



The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at wvOASIS.gov. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at WVPurchasing.gov with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

Header 2

List View

General Information | Contact | Default Values | Discount | Document Information

Procurement Folder: 569704

SO Doc Code: CRFQ

Procurement Type: Central Master Agreement

SO Dept: 0618

Vendor ID: VS0000008443

SO Doc ID: BVH2000000004

Legal Name: HOME CARE ADVANTAGE INC

Published Date: 8/6/19

Alias/DBA:

Close Date: 8/13/19

Total Bid: \$0.00

Close Time: 13:30

Response Date: 08/12/2019

Status: Closed

Response Time: 8:13

Solicitation Description: Addendum #1 Temp LPN

Total of Header Attachments: 2

Total of All Attachments: 2



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

**State of West Virginia
 Solicitation Response**

Proc Folder : 569704
Solicitation Description : Addendum #1 Temp LPN
Proc Type : Central Master Agreement

Date issued	Solicitation Closes	Solicitation Response	Version
	2019-08-13 13:30:00	SR 0618 ESR08121900000000812	1

VENDOR
VS0000008443 HOME CARE ADVANTAGE INC

Solicitation Number: CRFQ 0618 BVH2000000004

Total Bid : \$0.00 **Response Date:** 2019-08-12 **Response Time:** 08:13:49

Comments:

FOR INFORMATION CONTACT THE BUYER
 Stephanie L Gale
 (304) 558-8801
 stephanie.l.gale@wv.gov

Signature on File	FEIN #	DATE
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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	Temp LPN	0.00000	HOUR	\$35.350000	\$0.00

Comm Code	Manufacturer	Specification	Model #
85101601			

Extended Description :	Temp LPN
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Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

State of West Virginia
 Request for Quotation
 34 — Service - Prof

Proc Folder: 569704

Doc Description: Addendum #1 Temp LPN

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2019-08-06	2019-08-13 13:30:00	CRFQ 0618 BVH2000000004	2

BID RECEIVING LOCATION

BID CLERK
 DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 2019 WASHINGTON ST E
 CHARLESTON WV 25305
 US

VENDOR

Vendor Name, Address and Telephone Number:

Home Care Advantage Inc. DBA HCA Staffing
 1179 South 6th Street
 Indiana PA 15701
 724-465-5863

FOR INFORMATION CONTACT THE BUYER

Stephanie L Gale
 (304) 558-8801
 stephanie.l.gale@wv.gov

Signature X *Dr. Michael Goshosky* FEIN # 26-3569317

DATE 8/10/2019

All offers subject to all terms and conditions contained in this solicitation

ADDITIONAL INFORMATION:

Addendum #1 issued to:

- 1. Provide responses to technical questions.
- 2. To correct wording on the commodity line.

End of Addendum #1.

INVOICE TO		SHIP TO	
WEST VIRGINIA VETERANS HOME 512 WATER ST		WEST VIRGINIA VETERANS HOME 512 WATER ST	
BARBOURSVILLE	WV25504	BARBOURSVILLE	WV 25504
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	Temp LPN	0.00000	HOUR	\$35.35	

Comm Code	Manufacturer	Specification	Model #
85101601			

Extended Description :
Temp LPN

SOLICITATION NUMBER: CRFQ BVH2000000004
Addendum Number: 1

The purpose of this addendum is to modify the solicitation identified as (“Solicitation”) to reflect the change(s) identified and described below.

Applicable Addendum Category:

- | Modify bid opening date and time
- | Modify specifications of product or service being sought
- | Attachment of vendor questions and responses
- | Attachment of pre-bid sign-in sheet
- | Correction of error
- | Other

Description of Modification to Solicitation:

Addendum #1 issued to:

1. Provide responses to technical questions.
2. To correct wording on the commodity line.

End of Addendum #1.

Additional Documentation: Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

Responses to Technical Questions
Solicitation CRFQ BVH2000000004

1. Inside the wvOASIS system the line items asks for a 'Temp RN' and we just wanted to verify if this was for RN or LPN.

This solicitation is for Temporary LPN Staffing. The Commodity Line has been modified to match this description.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: _____

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input checked="" type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Home Care Advantage Inc. DBA: HCA Staffing
Company

Authorized Signature

8/10/2019
Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.
Revised 6/8/2012

PRICING PAGE

BVH410 TEMPORARY NURSE STAFFING SERVICES				
Item #	Description	Estimated Annual Usage Hours	Rate Per Hour	Extended Price
	LICENSE PRACTICAL NURSE SHIFTS			
1	6:45am - 3 pm Weekdays Monday - Friday	200	35.35	\$ 7,070.00
2	2:45pm - 11 pm Weekdays Monday - Friday	500	35.35	\$ 17,675.00
3	10:45pm - 7am Weekdays Monday - Friday	500	35.35	\$ 17,675.00
4	Holiday Shifts starting the night before at 11pm*	72	53.03	\$ 3,818.16
			\$	\$
	LICENSED PRATICAL NURSE SHIFTS			
			\$	\$
			\$	\$
			\$	\$
			Total	\$ 46,238.16
Failure to use this form may result in disqualification				
<i>Bidder / Vendor Information:</i>				
Name: _____ Home Care Advantage Inc. DBA HCA Staffing _____				
Address: _____ 1179 South 6th Street _____				
_____ Indiana PA 15701 _____				
Phone# : _____ 1-844-604-7344 _____				
Email Address: _____ admin@hcastaffing.com _____				
<i>Contract Coordinator Information:</i>				
Name: _____ Larry Manners _____				
Address: _____ 1179 South 6th Street _____				
_____ Indiana PA 15701 _____				
Phone# : _____ 1-844-604-7344 _____				
Email Address: _____ L.Manners@hcastaffing.com _____				
This form is for bidding evaluation purposes only. Usage hours are only an estimation.				
*Holiday Shifts include only: Christmas, Thanksgiving and New Year's only - the shift starts at 11:00pm the night before and ends the next day at 11:00pm				



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

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DATE 8/10/2019

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Comm Code	Manufacturer	Specification	Model #
85101601			

Extended Description :

Temp LPN

BVH2000000004	Document Phase Final	Document Description Addendum #1 Temp LPN	Page 3 of 3
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ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions

Temporary Licensed Practical Nurses

Request for Proposal
Technical Volume

Original Copy
Due: 13 August 2019

HCA Staffing is pleased to submit this RFQ response to
bid Number CRFQ 0618 BVH2000000004 to:

**West Virginia Purchasing Division
West Virginia Veterans Home
512 Water Street
Barboursville, WV 25504**



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

Dr. Michael Gehosky

Michael Gehosky, President
1179 South 6th Street
Indiana PA, 15701
Phone: 724-465-5863
m.gehosky@hcadvantageinc.com
EIN :263569317
CAGE Code: 66ZF4
DUNS: 002593394
VA Customer # :VS0000173054
SWaM# 720427

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in connection with—the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained on all sheets of this proposal.

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Factor I: Technical Capability to meet Requirement

1.1 Introduction

HCA Staffing Inc. (“Prime Contractor”) is pleased to submit its proposal in response to West Virginia Purchasing Division for the Temporary Licensed Practical Nursing Service positions. “Our Company is comprised of veteran health care providers, non-medical staff, administrators, practitioners and executives with extensive applied experience in the “lifecycle management” of large multifaceted contracts within the healthcare industry. Prior to our staff’s service with our company, individuals led distinguished careers within ancillary, clerical, Medicine, clinical settings and large civilian healthcare organizations (“systems”) as directors, registered nurses, licensed practical nurses, health care executives, and quality managers.”

HCA Staffing. is an established and highly regarded Service Disabled-Veteran-Owned Small Business (SDVOSB) currently providing healthcare staffing and workforce solutions to the U.S. Department of Veterans Affairs (DVA), the Department of Corrections, Department of Human Services, and a multitude of agencies, Universities, and facilities in, Virginia, West Virginia, Delaware and Pennsylvania. HCA Staffing, currently serves 5 state-wide medical/staffing contracts, holding and managing 60 geographically dispersed facilities across the states providing medical clinical services in state hospitals, veteran centers and prisons composed of 80 separate task orders, on a Per-Diem Status, to include West Virginia Purchasing Division. In addition, our agency serves hundreds of clients daily, both in a Licensed skilled care clinic agency in several facilities and as well in non-medical capacity, offering a unique capability in understanding a wider labor pool of medical healthcare careers. We employ a wide spectrum of Health Care Workers from medical assistant, home health aides, physical therapists, speech therapists, occupational therapists, practical nurses, registered nurses and nurse practitioners, as well as allied health and professional medical staff.

1.1.1 Proposed Contract Manager

During performance of this Contract, HCA Staffing will designate and maintain a primary contract manager responsible for overseeing Vendor’s responsibilities under this Contract. The Contract manager is available during normal business hours to address any customer service or other issues related to this Contract. HCA Staffing’s Contract manager and his contact information below.

- Larry Manners, Operations Officer
- Phone: 724-465-5863 or 1-844-604-7344
- Fax: 724-465-5865
- Email: l.manners@hcastaffing.com

1.12 Proposed Personnel Resumes

DUTIES AND RESPONSIBILITIES:

Typical LPN Services and Tasks regardless of specialty area includes but not limited to:

- Obtains patient history, and pertinent history, and advanced medical directive information. Observes, assesses, and records symptoms, reactions, and progress: assists physicians during treatments and examinations; administers medication and prescribed treatments, completes admissions and discharges, and promote convalescence and rehabilitation, RNs are responsible for monitoring and interpretation of collected data by the LPNs.
- Functions as a patient advocate. Assesses patient knowledge level, develops and implements a plan of instruction and documents demonstrated level of understanding. Assessment plans will be targeted at age specific needs. Each LPN will manually and/or electronically document all patient care given and the progress of the patient utilizing the NW detention Center documentation standards in the patients’ medical record.
- The LPN assesses the patient and plans for appropriate nursing care. The care provided is documented in the patient’s medical record along with their progress. LPNs also assists with development and management nursing care plans; instructs patients in proper care; and helps individuals and groups take steps to improve or maintain their health.
- The LPN communicates pertinent patient information to charge nurse and/or physician as appropriate, The LPN verifies transcription of physician orders prior to providing care.

- The LPN administers medications and monitors blood products with the knowledge of actions and usual dosages of commonly used drugs. Medications shall be administered within the scope of nursing practice and include intravenous, subcutaneous, oral, transdermal, rectal, and intramuscular. Each LPN will have knowledge of actions, adverse effects, interactions, and dosages. LPNs shall not administer IV push medication or start blood product transfusions.
- The LPN performs a vast array of direct patient care procedures to include but not limited to range of motion exercises, lifting, turning, transporting and positioning patients, personal hygiene care, changing linen and clothing and feeding patients.
- The LPN may assist with care of patients for a wide range of procedures of an advanced nature and difficulty where there is a high risk for infection and bodily functions are mechanically assisted by life support equipment.
- The LPN will be a part of the team that plans and implements care with the collaboration of other healthcare providers, calls report to the appropriate unit/ward and provides pertinent data such as surgical procedures performed, patient problems, nursing diagnosis and actions, patient response, specialized care and equipment necessary to support the patient.
- The LPN performs duties in accordance with established infection control protocols.
- The LPN is responsible for quality assurance/risk management and responds to breaches of standard procedures which compromise the patient or staff members.
- The LPN will assist in monitoring patients, and use comprehensive knowledge of workload requirements in conjunction with knowledge of the composition and capabilities of assigned staff, to distribute/redistribute personnel resources in response to unforeseen patient care needs.
- The LPNs will attend and participate in: patient nursing reports, patient care conferences, team/unit/clinic conferences, discharge planning, and staff conferences as deemed appropriate by administrative officials, needed to facilitate their job.
- Each LPN will demonstrate the ability to manage interpersonal relationships and maintains composure and reacts appropriately while relating to patients; manage distraught, irritable, unreasonable or angry individuals; and to maintain positive rapport with all individuals involved in patient care.
- Each LPN will demonstrate the ability to react with alertness and skill in any emergency situation, e.g., cardiac or respiratory arrest, hemorrhage, shock, severe physical trauma and psychiatric reaction, initiates life saving measures in the absence of a physician, depending on position and protocol, may serve as member of resuscitation or emergency code team.
- LPNs will assess patients' conditions for potential or life-threatening crises and distinguishes between normal and abnormal physical findings; initiates life saving measures in the absence of a physician. Knowledgeable of the pharmacology of most commonly used emergency drugs, anticipated results, usual dosages, and their location on crash cart. Capable of emergency equipment operation: defibrillator, EKG machine, cardiac monitor, and other equipment as determined by MTF, unit/clinic and position.
- Specific education, experience and certification required for individual work areas will be identified further in the Technical Exhibits issued by the facility.

1.2 Management Plan and Market Research for Hiring and Retaining Staff

Utilizing experiences gained from successful military careers as staffing experts, and from the successful management of similar personal services contracts and management programs, our approach to the “management of this contract” focuses on providing internal leaders with a comprehensive and functional understanding of magnitude and nature of the services provided, and the executive acumen required to dependably meet staffing and performance objectives. Equipped with a first-hand understanding of the complexities and challenges associated with the turnover and continuation of established personal services contracts [especially those that are performing well], our management approach focuses on “transition and startup procedures” predicated on minimizing service disruption, maximizing retention, and maintaining a 100% fill rate with capable high-quality candidates across the life of the contract. “thus, it is our intent to extend employment offers to any fully qualified personnel matching on issuance of a signed contract at West Virginia purchasing division.

HCA Staffing adheres to management processes detailed within the Project Management Book of Knowledge (PMBOK); the PMBOK is an internationally recognized standard reference for certified project managers and professionals. Through the adherence of PMBOK standards, our managers can use the application of knowledge, tools, and techniques to meet project requirements on time and within scope and budget. Each project is successfully

accomplished through the application and integration of 47 distinct project management processes, categorized within and across five distinct process group [each process and group directly relate to how we manage and solve issues for the duration of the contract]. Specifically:

- **Initiating:** Success revolves around identifying requirements, addressing needs, concerns and expectations, and setting up proper teams by developing a culture that truly integrates with its partners.
- **Planning:** Incorporates tailoring processes and modifying procedures to satisfy the specific needs of the project, across all departments by establishing business priorities. This process includes template and work share development, project network diagrams, and ensuing cost and quality remain top priority.
- **Executing:** This process allows us to follow step-by-step policies and procedures yet allow flexibility built into change control processes, designed to maximize contract deliverables and unification.
- **Controlling & Monitoring:** This process ensures contract satisfaction and ensures deliverables (i.e., HCWs, reports) match the issued contract/plan through mitigation, risk avoidance, resolutions, and action item tracking.
- **Closing:** We have successful transitions, transfers, and closing. Servicing through all phases of contract requirements are key for HCW to ensure patient continuity of care. Therefore, we meet project closure guidelines, and pass lessons learned, and ensure final audits, evaluations and reports match original project plans.

1.3 Project Management Office

In response to the skill mix, projected quantities, and distribution of Health Care Workers (HCWs) required to fulfill anticipated staffing requirements, we established a collaborative Project Management Office (PMO) to serve as the centralized office for the management of all contract requirements. The PMO will also serve as a repository for all contract related documents: solicitations; employee HR files; credentialing files and marketing data. The PMO is staffed by human resources personnel well versed in the administrative management of the occupational requirements of temporary, full-time medical staff and all medical labor categories (i.e., licensure, continuing education, qualifications).

The PMO is led by a full-time Program Manager (PM) whose tasked with ensuring 100% of all contract key performance indicators (KPI) are met. This individual has 20 plus years of exemplary military leadership experience, is a Doctoral candidate in Business Leadership, is a certified Project Management Professional (PMP), has capably managed a large number of employees across multiple locations, simultaneously managing domestic and internationally held medical staffing contract. To further support the PMO and PM, a dedicated Deputy Program Manager/Quality Manager (DPM/QM) has been assigned to lead all contract quality metrics and outcomes. This individual is a healthcare administrator (HCA) with 20 years of leadership experience in health care business operations, Joint Commission (JC) survey teams (“tracer teams”), medical logistics, and clinical related leadership. Our PMO has consistently performed on several geographically dispersed medical staffing contracts, and ensures exceptional performance on the temporary housekeeping contract, by following key subject areas:

- Compile and retain documentation for all project related data pertaining to the Services Contract in a marked and labeled repository (i.e., proposal, awards, management programs and quality plans, reports, change requests, key contacts, agreements, agendas, contract templates, credentialing files)
- Offer project oversight, guidance and assistance by ensuring compliance with Department of General Services standards
- Continually update, correct and amend project status updates and status reporting criteria
- Attend meetings as requested with accurate and actionable administrative deliverables
- Ensure improvements are instituted as required, and each management process reflects changes
- Assist the PM and DPM in ensuring all contracting activities are in accordance with contract requirements

1.4 Services Contract Management

HCA Staffing has exceptional experience supporting and working nursing contracts, especially temporary medical staffing, or Facility contracts across a large geographical area. This experience allows for refinement of management practices, retailored our PMO, and restructuring our recruiting, vetting, hiring, credentialing and onboarding. Our experience in health care staffing is exceptional, we leverage human capital networks, alternative systems, and unique recruiting methods to ensure we maintain a pool of qualified personal. We continue to develop processes, such as instituting an employee portal for the dissemination and collection of information (i.e., HR, Occupational Health Records, licenses, benefits, etc..) on vital employee data such as the military security aspects, credentialing docs, and more. In addition, our experience has allowed us to refine the following additional areas:

- **Recruitment:** Leverage traditional and new age recruiting methods, while tailoring and refining internal methodologies for single or multiple employees in remove geographically dispersed areas on hard to fill and retain labor categories, such as nurse, nurse practitioners and more. We only recruit candidates who meet **CONTRACT SPECIFIC** requirements as defined by each customer. For this contract at a minimum will:
 - A Master's Degree in Divinity, Theology or Pastoral Counseling along with either one year of pastoral experience in an institutional setting or one year of formal chaplaincy training, e.g., clinical pastoral education or by the National Association of Catholic Chaplains.
 - Official ordination and sanction by a faith group to practice as a Priest, Minister, Rabbi or religious leader.
 - Maintain certifications for duration of employment.
 - Have completed all occupation health required, such as TB testing, with proof of test.
 - Ability to speak English in a mature nature.
 - Retain computer skills are a desired attribute.
 - Have the ability to follow instruction, and retain the skills, knowledge and experience as per the Statement of Work.
 - Additional qualification, requirements, as per each SOW.
- **Retention:** Work with employee, to establish relations for long-term retention, adjust processes and policies to ensure mutual agreement demonstrating commitment to service, thus reducing employee turnover.
- **Flexibility:** Remain open minded to change, while remaining agile, knowledgeable and capable to identify and provide qualified personal as requested. Each department is flexible to change and requirements timelines, by offering alternative methods to meeting the technical requirements of each new task order to ensure our recruiting and retention methodologies meet the needs of West Virginia purchasing division.
- **Commitment:** We are fully committed to meeting each quality objective. We incorporate lessons learned, listen to Purchasing Officer, Facility, employee, After Action Reports (AARs) and adjust processes and policies to ensure we continuously improve and achieve results, such as on-time recruiting, retention, and cost reduction.
- **Internal Processes:** We continually reevaluate and monitor each system, department, policy and process ensuring we maintain 100% employee, and customer satisfaction across each deliverable identified by contract objectives.
- **Credentialing:** We employee credentialing specialists responsible for gathering information, who complete sole sourcing based on West Virginia purchasing division and Joint Commissions standards. The HCWs, Background Checks, occupational health, last Performance Evaluation (Performance Appraisal Report [PAR]/Clinical Appraisal Report [CAR]), and clinical privilege, and more is packaged in a tabbed folder.
- **Communication:** For each contract, we establish open lines of communication to both the customer, and employees. Through experience, this is the fastest way to ensure information is obtained, flows, in both directions and allows for immediate resolution of contract risk, or non-conformance. Our PM will establish and request customer feedback more than quarterly as defined, to ensure concerns are acted on immediately, and establish resolution timelines ensuring customer satisfaction.
- **Risk Management:** While HCA Staffing embraces challenges, we continually evaluate, identify and request information to identify problems before they arise. Enabling us to stay ahead of issues and ensuring customer satisfaction.

1.4.1 Verification of qualifications, 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, PSP
• <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 1: Example Background Check list			

1.5 Marketing Plan/Market Place Understanding

To develop an effective marketing plan a thorough understanding of the marketplace is critical. HCA Staffing stays abreast of both healthcare worker and administrative staffing trend data by employing, human resources, clerks, home health aides, sitters, medical assistants, CNAs, LPNs, nurses, allied health, ancillary, nurse practitioners and physicians, and by retrieving firsthand knowledge and statistical data from the American Medical Association (AMA), American Hospital Association (AHA) and other sources. Our PMO is a repository of up to date industrial standards used by our marketing team to leverage new approaches to recruiting, hiring, and retaining key labor categories. We also take advantage of marketplace compensation and production survey research through the Medical Group Management Association (MGMA) for each region, as well as sites such as the Bureau of Labor Statistics (BLS), salary.com, and many others. Moreover, we exhaustively analyze compensation data for each region with commercial repositories and first-hand knowledge ensuring we produce attractive salary and benefit packages to promote rapid employment and retention. Each member was chosen based on their ability to provide HCWs within a niche marketplace. HCA Staffing has sourced, qualified, and placed hundreds of practitioners, nurses, behavioral and occupational health, mid-level providers, and allied health personnel across several states and within 30 independent facilities.

1.5.1 Marketing across difficult recruiting areas.

Our marketing plan reflects the ability to recruit in both metropolitan and remote rural areas across a wide array of platforms. Keys to understanding the market is, knowledge both internet marketplace research, competition analysis, recruiting and retention experience, compensation and benefits, cost of living adjustments, and identifying the right platform used to reach HCWs. While we continue to assemble a large database of resumes across all health care fields, we continue to identify new and non-traditional marketing platforms. Our recruiters are key in developing marketing campaigns the reach and address each key employment area. Once candidates are identified, we immediately introduce contingent offers to ensure we acquire “the most qualified candidate” for our customer. In medical staffing, we learned flexibility is key in marketing, recruiting, and on-boarding based on location and labor category. Perhaps one of the most effective tools in recruiting are referrals, word of mouth, incentivizing and an organizational reputation for job satisfaction. We also market to colleges, universities, and military installations, who are looking to transition to the commercial market. While we are highly skilled in recruiting a wide spectrum of labor categories, some professional categories remain a challenge, such as Sitters, and medical assistants in the local area of aging in locations such as Indiana, Pittsburgh, Altoona where competition remains high. Therefore, our recruiters are actively recruiting and aggressively looking for new avenues to ensure our marketing campaign reaches each desiring employment. Finding Staff in the Philadelphia Area is extremely easy, the issue is retention. Nevertheless, our recruiters have identified more than 400 candidates in only a few days. To help in the recruiting efforts, our recruiters use the following:

- **Initial Recruiting:** Identify RFP hard to fill labor categories, and initiate local, regional and national recruiting efforts through referrals, known agency sources, former staff, social media, internet job engines, military installations, colleges, universities, new papers, craigslist, veteran organizations, medical staffing firm partnerships local facilities, clinics and more.

- **Marketing and Advertising:** We are composed of former military both in leadership and medical rolls. We understand reaching out, identifying, and informing career seekers on opportunities enforces the importance of service for our local treatment facilities. Outreach includes company websites, using job boards, attending healthcare conferences, veteran outreach events, job fairs, employee newsletters, direct contact via email or phone, and reviewing professional publications to reach job seekers.
- **Social Media:** Social media is critical for recruiting. 60% of our hires come directly from social media pages, such as Facebook, LinkedIn, Twitter, and MedicalMingle. While most of the filled positions under this marketing tool falls under the ancillary/nursing sector, we use other methods to identify and attract professional HCWs. Our recruiters continually search profiles, add new posts, and job opportunities.
- **Military Community:** Our outreach to the military community is unwavering. Our leadership is comprised of veterans, and each member has national and regional relationships with a wide array of Veteran Service Organizations. Having military leaders in our organization, allows our staff to comprehend the military cultural mindset, and understand the operational platforms that make the organizations function. We understand employing transitioning members from military to civilian and taking care of relocating military families' rate high for military leaders to ensure quality of life. Therefore, HCA Staffing works directly with former military, spouses, survivors, advocates, and transition groups to find the perfect match for the skills needed at our facilities.

1.6 Contract Start-up Plan/ Hiring Staff

To manage contract award and start-up effectively, efficiently and ensure performance metrics are met, HCA Staffing developed initial templates, reporting mechanisms, developed an incumbent transition plan, created crossover packages, and identified hard to capture and retain labor categories for each locality. As anticipated through historical experience, specific labor categories are in high demand by civilian hospitals, making recruiting and retention difficult. HCA Staffing has identified and recruited, identified potential candidates, desired compensation, benefits, and incentives. This initiative serves to ensure when award we can fill vacant slots, retain incumbents, and begin hiring, sole-source credentialing immediately, ensuring continuity of care. Upon initial award, we will take a dual approach, our PM will coordinate with onsite leadership ensuring a smooth transition. Meanwhile, the rest of the management team (i.e., HR, recruiting, credentialists, etc.) expedite the hiring or transfer process ensuring the candidate is ready to be submitted for processing (i.e., facility clearances, background check, and re/credentialing). Our PM and DPMs, will be available for the kickoff meeting ensuring a mutual understanding of goals, scope, tasks, deliverables, risk, communication mediums, and serve a venue to adjust internal management plans, processes and policies, maximizing performance expectations.

Hiring Health Care Workers to fill positions detailed within each quote is critical to any agency's success. HCA Staffing is always recruiting, we hire medical professionals daily. Our HR department employs the Recruiting Process illustrated in Exhibit 2, ensuring adequate numbers of qualified staff to provide meet requirements.

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



Exhibit 2 Recruiting Process

1.6.1 Retention of Staff

HCA Staffing acknowledges retaining incumbent personnel is the most logical and immediate approach to meeting staffing requirements while reducing potential transition disruptions, and contract risk. Accordingly, HCA Staffing has prepared crossover templates and is ready to hire incumbent personnel if an exist, and who meet contract requirements. **Additionally, our compensation and benefits package meet labor requirements and we are 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 each labor position posted under each lot only as a contingency. Per executive order concerning non-displacement of qualified workers under service contracts HCA Staffing always offers incumbent workers right of first refusal on successor contracts, and we follow the law accordingly. To ensure that retention and a seamless transition of incumbent personnel, we offer at a minimum standard compensation consisting of salary and fringe benefits at the SCA level and match industrial standards for categories not covered by SCA. Our typical packages include, leave, paid holidays, military reserve leave, jury/court duty leave, bereavement leave, family/medical leave, health insurance, and employees' choice in healthcare benefits plan. As we search for quality HCWs and dedicated people, we understand skills are perishable. Therefore, we offer CEU assistance for professional employees, ensuring obligations for license recertification are met. HCA Staffing recognizes retention is based on a number of factors, including workplace dynamics, organizational leadership, job satisfaction, family time, and benefits and salary. Therefore, we run a transparent organization were leaders work with employees to solve issues, and strive to offer highly competitive salaries, benefits, and opportunities for growth and promotion. HCA Staffing has an exceptionally low turnover rate, even amongst the unstable HCW categories. Current employee benefits offerings include:

- Medical Insurance & optional Family Plans
- Dental Insurance to include Family Plans
- Voluntary Life Insurance
- Vision Insurance to include Family Plans
- Recognition and Awards
- Vacation/Personal Time Off

1.6.2 Credentialing Staff

HCA Staffing sole source credentials each employee to ensure their credentials and/or privileging activities meet or exceed expectations of the agency where employed. Our program manager has direct experience credentialing HCWs and we truly understand documentation not only protects our company, it protects the Agency and ultimately the individuals needing care. We take credentialing package seriously, 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 West Virginia purchasing division 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, in a Tabbed Folder.
- 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 each location, should they differ.

1.7 Approach for Managing and hiring Geographically Dispersed Employees

Our approach to managing many employees is garnered through geographically dispersed experience, use of technology, clear and effective communications, clear expectations, reliability and employing dedicated leaders with a vision of ensuring each HCW and the customers' needs are met. HCA Staffing has planned and designed our management structure to incorporate many employees. As indicated, the PM will serve as point of contact for most of the communications to the Facility. The PM and DPM will then serve as vestibules to ensure HCWs receives immediate communications, having a corporate advocate running down issues, needs, and questions, thus expediting results. The PM will have a minimum of one DPM, depending number of employees (Many increase pending workload), who are assigned specific geographic locations. We break down the regions, to ensure each HCW and the UCA obtain faster results on requests and issue resolutions. Regional breakdowns allow DPMs, and PM to travel independently to locations, to assist employees, meet with onsite staff, Purchasing Officers, COTRs, and COs, should circumstances dictate, such as initial introductions, briefing and mass hiring of onsite HCWs (i.e. initial lot awards). Today, technology reigns supreme, and absolutely simplifies hiring, credentialing, time reporting of geographically displaced employees. HCA Staffing realizes the importance of having employee documentation in a central location. The use of an employee portal allows our human resource department, employees, and PMs, DPMs to update, manage, track, and acquire needed information through a Cloud based Internet system. The cloud-based system, allows our PM, 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 chooses Zenefits as a workforce portal. An added benefit 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. Our portal has proven useful for keeping track 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 for all remote employees. The portal uses an employee login enabling candidate hiring, changes, updates, or request information with a simple click. HCA Staffing maintains that its employee portal system brings efficiencies to remote employee management. Specifically:

- **Employee Management/Complete HR Management:** Collection and storage of electronic employee data, simplifies on-boarding through 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 takes minutes, reducing costs.
- **PTO Tracking:** Track requests, approvals, and manage usage across the entire company.
- **Time & Attendance:** Streamlines time entry and approval, ensure accurate and error free payment, integrates seamlessly into QuickBooks, for financial accountability and simplifies DCAA compliance.
- **Benefits & 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 select Federal Spending Account claims, and register domestic partners.
- **ACA Compliance/Automation:** Matches employee portal information to our payroll system, ensuring compliance according to the Affordable Care Act (ACA) and issues reporting requirements automatically.

1.8 Recruitment and Retention Plan

Our plan to accurately forecast prevailing healthcare compensation for the life of this contract for recruitment and retention, is to analyze area-specific research and trend data that relate to positions under each Purchase Order and each subsequent yearly award. By utilizing tools (i.e., historical data, Internet, BLS, MGMA, etc.), HCA Staffing can accurately construct compensation models that forecast labor trends and rates. Through trend data we can identify labor shortfalls in specific regions, or locality and incentivize incumbents and new hires to ensure retention. HCA Staffing’s history of employing medical employees, and other professional labor categories clearly demonstrates our ability to recruit, hire, and retain highly demanded labor segments, which is a benefit for initial startup and contract extensions. As of 2014 a report from BLS indicated employment of healthcare occupations is projected to grow 19 percent from 2014 to 2024, much faster than the average for all occupations, adding about 2.3 million new jobs. Healthcare occupations are anticipated to add more jobs than group of occupations in the entire United States. Growth is expected due to an aging population, federal health insurance reform should and the number of individuals accessing health insurance. It is rather remarkable the median annual income for healthcare practitioners and technical occupations (i.e., registered nurses, physicians and surgeons, and dental hygienists) was \$62,610 as of May 2015, higher than the median annual wage for all occupations in the economy of \$36,200. However, contrary to most healthcare professions, support occupations (i.e., home health aides, occupational therapy assistants, and medical transcriptionists) had a median annual wage of \$27,040 in May 2015, lower than the median annual wage for all occupations in the economy. The lower annual income is a result of high schools, and technical colleges healthcare marketing campaign, push highly affordable training, and the fast and easy certification, that is oversaturating the market with healthcare support occupations, an excellent way to find potential candidates in need of employment.

1.9 PROVIDING SERVICES, PROCESS AND PLAN FOR SERVICE ORDERS

1.9.1 Procedures to Provide Continuity

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

- Acknowledge of receipt and acceptance of service request 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, 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 house-keeping contract take precedence over other organizational activities.

Exhibit 1.9.1-1 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
Hiring of New HCWs	<ul style="list-style-type: none"> • Integrate company HR recruited to screen, vet, and credential candidates; • Deliver all information for review to Purchasing Officer.

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

Exhibit 1.91-1 Task Example by Service

1.9.2 Ensuring tasks identified are accomplished as defined in the RFQ

HCA Staffing ensures tasks associated with the Contract are accomplished as defined in the RFQ with a comprehensive management structure and proven quality processes and staffing practices. In rendering temporary 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 UCA’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 IFB 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 IFB 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 Program Manager*. We will focus on UCA’s mission needs in each task and sub-task areas and will provide technical expertise required for quality support.

1.9.3 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 WEST Virginia purchasing division. the contract administrator will manage the network of staffing connections, universities, 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 west Virginia purchasing division. the account manager will be responsible to manage all resources to ensure contract deliverables are fulfilled.

1.9.4 Recruitment Teams

HCA Staffing’s greatest strength in fulfilling this contract with west Virginia purchasing division 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 zone needs within West Virginia Purchasing Division. Should services not require a specific team, team members are cross-functional, able to move any team requiring assistance.

- Team 1 –Sitters, housekeepers, LPNs, RNs, and Allied Health.

- 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

1.9.5 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 West Virginia Purchasing Division review and approval.

Approval of a candidate by West Virginia purchasing division will trigger the scheduling of a site visit and 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.

1.9.6 Service Agreements

Ability to exceed service level agreements by zone (Counties): HCA Staffing incorporates a proactive approach to its recruiting efforts and believes this is key to meeting the Service Level Agreements by each County. HCA Staffing strives to exceed the requirements, based on being able to meet requirements by county. To do so, we incorporate specific levels of accountability.

1.9.7 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.

1.9.8 Process for Managing Failure to Fill Service Request

It is clear West Virginia purchasing division recognizes the medical service staffing industry faces many challenges, which will continue. 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 West Virginia purchasing division point of contact.

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 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.

1.9.8 Partnerships and added value

HCA Staffing places the highest value on quality of the resources recruited for its programs and has developed several 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 West Virginia purchasing division 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 West Virginia purchasing division. 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 West Virginia purchasing division 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.

1.10 Contingency Operations Plan

HCA Staffing's Human Resources (HR) department is a cornerstone in the staffing world. We operate a 24/7 on call service designed to mitigate and respond to patient, client needs immediately. The HR branch of HCA Staffing has extensive experience providing housekeepers and related labor categories in a timely manner, especially in contingency planning. HCA Staffing applies best practices and lessons learned from successfully executed contracts equal in magnitude. Our HR management process focuses on meeting every staffing scenario required during performance of the contract. Our strategy for ensuring staff is available in contingencies such as callouts, absences, illness, bereavement, court, etc., is predicated upon the following objectives:

- Maintain a pipeline with experience and expertise required in the RFQ task areas enable us to staff positions quickly;
- Scheduling software (i.e. Hometrak), alerts of unfilled shifts, and notifies PM, and standby HCWs of availability;
- 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.
- Integrate incumbent schedules with new staff for full programmatic coverage, considering planned vacations, departures, or non-and-approved absences.

1.10.1 Ensuring Continuity of Care

The cornerstone of our recruiting strategy is our ability to provide a quick and seamless integration of staff, which does not disrupt continuity of care. Our processes provide capability to develop and maintain large standby rosters of qualified professionals who can fill short notice requirements or leaves of absences. HCA Staffing possesses a

strong background in short- and long-term 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, in as little as one-day. As an example, we staff multiple state prisons and hospital 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 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, this is not only our business, it is our reputation.

1.11 Essential Contractor Services, Mission Essential Plan

Our Mission Essential Plan ensures West Virginia purchasing division maintains staff with the ability to provide care during emergency response plans. It is anticipated HCWs are key to successful operations of each facility, we reflected on healthcare emergency preparedness, emergency management sources, and FAR clauses 252.237-7023 and 7024 as a guide, assisting in the development of a plan which leads to successful operations of the medical facility through emergency responses. Our plan provides a mechanism to assist implementation of coordinated continuity of operation strategies that initiate activation, relocation, and continuity of operations for our medical center personnel. We apply an All-Hazards plan to address a full spectrum of threats from natural, manmade, and technological sources including national security emergencies. This plan is shortened due to RFP response page limitations.

1.11.1 Pre-Disaster Coordination and Risk Assessment

In preparation with any incident, our PM works directly with the contracting officer, medical treatment facility leadership, and others deemed key by the DOD for plan development and approval. Operational pre-planning is critical and provides an ability to identify essential medical functions and describes who, number of contract personnel, and other key attributes necessary through a systematic process analysis, emergency impact analysis, and through development of risk mitigation strategies. Pre-planning enables testing of planned responses with an ability to meet requirements through exercises and drills, ensuring continuity of operational plans meet or exceed medical treatment facility expectations. In planning, we pre-identify hazards and risks likely to require essential contractor services to ensure an ability to continue operations for up to 30 Days, or until normal operations resume.

1.11.2 Order of Succession

We establish and maintain order of succession for mission essential personnel in event primary HCWs are incapable of performing job functions and authorized duties. By designating a successor in advance, enables the contracting officer, program manager, fellow, and others, to approve of can contact and ensure duties of the principal are fulfilled in even of absence, incapacitation, death or resignation. Key positions are adjustable based on approvals, pre-scheduled leave, absences, changes in designation, qualification or leadership role.

1.11.3 Continuity of Alternate Facilities and Staff

Pre-planning and coordination with alternative facilities, hospitals, branch clinics, and civilian equivalents ensure mission essential services continue through circumstances related to uncontrollable disasters or events. Coordinating with purchasing officers, facility officials, and designated chiefs, ensures qualified and approved staff with alternative locations are available and our HCWs have access to for the duration of the continuity event. While HCA Staffing cannot solely designate alternative facilities or approve alternative personnel to cover mission essential positions. We work with contracting officers to ensure we continue to conduct business and/or provide critical care to maintain essential functions when the original property, facility is inaccessible as deemed through contracted arrangements.

1.11.4 Communications

Communications are critical to our mission continuity plan. We plan, maintain and update our communication plan to ensure it is robust and effective at providing connectivity to internal medical response players, medical chiefs, contracting officers, key leadership and recovery partners to include alternative facilities. Communication requirements are established based on following factors:

- Utilize information sharing platforms, initiate an alert and notification to all partners executing the transition from immediate emergency response to mission essential personal activation;
- Establish appropriate liaisons between PM, Purchasing Officer, Medical Chiefs, HCWs and response and recovery officials;

- Provide situational updates to key personnel, Purchasing Officer, Medical Chief, HCWs and local emergency management specialists through information sharing platforms as applicable;
- If the event disrupts availability of response leadership to assist staff in activating continuity operations procedures, delegation of authority and devolution options will be instituted to ensure continuation of essential mission functions.

1.11.5 Essential Records Management

Our Program Manager keeps, maintains, and updates essential digital records, which is accessible by proper authority 24/7/365. In addition, records, plans, and essential mission personnel contact/recall lists are maintained by the program manager and is accessed online and retrievable on system hard drives as appropriate or requested by the purchasing officer. Twenty-Four Seven access to and use of records enables performance of essential functions and allows for reconstitution to normal operations as quickly as possible.

1.11.6 Delegation of Control and Direction

This section ensures mission essential functions are maintained should contractor leadership (i.e. Program Manager) is disengaged from on-site staff (HCWs) due electronic disruptions, lack of technology, or catastrophic events. Understanding the contract established a personal service relationship between the HCWs and the facility. The contracting officer and each HCW have and understand communication procedures/plan for Alerts, Recalls, and Activation of essential personnel. The devolution option requires transition of roles and responsibilities for mission essential functions through pre-authorized delegations of authority and responsibility. Authorities are delegated from our program manager to the Purchasing Officer, Lead Nurse/ Facility personnel On-site, Medical Chief, or other representatives in order to sustain essential functions for extended periods. Devolution will be triggered when one or more organizational leaders (i.e. PM) are unable to perform required duties, or unreachable due event circumstances. Responsibility will effectively transfer to designated officials in the delegation authority Matrix. Delegation will continue until effective mission is complete, or reestablishment of proper authority, or termination of the devolution option.

1.11.7 Continuity of Essential Staff

Provides provisions of health care continuity in all patient environments ensuring mission essential functions. Procedural plans ensure mission essential staff are onboard, alerted and/or recalled supplying mission essential functions to supporting facility activities or as determined by the contracting officer to include.

- Determine extent of disruption to the facility;
- Determine if event caused complete or partial disruption to health care services and/or delivery;
- Determine if event requires an Alert to non-scheduled staff;
- Determine if event requires a Recall of all available staff, or specific/desired number;
- Determine if event requires relocation, or alternate care facilities or additional personnel is authorized;
- Assist Purchasing Officer/Medical Chief, ensuring services are maintained for duration of event;
- Work with local and remote staff (Emergency agencies, EMS, Local and State) to acquire additional staff to ensure essential functions.

Factor II: Past Performance Information

As indicated in the proposal we currently hold a Commonwealth of Pennsylvania State-Wide Per-Diem Nursing contract. The contract is similar in scope, where we provide temporary and full-time LPNs, CNAs, RNs to 21 different facilities across the state, ranging from prisons, state mental hospitals to veteran centers through a multi-award, purchase order bid process. Below is detailed information pertaining to this contract. As noted, HCA Staffing is a licensed non-medical and skilled care agency and performs medical staffing at a number of state facilities. We provide a number of medical labor categories to provide care 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 to give the University an idea of our capabilities.

CONTRACT NUMBER	DESCRIPTION OF WORK PERFORMED	POP	REFERENCE (POC)	PHONE NUMBER
Parent contract # 4400013817	The Receipts figures represent 45 individual Purchase Orders on an IDIQ contract geographically dispersed at 21 different sites. These sites represent 3 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 facilities across the entire state of PA.	Nov 2014 – Dec 2019	Karen Sattazahn – Purchasing Agent ksattazahn@pa.gov	717-861-8832
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 Aides, House-Keepers, 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	Bruce Lazar Phone: 724- 420-5291 x6101, blazar@allabilitiesinc.org	724-832-8272

133869	HCA Staffing provides 85 CNAs, LPNs, and RNs and other non-medical sitters, and house-keepers 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.	May 2011 – July 2017 Annual Contract renewal, based on State License	Katherine Johnson– Service coordinator KJOHNSO1@co.westmoreland.pa.us	724-830-4453
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Factor III: Price

3.1 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 medical workers pay (HCWs), paid time off, vacation, sick leave, 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. 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 holiday and overtime hours are not allotted in the RFP, and we comply with the requirement to ensure worker longevity. As defined in the contract, we will comply with all state and federal laws and requirements.

3.2 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 is 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 RFP, it is anticipated our employees may work any shift Monday through Sunday with a 30-minute lunch break, 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 Commonwealth should also note, we have a 24/7 on call 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 RFP. 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 for professional employees.

3.3 Overhead

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.

3.4 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.

3.5 Profit

Normally our profit goal for the organization is 10%; however, in an effort to provide a cost savings to the Commonwealth, HCA Staffing's proposal is approximately a 2.48% profit, since we equate overheads costs equally on each contract, and we will use similar corporate methodologies as related to our Pennsylvania Nursing Contract.