A. Proposer Profile and Experience

1. Indicate your primary and secondary service area choices as referenced in Appendix B.
   Primary Service Area-Area 1
   Secondary Service Area-Area 2

2. Indicate the calendar year that the Proposer first offered services to older adults.
   2014

3. Is Proposer a subsidiary or franchise of a multi-purpose organization? If so, provide description of the parent organization. If so, do you see any barriers?
   The parent company is a supplemental staffing agency providing staffing to hospitals, nursing homes, physician practices, home healthcare organizations. I do not see any barriers

4. Do you operate as an employer or as a registry?
   Employer

5. Does the Proposer have an administrative or supervisory office within Allegheny County? Yes. If not, what is the location of the closest administrative or supervisory office, in miles, to Allegheny County?
   List the largest current or prior contracts (maximum of ten) for In-home services to older adults that your organization holds or has held within the last five years. Were any of the contracts cancelled before scheduled end date? If yes, list contract and reason for cancellation:

Contracting Organization	Services Provided	Size of Contract (Dollar Amount)	Contract Start/End Dates
Westmoreland County Area Agency on Aging	Personal Care Services, Home Health Aid Services RN Services, LPN Services	$234,675	6/30/18
One Call Care management	Personal Care Services, Home Health Aid Services, LPN Services		N/A
Veterans Home Care of PA	Personal Care Services		N/A
Southwestern Pennsylvania Area Agency on Aging	Personal Care Services		6/30/18
Southwestern Pennsylvania Area Agency on Aging	Personal Care Services		6/30/18
Beaver County Office on Aging	Personal Care Services, Home Health Aid Services RN Services, LPN Services		7/31/2020

6. Indicate the volume in total units of service provided (one unit = one hour) and unduplicated number of Participants for the following In-home services for the most recent fiscal year. Exclude Home Health Services:

Service Type	Total Units of In-Home Services 1 Unit = 1 Hour	Total Units of In-Home Services To Older Adults 1 Unit = 1 Hour	Number of Unduplicated Participants Served in Home	Number of Unduplicated Older Adults Served in Home
Personal Care	196,000	43,000	282	62
Home Support Housekeeping	115,000	32,000	217	41
Home Support Chore	0	0	0	0

B. Management of Staffing, Training, Direct Care Worker Recruitment and Retention

Staffing and Training

1. Describe Proposer's hiring process in very specific detail.
- After identifying the applicant, check to make sure they aren't in the system
- Call them for a prescreen
- After completing the prescreen:
- Set them up for an interview
- Send Application email and Signing Bonus email
- Journal: Comp application and sent signing bonus
- Call them for an interview
- Send the Credential/Online Documentation email
- Save their Application from Documents section and place it in Application
- If they didn't complete the application, call them and see if they need help and if are still interested
- After receiving the main credentials (At least 1st part of TB, Physical and CPR) , put them in the system
- You should be able to determine a projected hire date based on when their TB is going to be completed
- Make sure the applicant has the 3 main creds, Resume (if applicable) and application in their file.
- The Applicant will then receive an email to complete clearances and drug screen
- Continue checking on the applicant for updates. You can document any updates in the Note section in their file. (ex: Completed items or Appointment Dates)
- Once they've completed their online documentation and send some creds – Send Oasis Payroll Email and Start Checking References

2. Describe Proposer's orientation and training process in very specific detail.
   a) Attach training curriculum and specify training hours for each topic. Training Curriculum is attached. Training hours are based on each candidates specific experience and knowledge of the discipline with a minimum of a 3 hour overall session.
   b) Specify how many hours of training are provided directly on-site under an instructor's supervision. Employees attend a 3 hour on-site orientation with one of our Registered Nurses.
   c) Specify how many hours of training are completed electronically on a computer. While in the hiring process they must complete electronic tests. These tests can range from 3-10 tests depending on their certification and specialty. Our aides have 3 tests and a skills checklist to complete. Our nurses depending on their experience can have up to 10 tests to complete.

   d) Specify what specific hands-on skills are included in the training program, for example, assistance with bathing, assistance with ambulation, changing bed linens. Identify which skills include on-site practice and supervision.
   The aides complete our Personal Aide Training Program Checklist. In Orientation they review HIPAA, Safety, Infection Control, Universal Precautions, Abuse/Neglect, Consumer Control/Independent Living, Difficult Behaviors, Emergency situations, Medical Device Act, Food and Nutrition, Medication Observation, Documentation, Hand Washing, Transfers from devices, Wheelchair care, Bathing and Grooming (Skin care, feet care nail care and hair care) Everyone who attends orientation is required to fill out the Staff Questionnaire, which asks situational questions.
   e) Specify how many hours of training are completed before the worker touches the Participant. All employees are required to attend the 3 hour on site orientation. Also, Online Testing is required for employment.
   f) List all ongoing mandatory training programs provided to direct care workers in the last two fiscal years. Specifically describe how training program was presented, for example, remotely by mail, computer or classroom. Continuing Education tests are sent by email to our employees to complete. The following is a list of tests they must complete monthly: Abuse and Neglect, Advanced Directives, Cultural Diversity, Ethics, Falls Prevention, HIPPA, Infection Control, OSHA Healthcare Safety, Patient Rights, Restraints, Sexual Harassment AND Workplace Violence.

   g) Is continuing education offered to direct care workers? If yes, is it optional or required? How many hours per fiscal year? Our aides are required yearly to complete 12 hours of Continuing Education credits. They are asked to complete 1 test monthly to satisfy these credits.

3. Identify minimum direct care worker competencies required prior to working with Participants and describe how those competencies are evaluated. Every employee must score an 80% or higher to pass the online competency tests. The competency tests consist of a Comprehensive Core Competency, Home Health and additional tests depending on their certification and specialty. In order to complete the hiring process the recruiting team verifies

4. Supervision of workers from a distance provides unique challenges. Describe Proposer's procedure for supervision of direct care workers.

   a) Specify how often workers are supervised. Face to Face meeting with LPN every 60 days for review.

   b) Describe how direct care worker's performance is evaluated. LPN observes how care worker administers care any if any concerns arise they are discussed and reeducated on that issue.

   c) Describe how evaluation of worker's performance is shared with the worker. Worker meets with RN or LPN to review performance and to work hands on with the nurse who will demonstrate proper technique for reeducation.

Recruitment and Retention

5. Recruitment of direct care workers is a continuous challenge. Describe specific strategies that have been implemented to recruit new direct care workers.
The recruiting team uses various job boards to search for new Home Care workers. After identifying the appropriate applicant's they are offered our referral bonus and (where they receive a monetary payment due to referring qualified candidates who start working for us) loyalty bonus (After working a year with our company they receive a monetary payment). We let them know the benefits of our company such as weekly pay, direct deposit or a free check card, flexible hours and our discount program.

6. Does the Proposer have a targeted program to address retention of direct care workers? If so, detail specific strategies utilized to address the challenge of worker retention? We hired an employee retention specialist who implemented strategies such as: allowing the employees to request specific shifts giving them more control and buy in to their

scheduling. Also we bonus employees based on hours worked and have an employee benefit package, all of which leads to greater retention.

7. Detail the annualized turnover rate of direct care workers in each of the last two fiscal years. We have identified a turnover rate of 22% for the past 2 fiscal years.

8. Does the Proposer look for creative solutions to scheduling that contribute to worker efficiency and satisfaction? If so, briefly detail scheduling practices that contribute to worker efficiency and satisfaction. When we recruit an employee they are added to our software that geographically lists them. When shifts are open the employees in those geographic areas are the first ones offered allowing them to choose their shifts based on personal choices of distance time etc. This allows the employee to select shifts that work best for them, making it easier to schedule and getting a higher rate of employee satisfaction and attendance.

C. Management of Service Delivery

1. Describe the process utilized to ensure accurate and timely documentation of service delivery to Participants. Include process for verifying service delivery. All employees are to log into our ClearCare software which is cloud based HIPPA approved GPS based system. When they log in a notification is sent in real time to our scheduling coordinators and it notes if they are at an unverified location-not clients residence- or if they don't log in we are notified in 15 minutes. The coordinators then call to see where they are or why they are not at the clients' residence. Once logged in a list of tasks for

   that day based on the care plan is given and they must check off this list of tasks or type in a reason why they were not fulfilled prior to the employee logging out at the end of the shift.

2. Allegheny County faces unique challenges in serving Participants in certain geographic areas that are remote or lack public transportation. Has the Proposer implemented specific planning to address the travel and transportation needs of direct care workers? The geographic listing in our software helps with the transportation requirements, are the employees on a bus line, do they have a car, how far are they willing to travel are all in each employees file and that allows scheduling to utilize those variables to minimize transportation issues.

3. Has the Proposer implemented any new strategies to improve service capacity to older adults in the last 2 years?

a) Describe the strategies that have been implemented. We have not implemented any new strategies for the past 2 years. We have fine-tuned the strategies that were in place including but not limited to utilizing our software for geographic identification of care workers. This allows a pool of care workers in close proximity to the client and an easier way to provide care if we encounter a call off.

b) Identify the results of the strategy including the percent increase in service capacity.

4. Identify the strategies implemented to expand geographic service area in the last 2 years. We have 9 full time recruiters hiring staff to cover 14 counties. We use a variety of advertising methods including social media, print, direct calls to professionals already in our data base and referrals from existing sources.

5. Describe the Proposer's plan to meet the benchmarks listed in the RFP and required in the contract.
   a) Accept 80% of new Participant referrals in the first year.
   b) Accept 90% of new Participant referrals in each of the subsequent contract years. Based on our wide coverage range and current growth rate we already are recruiting and servicing clients in the counties hard to service areas. This will allow us to meet and exceed the required participant acceptance.

6. Describe the Proposer's staffing plan to address un/anticipated worker call-offs and no-shows so that substitute workers are available 100 % of the time? Based on our employee base-we are on pace to hire over 1000 this year, when we have a call off we have a deep pool to utilize for same day replacements. We ask the client first if they want a replacement and if they accept we call the nearest geographic employee and go from there to staff the shift.

7. Describe the process for communicating when a worker calls off or does not show-up as scheduled.
   In the event of a call off, the on-call service communicates to the office (after hours) or the office accepts the call and notifies to client to determine if a replacement is wanted. The office then sends an email blast and also calls nearby caregivers to obtain a replacement as soon as possible. In the event of a no show, the office calls the caregiver to determine if they are late or on their way. If they are not or if they do not answer, the office follows up with the client and follows the same process to obtain a replacement. The office then follows up with the missing caregiver to determine whether they will be present for future shifts or they are removed from further shifts.

8. Describe how the Proposer meets the needs of a culturally diverse population and those with special needs. We have a nurse evaluate the client to determine what special needs need to be met and that is communicated to the employees who would be filling those shifts. We also discuss with the client any specific requests in care givers they may have-non-smoking or no pets due to allergies and use that criteria for matching. If time allows we would set up a meet and greet between the client and care givers to check compatibility.

D. Management of Communication

1. How does your direct care worker report Participant status changes to supervisors? The caregivers are instructed to call the office to report any incidents prior to the end of their shift. General comments and concerns are documented in the ClearCare software prior to the employee being allowed to clock out from their shift.
2. Describe the process by which staff communicates Participant changes to other health care and care management professionals, family members, or other informal caregivers. Staff can communicate changes to family members and informal caregivers through use of the Living Room feature in the ClearCare software. Health care and care management professionals would be notified by phone or email.
3. Provide two recent examples of situations where a direct care worker identified and reported a problem or issue for which the Participant required assistance to resolve. Specifically discuss the communication process between Participant, direct care worker, agency and any individuals or resources contacted to resolve the issue. An aide came to the clients home noticed the client was lethargic discussed with client what they have done recently. Realized the client took their medications but might have mixed up dosage called 911 immediately called office to report incident called family members to notify and once determined family would meet ambulance at ER stayed until client was taken by EMT then filed incident report. Coordinators communicated with the service coordinators of client's condition. Another case client was not feeling well. Discussed with client issues, called our RN who notified physician who sent client to ER. Our aide and staff notified family and since no one was available to meet the ambulance our RN went to hospital to observe and repot to the file status per company protocol. All appropriate people we contacted.

E. Management of Program Quality

1. How do you measure quality in service delivery to the participant? We are in constant contact with our clients reviewing the care they are receiving. We review questions and

Responses to Narrative Questions
637015

concerns and address appropriately. Every 60 days our field nurse meets with the clients and does a performance evaluation of our services.

2. How do you handle participant complaints?
   We welcome all communication from participants. In the event of a complaint, we document and address it with the caregiver(s) involved to correct the problem. An incident form is completed if necessary.

3. Does the Proposer solicit Participant feedback regarding service satisfaction and performance of the direct care worker and what is done with the information? Yes. We have a checklist of questions we ask our clients to review the services and care they are receiving.
   a. If so, provide questionnaire or interview schedule utilized to solicit Participant feedback and satisfaction. Our quality control calls are every 10 days unless the client has an issue that needs immediately addressed. Our nurses do evaluations of service and care face to face every 60 days.

4. Describe your process for handling a billing discrepancy. We contact the accounts payable of the organization being invoiced. We work together to review the discrepancy and once agreed on a new invoice will be generated.