positions in which there is a known shortage, often in less than desirable/remote locations. This challenge can be equated to finding the proverbial needle in the haystack. HCA Staffing has built its business on finding the niche positions for its clients. Our approach is to be proactively recruiting for positions before they become vacant in order to have a ready-to-replace list of potential candidates. Finding perfect workers require time and focus and is labor intensive effort.

HCA Staffing coordinates with all end user agencies/ POC’s contract to compile a list of all positions. Lists identify positions which need filled immediately, those which need filled in the future, and those that are currently filled, but if suddenly became vacant may be difficult to find a replacement. Our recruiting teams will then develop a master recruiting plan for each position from this list. Our recruiting plan will be shared with the end user agency and clearly define what resources and efforts will be utilized to find qualified candidates. This system allows recruiting to begin before the official service request is received from the end user agency. Progress on recruiting efforts are communicated weekly via a recruiting report from the recruiter. Using a proactive approach treats all positions as though they were highly specialized staffing positions and gives the recruiting team ample time to complete an exhaustive search and find qualified candidates. It also enables requesting users to be informed on efforts and progress made by the recruiter in a timely manner so there are no surprises. Our reports are communicated internally to the account manager, who in turn communicates with facility POCs.

At the same time, our Continuous Quality Improvement Program holds HCA Staffing accountable for filling positions in a timely manner with qualified candidates. When performance deficits are detected by our CQI methodology; it triggers a problem-solving response. The recruiting team for that agency/location/zone carefully examines the difficulties that have been encountered in filling a given position. The Model of Plan-Do-Act-Check is continuously applied

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to our quality process so that monitoring and evaluation of efforts is systematic and on-going. If there are challenging issues in filling a particular type of position or in a zone, the team will use in-house PhD expertise in Root Cause Analysis to clarify the target problem and develop creative alternatives as needed for resolution.

### **2.6.10 Partnerships and added value**

HCA Staffing places the highest value on quality of the resources recruited for its programs and has developed a number of processes to ensure quality. These processes run through every function of the company including Contract Management, Recruiting, Credentialing and Quality Improvement/Quality Performance. The heart of HCA Staffing's account management process is effective communication with purchasing officer and client sites served. The goal is to establish a genuine partnership and work collaboratively to determine how best to fulfill the staffing needs of each agency or program. Our "same day" account management methodology establishes reliable and rapid communication links and identifies the account manager, Mr. Larry Manners, as the single and central point of contact for day to day operations, while Dr. Gehosky, Vice-President of Operations and designated account manager acts as the primary liaison for higher level contract and administrative issues with the state. Finally, there will be multiple partnerships at the facility level in which HCA Staffing's recruitment teams enjoy first-name familiarity with the clients served to facilitate coordination and speed in filling positions with the best qualified personnel.

The depth and diversity of HCA Staffing's value-added services for our clients is impressive, as described in various sections of this proposal, HCA Staffing has a wealth of corporate resources that it can bring to bear in support of our on-site staff and the agency/facility served. Highlights include:

- Human Resources Management / Recruiting Teams.
- Financial Services/ Payroll /Accounting Professionals.
- Credentialing and re-credentialing experience.
- Quality Improvement and Quality Performance.
- Ability to perform record reviews and quality reviews.
- Quality measurement tools for measuring and monitoring contract performance.
- Information Systems and Reporting.
- Supervisor's Policy Manual and Training program.
- Root Cause Analysis and Risk Management Consultations.
- Employee Training and Development.
- Dedicated Website for recruitment.

## **2.7 TRANSITION SERVICES PLAN AND AFFECTED EMPLOYEES**

### **2.7.1 Transition Plan**

Our transition plan lays out tasks and activities transferring operational responsibility to our team, with as little disruption to the state of West Virginia and its facilities as possible. In addition, we will transfer current medical staff and credential others to ensure performance begins on day one, without interruption. Our transition approach focuses on five key factors:

1. Managing the transition project;
2. Managing change;
3. Making affected incumbent staff, new staff an essential part of the team from Day 1.

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4. Develop a comprehensive solution for full-programmatic coverage.
5. Assess and evaluate current services and performance, to ensure coverage beyond day 1.

Our transition plan is designed to provide benefits to a wide range of people working at facilities within the State, its patients, family members and our employees undergoing transition. Exhibit 2.7.1-1 details a high-level assessment how benefits relate to West Virginia, the contracted staff, and everyone using the facility.

Benefits	West Virginia	Temporary Medical Workers	Facilities
A dedicated Transition Team	✓	✓	✓
Direct coordination with the agency, and other key stakeholder through all phases of the transition process	✓	✓	✓
Effective integration of transferring medical workers, and Newly Screened, Vetted, and Credentialed	✓	✓	✓
Non-Disruption of Services through the transfer, Facility Transparency	✓	✓	✓
Central Managed Re-Credentialing Services for all incumbents	✓	✓	✓
Improved Program Management Support for all medical workers	✓	✓	✓
Quick Start-up, complete transfer and start services	✓	✓	✓
A dedicated communications channel between our Account Manager, CO, and Facilities	✓	✓	✓
Evaluate incumbent medical worker contract performance, improve and assure continued quality services	✓	✓	✓

**Exhibit 2.7.1-1 High-Level Stakeholder Benefit Assessment**

**2.7.2 Transition Services**

HCA Staffing recognizes the importance of planning and executing a successful transition of medical workers within the State of West Virginia, ensuring current operational services are maintained, and subsequent transformation of incoming staff does not hinder, or prevent continual medical services. Our team ensures with a high level of confidence that the agency, its patients, and West Virginia leadership will benefit from a smooth transition of medical workers, from the current contract to HCA Staffing.

Through a subsequent phased methodology of stabilize, optimize and transferring, HCA Staffing establishes a solid baseline to effect change and revolutionize the current service delivery model by establishing improved standards, automating functions, consolidating staff, refreshing the environment with core-values, and centralizing services under a unified team.

HCA Staffing’s focus during start-up is on continuity of work in progress by using the processes and procedures currently in place. HCA Staffing works with the point of contact, medical leads, medical workers, and other stakeholders to ensure the systematic transfer of staff

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and the sharing of knowledge to better understand the requirements in each functional service and the processes for meeting requirements. HCA Staffing accomplishes successful transfer through the following methods:

- Collaboration with the point of contact, staff, and stakeholders, upon award, and through the entire transition process;
- Visit site to ensure a smooth transition and continuation beyond the transition,
- Work with temporary workers, ensuring complete transparency;
- Reviewing written documentation and procedures, and adjust plans accordingly.
- Populate knowledge management databases, ensuring complete coverage of services.

The transition manager will meet with the outgoing organizational counterparts to gain a full understanding of user support needs, and acquire critical incumbent credentialing data. The Transition Team will meet with the POC and others responsible for functional areas supported by our medical staff. HCA Staffing coordinates with facility POCs, and the Purchasing Agent to gain access to areas to speak with personnel during day-to-day operations. Speaking with incumbent personnel, leaders, and the POC, allows our transition team to develop a complete picture, and ensures full-programmatic coverage begins on day 1 (i.e., 24-hour service). HCA Staffing's Transition Team works with POC to collect updated performance data and data on work in progress, and adjusts to meet changing needs during the transition. We work closely with the POC to document open service items (i.e. open schedules, lapses in service, scheduled vacation, etc.) and assumes responsibility for those tasks at service commencement date.

### **2.7.3 Transition Team Organization**

HCA Staffing manages transition activities through a dedicated team separate from our permanent program organization. HCA Staffing assigns a team composed of managers, Human Resources specialists and technical specialists who have performed complex staffing transitions, assessed and evaluated current incumbent performance and adapted to and improved performance throughout transition. Our team includes staff that supported medical staffing transition activities, understands work required and know what tasks needed to be accomplished to effectively assume services, and can transform the environment to a full performance-based managed service. By using the same staff who supported the due diligence activities allows for continuity, minimize learning curve issues, and allow for continued performance critical discovery activities to obtain a more comprehensive understanding of the environment and to validate plans to ensure quality services begin as defined in the performance work statement.

Our Transition Management Office (TMO) that executes our transition plan. A key feature of the transition process management is the use of a Transition Steering Committee, which provides executive-level oversight, coordination and facilitation of the transition process to ensure an integrated approach to transition. The steering committee, consisting of representatives from HCA Staffing, who meet weekly to review progress against established transition schedules and resolve issues and/or problems, and allocate support to each process to ensure services remain transparent to patients and that services remain uninterrupted and begin on time. Our transition team's organization remains flexible and adaptive to align program organization changes and modifications to maximize effectiveness.

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### 2.7.4 Creating an Integrated Team

HCA Staffing recognizes, during transition, teams will consist of both HCA Staffing and the outgoing firm's personnel working together in partnership to establish a transparent and common working environment. Our professional working relationship is accomplished through collaboration, team building, training, and shared incentives. An initial kickoff and coordination meeting between will be conducted at time of award to:

- Coordinate transition meetings and other communication items;
- Review draft transition plan and strategy and identify required revisions;
- Establish the Team requirements and coordinate with the POC to receive required information and access;
- Discuss badging/security access provisions for personnel and transition team;
- Identify POCs onsite with whom our transition team should coordinate with;
- Acquire a list of incumbent medical staff, schedule incumbent performance reviews, assess and evaluate credentialing requirements, immunizations, schedule and recertification's as required;
- Compile completed incumbent credentialing packages for submission to POC;
- Submit New medical staff packages to POC for review, approval, and security in processing and credentialing;
- Develop a 24/7/365 Schedule for medical staff, and submit to POC for review and approval
- Be adaptive and responsive to change, ensure quality services on contract start.

The transition manager and/or account manager conduct weekly coordination and interface meetings with the POC, and HCA Staffing and report on transition status; coordinate activities such as security processing, staffing levels and credentialing issues, and status, and new priorities; review and discuss management plans; and resolve any problems that arise. As part of weekly meetings, we prepare weekly status reports that are available for review.

The transition manager meets with the POC, and stakeholders to review support requirements and update work in progress. Meetings serve to validate understanding of the function's workload, required skill mix and technical environment.

HCA Staffing uses assigned managers to assess the environment, conduct site visits, document work in process, and prepare for operational responsibility. Our managers focus on providing continual assessment and validating services areas to ensure our transition team is on schedule to provide quality services on-time. Exhibit 2.7.4-1 depicts a 30-Day schedule depicting key tasks and milestones for successful contract transition and performance. This is a template example of key tasks during the transition process. Timelines are adjustable based on West Virginia Purchasing Division and Facility requirements.

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Our Transition Plan depicts a 30-day model, but is adjustable to fit milestones							
No.	Task	30-Day Timeline					
		1-5	6-10	11-15	16-20	21-25	26-30
1	Received contract award	█					
2	Kickoff meeting	█					
3	Update transition plan	█					
4	Notify personnel and team of award	█					
5	Finalize recruiting and hiring of new medical staffing (temp)						█
6	Compile Credentialing Packages, and Occupational Health	█			█		█
7	Update management and other plans					█	
8	Conduct site visit, and Hold HR meetings for Incumbents		█				█
9	Interview incumbents on employee performance		█				█
10	Conduct training for incumbents / new hires		█				█
11	Evalute and implement best practices		█				█
12	Establish invoicing system / verify		█		█		█
13	Acquire,update, and distribute ID card etc.			█		█	█
14	Weekly POC meetings		█	█	█	█	█
15	Provide POC with staffing plan						█
16	Provide POC with management information						█
17	Hold post award meeting						█
18	Release temp medical work schedule						█
19	Implement standards of conduct						█
20	Start period of preformance						█

**Exhibit 2.7.4-1 Transition Plan Schedule, Tasks and Activities**

**2.7.5 Transition Risk Management and Mitigation**

A key factor to a successful transition is the risk management process. HCA Staffing uses formal risk methodology that identifies risk, assesses probability of occurrence, and develops a risk mitigation plan. Through medical staffing transition experience and preparation, HCA Staffing can reasonably anticipate problem areas and call on approaches to mitigate and minimize problems for transparent transfer of operations. Exhibit 2.7.5-1 lists examples of risk and mitigation actions anticipates during the early phases of transition.

Risk Description	Mitigation Approach
Transition Skills and Knowledge	We obtain debriefs from departing incumbents and key staff to leverage performance concerns and areas needing improvement
Delay/adjustment in customer timeline	We remain flexible and adjust to timelines based on customer need, we apply human capital as situations warrant
Lack of incumbent contract continuation	Our HR departments have the ability to acquire additional medical workers with required KSAs to start performance.

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Gaps in schedule (24/7)	Our account managers and company schedules work with incumbents and POC to cover critical areas of services
Poor communication between incumbents, CO and key stakeholders	Establish face-to-face communications, until alternative paths open, or become established
Delays in clearances/credentialing of new medical workers	Work with POC to expedite processes, and incentivize incumbents to cover scheduling gaps
Management lacks detail required for a well-defined services solution	Perform additional performance reviews with incumbents, conduct site surveys, and hold formal meetings with the POC, refresh transition team management and plans to assure quality services

**Exhibit 2.7.5-1 Risk Mitigation Table**

**2.7.6 Incumbent Exit Plan**

HCA Staffing recognizes concerns about a successful phase-out of the current incumbent contracting company. As a staffing company, our company regularly designs, develops, deploys, and delivers medical services to its customers that enable those customers to successfully assume operation of services. As necessary, we appoint transition staff to implement process and procedural changes to address any requirements that may be different from those of the current contract.

If we are selected to provide services for this contract, we will minimize transition risks to State by implementing a comprehensive incumbent phase-out/in plan. Our transition plan includes appointment of a formal phase-out/in team to interact with the old contractor.

HCA Staffing minimizes disruptions of services to our staffing contract and customers during the exit process. Our approach takes into account employees who performed at the facility, its patients, the entire staff, and the POC.

We assemble a transition organization to implement complete satisfaction of our plan. Success includes a transition manager and technical specialists who meet with key staff or the new medical staffing personnel. Liaison with the POC ensures we retain positive control of the transition process. Each transition phase establishes lines of communication with key State POCs and organizational staff to coordinate actions and ensure direct task requirements between our organizations and West Virginia. Our transition plan is performed as orderly as possible, by working with POC, incumbent staff, to train and familiarize new staff in the overall project operations. HCA Staffing executes the following procedures to provide a smooth transition and ensure the capability of medical staffing services are at the utmost highest level:

- Conduct incumbent interviews to access and evaluate performance
- Establish open communication channels between the account manager and agency POC
- Gain access to incumbent contracting company to understand repetitive concerns and issues
- Orientate new medical staff on RFQ requirements, and key technical objectives
- Perform periodic status reports regarding transition process
- Adjust, modify procedures and documentation in accordance with jointly approved schedules and plans.

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**2.8 WORKFORCE PORTAL**

HCA Staffing realizes the importance of having employee documentation in a central location. In early 2014, we saw a need for the acquisition of an employee portal. The use of an employee portal allows our human resource department, and employees to update, manage, track, and acquire needed information through a Cloud based Internet system. The cloud based system, allows our account manager, HR, or employee to login anywhere an Internet connect, ideal for remote location away from the corporate office. Through extensive research and trying several platforms, our leadership choose Zenefits as a workforce portal. An added benefit of Zenefits is that it is free for small businesses and allows employees and HR to use the same portal for all HR/Finance/Health Benefits functions. Zenefits has been extremely useful for our HR department, not only for hiring, on-boarding, I-9s and W-4s paperwork, but allows employee tracking, background checks, and enables employees to select a desired benefits package based on individual need. Zenefits uses an employee login portal (i.e., Available 24/7), where employees can be hired, change, update, or request information with a simple click. While HCA Staffing is open to using State specific software as a workforce portal, we believe Zenefits is a great solution. Zenefits offers the following:

Zenefits Benefits	
Complete HR Management / Employee Management	Collection and storage of electronic employee data, simplifies on-boarding though a simple to use error proof interface, database tracking, change requests, a national and country background check interface, HR Statistics, PTO, compensation tracking/analysis, always up to date through email notifications to HR and the employee. Employee on-boarding literately takes minutes, reducing costs.
PTO Tracking system	Track requests, approvals, and manage usage across the entire company
Time and Attendance	Streamlines time entry and approval, ensure accurate and error free payment, integrates seamlessly into Quickbooks, for financial accountability and compliance
Benefits and Insurance	Allows employee to select desired health, dental, vision, 401K, disability, Cobra, and more, through a step-by-step guided process. Licensed in every state. It even allows employees to Federal Spending Account claims, and register domestic partners
ACA Compliance / Automation	Zenefits matches employee portal information to our payroll system, ensuring compliance according to the Affordable Care Act (ACA) and issues reporting requirements automatically.

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**TAB 3.0: QUALIFICATIONS AND EXPERIENCE****3.1 Parent Company Information**

Home Care Advantage Inc. is an S-Corp and does business as HCA Staffing. We are a certified Veteran Owned Small Business (VOSB), and do not have a parent company. HCA Staffing is a privately-held health care provider organization. Founded and owned by a former Navy SEAL and a Registered Nurse, HCA Staffing's corporate leadership is comprised of a seasoned team of clinicians and administrative professionals providing health care services in a variety of community and facility settings to diverse populations in both public and private sectors. We operate three divisions within the company, non-medical home care, skilled care, and medical staffing. We have no joint ventures or partnerships, and will serve as the prime vendor for this contract.

Corporate Office

1480 Indian Springs Rd, Suite 2  
Indiana PA. 15701

Satellite Office

1030 Centerville Turnpike South  
Chesapeake VA. 23322

**3.2 Number of Employees**

HCA Staffing has approximately one hundred employees and subcontractors working in two states, Pennsylvania and Virginia.

**3.3 Organizational structure**

HCA Staffing has the infrastructure and resources of a national company which are brought to bear in the on-going management of a contract of this scope and complexity. A dedicated group of approximately 25 employees work at our corporate headquarters in Indiana, Pennsylvania to provide a range of support, such as:

***Department of Human Resources and Recruiting:*** In addition to managing our staff of professional recruiters and recruitment support staff, the HR Department directly manages employment contracts, employee benefit packages, personnel orientation and training, including a special manual and program for training staff in supervisory roles. The HR Department provides direct consultation and support for all on-site directors and managers on any matters pertaining to personnel, labor law, personnel policies, disciplinary procedures, sexual harassment, wage and hour laws, Workers Comp, and other employment-related issues.

***Financial Services, Payroll and Accounting:*** HCA Staffing's CFO and her staff assist in establishing financial procedures/technology for various contract sites, including linkages with corporate payroll system technology/methodology. They help identify and resolve logistical matters, determine reporting needs, oversee the reporting and reconciliation efforts, and establish workflow processes. The corporate financial team also provides on-going consultative expertise and corporate technical support in budgeting and financial management.

***Credentialing Department:*** With the support of the Vice President of Operations, the credentialing department delivers a thorough and timely credentialing service in accordance with standards of our company certification by the Joint Commission for Health Care Staffing Services.

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**Department of Quality Improvement and Performance:** HCA Staffing offers strong QI program support. Being a licensed home health and non-medical company, we pass state and federal Medicare and Medicaid audits, performed by Quality Management Efficiency Teams (QMET). Therefore, at the corporate level, we organize and gather service delivery indicator data, identify and disseminate vital information and programs to on-site facility directors who share common service needs and tasks. At the local project level, Corporate Quality Improvement ensures consistency and ready-to-use methodologies for Quality Improvement programming, customizable to meet specific needs of any given program. Each project has flexibility to develop its own QI/QP plan which, at a minimum, monitors selected measures of access to care, effectiveness, efficiency, clinical risk management and customer satisfaction as expected by state and federal law. In addition, we offer valuable tools for measuring and monitoring contract performance, including:

Contract Management Tools	Measures program compliance with all service deliverables specified in contract.
Self-Assessment Tools	Measure program effectiveness and efficiency as well as preparedness for Accreditation bodies (e.g., Joint Commission, Medicare, Medicaid)
Incidents evaluation tool and processing	Processes evaluate critical incidents or events and develop action steps to rectify or prevent recurrence (i.e., state reporting)
QI Needs assessment tool	Defines need requirements focused on Quality Improvement efforts/areas.

**Exhibit 3.3-1: QI Tools for measuring and monitoring performance**

**3.4 Established infrastructure for successful implementation**

Staffing is the essential core component of this large-scale contract. Since inception over seven years ago, HCA Staffing has been recruiting, credentialing, providing, managing and retaining the best possible health care professionals for public sector and state programs. Recruitment and staffing is HCA Staffing’s fundamental platform as a national company. We have depth of experience in successfully managing every possible scenario for recruiting new employees for public sector programs and for transitioning current employees from either state-employment or private-employment. We implement staff for small scale, moderate-scale and large-scale operations, including state-wide programs in similar magnitude such as this direct care staffing contract. Based on our wealth of experience and the large numbers of staff we employ, manage and interface with across the country, HCA Staffing has developed the proven methodologies, key managers and the strong corporate infrastructure that enables our organization to effectively and efficiently tackle a project of this size, scope and complexity.

**3.5 Diverse and in-depth experience**

HCA Staffing believes no other organization can match our capacity and experience in providing the full diversity of health care practitioners covered under this project. Other vendors have targeted experience in recruiting providers in specific fields; however, few have the experience of managing a project of such diversity, complexity and volume. For example, one vendor may be experienced in mental health, but know nothing about developmental disabilities. Another vendor may be competent in recruiting nurses and physicians, but lacks knowledge on psychologists,

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social workers or therapists. Another vendor may be focused in the private sector and lack familiarity with public sector settings and values. Another vendor may just be too small to handle a large volume of requests. Being a health care organization with three divisions, allows us to leverage medical professional from a wide spectrum of labor professions, mitigating risk, and recruiting efforts needed for success.

### **3.6 Contract implementation objectives**

HCA Staffing does not have to create any new capabilities to fulfill this contract and we do not have to “learn as we go.” We are ready today. We rapidly and effectively ramp up our proven systems to meet challenges of this project. Based on our experience and established methods and infrastructure, HCA Staffing approaches implementation in terms of the following objectives:

- Augment and flex core systems to effectively process large volume requests during the initial phase of the contract. Entailing recruiting, credentialing, establishing and retaining staff at identified state facilities to fill and/or replace staff position openings immediately.
- Augment, as needed, use our current core systems to evaluate, re-credential, educate, and transition current staff from other contractors to internal resource pools.
- Introduce ready-to-go methodology to establish an efficient, reliable, streamlined system for rapidly processing staffing requests, providing timely feedback on status of orders, communicating frequently and effectively with the agency, completing approval processes, establishing standardized billing procedures, and delivering high quality staff within set performance time standards. Extend current infrastructure to establish proactive account management for all facilities, and regions for on-going client satisfaction and quality.

### **3.7 Organizational History**

Home Care Advantage, Inc. (HCA) is a complete healthcare company, founded in 2009 in Indiana, Pennsylvania providing 24-hour non-medical home care throughout the state. Our roots stem from a principal who worked as a Registered Nurse for 15 years, and saw a growing need for Non-Medical Home Care in the community of western Pennsylvania. Within six months, we had contracts with local area of aging, state waiver programs (Medicaid) and private pay. In less than a year we grew from three employees to more than twenty, seven years later, we continue to grow and expand, filling needs within the community and state. In 2014 we saw a growing need for not only 24-hour skilled and licensed care, but quality 24-hour staffing relief at healthcare facilities. In a short period, HCA garnered a solid and loyal reputation through the medical industry, by meeting the needs of all clients, no matter the location, time of care, or need. We employ close to 100 medical professionals, providing care from 1-hour, to around the clock, designed to meet the need of each client. Unlike other medical agency providers who specialize in one segment of the healthcare sector, HCA provides skilled (home health), non-medical, and medical staffing services, in prisons, veteran centers and mental hospitals. Our 24/7/365 on-call schedulers have access to a growing database of more than 5,000 resumes, allowing us to match healthcare workers to client expectations in short order. Our agency is committed to excellence, treating all clients, staff, and stakeholders with dignity, respect, and we never discriminate.

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### 3.8 Specialized Experience based on Statement of Needs

Our comprehensive knowledge of the marketplace allows HCA Staffing to develop location-specific recruitment approaches based on a thorough understanding of the Direct Care Staffing Services contract labor market, as well as the state of healthcare worker (HCW) shortages throughout the country. We utilize innovative strategies to identify, recruit, and retain qualified medical workers. These strategies align with our experience providing identical support services under Temporary Multi-Award Task Order or Purchase Order (MATO) contracts throughout Pennsylvania, and our direct leadership experience working on MATO contracts nationwide. As such, we continue to conduct, evaluate, and refine our strategies to validate labor and location-specific approaches to recruitment. HCA Staffing's team of recruiters have begun identifying qualified candidates for labor categories in released specifications sheet and is prepared to begin service order responses on DAY ONE of award. HCA Staffing realizes we directly compete for candidates with state and local hospitals, clinics, public health departments, university medical centers, community health clinics, and government agencies, physician offices, behavioral health facilities, temporary agencies, and other private and local industries.

However, HCA Staffing has direct experience providing Direct Care Staffing Services in this region of the US. We receive daily intellectual information, including videos, articles, white papers, salary trends, staff availability within the different regions and professional insights on industry trends. Also, our executive management team is acknowledged by peers and customers for expertise and true professionalism in the healthcare recruiting field. Once we assemble the data that is pertinent to our customers, our internal team reviews and analyzes the information and enters it into our corporate data base. We update our data on a regular basis and perform total adjustments on a quarterly basis. The information we secure includes the various locales of our customers, including municipalities, regions, states, and other countries; the occupations our customers require; industry descriptions of the occupations; salary feedback including current salaries and the trend for that position during the last three years, plus verification of the accuracy of our information. We use several networked providers and we not only secure the information, we then confirm the validity of the data with other sites or recruiting databases from well-known professionals. We analyze information and formulate percentage trend from each year to the next. The resultant findings include information regarding progress in salaries, benefits, sign-on bonuses, relocation expenses, and so on. We continually review data from our various sources including one-on-one discussions with hiring managers, human resource personnel, and in some situations, hiring staff from local medical facilities. Further, our corporate senior managers are active within the industry, attending customer information seminars and discussions on how we can further assist them in their business, advanced workshops and networking with their peers. We use numerous resources and data providers to secure salary information for a particular region. The government's Service Contract Act (SCA) and Department of Labor (DOL) data is available in every state; and while it may not always be current or meet the significant increase in compensation rate of specialties within a particular industry, it provides a starting point. We then move to other resources, such as the local recruiting agencies, state employment data, municipal data, medical schools, professional schools and colleges, and others, such as the Aberdeen Group and PhysicianSalary.net, two agencies that track and monitor employee development.

Per the Bureau of Labor Statistics (BLS), employment of medical workers is expected to grow more than 20 percent from 2014 to 2024, faster than the average for all other occupations. Job growth will occur because of the continued expansion of healthcare-related industries and the aging population. The growing and aging population is expected to drive overall growth in the

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demand for medical services as consumers continue to seek high levels of care that uses the latest technologies, diagnostic tests, and therapies. Many medical schools are increasing enrollments based on perceived higher demand for medical workers. Additionally, job prospects are expected to rise for medical healthcare workers who are willing to practice in rural and low-income areas, because these areas tend to have extreme difficulty attracting workers. Job prospects are also good for many medical labor categories in specialties dealing with health issues that largely affect aging baby boomers. For example, physicians specializing in cardiology and radiology will be needed because the risks for heart disease and cancer increase as people age. Based on these statistics, medical needs are growing, and agencies, hospitals, and private organizations will all be working to acquire an experienced talent pool of professions. HCA Staffing is fully aware of impending labor market changes, and we are prepared to recruit, vet, screen, credential and retain medical professionals well into the future in support of agencies such as the state of West Virginia, and help them meet the growing healthcare demand.

Our market research and years of experience in successfully managing multi-award contracts gives us a thorough understanding of West Virginia's healthcare marketplace and military family population, both regionally and nationally. In developing rates, we use in-depth salary analysis compiled from nationally recognized, DCAA approved sources such as Salary.com and PayScale. Our team compares this to rates collected from current employees and candidates. In order to on-board and retain candidates, we propose salary rates between the 75<sup>th</sup> and 90<sup>th</sup> percentile. We understand that salary and market trends vary per location, and we prepare full pricing and market analysis for each issued service request to ensure our rates remain current, competitive and reflect the current market. The healthcare sector remains one of the fastest growing parts of the global economy and one of the biggest challenges facing policy makers and the private sector. The cost of healthcare continues to outpace inflation in virtually every country in the world, and efforts toward reform and cost containment make operating a commercial venture in the sector a continually dynamic enterprise. Despite the challenges, the sector holds great opportunities driven by the aging population, increasing demand for sophisticated therapies and care system, and rapidly advancing health technologies.

When preparing for the temporary medical worker's service contract, we reviewed the state of the healthcare market throughout the region, and the impact on the positions required. Our analysis revealed that there has also been an increased demand for workers throughout the state. For example, "baby boomers" are now senior citizens and life expectancy is higher than ever. This means that the healthcare field is experiencing a high demand for these services as the retiree population increases.

### **3.9 Experience with equal in magnitude contracts**

HCA Staffing has extensive Pennsylvania-specific experience in health care staffing for the large majority of the positions required by the State under this contract. In fact, HCA Staffing has, at one time or another, staffed positions and delivered staff for a multitude of agencies and departments expressed in the RFQ. (e.g., Department of Public Welfare, Department of Corrections, Office of Mental Health and Substance Abuse Services, Office of Medical Assistance Programs, Local Area on Aging, Medicaid waiver programs, etc.). Not only has HCA Staffing been able to staff the positions mentioned, but we staffed them with qualified professionals who maintain tenure with HCA Staffing. HCA Staffing's record of service to the Commonwealth of Pennsylvania is indicative of our consistent high quality programs and professionals. As

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summarized in the following listing, we provided health care professionals to the Department of Public Welfare in 19 discrete contracts at 18 facilities for a multi-award Purchase Order contract, similar to the proposed service requests issued by the State of West Virginia. These professionals and services have included, on-call coverage, Per-Diem, nurses, physical therapy, occupational therapy, pharmacy, administrators, Nurse Practitioners and other health care professionals.

Facility	Duration
Clarks Summit State Hospital	11/2015 – 07/2017
SCI Albion (State Correctional Institution)	07/2016 – 07/2017
SCI Coal Township	11/2015 – 07/2016
Danville State Hospital	02/2015 – 07/2017
Delaware Valley Vets Home	07/2016 – 07/2017
Ebensburg Center	07/2016 – 07/2017
Hamburg Center	05/2016 – 27/2017
Hollidaysburg Vets Center	11/2014 – 07/2017
SCI Mahoney	07/2015 – 12/2015
SCI Muncy	01/2015 – 01/2017
SCI Greene	06/2016 – 07/2017
SCI Retreat	07/2016- 07/2017
Soldiers and Sailors Center	07/2016 – 07/2017
SCI Somerset	07/2016 – 07/2017
South Mountain Restoration Center	12/2015 – 07/2017
Spring City Vets Center	09/2015 – 07/2016
Torrance State Hospital	11/2014 – 07/2017
White Haven	07/2016 – 07/2017

**Exhibit 3.9-1: List of facilities of PA Statewide Per-Diem Nursing Contract**

## TAB 4.0: REFERENCES

### 4.1 Reference Information

As indicated in the proposal we currently hold a Commonwealth of Pennsylvania State-Wide Per-Diem Nursing contract. The contract is nearly identical in scope, where we provide temporary medical workers to 18 different facilities across the state, ranging from prisons, state mental hospitals to veteran centers through a multi-award, purchase order bid process. See below for detailed information pertaining to this contract. As noted in the proposal, HCA Staffing is a licensed non-medical and skilled care agency. We provide a number of medical labor categories to provide care throughout western Pennsylvania, based from our corporate office, we are including additional information on these contracts. While the skilled side does not hold contracts, we are Medicare and Medicaid certified.

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CONTRACT NUMBER	DESCRIPTION OF WORK PERFORMED	POP	REFERENCE (POC)	PHONE NUMBER	CONTRACT AMOUNT (Base Period plus Options)
Parent contract # 4400013817	The Receipts figures represent 18 individual Purchase Orders on an IDIQ contract geographically dispersed at 18 different sites. These sites represent 18 different types of facilities: State Correctional Institutions, State Mental Hospitals, and Veteran’s Centers. The services consist of Per-Diem, On-Call nursing services defined by the scope of 4 main nursing professions: Registered Nurse, Licensed Practical Nurse, and Certified Nursing Assistants, Psychiatric Nurses. We provide 24/7 service (all 3 shifts) based on each individual contract’s requirements and specific need. Each employee is required to submit a credentialing package identical to the one required in this SOW and undergo orientation, clearances, and training, prior to commencing work. We fully credential all personnel, prior to sending to training within any facility system, all potential employees are briefed on the type of work, and the requirements for each position. We provide 35 FTEs and 40 PTEs staffing 18 facilities across the entire state of PA.	Nov 2014 – Dec 2019	Karen Sattazahn – Purchasing Agent <a href="mailto:ksattazahn@pa.gov">ksattazahn@pa.gov</a>	717-861-8832	Nov 2014 – July 2017, POs to Date \$3,306,245.94
102265124-0002	We provide staffing for eligible consumers with functional disabilities who need assistance to accomplish daily living tasks over a 6-county area. The service consists of basic and ancillary services, enabling consumers to live independently instead of in an institution and to carry out functions of daily living, self-care, and mobility. We provide 24/7 visits due to complexity of the care, averaging 6-20 tasks daily depending on the case management service plans. This service requires the use of RNs, LPNs, CNAs, and sitters/companions. The RNs perform intakes, assessments and perform case management services on new clients, while the LPNs, CNAs, and sitter perform the majority of the services needed under this contract. We provide approximately 55 employees to staff the continual service.	Sept 2012 – Dec 2019	Tina Jackson-Heacox <a href="mailto:theacox@abilitiesinc.org">theacox@abilitiesinc.org</a>	724-832-8272	Sept-Dec 2012 \$31,253.04 Jan-Dec 2013 \$313,033.23 Jan-Dec 2014 \$796,811.46 Jan- Dec 2015 \$837,859.16

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<p>133869</p>	<p>HCA Staffing provides CNAs, LPNs, and RNs for the Personal Assistance Services program for counties in need of care. We provide care to individuals/agencies unable to meet personal or activities of daily living. Services includes bathing, dressing, grooming, as well as housekeeping needs such as, laundry, shopping, and cleaning, case management and other requirements. Services are performed in visits, which last from 1-24 hours daily. Consumer service orders vary on consumer needs, from detailed personal care to managing their independent living situation. Within the allotted visit time, an average of 4-20 tasks can be completed. Tasks can include, use of Hoyer lifts, bed transfers, personal hygiene needs, housekeeping needs, companion needs, errands and more. Each consumer service plan identifies specific tasks to be completed along with the frequency of occurrence.</p>	<p>May 2011 – July 2016  Annual Contract renewal, based on State License</p>	<p>Katherine Johnson– Service coordinator  <a href="mailto:KJOHNSO1@co.westmoreland.pa.us">KJOHNSO1@co.westmoreland.pa.us</a></p>	<p>724-830-4453</p>	<p>May - Dec 2011 \$11,457.00 Jan - Dec 2012 \$20,367.00 Jan - Dec 2013 \$66,942.00 Jan - Dec 2014 \$116,773.00 Jan – Dec 2015 \$128,090.76</p>
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## 5.0 QUALITY / CUSTOMER SERVICE / CUSTOMER SUPPORT

### 5.1 Quality Control Methodology

HCA Staffing requires our Account Manager to maintain a Continuous Quality Improvement (CQI) program that actively measures and monitors their contract performance in at least five domains of effectiveness, efficiency, risk reduction, access to care, and customer satisfaction. Program Directors are further required to produce Quarterly and Annual QI Reports that present and analyze outcomes and describe initiatives to continually improve performance. HCA Staffing proposes the following multi-dimensional CQI program to achieve accountability for its contract performance in delivering state-wide Temporary Medical Worker Services to the agencies of West Virginia.

**Effectiveness:** *Time to Fill Positions with Qualified Staff*

**Accountability process:** Our Human Resources director oversees the Recruitment Team functions. The recruitment team meets at least monthly to review recruitment strategies and performance outcome. An informative recruiting report is electronically sent weekly to the Vice President of Operation, the Contract Administrator and to the VP of QP/QI to enhance communication and to provide candidate status information.

**Performance indicators and rationale:** The recruitment team will collect data on the timeframes it takes to recruit qualified clinical and administrative staff. Trends can be reviewed that can evaluate whether recruitment staff followed the appropriate policies and procedures for the recruitment of staff while meeting customer and contract requirements.

**Data collection:** Each Recruiter enters data into a log that identifies the start and end dates for three key recruitment functions: Open Requisition to hire date; Open Requisition to start date; and Hire date to Start date. For purposes of the recruitment function we included Data is collected for “all days” and for “business days only.” Since many of the recruited positions are weekend/holiday positions, both business days and all days were included in the data collection methodology.

**Threshold for examining low performance:** The standard for recruitment is measured as 5 days” and 5 “business days only.” An Executive Summary of targeted issues is reviewed monthly at the Executive Group Meeting. Example: Availability of interviewees due to scheduling conflicts can cause recruitment delays. Therefore, the interview process is made as concise as possible.

HCA Staffing applies a rigorous system of measuring and monitoring its on-going contract performance in timely delivery of quality candidates for needed positions. As an organization that is committed to the principles of Continuous Quality Improvement, we raise the bar for finding, credentialing, training, establishing and retaining qualified staff for West Virginia. Our CQI program for this project, will measure and monitor the following performance requirements:

**Effectiveness:**

- Time performance from requisition to candidate identification.
- Time to complete credentialing.
- Time from requisition to start date.
- Time from hire date to start date.
- Successful filling position within 5 days or per service order.

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- Successfully filling position within acceptable timeframe.

**Efficiency:**

- Staff turnover rate relative to staff retention.

**Customer Satisfaction:**

- Factor measurements of employee satisfaction and attitudes as reflective of positive commitment to quality and program effectiveness.
- Customer satisfaction surveys given to facility and program directors to affirm quality performance, management responsiveness and identify opportunities for improvement.
- Time of response to request for assistance or problem resolution from agency.

**Reduction in Risk:**

- Questionnaire verification of required professional skills and competency prior to hire.
- Targeted pre-employment training based on competency assessment.
- Primary source verification and rigorous four persons referencing process.
- Injuries incurred in employment setting.
- Minimization of Workers Compensation Claims.
- Days of work lost to injuries.

**Timely Access to Staff:**

- Joint Commission standards for credentialing staff.
- Credentialing completed within 5 business days.
- Time from first alert to receipt of file for credentialing.
- Time from receipt to completion of credentialing.
- Time from completion to supervisory approval.
- Total days needed to complete credentialing.
- Documentation of reason if event exceeded 10-day limit.

**5.2 Ensuring Continuity and Quality of Services for the Contract Lifecycle**

To ensure HCA Staffing maintains the highest quality in program management, risk mitigation, and contract site performance we continually recruit and hire individuals with superior professional records who demonstrate a high commitment to HCA Staffing and agency standards. Our firm understands plans change, become dated, and new situations and requirements emerge. HCA Staffing will work in conjunction with the West Virginia to provide solutions and implement updates or changes immediately. Our proven organizational experience working with the on-demand staffing requirements on a large number of contracts, ensures all contract objectives are continuously met. To assist the authorized users/agencies and their mission, we focus on operational readiness and act on all questions, data calls, contract modifications, emergencies, and emerging requirements. HCA Staffing provides 24/7/365 corporate coverage in an effort to ensure every possible situation is resolved quickly and most efficiently as possible. HCA Staffing will follow all directives and requirements and acknowledge every document within a 24-hour period, unless urgency demands otherwise. Our corporate leadership and account manager ensures we maintain continuity through systematic inspections, meetings, conferences, and ensure communication channels remain open between the Agency, our medical workers, and corporate leadership. Our matrix driven corporate structure ensures redundancy is built into our corporate structure and ensures no lapses in services on any contract deliverable.

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### 5.3 Managing Techniques and Metrics (Quality Control)

HCA Staffing’s contract management begins from an understanding of the Agencies requirements. Our independent Quality Assurance Surveillance Plan (QASP) relates mutually determined goals and expectations to guidelines for excellence in all areas of work. Our processes are based on ISO: 9001, which provide quality management approaches and provides structure for the application of controls and procedures. We run a number of medical contracts, and take best practices and the most stringent requirements from each contract and mirror them across each contract. Although this level of detail is not required on all contracts, it ensures we develop consistence and exceed the requirements on a large number of our contracts, which is reflected in internal and client audits. Our QASP meets and exceeds the contract requirements by integrating procedures at the point of service through our “Plan, Do, Check, Act” (P-D-C-A) process. HCA Staffing’s approach provides a systematic means for integrating quality standards and metrics into the duties and activities at the individual level and all aspects of their performance. Our QASP is updated throughout the performance of the contract award, and we will provide reports as required in the SOW, and final reports or as dictated by the purchasing director or designed representative.

### 5.4 Objectives and Implementation Tools

Our first objective is to provide operational quality indicators for each skillset and functional area within the program with sufficient detail to equip our management staff, and personnel with the tools to:

- Perform tasks fully as detailed and expected by the agency.
- Detect performance that falls outside of acceptable quality limits through in-process quality control steps, purchasing director feedback, and analysis of performance metrics trends.
- Suggest, implement, and measure the results of process corrections.
- Continuously improve standard processes, particularly when tasks change or customer driven requirements offer opportunities for improved performance.
- Provide a structured process to identify and track operational non-conformances or quality discrepancies, modify those processes to prevent recurrence, and implement follow-up steps to measure process improvement.
- Provide a systematic Process Change Control System (PCCS) that includes documentation configuration, management review, change control procedures, and an internal audit structure that captures current processes and supports changes to those processes when required for improved performance.
- Complement existing contract quality management systems with compatible but not overlapping quality control practices.

Our second objective is continuous assessment of customer satisfaction with performance-based delivery of services in all areas of the statement of work. While our quality management process is substantive, we also give prominence to the subjective. We believe effective monitoring of agency, and patient satisfaction requires evaluates of all perceptions and whether or not our medical workers meets documented service requirements. We use a combination of functional and performance metrics to assess and improve overall performance. Both types of metrics generate valuable real-time trend data used to evaluate performance, define areas for improvement, and measure progress towards goals.

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## 5.5 Approach

Quality policies, standards, procedures, and techniques are part of our culture and inculcated in our personnel. HCA Staffing uses a tiered approach to quality, with a logical downward flow from policy to implementation. Our overarching goal is to install and maintain a contract-wide culture that embraces a managed process approach to developing, implementing, and improving the quality of services that meets agency requirements while enhancing contract satisfaction. Our approach emphasizes the importance of:

- Understanding and meeting requirements in all functional areas
- Consideration of added value criteria in the design of internal processes and procedures
- Obtaining the results of process performance metrics and their effectiveness
- Continual improvement of processes based on objective measurements
- The focus of our quality control approach is on continuous improvement and staffing deficiency prevention, rather than on deficiency detection after occurrence.

## 5.6 Inspections and Audits

We provide in-process and end-service Quality Assurance (QA) checks integral to HCA Staffing Standard Operating Procedures (SOPs) and Work Instructions (WI). Our SOPs and WIs set expected standards of performance for our temporary medical workers, and quality assurance criteria against which to evaluate the acceptability of the service performed. Quality assurance inspections are conducted by a peer review process, and self-inspection. Inspections include reviews of the site and operations, regularly scheduled performance metric checks, and use of after-action reports to improve performance. We augment our QA system with periodic management and corporate QA audits, with objective of examining the adequacy of our processes and procedures, looking for adverse performance trends, and reviewing the adequacy of corrective measures taken to resolve any reported quality discrepancies.

## 5.7 Quality Audits

HCA Staffing's quality auditing process is used to evaluate effectiveness of our processes and procedures. It incorporates both internal and corporate audits that emphasize and reinforce our commitment to Quality Assurance Surveillance Plan (QASP).

## 5.8 Internal Audits

Our QASP provides for a periodic quality auditing process, using members of our onsite management and supervisory staff. A QA Manager leads our periodic auditing processes, and serves as the Lead Internal Auditor. Selected managers, supervisors and personnel with technical expertise appropriate to functions to be audited, are delegated to participate on each Internal Quality Management Efficiency Team (QMET). QMET examines work processes for compliance with approved WIs and SOPs metrics and application and adequacy of in-process quality assurance steps. We query employees performing the functions as to ease of performing task and possible improvements and review performance metrics and any quality discrepancy records. This helps identify recurring problems indicative of a need for changes in procedures or additional recruiting requirements, training, equipment or tools to perform tasks.

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**5.9 Service Performed and Anticipated Expansion**

HCA Staffing is a licensed non-medical, skilled care and medical staffing firm. We offer client care in a number of settings from resident’s homes, hospitals, nursing homes, prisons to mental hospitals. Our employee pool encompasses a large spectrum of medical labor categories, such as homemakers, therapists, nurses, nurse practitioners, to contracted physicians. As indicated we currently staff facilities across Pennsylvania’s on a statewide contract of similar magnitude. We have the expertise, corporate support, and financial backing to perform equally on the Virginia temporary medical worker services contract. To ensure success on this contract, we are repositioning our account manager to oversee and serve as the point of contact for this endeavor. In addition, HCA staffing has contacted fellow medical staffing firms throughout the state, and if required will leverage support for hard to fill labor categories and build a medical network to ensure obligations of the contract are met.

HCA Staffing stands ready to expand to meet the demands of the State. Today, recruiting, vetting, hiring, and managing employees is much easier in the 21<sup>st</sup> century due to advances in technology. Nevertheless, we understand, satellite offices in regional locations simplify corporate demands and allow face-to-face interviews, job fairs, and establish a central location for contract resolution, communication and management support.

**5.10 Inherent Contract Risks, Plan of Action**

Risk Management is one of our integrated processes and is key to the success of any program. We use a structured process to identify, qualify, mitigate, and monitor risks across all dimensions of the program. Our risk management plan is based on a standard process tailored specifically for our customers. We will principles to identify critical areas and risk events, and take necessary action to mitigate them before they can become problems. An in-place Risk Management Integrated Process Group consisting of our account manager organization along with key subject matter experts (SMEs) which lead daily operations will coordinate risk status and mitigation actions. Additionally, risk will be an agenda item in every Program Management Review and evaluated simultaneously with schedule, program status, and cost status.

Our management approach and success factors, extracted from lessons-learned over the years, can easily be mapped to the risk management principles identified by Carnegie Mellon’s Software Engineering Institute (SEI). Specifically, SEI’s Team Risk Management Process is composed of the nine (9) principles, since we share the same goals as the State, shown in the Exhibit 5.10-1. Applying them has been the basics in our team’s success. Furthermore, we have identified potential contract risks, defined in Exhibit 5.10-2.

Principles	Effective risk management requires:
1. Shared vision	Common goals and objectives, shared ownership, and commitment
2. Forward-looking search for uncertainties	Anticipating potential outcomes, identifying uncertainties, managing program resources and activities while recognizing the uncertainties
3. Open communications	A free flow of information between our clients and all levels of contract management where impromptu communications, and consensus-based process development approach is encouraged
4. Value of individual perception	The individual voice can bring unique knowledge and insight to the identification and management of risk
5. Systems perspective	View each project within the scope of the larger picture

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6. Integration into program management	Risk management is an integral and vital part of the program management philosophy
7. Proactive strategies	Proactive strategies that involve planning and executing program activities based upon anticipating future events
8. Systematic and adaptable methodology	A systematic approach that is adaptable to the program’s infrastructure and culture
9. Routine and continuous processes	Continuous vigilance characterized by routine risk identification and management activities throughout all phases of the program life cycle.

**Exhibit 5.10-1: Risk Management Techniques**

Risk Management Identification of Potential Risks			
Potential Program Risks and Causes	Risk to Program	Risk Management Approach	Mitigated Level of Risk
<b>Insufficient staff that are qualified and meet security requirements</b>	High	<ul style="list-style-type: none"> <li>We are include resumes of the qualified individuals and maintain a database of qualified personnel in the event of vacancies</li> <li>We have relationships with third party employment agencies that are able to provide cleared personnel on short notice requirements.</li> <li>We offer competitive salaries and benefits that attract and retain qualified candidates.</li> </ul>	Low
<b>Unexpected loss of staff</b>	Moderate	<ul style="list-style-type: none"> <li>We have relationships with third party employment agencies that are able to provide cleared personnel on short notice requirements.</li> </ul>	Low
<b>Untrained staff -- poorly trained for assignment</b>	Low	<ul style="list-style-type: none"> <li>A recruitment and retention policy that identifies and selects qualified individuals thus negating the probability of this occurring.</li> <li>A recruitment and retention policy that through cross training or continual education improvement, enhances employee skills.</li> </ul>	Low
<b>Lack of necessary clearances</b>	Moderate	<ul style="list-style-type: none"> <li>We have a recruitment and retention policy that identifies and selects qualified individuals thus background checks and following security policy ensures adequately cleared personnel are hired.</li> </ul>	Low
<b>Inability to perform assignments</b>	Moderate	<ul style="list-style-type: none"> <li>We have a recruitment and retention policy that identifies and selects qualified individuals thus negating the probability of this occurring.</li> </ul>	Low
<b>Poor attendance</b>	Low	<ul style="list-style-type: none"> <li>We have a recruitment and retention policy that identifies and selects qualified individuals thus negating the probability of this occurring.</li> </ul>	Low
<b>Lack of proper credentials</b>	Low	<ul style="list-style-type: none"> <li>We have a recruitment and retention policy that identifies and selects qualified individuals thus negating the probability of this occurring.</li> </ul>	Low

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<b>Inadequate quality control processes</b>	High	<ul style="list-style-type: none"> <li>Identify and implement process improvements, risk management, program/contract management, and performance.</li> <li>Providing early detection of contractual issues affecting service delivery</li> <li>Complying with the contractual terms and conditions</li> <li>Maintaining staffing for current and projected staffing efforts</li> <li>Providing quality patient-centered support services</li> </ul>	Low
<b>Vague tasking instructions/directions</b>	High	<ul style="list-style-type: none"> <li>Identify intended instructions/directions to ensure optimal performance.</li> <li>Analyzing instructions/directions to ensure understanding and desired outcome.</li> <li>Verify instructions/directions are within the scope of contractual terms.</li> </ul>	Low
<b>Poor Planning</b>	High	<ul style="list-style-type: none"> <li>Analyzing instructions/directions to ensure understanding and desired outcome.</li> <li>Verify instructions/directions are within the scope of contractual terms.</li> </ul>	Low
<b>No contingency plan</b>	Moderate	<ul style="list-style-type: none"> <li>Analyzing instructions/directions to ensure understanding and desired outcome.</li> <li>Verify instructions/directions are within the scope of contractual terms.</li> </ul>	Low
<b>Inadequate staffing</b>	High	<ul style="list-style-type: none"> <li>We have a recruitment and retention policy that identifies and selects qualified individuals thus negating the probability of this occurring.</li> </ul>	Low
<b>Failure to execute</b>	High	<ul style="list-style-type: none"> <li>Identify intended instructions/directions to ensure optimal performance.</li> <li>Analyzing instructions/directions to ensure understanding and desired outcome.</li> <li>Verify instructions/directions are within the scope of contractual terms.</li> </ul>	Low
<b>Misunderstanding of project scope</b>	High	<ul style="list-style-type: none"> <li>Identify intended instructions/directions to ensure optimal performance.</li> <li>Analyzing instructions/directions to ensure understanding and desired outcome.</li> <li>Verify instructions/directions are within the scope of contractual terms.</li> </ul>	Low
<b>Failure to perform</b>	High	<ul style="list-style-type: none"> <li>Analyzing instructions/directions to ensure understanding and desired outcome.</li> </ul>	Low

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		<ul style="list-style-type: none"> <li>• Verify instructions/directions are within the scope of contractual terms.</li> </ul>	
<b>Lack of alternative plan</b>	Moderate	<ul style="list-style-type: none"> <li>• Analyzing instructions/directions to ensure understanding and desired outcome.</li> <li>• Verify instructions/directions are within the scope of contractual terms.</li> </ul>	Low
<b>Equipment failures</b>	Moderate	<ul style="list-style-type: none"> <li>• Analyzing equipment by periodic testing to ensure operability and desired outcome.</li> <li>• Verify equipment maintenance schedules are within the scope of performance standards.</li> </ul>	Low
<b>Lack of proper equipment</b>	Moderate	<ul style="list-style-type: none"> <li>• Analyzing equipment by periodic testing to ensure operability and desired outcome.</li> <li>• Verify equipment maintenance schedules are within the scope of performance standards.</li> </ul>	Low
<b>Management style</b>	Low	<ul style="list-style-type: none"> <li>• We have a management performance review policy that identifies and selects qualified individuals, negating probability of occurrence.</li> </ul>	Low
<b>Focus of project changes</b>	High	<ul style="list-style-type: none"> <li>• Analyzing instructions/directions to ensure understanding and desired outcome.</li> <li>• Verify instructions/directions are within the scope of contractual terms.</li> </ul>	Low
<b>Under budgeted</b>	High	<ul style="list-style-type: none"> <li>• Analyzing budget resources availability to ensure desired outcome.</li> <li>• Verify budget resources are within the scope of contractual terms.</li> </ul>	Moderate
<b>Lack of funding</b>	High	<ul style="list-style-type: none"> <li>• Analyzing budget resources availability to ensure desired outcome.</li> <li>• Verify budget resources are within the scope of contractual terms.</li> </ul>	Moderate
<b>Cost overruns</b>	High	<ul style="list-style-type: none"> <li>• Analyzing budget resources availability to ensure desired outcome.</li> <li>• Verify budget resources are within the scope of contractual terms.</li> </ul>	Low

**Exhibit 5.10-2 Potential Contract Risks**

**5.11 Response time and resolution**

As soon as service orders are received by our account manager (i.e. OASIS, phone, fax, Email) they are captured, and entered electronically into our service management system, to allow for follow on reporting. Our account manager distributes service orders for review via preconfigured business rules and automated workflows utilizing internal software functionality (Hometrak software, QuickBooks, spreadsheets, recurring software, etc.). This approach streamlines our response time, processes and guarantees service order visibility to all appropriate recruiters, HR

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staff and personnel allowing our account manager to know within minutes our ability to staff the request and whether the worker showed as defined in the service order. While we are aware of the allowable charges should a worker fail to show, or quit prior to three days, we will do our best to ensure that does not occur. Meeting agency work obligations are accomplished through exhaustive HR vetting, company policies and our methodology for resolution (i.e. section 6.12). Our processes and workflows (Exhibit 6.11-1) enables us to rapidly align various service orders within our team based upon core areas of competence, allowing HCA Staffing to meet objectives of:

- Responding within 4-hours if the service request is needed within 5 working days
- Responding within 2-days, if service requests are greater than 5 work days away
- Contact the authorized user within 30 minutes after schedule work initiation
- Respond to authorized user emergency requests as based on timeline above

Authorized User Service Request Process Diagram

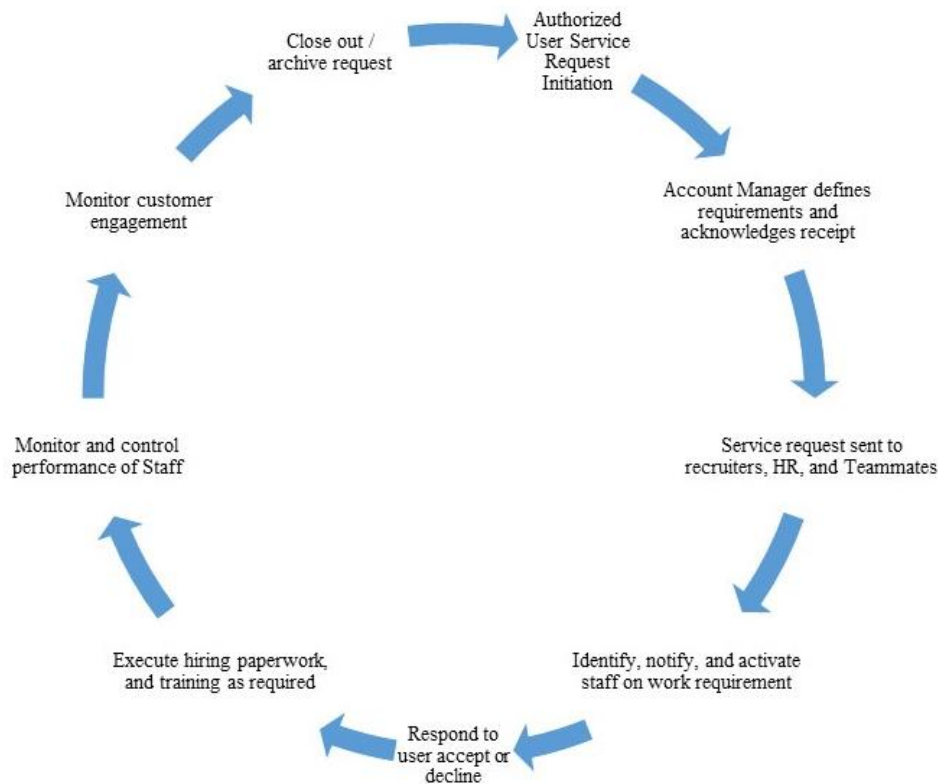


Exhibit 5.11-1: Response Process Diagram

**5.12 Resolution Methodology**

HCA Staffing’s “same-day response” system of corporate contract management ensures any Facility or client under this contract requests or receiving staffing services from HCA Staffing can expect to speak directly with the account manager or a designated manager within 4 hours of an important call. In most cases, our proactive management will respond within the hour of the agency’s or client’s call for assistance or problem resolution, if not immediately. The workflow

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for HCA Staffing's Account Management Team involves multiple levels of its existing resources to fulfill contract requirements.

- Proactive contract management support and infrastructure to bring all needed corporate resources to bear to achieve a successful program.
- Day-to-day operations of receiving and processing all staffing assignments from multiple agencies and entities across the State.
- Dedicated recruitment teams that are focused on fulfilling facility-specific staffing assignments.
- Continuous Quality Improvement measurement and monitoring of multiple aspects of contract performance.

HCA Staffing believes in accountability for consistent, timely, high-quality services toward problem resolution. Effective contract management is key, and requires a stream of reliable on-going data about each vital aspect of service delivery to ensure success. Our goal is measurable excellence where we apply streamlined, cost-effective methodologies for quality improvement; utilization management; staff productivity; clinical management; information systems and reporting; and outcomes. HCA Staffing's employees are held accountable to high standards of quality by measuring and monitoring a variety of performance indicators, such as emergency responsiveness, timeliness and quality of reports, productivity, medication administration, documentation, risk management, client satisfaction, and many other areas of functioning. Additionally, outcome analysis is utilized to evaluate the effectiveness of treatment programs.

### **5.13 Responsible individuals for Contract Administration**

On a day-to-day operational level, HCA Staffing assigns an account manager who is the single and central point of contact for State Facilities to place orders to fill staffing needs. HCA Staffing establishes a dedicated toll-free number for agencies to call to make staffing requests. The manager and his contract support staff will be responsible for answering the toll-free number and processing the staffing request. HCA Staffing's account manager has the mobility to continuously monitor contract performance and customer satisfaction through regular contact and communication with both HCA Staffing on-site staff and State facilities, agencies and representatives.

As HCA Staffing's corporate Director of Operations, Mr. Larry Manners is the designated Account Manager with responsibility for implementation and management of this contract. Mr. Manners has 15 years of experience and has served as the primary account manager for a number of PA Commonwealth contracts. Therefore, he brings direct experience having working a number of facilities and directed our team of professionals in recruiting, hiring, and managing medical staff. Prior to joining HCA Staffing, Mr. Manners served as a manager at Allstate, leading a multifunctional team in their daily functions.

In his role as account manager, Mr. Manners manages the processes of receiving staffing requests via the dedicated toll-free number (or email, fax, OASIS, etc, as preferred). All pertinent customer and request information will be entered into a database, as requested by the State. Simultaneously, electronic notification of the request will be made to HCA Staffing's Director of Human Resources, who manages the Department of Recruiting as well as directly to the designated Recruitment Team for that particular agency.

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**5.14 Bring Corporate Resources to Bear:**

Mr. Manners is fully supported by HCA Staffing's corporate resources, particularly in the areas of Accounting and Finance, Recruiting and Credentialing, Quality Management, Human Resources and Information Technology. Personnel from each of these disciplines are involved in implementation and continued operation of the contract. Mr. Manners affirms all of the following company resources are readily available to support HCA Staffing's on-site staff and our contract clients including:

**Recruiting.**

- Credentialing/Quality Improvement/Quality Performance.
- Program and outcome reporting.
- External peer review of services.
- Human Resources capability / recruiting.
- Supervisor's Manual and Training Program.
- Surveyor and contract compliance support.
- Information Systems.
- Financial management and claims processing.

**5.15 Contract Monitoring, Oversight and Support**

A corporate-based Contract Manager at the Vice President level will also be assigned to oversee this contract and continuously monitor performance and customer satisfaction to remain attentive to client needs and accountable for on-going delivery and retention of quality staff. HCA Staffing's Contract Manager is Dr. Kristi Gehosky, PhD, FNP, RN, Vice-President of Operations. Dr. Gehosky will be involved in contractual and administrative issues pertaining to the contract with State and will oversee all implementation and operations of the project. Dr. Gehosky will also serve as a backup account manager in the absence of Mr. Manners, who will stay alert to contract demands, in the event of emergencies, or circumstances that warrant action.

Dr. Gehosky holds a PhD in Nursing Education and holds a Family Nurse Practitioner degree from George Washington University, and has more than twenty-five years' experience managing programs which support challenging populations. Since starting Home Care Advantage Inc. dba HCA Staffing in 2009, Dr. Gehosky has provided oversight and management of HCA Staffing's contracts serving psychiatric hospitals, corrections, community mental health and full facility management programs for special needs and geriatric populations. Prior to joining HCA Staffing, Dr. Gehosky served as a Director of Nursing for various home health companies in both Virginia and Pennsylvania, and has recently worked as a professor at Sentara College of Health Sciences, and Old Dominion University in the Hampton Roads area of Virginia.

Her tenure and work with the University systems in the Hampton Roads and Washington DC area, allows Dr. Gehosky to provide insight and connections to help identify candidates, and fill positions for the State, especially the RNs, Physician Assistants, and Doctor level candidates. Dr. Gehosky's career in the medical field, offers a unique perspective in the medical staffing arena and her connections with Universities, Colleges and other staffing firms, allows HCA Staffing to identify medical personnel even in remote locations.

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### **5.16 Reports**

HCA Staffing understands remaining successful and compliant with contract obligations; various reports are required through the acceptance of services orders to closure. Our management staff has developed reporting mechanisms to cover the entire contract life-cycle, and we will use the State procurement processes, and define reports in the RFQ. Our account manager or designed department lead will submit reports as required. We fully understand reporting maybe contingent on payment of services or the use of our agency. HCA Staffing's financial and management reporting accurately monitors, tracks, and manages all expenses, to include but not limited to billable hours for services, and surcharge adjustments, for all cost, expenses, and labor orders. Our account manager ensures monthly status reports are completed for each service order and delivered in accordance with stated polices. Therefore, we will complete all reports requested, and we also complete internal reports should additional statuses be required by the user:

- Quarterly Reports: Small business reporting.
- Quarterly expenditure reports.
- Worker Credentialing Status Tracking Report.
- Resolution Reporting.
- Customer Satisfaction Reports.
- Status Report.

### **5.17 Procurement Procedures / order-entry and data**

While it is difficult to determine the need of each facility prior to a formal request, or what labor category may be required and duration, we hold a number of medical staffing contracts and we fully meet or exceed expectations warranted in the scope of work. As noted, we staff a multitude of labor categories for multiple agencies from as little as one 8-hour shift a year, to as much as 24-hour coverage, and we take each assignment as serious as the next. Persistence on contractual commitments sets us apart from firms who turn down assignments based on some predetermined staffing minimum requirement.

### **5.18 Ordering Priority & Request for Service Engagement**

Understanding ordering procedures is key to one's ability to perform. We currently serve on a multi-award task order contract based on order of preference at our Torrance State Hospital contract, for the last two consecutive years. During the first year, we were new to the facility and placed third, based on technical ability and pricing. Over the next two task-order proposals we jumped to first, and currently retain the position based on ability to perform, responsiveness and pricing. While pricing is a key to any contract, ability to perform and fill vacancies within hours set us much higher on the order of preference, not only at our Torrance contract, but for others of similar ordering procedures.

As an example of vacancy requests and priority list understanding at our facility. Various facilities forecast gaps in medical staff brought on by vacation requests, layoffs, firings, and other issues for the following month. Facility vacancies are normally issued to our agency the last week of the preceding month. Normally we have 48 hours to fill positions and return our staffing gaps in coverage to the facility requesting a service engagement. This allows the requesting agency to pass down through the order of priority. However, we set internal standards to return the coverage list within 24 hours. We have the ability to exceed imposed response times by having a dedicated

### **Source Selection Information – See FAR 2.101 and 3.104**

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal or quotation.

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account manager who remains in constant contact with our medical staffing professionals, and through cutting edge technologies, such as group texting, HomeTrak scheduling software, and other systems, such as Email, phone trees, and a dedicated recruiting division who assist our contract manager we are consistently ahead of schedule.

When awarded a contract, we quickly establish an authorized personnel list who may order services, such as the procurement officer, director, or other agency leadership. Having an authorization list and preferred method of ordering such as fax, Email, phone calls or through the electronic database allows our account manager, to remain alert for requests and ensure we use the allotted recruitment time effectively. The list also allows us to notify the agency requesting a service engagement, should we have a short fall in staff and allow them to move down the priority list immediately. Being honest and forthcoming on our staffing ability allows the requesting agency time to acquire staff from the priority list without receiving a last-minute response from our company. We also treat all service requests equal in magnitude to actual work, and we request the agency requesting do the same, nevertheless we understand services are not official until a signed purchase order is received by our firm. By treating all requests as actual work, we have the ability to reduce markup percentages, which equates to a better value.

## **TAB 6.0 PROPOSED PRICING PLAN**

### **6.1 Understanding, Scope and Reasoning**

HCA Staffing has made several assumptions in the development of the proposed price for this markup percentage contract. Our markup rate is inclusive of the temporary medical workers pay, paid time off, training, vacation, sick leave, pension contributions, and all other state, federal mandates and/or benefits required by law, or given to the worker by our company. Markups are for all years are determined by viewing tax determinations, contractual mandated fees and expenses placed on the company, management requirements, cost of living variations, and retention bonuses to ensure employees remain dedication to the agency they working for. Fringe benefits incorporates paid vacation, federal holidays health, dental, vision and other incentives., which are affordable care act compliant and we are monitored by a third party. Also, built into the fringe are employee fees such as insurances (i.e. workman comp.) and associated taxes. We are aware of the holiday and overtime hours allotted in the RFQ, and we comply with the requirement to ensure worker longevity. As defined in the contract, we will comply with State fees, and special term surcharges should any exist.

### **6.2 Employee Fringe Benefits**

HCA Staffing believes it is important to maintain a comprehensive and competitive benefits package to attract and retain excellent staff. In addition to statutory requirements, HCA Staffing offers its full-time employees ten days of personal leave per year and ten holidays per year, which mirrors the holidays delineated by federal law. Although HCA Staffing offers and takes federal holidays as detailed, our staff retains an on-call function 24 hours a day, 365 days a year. HCA Staffing has made the commitment to look for ways to improve its benefits package. Therefore, our firm evaluates each contract as a part of the complete company package, and passes additional fringe benefits to employees based on annual company profit. Based on the RFQ, it is anticipated our employees may work any shift Monday through Sunday based on facility requirements. As noted we are accustomed to staffing workers 24 hour any day of the week, and our management structure is positioned to handle such tasks. The State should also note, we have a 24/7 on call

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service, designed to tackle issues related to no shows, late arrivals, call offs, etc. Should incidents occur, we notify proper authority at the facility and we adjust accordingly, ensuring manning is as detailed in the RFQ.

HCA Staffing offers benefits to fulltime employees, which include:

- A competitive base salary.
- Paid time off and holidays.
- FTE Fringe Benefits, Health, Dental, Vision are Affordable Care Act (ACA) Compliant and third party monitored for compliance.
- Annual raises and spot/holiday bonuses & CEU assistant.

### **6.3 Overhead**

The Overhead rate proposed is applied to the total direct labor and fringe on direct labor of employees. This rate includes expenses such as training, supplies, minor equipment, and indirect labor support related to customer-site activities.

### **6.4 G&A**

HCA Staffing's proposed G&A rate is allocated on a total cost input basis. All costs included as G&A are allowable under applicable cost principles of the Federal Acquisition Regulation. This rate includes company-wide expenses, such as, Accounting, Payroll, Finance, Contracts, information Technology, Business Development, Process Improvement, Communications, and Legal. It should be known HCA Staffing carries medical liability and professional liability and are bonded which is all built into our mark-up percentage pricing.

### **6.5 Profit**

Normally our profit goal for the organization is 10%; however, in an effort to provide a cost savings, HCA Staffing's proposal is approximately a 5% profit, since we equate overheads costs equally on each contract, and we will use similar corporate methodologies as our State-wide Pennsylvania Contract.

### **Source Selection Information – See FAR 2.101 and 3.104**

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal or quotation.

State of West Virginia  
**VENDOR PREFERENCE CERTIFICATE**

Certification and application is hereby made for Preference in accordance with **West Virginia Code**, §5A-3-37. (Does not apply to construction contracts). **West Virginia Code**, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the **West Virginia Code**. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Vendor Preference, if applicable.

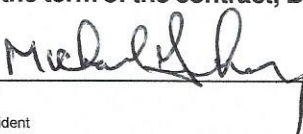
1. **Application is made for 2.5% vendor preference for the reason checked:**  
 Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; **or**,  
 Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification;  
 Bidder is a resident vendor partnership, association, or corporation with at least eighty percent of ownership interest of bidder held by another entity that meets the applicable four year residency requirement; **or**,  
 Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; **or**,
2. **Application is made for 2.5% vendor preference for the reason checked:**  
 Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; **or**,
3. **Application is made for 2.5% vendor preference for the reason checked:**  
 Bidder is a nonresident vendor that employs a minimum of one hundred state residents, or a nonresident vendor which has an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia and employs a minimum of one hundred state residents, and for purposes of producing or distributing the commodities or completing the project which is the subject of the bidder's bid and continuously over the entire term of the project, on average at least seventy-five percent of the bidder's employees or the bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years and the vendor's bid; **or**,
4. **Application is made for 5% vendor preference for the reason checked:**  
 Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; **or**,
5. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**  
 Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; **or**,
6. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**  
 Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.
7. **Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with West Virginia Code §5A-3-59 and West Virginia Code of State Rules.**  
 Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) rescind the contract or purchase order; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

**Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.**

**Bidder:** Home Care Advantage Inc. DBA HCA Staffing

**Signed:** 

**Date:** 1/13/2017

**Title:** President

\*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.

Appendix A

(To be completed by the Agency's Procurement Officer prior to the execution of the Addendum, and shall be made a part of the Addendum. PHI not identified prior to execution of the Addendum may only be added by amending Appendix A and the Addendum, via Change Order.)

Name of Associate: Home Care Advantage Inc. DBA HCA Staffing

Name of Agency: WV DHHR/ Bureau for Behavioral Health and Health Facilities

Describe the PHI (do not include any actual PHI). If not applicable, please indicate the same.

Any and all personally identifiable information including but not limited to patient name, address, date of birth, Social Security Number, telephone number, and insurance information. Any and all protected health information including but not limited to patient diagnosis, lab test, radiological exams, physical health exams, and/or treatment procedures.



**WV STATE GOVERNMENT**

**HIPAA BUSINESS ASSOCIATE ADDENDUM**

This Health Insurance Portability and Accountability Act of 1996 (hereafter, HIPAA) Business Associate Addendum ("Addendum") is made a part of the Agreement ("Agreement") by and between the State of West Virginia ("Agency"), and Business Associate ("Associate"), and is effective as of the date of execution of the Addendum.

The Associate performs certain services on behalf of or for the Agency pursuant to the underlying Agreement that requires the exchange of information including protected health information protected by the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), as amended by the American Recovery and Reinvestment Act of 2009 (Pub. L. No. 111-5) (the "HITECH Act"), any associated regulations and the federal regulations published at 45 CFR parts 160 and 164 (sometimes collectively referred to as "HIPAA"). The Agency is a "Covered Entity" as that term is defined in HIPAA, and the parties to the underlying Agreement are entering into this Addendum to establish the responsibilities of both parties regarding HIPAA-covered information and to bring the underlying Agreement into compliance with HIPAA.

Whereas it is desirable, in order to further the continued efficient operations of Agency to disclose to its Associate certain information which may contain confidential individually identifiable health information (hereafter, Protected Health Information or PHI); and

Whereas, it is the desire of both parties that the confidentiality of the PHI disclosed hereunder be maintained and treated in accordance with all applicable laws relating to confidentiality, including the Privacy and Security Rules, the HITECH Act and its associated regulations, and the parties do agree to at all times treat the PHI and interpret this Addendum consistent with that desire.

NOW THEREFORE: the parties agree that in consideration of the mutual promises herein, in the Agreement, and of the exchange of PHI hereunder that:

1. **Definitions.** Terms used, but not otherwise defined, in this Addendum shall have the same meaning as those terms in the Privacy, Security, Breach Notification, and Enforcement Rules at 45 CFR Part 160 and Part 164.
  - a. **Agency Procurement Officer** shall mean the appropriate Agency individual listed at: <http://www.state.wv.us/admin/purchase/vrc/agencyli.html>.
  - b. **Agent** shall mean those person(s) who are agent(s) of the Business Associate, in accordance with the Federal common law of agency, as referenced in 45 CFR § 160.402(c).
  - c. **Breach** shall mean the acquisition, access, use or disclosure of protected health information which compromises the security or privacy of such information, except as excluded in the definition of Breach in 45 CFR § 164.402.
  - d. **Business Associate** shall have the meaning given to such term in 45 CFR § 160.103.
  - e. **HITECH Act** shall mean the Health Information Technology for Economic and Clinical Health Act. Public Law No. 111-05. 111<sup>th</sup> Congress (2009).

- f. **Privacy Rule** means the Standards for Privacy of Individually Identifiable Health Information found at 45 CFR Parts 160 and 164.
- g. **Protected Health Information or PHI** shall have the meaning given to such term in 45 CFR § 160.103, limited to the information created or received by Associate from or on behalf of Agency.
- h. **Security Incident** means any known successful or unsuccessful attempt by an authorized or unauthorized individual to inappropriately use, disclose, modify, access, or destroy any information or interference with system operations in an information system.
- i. **Security Rule** means the Security Standards for the Protection of Electronic Protected Health Information found at 45 CFR Parts 160 and 164.
- j. **Subcontractor** means a person to whom a business associate delegates a function, activity, or service, other than in the capacity of a member of the workforce of such business associate.

## 2. Permitted Uses and Disclosures.

- a. **PHI Described.** This means PHI created, received, maintained or transmitted on behalf of the Agency by the Associate. This PHI is governed by this Addendum and is limited to the minimum necessary, to complete the tasks or to provide the services associated with the terms of the original Agreement, and is described in Appendix A.
- b. **Purposes.** Except as otherwise limited in this Addendum, Associate may use or disclose the PHI on behalf of, or to provide services to, Agency for the purposes necessary to complete the tasks, or provide the services, associated with, and required by the terms of the original Agreement, or as required by law, if such use or disclosure of the PHI would not violate the Privacy or Security Rules or applicable state law if done by Agency or Associate, or violate the minimum necessary and related Privacy and Security policies and procedures of the Agency. The Associate is directly liable under HIPAA for impermissible uses and disclosures of the PHI it handles on behalf of Agency.
- c. **Further Uses and Disclosures.** Except as otherwise limited in this Addendum, the Associate may disclose PHI to third parties for the purpose of its own proper management and administration, or as required by law, provided that (i) the disclosure is required by law, or (ii) the Associate has obtained from the third party reasonable assurances that the PHI will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the third party by the Associate; and, (iii) an agreement to notify the Associate and Agency of any instances of which it (the third party) is aware in which the confidentiality of the information has been breached. To the extent practical, the information should be in a limited data set or the minimum necessary information pursuant to 45 CFR § 164.502, or take other measures as necessary to satisfy the Agency's obligations under 45 CFR § 164.502.



### 3. Obligations of Associate.

- a. **Stated Purposes Only.** The PHI may not be used by the Associate for any purpose other than as stated in this Addendum or as required or permitted by law.
- b. **Limited Disclosure.** The PHI is confidential and will not be disclosed by the Associate other than as stated in this Addendum or as required or permitted by law. Associate is prohibited from directly or indirectly receiving any remuneration in exchange for an individual's PHI unless Agency gives written approval and the individual provides a valid authorization. Associate will refrain from marketing activities that would violate HIPAA, including specifically Section 13406 of the HITECH Act. Associate will report to Agency any use or disclosure of the PHI, including any Security Incident not provided for by this Agreement of which it becomes aware.
- c. **Safeguards.** The Associate will use appropriate safeguards, and comply with Subpart C of 45 CFR Part 164 with respect to electronic protected health information, to prevent use or disclosure of the PHI, except as provided for in this Addendum. This shall include, but not be limited to:
  - i. Limitation of the groups of its workforce and agents, to whom the PHI is disclosed to those reasonably required to accomplish the purposes stated in this Addendum, and the use and disclosure of the minimum PHI necessary or a Limited Data Set;
  - ii. Appropriate notification and training of its workforce and agents in order to protect the PHI from unauthorized use and disclosure;
  - iii. Maintenance of a comprehensive, reasonable and appropriate written PHI privacy and security program that includes administrative, technical and physical safeguards appropriate to the size, nature, scope and complexity of the Associate's operations, in compliance with the Security Rule;
  - iv. In accordance with 45 CFR §§ 164.502(e)(1)(ii) and 164.308(b)(2), if applicable, ensure that any subcontractors that create, receive, maintain, or transmit protected health information on behalf of the business associate agree to the same restrictions, conditions, and requirements that apply to the business associate with respect to such information.
- d. **Compliance With Law.** The Associate will not use or disclose the PHI in a manner in violation of existing law and specifically not in violation of laws relating to confidentiality of PHI, including but not limited to, the Privacy and Security Rules.
- e. **Mitigation.** Associate agrees to mitigate, to the extent practicable, any harmful effect that is known to Associate of a use or disclosure of the PHI by Associate in violation of the requirements of this Addendum, and report its mitigation activity back to the Agency.

**f. Support of Individual Rights.**

- i. Access to PHI.** Associate shall make the PHI maintained by Associate or its agents or subcontractors in Designated Record Sets available to Agency for inspection and copying, and in electronic format, if requested, within ten (10) days of a request by Agency to enable Agency to fulfill its obligations under the Privacy Rule, including, but not limited to, 45 CFR § 164.524 and consistent with Section 13405 of the HITECH Act.
- ii. Amendment of PHI.** Within ten (10) days of receipt of a request from Agency for an amendment of the PHI or a record about an individual contained in a Designated Record Set, Associate or its agents or subcontractors shall make such PHI available to Agency for amendment and incorporate any such amendment to enable Agency to fulfill its obligations under the Privacy Rule, including, but not limited to, 45 CFR § 164.526.
- iii. Accounting Rights.** Within ten (10) days of notice of a request for an accounting of disclosures of the PHI, Associate and its agents or subcontractors shall make available to Agency the documentation required to provide an accounting of disclosures to enable Agency to fulfill its obligations under the Privacy Rule, including, but not limited to, 45 CFR §164.528 and consistent with Section 13405 of the HITECH Act. Associate agrees to document disclosures of the PHI and information related to such disclosures as would be required for Agency to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR § 164.528. This should include a process that allows for an accounting to be collected and maintained by Associate and its agents or subcontractors for at least six (6) years from the date of disclosure, or longer if required by state law. At a minimum, such documentation shall include:

  - the date of disclosure;
  - the name of the entity or person who received the PHI, and if known, the address of the entity or person;
  - a brief description of the PHI disclosed; and
  - a brief statement of purposes of the disclosure that reasonably informs the individual of the basis for the disclosure, or a copy of the individual's authorization, or a copy of the written request for disclosure.
- iv. Request for Restriction.** Under the direction of the Agency, abide by any individual's request to restrict the disclosure of PHI, consistent with the requirements of Section 13405 of the HITECH Act and 45 CFR § 164.522, when the Agency determines to do so (except as required by law) and if the disclosure is to a health plan for payment or health care operations and it pertains to a health care item or service for which the health care provider was paid in full "out-of-pocket."
- v. Immediate Discontinuance of Use or Disclosure.** The Associate will immediately discontinue use or disclosure of Agency PHI pertaining to any individual when so requested by Agency. This includes, but is not limited to, cases in which an individual has withdrawn or modified an authorization to use or disclose PHI.



- g. Retention of PHI.** Notwithstanding section 4.a. of this Addendum, Associate and its subcontractors or agents shall retain all PHI pursuant to state and federal law and shall continue to maintain the PHI required under Section 3.f. of this Addendum for a period of six (6) years after termination of the Agreement, or longer if required under state law.
- h. Agent's, Subcontractor's Compliance.** The Associate shall notify the Agency of all subcontracts and agreements relating to the Agreement, where the subcontractor or agent receives PHI as described in section 2.a. of this Addendum. Such notification shall occur within 30 (thirty) calendar days of the execution of the subcontract and shall be delivered to the Agency Procurement Officer. The Associate will ensure that any of its subcontractors, to whom it provides any of the PHI it receives hereunder, or to whom it provides any PHI which the Associate creates or receives on behalf of the Agency, agree to the restrictions and conditions which apply to the Associate hereunder. The Agency may request copies of downstream subcontracts and agreements to determine whether all restrictions, terms and conditions have been flowed down. Failure to ensure that downstream contracts, subcontracts and agreements contain the required restrictions, terms and conditions may result in termination of the Agreement.
- j. Federal and Agency Access.** The Associate shall make its internal practices, books, and records relating to the use and disclosure of PHI, as well as the PHI, received from, or created or received by the Associate on behalf of the Agency available to the U.S. Secretary of Health and Human Services consistent with 45 CFR § 164.504. The Associate shall also make these records available to Agency, or Agency's contractor, for periodic audit of Associate's compliance with the Privacy and Security Rules. Upon Agency's request, the Associate shall provide proof of compliance with HIPAA and HITECH data privacy/protection guidelines, certification of a secure network and other assurance relative to compliance with the Privacy and Security Rules. This section shall also apply to Associate's subcontractors, if any.
- k. Security.** The Associate shall take all steps necessary to ensure the continuous security of all PHI and data systems containing PHI. In addition, compliance with 74 FR 19006 Guidance Specifying the Technologies and Methodologies That Render PHI Unusable, Unreadable, or Indecipherable to Unauthorized Individuals for Purposes of the Breach Notification Requirements under Section 13402 of Title XIII is required, to the extent practicable. If Associate chooses not to adopt such methodologies as defined in 74 FR 19006 to secure the PHI governed by this Addendum, it must submit such written rationale, including its Security Risk Analysis, to the Agency Procurement Officer for review prior to the execution of the Addendum. This review may take up to ten (10) days.
- l. Notification of Breach.** During the term of this Addendum, the Associate shall notify the Agency and, unless otherwise directed by the Agency in writing, the WV Office of Technology immediately by e-mail or web form upon the discovery of any Breach of unsecured PHI; or within 24 hours by e-mail or web form of any suspected Security Incident, intrusion or unauthorized use or disclosure of PHI in violation of this Agreement and this Addendum, or potential loss of confidential data affecting this Agreement. Notification shall be provided to the Agency Procurement Officer at [www.state.wv.us/admin/purchase/vrc/agencyli.htm](http://www.state.wv.us/admin/purchase/vrc/agencyli.htm) and,



unless otherwise directed by the Agency in writing, the Office of Technology at [incident@wv.gov](mailto:incident@wv.gov) or <https://apps.wv.gov/ot/ir/Default.aspx>.

The Associate shall immediately investigate such Security Incident, Breach, or unauthorized use or disclosure of PHI or confidential data. Within 72 hours of the discovery, the Associate shall notify the Agency Procurement Officer, and, unless otherwise directed by the Agency in writing, the Office of Technology of: (a) Date of discovery; (b) What data elements were involved and the extent of the data involved in the Breach; (c) A description of the unauthorized persons known or reasonably believed to have improperly used or disclosed PHI or confidential data; (d) A description of where the PHI or confidential data is believed to have been improperly transmitted, sent, or utilized; (e) A description of the probable causes of the improper use or disclosure; and (f) Whether any federal or state laws requiring individual notifications of Breaches are triggered.

Agency will coordinate with Associate to determine additional specific actions that will be required of the Associate for mitigation of the Breach, which may include notification to the individual or other authorities.

All associated costs shall be borne by the Associate. This may include, but not be limited to costs associated with notifying affected individuals.

If the Associate enters into a subcontract relating to the Agreement where the subcontractor or agent receives PHI as described in section 2.a. of this Addendum, all such subcontracts or downstream agreements shall contain the same incident notification requirements as contained herein, with reporting directly to the Agency Procurement Officer. Failure to include such requirement in any subcontract or agreement may result in the Agency's termination of the Agreement.

- m. **Assistance in Litigation or Administrative Proceedings.** The Associate shall make itself and any subcontractors, workforce or agents assisting Associate in the performance of its obligations under this Agreement, available to the Agency at no cost to the Agency to testify as witnesses, or otherwise, in the event of litigation or administrative proceedings being commenced against the Agency, its officers or employees based upon claimed violations of HIPAA, the HIPAA regulations or other laws relating to security and privacy, which involves inaction or actions by the Associate, except where Associate or its subcontractor, workforce or agent is a named as an adverse party.

#### 4. Addendum Administration.

- a. **Term.** This Addendum shall terminate on termination of the underlying Agreement or on the date the Agency terminates for cause as authorized in paragraph (c) of this Section, whichever is sooner.
- b. **Duties at Termination.** Upon any termination of the underlying Agreement, the Associate shall return or destroy, at the Agency's option, all PHI received from, or created or received by the Associate on behalf of the Agency that the Associate still maintains in any form and retain no copies of such PHI or, if such return or destruction is not feasible, the Associate shall extend the protections of this Addendum to the PHI and limit further uses and disclosures to the purposes that make the return or destruction of the PHI infeasible. This shall also apply to all agents and subcontractors of Associate. The duty of the Associate and its agents

and subcontractors to assist the Agency with any HIPAA required accounting of disclosures survives the termination of the underlying Agreement.

- c. **Termination for Cause.** Associate authorizes termination of this Agreement by Agency, if Agency determines Associate has violated a material term of the Agreement. Agency may, at its sole discretion, allow Associate a reasonable period of time to cure the material breach before termination.
- d. **Judicial or Administrative Proceedings.** The Agency may terminate this Agreement if the Associate is found guilty of a criminal violation of HIPAA. The Agency may terminate this Agreement if a finding or stipulation that the Associate has violated any standard or requirement of HIPAA/HITECH, or other security or privacy laws is made in any administrative or civil proceeding in which the Associate is a party or has been joined. Associate shall be subject to prosecution by the Department of Justice for violations of HIPAA/HITECH and shall be responsible for any and all costs associated with prosecution.
- e. **Survival.** The respective rights and obligations of Associate under this Addendum shall survive the termination of the underlying Agreement.

#### 5. General Provisions/Ownership of PHI.

- a. **Retention of Ownership.** Ownership of the PHI resides with the Agency and is to be returned on demand or destroyed at the Agency's option, at any time, and subject to the restrictions found within section 4.b. above.
- b. **Secondary PHI.** Any data or PHI generated from the PHI disclosed hereunder which would permit identification of an individual must be held confidential and is also the property of Agency.
- c. **Electronic Transmission.** Except as permitted by law or this Addendum, the PHI or any data generated from the PHI which would permit identification of an individual must not be transmitted to another party by electronic or other means for additional uses or disclosures not authorized by this Addendum or to another contractor, or allied agency, or affiliate without prior written approval of Agency.
- d. **No Sales.** Reports or data containing the PHI may not be sold without Agency's or the affected individual's written consent.
- e. **No Third-Party Beneficiaries.** Nothing express or implied in this Addendum is intended to confer, nor shall anything herein confer, upon any person other than Agency, Associate and their respective successors or assigns, any rights, remedies, obligations or liabilities whatsoever.
- f. **Interpretation.** The provisions of this Addendum shall prevail over any provisions in the Agreement that may conflict or appear inconsistent with any provisions in this Addendum. The interpretation of this Addendum shall be made under the laws of the state of West Virginia.
- g. **Amendment.** The parties agree that to the extent necessary to comply with applicable law they will agree to further amend this Addendum.
- h. **Additional Terms and Conditions.** Additional discretionary terms may be included in the release order or change order process.

AGREED: WVHHR/ Bureau for

Behavioral Health & Health Facilities

Home Care Advantage Inc  
DBA HCA Staffing

Name of Agency: \_\_\_\_\_

Name of Associate: \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: Michael Healy

Title: \_\_\_\_\_

Title: President

Date: \_\_\_\_\_

Date: 1/18/2017

Form - WVBAA-012004  
Amended 06.26.2013

APPROVED AS TO FORM THIS 26th  
DAY OF Jan 20 17

Patrick Morrissey  
Attorney General

BY 



Direct Care Staffing Services

Item #	Classification	Estimated # of Hours*	Unit Price	Extended Price
#1	<b>4.1.1 Registered Nurse (RN)</b>			
	A. Regular Hours	1,000	\$56.20	\$56,200.00
	B. Overtime Hours	300	\$84.30	\$25,290.00
	C. Holiday Hours	40	\$84.30	\$3,372.00
	<b>Total Classification Cost</b>			<b>\$84,862.00</b>
#2	<b>4.1.2 Licensed Practical Nurse (LPN)</b>			
	A. Regular Hours	1,000	\$46.00	\$46,000.00
	B. Overtime Hours	300	\$69.00	\$20,700.00
	C. Holiday Hours	40	\$69.00	\$2,760.00
	<b>Total Classification Cost</b>			<b>\$69,460.00</b>
#3	<b>4.1.3 Certified Nursing Assistant (CNA)</b>			
	A. Regular Hours	1,000	\$37.20	\$37,200.00
	B. Overtime Hours	300	\$55.80	\$16,740.00
	C. Holiday Hours	40	\$55.80	\$2,232.00
	<b>Total Classification Cost</b>			<b>\$56,172.00</b>
<b>GRAND TOTAL COST</b>				<b>\$210,494.00</b>

All Rates are all inclusive (see Specification 4.2.3 & 4.2.6)

This is a progressive award contract with multiple vendors. Award will be made from low bid to high bid (Grand Total Cost) and facility usage will be prioritized in the same manner. If the low bid cannot meet the needs of the facility when solicited, the next lowest bid will be awarded until such time as the facility's needs can be met.

\* The number of hours is only an estimation to be used for bid, each request for staffing may require more or less hours than stated above.

Please Print Information Below.

Company Name: Home Care Advantage Inc. DBA HCA Staffing

Sales Representative: Larry Manners

Vendor Address: 1480 Indian Springs Rd., Suite 2 Indiana PA 15701

Vendor Phone: 724-465-5863 or 1-844-604-7344

Email Address: [l.manners@hcadvantageinc.com](mailto:l.manners@hcadvantageinc.com)

Remit to Address: 1480 Indian Springs Rd Suite 2 Indiana PA 15701

Michael Manners President  
SIGNATURE

1/13/2017  
DATE