

**Request for Proposals
Proposal Narrative Response Form**

**OPTIONS
Home Health Services
Personal Care Services
Home Support Services**

A. Proposer Profile and Experience

1. Indicate your primary and secondary service area choices as referenced in Appendix B.
Primary: Area 1 @ 3 Secondary: Area 2
2. Indicate the calendar year that the Proposer first offered services to older adults.
1983
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? **NA**
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
Allegheny County DHS	Options pc - chore	1,092,000.00	7/1/15-6/30/16
Westmoreland AAA	Options pc - chore	783,450.00	7/1/15-6/30/18
Allegheny County DHS	Options pc - chore	1,064,000.00	7/1/14-6/30/15
Allegheny County DHS	Options pc - chore	1,050,000.00	7/1/13-6/30/14
Westmoreland AAA	Options pc - chore	750,000.00	7/1/12-6/30/15
Allegheny County DHS	Options pc - chore	1,060,000.00	7/1/12-6/30/13
PDA Waiver	PAS	360,000.00	N/A - annual
VA Pittsburgh	PC – H support	120,000.00	N/A annual

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	51,806	56,731	210	210
Home Support Housekeeping	25,200	25,200	145	145
Home Support Chore	525	525	85	85

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

Staffing and Training

1. **Describe Proposer’s hiring process in very specific detail.** *Please see attached hiring policy/procedure. Attachment (1)*
2. **Describe Proposer’s orientation and training process in very specific detail.**
 - a) Attach training curriculum and specify training hours for each topic. *(please see Attachment (2a))*
 - b) Specify how many hours of training are provided directly on-site under an instructor’s supervision. *30 hours on sight*
 - c) Specify how many hours of training are completed electronically on computer. *18 hours electronically*
 - 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. *(bathing, ambulation, transfers, toileting – bed making and general cleaning are all trained and practiced on site in a skills demonstration lab)*
 - e) Specify how many hours of training are completed before the worker touches the Participant. *30*
 - 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. *(Attachment 3) please see our in-service schedule for the past two years. These are provided remotely to assure 100% compliance.*

- g) Is continuing education offered to direct care workers? If yes, is it optional or required? How many hours per fiscal year? *Yes – con education is provided in the monthly in-service. This is mandatory for all active employees.*
3. Identify minimum direct care worker competencies required prior to working with Participants and describe how those competencies are evaluated. *All employees must complete the above depicted training (30) hours – complete a written test – and be observed in the skills demonstration prior to servicing a consumer.*
4. Supervision of workers from a distance provides unique challenges. Describe Proposer's procedure for supervision of direct care workers.
- Specify how often workers are supervised. Workers are supervised and skills observed directly in the consumers home every 6 months and also managed weekly for attendance by the coordinators via point of care software.*
 - Describe how direct care worker's performance is evaluated. Performance is evaluated by observation of skills, attendance and consumer satisfaction. We are in constant communication with our consumers to make sure that service is rendered as expected.*
 - Describe how evaluation of worker's performance is shared with the worker. All workers are evaluated monthly and annually using the above mentioned tools. This information is shared with the worker to provide clear goals and expectations and to provide ongoing leadership and guidance. Rewards are given to those who meet and exceed our requirements. Those who require additional training are brought in for skill enhancement training.*

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. *We have instituted an on line application process via "Indeed" to simplify and expedite the application process. This has increased our ad response by 30%. We are able to communicate effectively with the new generation of workers (y and x) and take advantage of their computer, cell phone and electronic literacy. The indeed sight also allows us to search through resumes of workers who have posted that they are looking for work.*
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? *To retain a new generation of workers, we offer our staff the following: wages higher than most of the competition, schedules that are built around the worker's needs so they can maintain a life-work balance in the workplace, paid travel time between consumer homes, weekly pay checks with direct deposit, affordable health insurance, Aflac, accrued paid time off, life and dental insurance, monthly reward system for great service.*

7. Detail the annualized turnover rate of direct care workers in each of the last two fiscal years. *Over the last two fiscal years the turnover rate has significantly changed. Out of 102 total workers, 68% have been employed with us for more than 3 years. 32% have been hired in the last two years. The turnover rate for the past two years has been 30% 2014 and 32% 2015.*
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. *Our schedule coordinators are reaching out to all employees via text messaging to communicate effectively with all workers regarding availability and scheduling. We obtain the workers available days and times and attempt to schedule as many consumers in those time slots as possible so that we can offer a good sound schedule and guaranteed amount of hours to the workforce. Over the past several years this has become challenging as consumer times are not as flexible.*

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. *We utilize an automated time and attendance software. This enables our staff to document tasks performed via a telephony system along with verification of time and date the visit was performed in the consumers' home. The telephony system requires the worker to make a phone call from the participant's home. A signed time slip is accepted when the phone is out of order or not available. A written time sheet must include name of worker, participant name, date, time in and time out as well as task performed. All written time slips must be signed by the participant.*
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?
Yes – our plan includes the following: for employees using their own vehicles - the company will pay "travel time" and "mileage" so that each worker is compensated for the time spent traveling to remote locations. In addition, we also have company vehicles available to provide a vehicle that is insured, maintained and fueled for salaried workers to go out for the day and cover multiple cases in remote locations. Our goal is to work with consumers and care managers to set up a productive scheduled route with any unserved consumers. "Consumer flexibility will be key in accomplishing this."

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 were offered the opportunity to increase pay rates to a “reasonable wage” on specific cases. This had enabled us the ability to offer a unique employment package to employees who are looking for higher wages and more interesting opportunities. We have created two distinct work forces – those who only want easy, consistent, clusters of consumers to care for and those who want and need more from their jobs and are willing to do what it takes to get the wages benefits and hours they need. We feel that having two different structures has allowed us to increase service capacity by almost 30% In addition, in January we also implemented an affordable health insurance program to all employees who consistently work 30 hours a week. We have also updated our recruiting and training methods that provides ease and efficiency to the new generation work force (indeed, texting, emailing, online training)*
 - b) Identify the results of the strategy including the percent increase in service capacity. *With the implementation of the above strategies we have initiated service to 89 additional consumers. This represents a 28% increase. Out of 65 employees, we have 29 employees who regularly participate in this new initiative.*
4. Identify the strategies implemented to expand geographic service area in the last 2 years *As mentioned above, we implemented a more attractive wage (5 % higher) for workers willing to travel to remote locations, we are offering benefits to those who will consistently work 30 hours a week for us – we are paying for travel time to and from and between consumers along with mileage – and we are able to provide convenient training through on line resources to those who live far away. We are also attempting to work with consumers on being flexible with hours desired so that we can offer employees a guaranteed and consistent income that they can count on.*
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. *We have analyzed where our staff is strong and also the service area maps and are confident in our ability to accept 80% of referrals in the first year. With the new incentives implemented and piloted throughout this past year, we intend to hire additional workers to accept cases. With the service areas and referral processes being better defined, we will continue to*

develop a model that has structure and is tangible to the agency, the worker and the consumer.

- b) *Accept 90% of new Participant referrals in each of the subsequent contract years. After a year of working with the new program, we intend to target and market our chosen service areas and dedicate 100% to ongoing development of staffing strategies and techniques to maintain the benchmark of 90%. We will be able to analyze staffing needs and employee patterns and massage internal processes to achieve the desired goal.*

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? If a worker calls off or no shows, our coordinator contacts the consumer immediately and reschedules the service as per the consumers' needs/requests. Often consumers refuse back up workers and choose to reschedule for another day with their regular worker. In the event of a vulnerable situation, we have salaried supervisory staff to send over to provide service.*
7. *Describe the process for communicating when a worker calls off or does not show-up as scheduled. Our staffing coordinators are responsible for contacting consumers immediately when a worker calls off. This also occurs after hours as we have an on call coordinator on 24 hours a day seven days a week. Our telephony software (Santrax) enables our management staff to see if a caregiver does not arrive as planned within minutes of the scheduled time. The coordinators can then reach out to find out why the delay and communicate almost instantly with the consumers.*
8. *Describe how the Proposer meets the needs of a culturally diverse population and those with special needs. To ensure uniform performance, the agency educates all of its staff members in cultural diversity and special needs. The agency has strong company policies to ensure uniform performance to all consumers without discrimination. Please refer to policies (ATT: 4 and ATT: 5)*

D. Management of Communication

1. *How does your direct care worker report Participant status changes to supervisors? The direct care workers are trained to report any and all changes, incidents or occurrences to their assigned coordinator. The coordinators are available at all times for their staff. They can call in on our 800 line to make a report. After hours we have a coordinator on call to assist both consumers and clients at all times. They may also use our email system that is encrypted to make a report.*

2. Describe the process by which staff communicates Participant changes to other health care and care management professionals, family members, or other informal caregivers. *One a report is made, a field supervisor may be sent to the home to verify the concern and a call is made to the care manager for their input/direction. A written report is then sent to the care manager for record. If necessary, the critical incident protocols are followed.*
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. *1. A worker arrived at her consumer's home and was unable to get in. She called into the agency and reported to her coordinator. The coordinator contacted the building manger. The building manager met the caregiver and opened the door. Once inside, they found the consumer was stuck on her commode. Her legs went numb and she was unable to get up. The building manager called 911 and the consumer was taken to the hospital. The care manager was notified and a critical incident report was also filed due to the hospitalization. 2. A worker called in to report to her coordinator that her client had been making statements that she no longer wanted to live. The coordinator contacted the consumers care manager and the care managers supervisor and protective services was contacted. A therapist was immediately assigned to assist the consumer. The caregiver was informed that protective was in and she was advised to observe and report consumer progress.*

E. Management of Program Quality

1. How do you measure quality in service delivery to the participant? *The primary goals of our Quality Management plan is to continually and systematically plan, design, measure, assess and improve performance of organization wide key functions and processes relative to participant care. To achieve this goal, Data will be collected from internal sources (staff) and external sources (patients, referral sources, etc.). The following data sources will be reviewed for use in the development of performance measures: Staff opinions and needs , Staff perceptions of risks to patients and suggestions for improving patient safety, Staff willingness to report changes in condition – critical incidents, Outcomes of processes or services, including adverse events, Performance measures from organization approved internal and external databases, infection control surveillance and reporting, Patient and family perceptions of care, treatment and services, Customer demographics. The findings, conclusions, recommendations and actions taken are used to improve performance.*
2. How do you handle participant complaints? *Any complaint received from a consumer or family will be forwarded in writing to the Administrator or his/her designee. All staff*

*members are responsible for "On-The-Spot" resolution of consumer problems, where possible, and for notifying the Administrator of complaints expressed to them. The complaint investigation shall commence within 48 hours of receipt of the written complaint. The Supervisor is responsible for investigating all complaints and for giving feedback to the consumer and Administration. A record of the complaint, investigation, follow-up action and response to the consumer will be documented, using the Complaint Form and will be retained by Administration in a Complaint file. The investigation shall be completed within 14 days unless circumstances prevent finalization within that time period. Consumer complaints will be **trended and reported through the quality management function**. If the consumer is not satisfied with the resolution of the complaint, he/she may appeal this decision directly to the State Home Health Hotline at 1-800-254-5164.*

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 utilize several methods to solicit consumer feedback: Our coordinators are in constant communication with their caseload via telephone to make sure they are pleased with our services and their assigned workers, each consumer is visited initially and then twice a year (at a minimum) by our field supervisor to assure that services are meeting their needs and that the consumer is satisfied, annually, satisfaction surveys are sent to each consumer so that they can evaluate our services and advise us of our performance.*
 - a. If so, provide questionnaire or interview schedule utilized to solicit Participant feedback and satisfaction. (please see ATT 6)
- 4 Describe your process for handling a billing discrepancy. *We do not bill or pay for any service rendered without electronic verification or participant signed time slip. To avoid and/or eliminate data entry errors for all billing we have separate personnel enter the data and a different employee proofread the entries. In the event an error is found, the client is immediately notified and a correction is made.*