



FULLY EXECUTED - CHANGE 9

Contract Number: 4400021358

Original Contract Effective Date: 09/06/2019

Valid From: 11/01/2019 To: 01/31/2025

All using Agencies of the Commonwealth, Participating Political
Subdivision, Authorities, Private Colleges and Universities

Your SAP Vendor Number with us: 414855

Purchasing Agent

Name: Kline Tyler

Phone: 717-787-4718

Fax: 717-214-9505

Supplier Name/Address:

INGENESIS INC
18756 STONE OAK PKWY STE 200
SAN ANTONIO TX 78258-4354 US

Please Deliver To:

To be determined at
the time of the Purchase Order
unless specified below.

Supplier Phone Number: 210-366-0033

Supplier Fax Number: 210-568-4582

Contract Name:

SW Medical Healthcare Staffing

Payment Terms

NET 30

Solicitation No.:

Issuance Date:

Supplier Bid or Proposal No. (if applicable):

Solicitation Submission Date:

This contract is comprised of: The above referenced Solicitation, the Supplier's Bid or Proposal, and any documents attached to this Contract or incorporated by reference.

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
1	C1-Skill Category Novice	0.000	Hour	0.00	1	0.00
2	C2- Skill Category Intermediate	0.000	Hour	0.00	1	0.00
3	C3- Skill Category Advanced	0.000	Hour	0.00	1	0.00
4	C4- Skill Category Expert	0.000	Hour	0.00	1	0.00
5	C5- Short- Term Position Rate Workdays	0.000	Hour	0.00	1	0.00
6	Travel	0.000	Each	0.00	1	0.00

Information:

Supplier's Signature _____

Title _____

Printed Name _____

Date _____



FULLY EXECUTED - CHANGE 9

Contract Number: 4400021358

Original Contract Effective Date: 09/06/2019

Valid From: 11/01/2019 To: 01/31/2025

Supplier Name:

INGENESIS INC

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
7	Bill Rate Waiver Form Resources	0.000	Hour	0.00	1	0.00

Item Text

Attach a copy of the approved BRWF and any e-mail approvals associated with resource.

General Requirements for all Items:

Header Text

03/28/2024 - Contract Owner changed to Tyler Kline. TK

03/04/2024 - 90 day extension has been utilized per the Standard Terms and Conditions bringing the new termination date to January 31, 2025 - cw

8/31/2022 - Contract was renewed and supporting documentation is in records mgmt.
-SD

5/25/22 - Sole source amendment #46887 approval, and signed amendment to increase rates for new direct care LPNs, RNs, and CNAs as well as temporarily suspend the competition restrictions for 90 days – SD

CO#1- Amendment 1 was attached to the contract per approval of SS#37475. CZ 2.14.2020

Medical Staffing contract for short term & long term medical positions.

No further information for this Contract

Information:



FULLY EXECUTED - CHANGE 8
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 01/31/2025

All using Agencies of the Commonwealth, Participating Political
Subdivision, Authorities, Private Colleges and Universities

Purchasing Agent

Name: Walters Corinna
Phone: 717-346-7097
Fax: 717-783-6241

Your SAP Vendor Number with us: 414855

Supplier Name/Address:
INGENESIS INC
18756 STONE OAK PKWY STE 200
SAN ANTONIO TX 78258-4354 US

Please Deliver To:

To be determined at
the time of the Purchase Order
unless specified below.

Supplier Phone Number: 210-366-0033
Supplier Fax Number: 210-568-4582

Contract Name:
SW Medical Healthcare Staffing

Payment Terms
NET 30

Solicitation No.: _____ Issuance Date: _____
Supplier Bid or Proposal No. (if applicable): _____ Solicitation Submission Date: _____

This contract is comprised of: The above referenced Solicitation, the Supplier's Bid or Proposal, and any documents attached to this Contract or incorporated by reference.

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
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General Requirements for all Items:

Header Text
03/04/2024 - 90 day extension has been utilized per the Standard Terms and Conditions bringing the new termination date to January 31, 2025 - cw

8/31/2022 - Contract was renewed and supporting documentation is in records mgmt.
-SD

5/25/22 - Sole source amendment #46887 approval, and signed amendment to increase rates for new direct care LPNs, RNs, and CNAs as well as temporarily suspend the competition restrictions for 90 days – SD

CO#1- Amendment 1 was attached to the contract per approval of SS#37475. CZ 2.14.2020

Medical Staffing contract for short term & long term medical positions.

Information:

Supplier's Signature _____
Printed Name _____

Title _____
Date _____



FULLY EXECUTED - CHANGE 8
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 01/31/2025

Supplier Name:
INGENESIS INC

No further information for this Contract

Information:



FULLY EXECUTED - CHANGE 7
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 10/31/2024

All using Agencies of the Commonwealth, Participating Political
Subdivision, Authorities, Private Colleges and Universities

Your SAP Vendor Number with us: 414855

Purchasing Agent

Name: Walters Corinna
Phone: 717-346-7097
Fax: 717-783-6241

Supplier Name/Address:
INGENESIS INC
18756 STONE OAK PKWY STE 200
SAN ANTONIO TX 78258-4354 US

Please Deliver To:

To be determined at
the time of the Purchase Order
unless specified below.

Supplier Phone Number: 210-366-0033
Supplier Fax Number: 210-568-4582

Contract Name:
SW Medical Healthcare Staffing

Payment Terms
NET 30

Solicitation No.: _____ Issuance Date: _____
Supplier Bid or Proposal No. (if applicable): _____ Solicitation Submission Date: _____

This contract is comprised of: The above referenced Solicitation, the Supplier's Bid or Proposal, and any documents attached to this Contract or incorporated by reference.

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
1	C1-Skill Category Novice	0.000	Hour	0.00	1	0.00
2	C2- Skill Category Intermediate	0.000	Hour	0.00	1	0.00
3	C3- Skill Category Advanced	0.000	Hour	0.00	1	0.00
4	C4- Skill Category Expert	0.000	Hour	0.00	1	0.00
5	C5- Short- Term Position Rate Workdays	0.000	Hour	0.00	1	0.00
6	Travel	0.000	Each	0.00	1	0.00

Information:

Supplier's Signature _____
Printed Name _____

Title _____
Date _____



FULLY EXECUTED - CHANGE 7
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 10/31/2024

Supplier Name:
INGENESIS INC

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
7	Bill Rate Waiver Form Resources	0.000	Hour	0.00	1	0.00

Item Text

Attach a copy of the approved BRWF and any e-mail approvals associated with resource.

General Requirements for all Items:

Header Text

8/31/2022 - Contract was renewed and supporting documentation is in records mgmt.
-SD

5/25/22 - Sole source amendment #46887 approval, and signed amendment to increase rates for new direct care LPNs, RNs, and CNAs as well as temporarily suspend the competition restrictions for 90 days – SD

CO#1- Amendment 1 was attached to the contract per approval of SS#37475. CZ 2.14.2020

Medical Staffing contract for short term & long term medical positions.
No further information for this Contract

Information:



FULLY EXECUTED - CHANGE 6

Contract Number: 4400021358

Original Contract Effective Date: 09/06/2019

Valid From: 11/01/2019 To: 10/31/2023

All using Agencies of the Commonwealth, Participating Political
Subdivision, Authorities, Private Colleges and Universities

Your SAP Vendor Number with us: 414855

Purchasing Agent

Name: Walters Corinna

Phone: 717-346-7097

Fax: 717-783-6241

Supplier Name/Address:

INGENESIS INC
18756 STONE OAK PKWY STE 200
SAN ANTONIO TX 78258-4354 US

Supplier Phone Number: 210-366-0033

Supplier Fax Number: 210-568-4582

Please Deliver To:

To be determined at
the time of the Purchase Order
unless specified below.

Contract Name:

SW Medical Healthcare Staffing

Payment Terms

NET 30

Solicitation No.:

Issuance Date:

Supplier Bid or Proposal No. (if applicable):

Solicitation Submission Date:

This contract is comprised of: The above referenced Solicitation, the Supplier's Bid or Proposal, and any documents attached to this Contract or incorporated by reference.

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
1	C1-Skill Category Novice	0.000	Hour	0.00	1	0.00
2	C2- Skill Category Intermediate	0.000	Hour	0.00	1	0.00
3	C3- Skill Category Advanced	0.000	Hour	0.00	1	0.00
4	C4- Skill Category Expert	0.000	Hour	0.00	1	0.00
5	C5- Short- Term Position Rate Workdays	0.000	Hour	0.00	1	0.00
6	Travel	0.000	Each	0.00	1	0.00

Information:

Supplier's Signature _____

Title _____

Printed Name _____

Date _____



FULLY EXECUTED - CHANGE 6
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 10/31/2023

Supplier Name:
INGENESIS INC

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
7	Bill Rate Waiver Form Resources	0.000	Hour	0.00	1	0.00

Item Text

Attach a copy of the approved BRWF and any e-mail approvals associated with resource.

General Requirements for all Items:

Header Text

8/31/2022 - Contract was renewed and supporting documentation is in records mgmt.
-SD

5/25/22 - Sole source amendment #46887 approval, and signed amendment to increase rates for new direct care LPNs, RNs, and CNAs as well as temporarily suspend the competition restrictions for 90 days – SD

CO#1- Amendment 1 was attached to the contract per approval of SS#37475. CZ 2.14.2020

Medical Staffing contract for short term & long term medical positions.
No further information for this Contract

Information:



FULLY EXECUTED - CHANGE 5

Contract Number: 4400021358

Original Contract Effective Date: 09/06/2019

Valid From: 11/01/2019 To: 10/31/2023

All using Agencies of the Commonwealth, Participating Political
Subdivision, Authorities, Private Colleges and Universities

Purchasing Agent

Name: Danner Shawn

Phone: 717-787-8085

Fax:

Your SAP Vendor Number with us: 414855

Supplier Name/Address:

INGENESIS INC
18756 STONE OAK PKWY STE 200
SAN ANTONIO TX 78258-4354 US

Please Deliver To:

To be determined at
the time of the Purchase Order
unless specified below.

Supplier Phone Number: 210-366-0033

Supplier Fax Number: 210-568-4582

Contract Name:

SW Medical Healthcare Staffing

Payment Terms

NET 30

Solicitation No.:

Issuance Date:

Supplier Bid or Proposal No. (if applicable):

Solicitation Submission Date:

This contract is comprised of: The above referenced Solicitation, the Supplier's Bid or Proposal, and any documents attached to this Contract or incorporated by reference.

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
1	C1-Skill Category Novice	0.000	Hour	0.00	1	0.00
2	C2- Skill Category Intermediate	0.000	Hour	0.00	1	0.00
3	C3- Skill Category Advanced	0.000	Hour	0.00	1	0.00
4	C4- Skill Category Expert	0.000	Hour	0.00	1	0.00
5	C5- Short- Term Position Rate Workdays	0.000	Hour	0.00	1	0.00
6	Travel	0.000	Each	0.00	1	0.00

Information:

Supplier's Signature _____

Title _____

Printed Name _____

Date _____



FULLY EXECUTED - CHANGE 5
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 10/31/2023

Supplier Name:
INGENESIS INC

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
7	Bill Rate Waiver Form Resources	0.000	Hour	0.00	1	0.00

Item Text

Attach a copy of the approved BRWF and any e-mail approvals associated with resource.

General Requirements for all Items:

Header Text

8/31/2022 - Contract was renewed and supporting documentation is in records mgmt.

-SD

5/25/22 - Sole source amendment #46887 approval, and signed amendment to increase rates for new direct care

LPNs, RNs, and CNAs as well as temporarily suspend the competition restrictions for 90 days – SD

CO#1- Amendment 1 was attached to the contract per approval of SS#37475. CZ 2.14.2020

Medical Staffing contract for short term & long term medical positions.

No further information for this Contract

Information:



FULLY EXECUTED - CHANGE 4

Contract Number: 4400021358

Original Contract Effective Date: 09/06/2019

Valid From: 11/01/2019 To: 10/31/2022

All using Agencies of the Commonwealth, Participating Political
Subdivision, Authorities, Private Colleges and Universities

Your SAP Vendor Number with us: 414855

Purchasing Agent

Name: Danner Shawn

Phone: 717-787-8085

Fax:

Supplier Name/Address:

INGENESIS INC
18756 STONE OAK PKWY STE 200
SAN ANTONIO TX 78258-4354 US

Supplier Phone Number: 210-366-0033

Supplier Fax Number: 210-568-4582

Please Deliver To:

To be determined at
the time of the Purchase Order
unless specified below.

Contract Name:

SW Medical Healthcare Staffing

Payment Terms

NET 30

Solicitation No.:

Issuance Date:

Supplier Bid or Proposal No. (if applicable):

Solicitation Submission Date:

This contract is comprised of: The above referenced Solicitation, the Supplier's Bid or Proposal, and any documents attached to this Contract or incorporated by reference.

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
1	C1-Skill Category Novice	0.000	Hour	0.00	1	0.00
2	C2- Skill Category Intermediate	0.000	Hour	0.00	1	0.00
3	C3- Skill Category Advanced	0.000	Hour	0.00	1	0.00
4	C4- Skill Category Expert	0.000	Hour	0.00	1	0.00
5	C5- Short- Term Position Rate Workdays	0.000	Hour	0.00	1	0.00
6	Travel	0.000	Each	0.00	1	0.00

Information:

Supplier's Signature _____

Title _____

Printed Name _____

Date _____



FULLY EXECUTED - CHANGE 4
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 10/31/2022

Supplier Name:
INGENESIS INC

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
7	Bill Rate Waiver Form Resources	0.000	Hour	0.00	1	0.00

Item Text

Attach a copy of the approved BRWF and any e-mail approvals associated with resource.

General Requirements for all Items:

Header Text

5/25/22 - Sole source amendment #46887 approval, and signed amendment to increase rates for new direct care LPNs, RNs, and CNAs as well as temporarily suspend the competition restrictions for 90 days – SD

CO#1- Amendment 1 was attached to the contract per approval of SS#37475. CZ 2.14.2020

Medical Staffing contract for short term & long term medical positions.

No further information for this Contract

Information:

AMENDMENT NUMBER 3

TO

CONTRACT NO. 4400021358

This Amendment Number 3 to Contract No. **4400021358** (the Contract) is by and between InGenesis, Inc. (“Contractor”) and the Commonwealth of Pennsylvania, acting through the Department of General Services (“DGS”).

WHEREAS, the Contractor and DGS entered into the Contract, identified as SRM No. **4400021358**, for the provision of HealthCare Staffing Services beginning with contract execution and ending October 31, 2022, with an optional two (2) one (1) year renewals.

WHEREAS, the Commonwealth and Contractor agree to revise the Competition Restrictions outlined in Amendment Number 3 to the Contract; and

WHEREAS, The Commonwealth and Contractor agree to adjust the rates for direct care Correctional Licensed Practical Nurses (LPNs) and Registered Nurses (RNs).

NOW THEREFORE, for valuable mutual consideration and intending to be legally bound hereby, the parties agree as follows:

1. The Commonwealth and the Contractor agree to suspend the Competition Restrictions clause agreed to in Amendment Number 1 to the Contract. Amendment Number 1 states:

Competition Restrictions. The Commonwealth and the Contractor agree that any non-compete or similar restrictions on soliciting business directly from the Commonwealth (“Competition Restrictions”) included in Contractor’s subcontractor agreements or master agreement will not apply to the Commonwealth’s Sole Source Procurements and resulting contracts and Emergency Procurements and resulting contracts (“Exceptional Procurements”). For purposes of clarity, Competition Restrictions on a Supplier’s involvement in Exceptional Procurements will not be enforceable against any subcontractor, resource, or business partner.

The Commonwealth and the Contractor agree to suspend the Competition Restrictions clause for 90 days (“90 day suspension period”) effective when this Amendment Number 3 is fully executed. Once effective, the Contractor may impose non-compete or similar restrictions on its subcontractors regarding sole source procurements and resulting contracts and Emergency Procurement and resulting contracts for the following positions: direct care Correctional Licensed Practical Nurses (LPNs) and Correctional Registered Nurses (RNs). At any point after the completion of the 90-day suspension period, the Commonwealth, at its sole discretion, may re-enact the Competition Restrictions clause stated in Amendment Number 1 upon written notice to the Contractor. If the Commonwealth decides to re-enact the Competition Restrictions, it will notify the Contract in writing at least 15 days in advance.

2. DGS has agreed to adjust the Contract bill rates for direct care Correctional Licensed Practical Nurses (LPNs) and Correctional Registered Nurses (RNs). The new Contract bill rates are listed in Appendix A to this Amendment Number 3.
3. This Amendment shall become effective when it is fully executed by the parties and all approvals required by Commonwealth contracting procedures have been obtained, as indicated by the date of the last Commonwealth signature. This Amendment is not binding in any way on the Commonwealth or the Department until it has been fully executed, as prescribed in the preceding sentence.
4. Except as amended by this Amendment Number 3, all other terms and conditions of the Contract shall remain as originally written.

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IN WITNESS WHEREOF, the parties hereto have signed this Amendment Number 3 to the Contract the day and year first above written. Execution by the Commonwealth will be as described in the Contract Terms and Conditions.

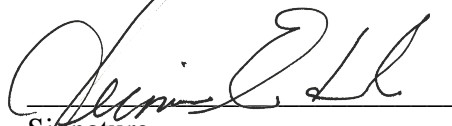
WITNESS:



Signature

Rosie Franks, August 18, 2022
Printed Name/Date

CONTRACTOR:



Signature

Veronica Edwards, CEO, August 18, 2022
Printed Name/Title/Date



Federal Identification Number

**COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF GENERAL SERVICES**

By: To be obtained electronically _____
Deputy Secretary for Procurement Date

APPROVED AS TO FORM AND LEGALITY:

To be obtained electronically _____
Office of Chief Counsel Date

To be obtained electronically _____
Office of General Counsel Date

To be obtained electronically _____
Office of Attorney General Date

APPROVED:

To be obtained electronically _____
Comptroller Date

Appendix A - Correctional Direct Care Bill Rates

Job Title	Skill Category Tier	Area	Adjusted Direct Care Bill Rate
Correctional Registered Nurse	Novice	All	\$ 66.43
	Intermediate	All	\$ 71.43
	Advanced	All	\$ 73.43
	Expert	All	\$ 75.43
	Short-Term	All	\$ 86.43
Correctional Licensed Practical Nurse	Novice	All	\$ 50.71
	Intermediate	All	\$ 55.71
	Advanced	All	\$ 57.71
	Expert	All	\$ 59.71
	Short-Term	All	\$ 68.71



FULLY EXECUTED - CHANGE 3
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 10/31/2022

All using Agencies of the Commonwealth, Participating Political
Subdivision, Authorities, Private Colleges and Universities

Purchasing Agent

Name: **Danner Shawn**
Phone: 717-787-8085
Fax:

Your SAP Vendor Number with us: **414855**

Supplier Name/Address:
INGENESIS INC
18756 STONE OAK PKWY STE 200
SAN ANTONIO TX 78258-4354 US

Please Deliver To:

To be determined at
the time of the Purchase Order
unless specified below.

Supplier Phone Number: 210-366-0033
Supplier Fax Number: 210-568-4582

Contract Name:
SW Medical Healthcare Staffing

Payment Terms
NET 30

Solicitation No.: _____ Issuance Date: _____
Supplier Bid or Proposal No. (if applicable): _____ Solicitation Submission Date: _____

This contract is comprised of: The above referenced Solicitation, the Supplier's Bid or Proposal, and any documents attached to this Contract or incorporated by reference.

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
1	C1-Skill Category Novice	0.000	Hour	0.00	1	0.00
2	C2- Skill Category Intermediate	0.000	Hour	0.00	1	0.00
3	C3- Skill Category Advanced	0.000	Hour	0.00	1	0.00
4	C4- Skill Category Expert	0.000	Hour	0.00	1	0.00
5	C5- Short- Term Position Rate Workdays	0.000	Hour	0.00	1	0.00
6	Travel	0.000	Each	0.00	1	0.00

Information:

Supplier's Signature _____
Printed Name _____

Title _____
Date _____



FULLY EXECUTED - CHANGE 3
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 10/31/2022

Supplier Name:
INGENESIS INC

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
7	Bill Rate Waiver Form Resources	0.000	Hour	0.00	1	0.00

Item Text

Attach a copy of the approved BRWF and any e-mail approvals associated with resource.

General Requirements for all Items:

Header Text

5/25/22 - Sole source amendment #46887 approval, and signed amendment to increase rates for new direct care LPNs, RNs, and CNAs as well as temporarily suspend the competition restrictions for 90 days – SD

CO#1- Amendment 1 was attached to the contract per approval of SS#37475. CZ 2.14.2020

Medical Staffing contract for short term & long term medical positions.

No further information for this Contract

Information:

AMENDMENT NUMBER 2

TO

CONTRACT NO. 4400021358

This Amendment No. 2 to Contract No. **4400021358** (the Contract) is by and between InGenesis, Inc. (“Contractor”) and the Commonwealth of Pennsylvania, acting through the Department of General Services (“DGS”).

WHEREAS, the Contractor and DGS entered into the Contract, identified as SRM No. **4400021358**, for the provision of HealthCare Staffing Services beginning with contract execution and ending October 31, 2022, with an optional two (2) one (1) year renewals.

WHEREAS, the Commonwealth and Contractor agree to revise the Competition Restrictions outlined in Amendment Number 1 to the Contract; and

WHEREAS, The Commonwealth and Contractor agree to adjust the rates for direct care Licensed Practical Nurses (LPNs), Registered Nurses (RNs) and Certified Nursing Assistant (CNAs).

NOW THEREFORE, for valuable mutual consideration and intending to be legally bound hereby, the parties agree as follows:

1. The Commonwealth and the Contractor agree to suspend the Competition Restrictions clause agreed to in Amendment Number 1 to the Contract. Amendment Number 1 states:

Competition Restrictions. The Commonwealth and the Contractor agree that any non-compete or similar restrictions on soliciting business directly from the Commonwealth (“Competition Restrictions”) included in Contractor’s subcontractor agreements or master agreement will not apply to the Commonwealth’s Sole Source Procurements and resulting contracts and Emergency Procurements and resulting contracts (“Exceptional Procurements”). For purposes of clarity, Competition Restrictions on a Supplier’s involvement in Exceptional Procurements will not be enforceable against any subcontractor, resource, or business partner.

The Commonwealth agrees to suspend the Competition Restrictions clause for 90 days (“90 day suspension period”) effective when this Amendment Number 2 is fully executed. Once effective, the Contractor may impose non-compete or similar restrictions on its subcontractors regarding sole source procurements and resulting contracts and Emergency Procurement and resulting contracts for the following positions: direct care Licensed Practical Nurses (LPNs), Registered Nurses (RNs) and Certified Nursing Assistant (CNAs). After the 90-day suspension period, the Commonwealth, at its sole discretion, may re-enact the Competition Restrictions clause stated in Amendment Number 1 upon written notice to the Contractor.

2. DGS has agreed to adjust the Contract bill rates for direct care Licensed Practical Nurses (LPNs), Registered Nurses (RNs) and Certified Nursing Assistant (CNAs). The new Contract bill rates are listed in Appendix A to this Amendment Number 2.
3. This Amendment shall become effective when it is fully executed by the parties and all approvals required by Commonwealth contracting procedures have been obtained, as indicated by the date of the last Commonwealth signature. This Amendment is not binding in any way on the Commonwealth or the Department until it has been fully executed, as prescribed in the preceding sentence.
4. Except as amended by this Amendment Number 2, all other terms and conditions of the Contract shall remain as originally written.

[THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK

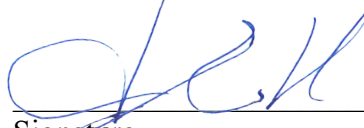
IN WITNESS WHEREOF, the parties hereto have signed this Amendment No. 2 to the Contract the day and year first above written. Execution by the Commonwealth will be as described in the Contract Terms and Conditions.

WITNESS:



Signature

Rosie Franks 05/11/2022
Printed Name/Date

CONTRACTOR:


Signature

Veronica Edwards, CEO 05/11/2022
Printed Name/Title/Date


Federal Identification Number

**COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF GENERAL SERVICES**

By: To be obtained electronically
Deputy Secretary for Procurement Date

APPROVED AS TO FORM AND LEGALITY:

To be obtained electronically
Office of Chief Counsel Date

To be obtained electronically
Office of General Counsel Date

To be obtained electronically
Office of Attorney General Date

APPROVED:

To be obtained electronically
Comptroller Date

Appendix A - Direct Care Bill Rates

Job Title	Skill Category Tier	Area	Adjusted Direct Care Bill Rate
Registered Nurse (RN) DC	Novice	All	\$ 65.00
	Intermediate	All	\$ 70.00
	Advanced	All	\$ 72.00
	Expert	All	\$ 74.00
	Short-Term	All	\$ 85.00
Licensed Practical Nurse (LPN)	Novice	All	\$ 50.00
	Intermediate	All	\$ 55.00
	Advanced	All	\$ 57.00
	Expert	All	\$ 59.00
	Short-Term	All	\$ 68.00
Certified Nursing Assistant (CNA)	Novice	All	\$ 30.00
	Intermediate	All	\$ 35.00
	Advanced	All	\$ 37.00
	Expert	All	\$ 39.00
	Short-Term	All	\$ 45.00



FULLY EXECUTED - CHANGE 2
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 10/31/2022

All using Agencies of the Commonwealth, Participating Political
Subdivision, Authorities, Private Colleges and Universities

Your SAP Vendor Number with us: 414855

Purchasing Agent

Name: Danner Shawn
Phone: 717-787-8085
Fax:

Supplier Name/Address:
INGENESIS INC
10231 KOTZEBUE ST
SAN ANTONIO TX 78217-4430 US

Please Deliver To:

To be determined at
the time of the Purchase Order
unless specified below.

Supplier Phone Number: 210-366-0033
Supplier Fax Number: 210-568-4582

Contract Name:
SW Medical Healthcare Staffing

Payment Terms
NET 30

Solicitation No.: _____ Issuance Date: _____
Supplier Bid or Proposal No. (if applicable): _____ Solicitation Submission Date: _____

This contract is comprised of: The above referenced Solicitation, the Supplier's Bid or Proposal, and any documents attached to this Contract or incorporated by reference.

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
1	C1-Skill Category Novice	0.000	Hour	0.00	1	0.00
2	C2- Skill Category Intermediate	0.000	Hour	0.00	1	0.00
3	C3- Skill Category Advanced	0.000	Hour	0.00	1	0.00
4	C4- Skill Category Expert	0.000	Hour	0.00	1	0.00
5	C5- Short- Term Position Rate Workdays	0.000	Hour	0.00	1	0.00
6	Travel	0.000	Each	0.00	1	0.00

Information:

Supplier's Signature _____
Printed Name _____

Title _____
Date _____



FULLY EXECUTED - CHANGE 2
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 10/31/2022

Supplier Name:
INGENESIS INC

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
7	Bill Rate Waiver Form Resources	0.000	Hour	0.00	1	0.00

Item Text

Attach a copy of the approved BRWF and any e-mail approvals associated with resource.

General Requirements for all Items:

Header Text

CO#1- Amendment 1 was attached to the contract per approval of SS#37475. CZ 2.14.2020

Medical Staffing contract for short term & long term medical positions.

No further information for this Contract

Information:



FULLY EXECUTED - CHANGE 1

Contract Number: 4400021358

Original Contract Effective Date: 09/06/2019

Valid From: 11/01/2019 To: 10/31/2022

All using Agencies of the Commonwealth, Participating Political Subdivision, Authorities, Private Colleges and Universities

Purchasing Agent

Name: Zelinski Crystal

Phone: 717-346-8112

Fax: 717-783-6241

Your SAP Vendor Number with us: 414855

Supplier Name/Address:

INGENESIS INC
10231 KOTZEBUE ST
SAN ANTONIO TX 78217-4430 US

Please Deliver To:

To be determined at the time of the Purchase Order unless specified below.

Supplier Phone Number: 210-366-0033

Supplier Fax Number: 210-568-4582

Contract Name:

SW Medical Healthcare Staffing

Payment Terms

NET 30

Solicitation No.: Issuance Date:

Supplier Bid or Proposal No. (if applicable): Solicitation Submission Date:

This contract is comprised of: The above referenced Solicitation, the Supplier's Bid or Proposal, and any documents attached to this Contract or incorporated by reference.

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
1	C1-Skill Category Novice	0.000	Hour	0.00	1	0.00
2	C2- Skill Category Intermediate	0.000	Hour	0.00	1	0.00
3	C3- Skill Category Advanced	0.000	Hour	0.00	1	0.00
4	C4- Skill Category Expert	0.000	Hour	0.00	1	0.00
5	C5- Short- Term Position Rate Workdays	0.000	Hour	0.00	1	0.00
6	Travel	0.000	Each	0.00	1	0.00

Information:

Supplier's Signature _____

Title _____

Printed Name _____

Date _____



FULLY EXECUTED - CHANGE 1
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 10/31/2022

Supplier Name:
INGENESIS INC

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
7	Bill Rate Waiver Form Resources	0.000	Hour	0.00	1	0.00

Item Text

Attach a copy of the approved BRWF and any e-mail approvals associated with resource.

General Requirements for all Items:

Header Text

CO#1- Amendment 1 was attached to the contract per approval of SS#37475. CZ 2.14.2020

Medical Staffing contract for short term & long term medical positions.

No further information for this Contract

Information:

AMENDMENT NUMBER 1

TO

CONTRACT NO. 4400021358

This Amendment No. 1 to Contract No. 4400021358 (the Contract) is by and between InGenesis, Inc. ("Contractor") and the Commonwealth of Pennsylvania, acting through the Department of General Services ("DGS").

WHEREAS, the Contractor and DGS entered into the Contract, identified as SRM No. 4400021358, for the provision of Healthcare Staffing Services beginning with contract execution and ending October 31, 2022 with an optional two (2) one (1) year renewals;

WHEREAS, DGS has agreed to allow Contractor to bill for overtime pay, holiday pay and on-call rates for work which is performed in accordance with certain guidelines;

WHEREAS, the Commonwealth desires to have the ability for Commonwealth Agencies that utilize the Contract to complete a waiver request to allow certain healthcare staffing resources to be billed at higher than the bill rates provided for in the Contract;

WHEREAS, the Contractor has agreed to allow certain healthcare staffing resources to be billed at higher than the Contract bill rates;

WHEREAS, the Contractor and DGS desire to amend the Contract to allow for a waiver process for Commonwealth agencies to utilize in certain circumstances to allow certain healthcare staffing resources to be billed at higher than the bill rates provided for in the Contract;

WHEREAS, the Contractor and DGS have agreed that any employment restrictions and non-compete clauses included in the Contractor's subcontract agreements do not apply to certain procurement methods including Sole Source Procurements and resulting contracts and Emergency Procurements and resulting contracts.

NOW THEREFORE, for valuable mutual consideration and intending to be legally bound hereby, the parties agree as follows:

1. **Overtime and Holiday pay.** Overtime and holiday bill rates will be paid to the Contractor for work which is performed per the following guidelines:
 - a. Prior written approval from Agency is required for all overtime or holiday pay. Agencies should approve overtime for rare situations on an as-needed basis only when absolutely necessary.
 - b. The approved overtime bill rate is to be paid at 1.4 times the Contract bill rate for hours worked beyond 37.5 or 40 hours per week after the normal business hours (37.5 or 40 based on healthcare staffing resources' normal weekly hours) have been worked. Overtime compensation cannot be combined with any leave. In determining overtime payments, all leave hours shall be excluded from the calculation of weekly hours worked.


- c. The approved holiday bill rate is to be paid at 1.4 times the contract bill rate as needed by the agency.
2. **Shift Differentials.** The Contract bill rates are inclusive of any and all shift differentials. There will not be separate bill rates for day, evening, night, weekend, charge nurse shifts or shift differentials billed independently.
3. **On-Call.** On-call bill rates will be paid to the Contractor for on-call services performed by on-call resources per the following guidelines:
 - a. On-call services are defined as services provided by on-call resources at the discretion of the Agency when the resource is not present on-grounds. On-call resources must be within twenty (20) minutes travel time to the location when designated as being on-call, must be able to respond to emergencies, provide treatment and referral to local hospital and provide telephone consultation when called upon by the Agency.
 - b. Prior written approval from Agency is required for all on-call services.
 - c. The on-call bill rate schedule is as follows:
 - i. Providers (MDs, NP, PA, Dental, Psychologists) at 25% of Contract Rate Card bill rate.
4. **Waiver Process.** In the event that a Commonwealth Agency determines that a certain resource is critical to Agency operations and serious interruption to Agency operations would occur if the resource did not continue to work under the Contract and it wants to bill the resource at a higher rate than provided for in the Contract bill rates, it shall adhere to the following process:
 - a. The Agency shall complete the Bill Rate Waiver Form ("BRWF") attached to this Amendment as Exhibit A. Information included in the BRWF are the resources' name, position, location, bill rate under the Contract, requested bill rate from the Agency, and a justification of why the resource is so critical to business operations that the Agency needs a waiver from the Contract bill rate.
 - i. The BRWF is a waiver from the Contract bill rate for an individual resource. If the Agency is requesting a waived rate for more than one resource in the same position, a separate BRWF shall be completed for each resource.
 - b. Once the BRWF is completed, the Agency head of the requesting Agency shall approve and sign the BRWF.
 - c. The Agency then shall send the BRWF to the DGS Contracting Officer and the Contractor to inform the parties that a resource has been approved to be billed at a higher rate than the Contract bill rates. DGS will then update the Contract to add the position at the rate approved in the BRWF. Additionally, DGS the Contracting Officer shall maintain a file of all approved and denied BRWF's.

- d. The Agency shall structure its purchase order so that the individual resources bill rate under the BRWF shall be a separate line item than those resources in the same position being billed at the Contract bill rate. The Agency shall also attach the executed BRWF to its purchase order.
 - e. The Contractor will then bill the Agency at the BRWF rate approved by the Agency head and will structure its invoice so that the BRWF resources are separated from the resources being billed at the bill rates under the Contract.
 - f. If the individual resource being billed at under the BRWF leaves the position for any reason, the BRWF is terminated. The Contractor will then follow the process in the Contract to fill the vacant position.
 - g. The Contractor shall provide a BRWF report to the DGS Contracting Officer monthly that includes the following information:
 - i. Names and positions of resources being billed under a BRWF
 - ii. Agency that approved the BRWF
 - iii. Bill rate for each resource being billed under the BRWF
5. **Competition Restrictions.** The Commonwealth and the Contractor agree that any non-compete or similar restrictions on soliciting business directly from the Commonwealth (“Competition Restrictions”) included in Contractor’s subcontractor agreements or master agreement will not apply to the Commonwealth’s Sole Source Procurements and resulting contracts and Emergency Procurements and resulting contracts (“Exceptional Procurements”). For purposes of clarity, Competition Restrictions on a Supplier’s involvement in Exceptional Procurements will not be enforceable against any subcontractor, resource, or business partner.
6. Except as amended by this Amendment Number 1, all other terms and conditions of the Contract shall remain as originally written.

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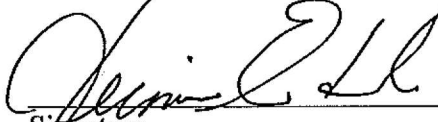
IN WITNESS WHEREOF, the parties hereto have signed this Amendment No. 1 to the Contract the day and year first above written. Execution by the Commonwealth will be as described in the Contract Terms and Conditions.

WITNESS:


Signature

Shauna Scudder 01/23/2020
Printed Name/Date

CONTRACTOR:


Signature

Veronica Edwards, CEO 01/23/2020
Printed Name/Title/Date


Federal Identification Number

**COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF GENERAL SERVICES**

To be obtained electronically
Deputy Secretary for Procurement Date

APPROVED AS TO FORM AND LEGALITY:

To be obtained electronically
Office of Chief Counsel Date

To be obtained electronically
Office of General Counsel Date

To be obtained electronically
Office of Attorney General Date

APPROVED:

To be obtained electronically
Comptroller Date



FULLY EXECUTED

Contract Number: 4400021358

Original Contract Effective Date: 09/06/2019

Valid From: 11/01/2019 To: 10/31/2022

All using Agencies of the Commonwealth, Participating Political Subdivision, Authorities, Private Colleges and Universities

Purchasing Agent

Name: Zelinski Crystal

Phone: 717-346-8112

Fax: 717-783-6241

Your SAP Vendor Number with us: 414855

Supplier Name/Address:

INGENESIS INC
10231 KOTZEBUE ST
SAN ANTONIO TX 78217-4430 US

Please Deliver To:

To be determined at the time of the Purchase Order unless specified below.

Supplier Phone Number: 210-366-0033

Supplier Fax Number: 210-568-4582

Contract Name:

SW Medical Healthcare Staffing

Payment Terms

NET 30

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Supplier Bid or Proposal No. (if applicable): Solicitation Submission Date:

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4	C4- Skill Category Expert	0.000	Hour	0.00	1	0.00
5	C5- Short- Term Position Rate Workdays	0.000	Hour	0.00	1	0.00
6	Travel	0.000	Each	0.00	1	0.00

Information:

Supplier's Signature _____

Title _____

Printed Name _____

Date _____



FULLY EXECUTED
Contract Number: 4400021358
Original Contract Effective Date: 09/06/2019
Valid From: 11/01/2019 To: 10/31/2022

Supplier Name:
INGENESIS INC

General Requirements for all Items:

Header Text

Medical Staffing contract for per-diem, short term, & long term medical positions.

No further information for this Contract

Information:

**CONTRACT
FOR
HEALTHCARE STAFFING SERVICES**

THIS CONTRACT for the provision of **Healthcare Staffing Services** ("Contract") is entered into by and between the **Commonwealth of Pennsylvania**, acting through the Department of General Services ("DGS"), and **InGenesis, Inc.** ("Contractor").

WHEREAS, DGS issued a Request For Proposals for the provision of **Healthcare Staffing Services** for Commonwealth executive agencies, RFP No. **6100046986** ("RFP"); and

WHEREAS, Contractor submitted a proposal in response to the RFP; and

WHEREAS, Contractor's proposal was selected for the Best and Final Offer ("BAFO") phase of the RFP process; and

WHEREAS, in response to the DGS BAFO request, Contractor submitted a BAFO Cost Submittal; and

WHEREAS, DGS determined that Contractor's proposal, as revised by its BAFO Cost Submittal, was the most advantageous to the Commonwealth after taking into consideration all of the evaluation factors set forth in the RFP and selected Contractor for contract negotiations; and

WHEREAS, DGS and Contractor have negotiated this Contract as their final and entire agreement in regard to providing **Healthcare Staffing Services** to the Commonwealth.

NOW THEREFORE, intending to be legally bound hereby, DGS and Contractor agree as follows:

1. Contractor shall, in accordance with the terms and conditions of this Contract, provide **Healthcare Staffing Services** as more fully defined in the RFP, to Commonwealth executive agencies.
2. Commonwealth executive agencies shall procure their requirements for **Healthcare Staffing Services** in accordance with the terms and conditions of this Contract.
3. Contractor agrees to provide the **Healthcare Staffing Services** listed in its BAFO Cost Submittal, which is attached hereto as Exhibit B and made a part hereof, at the prices listed for those items in Exhibit B.
4. Contractor agrees to meet and maintain the commitments to small diverse businesses made in its BAFO Small Diverse Business and Small Business

Submittal, which is attached hereto as Exhibit C and made a part hereof. Any proposed change to a small diverse business commitment must be submitted to the DGS Bureau of Diversity Inclusion and Small Business Opportunities (“BDISBO”), which will make a recommendation as to a course of action to the Contracting Officer. Contractor shall complete the Prime Contractor’s Quarterly Utilization Report and submit it to the Contracting Officer and BDISBO within ten (10) workdays at the end of each calendar quarter that the Contract is in effect.

- 5. This Contract is comprised of the following documents, which are listed in order of precedence in the event of a conflict between these documents:
 - a. The Contract document contained herein.
 - b. The Contract Terms and Conditions contained in the RFP, which is attached hereto as Exhibit A and made part of this Contract.
 - c. The Contractor’s BAFO Cost Submittal, which is attached hereto as Exhibit B and made a part hereof.
 - d. The Contractor’s BAFO Small Diverse Business and Small Business Submittal, which is attached hereto as Exhibit C and made a part hereof.
 - e. The RFP, including all of the referenced Appendices and as revised by all Addenda issued thereto, which is attached hereto as Exhibit D and made a part hereof.
 - f. The Contractor’s Technical Submittal, which is attached hereto as Exhibit E and further clarified by:
 - i. BAFO SDB Commitment Clarification dated 02.04.19
 - ii. BAFO Clarification dated 02.11.19
 - iii. BAFO Clarification dated 02.20.19-1
 - iv. BAFO Clarification dated 02.20.19-2 Supplement
 - v. BDISBO Clarification dated 02.28.19
 - vi. Executive Order Clarification dated 05.22.19

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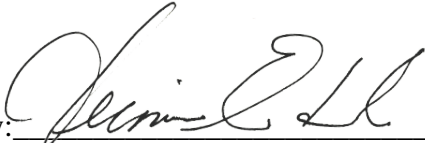
IN WITNESS WHEREOF, the parties hereto have signed this Contract as of the dates written below. Execution by the Commonwealth will be as described in the Contract Terms and Conditions, paragraph 003.1b Signatures- Contract (July 2015).

Witness:


By: 
(Assistant) Secretary

Rosie Franks / June 7, 2019
Printed Name/Date

CONTRACTOR:

By: 
CEO

Dr. Veronica Edwards / June 7, 2019
Printed Name/Date


Federal I.D. Number

**COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF GENERAL SERVICES**

By: To be obtained electronically
Deputy Secretary for Procurement Date

APPROVED AS TO FORM AND LEGALITY:

To be obtained electronically
Office of Chief Counsel Date

To be obtained electronically
Office of General Counsel Date

To be obtained electronically
Office of Attorney General Date

APPROVED:

To be obtained electronically
Comptroller Date

EXHIBIT A

STANDARD CONTRACT TERMS AND CONDITIONS

STANDARD CONTRACT TERMS and CONDITIONS

V.1 CONTRACT-001.1a Contract Terms and Conditions (Nov 30 2006)

The Contract with the selected offeror (who shall become the "Contractor") shall include the following terms and conditions:

V.2 CONTRACT-002.1d Term of Contract – Contract (May 2012)

The initial term of the Contract shall be 03 year(s) and 00 month(s).

The term of the Contract shall commence on the Effective Date (as defined below) and shall end on the Expiration Date identified in the Contract, subject to the other provisions of the Contract.

The Effective Date shall be: a) the Effective Date printed on the Contract after the Contract has been fully executed by the Contractor and the Commonwealth (signed and approved as required by Commonwealth contracting procedures) or b) the "Valid from" date printed on the Contract, whichever is later.

V.3 CONTRACT-002.2a Renewal of Contract Term (Nov 30 2006)

The Contract may be renewed for a maximum of 2 additional 1-year term(s), so long as Commonwealth provides written notice to Contractor of its intention to extend the Contract by letter prior to the expiration of the term of the agreement, or any extension thereof. The Commonwealth may exercise the renewal as individual year or multiple year term(s). Any renewal will be under the same terms, covenants and conditions. No further document is required to be executed to renew the term of the contract.

V.4 CONTRACT-002.3 Extension of Contract Term (Nov 30 2006)

The Commonwealth reserves the right, upon notice to the Contractor, to extend any single term of the Contract for up to three (3) months upon the same terms and conditions.

V.5 CONTRACT-003.1b Signatures – Contract (July 2015)

The Contract shall not be a legally binding contract until the fully-executed Contract has been sent to the Contractor. No Commonwealth employee has the authority to verbally direct the commencement of any work or delivery of any supply under this Contract prior to the Effective Date. The Contractor hereby waives any claim or cause of action for any service or work performed prior to the Effective Date.

The Contract may be signed in counterparts. The Contractor shall sign the Contract and return it to the Commonwealth. After the Contract is signed by the Contractor and returned to the Commonwealth, it will be processed for Commonwealth signatures and approvals. When the Contract has been signed and approved by the Commonwealth as required by Commonwealth contracting procedures, the Commonwealth shall create a Contract output form which shall: 1) clearly indicate "Fully executed" at the top of the form; 2) include a printed Effective Date and 3) include the printed name of the Purchasing Agent indicating that the document has been electronically signed and approved by the Commonwealth. Until the Contractor receives the Contract output form with this information on the Contract output form, there is no legally binding contract between the parties.

The fully-executed Contract may be sent to the Contractor electronically or through facsimile equipment. The electronic transmission of the Contract shall require acknowledgement of receipt

of the transmission by the Contractor. Receipt of the electronic or facsimile transmission of the Contract shall constitute receipt of the fully-executed Contract.

The Commonwealth and the Contractor specifically agree as follows:

- a. No handwritten signature shall be required in order for the Contract to be legally enforceable.
- b. The parties agree that no writing shall be required in order to make the Contract legally binding, notwithstanding contrary requirements in any law. The parties hereby agree not to contest the validity or enforceability of a genuine Contract or acknowledgement issued electronically under the provisions of a statute of frauds or any other applicable law relating to whether certain agreements be in writing and signed by the party bound thereby. Any genuine Contract or acknowledgement issued electronically, if introduced as evidence on paper in any judicial, arbitration, mediation, or administrative proceedings, will be admissible as between the parties to the same extent and under the same conditions as other business records originated and maintained in documentary form. Neither party shall contest the admissibility of copies of a genuine Contract or acknowledgements under either the business records exception to the hearsay rule or the best evidence rule on the basis that the Contract or acknowledgement were not in writing or signed by the parties. A Contract or acknowledgment shall be deemed to be genuine for all purposes if it is transmitted to the location designated for such documents.
- c. Each party will immediately take steps to verify any document that appears to be obviously garbled in transmission or improperly formatted to include re-transmission of any such document if necessary.

V.6 CONTRACT-004.1a Definitions (Oct 2013)

As used in this Contract, these words shall have the following meanings:

1. Agency: The department, board, commission or other agency of the Commonwealth of Pennsylvania listed as the Purchasing Agency. If a COSTARS entity or external procurement activity has issued an order against this contract, that entity shall also be identified as "Agency".
2. Contracting Officer: The person authorized to administer this Contract for the Commonwealth and to make written determinations with respect to the Contract.
3. Days: Unless specifically indicated otherwise, days mean calendar days.
4. Developed Works or Developed Materials: All documents, sketches, drawings, designs, works, papers, files, reports, computer programs, computer documentation, data, records, software, samples or any other tangible material without limitation authored or prepared by Contractor as the work product covered in the scope of work for the Project.
5. Documentation: All materials required to support and convey information about the services required by this Contract. It includes, but is not necessarily restricted to, written reports and analyses, diagrams, maps, logical and physical designs, system designs, computer programs, flow charts, disks, and/or other machine-readable storage media.
6. Services: All Contractor activity necessary to satisfy the Contract.

V.7 CONTRACT-005.1d Purchase Orders (July 2015)

Commonwealth agencies may issue Purchase Orders against the Contract. These orders constitute the Contractor's authority to make delivery. All Purchase Orders received by the Contractor up to and including the expiration date of the Contract are acceptable and must be performed in accordance with the Contract. Each Purchase Order will be deemed to incorporate the terms and conditions set forth in the Contract.

Purchase Orders may be electronically signed by the Agency. The electronically-printed name of the purchaser represents the signature of that individual who has the authority, on behalf of the Commonwealth, to authorize the Contractor to proceed.

Purchase Orders may be issued electronically or through facsimile equipment. The electronic transmission of a purchase order shall require acknowledgement of receipt of the transmission by the Contractor. Receipt of the electronic or facsimile transmission of the Purchase Order shall constitute receipt of an order. Orders received by the Contractor after 4:00 p.m. will be considered received the following business day.

1. No handwritten signature shall be required in order for the Contract or Purchase Order to be legally enforceable.
2. The parties agree that no writing shall be required in order to make the Purchase Order legally binding. The parties hereby agree not to contest the validity or enforceability of a Purchase Order or acknowledgement issued electronically under the provisions of a statute of frauds or any other applicable law relating to whether certain agreements be in writing and signed by the party bound thereby. Any Purchase Order or acknowledgement issued electronically, if introduced as evidence on paper in any judicial, arbitration, mediation, or administrative proceedings, will be admissible as between the parties to the same extent and under the same conditions as other business records originated and maintained in documentary form. Neither party shall contest the admissibility of copies of Purchase Orders or acknowledgements under either the business records exception to the hearsay rule or the best evidence rule on the basis that the Purchase Order or acknowledgement were not in writing or signed by the parties. A Purchase Order or acknowledgment shall be deemed to be genuine for all purposes if it is transmitted to the location designated for such documents.
3. Each party will immediately take steps to verify any document that appears to be obviously garbled in transmission or improperly formatted to include re-transmission of any such document if necessary.

Purchase Orders under ten thousand dollars (\$10,000) in total amount may also be made in person or by telephone using a Commonwealth Purchasing Card. When an order is placed by telephone, the Commonwealth agency shall provide the agency name, employee name, credit card number, and expiration date of the card. Contractors agree to accept payment through the use of the Commonwealth Purchasing Card.

V.8 CONTRACT-006.1 Independent Prime Contractor (Oct 2006)

In performing its obligations under the Contract, the Contractor will act as an independent contractor and not as an employee or agent of the Commonwealth. The Contractor will be responsible for all services in this Contract whether or not Contractor provides them directly. Further, the Contractor is the sole point of contact with regard to all contractual matters, including payment of any and all charges resulting from the Contract.

V.9 CONTRACT-007.01b Delivery of Services (Nov 30 2006)

The Contractor shall proceed with all due diligence in the performance of the services with qualified personnel, in accordance with the completion criteria set forth in the Contract.

V.10 CONTRACT-007.02 Estimated Quantities (Nov 30 2006)

It shall be understood and agreed that any quantities listed in the Contract are estimated only and may be increased or decreased in accordance with the actual requirements of the Commonwealth and that the Commonwealth in accepting any bid or portion thereof, contracts only and agrees to purchase only the materials and services in such quantities as represent the actual requirements of the Commonwealth. The Commonwealth reserves the right to purchase materials and services covered under the Contract through a separate competitive procurement procedure, whenever Commonwealth deems it to be in its best interest.

V.11 CONTRACT-008.1a Warranty (Oct 2006)

The Contractor warrants that all items furnished and all services performed by the Contractor, its agents and subcontractors shall be free and clear of any defects in workmanship or materials. Unless otherwise stated in the Contract, all items are warranted for a period of one year following delivery by the Contractor and acceptance by the Commonwealth. The Contractor shall repair, replace or otherwise correct any problem with the delivered item. When an item is replaced, it shall be replaced with an item of equivalent or superior quality without any additional cost to the Commonwealth.

V.12 CONTRACT-009.1c Patent, Copyright, and Trademark Indemnity (Oct 2013)

The Contractor warrants that it is the sole owner or author of, or has entered into a suitable legal agreement concerning either: a) the design of any product or process provided or used in the performance of the Contract which is covered by a patent, copyright, or trademark registration or other right duly authorized by state or federal law or b) any copyrighted matter in any report, document or other material provided to the Commonwealth under the contract.

The Contractor shall defend any suit or proceeding brought against the Commonwealth on account of any alleged patent, copyright or trademark infringement in the United States of any of the products provided or used in the performance of the Contract.

This is upon condition that the Commonwealth shall provide prompt notification in writing of such suit or proceeding; full right, authorization and opportunity to conduct the defense thereof; and full information and all reasonable cooperation for the defense of same.

As principles of governmental or public law are involved, the Commonwealth may participate in or choose to conduct, in its sole discretion, the defense of any such action.

If information and assistance are furnished by the Commonwealth at the Contractor's written request, it shall be at the Contractor's expense, but the responsibility for such expense shall be only that within the Contractor's written authorization.

The Contractor shall indemnify and hold the Commonwealth harmless from all damages, costs, and expenses, including attorney's fees that the Contractor or the Commonwealth may pay or incur by reason of any infringement or violation of the rights occurring to any holder of copyright, trademark, or patent interests and rights in any products provided or used in the performance of the Contract.

If any of the products provided by the Contractor in such suit or proceeding are held to constitute infringement and the use is enjoined, the Contractor shall, at its own expense and at its option, either procure the right to continue use of such infringement products, replace them with non-infringement equal performance products or modify them so that they are no longer infringing.

If the Contractor is unable to do any of the preceding, the Contractor agrees to remove all the equipment or software which are obtained contemporaneously with the infringing product, or, at the option of the Commonwealth, only those items of equipment or software which are held to be infringing, and to pay the Commonwealth: 1) any amounts paid by the Commonwealth towards the purchase of the product, less straight line depreciation; 2) any license fee paid by the Commonwealth for the use of any software, less an amount for the period of usage; and 3) the pro rata portion of any maintenance fee representing the time remaining in any period of maintenance paid for. The obligations of the Contractor under this paragraph continue without time limit. No costs or expenses shall be incurred for the account of the Contractor without its written consent.

V.13 CONTRACT-009.1d Ownership Rights (Oct 2006)

The Commonwealth shall have unrestricted authority to reproduce, distribute, and use any submitted report, data, or material, and any software or modifications and any associated documentation that is designed or developed and delivered to the Commonwealth as part of the performance of the Contract.

V.14 CONTRACT-010.1a Acceptance (Oct 2006)

No item(s) received by the Commonwealth shall be deemed accepted until the Commonwealth has had a reasonable opportunity to inspect the item(s). Any item(s) which is discovered to be defective or fails to conform to the specifications may be rejected upon initial inspection or at any later time if the defects contained in the item(s) or the noncompliance with the specifications were not reasonably ascertainable upon the initial inspection. It shall thereupon become the duty of the Contractor to remove rejected item(s) from the premises without expense to the Commonwealth within fifteen (15) days after notification. Rejected item(s) left longer than fifteen (15) days will be regarded as abandoned, and the Commonwealth shall have the right to dispose of them as its own property and shall retain that portion of the proceeds of any sale which represents the Commonwealth's costs and expenses in regard to the storage and sale of the item(s). Upon notice of rejection, the Contractor shall immediately replace all such rejected item(s) with others conforming to the specifications and which are not defective. If the Contractor fails, neglects or refuses to do so, the Commonwealth shall then have the right to procure a corresponding quantity of such item(s), and deduct from any monies due or that may thereafter become due to the Contractor, the difference between the price stated in the Contract and the cost thereof to the Commonwealth.

V.15 CONTRACT-011.1a Compliance With Law (Oct 2006)

The Contractor shall comply with all applicable federal and state laws and regulations and local ordinances in the performance of the Contract.

V.16 CONTRACT-013.1 Environmental Provisions (Oct 2006)

In the performance of the Contract, the Contractor shall minimize pollution and shall strictly comply with all applicable environmental laws and regulations, including, but not limited to: the Clean Streams Law Act of June 22, 1937 (P.L. 1987, No. 394), as amended 35 P.S. Section 691.601 et seq.; the Pennsylvania Solid Waste Management Act, Act of July 7, 1980 (P.L. 380,

No. 97), as amended, 35 P.S. Section 6018.101 et seq.; and the Dam Safety and Encroachment Act, Act of November 26, 1978 (P.L. 1375, No. 325), as amended, 32 P.S. Section 693.1.

V.17 CONTRACT-014.1 Post-Consumer Recycled Content (June 2016)

Except as specifically waived by the Department of General Services in writing, any products which are provided to the Commonwealth as a part of the performance of the Contract must meet the minimum percentage levels for total recycled content as specified by the Environmental Protection Agency in its Comprehensive Procurement Guidelines, which can be found at <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.

V.18 CONTRACT-014.3 Recycled Content Enforcement (Feb 2009)

The Contractor may be required, after delivery of the Contract item(s), to provide the Commonwealth with documentary evidence that the item(s) was in fact produced with the required minimum percentage of post-consumer and recovered material content.

V.19 CONTRACT-015.1A Compensation/Expenses (May 2008)

The Contractor shall be required to perform the specified services at the price(s) quoted in the Contract. All services shall be performed within the time period(s) specified in the Contract. The Contractor shall be compensated only for work performed to the satisfaction of the Commonwealth. The Contractor shall not be allowed or paid travel or per diem expenses except as specifically set forth in the Contract.

V.20 CONTRACT-015.2 Billing Requirements (February 2012)

Unless the Contractor has been authorized by the Commonwealth for Evaluated Receipt Settlement or Vendor Self-Invoicing, the Contractor shall include in all of its invoices the following minimum information:

- ☐ Vendor name and "Remit to" address, including SAP Vendor number;
- ☐ Bank routing information, if ACH;
- ☐ SAP Purchase Order number;
- ☐ Delivery Address, including name of Commonwealth agency;
- ☐ Description of the supplies/services delivered in accordance with SAP Purchase Order (include purchase order line number if possible);
- ☐ Quantity provided;
- ☐ Unit price;
- ☐ Price extension;
- ☐ Total price; and
- ☐ Delivery date of supplies or services.
- ☐

If an invoice does not contain the minimum information set forth in this paragraph, the Commonwealth may return the invoice as improper. If the Commonwealth returns an invoice as improper, the time for processing a payment will be suspended until the Commonwealth receives a correct invoice. The Contractor may not receive payment until the Commonwealth has received a correct invoice.

Contractors are required to establish separate billing accounts with each using agency and invoice them directly. Each invoice shall be itemized with adequate detail and match the line item on the Purchase Order. In no instance shall any payment be made for services to the

Contractor that are not in accordance with the prices on the Purchase Order, the Contract, updated price lists or any discounts negotiated by the purchasing agency.

V.21 CONTRACT-016.1 Payment (Oct 2006)

1. The Commonwealth shall put forth reasonable efforts to make payment by the required payment date. The required payment date is: (a) the date on which payment is due under the terms of the Contract; (b) thirty (30) days after a proper invoice actually is received at the "Bill To" address if a date on which payment is due is not specified in the Contract (a "proper" invoice is not received until the Commonwealth accepts the service as satisfactorily performed); or (c) the payment date specified on the invoice if later than the dates established by (a) and (b) above. Payment may be delayed if the payment amount on an invoice is not based upon the price(s) as stated in the Contract. If any payment is not made within fifteen (15) days after the required payment date, the Commonwealth may pay interest as determined by the Secretary of Budget in accordance with Act No. 266 of 1982 and regulations promulgated pursuant thereto. Payment should not be construed by the Contractor as acceptance of the service performed by the Contractor. The Commonwealth reserves the right to conduct further testing and inspection after payment, but within a reasonable time after performance, and to reject the service if such post payment testing or inspection discloses a defect or a failure to meet specifications. The Contractor agrees that the Commonwealth may set off the amount of any state tax liability or other obligation of the Contractor or its subsidiaries to the Commonwealth against any payments due the Contractor under any contract with the Commonwealth.
2. The Commonwealth shall have the option of using the Commonwealth purchasing card to make purchases under the Contract or Purchase Order. The Commonwealth's purchasing card is similar to a credit card in that there will be a small fee which the Contractor will be required to pay and the Contractor will receive payment directly from the card issuer rather than the Commonwealth. Any and all fees related to this type of payment are the responsibility of the Contractor. In no case will the Commonwealth allow increases in prices to offset credit card fees paid by the Contractor or any other charges incurred by the Contractor, unless specifically stated in the terms of the Contract or Purchase Order.

V.22 CONTRACT-016.2 ACH Payments (Aug 2007)

1. The Commonwealth will make contract payments through the Automated Clearing House (ACH). Within 10 days of award of the contract or purchase order, the contractor must submit or must have already submitted their ACH information within their user profile in the Commonwealth's procurement system (SRM).
2. The contractor must submit a unique invoice number with each invoice submitted. The unique invoice number will be listed on the Commonwealth of Pennsylvania's ACH remittance advice to enable the contractor to properly apply the state agency's payment to the invoice submitted.
3. It is the responsibility of the contractor to ensure that the ACH information contained in SRM is accurate and complete. Failure to maintain accurate and complete information may result in delays in payments.

V.23 CONTRACT-017.1 Taxes (Dec 5 2006)

The Commonwealth is exempt from all excise taxes imposed by the Internal Revenue Service and has accordingly registered with the Internal Revenue Service to make tax free purchases

under Registration No. 23-23740001-K. With the exception of purchases of the following items, no exemption certificates are required and none will be issued: undyed diesel fuel, tires, trucks, gas guzzler emergency vehicles, and sports fishing equipment. The Commonwealth is also exempt from Pennsylvania state sales tax, local sales tax, public transportation assistance taxes and fees and vehicle rental tax. The Department of Revenue regulations provide that exemption certificates are not required for sales made to governmental entities and none will be issued. Nothing in this paragraph is meant to exempt a construction contractor from the payment of any of these taxes or fees which are required to be paid with respect to the purchase, use, rental, or lease of tangible personal property or taxable services used or transferred in connection with the performance of a construction contract.

V.24 CONTRACT-018.1 Assignment of Antitrust Claims (Oct 2006)

The Contractor and the Commonwealth recognize that in actual economic practice, overcharges by the Contractor's suppliers resulting from violations of state or federal antitrust laws are in fact borne by the Commonwealth. As part of the consideration for the award of the Contract, and intending to be legally bound, the Contractor assigns to the Commonwealth all right, title and interest in and to any claims the Contractor now has, or may acquire, under state or federal antitrust laws relating to the products and services which are the subject of this Contract.

V.25 CONTRACT-019.1 Hold Harmless Provision (Nov 30 2006)

1. The Contractor shall hold the Commonwealth harmless from and indemnify the Commonwealth against any and all third party claims, demands and actions based upon or arising out of any activities performed by the Contractor and its employees and agents under this Contract, provided the Commonwealth gives Contractor prompt notice of any such claim of which it learns. Pursuant to the Commonwealth Attorneys Act (71 P.S. Section 732-101, et seq.), the Office of Attorney General (OAG) has the sole authority to represent the Commonwealth in actions brought against the Commonwealth. The OAG may, however, in its sole discretion and under such terms as it deems appropriate, delegate its right of defense. If OAG delegates the defense to the Contractor, the Commonwealth will cooperate with all reasonable requests of Contractor made in the defense of such suits.
2. Notwithstanding the above, neither party shall enter into any settlement without the other party's written consent, which shall not be unreasonably withheld. The Commonwealth may, in its sole discretion, allow the Contractor to control the defense and any related settlement negotiations.

V.26 CONTRACT-020.1 Audit Provisions (Oct 2006)

The Commonwealth shall have the right, at reasonable times and at a site designated by the Commonwealth, to audit the books, documents and records of the Contractor to the extent that the books, documents and records relate to costs or pricing data for the Contract. The Contractor agrees to maintain records which will support the prices charged and costs incurred for the Contract. The Contract shall preserve books, documents and records that relate to costs or pricing data for the Contract for a period of three (3) years from the date of final payment. The Contractor shall give full and free access to all records to the Commonwealth and/or their authorized representatives.

V.27 CONTRACT-020.2 Single Audit Clause (Dec 27, 2007)

In compliance with the *Single Audit Act of 1984*, the Contractor agrees to the following:

- a. This Contract is subject to audit by federal and state agencies or their authorized representative in accordance with the auditing standards promulgated by the Comptroller General of the United States and specified in *Government Auditing Standards*, 1994 Revisions (Yellow Book).
- b. The audit requirement of this Contract will be satisfied if a single audit is performed under the provisions of the *Single Audit Act of 1984*, 31 U.S.C. Section 7501, et seq, and all rules and regulations promulgated pursuant to the Act.
- c. The Commonwealth reserves the right for federal and state agencies or their authorized representatives to perform additional audits of a financial/compliance, economy/efficiency, or program results nature, if deemed necessary.

The Contractor further agrees to comply with requirements that may be issued by the state agency upon receipt of additional guidance received from the federal government regarding the *Single Audit Act of 1984*.

V.28 CONTRACT-021.1 Default (Oct 2013)

- 1. The Commonwealth may, subject to the Force Majeure provisions of this Contract, and in addition to its other rights under the Contract, declare the Contractor in default by written notice thereof to the Contractor, and terminate (as provided in the Termination Provisions of this Contract) the whole or any part of this Contract or any Purchase Order for any of the following reasons:
 - a. Failure to begin work within the time specified in the Contract or Purchase Order or as otherwise specified;
 - b. Failure to perform the work with sufficient labor, equipment, or material to ensure the completion of the specified work in accordance with the Contract or Purchase Order terms;
 - c. Unsatisfactory performance of the work;
 - d. Failure to deliver the awarded item(s) within the time specified in the Contract or Purchase Order or as otherwise specified;
 - e. Improper delivery;
 - f. Failure to provide an item(s) which is in conformance with the specifications referenced in the Contract or Purchase Order;
 - g. Delivery of a defective item;
 - h. Failure or refusal to remove material, or remove and replace any work rejected as defective or unsatisfactory;
 - i. Discontinuance of work without approval;
 - j. Failure to resume work, which has been discontinued, within a reasonable time after notice to do so;
 - k. Insolvency or bankruptcy;
 - l. Assignment made for the benefit of creditors;
 - m. Failure or refusal within 10 days after written notice by the Contracting Officer, to make payment or show cause why payment should not be made, of any amounts due for materials furnished, labor supplied or performed, for equipment rentals, or for utility services rendered;
 - n. Failure to protect, to repair, or to make good any damage or injury to property;

- o. Breach of any provision of the Contract;
 - p. Failure to comply with representations made in the Contractor's bid/proposal; or
 - q. Failure to comply with applicable industry standards, customs, and practice.
2. In the event that the Commonwealth terminates this Contract or any Purchase Order in whole or in part as provided in Subparagraph a. above, the Commonwealth may procure, upon such terms and in such manner as it determines, items similar or identical to those so terminated, and the Contractor shall be liable to the Commonwealth for any reasonable excess costs for such similar or identical items included within the terminated part of the Contract or Purchase Order.
 3. If the Contract or a Purchase Order is terminated as provided in Subparagraph a. above, the Commonwealth, in addition to any other rights provided in this paragraph, may require the Contractor to transfer title and deliver immediately to the Commonwealth in the manner and to the extent directed by the Contracting Officer, such partially completed items, including, where applicable, reports, working papers and other documentation, as the Contractor has specifically produced or specifically acquired for the performance of such part of the Contract or Purchase Order as has been terminated. Except as provided below, payment for completed work accepted by the Commonwealth shall be at the Contract price. Except as provided below, payment for partially completed items including, where applicable, reports and working papers, delivered to and accepted by the Commonwealth shall be in an amount agreed upon by the Contractor and Contracting Officer. The Commonwealth may withhold from amounts otherwise due the Contractor for such completed or partially completed works, such sum as the Contracting Officer determines to be necessary to protect the Commonwealth against loss.
 4. The rights and remedies of the Commonwealth provided in this paragraph shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.
 5. The Commonwealth's failure to exercise any rights or remedies provided in this paragraph shall not be construed to be a waiver by the Commonwealth of its rights and remedies in regard to the event of default or any succeeding event of default.
 6. Following exhaustion of the Contractor's administrative remedies as set forth in the Contract Controversies Provision of the Contract, the Contractor's exclusive remedy shall be to seek damages in the Board of Claims.

V.29 CONTRACT-022.1 Force Majeure (Oct 2006)

Neither party will incur any liability to the other if its performance of any obligation under this Contract is prevented or delayed by causes beyond its control and without the fault or negligence of either party. Causes beyond a party's control may include, but aren't limited to, acts of God or war, changes in controlling law, regulations, orders or the requirements of any governmental entity, severe weather conditions, civil disorders, natural disasters, fire, epidemics and quarantines, general strikes throughout the trade, and freight embargoes.

The Contractor shall notify the Commonwealth orally within five (5) days and in writing within ten (10) days of the date on which the Contractor becomes aware, or should have reasonably become aware, that such cause would prevent or delay its performance. Such notification shall (i) describe fully such cause(s) and its effect on performance, (ii) state whether performance under the contract is prevented or delayed and (iii) if performance is delayed, state a reasonable

estimate of the duration of the delay. The Contractor shall have the burden of proving that such cause(s) delayed or prevented its performance despite its diligent efforts to perform and shall produce such supporting documentation as the Commonwealth may reasonably request. After receipt of such notification, the Commonwealth may elect to cancel the Contract, cancel the Purchase Order, or to extend the time for performance as reasonably necessary to compensate for the Contractor's delay.

In the event of a declared emergency by competent governmental authorities, the Commonwealth by notice to the Contractor, may suspend all or a portion of the Contract or Purchase Order.

V.30 CONTRACT-023.1a Termination Provisions (Oct 2013)

The Commonwealth has the right to terminate this Contract or any Purchase Order for any of the following reasons. Termination shall be effective upon written notice to the Contractor.

1. **TERMINATION FOR CONVENIENCE:** The Commonwealth shall have the right to terminate the Contract or a Purchase Order for its convenience if the Commonwealth determines termination to be in its best interest. The Contractor shall be paid for work satisfactorily completed prior to the effective date of the termination, but in no event shall the Contractor be entitled to recover loss of profits.
2. **NON-APPROPRIATION:** The Commonwealth's obligation to make payments during any Commonwealth fiscal year succeeding the current fiscal year shall be subject to availability and appropriation of funds. When funds (state and/or federal) are not appropriated or otherwise made available to support continuation of performance in a subsequent fiscal year period, the Commonwealth shall have the right to terminate the Contract or a Purchase Order. The Contractor shall be reimbursed for the reasonable value of any nonrecurring costs incurred but not amortized in the price of the supplies or services delivered under the Contract. Such reimbursement shall not include loss of profit, loss of use of money, or administrative or overhead costs. The reimbursement amount may be paid from any appropriations available for that purpose.
3. **TERMINATION FOR CAUSE:** The Commonwealth shall have the right to terminate the Contract or a Purchase Order for Contractor default under the Default Clause upon written notice to the Contractor. The Commonwealth shall also have the right, upon written notice to the Contractor, to terminate the Contract or a Purchase Order for other cause as specified in the Contract or by law. If it is later determined that the Commonwealth erred in terminating the Contract or a Purchase Order for cause, then, at the Commonwealth's discretion, the Contract or Purchase Order shall be deemed to have been terminated for convenience under the Subparagraph 1.

V.31 CONTRACT-024.1 Contract Controversies (Oct 2011)

1. In the event of a controversy or claim arising from the Contract, the Contractor must, within six months after the cause of action accrues, file a written claim with the contracting officer for a determination. The claim shall state all grounds upon which the Contractor asserts a controversy exists. If the Contractor fails to file a claim or files an untimely claim, the Contractor is deemed to have waived its right to assert a claim in any forum. At the time the claim is filed, or within sixty (60) days thereafter, either party may request mediation through the Commonwealth Office of General Counsel Dispute Resolution Program.

2. If the Contractor or the contracting officer requests mediation and the other party agrees, the contracting officer shall promptly make arrangements for mediation. Mediation shall be scheduled so as to not delay the issuance of the final determination beyond the required 120 days after receipt of the claim if mediation is unsuccessful. If mediation is not agreed to or if resolution is not reached through mediation, the contracting officer shall review timely-filed claims and issue a final determination, in writing, regarding the claim. The final determination shall be issued within 120 days of the receipt of the claim, unless extended by consent of the contracting officer and the Contractor. The contracting officer shall send his/her written determination to the Contractor. If the contracting officer fails to issue a final determination within the 120 days (unless extended by consent of the parties), the claim shall be deemed denied. The contracting officer's determination shall be the final order of the purchasing agency.
3. Within fifteen (15) days of the mailing date of the determination denying a claim or within 135 days of filing a claim if, no extension is agreed to by the parties, whichever occurs first, the Contractor may file a statement of claim with the Commonwealth Board of Claims. Pending a final judicial resolution of a controversy or claim, the Contractor shall proceed diligently with the performance of the Contract in a manner consistent with the determination of the contracting officer and the Commonwealth shall compensate the Contractor pursuant to the terms of the Contract.

V.32 CONTRACT-025.1 Assignability and Subcontracting (Oct 2013)

1. Subject to the terms and conditions of this paragraph, this Contract shall be binding upon the parties and their respective successors and assigns.
2. The Contractor shall not subcontract with any person or entity to perform all or any part of the work to be performed under this Contract without the prior written consent of the Contracting Officer, which consent may be withheld at the sole and absolute discretion of the Contracting Officer.
3. The Contractor may not assign, in whole or in part, this Contract or its rights, duties, obligations, or responsibilities hereunder without the prior written consent of the Contracting Officer, which consent may be withheld at the sole and absolute discretion of the Contracting Officer.
4. Notwithstanding the foregoing, the Contractor may, without the consent of the Contracting Officer, assign its rights to payment to be received under the Contract, provided that the Contractor provides written notice of such assignment to the Contracting Officer together with a written acknowledgement from the assignee that any such payments are subject to all of the terms and conditions of this Contract.
5. For the purposes of this Contract, the term "assign" shall include, but shall not be limited to, the sale, gift, assignment, pledge, or other transfer of any ownership interest in the Contractor provided, however, that the term shall not apply to the sale or other transfer of stock of a publicly traded company.
6. Any assignment consented to by the Contracting Officer shall be evidenced by a written assignment agreement executed by the Contractor and its assignee in which the assignee agrees to be legally bound by all of the terms and conditions of the Contract and to assume the duties, obligations, and responsibilities being assigned.

7. A change of name by the Contractor, following which the Contractor's federal identification number remains unchanged, shall not be considered to be an assignment hereunder. The Contractor shall give the Contracting Officer written notice of any such change of name.

V.33 CONTRACT-026.1 Other Contractors (Oct 2006)

The Commonwealth may undertake or award other contracts for additional or related work, and the Contractor shall fully cooperate with other contractors and Commonwealth employees, and coordinate its work with such additional work as may be required. The Contractor shall not commit or permit any act that will interfere with the performance of work by any other contractor or by Commonwealth employees. This paragraph shall be included in the Contracts of all contractors with which this Contractor will be required to cooperate. The Commonwealth shall equitably enforce this paragraph as to all contractors to prevent the imposition of unreasonable burdens on any contractor.

V.34 CONTRACT-027.1 Nondiscrimination/Sexual Harassment Clause (August 2018)

The Contractor agrees:

The Contractor agrees:

1. In the hiring of any employee(s) for the manufacture of supplies, performance of work, or any other activity required under the contract or any subcontract, the Contractor, each subcontractor, or any person acting on behalf of the Contractor or subcontractor shall not discriminate by reason of race, gender, creed, color, sexual orientation, gender identity or expression, or in violation of the *Pennsylvania Human Relations Act* (PHRA) and applicable federal laws, against any citizen of this Commonwealth who is qualified and available to perform the work to which the employment relates.
2. Neither the Contractor nor any subcontractor nor any person on their behalf shall in any manner discriminate by reason of race, gender, creed, color, sexual orientation, gender identity or expression, or in violation of the PHRA and applicable federal laws, against or intimidate any employee involved in the manufacture of supplies, the performance of work, or any other activity required under the contract.
3. Neither the Contractor nor any subcontractor nor any person on their behalf shall in any manner discriminate by reason of race, gender, creed, color, sexual orientation, gender identity or expression, or in violation of the PHRA and applicable federal laws, in the provision of services under the contract.
4. Neither the Contractor nor any subcontractor nor any person on their behalf shall in any manner discriminate against employees by reason of participation in or decision to refrain from participating in labor activities protected under the *Public Employee Relations Act*, *Pennsylvania Labor Relations Act* or *National Labor Relations Act*, as applicable and to the extent determined by entities charged with such Acts' enforcement, and shall comply with any provision of law establishing organizations as employees' exclusive representatives.
5. The Contractor and each subcontractor shall establish and maintain a written nondiscrimination and sexual harassment policy and shall inform their employees in writing of the policy. The policy must contain a provision that sexual harassment will not be tolerated and employees who practice it will be disciplined. Posting this Nondiscrimination/Sexual Harassment Clause conspicuously in easily-accessible and well-lit places customarily frequented by employees and at or near where the contracted services are performed shall satisfy this requirement for employees with an established work site.

6. **6.** The Contractor and each subcontractor shall not discriminate by reason of race, gender, creed, color, sexual orientation, gender identity or expression, or in violation of PHRA and applicable federal laws, against any subcontractor or supplier who is qualified to perform the work to which the contract relates.
7. The Contractor and each subcontractor represents that it is presently in compliance with and will maintain compliance with all applicable federal, state, and local laws, regulations and policies relating to nondiscrimination and sexual harassment. The Contractor and each subcontractor further represents that it has filed a Standard Form 100 Employer Information Report (“EEO-1”) with the U.S. Equal Employment Opportunity Commission (“EEOC”) and shall file an annual EEO-1 report with the EEOC as required for employers’ subject to *Title VII of the Civil Rights Act of 1964*, as amended, that have 100 or more employees and employers that have federal government contracts or first-tier subcontracts and have 50 or more employees. The Contractor and each subcontractor shall, upon request and within the time periods requested by the Commonwealth, furnish all necessary employment documents and records, including EEO-1 reports, and permit access to their books, records, and accounts by the contracting agency and the Bureau of Diversity, Inclusion and Small Business Opportunities for purpose of ascertaining compliance with provisions of this Nondiscrimination/Sexual Harassment Clause.
8. The Contractor shall include the provisions of this Nondiscrimination/Sexual Harassment Clause in every subcontract so that those provisions applicable to subcontractors will be binding upon each subcontractor.
9. The Contractor’s and each subcontractor’s obligations pursuant to these provisions are ongoing from and after the effective date of the contract through the termination date thereof. Accordingly, the Contractor and each subcontractor shall have an obligation to inform the Commonwealth if, at any time during the term of the contract, it becomes aware of any actions or occurrences that would result in violation of these provisions.
10. The Commonwealth may cancel or terminate the contract and all money due or to become due under the contract may be forfeited for a violation of the terms and conditions of this Nondiscrimination/Sexual Harassment Clause. In addition, the agency may proceed with debarment or suspension and may place the Contractor in the Contractor Responsibility File.

V.35 CONTRACT-028.1 Contractor Integrity Provisions (Jan 2015)

It is essential that those who seek to contract with the Commonwealth of Pennsylvania (“Commonwealth”) observe high standards of honesty and integrity. They must conduct themselves in a manner that fosters public confidence in the integrity of the Commonwealth contracting and procurement process.

1. **DEFINITIONS.** For purposes of these Contractor Integrity Provisions, the following terms shall have the meanings found in this Section:
 - a. **"Affiliate"** means two or more entities where (a) a parent entity owns more than fifty percent of the voting stock of each of the entities; or (b) a common shareholder or group of shareholders owns more than fifty percent of the voting stock of each of the entities; or (c) the entities have a common proprietor or general partner.
 - b. **"Consent"** means written permission signed by a duly authorized officer or employee of the Commonwealth, provided that where the material facts have been disclosed, in

writing, by prequalification, bid, proposal, or contractual terms, the Commonwealth shall be deemed to have consented by virtue of the execution of this contract.

- c. **"Contractor"** means the individual or entity, that has entered into this contract with the Commonwealth.
- d. **"Contractor Related Parties"** means any affiliates of the Contractor and the Contractor's executive officers, Pennsylvania officers and directors, or owners of 5 percent or more interest in the Contractor.
- e. **"Financial Interest"** means either:
 - (1) Ownership of more than a five percent interest in any business; or
 - (2) Holding a position as an officer, director, trustee, partner, employee, or holding any position of management.
- f. **"Gratuity"** means tendering, giving, or providing anything of more than nominal monetary value including, but not limited to, cash, travel, entertainment, gifts, meals, lodging, loans, subscriptions, advances, deposits of money, services, employment, or contracts of any kind. The exceptions set forth in the *Governor's Code of Conduct, Executive Order 1980-18, the 4 Pa. Code §7.153(b)*, shall apply.
- g. **"Non-bid Basis"** means a contract awarded or executed by the Commonwealth with Contractor without seeking bids or proposals from any other potential bidder or offeror.

2. In furtherance of this policy, Contractor agrees to the following:

- a. Contractor shall maintain the highest standards of honesty and integrity during the performance of this contract and shall take no action in violation of state or federal laws or regulations or any other applicable laws or regulations, or other requirements applicable to Contractor or that govern contracting or procurement with the Commonwealth.
- b. Contractor shall establish and implement a written business integrity policy, which includes, at a minimum, the requirements of these provisions as they relate to the Contractor activity with the Commonwealth and Commonwealth employees and which is made known to all Contractor employees. Posting these Contractor Integrity Provisions conspicuously in easily-accessible and well-lighted places customarily frequented by employees and at or near where the contract services are performed shall satisfy this requirement.
- c. Contractor, its affiliates, agents, employees and anyone in privity with Contractor shall not accept, agree to give, offer, confer or agree to confer or promise to confer, directly or indirectly, any gratuity or pecuniary benefit to any person, or to influence or attempt to influence any person in violation of any federal or state law, regulation, executive order of the Governor of Pennsylvania, statement of policy, management directive or any other published standard of the Commonwealth in connection with performance of work under this contract, except as provided in this contract.
- d. Contractor shall not have a financial interest in any other contractor, subcontractor, or supplier providing services, labor or material under this contract, unless the financial interest is disclosed to the Commonwealth in writing and the Commonwealth consents to Contractor's financial interest prior to Commonwealth execution of the contract.

Contractor shall disclose the financial interest to the Commonwealth at the time of bid or proposal submission, or if no bids or proposals are solicited, no later than the Contractor's submission of the contract signed by Contractor.

- e. Contractor certifies to the best of its knowledge and belief that within the last five (5) years Contractor or Contractor Related Parties have not:
- i. been indicted or convicted of a crime involving moral turpitude or business honesty or integrity in any jurisdiction;
 - ii. been suspended, debarred or otherwise disqualified from entering into any contract with any governmental agency;
 - iii. had any business license or professional license suspended or revoked;
 - iv. had any sanction or finding of fact imposed as a result of a judicial or administrative proceeding related to fraud, extortion, bribery, bid rigging, embezzlement, misrepresentation or anti-trust; and
 - v. been, and is not currently, the subject of a criminal investigation by any federal, state or local prosecuting or investigative agency and/or civil anti-trust investigation by any federal, state or local prosecuting or investigative agency.
 - vi. If Contractor cannot so certify to the above, then it must submit along with its bid, proposal or contract a written explanation of why such certification cannot be made and the Commonwealth will determine whether a contract may be entered into with the Contractor. The Contractor's obligation pursuant to this certification is ongoing from and after the effective date of the contract through the termination date thereof. Accordingly, the Contractor shall have an obligation to immediately notify the Commonwealth in writing if at any time during the term of the contract it becomes aware of any event which would cause the Contractor's certification or explanation to change. Contractor acknowledges that the Commonwealth may, in its sole discretion, terminate the contract for cause if it learns that any of the certifications made herein are currently false due to intervening factual circumstances or were false or should have been known to be false when entering into the contract.
- f. Contractor shall comply with the requirements of the *Lobbying Disclosure Act (65 Pa.C.S. §13A01 et seq.)* regardless of the method of award. If this contract was awarded on a Non-bid Basis, Contractor must also comply with the requirements of the *Section 1641 of the Pennsylvania Election Code (25 P.S. §3260a)*.
- g. When contractor has reason to believe that any breach of ethical standards as set forth in law, the Governor's Code of Conduct, or these Contractor Integrity Provisions has occurred or may occur, including but not limited to contact by a Commonwealth officer or employee which, if acted upon, would violate such ethical standards, Contractor shall immediately notify the Commonwealth contracting officer or the Office of the State Inspector General in writing.
- h. Contractor, by submission of its bid or proposal and/or execution of this contract and by the submission of any bills, invoices or requests for payment pursuant to the contract, certifies and represents that is has not violated any of these Contractor Integrity Provisions in connection with the submission of the bid or proposal, during any contract negotiations or during the term of the contract, to include any extensions thereof. Contractor shall immediately notify the Commonwealth in writing of any actions for

occurrences that would result in a violation of these Contractor Integrity Provisions. Contractor agrees to reimburse the Commonwealth for the reasonable costs of investigation incurred by the Office of the State Inspector General for investigations of the Contractor's compliance with the terms of this or any other agreement between the Contractor and the Commonwealth that results in the suspension or debarment of the Contractor. Contractor shall not be responsible for investigative costs for investigations that do not result in the Contractor's suspension or debarment.

- i. Contractor shall cooperate with the Office of the State Inspector General in its investigation of any alleged Commonwealth agency or employee breach of ethical standards and any alleged Contractor non-compliance with these Contractor Integrity Provisions. Contractor agrees to make identified Contractor employees available for interviews at reasonable times and places. Contractor, upon the inquiry or request of an Inspector General, shall provide, or if appropriate, make promptly available for inspection or copying, any information of any type or form deemed relevant by the Office of the State Inspector General to Contractor's integrity and compliance with these provisions. Such information may include, but shall not be limited to, Contractor's business or financial records, documents or files of any type or form that refer to or concern this contract. Contractor shall incorporate this paragraph in any agreement, contract or subcontract it enters into in the course of the performance of this contract/agreement solely for the purpose of obtaining subcontractor compliance with this provision. The incorporation of this provision in a subcontract shall not create privity of contract between the Commonwealth and any such subcontractor, and no third party beneficiaries shall be created thereby.
- j. For violation of any of these Contractor Integrity Provisions, the Commonwealth may terminate this and any other contract with Contractor, claim liquidated damages in an amount equal to the value of anything received in breach of these Provisions, claim damages for all additional costs and expenses incurred in obtaining another contractor to complete performance under this contract, and debar and suspend Contractor from doing business with the Commonwealth. These rights and remedies are cumulative, and the use or non-use of any one shall not preclude the use of all or any other. These rights and remedies are in addition to those the Commonwealth may have under law, statute, regulation or otherwise.

V.36 CONTRACT-029.1 Contractor Responsibility Provisions (Nov 2010)

For the purpose of these provisions, the term contractor is defined as any person, including, but not limited to, a bidder, offeror, loan recipient, grantee or lessor, who has furnished or performed or seeks to furnish or perform, goods, supplies, services, leased space, construction or other activity, under a contract, grant, lease, purchase order or reimbursement agreement with the Commonwealth of Pennsylvania (Commonwealth). The term contractor includes a permittee, licensee, or any agency, political subdivision, instrumentality, public authority, or other public entity in the Commonwealth.

- 1. The Contractor certifies, in writing, for itself and its subcontractors required to be disclosed or approved by the Commonwealth, that as of the date of its execution of this Bid/Contract, that neither the Contractor, nor any such subcontractors, are under suspension or debarment by the Commonwealth or any governmental entity, instrumentality, or authority and, if the Contractor cannot so certify, then it agrees to submit, along with its Bid/Contract, a written explanation of why such certification cannot be made.

2. The Contractor also certifies, in writing, that as of the date of its execution of this Bid/Contract it has no tax liabilities or other Commonwealth obligations, or has filed a timely administrative or judicial appeal if such liabilities or obligations exist, or is subject to a duly approved deferred payment plan if such liabilities exist.
3. The Contractor's obligations pursuant to these provisions are ongoing from and after the effective date of the Contract through the termination date thereof. Accordingly, the Contractor shall have an obligation to inform the Commonwealth if, at any time during the term of the Contract, it becomes delinquent in the payment of taxes, or other Commonwealth obligations, or if it or, to the best knowledge of the Contractor, any of its subcontractors are suspended or debarred by the Commonwealth, the federal government, or any other state or governmental entity. Such notification shall be made within 15 days of the date of suspension or debarment.
4. The failure of the Contractor to notify the Commonwealth of its suspension or debarment by the Commonwealth, any other state, or the federal government shall constitute an event of default of the Contract with the Commonwealth.
5. The Contractor agrees to reimburse the Commonwealth for the reasonable costs of investigation incurred by the Office of State Inspector General for investigations of the Contractor's compliance with the terms of this or any other agreement between the Contractor and the Commonwealth that results in the suspension or debarment of the contractor. Such costs shall include, but shall not be limited to, salaries of investigators, including overtime; travel and lodging expenses; and expert witness and documentary fees. The Contractor shall not be responsible for investigative costs for investigations that do not result in the Contractor's suspension or debarment.
6. The Contractor may obtain a current list of suspended and debarred Commonwealth contractors by either searching the Internet at <http://www.dgs.state.pa.us/> or contacting the:

Department of General Services
Office of Chief Counsel
603 North Office Building
Harrisburg, PA 17125
Telephone No: (717) 783-6472
FAX No: (717) 787-9138

V.37 CONTRACT-030.1 Americans with Disabilities Act (Oct 2006)

1. Pursuant to federal regulations promulgated under the authority of The Americans With Disabilities Act, 28 C.F.R. Section 35.101 et seq., the Contractor understands and agrees that it shall not cause any individual with a disability to be excluded from participation in this Contract or from activities provided for under this Contract on the basis of the disability. As a condition of accepting this contract, the Contractor agrees to comply with the "General Prohibitions Against Discrimination," 28 C.F.R. Section 35.130, and all other regulations promulgated under Title II of The Americans With Disabilities Act which are applicable to all benefits, services, programs, and activities provided by the Commonwealth of Pennsylvania through contracts with outside contractors.
2. The Contractor shall be responsible for and agrees to indemnify and hold harmless the Commonwealth of Pennsylvania from all losses, damages, expenses, claims, demands, suits, and actions brought by any party against the Commonwealth of Pennsylvania as a result of the Contractor's failure to comply with the provisions of Subparagraph a. above.

V.38 CONTRACT-032.1 Covenant Against Contingent Fees (Oct 2006)

The Contractor warrants that no person or selling agency has been employed or retained to solicit or secure the Contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, except bona fide employees or bona fide established commercial or selling agencies maintained by the Contractor for the purpose of securing business. For breach or violation of this warranty, the Commonwealth shall have the right to terminate the Contract without liability or in its discretion to deduct from the Contract price or consideration, or otherwise recover the full amount of such commission, percentage, brokerage, or contingent fee.

V.39 CONTRACT-033.1 Applicable Law (Oct 2006)

This Contract shall be governed by and interpreted and enforced in accordance with the laws of the Commonwealth of Pennsylvania (without regard to any conflict of laws provisions) and the decisions of the Pennsylvania courts. The Contractor consents to the jurisdiction of any court of the Commonwealth of Pennsylvania and any federal courts in Pennsylvania, waiving any claim or defense that such forum is not convenient or proper. The Contractor agrees that any such court shall have in personam jurisdiction over it, and consents to service of process in any manner authorized by Pennsylvania law.

V.40 CONTRACT-034.1a Integration – RFP (Dec 12 2006)

This Contract, including the Request for Proposals, Contractor's Proposal, Contractor's Best and Final Offer, if any, all referenced documents, and any Purchase Order constitutes the entire agreement between the parties. No agent, representative, employee or officer of either the Commonwealth or the Contractor has authority to make, or has made, any statement, agreement or representation, oral or written, in connection with the Contract, which in any way can be deemed to modify, add to or detract from, or otherwise change or alter its terms and conditions. No negotiations between the parties, nor any custom or usage, shall be permitted to modify or contradict any of the terms and conditions of the Contract. No modifications, alterations, changes, or waiver to the Contract or any of its terms shall be valid or binding unless accomplished by a written amendment signed by both parties.

V.41 CONTRACT-034.2a Order of Precedence - RFP (Dec 12 2006)

In the event there is a conflict among the documents comprising this Contract, the Commonwealth and the Contractor agree on the following order of precedence: the Contract; the RFP, the Best and Final Offer, if any; the Contractor's Proposal in Response to the RFP.

V.42 CONTRACT-034.3 Controlling Terms and Conditions (Aug 2011)

The terms and conditions of this Contract shall be the exclusive terms of agreement between the Contractor and the Commonwealth. All quotations requested and received from the Contractor are for obtaining firm pricing only. Other terms and conditions or additional terms and conditions included or referenced in the Contractor's quotations, invoices, business forms, or other documentation shall not become part of the parties' agreement and shall be disregarded by the parties, unenforceable by the Contractor and not binding on the Commonwealth.

V.43 CONTRACT-035.1a Changes (Oct 2006)

The Commonwealth reserves the right to make changes at any time during the term of the Contract or any renewals or extensions thereof: 1) to increase or decrease the quantities resulting from variations between any estimated quantities in the Contract and actual quantities; 2) to make changes to the services within the scope of the Contract; 3) to notify the Contractor that

the Commonwealth is exercising any Contract renewal or extension option; or 4) to modify the time of performance that does not alter the scope of the Contract to extend the completion date beyond the Expiration Date of the Contract or any renewals or extensions thereof. Any such change shall be made by the Contracting Officer by notifying the Contractor in writing. The change shall be effective as of the date of the change, unless the notification of change specifies a later effective date. Such increases, decreases, changes, or modifications will not invalidate the Contract, nor, if performance security is being furnished in conjunction with the Contract, release the security obligation. The Contractor agrees to provide the service in accordance with the change order. Any dispute by the Contractor in regard to the performance required by any notification of change shall be handled through Contract Controversies Provision.

V.44 CONTRACT-036.1 Background Checks (February 2016)

1. The Contractor must, at its expense, arrange for a background check for each of its employees, as well as the employees of any of its subcontractors, who will have access to Commonwealth facilities, either through on-site access or through remote access. Background checks are to be conducted via the Request for Criminal Record Check form and procedure found at <http://www.psp.state.pa.us/psplib/psplib/sp4-164.pdf>. The background check must be conducted prior to initial access and on an annual basis thereafter.
2. Before the Commonwealth will permit access to the Contractor, the Contractor must provide written confirmation that the background checks have been conducted. If, at any time, it is discovered that a Contractor employee has a criminal record that includes a felony or misdemeanor involving terroristic behavior, violence, use of a lethal weapon, or breach of trust/fiduciary responsibility or which raises concerns about building, system or personal security or is otherwise job-related, the Contractor shall not assign that employee to any Commonwealth facilities, shall remove any access privileges already given to the employee and shall not permit that employee remote access unless the Commonwealth consents to the access, in writing, prior to the access. The Commonwealth may withhold its consent in its sole discretion. Failure of the Contractor to comply with the terms of this Section on more than one occasion or Contractor's failure to appropriately address any single failure to the satisfaction of the Commonwealth may result in the Contractor being deemed in default of its Contract.
3. The Commonwealth specifically reserves the right of the Commonwealth to conduct background checks over and above that described herein.
4. Access to certain Capitol Complex buildings and other state office buildings is controlled by means of card readers and secured visitors' entrances. Commonwealth contracted personnel who have regular and routine business in Commonwealth worksites may be issued a photo identification or access badge subject to the requirements of the contracting agency and DGS set forth in [Enclosure 3 of Commonwealth Management Directive 625.10 \(Amended\)](#)
5. [Card Reader and Emergency Response Access to Certain Capitol Complex Buildings and Other State Office Buildings](#). The requirements, policy and procedures include a processing fee payable by the Contractor for contracted personnel photo identification or access badges.

V.45 CONTRACT-037.1a Confidentiality (Oct 2013)

1. The Contractor agrees to protect the confidentiality of the Commonwealth's confidential information. The Commonwealth agrees to protect the confidentiality of Contractor's confidential information. In order for information to be deemed confidential, the party claiming confidentiality must designate the information as "confidential" in such a way as to

give notice to the other party (notice may be communicated by describing the information, and the specifications around its use or disclosure, in the SOW). Neither party may assert that information owned by the other party is such party's confidential information. The parties agree that such confidential information shall not be copied, in whole or in part, or used or disclosed except when essential for authorized activities under this Contract and, in the case of disclosure, where the recipient of the confidential information has agreed to be bound by confidentiality requirements no less restrictive than those set forth herein. Each copy of such confidential information shall be marked by the party making the copy with any notices appearing in the original. Upon termination or cancellation of this Contract or any license granted hereunder, the receiving party will return to the disclosing party all copies of the confidential information in the receiving party's possession, other than one copy, which may be maintained for archival purposes only, and which will remain subject to this Contract's security, privacy, data retention/destruction and confidentiality provisions (all of which shall survive the expiration of this Contract). Both parties agree that a material breach of these requirements may, after failure to cure within the time frame specified in this Contract, and at the discretion of the non-breaching party, result in termination for default pursuant to the DEFAULT provision of this Contract, in addition to other remedies available to the non-breaching party.

2. Insofar as information is not otherwise protected by law or regulation, the obligations stated in this Section do not apply to information:
 - a. already known to the recipient at the time of disclosure other than through the contractual relationship;
 - b. independently generated by the recipient and not derived by the information supplied by the disclosing party.
 - c. known or available to the public , except where such knowledge or availability is the result of unauthorized disclosure by the recipient of the proprietary information;
 - d. disclosed to the recipient without a similar restriction by a third party who has the right to make such disclosure; or
 - e. required to be disclosed by law , regulation, court order, or other legal process.
 - f. There shall be no restriction with respect to the use or disclosure of any ideas, concepts, know-how, or data processing techniques developed alone or jointly with the Commonwealth in connection with services provided to the Commonwealth under this Contract.
3. The Contractor shall use the following process when submitting information to the Commonwealth it believes to be confidential and/or proprietary information or trade secrets:
 - a. Prepare an un-redacted version of the appropriate document, and
 - b. Prepare a redacted version of the document that redacts the information that is asserted to be confidential or proprietary information or a trade secret, and
 - c. Prepare a signed written statement that states:
 - i. the attached document contains confidential or proprietary information or trade secrets;
 - ii. the Contractor is submitting the document in both redacted and un-redacted format in accordance with 65 P.S. § 67.707(b); and

iii. the Contractor is requesting that the document be considered exempt under 65 P.S. § 67.708(b)(11) from public records requests.

d. Submit the two documents along with the signed written statement to the Commonwealth.

V.46 CONTRACT-037.2a Sensitive Information (Sept 2009)

The Contractor shall not publish or otherwise disclose, except to the Commonwealth and except matters of public record, any information or data obtained hereunder from private individuals, organizations, or public agencies, in a publication whereby the information or data furnished by or about any particular person or establishment can be identified, except with the consent of such person or establishment. The parties shall not use or disclose any information about a recipient receiving services from, or otherwise enrolled in, a Commonwealth program affected by or benefiting from services under this Contract for any purpose not connected with the parties' Contract responsibilities except with the written consent of such recipient, recipient's attorney, or recipient's parent or guardian pursuant to applicable state and federal law and regulations. Contractor will be responsible to remediate any improper disclosure of information. Such remediation may include, but not be limited to, credit monitoring for individuals for whom information has been released and reimbursement of any costs incurred by individuals for whom information has been released. Costs for which Contractor is responsible under this paragraph are not subject to any limitation of liability set out in this Contract or Purchase Order.

V.47 CONTRACT-037.2b Health Insurance Portability and Accountability Act (HIPAA) Compliance (Sept 2009)

The Health Insurance Portability and Accountability Act (HIPAA) Compliance requirements are set forth in the attachments to this solicitation.

V.48 CONTRACT-041.1 Contract Requirements-Small Diverse Business and Small Business Participation (July 2016)

The provisions contained in the RFP concerning Contract Requirements - Small Diverse Business and Small Business Participation are incorporated by reference herein.

V.49 CONTRACT-045.1 Insurance - General (Dec 12 2006)

The Contractor is required to have in place during the term of the Contract and any renewals or extensions thereof, the following types of insurance, issued by companies acceptable to the Commonwealth and authorized to conduct such business under the laws of the Commonwealth of Pennsylvania:

1. **Worker's Compensation Insurance** for all of the Contractor's employees and those of any subcontractor, engaged in work at the site of the project as required by law.

2. **Public Liability and Property Damage Insurance** to protect the Commonwealth, the Contractor, and any and all subcontractors from claims for damages for personal injury (including bodily injury), sickness or disease, accidental death and damage to property including the loss of use resulting from any property damage, which may arise from the activities performed under the Contract or the failure to perform under the Contract, whether such performance or non-performance be by the Contractor, by any subcontractor, or by anyone directly or indirectly employed by either. The minimum amounts of coverage shall be \$250,000 per person and \$1,000,000 per occurrence for bodily injury, including death, and \$250,000 per person and \$1,000,000 per occurrence for property damage. Such policies

shall be occurrence rather than claims-made policies and shall not contain any endorsements or any other form designated to limit and restrict any action by the Commonwealth, as an additional insured, against the insurance coverage in regard to work performed for the Commonwealth.

3. Prior to commencement of the work under the Contract and at each insurance renewal date during the term of the Contract, the Contractor shall provide the Commonwealth with current certificates of insurance. These certificates or policies shall name the Commonwealth as an additional insured and shall contain a provision that the coverage's afforded under the policies will not be cancelled or changed until at least thirty (30) days written notice has been given to the Commonwealth.
4. The Commonwealth shall be under no obligation to obtain such certificates from the Contractor(s). Failure by the Commonwealth to obtain the certificates shall not be deemed a waiver of the Contractor's obligation to obtain and furnish certificates. The Commonwealth shall have the right to inspect the original insurance policies.

V.50 CONTRACT-051.1 Notice (Dec 2006)

Any written notice to any party under this Contract shall be deemed sufficient if delivered personally, or by facsimile, telecopy, electronic or digital transmission (provided such delivery is confirmed), or by a recognized overnight courier service (e.g., DHL, Federal Express, etc.) with confirmed receipt, or by certified or registered United States mail, postage prepaid, return receipt requested, and sent to following:

5. If to the Contractor: the Contractor's address as recorded in the Commonwealth's Supplier Registration system.
6. If to the Commonwealth: the address of the Issuing Office as set forth on the Contract.

V.51 CONTRACT-052.1 Right to Know Law (Feb 2010)

1. The Pennsylvania Right-to-Know Law, 65 P.S. §§ 67.101-3104, ("RTKL") applies to this Contract. For the purpose of these provisions, the term "the Commonwealth" shall refer to the contracting Commonwealth agency.
2. If the Commonwealth needs the Contractor's assistance in any matter arising out of the RTKL related to this Contract, it shall notify the Contractor using the legal contact information provided in this Contract. The Contractor, at any time, may designate a different contact for such purpose upon reasonable prior written notice to the Commonwealth.
3. Upon written notification from the Commonwealth that it requires the Contractor's assistance in responding to a request under the RTKL for information related to this Contract that may be in the Contractor's possession, constituting, or alleged to constitute, a public record in accordance with the RTKL ("Requested Information"), the Contractor shall:
 - a. Provide the Commonwealth, within ten (10) calendar days after receipt of written notification, access to, and copies of, any document or information in the Contractor's possession arising out of this Contract that the Commonwealth reasonably believes is Requested Information and may be a public record under the RTKL; and
 - b. Provide such other assistance as the Commonwealth may reasonably request, in order to comply with the RTKL with respect to this Contract.

4. If the Contractor considers the Requested Information to include a request for a Trade Secret or Confidential Proprietary Information, as those terms are defined by the RTKL, or other information that the Contractor considers exempt from production under the RTKL, the Contractor must notify the Commonwealth and provide, within seven (7) calendar days of receiving the written notification, a written statement signed by a representative of the Contractor explaining why the requested material is exempt from public disclosure under the RTKL.
5. The Commonwealth will rely upon the written statement from the Contractor in denying a RTKL request for the Requested Information unless the Commonwealth determines that the Requested Information is clearly not protected from disclosure under the RTKL. Should the Commonwealth determine that the Requested Information is clearly not exempt from disclosure, the Contractor shall provide the Requested Information within five (5) business days of receipt of written notification of the Commonwealth's determination.
6. If the Contractor fails to provide the Requested Information within the time period required by these provisions, the Contractor shall indemnify and hold the Commonwealth harmless for any damages, penalties, costs, detriment or harm that the Commonwealth may incur as a result of the Contractor's failure, including any statutory damages assessed against the Commonwealth.
7. The Commonwealth will reimburse the Contractor for any costs associated with complying with these provisions only to the extent allowed under the fee schedule established by the Office of Open Records or as otherwise provided by the RTKL if the fee schedule is inapplicable.
8. The Contractor may file a legal challenge to any Commonwealth decision to release a record to the public with the Office of Open Records, or in the Pennsylvania Courts, however, the Contractor shall indemnify the Commonwealth for any legal expenses incurred by the Commonwealth as a result of such a challenge and shall hold the Commonwealth harmless for any damages, penalties, costs, detriment or harm that the Commonwealth may incur as a result of the Contractor's failure, including any statutory damages assessed against the Commonwealth, regardless of the outcome of such legal challenge. As between the parties, the Contractor agrees to waive all rights or remedies that may be available to it as a result of the Commonwealth's disclosure of Requested Information pursuant to the RTKL.
9. The Contractor's duties relating to the RTKL are continuing duties that survive the expiration of this Contract and shall continue as long as the Contractor has Requested Information in its possession.

V.52 Enhanced Minimum Wage Provisions (July 2018)

1. **Enhanced Minimum Wage.** Contractor/Lessor agrees to pay no less than \$12.00 per hour to its employees for all hours worked directly performing the services called for in this Contract/Lease, and for an employee's hours performing ancillary services necessary for the performance of the contracted services or lease when such employee spends at least twenty per cent (20%) of their time performing ancillary services in a given work week.
2. **Adjustment.** Beginning July 1, 2019, and annually thereafter, the minimum wage rate shall be increased by \$0.50 until July 1, 2024, when the minimum wage reaches \$15.00. Thereafter, the minimum wage rate would be increased by an annual cost-of-living adjustment using the percentage change in the Consumer

Price Index for All Urban Consumers (CPI-U) for Pennsylvania, New Jersey, Delaware, and Maryland. The applicable adjusted amount shall be published in the Pennsylvania Bulletin by March 1 of each year to be effective the following July 1.

- 3. Exceptions.** These Enhanced Minimum Wage Provisions shall not apply to employees:
 - a.** exempt from the minimum wage under the Minimum Wage Act of 1968;
 - b.** covered by a collective bargaining agreement;
 - c.** required to be paid a higher wage under another state or federal law governing the services, including the Prevailing Wage Act and Davis-Bacon Act; or
 - d.** required to be paid a higher wage under any state or local policy or ordinance.
- 4. Notice.** Contractor/Lessor shall post these Enhanced Minimum Wage Provisions for the entire period of the contract conspicuously in easily-accessible and well-lighted places customarily frequented by employees at or near where the contracted services are performed.
- 5. Records.** Contractor/Lessor must maintain and, upon request and within the time periods requested by the Commonwealth, furnish all employment and wage records necessary to document compliance with these Enhanced Minimum Wage Provisions.
- 6. Sanctions.** Failure to comply with these Enhanced Minimum Wage Provisions may result in the imposition of sanctions, which may include, but shall not be limited to, termination of the contract or lease, nonpayment, debarment or referral to the Office of General Counsel for appropriate civil or criminal referral.
- 7. Subcontractors.** Contractor/Lessor shall include the provisions of these Enhanced Minimum Wage Provisions in every subcontract so that these provisions will be binding upon each subcontractor.

EXHIBIT B

BAFO COST SUBMITTAL

INSTRUCTIONS

GENERAL INSTRUCTIONS FOR COMPLETING THIS WORKBOOK (Tab 1)

The information requested in this document shall constitute the Offeror's Cost Submittal.

Offeror must base its pricing (MSP Markup Fee and Hourly Rates) on the services requested in this RFP. Pricing data is defined as any information related to, directly or indirectly, to the Offeror's proposed charges for services outlined in the cost submittal and shall include but not be limited to: rates, benefits, paid-time off, bonuses, training, support services, VMS usage or any other identifiable services outlined in the technical submittal.

Except for **Travel Expenses (I-3, F.)** and **Continuing Education & Training (I-6, F.)**, the Commonwealth will not pay for any additional costs beyond the hourly rate for the appropriate job title and skill category set forth in the Cost Submittal for a resource to perform his or her duties during an engagement with the Commonwealth. This includes, but is not limited to: parking, background checks and security badges, etc.

**Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs. All costs will remain in effect for the initial term of the Contract.

COST SUBMITTAL OVERVIEW (Tab 2)

1. Select the *Cost Submittal Overview Tab* at the bottom of this page.

2. Complete the highlighted cells in the top portion of the form (all contact information).

NOTE: The information you supply here must match the information you provided to Vendor Registration.

3. This tab requires no entry of cost data. All data entered in the MSP Markup tab and Area tabs (1-5) Worksheet will automatically populate into the *Cost Submittal Overview Tab*.

4. The Cost Submittal will be evaluated for the Initial Term of the Contract (3 years).

COST SUBMITTAL BREAKDOWN (Tab 3 - 8)

1. Offerors must enter it's "MSP Markup Percentage" on Tab 3 of the cost submittal. This field may not be left blank or be a negative number. This is the fee that is paid to the selected Offeror administering and providing all the services outlined in the RFP.

2. Offeror must enter an "Hourly Rate" for each position listed in the worksheets labeled Area 1 – 5 (Tabs 4-8). Pricing must be submitted on "regular" hours worked and **rates must be representative of those in the current market for similar type positions/duties**. Depending on the agency and position type, a full-time position is considered either 37.5 hours/week or 40 hours/week. This fee will be paid by the selected Offeror to the subcontractor for all resource hours worked by position type/level.

An offeror's proposal may be rejected if any highlighted cells (i.e. MSP Markup Percentage or Hourly Rates Paid to Subcontractor) are left blank.

The selected Offeror will also be reimbursed at cost for the following expenses in accordance with the requirements as outlined in the RFP.

- Travel Expenses
- Continuing Education

If the selected Offeror fails to comply with the requirements for reimbursement, the selected Offeror will not be reimbursed.

Additional Tabs (9 - 12)

Tab 9. - Skill Category Matrix - The Commonwealth has final approval on the initial skill level assigned to a resource and any adjustments thereafter.

Tab 10. - County Breakdown - Back-up detail for tabs 4 - 8

Tab 11. - County Map - Back-up detail for tabs 4 - 8

The cost submittal must be submitted as presented by the Commonwealth and should not be altered in any way. Do not include any reiteration of the technical proposal in the cost submittal.

BAFO COST SUBMITTAL OVERVIEW
RFP # 6100046986

OFFEROR NAME		CONTACT PERSON	
InGenesis, Inc		Dr. Veronica Edwards	
OFFEROR ADDRESS		EMAIL ADDRESS	
10231 Kotzebue Street		edwardsv@ingenesis.com	
San Antoio, Texas 78217		PHONE NUMBER	FAX NUMBER
		210-366-0033	210-568-4582
		VENDOR NUMBER	FEDERAL ID OR SSN
			██████████

COST SUMMARY

Area	TOTAL ESTIMATED PROJECT COST FOR HEALTHCARE SERVICES				
	Novice	Intermediate	Advanced	Expert	Short-Term
Area #1	\$ 267,910.73	\$ 312,101.57	\$ 363,243.77	\$ 416,786.69	\$ 343,980.52
Area #2	\$ 274,204.72	\$ 319,351.44	\$ 371,701.95	\$ 426,181.99	\$ 352,262.53
Area #3	\$ 275,303.33	\$ 320,737.15	\$ 373,378.01	\$ 428,130.05	\$ 353,927.58
Area #4	\$ 298,847.26	\$ 347,788.15	\$ 403,651.04	\$ 462,556.53	\$ 352,262.53
Area #5	\$ 294,383.07	\$ 343,007.92	\$ 398,935.24	\$ 456,791.46	\$ 379,386.54
Total	\$ 1,410,649.12	\$ 1,642,986.24	\$ 1,910,910.02	\$ 2,190,446.73	\$ 1,781,819.71
Grand Total	\$ 8,936,811.81				

Total to be evaluated for the Initial Term of the Contract (3 years):	\$ 26,810,435.42
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MSP Markup Percentage:	1.95%
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Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Admin / Coordinator- Jail Based	40.00	\$ 19.03	\$ 19.40	\$ 776.04	40.00	\$ 22.39	\$ 22.83	\$ 913.06	40.00	\$ 28.12	\$ 28.67	\$ 1,146.73	40.00	\$ 29.29	\$ 29.86	\$ 1,194.45	40.00	\$ 28.58	\$ 29.14	\$ 1,165.49
Administrative Assistant	40.00	\$ 17.04	\$ 17.37	\$ 694.89	40.00	\$ 19.32	\$ 19.70	\$ 787.87	40.00	\$ 23.22	\$ 23.67	\$ 946.91	40.00	\$ 24.16	\$ 24.63	\$ 985.24	40.00	\$ 23.57	\$ 24.03	\$ 961.18
Administrative Entity (AE) and Provider Oversight Lead	40.00	\$ 24.14	\$ 24.61	\$ 984.43	40.00	\$ 29.59	\$ 30.17	\$ 1,206.68	40.00	\$ 35.39	\$ 36.08	\$ 1,443.20	40.00	\$ 41.12	\$ 41.92	\$ 1,676.87	40.00	\$ 35.98	\$ 36.68	\$ 1,467.26
Administrative Entity (AE) Oversight Monitor Lead	40.00	\$ 24.14	\$ 24.61	\$ 984.43	40.00	\$ 29.59	\$ 30.17	\$ 1,206.68	40.00	\$ 35.39	\$ 36.08	\$ 1,443.20	40.00	\$ 41.12	\$ 41.92	\$ 1,676.87	40.00	\$ 35.98	\$ 36.68	\$ 1,467.26
Area Quality Management Lead	40.00	\$ 25.15	\$ 25.64	\$ 1,025.62	40.00	\$ 33.11	\$ 33.76	\$ 1,350.23	40.00	\$ 41.69	\$ 42.50	\$ 1,700.12	40.00	\$ 48.92	\$ 49.87	\$ 1,994.96	40.00	\$ 42.43	\$ 43.26	\$ 1,730.30
Art Therapist	40.00	\$ 22.76	\$ 23.20	\$ 928.15	40.00	\$ 26.59	\$ 27.11	\$ 1,084.34	40.00	\$ 30.70	\$ 31.30	\$ 1,251.95	40.00	\$ 33.95	\$ 34.61	\$ 1,384.48	40.00	\$ 31.19	\$ 31.80	\$ 1,271.93
Audiologist	40.00	\$ 35.78	\$ 36.48	\$ 1,459.11	40.00	\$ 39.94	\$ 40.72	\$ 1,628.75	40.00	\$ 44.46	\$ 45.33	\$ 1,813.08	40.00	\$ 48.41	\$ 49.35	\$ 1,974.16	40.00	\$ 45.19	\$ 46.07	\$ 1,842.85
Behavior Specialist	40.00	\$ 19.73	\$ 20.11	\$ 804.59	40.00	\$ 23.86	\$ 24.33	\$ 973.01	40.00	\$ 29.49	\$ 30.07	\$ 1,202.60	40.00	\$ 35.38	\$ 36.07	\$ 1,442.80	40.00	\$ 29.99	\$ 30.57	\$ 1,222.99
Behavior Specialist- Associate	40.00	\$ 17.35	\$ 17.69	\$ 707.53	40.00	\$ 23.24	\$ 23.69	\$ 947.73	40.00	\$ 29.49	\$ 30.07	\$ 1,202.60	40.00	\$ 35.38	\$ 36.07	\$ 1,442.80	40.00	\$ 29.99	\$ 30.57	\$ 1,222.99
Behavior Specialist- Senior	40.00	\$ 23.44	\$ 23.90	\$ 955.88	40.00	\$ 36.95	\$ 37.67	\$ 1,506.82	40.00	\$ 32.93	\$ 33.57	\$ 1,342.89	40.00	\$ 35.82	\$ 36.52	\$ 1,460.74	40.00	\$ 33.47	\$ 34.12	\$ 1,364.91
Behavioral Analyst	40.00	\$ 23.44	\$ 23.90	\$ 955.88	40.00	\$ 36.95	\$ 37.67	\$ 1,506.82	40.00	\$ 32.93	\$ 33.57	\$ 1,342.89	40.00	\$ 35.82	\$ 36.52	\$ 1,460.74	40.00	\$ 33.47	\$ 34.12	\$ 1,364.91
Cardiologist DOH-NDC	40.00	\$ 116.21	\$ 118.48	\$ 4,739.04	40.00	\$ 138.05	\$ 140.74	\$ 5,629.68	40.00	\$ 177.94	\$ 181.41	\$ 7,256.39	40.00	\$ 216.44	\$ 220.66	\$ 8,826.42	40.00	\$ 149.58	\$ 152.50	\$ 6,099.87
Case Manager Nurse	40.00	\$ 33.18	\$ 33.83	\$ 1,353.08	40.00	\$ 36.82	\$ 37.54	\$ 1,501.52	40.00	\$ 40.79	\$ 41.59	\$ 1,663.42	40.00	\$ 43.76	\$ 44.61	\$ 1,784.53	40.00	\$ 41.45	\$ 42.26	\$ 1,690.33
Case Manager Nurse Supervisor	40.00	\$ 35.11	\$ 35.79	\$ 1,431.79	40.00	\$ 40.16	\$ 40.94	\$ 1,637.72	40.00	\$ 45.59	\$ 46.48	\$ 1,859.16	40.00	\$ 50.76	\$ 51.55	\$ 2,061.84	40.00	\$ 46.35	\$ 47.25	\$ 1,890.15
Certified Medical Coder	40.00	\$ 19.49	\$ 19.87	\$ 794.80	40.00	\$ 22.81	\$ 23.25	\$ 930.19	40.00	\$ 28.48	\$ 29.04	\$ 1,161.41	40.00	\$ 29.93	\$ 30.51	\$ 1,220.55	40.00	\$ 28.94	\$ 29.50	\$ 1,180.17
Certified Nursing Assistant (CNA)	40.00	\$ 14.51	\$ 14.79	\$ 591.72	40.00	\$ 16.20	\$ 16.52	\$ 660.64	40.00	\$ 19.08	\$ 19.45	\$ 778.08	40.00	\$ 19.82	\$ 20.21	\$ 808.26	40.00	\$ 19.37	\$ 19.75	\$ 789.91
Certified Registered Nurse Practitioner (CNP)	40.00	\$ 46.53	\$ 47.44	\$ 1,897.49	40.00	\$ 51.22	\$ 52.22	\$ 2,088.75	40.00	\$ 56.35	\$ 57.45	\$ 2,297.95	40.00	\$ 60.72	\$ 61.90	\$ 2,476.16	40.00	\$ 57.29	\$ 58.41	\$ 2,336.29
Certified Registered Nurse Practitioner (CNP) Gyn	40.00	\$ 46.53	\$ 47.44	\$ 1,897.49	40.00	\$ 51.22	\$ 52.22	\$ 2,088.75	40.00	\$ 56.35	\$ 57.45	\$ 2,297.95	40.00	\$ 60.72	\$ 61.90	\$ 2,476.16	40.00	\$ 57.29	\$ 58.41	\$ 2,336.29
Certified Registered Nurse Practitioner (CNP) Psych	40.00	\$ 51.65	\$ 52.66	\$ 2,106.29	40.00	\$ 56.87	\$ 57.98	\$ 2,319.16	40.00	\$ 62.27	\$ 63.48	\$ 2,539.37	40.00	\$ 67.10	\$ 68.41	\$ 2,736.34	40.00	\$ 57.29	\$ 58.41	\$ 2,336.29
Certified Respiratory Therapist	40.00	\$ 25.61	\$ 26.11	\$ 1,044.38	40.00	\$ 29.60	\$ 30.18	\$ 1,207.09	40.00	\$ 33.90	\$ 34.56	\$ 1,382.44	40.00	\$ 36.75	\$ 37.47	\$ 1,498.67	40.00	\$ 34.44	\$ 35.11	\$ 1,404.46
Chemist	40.00	\$ 25.84	\$ 26.34	\$ 1,053.76	40.00	\$ 31.67	\$ 32.29	\$ 1,291.50	40.00	\$ 37.88	\$ 38.62	\$ 1,544.75	40.00	\$ 43.77	\$ 44.62	\$ 1,784.94	40.00	\$ 38.52	\$ 39.27	\$ 1,570.85
Chief Medical Officer-DC	40.00	\$ 145.16	\$ 147.99	\$ 5,919.62	40.00	\$ 175.00	\$ 178.41	\$ 7,136.50	40.00	\$ 206.83	\$ 210.86	\$ 8,434.53	40.00	\$ 238.99	\$ 243.65	\$ 9,746.01	40.00	\$ 210.23	\$ 214.33	\$ 8,573.18
Chief Medical Officer-NDC	40.00	\$ 145.16	\$ 147.99	\$ 5,919.62	40.00	\$ 175.00	\$ 178.41	\$ 7,136.50	40.00	\$ 206.83	\$ 210.86	\$ 8,434.53	40.00	\$ 238.99	\$ 243.65	\$ 9,746.01	40.00	\$ 210.23	\$ 214.33	\$ 8,573.18
Chief of Psychiatry-DC	40.00	\$ 145.16	\$ 147.99	\$ 5,919.62	40.00	\$ 175.00	\$ 178.41	\$ 7,136.50	40.00	\$ 206.83	\$ 210.86	\$ 8,434.53	40.00	\$ 238.99	\$ 243.65	\$ 9,746.01	40.00	\$ 210.23	\$ 214.33	\$ 8,573.18
Chief Operating Officer PA Rural Health DOH	40.00	\$ 60.55	\$ 61.73	\$ 2,469.23	40.00	\$ 78.61	\$ 80.14	\$ 3,205.72	40.00	\$ 96.88	\$ 98.77	\$ 3,950.77	40.00	\$ 116.01	\$ 118.27	\$ 4,730.89	40.00	\$ 98.27	\$ 100.19	\$ 4,007.45
Claims Review Management Nurse	40.00	\$ 37.27	\$ 38.00	\$ 1,519.87	40.00	\$ 41.91	\$ 42.73	\$ 1,709.09	40.00	\$ 46.94	\$ 47.86	\$ 1,914.21	40.00	\$ 52.02	\$ 53.03	\$ 2,121.38	40.00	\$ 47.70	\$ 48.63	\$ 1,945.21
Clinical Dietician	40.00	\$ 28.65	\$ 29.21	\$ 1,168.35	40.00	\$ 32.57	\$ 33.21	\$ 1,328.20	40.00	\$ 36.61	\$ 37.32	\$ 1,492.96	40.00	\$ 40.08	\$ 40.86	\$ 1,634.46	40.00	\$ 33.68	\$ 34.34	\$ 1,373.47
Clinical Director-DC	40.00	\$ 40.48	\$ 41.27	\$ 1,650.77	40.00	\$ 49.70	\$ 50.67	\$ 2,026.77	40.00	\$ 59.53	\$ 60.69	\$ 2,427.63	40.00	\$ 67.45	\$ 68.77	\$ 2,750.61	40.00	\$ 60.59	\$ 61.77	\$ 2,470.86
Clinical Director-NDC	40.00	\$ 40.48	\$ 41.27	\$ 1,650.77	40.00	\$ 49.70	\$ 50.67	\$ 2,026.77	40.00	\$ 59.53	\$ 60.69	\$ 2,427.63	40.00	\$ 67.45	\$ 68.77	\$ 2,750.61	40.00	\$ 60.59	\$ 61.77	\$ 2,470.86
Clinical Pharmacy Manager	40.00	\$ 62.14	\$ 63.35	\$ 2,534.07	40.00	\$ 67.70	\$ 69.02	\$ 2,760.81	40.00	\$ 73.81	\$ 75.25	\$ 3,009.97	40.00	\$ 78.27	\$ 79.80	\$ 3,191.85	40.00	\$ 74.99	\$ 76.45	\$ 3,058.09
Clinical Supervision Consultant-DC	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16	40.00	\$ 53.13	\$ 54.17	\$ 2,166.64	40.00	\$ 66.31	\$ 67.60	\$ 2,704.12	40.00	\$ 79.48	\$ 81.03	\$ 3,241.19	40.00	\$ 40.91	\$ 41.71	\$ 1,668.31
Clinical Therapist SRTP	40.00	\$ 34.84	\$ 35.52	\$ 1,420.78	40.00	\$ 40.62	\$ 41.41	\$ 1,656.48	40.00	\$ 46.82	\$ 47.73	\$ 1,909.32	40.00	\$ 51.98	\$ 52.99	\$ 2,119.74	40.00	\$ 47.60	\$ 48.53	\$ 1,941.13
Dental Assistant-DC	40.00	\$ 15.03	\$ 15.32	\$ 612.92	40.00	\$ 17.75	\$ 18.10	\$ 723.85	40.00	\$ 20.64	\$ 21.04	\$ 841.70	40.00	\$ 22.73	\$ 23.17	\$ 926.93	40.00	\$ 20.96	\$ 21.37	\$ 854.75
Dental Hygienist-DC	40.00	\$ 26.81	\$ 27.33	\$ 1,093.31	40.00	\$ 34.04	\$ 34.70	\$ 1,388.15	40.00	\$ 41.70	\$ 42.51	\$ 1,700.53	40.00	\$ 47.24	\$ 48.16	\$ 1,926.45	40.00	\$ 42.43	\$ 43.26	\$ 1,730.30
Dental Hygienist-NDC	40.00	\$ 26.81	\$ 27.33	\$ 1,093.31	40.00	\$ 34.04	\$ 34.70	\$ 1,388.15	40.00	\$ 41.70	\$ 42.51	\$ 1,700.53	40.00	\$ 47.24	\$ 48.16	\$ 1,926.45	40.00	\$ 42.43	\$ 43.26	\$ 1,730.30
Dentist-DC	40.00	\$ 69.13	\$ 70.48	\$ 2,819.12	40.00	\$ 81.01	\$ 82.59	\$ 3,303.59	40.00	\$ 92.87	\$ 94.68	\$ 3,787.24	40.00	\$ 119.23	\$ 121.55	\$ 4,862.20	40.00	\$ 85.33	\$ 86.99	\$ 3,479.76
Dentist-NDC	40.00	\$ 62.25	\$ 63.46	\$ 2,538.56	40.00	\$ 72.98	\$ 74.40	\$ 2,976.12	40.00	\$ 84.41	\$ 86.06	\$ 3,442.24	40.00	\$ 108.26	\$ 110.57	\$ 4,414.84	40.00	\$ 85.33	\$ 86.99	\$ 3,479.76
Dietary Management Services Specialist	40.00	\$ 20.16	\$ 20.55	\$ 822.12	40.00	\$ 25.60	\$ 26.10	\$ 1,043.97	40.00	\$ 31.37	\$ 31.98	\$ 1,279.27	40.00	\$ 38.21	\$ 38.96	\$ 1,558.20	40.00	\$ 31.89	\$ 32.51	\$ 1,300.47
Director of PA Rural Health Model	40.00	\$ 48.09	\$ 49.03	\$ 1,961.11	40.00	\$ 62.80	\$ 64.02	\$ 2,560.98	40.00	\$ 78.39	\$ 79.92	\$ 3,196.74	40.00	\$ 95.45	\$ 97.31	\$ 3,892.45	40.00	\$ 79.53	\$ 81.08	\$ 3,243.23
Epidemiologist	40.00	\$ 33.47	\$ 34.12	\$ 1,364.91	40.00	\$ 41.92	\$ 42.74	\$ 1,709.50	40.00	\$ 50.92	\$ 51.91	\$ 2,076.52	40.00	\$ 60.36	\$ 61.54	\$ 2,461.48	40.00	\$ 51.82	\$ 52.83	\$ 2,113.22
Executive Nurse Consultant	40.00	\$ 35.52	\$ 36.21	\$ 1,448.51	40.00	\$ 42.49	\$ 43.32	\$ 1,732.74	40.00	\$ 49.94	\$ 50.91	\$ 2,036.55	40.00	\$ 55.77	\$ 56.86	\$ 2,274.30	40.00	\$ 50.80	\$ 51.79	\$ 2,071.62
Financial Representative 1	40.00	\$ 19.84	\$ 20.23	\$ 809.08	40.00	\$ 22.39	\$ 22.83	\$ 913.06	40.00	\$ 25.14	\$ 25.63	\$ 1,025.21	40.00	\$ 27.67	\$ 28.21	\$ 1,128.38	40.00	\$ 25.52	\$ 26.02	\$ 1,040.71
Financial Representative 2	40.00	\$ 33.36	\$ 34.01	\$ 1,360.42	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16	40.00	\$ 53.13	\$ 54.17	\$ 2,166.64	40.00	\$ 66.31	\$ 67.60	\$ 2,704.12	40.00	\$ 30.65	\$ 31.25	\$ 1,249.91
Fiscal and Grants Manager	40.00	\$ 27.83	\$ 28.37	\$ 1,134.91	40.00	\$ 34.33	\$ 35.00	\$ 1,399.98	40.00	\$ 41.25	\$ 42.05	\$ 1,682.18	40.00	\$ 47.54	\$ 48.47	\$ 1,938.68	40.00	\$ 41.96	\$ 42.78	\$ 1,711.13
Fiscal Assistant	40.00	\$ 20.18	\$ 20.57	\$ 822.94	40.00	\$ 26.77	\$ 27.29	\$ 1,091.68	40.00	\$ 33.36	\$ 34.01	\$ 1,360.42	40.00	\$ 46.54	\$ 47.45	\$ 1,897.90	40.00	\$ 19.82	\$ 20.21	\$ 808.26
Gastroenterologist	40.00	\$ 160.48	\$ 163.61	\$ 6,544.37	40.00	\$ 187.08	\$ 190.73	\$ 7,629.12	40.00	\$ 226.61	\$ 231.03	\$ 9,241.16	40.00	\$ 261.31	\$ 266.41	\$ 10,656.22	40.00	\$ 202.09	\$ 206.03	\$ 8,241.23
Healthcare Analyst	40.00	\$ 19.43	\$ 19.81	\$ 792.36	40.00	\$ 22.46	\$ 22.90	\$ 915.92	40.00	\$ 25.70	\$ 26.20	\$ 1,048.05	40.00	\$ 29.11	\$ 29.68	\$ 1,187.11	40.00	\$ 26.10	\$ 26.61	\$ 1,064.36
Healthcare Analyst, Senior	40.00	\$ 23.67	\$ 24.13	\$ 965.26	40.00	\$ 30.95	\$ 31.55	\$ 1,262.14	40.00	\$ 40.21	\$ 40.99	\$ 1,639.76	40.00	\$ 44.19	\$ 45.05	\$ 1,802.07	40.00	\$ 40.94	\$ 41.74	\$ 1,669.53
Licensed Practical Nurse (LPN)	40.00	\$ 18.26	\$ 18.62	\$ 744.64	40.00	\$ 22.33	\$ 22.77	\$ 910.62	40.00	\$ 26.64	\$ 27.16	\$ 1,								

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position RateWorkdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Pharmacy Coordinator NDC- Lead	40.00	\$ 23.02	\$ 23.47	\$ 938.76	40.00	\$ 27.31	\$ 27.84	\$ 1,113.70	40.00	\$ 31.91	\$ 32.53	\$ 1,301.29	40.00	\$ 37.06	\$ 37.78	\$ 1,511.31	40.00	\$ 32.42	\$ 33.05	\$ 1,322.09
Pharmacy Coordinator-NDC	40.00	\$ 20.39	\$ 20.79	\$ 831.50	40.00	\$ 25.25	\$ 25.74	\$ 1,029.70	40.00	\$ 30.29	\$ 30.88	\$ 1,235.23	40.00	\$ 34.06	\$ 34.72	\$ 1,388.97	40.00	\$ 27.86	\$ 28.40	\$ 1,136.13
Pharmacy Director-NDC	40.00	\$ 72.59	\$ 74.01	\$ 2,960.22	40.00	\$ 77.57	\$ 79.08	\$ 3,163.30	40.00	\$ 82.99	\$ 84.61	\$ 3,384.33	40.00	\$ 88.07	\$ 89.79	\$ 3,591.49	40.00	\$ 83.96	\$ 85.60	\$ 3,423.89
Pharmacy Program Analyst- Senior	40.00	\$ 24.25	\$ 24.72	\$ 988.92	40.00	\$ 30.09	\$ 30.68	\$ 1,227.07	40.00	\$ 36.28	\$ 36.99	\$ 1,479.50	40.00	\$ 42.03	\$ 42.85	\$ 1,713.98	40.00	\$ 36.91	\$ 37.63	\$ 1,505.19
Pharmacy Supervisor	40.00	\$ 65.34	\$ 66.61	\$ 2,664.57	40.00	\$ 71.62	\$ 73.02	\$ 2,920.66	40.00	\$ 78.48	\$ 80.01	\$ 3,200.41	40.00	\$ 82.93	\$ 84.55	\$ 3,381.89	40.00	\$ 79.50	\$ 81.05	\$ 3,242.01
Physical Therapist 1	40.00	\$ 37.78	\$ 38.52	\$ 1,540.67	40.00	\$ 41.83	\$ 42.65	\$ 1,705.83	40.00	\$ 46.22	\$ 47.12	\$ 1,884.85	40.00	\$ 49.86	\$ 50.83	\$ 2,033.29	40.00	\$ 46.97	\$ 47.89	\$ 1,915.44
Physical Therapist 2	40.00	\$ 40.86	\$ 41.66	\$ 1,666.27	40.00	\$ 43.44	\$ 44.29	\$ 1,771.48	40.00	\$ 46.22	\$ 47.12	\$ 1,884.85	40.00	\$ 49.86	\$ 50.83	\$ 2,033.29	40.00	\$ 46.97	\$ 47.89	\$ 1,915.44
Physical Therapy Aide	40.00	\$ 14.51	\$ 14.79	\$ 591.72	40.00	\$ 16.20	\$ 16.52	\$ 660.64	40.00	\$ 19.08	\$ 19.45	\$ 778.08	40.00	\$ 19.82	\$ 20.21	\$ 808.26	40.00	\$ 19.37	\$ 19.75	\$ 789.91
Physician - Direct Care Supervisory	40.00	\$ 142.23	\$ 145.00	\$ 5,800.14	40.00	\$ 153.92	\$ 156.92	\$ 6,276.86	40.00	\$ 171.13	\$ 174.47	\$ 6,978.68	40.00	\$ 185.74	\$ 189.36	\$ 7,574.48	40.00	\$ 161.79	\$ 164.94	\$ 6,597.80
Physician Specialist-NDC	40.00	\$ 129.56	\$ 132.09	\$ 5,283.46	40.00	\$ 162.04	\$ 165.20	\$ 6,607.99	40.00	\$ 193.55	\$ 197.32	\$ 7,892.97	40.00	\$ 288.07	\$ 293.69	\$ 11,747.49	40.00	\$ 109.06	\$ 111.19	\$ 4,447.47
Podiatrist-DC	40.00	\$ 64.08	\$ 65.33	\$ 2,613.18	40.00	\$ 86.72	\$ 88.41	\$ 3,536.44	40.00	\$ 109.79	\$ 111.93	\$ 4,477.24	40.00	\$ 143.90	\$ 146.71	\$ 5,868.24	40.00	\$ 111.46	\$ 113.63	\$ 4,545.34
Policy Specialist	40.00	\$ 23.78	\$ 24.24	\$ 969.75	40.00	\$ 30.61	\$ 31.21	\$ 1,248.28	40.00	\$ 37.87	\$ 38.61	\$ 1,544.34	40.00	\$ 44.69	\$ 45.56	\$ 1,822.46	40.00	\$ 38.52	\$ 39.27	\$ 1,570.85
Primary Care Physician (PCP) DC	40.00	\$ 92.43	\$ 94.23	\$ 3,769.30	40.00	\$ 110.46	\$ 112.61	\$ 4,504.56	40.00	\$ 128.02	\$ 130.52	\$ 5,220.66	40.00	\$ 148.60	\$ 151.50	\$ 6,059.91	40.00	\$ 112.83	\$ 115.03	\$ 4,601.21
Primary Care Physician (PCP) NDC	40.00	\$ 83.64	\$ 85.27	\$ 3,410.84	40.00	\$ 99.87	\$ 101.82	\$ 4,072.70	40.00	\$ 116.20	\$ 118.47	\$ 4,738.64	40.00	\$ 134.82	\$ 137.45	\$ 5,497.96	40.00	\$ 112.83	\$ 115.03	\$ 4,601.21
Program Monitor	40.00	\$ 21.49	\$ 21.91	\$ 876.36	40.00	\$ 26.18	\$ 26.69	\$ 1,067.62	40.00	\$ 31.19	\$ 31.80	\$ 1,271.93	40.00	\$ 35.89	\$ 36.59	\$ 1,463.59	40.00	\$ 31.70	\$ 32.32	\$ 1,292.73
Program Representative	40.00	\$ 28.59	\$ 29.15	\$ 1,165.90	40.00	\$ 35.10	\$ 35.78	\$ 1,431.38	40.00	\$ 42.03	\$ 42.85	\$ 1,713.98	40.00	\$ 47.91	\$ 48.84	\$ 1,953.77	40.00	\$ 42.75	\$ 43.58	\$ 1,743.35
Program Specialist 1	40.00	\$ 18.60	\$ 18.96	\$ 758.51	40.00	\$ 21.34	\$ 21.76	\$ 870.25	40.00	\$ 26.03	\$ 26.54	\$ 1,061.50	40.00	\$ 30.21	\$ 30.80	\$ 1,231.96	40.00	\$ 26.43	\$ 26.95	\$ 1,077.82
Program Specialist 2	40.00	\$ 20.22	\$ 20.61	\$ 824.57	40.00	\$ 22.96	\$ 23.41	\$ 936.31	40.00	\$ 26.03	\$ 26.54	\$ 1,061.50	40.00	\$ 30.21	\$ 30.80	\$ 1,231.96	40.00	\$ 26.43	\$ 26.95	\$ 1,077.82
Program Technician - Training Communication Support	40.00	\$ 16.79	\$ 17.12	\$ 684.70	40.00	\$ 19.23	\$ 19.60	\$ 784.20	40.00	\$ 23.41	\$ 23.87	\$ 954.66	40.00	\$ 24.45	\$ 24.93	\$ 997.07	40.00	\$ 23.78	\$ 24.24	\$ 969.75
Project Manager	40.00	\$ 22.29	\$ 22.72	\$ 908.99	40.00	\$ 28.26	\$ 28.81	\$ 1,152.44	40.00	\$ 34.60	\$ 35.27	\$ 1,410.99	40.00	\$ 38.83	\$ 39.59	\$ 1,583.49	40.00	\$ 35.19	\$ 35.88	\$ 1,435.05
Project Manager - PA Rural Health Model	40.00	\$ 27.67	\$ 28.21	\$ 1,128.38	40.00	\$ 34.40	\$ 35.07	\$ 1,402.83	40.00	\$ 41.59	\$ 42.40	\$ 1,696.04	40.00	\$ 46.98	\$ 47.90	\$ 1,915.84	40.00	\$ 42.29	\$ 43.11	\$ 1,724.59
Project Manager- Associate Public Health	40.00	\$ 27.67	\$ 28.21	\$ 1,128.38	40.00	\$ 34.40	\$ 35.07	\$ 1,402.83	40.00	\$ 41.59	\$ 42.40	\$ 1,696.04	40.00	\$ 46.98	\$ 47.90	\$ 1,915.84	40.00	\$ 42.29	\$ 43.11	\$ 1,724.59
Psychiatrist - Jail Based Competency Psychological Evaluator	40.00	\$ 107.16	\$ 109.25	\$ 4,369.98	40.00	\$ 117.96	\$ 120.26	\$ 4,810.41	40.00	\$ 135.05	\$ 137.68	\$ 5,507.34	40.00	\$ 149.04	\$ 151.95	\$ 6,077.85	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychiatrist DC	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64	40.00	\$ 148.86	\$ 151.76	\$ 6,070.51	40.00	\$ 164.32	\$ 167.52	\$ 6,700.97	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychiatrist- Forensic	40.00	\$ 107.16	\$ 109.25	\$ 4,369.98	40.00	\$ 117.96	\$ 120.26	\$ 4,810.41	40.00	\$ 135.05	\$ 137.68	\$ 5,507.34	40.00	\$ 149.04	\$ 151.95	\$ 6,077.85	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychiatrist MD-JD-SRTP	40.00	\$ 107.16	\$ 109.25	\$ 4,369.98	40.00	\$ 117.96	\$ 120.26	\$ 4,810.41	40.00	\$ 135.05	\$ 137.68	\$ 5,507.34	40.00	\$ 149.04	\$ 151.95	\$ 6,077.85	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychiatrist NDC	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64	40.00	\$ 148.86	\$ 151.76	\$ 6,070.51	40.00	\$ 164.32	\$ 167.52	\$ 6,700.97	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychiatrist SRTP	40.00	\$ 107.16	\$ 109.25	\$ 4,369.98	40.00	\$ 117.96	\$ 120.26	\$ 4,810.41	40.00	\$ 135.05	\$ 137.68	\$ 5,507.34	40.00	\$ 149.04	\$ 151.95	\$ 6,077.85	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychologist- DC OAG	40.00	\$ 40.03	\$ 40.81	\$ 1,632.42	40.00	\$ 45.45	\$ 46.34	\$ 1,853.45	40.00	\$ 47.87	\$ 48.80	\$ 1,952.14	40.00	\$ 53.92	\$ 54.97	\$ 2,198.86	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychologist- Jail Based	40.00	\$ 40.03	\$ 40.81	\$ 1,632.42	40.00	\$ 45.45	\$ 46.34	\$ 1,853.45	40.00	\$ 47.87	\$ 48.80	\$ 1,952.14	40.00	\$ 53.92	\$ 54.97	\$ 2,198.86	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychologist- SRTP	40.00	\$ 40.03	\$ 40.81	\$ 1,632.42	40.00	\$ 45.45	\$ 46.34	\$ 1,853.45	40.00	\$ 47.87	\$ 48.80	\$ 1,952.14	40.00	\$ 53.92	\$ 54.97	\$ 2,198.86	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychologist-DC	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35	40.00	\$ 52.89	\$ 53.92	\$ 2,156.85	40.00	\$ 59.58	\$ 60.74	\$ 2,429.67	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychologist-NDC	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35	40.00	\$ 52.89	\$ 53.92	\$ 2,156.85	40.00	\$ 59.58	\$ 60.74	\$ 2,429.67	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychologist-NDC OSIG	40.00	\$ 40.03	\$ 40.81	\$ 1,632.42	40.00	\$ 45.45	\$ 46.34	\$ 1,853.45	40.00	\$ 47.87	\$ 48.80	\$ 1,952.14	40.00	\$ 53.92	\$ 54.97	\$ 2,198.86	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychology Director	40.00	\$ 49.27	\$ 50.23	\$ 2,009.23	40.00	\$ 53.73	\$ 54.78	\$ 2,191.11	40.00	\$ 54.86	\$ 55.93	\$ 2,237.19	40.00	\$ 61.39	\$ 62.59	\$ 2,503.48	40.00	\$ 55.80	\$ 56.89	\$ 2,275.52
Psychology Manager (LPM)	40.00	\$ 53.15	\$ 54.19	\$ 2,167.46	40.00	\$ 58.48	\$ 59.62	\$ 2,384.81	40.00	\$ 60.62	\$ 61.80	\$ 2,472.08	40.00	\$ 67.83	\$ 69.15	\$ 2,756.11	40.00	\$ 55.80	\$ 56.89	\$ 2,275.52
Public Health Specialist	40.00	\$ 22.20	\$ 22.63	\$ 905.32	40.00	\$ 26.30	\$ 26.81	\$ 1,072.51	40.00	\$ 30.69	\$ 31.29	\$ 1,251.54	40.00	\$ 34.90	\$ 35.58	\$ 1,423.22	40.00	\$ 31.18	\$ 31.79	\$ 1,271.52
Quality Improvement Coordinator	40.00	\$ 33.98	\$ 34.64	\$ 1,385.70	40.00	\$ 38.16	\$ 38.90	\$ 1,556.16	40.00	\$ 42.69	\$ 43.52	\$ 1,740.90	40.00	\$ 46.77	\$ 47.68	\$ 1,907.28	40.00	\$ 43.38	\$ 44.23	\$ 1,769.04
Quality Improvement Information Specialist	40.00	\$ 22.83	\$ 23.28	\$ 931.01	40.00	\$ 27.74	\$ 28.28	\$ 1,131.24	40.00	\$ 32.98	\$ 33.62	\$ 1,344.92	40.00	\$ 38.39	\$ 39.14	\$ 1,565.54	40.00	\$ 33.52	\$ 34.17	\$ 1,366.95
Quality Improvement Manager	40.00	\$ 34.92	\$ 35.60	\$ 1,424.04	40.00	\$ 40.83	\$ 41.63	\$ 1,665.05	40.00	\$ 47.16	\$ 48.08	\$ 1,923.18	40.00	\$ 52.35	\$ 53.37	\$ 2,134.83	40.00	\$ 47.96	\$ 48.90	\$ 1,955.81
Quality Management Representative	40.00	\$ 25.96	\$ 26.47	\$ 1,058.65	40.00	\$ 31.09	\$ 31.70	\$ 1,267.85	40.00	\$ 36.59	\$ 37.30	\$ 1,492.14	40.00	\$ 40.73	\$ 41.52	\$ 1,660.97	40.00	\$ 37.20	\$ 37.93	\$ 1,517.02
R&E Nurse- Hospice Care & Service	40.00	\$ 31.68	\$ 32.30	\$ 1,291.91	40.00	\$ 36.26	\$ 36.97	\$ 1,478.68	40.00	\$ 40.99	\$ 41.79	\$ 1,671.57	40.00	\$ 47.12	\$ 48.04	\$ 1,921.55	40.00	\$ 37.71	\$ 38.45	\$ 1,537.81
R&E Nurse- Med Care Services	40.00	\$ 31.68	\$ 32.30	\$ 1,291.91	40.00	\$ 36.26	\$ 36.97	\$ 1,478.68	40.00	\$ 40.99	\$ 41.79	\$ 1,671.57	40.00	\$ 47.12	\$ 48.04	\$ 1,921.55	40.00	\$ 37.71	\$ 38.45	\$ 1,537.81
Registered Nurse (RN)DC	40.00	\$ 28.56	\$ 29.12	\$ 1,164.68	40.00	\$ 32.67	\$ 33.31	\$ 1,332.28	40.00	\$ 37.10	\$ 37.82	\$ 1,512.94	40.00	\$ 42.65	\$ 43.48	\$ 1,739.27	40.00	\$ 37.71	\$ 38.45	\$ 1,537.81
Registered Nurse- Case Manager-NDC	40.00	\$ 33.																		

Job Title	Skill Category - Novice				Skill Category - Intermediate			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Admin / Coordinator- Jail Based	40.00	\$ 19.15	\$ 19.52	\$ 780.94	40.00	\$ 22.53	\$ 22.97	\$ 918.77
Administrative Assistant	40.00	\$ 17.14	\$ 17.47	\$ 698.97	40.00	\$ 19.43	\$ 19.81	\$ 792.36
Administrative Entity (AE) and Provider Oversight Lead	40.00	\$ 24.29	\$ 24.76	\$ 990.55	40.00	\$ 29.77	\$ 30.35	\$ 1,214.02
Administrative Entity (AE) Oversight Monitor Lead	40.00	\$ 24.29	\$ 24.76	\$ 990.55	40.00	\$ 29.77	\$ 30.35	\$ 1,214.02
Area Quality Management Lead	40.00	\$ 25.29	\$ 25.78	\$ 1,031.33	40.00	\$ 33.30	\$ 33.95	\$ 1,357.97
Art Therapist	40.00	\$ 22.90	\$ 23.35	\$ 933.86	40.00	\$ 26.75	\$ 27.27	\$ 1,090.87
Audiologist	40.00	\$ 36.00	\$ 36.70	\$ 1,468.08	40.00	\$ 40.19	\$ 40.97	\$ 1,638.95
Behavior Specialist	40.00	\$ 19.85	\$ 20.24	\$ 809.48	40.00	\$ 24.01	\$ 24.48	\$ 979.13
Behavior Specialist- Associate	40.00	\$ 17.45	\$ 17.79	\$ 711.61	40.00	\$ 23.40	\$ 23.86	\$ 954.25
Behavior Specialist- Senior	40.00	\$ 23.59	\$ 24.05	\$ 962.00	40.00	\$ 37.19	\$ 37.92	\$ 1,516.61
Behavioral Analyst	40.00	\$ 23.59	\$ 24.05	\$ 962.00	40.00	\$ 37.19	\$ 37.92	\$ 1,516.61
Cardiologist DOH-NDC	40.00	\$ 116.56	\$ 118.83	\$ 4,753.32	40.00	\$ 138.46	\$ 141.16	\$ 5,646.40
Case Manager Nurse	40.00	\$ 33.38	\$ 34.03	\$ 1,361.24	40.00	\$ 37.05	\$ 37.77	\$ 1,510.90
Case Manager Nurse Supervisor	40.00	\$ 35.33	\$ 36.02	\$ 1,440.76	40.00	\$ 40.40	\$ 41.19	\$ 1,647.51
Certified Medical Coder	40.00	\$ 19.60	\$ 19.98	\$ 799.29	40.00	\$ 23.02	\$ 23.47	\$ 938.76
Certified Nursing Assistant (CNA)	40.00	\$ 14.59	\$ 14.87	\$ 594.98	40.00	\$ 16.31	\$ 16.63	\$ 665.12
Certified Registered Nurse Practitioner (CNRP)	40.00	\$ 46.63	\$ 47.54	\$ 1,901.57	40.00	\$ 51.38	\$ 52.38	\$ 2,095.28
Certified Registered Nurse Practitioner (CNRP) Gyn	40.00	\$ 46.63	\$ 47.54	\$ 1,901.57	40.00	\$ 51.38	\$ 52.38	\$ 2,095.28
Certified Registered Nurse Practitioner (CNRP) Psych	40.00	\$ 51.77	\$ 52.78	\$ 2,111.18	40.00	\$ 57.04	\$ 58.15	\$ 2,326.09
Certified Respiratory Therapist	40.00	\$ 25.22	\$ 25.71	\$ 1,028.47	40.00	\$ 29.65	\$ 30.23	\$ 1,209.13
Chemist	40.00	\$ 25.99	\$ 26.50	\$ 1,059.87	40.00	\$ 31.86	\$ 32.48	\$ 1,299.25
Chief Medical Officer-DC	40.00	\$ 145.60	\$ 148.44	\$ 5,937.57	40.00	\$ 175.52	\$ 178.94	\$ 7,157.71
Chief Medical Officer-NDC	40.00	\$ 145.60	\$ 148.44	\$ 5,937.57	40.00	\$ 175.52	\$ 178.94	\$ 7,157.71
Chief of Psychiatry-DC	40.00	\$ 145.60	\$ 148.44	\$ 5,937.57	40.00	\$ 175.52	\$ 178.94	\$ 7,157.71
Chief Operating Officer PA Rural Health DOH	40.00	\$ 60.84	\$ 62.03	\$ 2,481.06	40.00	\$ 78.99	\$ 80.53	\$ 3,221.21
Claims Review Management Nurse	40.00	\$ 37.49	\$ 38.22	\$ 1,528.84	40.00	\$ 42.15	\$ 42.97	\$ 1,718.88
Clinical Dietician	40.00	\$ 28.90	\$ 29.46	\$ 1,178.54	40.00	\$ 32.82	\$ 33.46	\$ 1,338.40
Clinical Director-DC	40.00	\$ 40.73	\$ 41.52	\$ 1,660.97	40.00	\$ 50.01	\$ 50.99	\$ 2,039.41
Clinical Director-NDC	40.00	\$ 40.73	\$ 41.52	\$ 1,660.97	40.00	\$ 50.01	\$ 50.99	\$ 2,039.41
Clinical Pharmacy Manager	40.00	\$ 62.42	\$ 63.64	\$ 2,545.49	40.00	\$ 68.02	\$ 69.35	\$ 2,773.86
Clinical Supervision Consultant-DC	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16	40.00	\$ 53.13	\$ 54.17	\$ 2,166.64
Clinical Therapist-SRTP	40.00	\$ 35.06	\$ 35.74	\$ 1,429.75	40.00	\$ 40.87	\$ 41.67	\$ 1,666.68
Dental Assistant-DC	40.00	\$ 15.13	\$ 15.43	\$ 617.00	40.00	\$ 17.86	\$ 18.21	\$ 728.33
Dental Hygienist-DC	40.00	\$ 26.98	\$ 27.51	\$ 1,100.24	40.00	\$ 34.24	\$ 34.91	\$ 1,396.31
Dental Hygienist-NDC	40.00	\$ 26.98	\$ 27.51	\$ 1,100.24	40.00	\$ 34.24	\$ 34.91	\$ 1,396.31
Dentist-DC	40.00	\$ 69.43	\$ 70.78	\$ 2,831.36	40.00	\$ 81.35	\$ 82.94	\$ 3,317.45
Dentist-NDC	40.00	\$ 62.53	\$ 63.75	\$ 2,549.97	40.00	\$ 73.30	\$ 74.73	\$ 2,989.17
Dietary Management Services Specialist	40.00	\$ 20.29	\$ 20.69	\$ 827.43	40.00	\$ 25.76	\$ 26.26	\$ 1,050.49
Director of PA Rural Health Model	40.00	\$ 48.30	\$ 49.24	\$ 1,969.67	40.00	\$ 63.08	\$ 64.31	\$ 2,572.40
Epidemiologist	40.00	\$ 33.61	\$ 34.27	\$ 1,370.62	40.00	\$ 42.10	\$ 42.92	\$ 1,716.84
Executive Nurse Consultant	40.00	\$ 35.73	\$ 36.43	\$ 1,457.07	40.00	\$ 42.74	\$ 43.57	\$ 1,742.94
Financial Representative 1	40.00	\$ 19.96	\$ 20.35	\$ 813.97	40.00	\$ 22.53	\$ 22.97	\$ 918.77
Financial Representative 2	40.00	\$ 33.36	\$ 34.01	\$ 1,360.42	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16
Fiscal and Grants Manager	40.00	\$ 28.00	\$ 28.55	\$ 1,141.84	40.00	\$ 34.53	\$ 35.20	\$ 1,408.13
Fiscal Assistant	40.00	\$ 20.18	\$ 20.57	\$ 822.94	40.00	\$ 26.77	\$ 27.29	\$ 1,091.68
Gastroenterologist	40.00	\$ 160.96	\$ 164.10	\$ 6,563.95	40.00	\$ 187.64	\$ 191.30	\$ 7,651.96
Healthcare Analyst	40.00	\$ 19.54	\$ 19.92	\$ 796.84	40.00	\$ 22.59	\$ 23.03	\$ 921.22
Healthcare Analyst, Senior	40.00	\$ 23.81	\$ 24.27	\$ 970.97	40.00	\$ 31.13	\$ 31.74	\$ 1,269.48
Licensed Practical Nurse (LPN)	40.00	\$ 18.37	\$ 18.73	\$ 749.13	40.00	\$ 22.46	\$ 22.90	\$ 915.92
Medical Assistant- Lead	40.00	\$ 19.33	\$ 19.71	\$ 788.28	40.00	\$ 20.60	\$ 21.00	\$ 840.07
Medical Assistant- NDC	40.00	\$ 16.09	\$ 16.40	\$ 656.15	40.00	\$ 17.44	\$ 17.78	\$ 711.20
Medical Director	40.00	\$ 137.18	\$ 139.86	\$ 5,594.20	40.00	\$ 153.08	\$ 156.07	\$ 6,242.60
Medical Director- Lead	40.00	\$ 146.39	\$ 149.24	\$ 5,969.78	40.00	\$ 158.72	\$ 161.82	\$ 6,472.60
Medical Economist	40.00	\$ 38.46	\$ 39.21	\$ 1,568.40	40.00	\$ 49.18	\$ 50.14	\$ 2,005.56
Medical Economist- Associate	40.00	\$ 31.30	\$ 31.91	\$ 1,276.41	40.00	\$ 40.66	\$ 41.45	\$ 1,658.11
Medical Economist- Executive	40.00	\$ 62.52	\$ 63.74	\$ 2,549.57	40.00	\$ 70.81	\$ 72.19	\$ 2,887.63
Medical Economist- Senior	40.00	\$ 43.33	\$ 44.17	\$ 1,767.00	40.00	\$ 56.31	\$ 57.41	\$ 2,296.32
Medical Records Assistant	40.00	\$ 13.85	\$ 14.12	\$ 564.80	40.00	\$ 15.61	\$ 15.91	\$ 636.58
Medical Records Director	40.00	\$ 29.34	\$ 29.91	\$ 1,196.49	40.00	\$ 39.97	\$ 40.75	\$ 1,629.98
Medical Records Technician	40.00	\$ 15.88	\$ 16.19	\$ 647.59	40.00	\$ 17.10	\$ 17.43	\$ 697.34
Microbiologist	40.00	\$ 20.49	\$ 20.89	\$ 835.58	40.00	\$ 21.94	\$ 22.37	\$ 894.71
Microbiologist Manager- Public Health	40.00	\$ 30.10	\$ 30.69	\$ 1,227.48	40.00	\$ 32.35	\$ 32.98	\$ 1,319.23
Music Therapist	40.00	\$ 22.90	\$ 23.35	\$ 933.86	40.00	\$ 26.75	\$ 27.27	\$ 1,090.87
Neurologist-DC	40.00	\$ 109.50	\$ 111.64	\$ 4,465.41	40.00	\$ 127.50	\$ 129.99	\$ 5,199.45
Neurologist-NDC	40.00	\$ 109.50	\$ 111.64	\$ 4,465.41	40.00	\$ 127.50	\$ 129.99	\$ 5,199.45
Nurse Administrator	40.00	\$ 28.90	\$ 29.46	\$ 1,178.54	40.00	\$ 35.92	\$ 36.62	\$ 1,464.82
OB-Gyn Physician	40.00	\$ 126.43	\$ 128.90	\$ 5,155.82	40.00	\$ 144.57	\$ 147.39	\$ 5,895.56
Occupational Therapist 1	40.00	\$ 34.66	\$ 35.34	\$ 1,413.43	40.00	\$ 39.22	\$ 39.98	\$ 1,599.39
Occupational Therapist 2	40.00	\$ 35.71	\$ 36.41	\$ 1,456.25	40.00	\$ 40.01	\$ 40.79	\$ 1,631.61
Ophthalmologist NDC	40.00	\$ 124.95	\$ 127.39	\$ 5,095.46	40.00	\$ 147.19	\$ 150.06	\$ 6,002.41
Orientation and Mobility Specialist	40.00	\$ 34.66	\$ 35.34	\$ 1,413.43	40.00	\$ 39.22	\$ 39.98	\$ 1,599.39
Orthodontist- NDC	40.00	\$ 75.57	\$ 77.04	\$ 3,081.74	40.00	\$ 82.85	\$ 84.47	\$ 3,378.62
Orthopedist- NDC	40.00	\$ 145.92	\$ 148.77	\$ 5,950.62	40.00	\$ 177.41	\$ 180.87	\$ 7,234.78
Outreach and Training Coordinator	40.00	\$ 23.83	\$ 24.29	\$ 971.79	40.00	\$ 29.08	\$ 29.65	\$ 1,185.88
Pharmacist- DC	40.00	\$ 59.26	\$ 60.42	\$ 2,416.62	40.00	\$ 64.16	\$ 65.41	\$ 2,616.44
Pharmacist- NDC	40.00	\$ 65.80	\$ 67.08	\$ 2,683.32	40.00	\$ 71.25	\$ 72.64	\$ 2,905.58
Pharmacist Technician-DC	40.00	\$ 15.34	\$ 15.64	\$ 625.57	40.00	\$ 17.79	\$ 18.14	\$ 725.48

*Positions may be added or removed at anytime throughout the Contract.

Job Title	Skill Category - Novice				Skill Category - Intermediate			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Pharmacy Coordinator NDC- Lead	40.00	\$ 23.16	\$ 23.61	\$ 944.46	40.00	\$ 27.48	\$ 28.02	\$ 1,120.63
Pharmacy Coordinator-NDC	40.00	\$ 20.51	\$ 20.91	\$ 836.40	40.00	\$ 25.41	\$ 25.91	\$ 1,036.22
Pharmacy Director-NDC	40.00	\$ 72.94	\$ 74.36	\$ 2,974.49	40.00	\$ 77.95	\$ 79.47	\$ 3,178.80
Pharmacy Program Analyst- Senior	40.00	\$ 24.39	\$ 24.87	\$ 994.62	40.00	\$ 30.26	\$ 30.85	\$ 1,234.00
Pharmacy Supervisor	40.00	\$ 65.56	\$ 66.84	\$ 2,673.54	40.00	\$ 71.86	\$ 73.26	\$ 2,930.45
Physical Therapist 1	40.00	\$ 37.31	\$ 38.04	\$ 1,521.50	40.00	\$ 41.58	\$ 42.39	\$ 1,695.63
Physical Therapist 2	40.00	\$ 40.57	\$ 41.36	\$ 1,654.44	40.00	\$ 43.30	\$ 44.14	\$ 1,765.77
Physical Therapy Aide	40.00	\$ 14.59	\$ 14.87	\$ 594.98	40.00	\$ 16.31	\$ 16.63	\$ 665.12
Physician - Direct Care Supervisory	40.00	\$ 142.65	\$ 145.43	\$ 5,817.27	40.00	\$ 154.39	\$ 157.40	\$ 6,296.02
Physician Specialist-NDC	40.00	\$ 129.56	\$ 132.09	\$ 5,283.46	40.00	\$ 162.04	\$ 165.20	\$ 6,607.99
Podiatrist-DC	40.00	\$ 64.32	\$ 65.57	\$ 2,622.97	40.00	\$ 87.02	\$ 88.72	\$ 3,548.68
Policy Specialist	40.00	\$ 23.92	\$ 24.39	\$ 975.46	40.00	\$ 30.80	\$ 31.40	\$ 1,256.02
Primary Care Physician (PCP) DC	40.00	\$ 92.70	\$ 94.51	\$ 3,780.31	40.00	\$ 110.79	\$ 112.95	\$ 4,518.02
Primary Care Physician (PCP) NDC	40.00	\$ 83.88	\$ 85.52	\$ 3,420.63	40.00	\$ 100.16	\$ 102.11	\$ 4,084.52
Program Monitor	40.00	\$ 21.62	\$ 22.04	\$ 881.66	40.00	\$ 26.34	\$ 26.85	\$ 1,074.15
Program Representative	40.00	\$ 28.76	\$ 29.32	\$ 1,172.83	40.00	\$ 35.29	\$ 35.98	\$ 1,439.13
Program Specialist 1	40.00	\$ 18.72	\$ 19.09	\$ 763.40	40.00	\$ 21.47	\$ 21.89	\$ 875.55
Program Specialist 2	40.00	\$ 20.35	\$ 20.75	\$ 829.87	40.00	\$ 23.10	\$ 23.55	\$ 942.02
Program Technician - Training Communication Support	40.00	\$ 16.90	\$ 17.23	\$ 689.18	40.00	\$ 19.35	\$ 19.73	\$ 789.09
Project Manager	40.00	\$ 22.42	\$ 22.86	\$ 914.29	40.00	\$ 28.42	\$ 28.97	\$ 1,158.97
Project Manager - PA Rural Health Model	40.00	\$ 27.82	\$ 28.36	\$ 1,134.50	40.00	\$ 34.60	\$ 35.27	\$ 1,410.99
Project Manager- Associate Public Health	40.00	\$ 27.82	\$ 28.36	\$ 1,134.50	40.00	\$ 34.60	\$ 35.27	\$ 1,410.99
Psychiatrist - Jail Based Competency Psychological Evaluator	40.00	\$ 107.47	\$ 109.57	\$ 4,382.63	40.00	\$ 118.32	\$ 120.63	\$ 4,825.09
Psychiatrist DC	40.00	\$ 118.92	\$ 121.24	\$ 4,849.56	40.00	\$ 130.97	\$ 133.52	\$ 5,340.96
Psychiatrist- Forensic	40.00	\$ 107.47	\$ 109.57	\$ 4,382.63	40.00	\$ 118.32	\$ 120.63	\$ 4,825.09
Psychiatrist MD-JD-SRTP	40.00	\$ 107.47	\$ 109.57	\$ 4,382.63	40.00	\$ 118.32	\$ 120.63	\$ 4,825.09
Psychiatrist NDC	40.00	\$ 118.92	\$ 121.24	\$ 4,849.56	40.00	\$ 130.97	\$ 133.52	\$ 5,340.96
Psychiatrist SRTP	40.00	\$ 107.47	\$ 109.57	\$ 4,382.63	40.00	\$ 118.32	\$ 120.63	\$ 4,825.09
Psychologist- DC OAG	40.00	\$ 40.27	\$ 41.06	\$ 1,642.21	40.00	\$ 45.73	\$ 46.62	\$ 1,864.87
Psychologist- Jail Based	40.00	\$ 40.27	\$ 41.06	\$ 1,642.21	40.00	\$ 45.73	\$ 46.62	\$ 1,864.87
Psychologist- SRTP	40.00	\$ 40.27	\$ 41.06	\$ 1,642.21	40.00	\$ 45.73	\$ 46.62	\$ 1,864.87
Psychologist-DC	40.00	\$ 44.70	\$ 45.57	\$ 1,822.87	40.00	\$ 50.77	\$ 51.76	\$ 2,070.40
Psychologist-NDC	40.00	\$ 44.70	\$ 45.57	\$ 1,822.87	40.00	\$ 50.77	\$ 51.76	\$ 2,070.40
Psychologist-NDC OSIG	40.00	\$ 40.27	\$ 41.06	\$ 1,642.21	40.00	\$ 45.73	\$ 46.62	\$ 1,864.87
Psychology Director	40.00	\$ 49.57	\$ 50.54	\$ 2,021.46	40.00	\$ 54.07	\$ 55.12	\$ 2,204.97
Psychology Manager (LPM)	40.00	\$ 53.49	\$ 54.53	\$ 2,181.32	40.00	\$ 58.85	\$ 60.00	\$ 2,399.90
Public Health Specialist	40.00	\$ 22.33	\$ 22.77	\$ 910.62	40.00	\$ 26.46	\$ 26.98	\$ 1,079.04
Quality Improvement Coordinator	40.00	\$ 34.19	\$ 34.86	\$ 1,394.27	40.00	\$ 38.39	\$ 39.14	\$ 1,565.54
Quality Improvement Information Specialist	40.00	\$ 22.97	\$ 23.42	\$ 936.72	40.00	\$ 27.91	\$ 28.45	\$ 1,138.17
Quality Improvement Manager	40.00	\$ 35.11	\$ 35.79	\$ 1,431.79	40.00	\$ 41.05	\$ 41.85	\$ 1,674.02
Quality Management Representative	40.00	\$ 26.11	\$ 26.62	\$ 1,064.77	40.00	\$ 31.28	\$ 31.89	\$ 1,275.60
R&E Nurse- Hospice Care & Service	40.00	\$ 31.87	\$ 32.49	\$ 1,299.66	40.00	\$ 36.48	\$ 37.19	\$ 1,487.65
R&E Nurse- Med Care Services	40.00	\$ 31.87	\$ 32.49	\$ 1,299.66	40.00	\$ 36.48	\$ 37.19	\$ 1,487.65
Registered Nurse (RN)DC	40.00	\$ 28.72	\$ 29.28	\$ 1,171.20	40.00	\$ 32.87	\$ 33.51	\$ 1,340.44
Registered Nurse- Case Manager-NDC	40.00	\$ 33.38	\$ 34.03	\$ 1,361.24	40.00	\$ 37.05	\$ 37.77	\$ 1,510.90
Registered Nurse Claims Review Management Nurse-NDC	40.00	\$ 37.49	\$ 38.22	\$ 1,528.84	40.00	\$ 42.15	\$ 42.97	\$ 1,718.88
Registered Nurse Instructor	40.00	\$ 36.23	\$ 36.94	\$ 1,477.46	40.00	\$ 41.73	\$ 42.54	\$ 1,701.75
Registry Specialist	40.00	\$ 20.82	\$ 21.23	\$ 849.04	40.00	\$ 24.82	\$ 25.30	\$ 1,012.16
Rehabilitation Specialist-SRTP	40.00	\$ 17.38	\$ 17.72	\$ 708.76	40.00	\$ 23.11	\$ 23.56	\$ 942.43
Respiratory Therapist	40.00	\$ 25.22	\$ 25.71	\$ 1,028.47	40.00	\$ 29.65	\$ 30.23	\$ 1,209.13
Risk Management Specialist	40.00	\$ 23.04	\$ 23.49	\$ 939.57	40.00	\$ 28.20	\$ 28.75	\$ 1,150.00
Social Worker 1 (SW1)	40.00	\$ 22.40	\$ 22.84	\$ 913.47	40.00	\$ 26.62	\$ 27.14	\$ 1,085.56
Social Worker 2 (SW 2)	40.00	\$ 30.13	\$ 30.72	\$ 1,228.70	40.00	\$ 32.03	\$ 32.65	\$ 1,306.18
Social Worker- Senior (SW3)	40.00	\$ 30.65	\$ 31.25	\$ 1,249.91	40.00	\$ 34.15	\$ 34.82	\$ 1,392.64
Spectrum Disorder Consultant	40.00	\$ 22.38	\$ 22.82	\$ 912.66	40.00	\$ 26.99	\$ 27.52	\$ 1,100.65
Speech Language and Hearing Specialist (SLH)	40.00	\$ 38.77	\$ 39.53	\$ 1,581.04	40.00	\$ 43.76	\$ 44.61	\$ 1,784.53
Surgeon-NDC	40.00	\$ 168.31	\$ 171.59	\$ 6,863.68	40.00	\$ 195.91	\$ 199.73	\$ 7,989.21
Toxicologist-DOH	40.00	\$ 68.42	\$ 69.75	\$ 2,790.17	40.00	\$ 73.90	\$ 75.34	\$ 3,013.64
Urologist-NDC	40.00	\$ 168.91	\$ 172.20	\$ 6,888.15	40.00	\$ 189.85	\$ 193.55	\$ 7,742.08

*The Commonwealth has final approval on the initial skill level assigned to a resource and any adjustments thereafter.

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
	Admin / Coordinator- Jail Based	40.00	\$ 19.15	\$ 19.52	\$ 780.94	40.00	\$ 22.53	\$ 22.97	\$ 918.77	40.00	\$ 28.28	\$ 28.83	\$ 1,153.26	40.00	\$ 29.48	\$ 30.05	\$ 1,202.19	40.00	\$ 28.75	\$ 29.31
Administrative Assistant	40.00	\$ 17.14	\$ 17.47	\$ 698.97	40.00	\$ 19.43	\$ 19.81	\$ 792.36	40.00	\$ 23.36	\$ 23.82	\$ 952.62	40.00	\$ 24.32	\$ 24.79	\$ 991.77	40.00	\$ 23.72	\$ 24.18	\$ 967.30
Administrative Entity (AE) and Provider Oversight Lead	40.00	\$ 24.29	\$ 24.76	\$ 990.55	40.00	\$ 29.77	\$ 30.35	\$ 1,214.02	40.00	\$ 35.60	\$ 36.29	\$ 1,451.77	40.00	\$ 41.37	\$ 42.18	\$ 1,687.07	40.00	\$ 36.20	\$ 36.91	\$ 1,476.24
Administrative Entity (AE) Oversight Monitor Lead	40.00	\$ 24.29	\$ 24.76	\$ 990.55	40.00	\$ 29.77	\$ 30.35	\$ 1,214.02	40.00	\$ 35.60	\$ 36.29	\$ 1,451.77	40.00	\$ 41.37	\$ 42.18	\$ 1,687.07	40.00	\$ 36.20	\$ 36.91	\$ 1,476.24
Area Quality Management Lead	40.00	\$ 25.29	\$ 25.78	\$ 1,031.33	40.00	\$ 33.30	\$ 33.95	\$ 1,357.97	40.00	\$ 41.93	\$ 42.75	\$ 1,709.91	40.00	\$ 49.20	\$ 50.16	\$ 2,006.38	40.00	\$ 42.68	\$ 43.51	\$ 1,740.49
Art Therapist	40.00	\$ 22.90	\$ 23.35	\$ 933.86	40.00	\$ 26.75	\$ 27.27	\$ 1,090.87	40.00	\$ 30.89	\$ 31.49	\$ 1,259.69	40.00	\$ 34.16	\$ 34.83	\$ 1,393.04	40.00	\$ 31.38	\$ 31.99	\$ 1,279.68
Audiologist	40.00	\$ 36.00	\$ 36.70	\$ 1,468.08	40.00	\$ 40.19	\$ 40.97	\$ 1,638.95	40.00	\$ 44.74	\$ 45.61	\$ 1,824.50	40.00	\$ 48.72	\$ 49.67	\$ 1,986.80	40.00	\$ 45.47	\$ 46.36	\$ 1,854.27
Behavior Specialist	40.00	\$ 19.85	\$ 20.24	\$ 809.48	40.00	\$ 24.01	\$ 24.48	\$ 979.13	40.00	\$ 29.68	\$ 30.26	\$ 1,210.35	40.00	\$ 35.59	\$ 36.28	\$ 1,451.36	40.00	\$ 30.17	\$ 30.76	\$ 1,230.33
Behavior Specialist- Associate	40.00	\$ 17.45	\$ 17.79	\$ 711.61	40.00	\$ 23.40	\$ 23.86	\$ 954.25	40.00	\$ 29.68	\$ 30.26	\$ 1,210.35	40.00	\$ 35.59	\$ 36.28	\$ 1,451.36	40.00	\$ 30.17	\$ 30.76	\$ 1,230.33
Behavior Specialist- Senior	40.00	\$ 23.59	\$ 24.05	\$ 962.00	40.00	\$ 37.19	\$ 37.92	\$ 1,516.61	40.00	\$ 33.14	\$ 33.79	\$ 1,351.45	40.00	\$ 36.05	\$ 36.75	\$ 1,470.12	40.00	\$ 33.68	\$ 34.34	\$ 1,373.47
Behavioral Analyst	40.00	\$ 23.59	\$ 24.05	\$ 962.00	40.00	\$ 37.19	\$ 37.92	\$ 1,516.61	40.00	\$ 33.14	\$ 33.79	\$ 1,351.45	40.00	\$ 36.05	\$ 36.75	\$ 1,470.12	40.00	\$ 33.68	\$ 34.34	\$ 1,373.47
Cardiologist DOH-NDC	40.00	\$ 116.56	\$ 118.83	\$ 4,753.32	40.00	\$ 138.46	\$ 141.16	\$ 5,646.40	40.00	\$ 178.48	\$ 181.96	\$ 7,278.41	40.00	\$ 217.09	\$ 221.32	\$ 8,852.93	40.00	\$ 150.03	\$ 152.96	\$ 6,118.22
Case Manager Nurse	40.00	\$ 33.38	\$ 34.03	\$ 1,361.24	40.00	\$ 37.05	\$ 37.77	\$ 1,510.90	40.00	\$ 41.04	\$ 41.84	\$ 1,673.61	40.00	\$ 44.03	\$ 44.89	\$ 1,795.54	40.00	\$ 41.70	\$ 42.51	\$ 1,700.53
Case Manager Nurse Supervisor	40.00	\$ 35.33	\$ 36.02	\$ 1,440.76	40.00	\$ 40.40	\$ 41.19	\$ 1,647.51	40.00	\$ 45.88	\$ 46.77	\$ 1,870.99	40.00	\$ 50.87	\$ 51.86	\$ 2,074.48	40.00	\$ 46.63	\$ 47.54	\$ 1,901.57
Certified Medical Coder	40.00	\$ 19.60	\$ 19.98	\$ 799.29	40.00	\$ 23.02	\$ 23.47	\$ 938.76	40.00	\$ 28.84	\$ 29.40	\$ 1,176.10	40.00	\$ 30.36	\$ 30.95	\$ 1,238.08	40.00	\$ 29.31	\$ 29.88	\$ 1,195.26
Certified Nursing Assistant (CNA)	40.00	\$ 14.59	\$ 14.87	\$ 594.98	40.00	\$ 16.31	\$ 16.63	\$ 665.12	40.00	\$ 19.25	\$ 19.63	\$ 785.02	40.00	\$ 19.99	\$ 20.38	\$ 815.19	40.00	\$ 19.52	\$ 19.90	\$ 796.03
Certified Registered Nurse Practitioner (CNP)	40.00	\$ 46.63	\$ 47.54	\$ 1,901.57	40.00	\$ 51.38	\$ 52.38	\$ 2,095.28	40.00	\$ 56.54	\$ 57.64	\$ 2,305.70	40.00	\$ 61.00	\$ 62.19	\$ 2,487.58	40.00	\$ 57.47	\$ 58.59	\$ 2,343.63
Certified Registered Nurse Practitioner (CNP) Gyn	40.00	\$ 46.63	\$ 47.54	\$ 1,901.57	40.00	\$ 51.38	\$ 52.38	\$ 2,095.28	40.00	\$ 56.54	\$ 57.64	\$ 2,305.70	40.00	\$ 61.00	\$ 62.19	\$ 2,487.58	40.00	\$ 57.47	\$ 58.59	\$ 2,343.63
Certified Registered Nurse Practitioner (CNP) Psych	40.00	\$ 51.77	\$ 52.78	\$ 2,111.18	40.00	\$ 57.04	\$ 58.15	\$ 2,326.09	40.00	\$ 62.48	\$ 63.70	\$ 2,547.93	40.00	\$ 67.41	\$ 68.72	\$ 2,748.98	40.00	\$ 57.47	\$ 58.59	\$ 2,343.63
Certified Respiratory Therapist	40.00	\$ 25.22	\$ 25.71	\$ 1,028.47	40.00	\$ 29.65	\$ 30.23	\$ 1,209.13	40.00	\$ 34.37	\$ 35.04	\$ 1,401.61	40.00	\$ 37.50	\$ 38.23	\$ 1,529.25	40.00	\$ 34.94	\$ 35.62	\$ 1,424.85
Chemist	40.00	\$ 25.99	\$ 26.50	\$ 1,059.87	40.00	\$ 31.86	\$ 32.48	\$ 1,299.25	40.00	\$ 38.12	\$ 38.86	\$ 1,554.53	40.00	\$ 44.04	\$ 44.90	\$ 1,795.95	40.00	\$ 38.75	\$ 39.51	\$ 1,580.23
Chief Medical Officer-DC	40.00	\$ 145.60	\$ 148.44	\$ 5,937.57	40.00	\$ 175.52	\$ 178.94	\$ 7,157.71	40.00	\$ 207.46	\$ 211.51	\$ 8,460.22	40.00	\$ 239.72	\$ 244.39	\$ 9,775.78	40.00	\$ 210.87	\$ 214.98	\$ 8,599.28
Chief Medical Officer-NDC	40.00	\$ 145.60	\$ 148.44	\$ 5,937.57	40.00	\$ 175.52	\$ 178.94	\$ 7,157.71	40.00	\$ 207.46	\$ 211.51	\$ 8,460.22	40.00	\$ 239.72	\$ 244.39	\$ 9,775.78	40.00	\$ 210.87	\$ 214.98	\$ 8,599.28
Chief of Psychiatry-DC	40.00	\$ 145.60	\$ 148.44	\$ 5,937.57	40.00	\$ 175.52	\$ 178.94	\$ 7,157.71	40.00	\$ 207.46	\$ 211.51	\$ 8,460.22	40.00	\$ 239.72	\$ 244.39	\$ 9,775.78	40.00	\$ 210.87	\$ 214.98	\$ 8,599.28
Chief Operating Officer PA Rural Health DOH	40.00	\$ 60.84	\$ 62.03	\$ 2,481.06	40.00	\$ 78.99	\$ 80.53	\$ 3,221.21	40.00	\$ 97.34	\$ 99.24	\$ 3,969.53	40.00	\$ 116.55	\$ 118.82	\$ 4,752.91	40.00	\$ 98.73	\$ 100.66	\$ 4,026.21
Claims Review Management Nurse	40.00	\$ 37.49	\$ 38.22	\$ 1,528.84	40.00	\$ 42.15	\$ 42.97	\$ 1,718.88	40.00	\$ 47.20	\$ 48.12	\$ 1,924.82	40.00	\$ 52.32	\$ 53.34	\$ 2,133.61	40.00	\$ 47.97	\$ 48.91	\$ 1,956.22
Clinical Dietician	40.00	\$ 28.90	\$ 29.46	\$ 1,178.54	40.00	\$ 32.82	\$ 33.46	\$ 1,338.40	40.00	\$ 36.85	\$ 37.57	\$ 1,502.74	40.00	\$ 40.34	\$ 41.13	\$ 1,645.07	40.00	\$ 33.89	\$ 34.55	\$ 1,382.03
Clinical Director-DC	40.00	\$ 40.73	\$ 41.52	\$ 1,660.97	40.00	\$ 50.01	\$ 50.99	\$ 2,039.41	40.00	\$ 59.92	\$ 61.09	\$ 2,443.54	40.00	\$ 67.88	\$ 69.20	\$ 2,768.15	40.00	\$ 60.96	\$ 62.15	\$ 2,485.95
Clinical Director-NDC	40.00	\$ 40.73	\$ 41.52	\$ 1,660.97	40.00	\$ 50.01	\$ 50.99	\$ 2,039.41	40.00	\$ 59.92	\$ 61.09	\$ 2,443.54	40.00	\$ 67.88	\$ 69.20	\$ 2,768.15	40.00	\$ 60.96	\$ 62.15	\$ 2,485.95
Clinical Pharmacy Manager	40.00	\$ 62.42	\$ 63.64	\$ 2,545.49	40.00	\$ 68.02	\$ 69.35	\$ 2,773.86	40.00	\$ 74.16	\$ 75.61	\$ 3,024.24	40.00	\$ 78.67	\$ 80.20	\$ 3,208.16	40.00	\$ 75.32	\$ 76.79	\$ 3,071.55
Clinical Supervision Consultant-DC	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16	40.00	\$ 53.13	\$ 54.17	\$ 2,166.64	40.00	\$ 66.31	\$ 67.60	\$ 2,704.12	40.00	\$ 79.48	\$ 81.03	\$ 3,241.19	40.00	\$ 41.17	\$ 41.97	\$ 1,678.91
Clinical Therapist SRTP	40.00	\$ 35.06	\$ 35.74	\$ 1,429.75	40.00	\$ 40.87	\$ 41.67	\$ 1,666.68	40.00	\$ 47.10	\$ 48.02	\$ 1,920.74	40.00	\$ 52.30	\$ 53.32	\$ 2,132.79	40.00	\$ 47.90	\$ 48.83	\$ 1,953.36
Dental Assistant-DC	40.00	\$ 15.13	\$ 15.43	\$ 617.00	40.00	\$ 17.86	\$ 18.21	\$ 728.33	40.00	\$ 20.78	\$ 21.19	\$ 847.41	40.00	\$ 22.89	\$ 23.34	\$ 933.45	40.00	\$ 21.09	\$ 21.50	\$ 860.05
Dental Hygienist-DC	40.00	\$ 26.98	\$ 27.51	\$ 1,100.24	40.00	\$ 34.24	\$ 34.91	\$ 1,396.31	40.00	\$ 41.97	\$ 42.79	\$ 1,711.54	40.00	\$ 47.54	\$ 48.47	\$ 1,938.68	40.00	\$ 42.70	\$ 43.53	\$ 1,741.31
Dental Hygienist-NDC	40.00	\$ 26.98	\$ 27.51	\$ 1,100.24	40.00	\$ 34.24	\$ 34.91	\$ 1,396.31	40.00	\$ 41.97	\$ 42.79	\$ 1,711.54	40.00	\$ 47.54	\$ 48.47	\$ 1,938.68	40.00	\$ 42.70	\$ 43.53	\$ 1,741.31
Dentist-DC	40.00	\$ 69.43	\$ 70.78	\$ 2,831.36	40.00	\$ 81.35	\$ 82.94	\$ 3,317.45	40.00	\$ 93.25	\$ 95.07	\$ 3,802.74	40.00	\$ 119.73	\$ 122.06	\$ 4,882.59	40.00	\$ 85.69	\$ 87.36	\$ 3,494.44
Dentist-NDC	40.00	\$ 62.53	\$ 63.75	\$ 2,549.97	40.00	\$ 73.30	\$ 74.73	\$ 2,959.17	40.00	\$ 84.76	\$ 86.41	\$ 3,456.51	40.00	\$ 108.71	\$ 110.83	\$ 4,433.19	40.00	\$ 85.69	\$ 87.36	\$ 3,494.44
Dietary Management Services Specialist	40.00	\$ 20.29	\$ 20.69	\$ 827.43	40.00	\$ 25.76	\$ 26.26	\$ 1,050.49	40.00	\$ 31.56	\$ 32.18	\$ 1,287.02	40.00	\$ 38.45	\$ 39.20	\$ 1,567.99	40.00	\$ 32.09	\$ 32.72	\$ 1,308.63
Director of PA Rural Health Model	40.00	\$ 48.30	\$ 49.24	\$ 1,969.67	40.00	\$ 63.08	\$ 64.31	\$ 2,572.40	40.00	\$ 78.75	\$ 80.29	\$ 3,211.43	40.00	\$ 95.87	\$ 97.74	\$ 3,909.58	40.00	\$ 79.88	\$ 81.44	\$ 3,257.51
Epidemiologist	40.00	\$ 33.61	\$ 34.27	\$ 1,370.62	40.00	\$ 42.10	\$ 42.92	\$ 1,716.84	40.00	\$ 51.14	\$ 52.14	\$ 2,085.49	40.00	\$ 60.62	\$ 61.80	\$ 2,472.08	40.00	\$ 52.04	\$ 53.05	\$ 2,122.19
Executive Nurse Consultant	40.00	\$ 35.73	\$ 36.43	\$ 1,457.07	40.00	\$ 42.74	\$ 43.57	\$ 1,742.94	40.00	\$ 50.24	\$ 51.22	\$ 2,048.79	40.00	\$ 56.09	\$ 57.18	\$ 2,287.35	40.00	\$ 51.10	\$ 52.10	\$ 2,083.86
Financial Representative 1	40.00	\$ 19.96	\$ 20.35	\$ 813.97	40.00	\$ 22.53	\$ 22.97	\$ 918.77	40.00	\$ 25.29	\$ 25.78	\$ 1,031.33	40.00	\$ 27.86	\$ 28.40	\$ 1,136.13	40.00	\$ 25.68	\$ 26.18	\$ 1,047.23
Financial Representative 2	40.00	\$ 33.36	\$ 34.01	\$ 1,360.42	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16	40.00	\$ 53.13	\$ 54.17	\$ 2,166.64	40.00	\$ 66.31	\$ 67.60	\$ 2,704.12	40.00	\$ 30.84	\$ 31.44	\$ 1,257.66
Fiscal and Grants Manager	40.00	\$ 28.00	\$ 28.55	\$ 1,141.84	40.00	\$ 34.53	\$ 35.20	\$ 1,408.13	40.00	\$ 41.51	\$ 42.32	\$ 1,692.78	40.00	\$ 47.82	\$ 48.75	\$ 1,950.10	40.00	\$ 42.21	\$ 43.03	\$ 1,721.32
Fiscal Assistant	40.00	\$ 20.18	\$ 20.57	\$ 822.94	40.00	\$ 26.77	\$ 27.29	\$ 1,09												

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Pharmacy Coordinator NDC- Lead	40.00	\$ 23.16	\$ 23.61	\$ 944.46	40.00	\$ 27.48	\$ 28.02	\$ 1,120.63	40.00	\$ 32.10	\$ 32.73	\$ 1,309.04	40.00	\$ 37.29	\$ 38.02	\$ 1,520.69	40.00	\$ 32.63	\$ 33.27	\$ 1,330.65
Pharmacy Coordinator-NDC	40.00	\$ 20.51	\$ 20.91	\$ 836.40	40.00	\$ 25.41	\$ 25.91	\$ 1,036.22	40.00	\$ 30.46	\$ 31.05	\$ 1,242.16	40.00	\$ 34.25	\$ 34.92	\$ 1,396.72	40.00	\$ 28.03	\$ 28.58	\$ 1,143.06
Pharmacy Director-NDC	40.00	\$ 72.94	\$ 74.36	\$ 2,974.49	40.00	\$ 77.95	\$ 79.47	\$ 3,178.80	40.00	\$ 83.38	\$ 85.01	\$ 3,400.24	40.00	\$ 88.48	\$ 90.21	\$ 3,608.21	40.00	\$ 84.35	\$ 85.99	\$ 3,439.79
Pharmacy Program Analyst- Senior	40.00	\$ 24.39	\$ 24.87	\$ 994.62	40.00	\$ 30.26	\$ 30.85	\$ 1,234.00	40.00	\$ 36.52	\$ 37.23	\$ 1,489.29	40.00	\$ 42.28	\$ 43.10	\$ 1,724.18	40.00	\$ 37.13	\$ 37.85	\$ 1,514.16
Pharmacy Supervisor	40.00	\$ 65.56	\$ 66.84	\$ 2,673.54	40.00	\$ 71.86	\$ 73.26	\$ 2,930.45	40.00	\$ 78.76	\$ 80.30	\$ 3,211.83	40.00	\$ 83.26	\$ 84.88	\$ 3,395.34	40.00	\$ 79.77	\$ 81.33	\$ 3,253.02
Physical Therapist 1	40.00	\$ 37.31	\$ 38.04	\$ 1,521.50	40.00	\$ 41.58	\$ 42.39	\$ 1,695.63	40.00	\$ 46.23	\$ 47.13	\$ 1,885.26	40.00	\$ 50.00	\$ 50.98	\$ 2,039.00	40.00	\$ 46.99	\$ 47.91	\$ 1,916.25
Physical Therapist 2	40.00	\$ 40.57	\$ 41.36	\$ 1,654.44	40.00	\$ 43.30	\$ 44.14	\$ 1,765.77	40.00	\$ 46.23	\$ 47.13	\$ 1,885.26	40.00	\$ 50.00	\$ 50.98	\$ 2,039.00	40.00	\$ 46.99	\$ 47.91	\$ 1,916.25
Physical Therapy Aide	40.00	\$ 14.59	\$ 14.87	\$ 594.98	40.00	\$ 16.31	\$ 16.63	\$ 665.12	40.00	\$ 19.25	\$ 19.63	\$ 785.02	40.00	\$ 19.99	\$ 20.38	\$ 815.19	40.00	\$ 19.52	\$ 19.90	\$ 796.03
Physician - Direct Care Supervisory	40.00	\$ 142.65	\$ 145.43	\$ 5,817.27	40.00	\$ 154.39	\$ 157.40	\$ 6,296.02	40.00	\$ 171.64	\$ 174.99	\$ 6,999.48	40.00	\$ 186.30	\$ 189.93	\$ 7,597.31	40.00	\$ 162.27	\$ 165.43	\$ 6,617.37
Physician Specialist-NDC	40.00	\$ 129.56	\$ 132.09	\$ 5,283.46	40.00	\$ 162.04	\$ 165.20	\$ 6,607.99	40.00	\$ 193.55	\$ 197.32	\$ 7,892.97	40.00	\$ 288.07	\$ 293.69	\$ 11,747.49	40.00	\$ 109.38	\$ 111.51	\$ 4,460.52
Podiatrist-DC	40.00	\$ 64.32	\$ 65.57	\$ 2,622.97	40.00	\$ 87.02	\$ 88.72	\$ 3,548.68	40.00	\$ 110.17	\$ 112.32	\$ 4,492.73	40.00	\$ 144.42	\$ 147.24	\$ 5,889.45	40.00	\$ 111.86	\$ 114.04	\$ 4,561.65
Policy Specialist	40.00	\$ 23.92	\$ 24.39	\$ 975.46	40.00	\$ 30.80	\$ 31.40	\$ 1,256.02	40.00	\$ 38.09	\$ 38.83	\$ 1,553.31	40.00	\$ 44.95	\$ 45.83	\$ 1,833.06	40.00	\$ 38.76	\$ 39.52	\$ 1,580.63
Primary Care Physician (PCP) DC	40.00	\$ 92.70	\$ 94.51	\$ 3,780.31	40.00	\$ 110.79	\$ 112.95	\$ 4,518.02	40.00	\$ 128.39	\$ 130.89	\$ 5,235.74	40.00	\$ 149.05	\$ 151.96	\$ 6,078.26	40.00	\$ 113.17	\$ 115.38	\$ 4,615.07
Primary Care Physician (PCP) NDC	40.00	\$ 83.88	\$ 85.52	\$ 3,420.63	40.00	\$ 100.16	\$ 102.11	\$ 4,084.52	40.00	\$ 116.54	\$ 118.81	\$ 4,752.50	40.00	\$ 135.23	\$ 137.87	\$ 5,514.68	40.00	\$ 113.17	\$ 115.38	\$ 4,615.07
Program Monitor	40.00	\$ 21.62	\$ 22.04	\$ 881.66	40.00	\$ 26.34	\$ 26.85	\$ 1,074.15	40.00	\$ 31.38	\$ 31.99	\$ 1,279.68	40.00	\$ 36.12	\$ 36.82	\$ 1,472.97	40.00	\$ 31.90	\$ 32.52	\$ 1,300.88
Program Representative	40.00	\$ 28.76	\$ 29.32	\$ 1,172.83	40.00	\$ 35.29	\$ 35.98	\$ 1,439.13	40.00	\$ 42.26	\$ 43.08	\$ 1,723.36	40.00	\$ 48.18	\$ 49.12	\$ 1,964.78	40.00	\$ 42.99	\$ 43.83	\$ 1,753.13
Program Specialist 1	40.00	\$ 18.72	\$ 19.09	\$ 763.40	40.00	\$ 21.47	\$ 21.89	\$ 875.55	40.00	\$ 26.19	\$ 26.70	\$ 1,068.03	40.00	\$ 30.38	\$ 30.97	\$ 1,238.90	40.00	\$ 26.60	\$ 27.12	\$ 1,084.75
Program Specialist 2	40.00	\$ 20.35	\$ 20.75	\$ 829.87	40.00	\$ 23.10	\$ 23.55	\$ 942.02	40.00	\$ 26.19	\$ 26.70	\$ 1,068.03	40.00	\$ 30.38	\$ 30.97	\$ 1,238.90	40.00	\$ 26.60	\$ 27.12	\$ 1,084.75
Program Technician - Training Communication Support	40.00	\$ 16.90	\$ 17.23	\$ 689.18	40.00	\$ 19.35	\$ 19.73	\$ 789.09	40.00	\$ 23.56	\$ 24.02	\$ 960.78	40.00	\$ 24.59	\$ 25.07	\$ 1,002.78	40.00	\$ 23.93	\$ 24.40	\$ 975.87
Project Manager	40.00	\$ 22.42	\$ 22.86	\$ 914.29	40.00	\$ 28.42	\$ 28.97	\$ 1,158.97	40.00	\$ 34.80	\$ 35.48	\$ 1,419.14	40.00	\$ 39.06	\$ 39.82	\$ 1,592.87	40.00	\$ 35.40	\$ 36.09	\$ 1,443.61
Project Manager - PA Rural Health Model	40.00	\$ 27.82	\$ 28.36	\$ 1,134.50	40.00	\$ 34.60	\$ 35.27	\$ 1,410.99	40.00	\$ 41.81	\$ 42.63	\$ 1,705.01	40.00	\$ 47.25	\$ 48.17	\$ 1,926.86	40.00	\$ 42.54	\$ 43.37	\$ 1,734.78
Project Manager- Associate Public Health	40.00	\$ 27.82	\$ 28.36	\$ 1,134.50	40.00	\$ 34.60	\$ 35.27	\$ 1,410.99	40.00	\$ 41.81	\$ 42.63	\$ 1,705.01	40.00	\$ 47.25	\$ 48.17	\$ 1,926.86	40.00	\$ 42.54	\$ 43.37	\$ 1,734.78
Psychiatrist - Jail Based Competency Psychological Evaluator	40.00	\$ 107.47	\$ 109.57	\$ 4,382.63	40.00	\$ 118.32	\$ 120.63	\$ 4,825.09	40.00	\$ 135.46	\$ 138.10	\$ 5,524.06	40.00	\$ 149.48	\$ 152.39	\$ 6,095.79	40.00	\$ 125.99	\$ 128.45	\$ 5,137.87
Psychiatrist DC	40.00	\$ 118.92	\$ 121.24	\$ 4,849.56	40.00	\$ 130.97	\$ 133.52	\$ 5,340.96	40.00	\$ 149.31	\$ 152.22	\$ 6,088.86	40.00	\$ 164.82	\$ 168.03	\$ 6,721.36	40.00	\$ 125.99	\$ 128.45	\$ 5,137.87
Psychiatrist- Forensic	40.00	\$ 107.47	\$ 109.57	\$ 4,382.63	40.00	\$ 118.32	\$ 120.63	\$ 4,825.09	40.00	\$ 135.46	\$ 138.10	\$ 5,524.06	40.00	\$ 149.48	\$ 152.39	\$ 6,095.79	40.00	\$ 125.99	\$ 128.45	\$ 5,137.87
Psychiatrist MD-JD-SRTP	40.00	\$ 107.47	\$ 109.57	\$ 4,382.63	40.00	\$ 118.32	\$ 120.63	\$ 4,825.09	40.00	\$ 135.46	\$ 138.10	\$ 5,524.06	40.00	\$ 149.48	\$ 152.39	\$ 6,095.79	40.00	\$ 125.99	\$ 128.45	\$ 5,137.87
Psychiatrist NDC	40.00	\$ 118.92	\$ 121.24	\$ 4,849.56	40.00	\$ 130.97	\$ 133.52	\$ 5,340.96	40.00	\$ 149.31	\$ 152.22	\$ 6,088.86	40.00	\$ 164.82	\$ 168.03	\$ 6,721.36	40.00	\$ 125.99	\$ 128.45	\$ 5,137.87
Psychiatrist SRTP	40.00	\$ 107.47	\$ 109.57	\$ 4,382.63	40.00	\$ 118.32	\$ 120.63	\$ 4,825.09	40.00	\$ 135.46	\$ 138.10	\$ 5,524.06	40.00	\$ 149.48	\$ 152.39	\$ 6,095.79	40.00	\$ 125.99	\$ 128.45	\$ 5,137.87
Psychologist- DC OAG	40.00	\$ 40.27	\$ 41.06	\$ 1,642.21	40.00	\$ 45.73	\$ 46.62	\$ 1,864.87	40.00	\$ 48.15	\$ 49.09	\$ 1,963.56	40.00	\$ 54.25	\$ 55.31	\$ 2,212.32	40.00	\$ 48.99	\$ 49.95	\$ 1,997.81
Psychologist- Jail Based	40.00	\$ 40.27	\$ 41.06	\$ 1,642.21	40.00	\$ 45.73	\$ 46.62	\$ 1,864.87	40.00	\$ 48.15	\$ 49.09	\$ 1,963.56	40.00	\$ 54.25	\$ 55.31	\$ 2,212.32	40.00	\$ 48.99	\$ 49.95	\$ 1,997.81
Psychologist- SRTP	40.00	\$ 40.27	\$ 41.06	\$ 1,642.21	40.00	\$ 45.73	\$ 46.62	\$ 1,864.87	40.00	\$ 48.15	\$ 49.09	\$ 1,963.56	40.00	\$ 54.25	\$ 55.31	\$ 2,212.32	40.00	\$ 48.99	\$ 49.95	\$ 1,997.81
Psychologist-DC	40.00	\$ 44.70	\$ 45.57	\$ 1,822.87	40.00	\$ 50.77	\$ 51.76	\$ 2,070.40	40.00	\$ 53.20	\$ 54.24	\$ 2,169.50	40.00	\$ 59.94	\$ 61.11	\$ 2,444.35	40.00	\$ 48.99	\$ 49.95	\$ 1,997.81
Psychologist-NDC	40.00	\$ 44.70	\$ 45.57	\$ 1,822.87	40.00	\$ 50.77	\$ 51.76	\$ 2,070.40	40.00	\$ 53.20	\$ 54.24	\$ 2,169.50	40.00	\$ 59.94	\$ 61.11	\$ 2,444.35	40.00	\$ 48.99	\$ 49.95	\$ 1,997.81
Psychologist-NDC OSIG	40.00	\$ 40.27	\$ 41.06	\$ 1,642.21	40.00	\$ 45.73	\$ 46.62	\$ 1,864.87	40.00	\$ 48.15	\$ 49.09	\$ 1,963.56	40.00	\$ 54.25	\$ 55.31	\$ 2,212.32	40.00	\$ 48.99	\$ 49.95	\$ 1,997.81
Psychology Director	40.00	\$ 49.57	\$ 50.54	\$ 2,021.46	40.00	\$ 54.07	\$ 55.12	\$ 2,204.97	40.00	\$ 55.21	\$ 56.29	\$ 2,251.46	40.00	\$ 61.76	\$ 62.96	\$ 2,518.57	40.00	\$ 56.14	\$ 57.23	\$ 2,289.39
Psychology Manager (LPM)	40.00	\$ 53.49	\$ 54.53	\$ 2,181.32	40.00	\$ 58.85	\$ 60.00	\$ 2,399.90	40.00	\$ 61.01	\$ 62.20	\$ 2,487.99	40.00	\$ 68.24	\$ 69.57	\$ 2,782.83	40.00	\$ 56.14	\$ 57.23	\$ 2,289.39
Public Health Specialist	40.00	\$ 22.33	\$ 22.77	\$ 910.62	40.00	\$ 26.46	\$ 26.98	\$ 1,079.04	40.00	\$ 30.87	\$ 31.47	\$ 1,258.88	40.00	\$ 35.13	\$ 35.82	\$ 1,432.60	40.00	\$ 31.37	\$ 31.98	\$ 1,279.27
Quality Improvement Coordinator	40.00	\$ 34.19	\$ 34.86	\$ 1,394.27	40.00	\$ 38.39	\$ 39.14	\$ 1,565.54	40.00	\$ 42.94	\$ 43.78	\$ 1,751.09	40.00	\$ 47.05	\$ 47.97	\$ 1,918.70	40.00	\$ 43.64	\$ 44.49	\$ 1,779.64
Quality Improvement Information Specialist	40.00	\$ 22.97	\$ 23.42	\$ 936.72	40.00	\$ 27.91	\$ 28.45	\$ 1,138.17	40.00	\$ 33.18	\$ 33.83	\$ 1,353.08	40.00	\$ 38.64	\$ 39.39	\$ 1,575.74	40.00	\$ 33.73	\$ 34.39	\$ 1,375.51
Quality Improvement Manager	40.00	\$ 35.11	\$ 35.79	\$ 1,431.79	40.00	\$ 41.05	\$ 41.85	\$ 1,674.02	40.00	\$ 47.43	\$ 48.35	\$ 1,934.20	40.00	\$ 52.65	\$ 53.68	\$ 2,147.07	40.00	\$ 48.22	\$ 49.16	\$ 1,966.41
Quality Management Representative	40.00	\$ 26.11	\$ 26.62	\$ 1,064.77	40.00	\$ 31.28	\$ 31.89	\$ 1,275.60	40.00	\$ 36.82	\$ 37.54	\$ 1,501.52	40.00	\$ 40.98	\$ 41.78	\$ 1,671.16	40.00	\$ 37.43	\$ 38.16	\$ 1,526.40
R&E Nurse- Hospice Care & Service	40.00	\$ 31.87	\$ 32.49	\$ 1,299.66	40.00	\$ 36.48	\$ 37.19	\$ 1,487.65	40.00	\$ 41.24	\$ 42.04	\$ 1,681.77	40.00	\$ 47.42	\$ 48.34	\$ 1,933.79	40.00	\$ 37.94	\$ 38.68	\$ 1,547.19
R&E Nurse- Med Care Services	40.00	\$ 31.87	\$ 32.49	\$ 1,299.66	40.00	\$ 36.48	\$ 37.19	\$ 1,487.65	40.00	\$ 41.24	\$ 42.04	\$ 1,681.77	40.00	\$ 47.42	\$ 48.34	\$ 1,933.79	40.00	\$ 37.94	\$ 38.68	\$ 1,547.19
Registered Nurse (RN)DC	40.00	\$ 28.72	\$ 29.28	\$ 1,171.20	40.00	\$ 32.87	\$ 33.51	\$ 1,340.44	40.00	\$ 37.33	\$ 38.06	\$ 1,522.32	40.00	\$ 42.92	\$ 43.76	\$ 1,750.28	40.00	\$ 37.94	\$ 38.68	\$ 1,547.19
Registered Nurse- Case Manager-NDC	40.00	\$ 33.38	\$ 34.03	\$ 1,361.24	40.00	\$ 37.05	\$ 37.77	\$ 1,510.90	40.00	\$ 41.04	\$ 41.84	\$ 1,673.61	40.00	\$ 44.03	\$ 44.89	\$ 1,795.54	40.00	\$ 41.70	\$ 42.51	\$ 1,700.53
Registered Nurse Claims Review Management Nurse-NDC	40.00	\$ 37.49	\$ 38.22	\$ 1,528.84	40.00	\$ 42.15	\$ 42.97	\$ 1,718.88	40.00	\$ 47.20	\$ 48.12	\$ 1,924.82	40.00	\$ 52.32	\$ 53.34	\$ 2,133.61	40.00	\$ 47.97	\$ 48.91	\$ 1,956.22
Registered Nurse Instructor	40.00	\$ 36.23	\$ 36.94	\$ 1,477.46	40.00	\$ 41.73	\$ 42.54	\$ 1,701.75	40.00	\$ 47.63	\$ 48.56	\$ 1,942.35	40.00	\$ 53.27	\$ 54.31	\$ 2,172.35	40.00	\$ 48.43	\$ 49.37	\$ 1,974.98
Registry Specialist	40.00	\$ 20.82	\$ 21.23	\$ 849.04	40.00	\$ 24.82	\$ 25.30	\$ 1,012.16	40.00	\$ 29.08	\$ 29.65	\$ 1,185.88	40.00	\$ 32.91	\$ 33.55	\$ 1,342.07	40.00	\$ 29.55	\$ 30.13	\$ 1,205.05
Rehabilitation Specialist-SRTP	40.00	\$ 17.38	\$ 17.72																	

Job Title	Skill Category - Novice				Skill Category - Intermediate			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Admin / Coordinator- Jail Based	40.00	\$ 21.10	\$ 21.51	\$ 860.46	40.00	\$ 24.83	\$ 25.31	\$ 1,012.57
Administrative Assistant	40.00	\$ 18.89	\$ 19.26	\$ 770.33	40.00	\$ 21.42	\$ 21.84	\$ 873.51
Administrative Entity (AE) and Provider Oversight Lead	40.00	\$ 26.78	\$ 27.30	\$ 1,092.09	40.00	\$ 32.83	\$ 33.47	\$ 1,338.81
Administrative Entity (AE) Oversight Monitor Lead	40.00	\$ 26.78	\$ 27.30	\$ 1,092.09	40.00	\$ 32.83	\$ 33.47	\$ 1,338.81
Area Quality Management Lead	40.00	\$ 27.90	\$ 28.44	\$ 1,137.76	40.00	\$ 36.74	\$ 37.46	\$ 1,498.26
Art Therapist	40.00	\$ 25.24	\$ 25.73	\$ 1,029.29	40.00	\$ 29.50	\$ 30.08	\$ 1,203.01
Audiologist	40.00	\$ 39.71	\$ 40.48	\$ 1,619.37	40.00	\$ 44.34	\$ 45.20	\$ 1,808.19
Behavior Specialist	40.00	\$ 21.88	\$ 22.31	\$ 892.27	40.00	\$ 26.46	\$ 26.98	\$ 1,079.04
Behavior Specialist- Associate	40.00	\$ 19.23	\$ 19.60	\$ 784.20	40.00	\$ 25.78	\$ 26.28	\$ 1,051.31
Behavior Specialist- Senior	40.00	\$ 26.00	\$ 26.51	\$ 1,060.28	40.00	\$ 36.95	\$ 37.67	\$ 1,506.82
Behavioral Analyst	40.00	\$ 26.00	\$ 26.51	\$ 1,060.28	40.00	\$ 36.95	\$ 37.67	\$ 1,506.82
Cardiologist DOH-NDC	40.00	\$ 128.62	\$ 131.13	\$ 5,245.12	40.00	\$ 152.89	\$ 155.87	\$ 6,234.85
Case Manager Nurse	40.00	\$ 36.82	\$ 37.54	\$ 1,501.52	40.00	\$ 40.87	\$ 41.67	\$ 1,666.68
Case Manager Nurse Supervisor	40.00	\$ 38.97	\$ 39.73	\$ 1,589.20	40.00	\$ 44.57	\$ 45.44	\$ 1,817.56
Certified Medical Coder	40.00	\$ 21.61	\$ 22.03	\$ 881.26	40.00	\$ 25.30	\$ 25.79	\$ 1,031.73
Certified Nursing Assistant (CNA)	40.00	\$ 16.08	\$ 16.39	\$ 655.74	40.00	\$ 17.95	\$ 18.30	\$ 732.00
Certified Registered Nurse Practitioner (CNRP)	40.00	\$ 51.65	\$ 52.66	\$ 2,106.29	40.00	\$ 56.87	\$ 57.98	\$ 2,319.16
Certified Registered Nurse Practitioner (CNRP) Gyn	40.00	\$ 51.65	\$ 52.66	\$ 2,106.29	40.00	\$ 56.87	\$ 57.98	\$ 2,319.16
Certified Registered Nurse Practitioner (CNRP) Psych	40.00	\$ 51.65	\$ 52.66	\$ 2,106.29	40.00	\$ 56.87	\$ 57.98	\$ 2,319.16
Certified Respiratory Therapist	40.00	\$ 28.41	\$ 28.96	\$ 1,158.56	40.00	\$ 32.84	\$ 33.48	\$ 1,339.22
Chemist	40.00	\$ 28.66	\$ 29.22	\$ 1,168.75	40.00	\$ 35.15	\$ 35.84	\$ 1,433.42
Chief Medical Officer-DC	40.00	\$ 160.78	\$ 163.92	\$ 6,556.61	40.00	\$ 193.94	\$ 197.72	\$ 7,908.87
Chief Medical Officer-NDC	40.00	\$ 160.78	\$ 163.92	\$ 6,556.61	40.00	\$ 193.94	\$ 197.72	\$ 7,908.87
Chief of Psychiatry-DC	40.00	\$ 160.78	\$ 163.92	\$ 6,556.61	40.00	\$ 193.94	\$ 197.72	\$ 7,908.87
Chief Operating Officer PA Rural Health DOH	40.00	\$ 67.23	\$ 68.54	\$ 2,741.64	40.00	\$ 86.95	\$ 88.65	\$ 3,545.82
Claims Review Management Nurse	40.00	\$ 41.37	\$ 42.18	\$ 1,687.07	40.00	\$ 46.52	\$ 47.43	\$ 1,897.09
Clinical Dietician	40.00	\$ 28.65	\$ 29.21	\$ 1,168.35	40.00	\$ 32.57	\$ 33.21	\$ 1,328.20
Clinical Director-DC	40.00	\$ 44.93	\$ 45.81	\$ 1,832.25	40.00	\$ 55.18	\$ 56.26	\$ 2,250.24
Clinical Director-NDC	40.00	\$ 44.93	\$ 45.81	\$ 1,832.25	40.00	\$ 55.18	\$ 56.26	\$ 2,250.24
Clinical Pharmacy Manager	40.00	\$ 68.99	\$ 70.34	\$ 2,813.41	40.00	\$ 75.18	\$ 76.65	\$ 3,065.84
Clinical Supervision Consultant-DC	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16	40.00	\$ 53.13	\$ 54.17	\$ 2,166.64
Clinical Therapist-SRTP	40.00	\$ 38.67	\$ 39.42	\$ 1,576.96	40.00	\$ 45.09	\$ 45.97	\$ 1,838.77
Dental Assistant-DC	40.00	\$ 16.66	\$ 16.98	\$ 679.39	40.00	\$ 19.68	\$ 20.06	\$ 802.55
Dental Hygienist-DC	40.00	\$ 29.75	\$ 30.33	\$ 1,213.21	40.00	\$ 37.77	\$ 38.51	\$ 1,540.26
Dental Hygienist-NDC	40.00	\$ 29.75	\$ 30.33	\$ 1,213.21	40.00	\$ 37.77	\$ 38.51	\$ 1,540.26
Dentist-DC	40.00	\$ 69.13	\$ 70.48	\$ 2,819.12	40.00	\$ 81.01	\$ 82.59	\$ 3,303.59
Dentist-NDC	40.00	\$ 69.13	\$ 70.48	\$ 2,819.12	40.00	\$ 81.01	\$ 82.59	\$ 3,303.59
Dietary Management Services Specialist	40.00	\$ 22.35	\$ 22.79	\$ 911.43	40.00	\$ 28.40	\$ 28.95	\$ 1,158.15
Director of PA Rural Health Model	40.00	\$ 53.39	\$ 54.43	\$ 2,177.24	40.00	\$ 69.73	\$ 71.09	\$ 2,843.59
Epidemiologist	40.00	\$ 37.14	\$ 37.86	\$ 1,514.57	40.00	\$ 46.54	\$ 47.45	\$ 1,897.90
Executive Nurse Consultant	40.00	\$ 39.42	\$ 40.19	\$ 1,607.55	40.00	\$ 47.17	\$ 48.09	\$ 1,923.59
Financial Representative 1	40.00	\$ 22.00	\$ 22.43	\$ 897.16	40.00	\$ 24.83	\$ 25.31	\$ 1,012.57
Financial Representative 2	40.00	\$ 33.36	\$ 34.01	\$ 1,360.42	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16
Fiscal and Grants Manager	40.00	\$ 30.88	\$ 31.48	\$ 1,259.29	40.00	\$ 38.10	\$ 38.84	\$ 1,553.72
Fiscal Assistant	40.00	\$ 20.18	\$ 20.57	\$ 822.94	40.00	\$ 26.77	\$ 27.29	\$ 1,091.68
Gastroenterologist	40.00	\$ 177.81	\$ 181.28	\$ 7,251.09	40.00	\$ 207.36	\$ 211.40	\$ 8,456.14
Healthcare Analyst	40.00	\$ 21.55	\$ 21.97	\$ 878.81	40.00	\$ 24.91	\$ 25.40	\$ 1,015.83
Healthcare Analyst, Senior	40.00	\$ 26.25	\$ 26.76	\$ 1,070.48	40.00	\$ 34.35	\$ 35.02	\$ 1,400.79
Licensed Practical Nurse (LPN)	40.00	\$ 20.24	\$ 20.63	\$ 825.39	40.00	\$ 24.76	\$ 25.24	\$ 1,009.71
Medical Assistant- Lead	40.00	\$ 19.20	\$ 19.57	\$ 782.98	40.00	\$ 20.43	\$ 20.83	\$ 833.14
Medical Assistant- NDC	40.00	\$ 17.74	\$ 18.09	\$ 723.44	40.00	\$ 19.20	\$ 19.57	\$ 782.98
Medical Director	40.00	\$ 151.47	\$ 154.42	\$ 6,176.95	40.00	\$ 169.08	\$ 172.38	\$ 6,895.08
Medical Director- Lead	40.00	\$ 161.67	\$ 164.82	\$ 6,592.90	40.00	\$ 175.33	\$ 178.75	\$ 7,149.96
Medical Economist	40.00	\$ 42.44	\$ 43.27	\$ 1,730.70	40.00	\$ 54.27	\$ 55.33	\$ 2,213.13
Medical Economist- Associate	40.00	\$ 31.10	\$ 31.71	\$ 1,268.26	40.00	\$ 40.41	\$ 41.20	\$ 1,647.92
Medical Economist- Executive	40.00	\$ 62.15	\$ 63.36	\$ 2,534.48	40.00	\$ 70.40	\$ 71.77	\$ 2,870.91
Medical Economist- Senior	40.00	\$ 47.83	\$ 48.76	\$ 1,950.51	40.00	\$ 62.15	\$ 63.36	\$ 2,534.48
Medical Records Assistant	40.00	\$ 15.25	\$ 15.55	\$ 621.90	40.00	\$ 17.20	\$ 17.54	\$ 701.42
Medical Records Director	40.00	\$ 32.35	\$ 32.98	\$ 1,319.23	40.00	\$ 44.08	\$ 44.94	\$ 1,797.58
Medical Records Technician	40.00	\$ 17.45	\$ 17.79	\$ 711.61	40.00	\$ 18.79	\$ 19.16	\$ 766.26
Microbiologist	40.00	\$ 22.58	\$ 23.02	\$ 920.81	40.00	\$ 24.18	\$ 24.65	\$ 986.06
Microbiologist Manager- Public Health	40.00	\$ 33.19	\$ 33.84	\$ 1,353.49	40.00	\$ 35.69	\$ 36.39	\$ 1,455.44
Music Therapist	40.00	\$ 25.24	\$ 25.73	\$ 1,029.29	40.00	\$ 29.50	\$ 30.08	\$ 1,203.01
Neurologist-DC	40.00	\$ 120.82	\$ 123.18	\$ 4,927.04	40.00	\$ 141.82	\$ 144.59	\$ 5,783.42
Neurologist-NDC	40.00	\$ 120.82	\$ 123.18	\$ 4,927.04	40.00	\$ 141.82	\$ 144.59	\$ 5,783.42
Nurse Administrator	40.00	\$ 31.87	\$ 32.49	\$ 1,299.66	40.00	\$ 39.63	\$ 40.40	\$ 1,616.11
OB-Gyn Physician	40.00	\$ 140.62	\$ 143.36	\$ 5,734.48	40.00	\$ 159.65	\$ 162.76	\$ 6,510.53
Occupational Therapist 1	40.00	\$ 38.25	\$ 39.00	\$ 1,559.84	40.00	\$ 43.27	\$ 44.11	\$ 1,764.55
Occupational Therapist 2	40.00	\$ 39.50	\$ 40.27	\$ 1,610.81	40.00	\$ 43.66	\$ 44.51	\$ 1,780.45
Ophthalmologist NDC	40.00	\$ 138.22	\$ 140.92	\$ 5,636.61	40.00	\$ 161.67	\$ 164.82	\$ 6,592.90
Orientation and Mobility Specialist	40.00	\$ 38.25	\$ 39.00	\$ 1,559.84	40.00	\$ 43.27	\$ 44.11	\$ 1,764.55
Orthodontist- NDC	40.00	\$ 83.41	\$ 85.04	\$ 3,401.46	40.00	\$ 91.18	\$ 92.96	\$ 3,718.32
Orthopedist- NDC	40.00	\$ 161.14	\$ 164.28	\$ 6,571.29	40.00	\$ 196.05	\$ 199.87	\$ 7,994.92
Outreach and Training Coordinator	40.00	\$ 26.27	\$ 26.78	\$ 1,071.29	40.00	\$ 32.07	\$ 32.70	\$ 1,307.81
Pharmacist- DC	40.00	\$ 65.44	\$ 66.72	\$ 2,668.64	40.00	\$ 70.83	\$ 72.21	\$ 2,888.45
Pharmacist- NDC	40.00	\$ 65.44	\$ 66.72	\$ 2,668.64	40.00	\$ 70.83	\$ 72.21	\$ 2,888.45
Pharmacist Technician-DC	40.00	\$ 16.90	\$ 17.23	\$ 689.18	40.00	\$ 19.66	\$ 20.04	\$ 801.73

*Positions may be added or removed at anytime throughout the Contract.

Job Title	Skill Category - Novice				Skill Category - Intermediate			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Pharmacy Coordinator NDC- Lead	40.00	\$ 25.53	\$ 26.03	\$ 1,041.11	40.00	\$ 30.30	\$ 30.89	\$ 1,235.63
Pharmacy Coordinator-NDC	40.00	\$ 20.39	\$ 20.79	\$ 831.50	40.00	\$ 25.25	\$ 25.74	\$ 1,029.70
Pharmacy Director-NDC	40.00	\$ 80.60	\$ 82.17	\$ 3,286.87	40.00	\$ 85.85	\$ 87.52	\$ 3,500.96
Pharmacy Program Analyst- Senior	40.00	\$ 26.90	\$ 27.42	\$ 1,096.98	40.00	\$ 33.38	\$ 34.03	\$ 1,361.24
Pharmacy Supervisor	40.00	\$ 72.55	\$ 73.96	\$ 2,958.59	40.00	\$ 79.54	\$ 81.09	\$ 3,243.64
Physical Therapist 1	40.00	\$ 41.94	\$ 42.76	\$ 1,710.31	40.00	\$ 46.43	\$ 47.34	\$ 1,893.42
Physical Therapist 2	40.00	\$ 45.35	\$ 46.23	\$ 1,849.37	40.00	\$ 48.22	\$ 49.16	\$ 1,966.41
Physical Therapy Aide	40.00	\$ 16.08	\$ 16.39	\$ 655.74	40.00	\$ 17.95	\$ 18.30	\$ 732.00
Physician - Direct Care Supervisory	40.00	\$ 157.53	\$ 160.60	\$ 6,424.07	40.00	\$ 170.52	\$ 173.85	\$ 6,953.81
Physician Specialist-NDC	40.00	\$ 129.56	\$ 132.09	\$ 5,283.46	40.00	\$ 162.04	\$ 165.20	\$ 6,607.99
Podiatrist-DC	40.00	\$ 71.16	\$ 72.55	\$ 2,901.90	40.00	\$ 95.86	\$ 97.73	\$ 3,909.17
Policy Specialist	40.00	\$ 26.37	\$ 26.88	\$ 1,075.37	40.00	\$ 33.96	\$ 34.62	\$ 1,384.89
Primary Care Physician (PCP) DC	40.00	\$ 92.43	\$ 94.23	\$ 3,769.30	40.00	\$ 110.46	\$ 112.61	\$ 4,504.56
Primary Care Physician (PCP) NDC	40.00	\$ 92.43	\$ 94.23	\$ 3,769.30	40.00	\$ 110.46	\$ 112.61	\$ 4,504.56
Program Monitor	40.00	\$ 23.83	\$ 24.29	\$ 971.79	40.00	\$ 29.05	\$ 29.62	\$ 1,184.66
Program Representative	40.00	\$ 31.72	\$ 32.34	\$ 1,293.54	40.00	\$ 38.96	\$ 39.72	\$ 1,588.79
Program Specialist 1	40.00	\$ 20.63	\$ 21.03	\$ 841.29	40.00	\$ 23.67	\$ 24.13	\$ 965.26
Program Specialist 2	40.00	\$ 22.42	\$ 22.86	\$ 914.29	40.00	\$ 25.46	\$ 25.96	\$ 1,038.26
Program Technician - Training Communication Support	40.00	\$ 18.61	\$ 18.97	\$ 758.92	40.00	\$ 21.32	\$ 21.74	\$ 869.43
Project Manager	40.00	\$ 24.72	\$ 25.20	\$ 1,008.08	40.00	\$ 31.35	\$ 31.96	\$ 1,278.45
Project Manager - PA Rural Health Model	40.00	\$ 30.69	\$ 31.29	\$ 1,251.54	40.00	\$ 38.18	\$ 38.92	\$ 1,556.98
Project Manager- Associate Public Health	40.00	\$ 30.69	\$ 31.29	\$ 1,251.54	40.00	\$ 38.18	\$ 38.92	\$ 1,556.98
Psychiatrist - Jail Based Competency Psychological Evaluator	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64
Psychiatrist DC	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64
Psychiatrist- Forensic	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64
Psychiatrist MD-JD-SRTP	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64
Psychiatrist NDC	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64
Psychiatrist SRTP	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64
Psychologist- DC OAG	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35
Psychologist- Jail Based	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35
Psychologist- SRTP	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35
Psychologist-DC	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35
Psychologist-NDC	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35
Psychologist-NDC OSIG	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35
Psychology Director	40.00	\$ 54.69	\$ 55.76	\$ 2,230.26	40.00	\$ 59.65	\$ 60.81	\$ 2,432.53
Psychology Manager (LPM)	40.00	\$ 53.15	\$ 54.19	\$ 2,167.46	40.00	\$ 58.48	\$ 59.62	\$ 2,384.81
Public Health Specialist	40.00	\$ 24.62	\$ 25.10	\$ 1,004.00	40.00	\$ 29.18	\$ 29.75	\$ 1,189.96
Quality Improvement Coordinator	40.00	\$ 37.71	\$ 38.45	\$ 1,537.81	40.00	\$ 42.36	\$ 43.19	\$ 1,727.44
Quality Improvement Information Specialist	40.00	\$ 25.32	\$ 25.81	\$ 1,032.55	40.00	\$ 30.77	\$ 31.37	\$ 1,254.80
Quality Improvement Manager	40.00	\$ 38.76	\$ 39.52	\$ 1,580.63	40.00	\$ 45.32	\$ 46.20	\$ 1,848.15
Quality Management Representative	40.00	\$ 28.80	\$ 29.36	\$ 1,174.46	40.00	\$ 34.50	\$ 35.17	\$ 1,406.91
R&E Nurse- Hospice Care & Service	40.00	\$ 31.68	\$ 32.30	\$ 1,291.91	40.00	\$ 36.26	\$ 36.97	\$ 1,478.68
R&E Nurse- Med Care Services	40.00	\$ 31.68	\$ 32.30	\$ 1,291.91	40.00	\$ 36.26	\$ 36.97	\$ 1,478.68
Registered Nurse (RN)DC	40.00	\$ 31.68	\$ 32.30	\$ 1,291.91	40.00	\$ 36.26	\$ 36.97	\$ 1,478.68
Registered Nurse- Case Manager-NDC	40.00	\$ 36.82	\$ 37.54	\$ 1,501.52	40.00	\$ 40.87	\$ 41.67	\$ 1,666.68
Registered Nurse Claims Review Management Nurse-NDC	40.00	\$ 41.37	\$ 42.18	\$ 1,687.07	40.00	\$ 46.52	\$ 47.43	\$ 1,897.09
Registered Nurse Instructor	40.00	\$ 39.96	\$ 40.74	\$ 1,629.57	40.00	\$ 46.04	\$ 46.94	\$ 1,877.51
Registry Specialist	40.00	\$ 22.80	\$ 23.24	\$ 929.78	40.00	\$ 27.27	\$ 27.80	\$ 1,112.07
Rehabilitation Specialist-SRTP	40.00	\$ 19.16	\$ 19.53	\$ 781.34	40.00	\$ 25.48	\$ 25.98	\$ 1,039.07
Respiratory Therapist	40.00	\$ 28.41	\$ 28.96	\$ 1,158.56	40.00	\$ 32.84	\$ 33.48	\$ 1,339.22
Risk Management Specialist	40.00	\$ 25.40	\$ 25.90	\$ 1,035.81	40.00	\$ 31.09	\$ 31.70	\$ 1,267.85
Social Worker 1 (SW1)	40.00	\$ 24.70	\$ 25.18	\$ 1,007.27	40.00	\$ 29.36	\$ 29.93	\$ 1,197.30
Social Worker 2 (SW 2)	40.00	\$ 30.05	\$ 30.64	\$ 1,225.44	40.00	\$ 31.87	\$ 32.49	\$ 1,299.66
Social Worker- Senior (SW3)	40.00	\$ 33.82	\$ 34.48	\$ 1,379.18	40.00	\$ 37.67	\$ 38.40	\$ 1,536.18
Spectrum Disorder Consultant	40.00	\$ 24.66	\$ 25.14	\$ 1,005.63	40.00	\$ 29.76	\$ 30.34	\$ 1,213.61
Speech Language and Hearing Specialist (SLH)	40.00	\$ 38.52	\$ 39.27	\$ 1,570.85	40.00	\$ 43.48	\$ 44.33	\$ 1,773.11
Surgeon-NDC	40.00	\$ 185.94	\$ 189.57	\$ 7,582.63	40.00	\$ 216.53	\$ 220.75	\$ 8,830.09
Toxicologist-DOH	40.00	\$ 75.61	\$ 77.08	\$ 3,083.38	40.00	\$ 81.60	\$ 83.19	\$ 3,327.65
Urologist-NDC	40.00	\$ 186.61	\$ 190.25	\$ 7,609.96	40.00	\$ 209.81	\$ 213.90	\$ 8,556.05

*The Commonwealth has final approval on the initial skill level assigned to a resource and any adjustments thereafter.

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position RateWorkdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Admin / Coordinator- Jail Based	40.00	\$ 21.10	\$ 21.51	\$ 860.46	40.00	\$ 24.83	\$ 25.31	\$ 1,012.57	40.00	\$ 31.05	\$ 31.66	\$ 1,266.22	40.00	\$ 32.34	\$ 32.97	\$ 1,318.83	40.00	\$ 28.58	\$ 29.14	\$ 1,165.49
Administrative Assistant	40.00	\$ 18.89	\$ 19.26	\$ 770.33	40.00	\$ 21.42	\$ 21.84	\$ 873.51	40.00	\$ 25.63	\$ 26.13	\$ 1,045.19	40.00	\$ 26.67	\$ 27.19	\$ 1,087.60	40.00	\$ 23.57	\$ 24.03	\$ 961.18
Administrative Entity (AE) and Provider Oversight Lead	40.00	\$ 26.78	\$ 27.30	\$ 1,092.09	40.00	\$ 32.83	\$ 33.47	\$ 1,338.81	40.00	\$ 39.09	\$ 39.85	\$ 1,594.09	40.00	\$ 45.43	\$ 46.32	\$ 1,852.64	40.00	\$ 35.98	\$ 36.68	\$ 1,467.26
Administrative Entity (AE) Oversight Monitor Lead	40.00	\$ 26.78	\$ 27.30	\$ 1,092.09	40.00	\$ 32.83	\$ 33.47	\$ 1,338.81	40.00	\$ 39.09	\$ 39.85	\$ 1,594.09	40.00	\$ 45.43	\$ 46.32	\$ 1,852.64	40.00	\$ 35.98	\$ 36.68	\$ 1,467.26
Area Quality Management Lead	40.00	\$ 27.90	\$ 28.44	\$ 1,137.76	40.00	\$ 36.74	\$ 37.46	\$ 1,498.26	40.00	\$ 46.06	\$ 46.96	\$ 1,878.33	40.00	\$ 54.05	\$ 55.10	\$ 2,204.16	40.00	\$ 42.43	\$ 43.26	\$ 1,730.30
Art Therapist	40.00	\$ 25.24	\$ 25.73	\$ 1,029.29	40.00	\$ 29.50	\$ 30.08	\$ 1,203.01	40.00	\$ 33.91	\$ 34.57	\$ 1,382.85	40.00	\$ 37.49	\$ 38.22	\$ 1,528.84	40.00	\$ 31.19	\$ 31.80	\$ 1,271.93
Audiologist	40.00	\$ 39.71	\$ 40.48	\$ 1,619.37	40.00	\$ 44.34	\$ 45.20	\$ 1,808.19	40.00	\$ 49.12	\$ 50.08	\$ 2,003.11	40.00	\$ 53.48	\$ 54.52	\$ 2,180.91	40.00	\$ 45.19	\$ 46.07	\$ 1,842.85
Behavior Specialist	40.00	\$ 21.88	\$ 22.31	\$ 892.27	40.00	\$ 26.46	\$ 26.98	\$ 1,079.04	40.00	\$ 32.57	\$ 33.21	\$ 1,328.20	40.00	\$ 39.08	\$ 39.84	\$ 1,593.68	40.00	\$ 29.99	\$ 30.57	\$ 1,222.99
Behavior Specialist- Associate	40.00	\$ 19.23	\$ 19.60	\$ 784.20	40.00	\$ 25.78	\$ 26.28	\$ 1,051.31	40.00	\$ 32.57	\$ 33.21	\$ 1,328.20	40.00	\$ 39.08	\$ 39.84	\$ 1,593.68	40.00	\$ 29.99	\$ 30.57	\$ 1,222.99
Behavior Specialist- Senior	40.00	\$ 26.00	\$ 26.51	\$ 1,060.28	40.00	\$ 36.95	\$ 37.67	\$ 1,506.82	40.00	\$ 46.06	\$ 46.96	\$ 1,878.33	40.00	\$ 54.05	\$ 55.10	\$ 2,204.16	40.00	\$ 42.43	\$ 43.26	\$ 1,730.30
Behavioral Analyst	40.00	\$ 26.00	\$ 26.51	\$ 1,060.28	40.00	\$ 36.95	\$ 37.67	\$ 1,506.82	40.00	\$ 46.06	\$ 46.96	\$ 1,878.33	40.00	\$ 54.05	\$ 55.10	\$ 2,204.16	40.00	\$ 42.43	\$ 43.26	\$ 1,730.30
Cardiologist DOH-NDC	40.00	\$ 128.62	\$ 131.13	\$ 5,245.12	40.00	\$ 152.89	\$ 155.87	\$ 6,234.85	40.00	\$ 196.30	\$ 200.13	\$ 8,005.11	40.00	\$ 238.86	\$ 243.52	\$ 9,740.71	40.00	\$ 149.58	\$ 152.50	\$ 6,099.87
Case Manager Nurse	40.00	\$ 36.82	\$ 37.54	\$ 1,501.52	40.00	\$ 40.87	\$ 41.67	\$ 1,666.68	40.00	\$ 45.06	\$ 45.94	\$ 1,837.55	40.00	\$ 48.34	\$ 49.28	\$ 1,971.31	40.00	\$ 41.45	\$ 42.26	\$ 1,690.33
Case Manager Nurse Supervisor	40.00	\$ 38.97	\$ 39.73	\$ 1,589.20	40.00	\$ 44.57	\$ 45.44	\$ 1,817.56	40.00	\$ 50.37	\$ 51.35	\$ 2,054.09	40.00	\$ 55.87	\$ 56.96	\$ 2,278.38	40.00	\$ 46.35	\$ 47.25	\$ 1,890.15
Certified Medical Coder	40.00	\$ 21.61	\$ 22.03	\$ 881.26	40.00	\$ 25.30	\$ 25.79	\$ 1,031.73	40.00	\$ 31.45	\$ 32.06	\$ 1,282.53	40.00	\$ 33.05	\$ 33.69	\$ 1,347.78	40.00	\$ 28.94	\$ 29.50	\$ 1,180.17
Certified Nursing Assistant (CNA)	40.00	\$ 16.08	\$ 16.39	\$ 655.74	40.00	\$ 17.95	\$ 18.30	\$ 732.00	40.00	\$ 21.06	\$ 21.47	\$ 858.83	40.00	\$ 21.88	\$ 22.31	\$ 892.27	40.00	\$ 19.37	\$ 19.75	\$ 789.91
Certified Registered Nurse Practitioner (CNP)	40.00	\$ 51.65	\$ 52.66	\$ 2,106.29	40.00	\$ 56.87	\$ 57.98	\$ 2,319.16	40.00	\$ 62.27	\$ 63.48	\$ 2,539.37	40.00	\$ 67.10	\$ 68.41	\$ 2,736.34	40.00	\$ 57.29	\$ 58.41	\$ 2,336.29
Certified Registered Nurse Practitioner (CNP) Gyn	40.00	\$ 51.65	\$ 52.66	\$ 2,106.29	40.00	\$ 56.87	\$ 57.98	\$ 2,319.16	40.00	\$ 62.27	\$ 63.48	\$ 2,539.37	40.00	\$ 67.10	\$ 68.41	\$ 2,736.34	40.00	\$ 57.29	\$ 58.41	\$ 2,336.29
Certified Registered Nurse Practitioner (CNP) Psych	40.00	\$ 51.65	\$ 52.66	\$ 2,106.29	40.00	\$ 56.87	\$ 57.98	\$ 2,319.16	40.00	\$ 62.27	\$ 63.48	\$ 2,539.37	40.00	\$ 67.10	\$ 68.41	\$ 2,736.34	40.00	\$ 57.29	\$ 58.41	\$ 2,336.29
Certified Respiratory Therapist	40.00	\$ 28.41	\$ 28.96	\$ 1,158.56	40.00	\$ 32.84	\$ 33.48	\$ 1,339.22	40.00	\$ 37.44	\$ 38.17	\$ 1,526.80	40.00	\$ 40.59	\$ 41.38	\$ 1,655.26	40.00	\$ 34.44	\$ 35.11	\$ 1,404.46
Chemist	40.00	\$ 28.66	\$ 29.22	\$ 1,168.75	40.00	\$ 35.15	\$ 35.84	\$ 1,433.42	40.00	\$ 41.84	\$ 42.66	\$ 1,706.24	40.00	\$ 48.35	\$ 49.29	\$ 1,971.71	40.00	\$ 38.52	\$ 39.27	\$ 1,570.85
Chief Medical Officer-DC	40.00	\$ 160.78	\$ 163.92	\$ 6,556.61	40.00	\$ 193.94	\$ 197.72	\$ 7,908.87	40.00	\$ 228.25	\$ 232.70	\$ 9,308.04	40.00	\$ 263.79	\$ 268.93	\$ 10,757.36	40.00	\$ 210.23	\$ 214.33	\$ 8,573.18
Chief Medical Officer-NDC	40.00	\$ 160.78	\$ 163.92	\$ 6,556.61	40.00	\$ 193.94	\$ 197.72	\$ 7,908.87	40.00	\$ 228.25	\$ 232.70	\$ 9,308.04	40.00	\$ 263.79	\$ 268.93	\$ 10,757.36	40.00	\$ 210.23	\$ 214.33	\$ 8,573.18
Chief of Psychiatry-DC	40.00	\$ 160.78	\$ 163.92	\$ 6,556.61	40.00	\$ 193.94	\$ 197.72	\$ 7,908.87	40.00	\$ 228.25	\$ 232.70	\$ 9,308.04	40.00	\$ 263.79	\$ 268.93	\$ 10,757.36	40.00	\$ 210.23	\$ 214.33	\$ 8,573.18
Chief Operating Officer PA Rural Health DOH	40.00	\$ 67.23	\$ 68.54	\$ 2,741.64	40.00	\$ 86.95	\$ 88.65	\$ 3,545.82	40.00	\$ 106.66	\$ 108.74	\$ 4,349.59	40.00	\$ 127.81	\$ 130.30	\$ 5,212.09	40.00	\$ 98.27	\$ 100.19	\$ 4,007.45
Claims Review Management Nurse	40.00	\$ 41.37	\$ 42.18	\$ 1,687.07	40.00	\$ 46.52	\$ 47.43	\$ 1,897.09	40.00	\$ 51.86	\$ 52.87	\$ 2,114.85	40.00	\$ 57.48	\$ 58.60	\$ 2,344.03	40.00	\$ 47.70	\$ 48.63	\$ 1,945.21
Clinical Dietician	40.00	\$ 28.65	\$ 29.21	\$ 1,168.35	40.00	\$ 32.57	\$ 33.21	\$ 1,328.20	40.00	\$ 36.61	\$ 37.32	\$ 1,492.96	40.00	\$ 40.08	\$ 40.86	\$ 1,634.46	40.00	\$ 33.68	\$ 34.34	\$ 1,373.47
Clinical Director-DC	40.00	\$ 44.93	\$ 45.81	\$ 1,832.25	40.00	\$ 55.18	\$ 56.26	\$ 2,250.24	40.00	\$ 65.79	\$ 67.07	\$ 2,682.92	40.00	\$ 74.54	\$ 75.99	\$ 3,039.74	40.00	\$ 60.59	\$ 61.77	\$ 2,470.86
Clinical Director-NDC	40.00	\$ 44.93	\$ 45.81	\$ 1,832.25	40.00	\$ 55.18	\$ 56.26	\$ 2,250.24	40.00	\$ 65.79	\$ 67.07	\$ 2,682.92	40.00	\$ 74.54	\$ 75.99	\$ 3,039.74	40.00	\$ 60.59	\$ 61.77	\$ 2,470.86
Clinical Pharmacy Manager	40.00	\$ 68.99	\$ 70.34	\$ 2,813.41	40.00	\$ 75.18	\$ 76.65	\$ 3,065.84	40.00	\$ 81.53	\$ 83.12	\$ 3,324.79	40.00	\$ 86.20	\$ 87.88	\$ 3,515.24	40.00	\$ 74.99	\$ 76.45	\$ 3,058.09
Clinical Supervision Consultant-DC	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16	40.00	\$ 53.13	\$ 54.17	\$ 2,166.64	40.00	\$ 66.31	\$ 67.60	\$ 2,704.12	40.00	\$ 79.48	\$ 81.03	\$ 3,241.19	40.00	\$ 40.91	\$ 41.71	\$ 1,668.31
Clinical Therapist SRTP	40.00	\$ 38.67	\$ 39.42	\$ 1,576.96	40.00	\$ 45.09	\$ 45.97	\$ 1,838.77	40.00	\$ 51.73	\$ 52.74	\$ 2,109.55	40.00	\$ 57.44	\$ 58.56	\$ 2,342.40	40.00	\$ 47.60	\$ 48.53	\$ 1,941.13
Dental Assistant-DC	40.00	\$ 16.66	\$ 16.98	\$ 679.39	40.00	\$ 19.68	\$ 20.06	\$ 802.55	40.00	\$ 22.79	\$ 23.23	\$ 929.38	40.00	\$ 25.09	\$ 25.58	\$ 1,023.17	40.00	\$ 20.96	\$ 21.37	\$ 854.75
Dental Hygienist-DC	40.00	\$ 29.75	\$ 30.33	\$ 1,213.21	40.00	\$ 37.77	\$ 38.51	\$ 1,540.26	40.00	\$ 46.07	\$ 46.97	\$ 1,878.73	40.00	\$ 52.19	\$ 53.21	\$ 2,128.31	40.00	\$ 42.43	\$ 43.26	\$ 1,730.30
Dental Hygienist-NDC	40.00	\$ 29.75	\$ 30.33	\$ 1,213.21	40.00	\$ 37.77	\$ 38.51	\$ 1,540.26	40.00	\$ 46.07	\$ 46.97	\$ 1,878.73	40.00	\$ 52.19	\$ 53.21	\$ 2,128.31	40.00	\$ 42.43	\$ 43.26	\$ 1,730.30
Dentist-DC	40.00	\$ 69.13	\$ 70.48	\$ 2,819.12	40.00	\$ 81.01	\$ 82.59	\$ 3,303.59	40.00	\$ 92.87	\$ 94.68	\$ 3,787.24	40.00	\$ 119.23	\$ 121.55	\$ 4,862.20	40.00	\$ 85.33	\$ 86.99	\$ 3,479.76
Dentist-NDC	40.00	\$ 69.13	\$ 70.48	\$ 2,819.12	40.00	\$ 81.01	\$ 82.59	\$ 3,303.59	40.00	\$ 92.87	\$ 94.68	\$ 3,787.24	40.00	\$ 119.23	\$ 121.55	\$ 4,862.20	40.00	\$ 85.33	\$ 86.99	\$ 3,479.76
Dietary Management Services Specialist	40.00	\$ 22.35	\$ 22.79	\$ 911.43	40.00	\$ 28.40	\$ 28.95	\$ 1,158.15	40.00	\$ 34.65	\$ 35.33	\$ 1,413.03	40.00	\$ 42.21	\$ 43.03	\$ 1,721.32	40.00	\$ 31.89	\$ 32.51	\$ 1,300.47
Director of PA Rural Health Model	40.00	\$ 53.39	\$ 54.43	\$ 2,177.24	40.00	\$ 69.73	\$ 71.09	\$ 2,843.59	40.00	\$ 86.33	\$ 88.01	\$ 3,520.54	40.00	\$ 105.07	\$ 107.12	\$ 4,284.75	40.00	\$ 79.53	\$ 81.08	\$ 3,243.23
Epidemiologist	40.00	\$ 37.14	\$ 37.86	\$ 1,514.57	40.00	\$ 46.54	\$ 47.45	\$ 1,897.90	40.00	\$ 56.26	\$ 57.36	\$ 2,294.28	40.00	\$ 66.70	\$ 68.00	\$ 2,720.03	40.00	\$ 51.82	\$ 52.83	\$ 2,113.22
Executive Nurse Consultant	40.00	\$ 39.42	\$ 40.19	\$ 1,607.55	40.00	\$ 47.17	\$ 48.09	\$ 1,923.59	40.00	\$ 55.18	\$ 56.26	\$ 2,250.24	40.00	\$ 61.63	\$ 62.83	\$ 2,513.27	40.00	\$ 50.80	\$ 51.79	\$ 2,071.62
Financial Representative 1	40.00	\$ 22.00	\$ 22.43	\$ 897.16	40.00	\$ 24.83	\$ 25.31	\$ 1,012.57	40.00	\$ 27.76	\$ 28.30	\$ 1,132.05	40.00	\$ 30.55	\$ 31.15	\$ 1,245.83	40.00	\$ 25.52	\$ 26.02	\$ 1,040.71
Financial Representative 2	40.00	\$ 33.36	\$ 34.01	\$ 1,360.42	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16	40.00	\$ 53.13	\$ 54.17	\$ 2,166.64	40.00	\$ 66.31	\$ 67.60	\$ 2,704.12	40.00	\$ 30.65	\$ 31.25	\$ 1,249.91
Fiscal and Grants Manager	40.00	\$ 30.88	\$ 31.48	\$ 1,259.29	40.00	\$ 38.10	\$ 38.84	\$ 1,553.72	40.00	\$ 45.57	\$ 46.46	\$ 1,858.34	40.00	\$ 52.52	\$ 53.54	\$ 2,141.77	40.00	\$ 41.96	\$ 42.78	\$ 1,711.13
Fiscal Assistant	40.00	\$ 20.18	\$ 20.57	\$ 822.94	40.00	\$ 26.77	\$ 27.29	\$ 1,091.68	40.00	\$ 33.36	\$ 34.01	\$ 1,360.42	40.00	\$ 46.54	\$ 47.45	\$ 1,897.90	40.00	\$ 19.82	\$ 20.21	\$ 808.26
Gastroenterologist	40.00	\$ 177.81	\$ 181.28	\$ 7,251.09	40.00	\$ 207.36	\$ 211.40	\$ 8,456.14	40.00	\$ 250.11	\$ 254.99	\$ 10,199.49	40.00	\$ 288.46	\$ 294.08	\$ 11,763.40	40.00	\$ 202.09	\$ 206.03	\$ 8,241.23
Healthcare Analyst	40.00	\$ 21.55	\$ 21.97	\$ 878.81	40.00	\$ 24.91	\$ 25.40	\$ 1,015.83	40.00	\$ 28.37	\$ 28.92	\$ 1,156.93	40.00	\$ 32.14	\$ 32.77	\$ 1,310.67	40.00	\$ 26.10	\$ 26.61	\$ 1,064.36
Healthcare Analyst, Senior	40.00	\$ 26.25	\$ 26.76	\$ 1,070.48	40.00	\$ 34.35	\$ 35.02	\$ 1,400.79	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 48.82	\$ 49.77	\$ 1,990.88	40.00	\$ 40.94	\$ 41.74	\$ 1,669.53
Licensed Practical Nurse (LPN)	40.00	\$ 20.24	\$ 20.63	\$ 825.39	40.00	\$ 24.76	\$ 25.24	\$ 1,009.7												

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position RateWorkdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Pharmacy Coordinator NDC- Lead	40.00	\$ 25.53	\$ 26.03	\$ 1,041.11	40.00	\$ 30.30	\$ 30.89	\$ 1,235.63	40.00	\$ 35.24	\$ 35.93	\$ 1,437.09	40.00	\$ 40.93	\$ 41.73	\$ 1,669.13	40.00	\$ 32.42	\$ 33.05	\$ 1,322.09
Pharmacy Coordinator-NDC	40.00	\$ 20.39	\$ 20.79	\$ 831.50	40.00	\$ 25.25	\$ 25.74	\$ 1,029.70	40.00	\$ 30.29	\$ 30.88	\$ 1,235.23	40.00	\$ 34.06	\$ 34.72	\$ 1,388.97	40.00	\$ 27.86	\$ 28.40	\$ 1,136.13
Pharmacy Director-NDC	40.00	\$ 80.60	\$ 82.17	\$ 3,286.87	40.00	\$ 85.85	\$ 87.52	\$ 3,500.96	40.00	\$ 91.29	\$ 93.07	\$ 3,722.81	40.00	\$ 96.91	\$ 98.80	\$ 3,951.99	40.00	\$ 83.96	\$ 85.60	\$ 3,423.89
Pharmacy Program Analyst- Senior	40.00	\$ 26.90	\$ 27.42	\$ 1,096.98	40.00	\$ 33.38	\$ 34.03	\$ 1,361.24	40.00	\$ 40.08	\$ 40.86	\$ 1,634.46	40.00	\$ 46.43	\$ 47.34	\$ 1,893.42	40.00	\$ 36.91	\$ 37.63	\$ 1,505.19
Pharmacy Supervisor	40.00	\$ 72.55	\$ 73.96	\$ 2,958.59	40.00	\$ 79.54	\$ 81.09	\$ 3,243.64	40.00	\$ 86.43	\$ 88.12	\$ 3,524.62	40.00	\$ 91.23	\$ 93.01	\$ 3,720.36	40.00	\$ 79.50	\$ 81.05	\$ 3,242.01
Physical Therapist 1	40.00	\$ 41.94	\$ 42.76	\$ 1,710.31	40.00	\$ 46.43	\$ 47.34	\$ 1,893.42	40.00	\$ 51.07	\$ 52.07	\$ 2,082.63	40.00	\$ 55.09	\$ 56.16	\$ 2,246.57	40.00	\$ 46.97	\$ 47.89	\$ 1,915.44
Physical Therapist 2	40.00	\$ 45.35	\$ 46.23	\$ 1,849.37	40.00	\$ 48.22	\$ 49.16	\$ 1,966.41	40.00	\$ 51.07	\$ 52.07	\$ 2,082.63	40.00	\$ 55.09	\$ 56.16	\$ 2,246.57	40.00	\$ 46.97	\$ 47.89	\$ 1,915.44
Physical Therapy Aide	40.00	\$ 16.08	\$ 16.39	\$ 655.74	40.00	\$ 17.95	\$ 18.30	\$ 732.00	40.00	\$ 21.06	\$ 21.47	\$ 858.83	40.00	\$ 21.88	\$ 22.31	\$ 892.27	40.00	\$ 19.37	\$ 19.75	\$ 789.91
Physician - Direct Care Supervisory	40.00	\$ 157.53	\$ 160.60	\$ 6,424.07	40.00	\$ 170.52	\$ 173.85	\$ 6,953.81	40.00	\$ 188.76	\$ 192.44	\$ 7,697.63	40.00	\$ 204.91	\$ 208.91	\$ 8,356.23	40.00	\$ 161.79	\$ 164.94	\$ 6,597.80
Physician Specialist-NDC	40.00	\$ 129.56	\$ 132.09	\$ 5,283.46	40.00	\$ 162.04	\$ 165.20	\$ 6,607.99	40.00	\$ 193.55	\$ 197.32	\$ 7,892.97	40.00	\$ 288.07	\$ 293.69	\$ 11,747.49	40.00	\$ 109.06	\$ 111.19	\$ 4,447.47
Podiatrist-DC	40.00	\$ 71.16	\$ 72.55	\$ 2,901.90	40.00	\$ 95.86	\$ 97.73	\$ 3,909.17	40.00	\$ 120.93	\$ 123.29	\$ 4,931.53	40.00	\$ 158.64	\$ 161.73	\$ 6,469.34	40.00	\$ 111.46	\$ 113.63	\$ 4,545.34
Policy Specialist	40.00	\$ 26.37	\$ 26.88	\$ 1,075.37	40.00	\$ 33.96	\$ 34.62	\$ 1,384.89	40.00	\$ 41.83	\$ 42.65	\$ 1,705.83	40.00	\$ 49.37	\$ 50.33	\$ 2,013.31	40.00	\$ 38.52	\$ 39.27	\$ 1,570.85
Primary Care Physician (PCP) DC	40.00	\$ 92.43	\$ 94.23	\$ 3,769.30	40.00	\$ 110.46	\$ 112.61	\$ 4,504.56	40.00	\$ 128.02	\$ 130.52	\$ 5,220.66	40.00	\$ 148.60	\$ 151.50	\$ 6,059.91	40.00	\$ 112.83	\$ 115.03	\$ 4,601.21
Primary Care Physician (PCP) NDC	40.00	\$ 92.43	\$ 94.23	\$ 3,769.30	40.00	\$ 110.46	\$ 112.61	\$ 4,504.56	40.00	\$ 128.02	\$ 130.52	\$ 5,220.66	40.00	\$ 148.60	\$ 151.50	\$ 6,059.91	40.00	\$ 112.83	\$ 115.03	\$ 4,601.21
Program Monitor	40.00	\$ 23.83	\$ 24.29	\$ 971.79	40.00	\$ 29.05	\$ 29.62	\$ 1,184.66	40.00	\$ 34.45	\$ 35.12	\$ 1,404.87	40.00	\$ 39.64	\$ 40.41	\$ 1,616.52	40.00	\$ 31.70	\$ 32.32	\$ 1,292.73
Program Representative	40.00	\$ 31.72	\$ 32.34	\$ 1,293.54	40.00	\$ 38.96	\$ 39.72	\$ 1,588.79	40.00	\$ 46.43	\$ 47.34	\$ 1,893.42	40.00	\$ 52.93	\$ 53.96	\$ 2,158.49	40.00	\$ 42.75	\$ 43.58	\$ 1,743.35
Program Specialist 1	40.00	\$ 20.63	\$ 21.03	\$ 841.29	40.00	\$ 23.67	\$ 24.13	\$ 965.26	40.00	\$ 28.74	\$ 29.30	\$ 1,172.02	40.00	\$ 33.36	\$ 34.01	\$ 1,360.42	40.00	\$ 26.43	\$ 26.95	\$ 1,077.82
Program Specialist 2	40.00	\$ 22.42	\$ 22.86	\$ 914.29	40.00	\$ 25.46	\$ 25.96	\$ 1,038.26	40.00	\$ 28.74	\$ 29.30	\$ 1,172.02	40.00	\$ 33.36	\$ 34.01	\$ 1,360.42	40.00	\$ 26.43	\$ 26.95	\$ 1,077.82
Program Technician - Training Communication Support	40.00	\$ 18.61	\$ 18.97	\$ 758.92	40.00	\$ 21.32	\$ 21.74	\$ 869.43	40.00	\$ 25.84	\$ 26.34	\$ 1,053.76	40.00	\$ 26.99	\$ 27.52	\$ 1,100.65	40.00	\$ 23.78	\$ 24.24	\$ 969.75
Project Manager	40.00	\$ 24.72	\$ 25.20	\$ 1,008.08	40.00	\$ 31.35	\$ 31.96	\$ 1,278.45	40.00	\$ 38.22	\$ 38.97	\$ 1,558.61	40.00	\$ 42.90	\$ 43.74	\$ 1,749.46	40.00	\$ 35.19	\$ 35.88	\$ 1,435.05
Project Manager - PA Rural Health Model	40.00	\$ 30.69	\$ 31.29	\$ 1,251.54	40.00	\$ 38.18	\$ 38.92	\$ 1,556.98	40.00	\$ 45.94	\$ 46.84	\$ 1,873.43	40.00	\$ 51.90	\$ 52.91	\$ 2,116.48	40.00	\$ 42.29	\$ 43.11	\$ 1,724.59
Project Manager- Associate Public Health	40.00	\$ 30.69	\$ 31.29	\$ 1,251.54	40.00	\$ 38.18	\$ 38.92	\$ 1,556.98	40.00	\$ 45.94	\$ 46.84	\$ 1,873.43	40.00	\$ 51.90	\$ 52.91	\$ 2,116.48	40.00	\$ 42.29	\$ 43.11	\$ 1,724.59
Psychiatrist - Jail Based Competency Psychological Evaluator	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64	40.00	\$ 148.86	\$ 151.76	\$ 6,070.51	40.00	\$ 164.32	\$ 167.52	\$ 6,700.97	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychiatrist DC	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64	40.00	\$ 148.86	\$ 151.76	\$ 6,070.51	40.00	\$ 164.32	\$ 167.52	\$ 6,700.97	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychiatrist- Forensic	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64	40.00	\$ 148.86	\$ 151.76	\$ 6,070.51	40.00	\$ 164.32	\$ 167.52	\$ 6,700.97	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychiatrist MD-JD-SRTP	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64	40.00	\$ 148.86	\$ 151.76	\$ 6,070.51	40.00	\$ 164.32	\$ 167.52	\$ 6,700.97	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychiatrist NDC	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64	40.00	\$ 148.86	\$ 151.76	\$ 6,070.51	40.00	\$ 164.32	\$ 167.52	\$ 6,700.97	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychiatrist SRTP	40.00	\$ 118.56	\$ 120.87	\$ 4,834.88	40.00	\$ 130.57	\$ 133.12	\$ 5,324.64	40.00	\$ 148.86	\$ 151.76	\$ 6,070.51	40.00	\$ 164.32	\$ 167.52	\$ 6,700.97	40.00	\$ 125.61	\$ 128.06	\$ 5,122.38
Psychologist- DC OAG	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35	40.00	\$ 52.89	\$ 53.92	\$ 2,156.85	40.00	\$ 59.58	\$ 60.74	\$ 2,429.67	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychologist- Jail Based	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35	40.00	\$ 52.89	\$ 53.92	\$ 2,156.85	40.00	\$ 59.58	\$ 60.74	\$ 2,429.67	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychologist- SRTP	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35	40.00	\$ 52.89	\$ 53.92	\$ 2,156.85	40.00	\$ 59.58	\$ 60.74	\$ 2,429.67	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychologist-DC	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35	40.00	\$ 52.89	\$ 53.92	\$ 2,156.85	40.00	\$ 59.58	\$ 60.74	\$ 2,429.67	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychologist-NDC	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35	40.00	\$ 52.89	\$ 53.92	\$ 2,156.85	40.00	\$ 59.58	\$ 60.74	\$ 2,429.67	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychologist-NDC OSIG	40.00	\$ 44.43	\$ 45.30	\$ 1,811.86	40.00	\$ 50.45	\$ 51.43	\$ 2,057.35	40.00	\$ 52.89	\$ 53.92	\$ 2,156.85	40.00	\$ 59.58	\$ 60.74	\$ 2,429.67	40.00	\$ 48.69	\$ 49.64	\$ 1,985.58
Psychology Director	40.00	\$ 54.69	\$ 55.76	\$ 2,230.26	40.00	\$ 59.65	\$ 60.81	\$ 2,432.53	40.00	\$ 66.62	\$ 68.00	\$ 2,472.08	40.00	\$ 77.83	\$ 79.15	\$ 3,076.11	40.00	\$ 55.80	\$ 56.89	\$ 2,275.52
Psychology Manager (LPM)	40.00	\$ 53.15	\$ 54.19	\$ 2,167.46	40.00	\$ 58.48	\$ 59.62	\$ 2,384.81	40.00	\$ 66.62	\$ 68.00	\$ 2,472.08	40.00	\$ 77.83	\$ 79.15	\$ 3,076.11	40.00	\$ 55.80	\$ 56.89	\$ 2,275.52
Public Health Specialist	40.00	\$ 24.62	\$ 25.10	\$ 1,004.00	40.00	\$ 29.18	\$ 29.75	\$ 1,189.96	40.00	\$ 33.90	\$ 34.56	\$ 1,382.44	40.00	\$ 38.55	\$ 39.30	\$ 1,572.07	40.00	\$ 31.18	\$ 31.79	\$ 1,271.52
Quality Improvement Coordinator	40.00	\$ 37.71	\$ 38.45	\$ 1,537.81	40.00	\$ 42.36	\$ 43.19	\$ 1,727.44	40.00	\$ 47.17	\$ 48.09	\$ 1,923.59	40.00	\$ 51.68	\$ 52.69	\$ 2,107.51	40.00	\$ 43.38	\$ 44.23	\$ 1,769.04
Quality Improvement Information Specialist	40.00	\$ 25.32	\$ 25.81	\$ 1,032.55	40.00	\$ 30.77	\$ 31.37	\$ 1,254.80	40.00	\$ 36.43	\$ 37.14	\$ 1,485.62	40.00	\$ 42.41	\$ 43.24	\$ 1,729.48	40.00	\$ 33.52	\$ 34.17	\$ 1,366.95
Quality Improvement Manager	40.00	\$ 38.76	\$ 39.52	\$ 1,580.63	40.00	\$ 45.32	\$ 46.20	\$ 1,848.15	40.00	\$ 52.11	\$ 53.13	\$ 2,125.05	40.00	\$ 57.84	\$ 58.97	\$ 2,358.72	40.00	\$ 47.96	\$ 48.90	\$ 1,955.81
Quality Management Representative	40.00	\$ 28.80	\$ 29.36	\$ 1,174.46	40.00	\$ 34.50	\$ 35.17	\$ 1,406.91	40.00	\$ 40.42	\$ 41.21	\$ 1,648.33	40.00	\$ 44.99	\$ 45.87	\$ 1,834.69	40.00	\$ 37.20	\$ 37.93	\$ 1,517.02
R&E Nurse- Hospice Care & Service	40.00	\$ 31.68	\$ 32.30	\$ 1,291.91	40.00	\$ 36.26	\$ 36.97	\$ 1,478.68	40.00	\$ 40.99	\$ 41.79	\$ 1,671.57	40.00	\$ 47.12	\$ 48.04	\$ 1,921.55	40.00	\$ 37.71	\$ 38.45	\$ 1,537.81
R&E Nurse- Med Care Services	40.00	\$ 31.68	\$ 32.30	\$ 1,291.91	40.00	\$ 36.26	\$ 36.97	\$ 1,478.68	40.00	\$ 40.99	\$ 41.79	\$ 1,671.57	40.00	\$ 47.12	\$ 48.04	\$ 1,921.55	40.00	\$ 37.71	\$ 38.45	\$ 1,537.81
Registered Nurse (RN)DC	40.00	\$ 31.68	\$ 32.30	\$ 1,291.91	40.00	\$ 36.26	\$ 36.97	\$ 1,478.68	40.00	\$ 40.99	\$ 41.79	\$ 1,671.57	40.00	\$ 47.12	\$ 48.04	\$ 1,921.55	40.00	\$ 37.71	\$ 38.45	\$ 1,537.81
Registered Nurse- Case Manager-NDC	40.00	\$ 36.82	\$ 37.54	\$ 1,501.52	40.00	\$ 40.87	\$ 41.67	\$ 1,666.68	40.00	\$ 45.06	\$ 45.94	\$ 1,837.55	40.00	\$ 48.34	\$ 49.28	\$ 1,971.31	40.00	\$ 41.45	\$ 42.26	\$ 1,690.33
Registered Nurse Claims Review Management Nurse-NDC	40.00	\$ 41.37	\$ 42.18	\$ 1,687.07	40.00	\$ 46.52	\$ 47.43	\$ 1,897.09	40.00	\$ 51.86	\$ 52.87	\$ 2,114.85	40.00	\$ 57.48	\$ 58.60	\$ 2,344.03	40.00	\$ 47.70	\$ 48.63	\$ 1,945.21
Registered Nurse Instructor	40.00	\$ 39.96	\$ 40.74	\$ 1,629.57	40.00	\$ 46.04	\$ 46.94	\$ 1,877.51	40.00	\$ 52.31	\$ 53.33	\$ 2,133.20	40.00	\$ 58.50	\$ 59.64	\$ 2,385.63	40.00	\$ 48.13	\$ 49.07	\$ 1,962.74
Registry Specialist	40.00	\$ 22.80	\$ 23.24	\$ 929.78	40.00	\$ 27.27	\$ 27.80	\$ 1,112.07	40.00	\$ 31.89	\$ 32.51	\$ 1,300.47	40.00	\$ 36.06	\$ 36.76	\$ 1,470.53	40.00	\$ 29.33	\$ 29.90	\$ 1,196.08
Rehabilitation Specialist-SRTP	40.00	\$ 19.16	\$ 19.53	\$																

Job Title	Skill Category - Novice				Skill Category - Intermediate			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Admin / Coordinator- Jail Based	40.00	\$ 21.05	\$ 21.46	\$ 858.42	40.00	\$ 24.75	\$ 25.23	\$ 1,009.31
Administrative Assistant	40.00	\$ 24.26	\$ 24.73	\$ 989.32	40.00	\$ 23.60	\$ 24.06	\$ 962.41
Administrative Entity (AE) and Provider Oversight Lead	40.00	\$ 26.63	\$ 27.15	\$ 1,085.97	40.00	\$ 32.66	\$ 33.30	\$ 1,331.87
Administrative Entity (AE) Oversight Monitor Lead	40.00	\$ 26.63	\$ 27.15	\$ 1,085.97	40.00	\$ 32.66	\$ 33.30	\$ 1,331.87
Area Quality Management Lead	40.00	\$ 27.62	\$ 28.16	\$ 1,126.34	40.00	\$ 36.37	\$ 37.08	\$ 1,483.17
Art Therapist	40.00	\$ 25.10	\$ 25.59	\$ 1,023.58	40.00	\$ 29.34	\$ 29.91	\$ 1,196.49
Audiologist	40.00	\$ 39.47	\$ 40.24	\$ 1,609.59	40.00	\$ 44.08	\$ 44.94	\$ 1,797.58
Behavior Specialist	40.00	\$ 21.77	\$ 22.19	\$ 887.78	40.00	\$ 26.33	\$ 26.84	\$ 1,073.74
Behavior Specialist- Associate	40.00	\$ 19.14	\$ 19.51	\$ 780.53	40.00	\$ 25.65	\$ 26.15	\$ 1,046.01
Behavior Specialist- Senior	40.00	\$ 25.86	\$ 26.36	\$ 1,054.57	40.00	\$ 40.80	\$ 41.60	\$ 1,663.82
Behavioral Analyst	40.00	\$ 25.86	\$ 26.36	\$ 1,054.57	40.00	\$ 40.80	\$ 41.60	\$ 1,663.82
Cardiologist DOH-NDC	40.00	\$ 122.00	\$ 124.38	\$ 4,975.16	40.00	\$ 144.97	\$ 147.80	\$ 5,911.88
Case Manager Nurse	40.00	\$ 36.62	\$ 37.33	\$ 1,493.36	40.00	\$ 40.65	\$ 41.44	\$ 1,657.71
Case Manager Nurse Supervisor	40.00	\$ 38.76	\$ 39.52	\$ 1,580.63	40.00	\$ 44.34	\$ 45.20	\$ 1,808.19
Certified Medical Coder	40.00	\$ 21.70	\$ 22.12	\$ 884.93	40.00	\$ 25.38	\$ 25.87	\$ 1,035.00
Certified Nursing Assistant (CNA)	40.00	\$ 16.08	\$ 16.39	\$ 655.74	40.00	\$ 17.94	\$ 18.29	\$ 731.59
Certified Registered Nurse Practitioner (CNRP)	40.00	\$ 51.04	\$ 52.04	\$ 2,081.41	40.00	\$ 56.05	\$ 57.14	\$ 2,285.72
Certified Registered Nurse Practitioner (CNRP) Gyn	40.00	\$ 51.04	\$ 52.04	\$ 2,081.41	40.00	\$ 56.05	\$ 57.14	\$ 2,285.72
Certified Registered Nurse Practitioner (CNRP) Psych	40.00	\$ 56.67	\$ 57.78	\$ 2,311.00	40.00	\$ 62.23	\$ 63.44	\$ 2,537.74
Certified Respiratory Therapist	40.00	\$ 28.20	\$ 28.75	\$ 1,150.00	40.00	\$ 32.79	\$ 33.43	\$ 1,337.18
Chemist	40.00	\$ 28.52	\$ 29.08	\$ 1,163.05	40.00	\$ 34.95	\$ 35.63	\$ 1,425.26
Chief Medical Officer-DC	40.00	\$ 154.82	\$ 157.84	\$ 6,313.56	40.00	\$ 187.53	\$ 191.19	\$ 7,647.47
Chief Medical Officer-NDC	40.00	\$ 154.82	\$ 157.84	\$ 6,313.56	40.00	\$ 187.53	\$ 191.19	\$ 7,647.47
Chief of Psychiatry-DC	40.00	\$ 154.82	\$ 157.84	\$ 6,313.56	40.00	\$ 187.53	\$ 191.19	\$ 7,647.47
Chief Operating Officer PA Rural Health DOH	40.00	\$ 64.72	\$ 65.98	\$ 2,639.28	40.00	\$ 84.36	\$ 86.01	\$ 3,440.20
Claims Review Management Nurse	40.00	\$ 40.86	\$ 41.66	\$ 1,666.27	40.00	\$ 45.93	\$ 46.83	\$ 1,873.03
Clinical Dietician	40.00	\$ 31.30	\$ 31.91	\$ 1,276.41	40.00	\$ 35.95	\$ 36.65	\$ 1,466.04
Clinical Director-DC	40.00	\$ 44.59	\$ 45.46	\$ 1,818.38	40.00	\$ 54.77	\$ 55.84	\$ 2,233.52
Clinical Director-NDC	40.00	\$ 44.59	\$ 45.46	\$ 1,818.38	40.00	\$ 54.77	\$ 55.84	\$ 2,233.52
Clinical Pharmacy Manager	40.00	\$ 66.90	\$ 68.20	\$ 2,728.18	40.00	\$ 72.88	\$ 74.30	\$ 2,972.05
Clinical Supervision Consultant-DC	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16	40.00	\$ 53.13	\$ 54.17	\$ 2,166.64
Clinical Therapist-SRTP	40.00	\$ 38.40	\$ 39.15	\$ 1,565.95	40.00	\$ 44.77	\$ 45.64	\$ 1,825.72
Dental Assistant-DC	40.00	\$ 16.61	\$ 16.93	\$ 677.36	40.00	\$ 19.60	\$ 19.98	\$ 799.29
Dental Hygienist-DC	40.00	\$ 29.59	\$ 30.17	\$ 1,206.68	40.00	\$ 37.57	\$ 38.30	\$ 1,532.10
Dental Hygienist-NDC	40.00	\$ 29.59	\$ 30.17	\$ 1,206.68	40.00	\$ 37.57	\$ 38.30	\$ 1,532.10
Dentist-DC	40.00	\$ 74.15	\$ 75.60	\$ 3,023.84	40.00	\$ 86.59	\$ 88.28	\$ 3,531.14
Dentist-NDC	40.00	\$ 66.77	\$ 68.07	\$ 2,722.88	40.00	\$ 78.27	\$ 79.80	\$ 3,191.85
Dietary Management Services Specialist	40.00	\$ 22.29	\$ 22.72	\$ 908.99	40.00	\$ 28.27	\$ 28.82	\$ 1,152.85
Director of PA Rural Health Model	40.00	\$ 51.72	\$ 52.73	\$ 2,109.14	40.00	\$ 67.59	\$ 68.91	\$ 2,756.32
Epidemiologist	40.00	\$ 35.89	\$ 36.59	\$ 1,463.59	40.00	\$ 44.96	\$ 45.84	\$ 1,833.47
Executive Nurse Consultant	40.00	\$ 39.05	\$ 39.81	\$ 1,592.46	40.00	\$ 46.63	\$ 47.54	\$ 1,901.57
Financial Representative 1	40.00	\$ 21.88	\$ 22.31	\$ 892.27	40.00	\$ 24.70	\$ 25.18	\$ 1,007.27
Financial Representative 2	40.00	\$ 33.36	\$ 34.01	\$ 1,360.42	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16
Fiscal and Grants Manager	40.00	\$ 30.63	\$ 31.23	\$ 1,249.09	40.00	\$ 37.81	\$ 38.55	\$ 1,541.89
Fiscal Assistant	40.00	\$ 20.18	\$ 20.57	\$ 822.94	40.00	\$ 26.77	\$ 27.29	\$ 1,091.68
Gastroenterologist	40.00	\$ 168.58	\$ 171.87	\$ 6,874.69	40.00	\$ 196.55	\$ 200.38	\$ 8,015.31
Healthcare Analyst	40.00	\$ 21.43	\$ 21.85	\$ 873.92	40.00	\$ 24.77	\$ 25.25	\$ 1,010.12
Healthcare Analyst, Senior	40.00	\$ 26.03	\$ 26.54	\$ 1,061.50	40.00	\$ 34.06	\$ 34.72	\$ 1,388.97
Licensed Practical Nurse (LPN)	40.00	\$ 20.15	\$ 20.54	\$ 821.72	40.00	\$ 24.63	\$ 25.11	\$ 1,004.41
Medical Assistant- Lead	40.00	\$ 21.06	\$ 21.47	\$ 858.83	40.00	\$ 22.47	\$ 22.91	\$ 916.33
Medical Assistant- NDC	40.00	\$ 17.48	\$ 17.82	\$ 712.83	40.00	\$ 18.99	\$ 19.36	\$ 774.41
Medical Director	40.00	\$ 143.65	\$ 146.45	\$ 5,858.05	40.00	\$ 160.31	\$ 163.44	\$ 6,537.44
Medical Director- Lead	40.00	\$ 153.29	\$ 156.28	\$ 6,251.17	40.00	\$ 166.23	\$ 169.47	\$ 6,778.86
Medical Economist	40.00	\$ 42.21	\$ 43.03	\$ 1,721.32	40.00	\$ 53.99	\$ 55.04	\$ 2,201.71
Medical Economist- Associate	40.00	\$ 34.33	\$ 35.00	\$ 1,399.98	40.00	\$ 44.63	\$ 45.50	\$ 1,820.01
Medical Economist- Executive	40.00	\$ 68.32	\$ 69.65	\$ 2,786.09	40.00	\$ 77.39	\$ 78.90	\$ 3,155.96
Medical Economist- Senior	40.00	\$ 47.34	\$ 48.26	\$ 1,930.53	40.00	\$ 61.53	\$ 62.73	\$ 2,509.19
Medical Records Assistant	40.00	\$ 15.16	\$ 15.46	\$ 618.22	40.00	\$ 17.10	\$ 17.43	\$ 697.34
Medical Records Director	40.00	\$ 31.66	\$ 32.28	\$ 1,291.09	40.00	\$ 43.41	\$ 44.26	\$ 1,770.26
Medical Records Technician	40.00	\$ 17.33	\$ 17.67	\$ 706.72	40.00	\$ 18.66	\$ 19.02	\$ 760.95
Microbiologist	40.00	\$ 22.46	\$ 22.90	\$ 915.92	40.00	\$ 24.05	\$ 24.52	\$ 980.76
Microbiologist Manager- Public Health	40.00	\$ 33.02	\$ 33.66	\$ 1,346.56	40.00	\$ 35.49	\$ 36.18	\$ 1,447.28
Music Therapist	40.00	\$ 25.10	\$ 25.59	\$ 1,023.58	40.00	\$ 29.34	\$ 29.91	\$ 1,196.49
Neurologist-DC	40.00	\$ 114.61	\$ 116.84	\$ 4,673.80	40.00	\$ 134.49	\$ 137.11	\$ 5,484.50
Neurologist-NDC	40.00	\$ 114.61	\$ 116.84	\$ 4,673.80	40.00	\$ 134.49	\$ 137.11	\$ 5,484.50
Nurse Administrator	40.00	\$ 31.65	\$ 32.27	\$ 1,290.69	40.00	\$ 39.35	\$ 40.12	\$ 1,604.69
OB-Gyn Physician	40.00	\$ 132.36	\$ 134.94	\$ 5,397.64	40.00	\$ 151.38	\$ 154.33	\$ 6,173.28
Occupational Therapist 1	40.00	\$ 37.85	\$ 38.59	\$ 1,543.52	40.00	\$ 42.81	\$ 43.64	\$ 1,745.79
Occupational Therapist 2	40.00	\$ 38.90	\$ 39.66	\$ 1,586.34	40.00	\$ 41.85	\$ 42.67	\$ 1,706.64
Ophthalmologist NDC	40.00	\$ 128.17	\$ 130.67	\$ 5,226.77	40.00	\$ 151.01	\$ 153.95	\$ 6,158.19
Orientation and Mobility Specialist	40.00	\$ 37.85	\$ 38.59	\$ 1,543.52	40.00	\$ 42.81	\$ 43.64	\$ 1,745.79
Orthodontist- NDC	40.00	\$ 80.71	\$ 82.28	\$ 3,291.35	40.00	\$ 88.21	\$ 89.93	\$ 3,597.20
Orthopedist- NDC	40.00	\$ 152.79	\$ 155.77	\$ 6,230.78	40.00	\$ 185.83	\$ 189.45	\$ 7,578.15
Outreach and Training Coordinator	40.00	\$ 26.14	\$ 26.65	\$ 1,065.99	40.00	\$ 31.90	\$ 32.52	\$ 1,300.88
Pharmacist- DC	40.00	\$ 63.94	\$ 65.19	\$ 2,607.47	40.00	\$ 69.17	\$ 70.52	\$ 2,820.75
Pharmacist- NDC	40.00	\$ 71.00	\$ 72.38	\$ 2,895.38	40.00	\$ 76.81	\$ 78.31	\$ 3,132.31
Pharmacist Technician-DC	40.00	\$ 16.86	\$ 17.19	\$ 687.55	40.00	\$ 19.55	\$ 19.93	\$ 797.25

*Positions may be added or removed at anytime throughout the Contract.

Job Title	Skill Category - Novice				Skill Category - Intermediate			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Pharmacy Coordinator NDC- Lead	40.00	\$ 25.40	\$ 25.90	\$ 1,035.81	40.00	\$ 30.14	\$ 30.73	\$ 1,229.11
Pharmacy Coordinator-NDC	40.00	\$ 22.48	\$ 22.92	\$ 916.73	40.00	\$ 27.86	\$ 28.40	\$ 1,136.13
Pharmacy Director-NDC	40.00	\$ 78.61	\$ 80.14	\$ 3,205.72	40.00	\$ 83.75	\$ 85.38	\$ 3,415.33
Pharmacy Program Analyst- Senior	40.00	\$ 26.75	\$ 27.27	\$ 1,090.87	40.00	\$ 33.21	\$ 33.86	\$ 1,354.30
Pharmacy Supervisor	40.00	\$ 69.87	\$ 71.23	\$ 2,849.30	40.00	\$ 76.61	\$ 78.10	\$ 3,124.16
Physical Therapist 1	40.00	\$ 40.43	\$ 41.22	\$ 1,648.74	40.00	\$ 44.96	\$ 45.84	\$ 1,833.47
Physical Therapist 2	40.00	\$ 43.88	\$ 44.74	\$ 1,789.43	40.00	\$ 46.76	\$ 47.67	\$ 1,906.87
Physical Therapy Aide	40.00	\$ 16.08	\$ 16.39	\$ 655.74	40.00	\$ 17.94	\$ 18.29	\$ 731.59
Physician - Direct Care Supervisory	40.00	\$ 149.37	\$ 152.28	\$ 6,091.31	40.00	\$ 161.68	\$ 164.83	\$ 6,593.31
Physician Specialist-NDC	40.00	\$ 129.56	\$ 132.09	\$ 5,283.46	40.00	\$ 162.04	\$ 165.20	\$ 6,607.99
Podiatrist-DC	40.00	\$ 68.05	\$ 69.38	\$ 2,775.08	40.00	\$ 91.85	\$ 93.64	\$ 3,745.64
Policy Specialist	40.00	\$ 26.23	\$ 26.74	\$ 1,069.66	40.00	\$ 33.79	\$ 34.45	\$ 1,377.96
Primary Care Physician (PCP) DC	40.00	\$ 96.99	\$ 98.88	\$ 3,955.25	40.00	\$ 115.95	\$ 118.21	\$ 4,728.44
Primary Care Physician (PCP) NDC	40.00	\$ 87.75	\$ 89.46	\$ 3,578.45	40.00	\$ 104.81	\$ 106.85	\$ 4,274.15
Program Monitor	40.00	\$ 23.82	\$ 24.28	\$ 971.38	40.00	\$ 28.97	\$ 29.53	\$ 1,181.40
Program Representative	40.00	\$ 31.31	\$ 31.92	\$ 1,276.82	40.00	\$ 38.45	\$ 39.20	\$ 1,567.99
Program Specialist 1	40.00	\$ 20.75	\$ 21.15	\$ 846.19	40.00	\$ 23.70	\$ 24.16	\$ 966.49
Program Specialist 2	40.00	\$ 22.49	\$ 22.93	\$ 917.14	40.00	\$ 25.44	\$ 25.94	\$ 1,037.44
Program Technician - Training Communication Support	40.00	\$ 18.51	\$ 18.87	\$ 754.84	40.00	\$ 21.21	\$ 21.62	\$ 864.94
Project Manager	40.00	\$ 24.51	\$ 24.99	\$ 999.52	40.00	\$ 31.09	\$ 31.70	\$ 1,267.85
Project Manager - PA Rural Health Model	40.00	\$ 30.33	\$ 30.92	\$ 1,236.86	40.00	\$ 37.75	\$ 38.49	\$ 1,539.45
Project Manager- Associate Public Health	40.00	\$ 30.33	\$ 30.92	\$ 1,236.86	40.00	\$ 37.75	\$ 38.49	\$ 1,539.45
Psychiatrist - Jail Based Competency Psychological Evaluator	40.00	\$ 112.48	\$ 114.67	\$ 4,586.93	40.00	\$ 123.85	\$ 126.27	\$ 5,050.60
Psychiatrist DC	40.00	\$ 124.48	\$ 126.91	\$ 5,076.29	40.00	\$ 138.15	\$ 140.84	\$ 5,633.76
Psychiatrist- Forensic	40.00	\$ 112.48	\$ 114.67	\$ 4,586.93	40.00	\$ 123.85	\$ 126.27	\$ 5,050.60
Psychiatrist MD-JD-SRTP	40.00	\$ 112.48	\$ 114.67	\$ 4,586.93	40.00	\$ 123.85	\$ 126.27	\$ 5,050.60
Psychiatrist NDC	40.00	\$ 124.48	\$ 126.91	\$ 5,076.29	40.00	\$ 138.15	\$ 140.84	\$ 5,633.76
Psychiatrist SRTP	40.00	\$ 112.48	\$ 114.67	\$ 4,586.93	40.00	\$ 123.85	\$ 126.27	\$ 5,050.60
Psychologist- DC OAG	40.00	\$ 44.20	\$ 45.06	\$ 1,802.48	40.00	\$ 50.19	\$ 51.17	\$ 2,046.75
Psychologist- Jail Based	40.00	\$ 44.20	\$ 45.06	\$ 1,802.48	40.00	\$ 50.19	\$ 51.17	\$ 2,046.75
Psychologist- SRTP	40.00	\$ 44.20	\$ 45.06	\$ 1,802.48	40.00	\$ 50.19	\$ 51.17	\$ 2,046.75
Psychologist-DC	40.00	\$ 49.07	\$ 50.03	\$ 2,001.07	40.00	\$ 55.72	\$ 56.81	\$ 2,272.26
Psychologist-NDC	40.00	\$ 49.07	\$ 50.03	\$ 2,001.07	40.00	\$ 55.72	\$ 56.81	\$ 2,272.26
Psychologist-NDC OSIG	40.00	\$ 44.20	\$ 45.06	\$ 1,802.48	40.00	\$ 50.19	\$ 51.17	\$ 2,046.75
Psychology Director	40.00	\$ 54.16	\$ 55.22	\$ 2,208.64	40.00	\$ 59.08	\$ 60.23	\$ 2,409.28
Psychology Manager (LPM)	40.00	\$ 58.44	\$ 59.58	\$ 2,383.18	40.00	\$ 64.30	\$ 65.55	\$ 2,622.15
Public Health Specialist	40.00	\$ 24.49	\$ 24.97	\$ 998.70	40.00	\$ 29.02	\$ 29.59	\$ 1,183.44
Quality Improvement Coordinator	40.00	\$ 37.14	\$ 37.86	\$ 1,514.57	40.00	\$ 41.69	\$ 42.50	\$ 1,700.12
Quality Improvement Information Specialist	40.00	\$ 25.19	\$ 25.68	\$ 1,027.25	40.00	\$ 30.62	\$ 31.22	\$ 1,248.68
Quality Improvement Manager	40.00	\$ 37.93	\$ 38.67	\$ 1,546.79	40.00	\$ 44.35	\$ 45.21	\$ 1,808.59
Quality Management Representative	40.00	\$ 28.38	\$ 28.93	\$ 1,157.34	40.00	\$ 33.94	\$ 34.60	\$ 1,384.07
R&E Nurse- Hospice Care & Service	40.00	\$ 34.96	\$ 35.64	\$ 1,425.67	40.00	\$ 40.03	\$ 40.81	\$ 1,632.42
R&E Nurse- Med Care Services	40.00	\$ 34.96	\$ 35.64	\$ 1,425.67	40.00	\$ 40.03	\$ 40.81	\$ 1,632.42
Registered Nurse (RN)DC	40.00	\$ 31.51	\$ 32.12	\$ 1,284.98	40.00	\$ 36.06	\$ 36.76	\$ 1,470.53
Registered Nurse- Case Manager-NDC	40.00	\$ 36.62	\$ 37.33	\$ 1,493.36	40.00	\$ 40.65	\$ 41.44	\$ 1,657.71
Registered Nurse Claims Review Management Nurse-NDC	40.00	\$ 40.86	\$ 41.66	\$ 1,666.27	40.00	\$ 45.93	\$ 46.83	\$ 1,873.03
Registered Nurse Instructor	40.00	\$ 40.05	\$ 40.83	\$ 1,633.24	40.00	\$ 46.10	\$ 47.00	\$ 1,879.96
Registry Specialist	40.00	\$ 22.77	\$ 23.21	\$ 928.56	40.00	\$ 27.25	\$ 27.78	\$ 1,111.26
Rehabilitation Specialist-SRTP	40.00	\$ 19.05	\$ 19.42	\$ 776.86	40.00	\$ 25.34	\$ 25.83	\$ 1,033.37
Respiratory Therapist	40.00	\$ 28.20	\$ 28.75	\$ 1,150.00	40.00	\$ 32.79	\$ 33.43	\$ 1,337.18
Risk Management Specialist	40.00	\$ 25.26	\$ 25.75	\$ 1,030.10	40.00	\$ 30.93	\$ 31.53	\$ 1,261.33
Social Worker 1 (SW1)	40.00	\$ 23.85	\$ 24.32	\$ 972.60	40.00	\$ 28.80	\$ 29.36	\$ 1,174.46
Social Worker 2 (SW 2)	40.00	\$ 32.53	\$ 33.16	\$ 1,326.57	40.00	\$ 34.75	\$ 35.43	\$ 1,417.11
Social Worker- Senior (SW3)	40.00	\$ 33.63	\$ 34.29	\$ 1,371.43	40.00	\$ 37.48	\$ 38.21	\$ 1,528.43
Spectrum Disorder Consultant	40.00	\$ 24.53	\$ 25.01	\$ 1,000.33	40.00	\$ 29.61	\$ 30.19	\$ 1,207.50
Speech Language and Hearing Specialist (SLH)	40.00	\$ 42.52	\$ 43.35	\$ 1,733.97	40.00	\$ 48.00	\$ 48.94	\$ 1,957.44
Surgeon-NDC	40.00	\$ 176.27	\$ 179.71	\$ 7,188.29	40.00	\$ 205.23	\$ 209.23	\$ 8,369.28
Toxicologist-DOH	40.00	\$ 73.75	\$ 75.19	\$ 3,007.53	40.00	\$ 79.65	\$ 81.20	\$ 3,248.13
Urologist-NDC	40.00	\$ 176.90	\$ 180.35	\$ 7,213.98	40.00	\$ 198.86	\$ 202.74	\$ 8,109.51

*The Commonwealth has final approval on the initial skill level assigned to a resource and any adjustments thereafter.

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Admin / Coordinator- Jail Based	40.00	\$ 21.05	\$ 21.46	\$ 858.42	40.00	\$ 24.75	\$ 25.23	\$ 1,009.31	40.00	\$ 31.05	\$ 31.66	\$ 1,266.22	40.00	\$ 32.33	\$ 32.96	\$ 1,318.42	40.00	\$ 31.56	\$ 32.18	\$ 1,287.02
Administrative Assistant	40.00	\$ 24.26	\$ 24.73	\$ 989.32	40.00	\$ 23.60	\$ 24.06	\$ 962.41	40.00	\$ 24.59	\$ 25.07	\$ 1,002.78	40.00	\$ 24.64	\$ 25.12	\$ 1,004.82	40.00	\$ 24.93	\$ 25.42	\$ 1,016.65
Administrative Entity (AE) and Provider Oversight Lead	40.00	\$ 26.63	\$ 27.15	\$ 1,085.97	40.00	\$ 32.66	\$ 33.30	\$ 1,331.87	40.00	\$ 39.07	\$ 39.83	\$ 1,593.27	40.00	\$ 45.40	\$ 46.29	\$ 1,851.41	40.00	\$ 39.73	\$ 40.50	\$ 1,620.19
Administrative Entity (AE) Oversight Monitor Lead	40.00	\$ 26.63	\$ 27.15	\$ 1,085.97	40.00	\$ 32.66	\$ 33.30	\$ 1,331.87	40.00	\$ 39.07	\$ 39.83	\$ 1,593.27	40.00	\$ 45.40	\$ 46.29	\$ 1,851.41	40.00	\$ 39.73	\$ 40.50	\$ 1,620.19
Area Quality Management Lead	40.00	\$ 27.62	\$ 28.16	\$ 1,126.34	40.00	\$ 36.37	\$ 37.08	\$ 1,483.17	40.00	\$ 45.80	\$ 46.69	\$ 1,867.72	40.00	\$ 53.76	\$ 54.81	\$ 2,192.33	40.00	\$ 46.63	\$ 47.54	\$ 1,901.57
Art Therapist	40.00	\$ 25.10	\$ 25.59	\$ 1,023.58	40.00	\$ 29.34	\$ 29.91	\$ 1,196.49	40.00	\$ 33.89	\$ 34.55	\$ 1,382.03	40.00	\$ 37.48	\$ 38.21	\$ 1,528.43	40.00	\$ 34.43	\$ 35.10	\$ 1,404.06
Audiologist	40.00	\$ 39.47	\$ 40.24	\$ 1,609.59	40.00	\$ 44.08	\$ 44.94	\$ 1,797.58	40.00	\$ 49.09	\$ 50.05	\$ 2,001.89	40.00	\$ 53.45	\$ 54.49	\$ 2,179.69	40.00	\$ 49.90	\$ 50.87	\$ 2,034.92
Behavior Specialist	40.00	\$ 21.77	\$ 22.19	\$ 887.78	40.00	\$ 26.33	\$ 26.84	\$ 1,073.74	40.00	\$ 32.54	\$ 33.17	\$ 1,326.98	40.00	\$ 39.04	\$ 39.80	\$ 1,592.05	40.00	\$ 33.11	\$ 33.76	\$ 1,350.23
Behavior Specialist- Associate	40.00	\$ 19.14	\$ 19.51	\$ 780.53	40.00	\$ 25.65	\$ 26.15	\$ 1,046.01	40.00	\$ 32.54	\$ 33.17	\$ 1,326.98	40.00	\$ 39.04	\$ 39.80	\$ 1,592.05	40.00	\$ 33.11	\$ 33.76	\$ 1,350.23
Behavior Specialist- Senior	40.00	\$ 25.86	\$ 26.36	\$ 1,054.57	40.00	\$ 40.80	\$ 41.60	\$ 1,663.82	40.00	\$ 36.34	\$ 37.05	\$ 1,481.95	40.00	\$ 39.55	\$ 40.32	\$ 1,612.85	40.00	\$ 36.95	\$ 37.67	\$ 1,506.82
Behavioral Analyst	40.00	\$ 25.86	\$ 26.36	\$ 1,054.57	40.00	\$ 40.80	\$ 41.60	\$ 1,663.82	40.00	\$ 36.34	\$ 37.05	\$ 1,481.95	40.00	\$ 39.55	\$ 40.32	\$ 1,612.85	40.00	\$ 36.95	\$ 37.67	\$ 1,506.82
Cardiologist DOH-NDC	40.00	\$ 122.00	\$ 124.38	\$ 4,975.16	40.00	\$ 144.97	\$ 147.80	\$ 5,911.88	40.00	\$ 186.94	\$ 190.59	\$ 7,623.41	40.00	\$ 227.43	\$ 231.86	\$ 9,274.60	40.00	\$ 157.13	\$ 160.19	\$ 6,407.76
Case Manager Nurse	40.00	\$ 36.62	\$ 37.33	\$ 1,493.36	40.00	\$ 40.65	\$ 41.44	\$ 1,657.71	40.00	\$ 45.04	\$ 45.92	\$ 1,836.73	40.00	\$ 48.32	\$ 49.26	\$ 1,970.49	40.00	\$ 45.77	\$ 46.66	\$ 1,866.50
Case Manager Nurse Supervisor	40.00	\$ 38.76	\$ 39.52	\$ 1,580.63	40.00	\$ 44.34	\$ 45.20	\$ 1,808.19	40.00	\$ 50.36	\$ 51.34	\$ 2,053.68	40.00	\$ 55.83	\$ 56.92	\$ 2,276.75	40.00	\$ 51.19	\$ 52.19	\$ 2,087.53
Certified Medical Coder	40.00	\$ 21.70	\$ 22.12	\$ 884.93	40.00	\$ 25.38	\$ 25.87	\$ 1,035.00	40.00	\$ 31.67	\$ 32.29	\$ 1,291.50	40.00	\$ 33.26	\$ 33.91	\$ 1,356.34	40.00	\$ 32.20	\$ 32.83	\$ 1,313.12
Certified Nursing Assistant (CNA)	40.00	\$ 16.08	\$ 16.39	\$ 655.74	40.00	\$ 17.94	\$ 18.29	\$ 731.59	40.00	\$ 21.13	\$ 21.54	\$ 861.68	40.00	\$ 21.93	\$ 22.36	\$ 894.31	40.00	\$ 21.45	\$ 21.87	\$ 874.73
Certified Registered Nurse Practitioner (CNRP)	40.00	\$ 51.04	\$ 52.04	\$ 2,081.41	40.00	\$ 56.05	\$ 57.14	\$ 2,285.72	40.00	\$ 61.52	\$ 62.72	\$ 2,508.79	40.00	\$ 66.25	\$ 67.54	\$ 2,701.68	40.00	\$ 62.55	\$ 63.77	\$ 2,550.79
Certified Registered Nurse Practitioner (CNRP) Gyn	40.00	\$ 51.04	\$ 52.04	\$ 2,081.41	40.00	\$ 56.05	\$ 57.14	\$ 2,285.72	40.00	\$ 61.52	\$ 62.72	\$ 2,508.79	40.00	\$ 66.25	\$ 67.54	\$ 2,701.68	40.00	\$ 62.55	\$ 63.77	\$ 2,550.79
Certified Registered Nurse Practitioner (CNRP) Psych	40.00	\$ 56.67	\$ 57.78	\$ 2,311.00	40.00	\$ 62.23	\$ 63.44	\$ 2,537.74	40.00	\$ 67.99	\$ 69.32	\$ 2,772.63	40.00	\$ 73.21	\$ 74.64	\$ 2,985.50	40.00	\$ 62.55	\$ 63.77	\$ 2,550.79
Certified Respiratory Therapist	40.00	\$ 28.20	\$ 28.75	\$ 1,150.00	40.00	\$ 32.79	\$ 33.43	\$ 1,337.18	40.00	\$ 37.70	\$ 38.44	\$ 1,537.41	40.00	\$ 40.96	\$ 41.76	\$ 1,670.35	40.00	\$ 38.32	\$ 39.07	\$ 1,562.69
Chemist	40.00	\$ 28.52	\$ 29.08	\$ 1,163.05	40.00	\$ 34.95	\$ 35.63	\$ 1,425.26	40.00	\$ 41.81	\$ 42.63	\$ 1,705.01	40.00	\$ 48.33	\$ 49.27	\$ 1,970.90	40.00	\$ 42.53	\$ 43.36	\$ 1,734.37
Chief Medical Officer-DC	40.00	\$ 154.82	\$ 157.84	\$ 6,313.56	40.00	\$ 187.53	\$ 191.19	\$ 7,647.47	40.00	\$ 222.41	\$ 226.75	\$ 9,069.88	40.00	\$ 255.66	\$ 260.65	\$ 10,425.81	40.00	\$ 226.12	\$ 230.53	\$ 9,221.17
Chief Medical Officer-NDC	40.00	\$ 154.82	\$ 157.84	\$ 6,313.56	40.00	\$ 187.53	\$ 191.19	\$ 7,647.47	40.00	\$ 222.41	\$ 226.75	\$ 9,069.88	40.00	\$ 255.66	\$ 260.65	\$ 10,425.81	40.00	\$ 226.12	\$ 230.53	\$ 9,221.17
Chief of Psychiatry-DC	40.00	\$ 154.82	\$ 157.84	\$ 6,313.56	40.00	\$ 187.53	\$ 191.19	\$ 7,647.47	40.00	\$ 222.41	\$ 226.75	\$ 9,069.88	40.00	\$ 255.66	\$ 260.65	\$ 10,425.81	40.00	\$ 226.12	\$ 230.53	\$ 9,221.17
Chief Operating Officer PA Rural Health DOH	40.00	\$ 64.72	\$ 65.98	\$ 2,639.28	40.00	\$ 84.36	\$ 86.01	\$ 3,440.20	40.00	\$ 104.32	\$ 106.35	\$ 4,254.17	40.00	\$ 125.55	\$ 128.00	\$ 5,119.93	40.00	\$ 105.87	\$ 107.93	\$ 4,317.38
Claims Review Management Nurse	40.00	\$ 40.86	\$ 41.66	\$ 1,666.27	40.00	\$ 45.93	\$ 46.83	\$ 1,873.03	40.00	\$ 51.44	\$ 52.44	\$ 2,097.72	40.00	\$ 57.02	\$ 58.13	\$ 2,325.28	40.00	\$ 52.29	\$ 53.31	\$ 2,132.39
Clinical Dietician	40.00	\$ 31.30	\$ 31.91	\$ 1,276.41	40.00	\$ 35.95	\$ 36.65	\$ 1,466.04	40.00	\$ 40.75	\$ 41.54	\$ 1,661.79	40.00	\$ 44.74	\$ 45.61	\$ 1,824.50	40.00	\$ 37.49	\$ 38.22	\$ 1,528.84
Clinical Director-DC	40.00	\$ 44.59	\$ 45.46	\$ 1,818.38	40.00	\$ 54.77	\$ 55.84	\$ 2,233.52	40.00	\$ 65.62	\$ 66.90	\$ 2,675.98	40.00	\$ 74.35	\$ 75.80	\$ 3,031.99	40.00	\$ 66.78	\$ 68.08	\$ 2,723.29
Clinical Director-NDC	40.00	\$ 44.59	\$ 45.46	\$ 1,818.38	40.00	\$ 54.77	\$ 55.84	\$ 2,233.52	40.00	\$ 65.62	\$ 66.90	\$ 2,675.98	40.00	\$ 74.35	\$ 75.80	\$ 3,031.99	40.00	\$ 66.78	\$ 68.08	\$ 2,723.29
Clinical Pharmacy Manager	40.00	\$ 66.90	\$ 68.20	\$ 2,728.18	40.00	\$ 72.88	\$ 74.30	\$ 2,972.05	40.00	\$ 79.46	\$ 81.01	\$ 3,240.38	40.00	\$ 84.05	\$ 85.69	\$ 3,427.56	40.00	\$ 80.43	\$ 82.00	\$ 3,279.94
Clinical Supervision Consultant-DC	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16	40.00	\$ 53.13	\$ 54.17	\$ 2,166.64	40.00	\$ 66.31	\$ 67.60	\$ 2,704.12	40.00	\$ 79.48	\$ 81.03	\$ 3,241.19	40.00	\$ 45.18	\$ 46.06	\$ 1,842.44
Clinical Therapist SRTP	40.00	\$ 38.40	\$ 39.15	\$ 1,565.95	40.00	\$ 44.77	\$ 45.64	\$ 1,825.72	40.00	\$ 51.61	\$ 52.62	\$ 2,104.66	40.00	\$ 57.31	\$ 58.43	\$ 2,337.10	40.00	\$ 52.48	\$ 53.50	\$ 2,140.13
Dental Assistant-DC	40.00	\$ 16.61	\$ 16.93	\$ 677.36	40.00	\$ 19.60	\$ 19.98	\$ 799.29	40.00	\$ 22.81	\$ 23.25	\$ 930.19	40.00	\$ 25.13	\$ 25.62	\$ 1,024.80	40.00	\$ 23.16	\$ 23.61	\$ 944.46
Dental Hygienist-DC	40.00	\$ 29.59	\$ 30.17	\$ 1,206.68	40.00	\$ 37.57	\$ 38.30	\$ 1,532.10	40.00	\$ 46.05	\$ 46.95	\$ 1,877.92	40.00	\$ 52.16	\$ 53.18	\$ 2,127.08	40.00	\$ 46.86	\$ 47.77	\$ 1,910.95
Dental Hygienist-NDC	40.00	\$ 29.59	\$ 30.17	\$ 1,206.68	40.00	\$ 37.57	\$ 38.30	\$ 1,532.10	40.00	\$ 46.05	\$ 46.95	\$ 1,877.92	40.00	\$ 52.16	\$ 53.18	\$ 2,127.08	40.00	\$ 46.86	\$ 47.77	\$ 1,910.95
Dentist-DC	40.00	\$ 74.15	\$ 75.60	\$ 3,023.84	40.00	\$ 86.59	\$ 88.28	\$ 3,531.14	40.00	\$ 99.32	\$ 101.26	\$ 4,050.27	40.00	\$ 127.61	\$ 130.10	\$ 5,203.94	40.00	\$ 91.27	\$ 93.05	\$ 3,721.99
Dentist-NDC	40.00	\$ 66.77	\$ 68.07	\$ 2,722.88	40.00	\$ 78.27	\$ 79.80	\$ 3,191.85	40.00	\$ 90.25	\$ 92.01	\$ 3,680.40	40.00	\$ 115.83	\$ 118.09	\$ 4,723.55	40.00	\$ 91.27	\$ 93.05	\$ 3,721.99
Dietary Management Services Specialist	40.00	\$ 22.29	\$ 22.72	\$ 908.99	40.00	\$ 28.27	\$ 28.82	\$ 1,152.85	40.00	\$ 34.61	\$ 35.28	\$ 1,411.40	40.00	\$ 42.15	\$ 42.97	\$ 1,718.88	40.00	\$ 35.19	\$ 35.88	\$ 1,435.05
Director of PA Rural Health Model	40.00	\$ 51.72	\$ 52.73	\$ 2,109.14	40.00	\$ 67.59	\$ 69.11	\$ 2,756.32	40.00	\$ 84.22	\$ 85.86	\$ 3,434.49	40.00	\$ 102.48	\$ 104.48	\$ 4,179.13	40.00	\$ 85.36	\$ 87.02	\$ 3,480.98
Epidemiologist	40.00	\$ 35.89	\$ 36.59	\$ 1,463.59	40.00	\$ 44.96	\$ 45.84	\$ 1,833.47	40.00	\$ 54.61	\$ 55.67	\$ 2,227.00	40.00	\$ 64.73	\$ 65.99	\$ 2,639.69	40.00	\$ 55.57	\$ 56.65	\$ 2,266.14
Executive Nurse Consultant	40.00	\$ 39.05	\$ 39.81	\$ 1,592.46	40.00	\$ 46.63	\$ 47.54	\$ 1,901.57	40.00	\$ 54.72	\$ 55.79	\$ 2,231.48	40.00	\$ 61.04	\$ 62.23	\$ 2,489.21	40.00	\$ 55.67	\$ 56.76	\$ 2,270.22
Financial Representative 1	40.00	\$ 21.88	\$ 22.31	\$ 892.27	40.00	\$ 24.70	\$ 25.18	\$ 1,007.27	40.00	\$ 27.74	\$ 28.28	\$ 1,131.24	40.00	\$ 30.54	\$ 31.14	\$ 1,245.42	40.00	\$ 28.17	\$ 28.72	\$ 1,148.77
Financial Representative 2	40.00	\$ 33.36	\$ 34.01	\$ 1,360.42	40.00	\$ 39.95	\$ 40.73	\$ 1,629.16	40.00	\$ 53.13	\$ 54.17	\$ 2,166.64	40.00	\$ 66.31	\$ 67.60	\$ 2,704.12	40.00	\$ 33.68	\$ 34.34	\$ 1,373.47
Fiscal and Grants Manager	40.00	\$ 30.63	\$ 31.23	\$ 1,249.09	40.00	\$ 37.81	\$ 38.55	\$ 1,541.89	40.00	\$ 45.43	\$ 46.32	\$ 1,852.64	40.00	\$ 52.35	\$ 53.37	\$ 2,134.83	40.00	\$ 46.22	\$ 47.12	\$ 1,884.85
Fiscal Assistant	40.00	\$ 20.18	\$ 20.57	\$ 822.94	40															

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position RateWorkdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Pharmacy Coordinator NDC- Lead	40.00	\$ 25.40	\$ 25.90	\$ 1,035.81	40.00	\$ 30.14	\$ 30.73	\$ 1,229.11	40.00	\$ 35.22	\$ 35.91	\$ 1,436.27	40.00	\$ 40.91	\$ 41.71	\$ 1,668.31	40.00	\$ 35.80	\$ 36.50	\$ 1,459.92
Pharmacy Coordinator-NDC	40.00	\$ 22.48	\$ 22.92	\$ 916.73	40.00	\$ 27.86	\$ 28.40	\$ 1,136.13	40.00	\$ 33.44	\$ 34.09	\$ 1,363.68	40.00	\$ 37.59	\$ 38.32	\$ 1,532.92	40.00	\$ 30.76	\$ 31.36	\$ 1,254.39
Pharmacy Director-NDC	40.00	\$ 78.61	\$ 80.14	\$ 3,205.72	40.00	\$ 83.75	\$ 85.38	\$ 3,415.33	40.00	\$ 89.38	\$ 91.12	\$ 3,644.92	40.00	\$ 94.79	\$ 96.64	\$ 3,865.54	40.00	\$ 90.45	\$ 92.21	\$ 3,688.55
Pharmacy Program Analyst- Senior	40.00	\$ 26.75	\$ 27.27	\$ 1,090.87	40.00	\$ 33.21	\$ 33.86	\$ 1,354.30	40.00	\$ 40.07	\$ 40.85	\$ 1,634.05	40.00	\$ 46.39	\$ 47.29	\$ 1,891.78	40.00	\$ 40.75	\$ 41.54	\$ 1,661.79
Pharmacy Supervisor	40.00	\$ 69.87	\$ 71.23	\$ 2,849.30	40.00	\$ 76.61	\$ 78.10	\$ 3,124.16	40.00	\$ 83.79	\$ 85.42	\$ 3,416.96	40.00	\$ 88.50	\$ 90.23	\$ 3,609.03	40.00	\$ 84.80	\$ 86.45	\$ 3,458.14
Physical Therapist 1	40.00	\$ 40.43	\$ 41.22	\$ 1,648.74	40.00	\$ 44.96	\$ 45.84	\$ 1,833.47	40.00	\$ 49.88	\$ 50.85	\$ 2,034.11	40.00	\$ 54.00	\$ 55.05	\$ 2,202.12	40.00	\$ 50.69	\$ 51.68	\$ 2,067.14
Physical Therapist 2	40.00	\$ 43.88	\$ 44.74	\$ 1,789.43	40.00	\$ 46.76	\$ 47.67	\$ 1,906.87	40.00	\$ 49.88	\$ 50.85	\$ 2,034.11	40.00	\$ 54.00	\$ 55.05	\$ 2,202.12	40.00	\$ 50.69	\$ 51.68	\$ 2,067.14
Physical Therapy Aide	40.00	\$ 16.08	\$ 16.39	\$ 655.74	40.00	\$ 17.94	\$ 18.29	\$ 731.59	40.00	\$ 21.13	\$ 21.54	\$ 861.68	40.00	\$ 21.93	\$ 22.36	\$ 894.31	40.00	\$ 21.45	\$ 21.87	\$ 874.73
Physician - Direct Care Supervisory	40.00	\$ 149.37	\$ 152.28	\$ 6,091.31	40.00	\$ 161.68	\$ 164.83	\$ 6,593.31	40.00	\$ 179.77	\$ 183.28	\$ 7,331.02	40.00	\$ 195.14	\$ 198.95	\$ 7,957.81	40.00	\$ 169.97	\$ 173.28	\$ 6,931.38
Physician Specialist-NDC	40.00	\$ 129.56	\$ 132.09	\$ 5,283.46	40.00	\$ 162.04	\$ 165.20	\$ 6,607.99	40.00	\$ 193.55	\$ 197.32	\$ 7,892.97	40.00	\$ 288.07	\$ 293.69	\$ 11,747.49	40.00	\$ 114.50	\$ 116.73	\$ 4,669.31
Podiatrist-DC	40.00	\$ 68.05	\$ 69.38	\$ 2,775.08	40.00	\$ 91.85	\$ 93.64	\$ 3,745.64	40.00	\$ 116.37	\$ 118.64	\$ 4,745.57	40.00	\$ 152.61	\$ 155.59	\$ 6,223.44	40.00	\$ 118.17	\$ 120.47	\$ 4,818.97
Policy Specialist	40.00	\$ 26.23	\$ 26.74	\$ 1,069.66	40.00	\$ 33.79	\$ 34.45	\$ 1,377.96	40.00	\$ 41.80	\$ 42.62	\$ 1,704.60	40.00	\$ 49.34	\$ 50.30	\$ 2,012.09	40.00	\$ 42.54	\$ 43.37	\$ 1,734.78
Primary Care Physician (PCP) DC	40.00	\$ 96.99	\$ 98.88	\$ 3,955.25	40.00	\$ 115.95	\$ 118.21	\$ 4,728.44	40.00	\$ 135.44	\$ 138.08	\$ 5,523.24	40.00	\$ 156.07	\$ 159.11	\$ 6,364.53	40.00	\$ 118.47	\$ 120.78	\$ 4,831.21
Primary Care Physician (PCP) NDC	40.00	\$ 87.75	\$ 89.46	\$ 3,578.45	40.00	\$ 104.81	\$ 106.85	\$ 4,274.15	40.00	\$ 121.99	\$ 124.37	\$ 4,974.75	40.00	\$ 141.57	\$ 144.33	\$ 5,773.22	40.00	\$ 118.47	\$ 120.78	\$ 4,831.21
Program Monitor	40.00	\$ 23.82	\$ 24.28	\$ 971.38	40.00	\$ 28.97	\$ 29.53	\$ 1,181.40	40.00	\$ 34.46	\$ 35.13	\$ 1,405.28	40.00	\$ 39.57	\$ 40.34	\$ 1,613.66	40.00	\$ 35.02	\$ 35.70	\$ 1,428.12
Program Representative	40.00	\$ 31.31	\$ 31.92	\$ 1,276.82	40.00	\$ 38.45	\$ 39.20	\$ 1,567.99	40.00	\$ 46.05	\$ 46.95	\$ 1,877.92	40.00	\$ 52.52	\$ 53.54	\$ 2,141.77	40.00	\$ 46.86	\$ 47.77	\$ 1,910.95
Program Specialist 1	40.00	\$ 20.75	\$ 21.15	\$ 846.19	40.00	\$ 23.70	\$ 24.16	\$ 966.49	40.00	\$ 28.75	\$ 29.31	\$ 1,172.43	40.00	\$ 33.23	\$ 33.88	\$ 1,355.12	40.00	\$ 29.21	\$ 29.78	\$ 1,191.18
Program Specialist 2	40.00	\$ 22.49	\$ 22.93	\$ 917.14	40.00	\$ 25.44	\$ 25.94	\$ 1,037.44	40.00	\$ 28.75	\$ 29.31	\$ 1,172.43	40.00	\$ 33.23	\$ 33.88	\$ 1,355.12	40.00	\$ 29.21	\$ 29.78	\$ 1,191.18
Program Technician - Training Communication Support	40.00	\$ 18.51	\$ 18.87	\$ 754.84	40.00	\$ 21.21	\$ 21.62	\$ 864.94	40.00	\$ 25.84	\$ 26.34	\$ 1,053.76	40.00	\$ 26.98	\$ 27.51	\$ 1,100.24	40.00	\$ 26.25	\$ 26.76	\$ 1,070.48
Project Manager	40.00	\$ 24.51	\$ 24.99	\$ 999.52	40.00	\$ 31.09	\$ 31.70	\$ 1,267.85	40.00	\$ 38.08	\$ 38.82	\$ 1,552.90	40.00	\$ 42.74	\$ 43.57	\$ 1,742.94	40.00	\$ 38.74	\$ 39.50	\$ 1,579.82
Project Manager - PA Rural Health Model	40.00	\$ 30.33	\$ 30.92	\$ 1,236.86	40.00	\$ 37.75	\$ 38.49	\$ 1,539.45	40.00	\$ 45.63	\$ 46.52	\$ 1,860.79	40.00	\$ 51.56	\$ 52.57	\$ 2,102.62	40.00	\$ 46.43	\$ 47.34	\$ 1,893.42
Project Manager- Associate Public Health	40.00	\$ 30.33	\$ 30.92	\$ 1,236.86	40.00	\$ 37.75	\$ 38.49	\$ 1,539.45	40.00	\$ 45.63	\$ 46.52	\$ 1,860.79	40.00	\$ 51.56	\$ 52.57	\$ 2,102.62	40.00	\$ 46.43	\$ 47.34	\$ 1,893.42
Psychiatrist - Jail Based Competency Psychological Evaluator	40.00	\$ 112.48	\$ 114.67	\$ 4,586.93	40.00	\$ 123.85	\$ 126.27	\$ 5,050.60	40.00	\$ 141.83	\$ 144.60	\$ 5,783.83	40.00	\$ 156.54	\$ 159.59	\$ 6,383.70	40.00	\$ 131.91	\$ 134.48	\$ 5,379.29
Psychiatrist DC	40.00	\$ 124.48	\$ 126.91	\$ 5,076.29	40.00	\$ 138.15	\$ 140.84	\$ 5,633.76	40.00	\$ 156.36	\$ 159.41	\$ 6,376.36	40.00	\$ 172.62	\$ 175.99	\$ 7,039.44	40.00	\$ 131.91	\$ 134.48	\$ 5,379.29
Psychiatrist- Forensic	40.00	\$ 112.48	\$ 114.67	\$ 4,586.93	40.00	\$ 123.85	\$ 126.27	\$ 5,050.60	40.00	\$ 141.83	\$ 144.60	\$ 5,783.83	40.00	\$ 156.54	\$ 159.59	\$ 6,383.70	40.00	\$ 131.91	\$ 134.48	\$ 5,379.29
Psychiatrist MD-JD-SRTP	40.00	\$ 112.48	\$ 114.67	\$ 4,586.93	40.00	\$ 123.85	\$ 126.27	\$ 5,050.60	40.00	\$ 141.83	\$ 144.60	\$ 5,783.83	40.00	\$ 156.54	\$ 159.59	\$ 6,383.70	40.00	\$ 131.91	\$ 134.48	\$ 5,379.29
Psychiatrist NDC	40.00	\$ 124.48	\$ 126.91	\$ 5,076.29	40.00	\$ 138.15	\$ 140.84	\$ 5,633.76	40.00	\$ 156.36	\$ 159.41	\$ 6,376.36	40.00	\$ 172.62	\$ 175.99	\$ 7,039.44	40.00	\$ 131.91	\$ 134.48	\$ 5,379.29
Psychiatrist SRTP	40.00	\$ 112.48	\$ 114.67	\$ 4,586.93	40.00	\$ 123.85	\$ 126.27	\$ 5,050.60	40.00	\$ 141.83	\$ 144.60	\$ 5,783.83	40.00	\$ 156.54	\$ 159.59	\$ 6,383.70	40.00	\$ 131.91	\$ 134.48	\$ 5,379.29
Psychologist- DC OAG	40.00	\$ 44.20	\$ 45.06	\$ 1,802.48	40.00	\$ 50.19	\$ 51.17	\$ 2,046.75	40.00	\$ 52.86	\$ 53.89	\$ 2,155.63	40.00	\$ 59.54	\$ 60.70	\$ 2,428.04	40.00	\$ 53.78	\$ 54.83	\$ 2,193.15
Psychologist- Jail Based	40.00	\$ 44.20	\$ 45.06	\$ 1,802.48	40.00	\$ 50.19	\$ 51.17	\$ 2,046.75	40.00	\$ 52.86	\$ 53.89	\$ 2,155.63	40.00	\$ 59.54	\$ 60.70	\$ 2,428.04	40.00	\$ 53.78	\$ 54.83	\$ 2,193.15
Psychologist- SRTP	40.00	\$ 44.20	\$ 45.06	\$ 1,802.48	40.00	\$ 50.19	\$ 51.17	\$ 2,046.75	40.00	\$ 52.86	\$ 53.89	\$ 2,155.63	40.00	\$ 59.54	\$ 60.70	\$ 2,428.04	40.00	\$ 53.78	\$ 54.83	\$ 2,193.15
Psychologist-DC	40.00	\$ 49.07	\$ 50.03	\$ 2,001.07	40.00	\$ 55.72	\$ 56.81	\$ 2,272.26	40.00	\$ 58.41	\$ 59.55	\$ 2,381.96	40.00	\$ 65.79	\$ 67.07	\$ 2,682.92	40.00	\$ 53.78	\$ 54.83	\$ 2,193.15
Psychologist-NDC	40.00	\$ 49.07	\$ 50.03	\$ 2,001.07	40.00	\$ 55.72	\$ 56.81	\$ 2,272.26	40.00	\$ 58.41	\$ 59.55	\$ 2,381.96	40.00	\$ 65.79	\$ 67.07	\$ 2,682.92	40.00	\$ 53.78	\$ 54.83	\$ 2,193.15
Psychologist-NDC OSIG	40.00	\$ 44.20	\$ 45.06	\$ 1,802.48	40.00	\$ 50.19	\$ 51.17	\$ 2,046.75	40.00	\$ 52.86	\$ 53.89	\$ 2,155.63	40.00	\$ 59.54	\$ 60.70	\$ 2,428.04	40.00	\$ 53.78	\$ 54.83	\$ 2,193.15
Psychology Director	40.00	\$ 54.16	\$ 55.22	\$ 2,208.64	40.00	\$ 59.08	\$ 60.23	\$ 2,409.28	40.00	\$ 66.32	\$ 67.50	\$ 2,659.85	40.00	\$ 74.58	\$ 76.03	\$ 3,041.37	40.00	\$ 61.35	\$ 62.55	\$ 2,501.85
Psychology Manager (LPM)	40.00	\$ 58.44	\$ 59.58	\$ 2,383.18	40.00	\$ 64.30	\$ 65.55	\$ 2,622.15	40.00	\$ 66.66	\$ 67.96	\$ 2,718.39	40.00	\$ 74.58	\$ 76.03	\$ 3,041.37	40.00	\$ 61.35	\$ 62.55	\$ 2,501.85
Public Health Specialist	40.00	\$ 24.49	\$ 24.97	\$ 998.70	40.00	\$ 29.02	\$ 29.59	\$ 1,183.44	40.00	\$ 33.87	\$ 34.53	\$ 1,381.22	40.00	\$ 38.54	\$ 39.29	\$ 1,571.66	40.00	\$ 34.42	\$ 35.09	\$ 1,403.65
Quality Improvement Coordinator	40.00	\$ 37.14	\$ 37.86	\$ 1,514.57	40.00	\$ 41.69	\$ 42.50	\$ 1,700.12	40.00	\$ 46.61	\$ 47.52	\$ 1,900.76	40.00	\$ 51.00	\$ 51.99	\$ 2,079.78	40.00	\$ 47.38	\$ 48.30	\$ 1,932.16
Quality Improvement Information Specialist	40.00	\$ 25.19	\$ 25.68	\$ 1,027.25	40.00	\$ 30.62	\$ 31.22	\$ 1,248.68	40.00	\$ 36.41	\$ 37.12	\$ 1,484.80	40.00	\$ 42.40	\$ 43.23	\$ 1,729.07	40.00	\$ 37.01	\$ 37.73	\$ 1,509.27
Quality Improvement Manager	40.00	\$ 37.93	\$ 38.67	\$ 1,546.79	40.00	\$ 44.35	\$ 45.21	\$ 1,808.59	40.00	\$ 51.24	\$ 52.24	\$ 2,089.57	40.00	\$ 56.83	\$ 57.94	\$ 2,317.53	40.00	\$ 52.11	\$ 53.13	\$ 2,125.05
Quality Management Representative	40.00	\$ 28.38	\$ 28.93	\$ 1,157.34	40.00	\$ 33.94	\$ 34.60	\$ 1,384.07	40.00	\$ 39.90	\$ 40.68	\$ 1,627.12	40.00	\$ 44.37	\$ 45.24	\$ 1,809.41	40.00	\$ 40.57	\$ 41.36	\$ 1,654.44
R&E Nurse- Hospice Care & Service	40.00	\$ 34.96	\$ 35.64	\$ 1,425.67	40.00	\$ 40.03	\$ 40.81	\$ 1,632.42	40.00	\$ 45.26	\$ 46.14	\$ 1,845.70	40.00	\$ 52.03	\$ 53.04	\$ 2,121.78	40.00	\$ 41.64	\$ 42.45	\$ 1,698.08
R&E Nurse- Med Care Services	40.00	\$ 34.96	\$ 35.64	\$ 1,425.67	40.00	\$ 40.03	\$ 40.81	\$ 1,632.42	40.00	\$ 45.26	\$ 46.14	\$ 1,845.70	40.00	\$ 52.03	\$ 53.04	\$ 2,121.78	40.00	\$ 41.64	\$ 42.45	\$ 1,698.08
Registered Nurse (RN)DC	40.00	\$ 31.51	\$ 32.12	\$ 1,284.98	40.00	\$ 36.06	\$ 36.76	\$ 1,470.53	40.00	\$ 40.97	\$ 41.77	\$ 1,670.76	40.00	\$ 47.09	\$ 48.01	\$ 1,920.33	40.00	\$ 41.64	\$ 42.45	\$ 1,698.08
Registered Nurse- Case Manager-NDC	40.00	\$ 36.62	\$ 37.33	\$ 1,493.36	40.00	\$ 40.65	\$ 41.44	\$ 1,657.71	40.00	\$ 45.04	\$ 45.92	\$ 1,836.73	40.00	\$ 48.32	\$ 49.26	\$ 1,970.49	40.00	\$ 45.77	\$ 46.66	\$ 1,866.50
Registered Nurse Claims Review Management Nurse-NDC	40.00	\$ 40.86	\$ 41.66	\$ 1,666.27	40.00	\$ 45.93	\$ 46.83	\$ 1,873.03	40.00	\$ 51.44	\$ 52.44	\$ 2,097.72	40.00	\$ 57.02	\$ 58.13	\$ 2,325.28	40.00	\$ 52.29	\$ 53.31	\$ 2,132.39
Registered Nurse Instructor	40.00	\$ 40.05	\$ 40.83	\$ 1,633.24	40.00	\$ 46.10	\$ 47.00	\$ 1,879.96	40.00	\$ 52.61	\$ 53.64	\$ 2,145.44	40.00	\$ 58.87	\$ 60.02	\$ 2,400.72	40.00	\$ 53.49	\$ 54.53	\$ 2,181.32
Registry Specialist	40.00	\$ 22.77	\$ 23.21	\$ 928.56	40.00	\$ 27.25	\$ 27.78	\$ 1,111.26	40.00	\$ 32.04	\$ 32.66	\$ 1,306.59	40.00	\$ 36.15	\$ 36.85	\$ 1,474.20	40.00	\$ 32.56	\$ 33.19	\$ 1,327.80
Rehabilitation Specialist-SRTP	40.00	\$ 19.05	\$ 19.42																	

Skill Category	Definition
Novice (Limited Experience)	Resource has gained experience through classroom and/or experimental scenarios or as a trainee on-the-job. Assistance/oversight is needed to carry-out the duties of the position. Typically would have zero to one-year of experience if the field of work.
Intermediate (Practical Application)	The resource is able to successfully complete tasks as requested. Help from an expert may be required from time to time, but the resource can usually perform the skill independently.
Advanced (Applied Theory)	The resource can perform the actions associated with this skill without assistance. Resource is certainly recognized within its immediate organization as "a person to ask" when difficult questions arise regarding this skill.
Expert (Recognized Authority)	The resource is known as an expert in this area. The resource can provide guidance, troubleshoot and answer questions related to this area of expertise and the field where the skill is used.

COUNTY BREAKDOWN

AREA #1	AREA #2	AREA #3	AREA #4	AREA #5
Bedford County	Adams County	Beaver County	Allegheny County	Chester County
Clearfield County	Armstrong County	Butler County	Berks County	Delaware County
Forest County	Blair County	Cameron County	Bucks County	Montgomery County
Jefferson County	Bradford County	Clarion County	Centre County	Philadelphia County
Juniata County	Cambria County	Elk County	Cumberland County	
Perry County	Carbon County	Erie County	Dauphin County	
Somerset County	Clinton County	Fulton County	Lehigh County	
Susquehanna County	Columbia County	Greene County	Montour County	
	Crawford County	Indiana County	Wyoming County	
	Fayette County	Lackawanna County		
	Franklin County	Lancaster County		
	Huntingdon County	Lawrence County		
	Lycoming County	Lebanon County		
	Mc Kean County	Luzerne County		
	Mercer County	Monroe County		
	Mifflin County	Northampton County		
	Pike County	Northumberland County		
	Schuylkill County	Potter County		
	Snyder County	Sullivan County		
	Tioga County	Union County		
	Warren County	Venango County		
	Wayne County	Washington County		
		Westmoreland County		
		York County		

COUNTY MAP

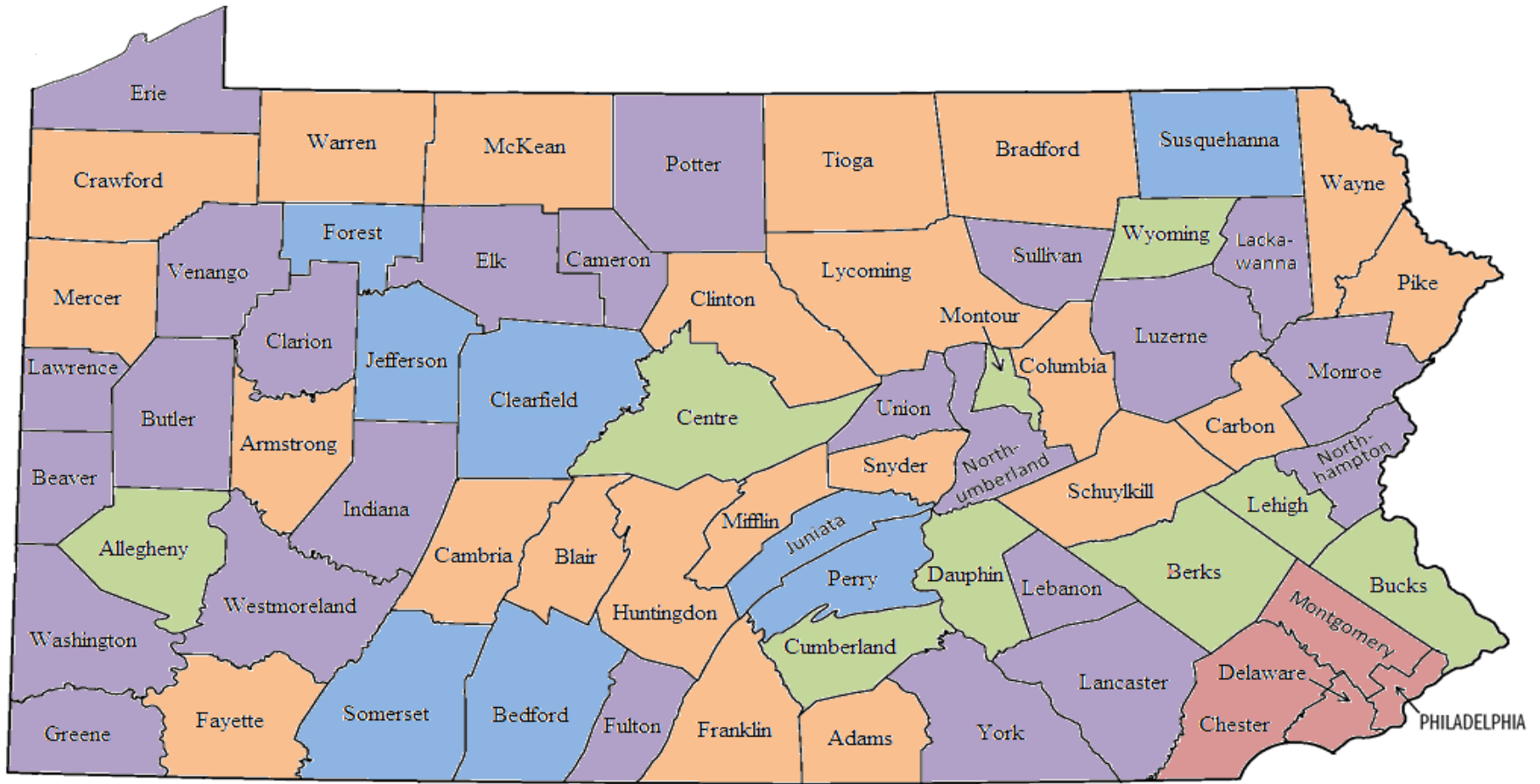


EXHIBIT C

BAFO SMALL DIVERSE BUSINESS

AND SMALL BUSINESS SUBMITTAL

SMALL DIVERSE BUSINESS AND SMALL BUSINESS PARTICIPATION

SUBMITTAL

A. General Information. The Issuing Office encourages participation by Small Diverse Businesses (SDB) and Small Businesses (SB) as prime contractors and encourages all prime contractors to make significant commitments to use SDBs and SBs as subcontractors and suppliers.

A SB must meet each of the following requirements:

- △ The business must be for-profit, United States business;
- △ The business must be independently owned;
- △ The business may not be dominant in its field of operation;
- △ The business may not employ more than 100 full-time or full-time equivalent employees;
- △ The business, by type, may not exceed the following three-year average gross sales:
 - o Procurement Goods and Services: \$20 million
 - o Construction: \$20 million
 - o Building Design Services: \$7 million
 - o Information Technology Goods and Services: \$25 million

For credit in the RFP scoring process, a SB prime offeror must complete the Department of General Services (DGS)/Bureau of Diversity, Inclusion and Small Business Opportunities (BDISBO) self-certification process. To receive credit towards a general annual percentage subcontracting commitment for utilizing an SB, the SB subcontractor must have completed the BDISBO self-certification process. Additional information on this process can be found here: [Small Business Self-Certification](#).

A SDB is a DGS-verified minority-owned small business, woman-owned small business, veteran-owned small business, service-disabled veteran-owned small business, LGBT-owned small business, Disability-owned small business, or other small businesses as approved by DGS, that are owned and controlled by a majority of persons, not limited to members of minority groups, who have been deprived of the opportunity to develop and maintain a competitive position in the economy because of social disadvantages.

For credit in the RFP scoring process, a SDB prime offeror must complete the BDISBO verification process. To receive credit towards a general annual percentage subcontracting commitment for utilizing a SDB, the SDB subcontractor must have completed the BDISBO verification process. Additional information on this process can be found here: [Small Diverse Business Verification](#).

An Offeror that qualifies as a SDB or SB and submits a proposal as a prime contractor is not prohibited from being included as a subcontractor in separate proposals submitted by other Offerors. A SDB or SB may be included as a subcontractor with as many prime contractors as it chooses in separate proposals.

The Department's directory of self-certified SBs and DGS/BDISBO-verified SDBs can be accessed here:

[Find Small and Small Diverse Businesses](#).

B. SDB and SB Participation Evaluation. BDISBO has established the minimum evaluation weight for the SDB and SB Participation criterion for this RFP as 20% of the total points.

- 1) The SDB and SB point allocation is based entirely on the percentage of the contract cost committed to SDB and SB participation. If the proposer is a SDB, 100% of the contract cost is allocated to SDB participation. If the proposer is a SB, 100% of the contract cost is allocated to SB participation.
- 2) A total combined SDB/SB commitment less than one percent (1%) of the total contract cost is considered de minimis and will receive no SDB or SB points.
- 3) Based on a maximum total of 200 available points for the SDB/SB Participation Submittal, the scoring mechanism is as follows:

SDB and SB Raw Score =

- 4) The SDB and SB Raw Score is capped at 200.
- 5) The Offeror with the highest raw score will receive 200 points. Each Offeror's raw score will be pro-rated against the Highest Offeror's raw score by applying the formula set forth here: [RFP Scoring Formula](#).
- 6) The Offeror's prior performance in meeting its contractual obligations to SDBs and SBs will be considered by BDISBO during the scoring process. To the extent the Offeror has failed to meet prior contractual commitments, BDISBO may recommend to the Issuing Office that the Offeror be determined non-responsible for the the limited purpose of eligibility to receive SDB and SB points.

Questions regarding the SDB and SB Programs, including questions about the self-certification and verification processes can be directed to:

Department of General Services
Bureau of Diversity, Inclusion and Small Business Opportunities (BDISBO)
Room 601, North Office Building
Harrisburg, PA 17125
Phone: (717) 783-3119
Fax: (717) 787-7052
[Email: RA-BDISBOVerification@pa.gov](mailto:RA-BDISBOVerification@pa.gov)
[Website: www.dgs.pa.gov](http://www.dgs.pa.gov)

C. SDB/SB Participation Submittal. All Offerors are required to submit the attached SDB/SB Participation Submittal Form in its entirety. **For a SDB or SB prime offeror to receive points for their SDB or SB status, they must be listed in the Department's directory of self-certified SBs and DGS/BDISBO-verified SDBs as of the proposal due date and time.** The general annual percentages of SDB and SB commitments, which must be met for each year of the contract term, will become contractual obligations of the selected Offeror. To receive credit for utilizing a SDB or SB subcontractor towards the general annual subcontracting percentage, the SDB or SB must be a DGS/BDISBO self-certified SB or verified SDB as of the date the work to be completed by the SDB or SB subcontractor has commenced.

Equal employment opportunity and contract compliance statements referring to company equal employment opportunity policies or past contract compliance practices do not constitute proof of SDB and/or SB Status or entitle an Offeror to receive credit for SDB or SB participation.

D. Contract Requirements.

All contracts containing SDB and SB Participation must contain the following contract provisions to be maintained through the initial contract term and any subsequent options or renewals:

1. The total general annual percentages of SDB and SB commitments made at the time of proposal submittal, BAFO, or contract negotiations, as applicable, become contractual obligations of the selected Offeror upon execution of its contract with the Commonwealth.
2. All SDB and SB subcontractors utilized by the selected Offeror to meet their total general annual percentage of SDB and SB commitments must perform at least 50% of the work subcontracted to them.
3. The general annual percentage commitments made to SDBs and SBs cannot be altered without written approval from BDISBO.
4. SDB and SB commitments must be maintained in the event the contract is assigned to another prime contractor.
5. The Selected Offeror shall complete the Prime Contractor's Quarterly Utilization Report and submit it to the contracting officer of the Issuing Office and BDISBO within ten (10)

business days at the end of each quarter of the contract term and any subsequent options or renewals. This information will be used to track and confirm the actual dollar amount paid to SDB and SB subcontractors and suppliers and will serve as a record of fulfillment of the contractual commitment. If there was no activity during the quarter, the form must be completed by stating "No activity in this quarter." A late fee of \$100.00 per day may be assessed against the Selected Offeror if the Utilization Report is not submitted in accordance with the schedule above.

6. The Selected Offeror shall notify the Contracting Officer of the Issuing Office and BDISBO when circumstances arise that may negatively impact the selected Offeror's ability to comply with SDB and/or SB commitments and to provide a corrective action plan. Disputes will be decided by the Issuing Office and DGS.

7. If the Selected Offeror fails to satisfy its SDB and/or SB commitment(s), it may be subject to a range of sanctions BDISBO deems appropriate. Such sanctions include, but are not limited to, one or more of the following: a determination that the selected Offeror is not responsible under the Contractor Responsibility Program; withholding of payments; suspension or termination of the contract together with consequential damages; revocation of the selected Offeror's SDB and/or SB status; and/or suspension or debarment from future contracting opportunities with the Commonwealth.

**BAFO SMALL DIVERSE BUSINESS (SDB) AND SMALL BUSINESS (SB)
PARTICIPATION SUBMITTAL**

Project Description: *Healthcare Staffing*

RFP #: *BAFO - 6100046986*

Proposal Due Date: *BAFO - February 4, 2019 1:00 PM EDT*

Commonwealth Agency Name: *The Department of General Services, Commonwealth of Pennsylvania*

OFFEROR (Prime Contractor) INFORMATION

Offeror Company's Name: *InGenesis, Inc.*

Offeror Contact Name: *Dr. Veronica Edwards* **Email:** *edwardsv@ingenesis.com*

Title: *CEO* **Phone:** *210-366-0033*

Is your firm a DGS-Verified Small Diverse Business?

NO ▼ **Verif Exp:**

Is your firm a DGS-Self-Certified Small Business?

NO ▼ **Cert Exp:**

To confirm your company's SDB/SB status and expiration, please click or use the following link:

<http://www.dgs.pa.gov/Businesses/Small Diverse Business Program/Small-Diverse-Business-Verification/Pages/Finding-Small-Diverse-Businesses.aspx#.WVPvzp3D->

GENERAL ANNUAL PERCENTAGE SUBCONTRACTING INFORMATION

Percentage Commitment for SDB and SB Subcontracting Participation

After examination of the contract documents, which are made a part hereof as if fully set forth herein, the Offeror commits to each of the following general annual independent percentages of the total contract cost for Small Diverse Business and Small Business subcontracting participation.

Small Diverse Business Subcontracting general annual percentage commitment:

98.100%

Small Business Subcontracting general annual percentage commitment:

0.000%

EXHIBIT D

REQUEST FOR PROPOSAL

JAGGAER Event Summary - Healthcare Staffing Services

Type	Request for Proposal	Number	6100046986
Stage Title	-	Organization	CommonwealthPA
Currency	US Dollar	Event Status	Under Evaluation
Work Group	General Services	Exported on	5/7/2019
Exported by	Jennifer Habowski	Estimated Value	-
Payment Terms	-		

Bid and Evaluation

Respond by Proxy	Disallow	Use Panel Questionnaire	Yes
Sealed Bid	Yes	Auto Score	No
		Cost Analysis	No
Alternate Items	No	Confidential Pricing	No

Visibility and Communication

Visible to Public Yes Enter a short description for this public event

The Commonwealth is seeking a Managed Service Provider ("MSP") to provide statewide healthcare staff augmentation services.

Commodity Codes

Commodity Code	Description
85100000 Event	Comprehensive health services

Dates

Time Zone	EDT/EST - Eastern Standard Time (US/East-Indiana)
Released	-
Open	10/30/2018 3:00 PM EDT
Close	11/7/2018 3:00 PM EST
Sealed Until	11/7/2018 3:00 PM
Q&A Close	11/2/2018 1:00 PM EDT

Event Users

Event Creator and Owner

Jennifer Habowski jhabowski@pa.gov

Phone +1 717-703-2937

Prerequisites



★ **Instructions To Supplier :**

Responsibility to Review.

Prerequisite Content:

Responsibility to Review RFP

The Offeror acknowledges and accepts full responsibility to ensure that it has reviewed the most current content of the RFP including any amendments to the RFP.

Certification

I certify that I have read and agree to the terms above.

Supplier Must Also Upload a File:

No

Buyer Attachments

Technical Submittal

Standard Terms and Conditions

Appendix A – Agency Program Offices

Appendix B – Position Descriptions

Appendix C – Subcontractor List

Appendix D – Service Level Agreements

Appendix E – Medical Assistance Bulletin

Appendix F – Applicable Laws and Terms

Appendix G – Audit Clause D

Appendix H – Business Associate Agreement

Appendix I – Non-Commonwealth Hosting Requirements

Appendix J – Right to Represent

Appendix K – Historical Contract Usage

Description

- 1. Purpose.** This request for proposals (RFP) provides information to enable potential Offerors to prepare and submit proposals for the Commonwealth of Pennsylvania's consideration.
- 2. Determination to use Competitive Sealed Proposal Method.** As set forth in [Bureau of Procurement Policy Directive 2018-1](#), the Secretary of General Services has determined that the competitive sealed proposals process generally is the most practical and advantageous method for awarding contracts to obtain the best value for the Commonwealth. There are no features of this particular Project that are inconsistent with the rationale set forth in BOP Policy Directive 2018-1 and the justification for the use of competitive sealed proposals set forth in BOP Policy Directive 2018-1 is hereby adopted for this Project.
- 3. Issuing Office.** The Department of General Services (“Issuing Office”) has issued this RFP on behalf of the Commonwealth. The sole point of contact in the Commonwealth for this RFP shall be the Contact listed above, who is the Issuing Officer for this RFP. Please refer all inquiries to the Issuing Officer. Any violation of this condition may be cause for the Issuing Office to reject the offending Offeror's proposal. Offerors must agree not to distribute any part of their proposals beyond the Issuing Office. An Offeror who shares information contained in its proposal with other Commonwealth personnel and/or competing Offeror may be disqualified.
- 4. Project Description.** The Commonwealth has a need to procure healthcare staff augmentation services from a managed service provider ("MSP"). For purposes of this RFP, a MSP is defined as a prime contractor that utilizes multiple subcontractors to provide staffing resources and does not directly employ any of the staffing resources.

In addition, the Commonwealth will utilize the selected Offeror’s vendor management system ("VMS") to meet the Commonwealth’s needs for requesting staffing resources.

For additional details, refer to the technical submittal located in the **Buyer Attachments** section.

- 5. Type of Contract.** If the Issuing Office enters into a contract as a result of this RFP, it will be a Fixed Price contract and will contain the **Contract Terms and Conditions** attached to this RFP in the **Buyer Attachments** section.
- 6. Rejection of Proposals.** The Issuing Office reserves the right, in its sole and complete discretion, to reject any proposal received as a result of this RFP.
- 7. Incurring Costs.** The Issuing Office is not liable for any costs the Offeror incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of the contract.

- 8. Questions & Answers.** Questions must be submitted using the Q&A Board within this event.

Questions must be submitted as individual questions. Questions must be submitted by the posted deadline. All questions and responses are considered an addendum to and part of this RFP. The Issuing Office shall not be bound by any verbal information, nor shall it be bound by any written information that is not either contained within the RFP or formally issued by the Issuing Office. The Issuing Office does not consider questions to be a protest of the specifications or the solicitation.

- 9. Addenda to the RFP.** Any revisions to this RFP will be made electronically within this site.

- 10. Response Date.** To be considered for selection, electronic proposals must be submitted on or before the time and date specified. The Issuing Office will reject any late proposals.

- 11. Proposal Submission:** To be considered, Offerors must submit a complete response to this RFP by the due date and time from an official authorized to bind the Offeror to its provisions. Clicking the submit button within this site constitutes an electronic signature. A proposal being timely submitted and electronically signed by the Offeror are the two (2) mandatory responsiveness requirements and are nonwaivable. *Offerors should allow sufficient time to upload all documents to submit electronically within this site to ensure timely receipt of their proposals. The Issuing Office will not accept proposals via email or facsimile transmission or any other means except this electronic site.* The Issuing Office reserves the right, in its sole discretion, to (1) waive any other technical or immaterial nonconformities in an Offeror's proposal, (2) allow the Offeror to cure the nonconformity, or (3) consider the nonconformity in the scoring of the Offeror's proposal. The proposal must remain valid for **120 days** or until a contract is fully executed, whichever is later. If the Issuing Office selects the Offeror's proposal for award, the contents of the selected Offeror's proposal will become, except to the extent the contents are changed through Best and Final Offers or negotiations, contractual obligations.

- 12. Proposal Format:** To be considered, the proposal must respond to all proposal requirements. Each proposal consists of three submittal components: Technical, Cost, and Small Diverse Business and Small Business Participation. Offerors should provide any other information thought to be relevant, but not applicable to the enumerated categories, as attachments. The Issuing Office reserves the right to request additional information which, in the Issuing Office's opinion, is necessary to assure that the Offeror's competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the RFP. The Issuing Office may make investigations as deemed necessary to determine the ability of the Offeror to perform the Project, and the Offeror shall furnish to the Issuing Office all requested information and data.

13. Alternate Proposals. The Issuing Office has identified the basic approach to meeting its requirements, allowing Offerors to be creative and propose their best solution to meeting these requirements. The Issuing Office will not accept alternate proposals.

14. Oral Presentation. Offerors are required to present a live demonstration of the proposed Vendor Management System (VMS) in Harrisburg, PA. Offerors will be provided up to two (2) hours for the live system demonstration. The Issuing Office will schedule the demonstrations.

15. Discussions for Clarification. Offerors may be required to make an oral or written clarification of their proposals to the Issuing Office to ensure thorough mutual understanding and responsiveness to the solicitation requirements. The Issuing Office will initiate requests for clarification. Clarifications may occur at any stage of the evaluation and selection process prior to contract execution.

16. Prime Contractor Responsibilities. The selected Offeror must assume responsibility for all services offered in its proposal whether it produces them itself or by subcontract. Further, the Issuing Office will consider the selected Offeror to be the sole point of contact with regard to all contractual matters.

17. Proposal Contents.

A. Confidential Information. The Commonwealth is not requesting confidential proprietary information or trade secrets to be included as part of Offerors' submissions. Accordingly, except as provided herein, Offerors should not label proposal submissions as confidential or proprietary or trade secret protected. Any Offeror who determines that it must divulge such information as part of its proposal must submit the signed written statement described in subsection c. below. After contract award, the selected Offeror must additionally provide a redacted version of its proposal, which removes only the confidential proprietary information and trade secrets, for required public disclosure purposes.

B. Commonwealth Use. All material submitted with the proposal shall be considered the property of the Commonwealth of Pennsylvania. The Commonwealth has the right to use any or all ideas not protected by intellectual property rights that are presented in any proposal regardless of whether the proposal becomes part of a contract. Notwithstanding any Offeror copyright designations contained in proposals, the Commonwealth shall have the right to make copies and distribute proposals internally and to comply with public record or other disclosure **requirements** under the provisions of any Commonwealth or United States statute or regulation, or rule or order of any court of competent jurisdiction.

C. Public Disclosure. After the award of a contract pursuant to this RFP, all proposal submissions are subject to disclosure in response to a request for public records made under the Pennsylvania Right-to-Know Law, 65 P.S. § 67.101, et seq. If a proposal submission contains confidential proprietary information or trade secrets, a signed written statement to this effect must be provided with the submission in accordance

with 65 P.S. § 67.707(b) for the information to be considered exempt under 65 P.S. § 67.708(b)(11) from public records requests. Refer to the **Additional Required Documentation** section for a **Trade Secret Confidential Proprietary Information Notice Form** that may be utilized as the signed written statement, if applicable. If financial capability information is submitted, such financial capability information is exempt from public records disclosure under 65 P.S. § 67.708(b)(26).

18. Best and Final Offers (BAFO). The Issuing Office reserves the right to conduct discussions with Offerors for the purpose of obtaining “best and final offers” in one or more of the following ways, in any combination and order: schedule oral presentations, request revised proposals, conduct an online auction, and enter into pre-selection negotiations.

The following Offerors will **not** be invited by the Issuing Office to submit a Best and Final Offer: those Offerors which the Issuing Office has determined to be not responsible or whose proposals the Issuing Office has determined to be not responsive; those Offerors which the Issuing Office has determined in accordance with the **Offeror Responsibility** subsection from the submitted and gathered financial and other information, do not possess the financial capability, experience or qualifications to assure good faith performance of the contract; and those Offerors whose score for their technical submittal of the proposal is less than 75 % of the total amount of technical points allotted to the technical criterion.

The Issuing Office may further limit participation in the best and final offers process to those remaining responsible Offerors which the Issuing Office has determined to be within the top competitive range of responsive proposals. The Evaluation Criteria shall also be used to evaluate the Best and Final offers. Price reductions offered through any online auction shall have no effect upon the Offeror’s Technical Submittal. Any reduction to commitments to Small Diverse Businesses and Small Businesses must be proportional to the reduction in the total price offered through any BAFO process or contract negotiations unless approved by the Bureau of Diversity Inclusion and Small Business Opportunities (BDISBO).

19. News Releases. Offerors shall not issue news releases, Internet postings, advertisements or any other public communications pertaining to this Project without prior written approval of the Issuing Office, and then only in coordination with the Issuing Office.

20. Term of Contract. The term of the contract will commence on the Effective Date and will end three (3) years after commencement. The Commonwealth shall have the option to renew the Contract for two (2) additional one-year renewals. The Issuing Office will fix the Effective Date after the contract has been fully executed by the selected Offeror and by the Commonwealth and all approvals required by Commonwealth contracting procedures have been obtained. The selected Offeror shall not start the performance of any work prior to the Effective Date of the contract, and the Commonwealth shall not be liable to pay the selected Offeror for any service or work performed or expenses incurred before the Effective Date of the contract.

- 21. Notification of Selection for Contract Negotiations.** The Issuing Office will notify all Offerors in writing of the Offeror selected for contract negotiations after the Issuing Office has determined, taking into consideration all of the evaluation factors, the proposal that is the most advantageous to the Issuing Office. Prior to execution of the contract resulting from the RFP, the selected Offeror must be registered in the Commonwealth of Pennsylvania's Vendor Master file. In order to register, Offerors must visit the Pa Supplier Portal at <https://www.pasupplierportal.state.pa.us/> or call the Customer Support Center at 877-435-7363.
- 22. Notification of Award.** Offerors whose proposals are not selected will be notified when contract negotiations have been successfully completed, and the Issuing Office has received the final negotiated contract signed by the selected Offeror.
- 23. Debriefing Conferences.** Upon notification of award, Offerors whose proposals were not selected will be given the opportunity to be debriefed. The Issuing Office will schedule the debriefing at a mutually agreeable time. The debriefing will not compare the Offeror with other Offerors, other than the position of the Offeror's proposal in relation to all other Offeror proposals. An Offeror's exercise of the opportunity to be debriefed does not constitute nor toll the time for filing a protest.
- 24. RFP Protest Procedure.** The RFP Protest Procedure is on the DGS website at [click—here](#) . A protest by a party that has not or has not yet submitted a proposal must be filed no later than the proposal submission deadline. Offerors may file a protest within seven days after the protesting Offeror knew or should have known of the facts giving rise to the protest, but in no event may an Offeror file a protest later than seven days after the date the notice of award of the contract is posted on the DGS website. The date of filing is the date of receipt of the protest. A protest must be filed in writing with the Issuing Office. To be timely, the protest must be received by 4:00 p.m. on the seventh day.
- 25. Attachments to the RFP.** All attachments to the RFP, including those contained in the **Buyer Attachments** and **Additional Required Documentation** sections, are incorporated into and made part of the RFP.
- 26. Evaluation Criteria.** The Issuing Office has selected a committee of qualified personnel to review and evaluate timely submitted proposals. Independent of the committee, BDISBO will evaluate the Small Diverse Business and Small Business Participation Submittal and provide the Issuing Office with a rating for this component of each proposal. The following criteria will be used in evaluating each proposal:
- A. Technical:** The Issuing Office has established the weight for the Technical criterion for this RFP as **50%** of the total points. Evaluation will be based upon the following: **Soundness of Approach and Offeror/Personnel Qualifications.** The final Technical scores are determined by giving the maximum number of technical points available to the proposal(s) with the highest raw technical score. The remaining proposals are rated by applying the Technical Scoring Formula set forth at the following webpage: [click here](#)

B. Cost: The Issuing Office has established the weight for the Cost criterion for this RFP as **30%** of the total points. The cost criterion is rated by giving the proposal with the lowest total cost the maximum number of Cost points available. The remaining proposals are rated by applying the Cost Formula set forth at the following webpage: [click here](#)

C. Small Diverse Business and Small Business Participation: BDISBO has established the minimum evaluation weight for the Small Diverse Business and Small Business Participation criterion for this RFP as **20%** of the total points. Refer to the **Small Diverse Business and Small Business Participation** document contained in the **RFP Question** section for more information and scoring methodology.

D. Domestic Workforce Utilization: Any points received for the Domestic Workforce Utilization criterion are bonus points in addition to the total points for this RFP. The maximum amount of bonus points available is 3% of the total points for this RFP. To the extent permitted by the laws and treaties of the United States, each proposal will be scored for its commitment to use domestic workforce in the fulfillment of the contract. Maximum consideration will be given to those Offerors who will perform the contracted direct labor exclusively within the geographical boundaries of the United States or within the geographical boundaries of a country that is a party to the World Trade Organization Government Procurement Agreement. Those who propose to perform a portion of the direct labor outside of the United States and not within the geographical boundaries of a party to the World Trade Organization Government Procurement Agreement will receive a correspondingly smaller score for this criterion. The Domestic Workforce Utilization Formula is at the following webpage: [Click here](#)

27. Offeror Responsibility. To be responsible, an Offeror must submit a responsive proposal and possess the capability to fully perform the contract requirements in all respects and the integrity and reliability to assure good faith performance of the contract. In order for an Offeror to be considered responsible for this RFP and therefore eligible for selection for best and final offers or selection for contract negotiations:

The total score for the technical submittal of the Offeror's proposal must be greater than or equal to **75%** of the available technical points and the Offeror must demonstrate the financial capability to assure good faith performance of the contract.

An Offeror who fails to demonstrate sufficient financial capability to assure good faith performance of the contract as specified herein may be considered by the Issuing Office, in its sole discretion, for Best and Final Offers or contract negotiation contingent upon such Offeror providing contract performance security for the first contract year cost proposed by the Offeror in a form acceptable to the Issuing Office. Based on the financial condition of the Offeror, the Issuing Office may require a certified or bank (cashier's) check, letter of credit, or performance bond conditioned upon the faithful performance of the contract by the Offeror. The required performance security must be issued or executed by a bank or surety company authorized to do business in the Commonwealth. The cost of the required performance security will be the sole responsibility of the Offeror and cannot increase the Offeror's cost proposal or the contract cost to the Commonwealth.

Further, the Issuing Office will award a contract only to an Offeror determined to be responsible in accordance with the most current version of [Commonwealth Management Directive 215.9, Contractor Responsibility Program](#).

27. Final Ranking and Award. After any best and final offer process is conducted, the Issuing Office will combine the evaluation committee's final technical scores, BDISBO's final Small Diverse Business and Small Business Participation Submittal scores, the final cost scores, and the domestic workforce utilization scores. The Issuing Office will rank responsible Offerors according to the total overall score assigned to each in descending order. The Issuing Office must select for contract negotiations the Offeror with the highest overall score. The Issuing Office has the discretion to reject all proposals or cancel the request for proposals at any time prior to the time a contract is fully executed when it is in the best interests of the Commonwealth. The reasons for the rejection or cancellation shall be made part of the contract file.

BACKGROUND

The Commonwealth is seeking a Managed Service Provider ("MSP") to provide statewide healthcare staff augmentation services. For purposes of this RFP, an MSP is defined as a prime contractor that utilizes multiple subcontractors to provide staffing resources and does not directly employ any of the staffing resources. Healthcare resources will be used to fill short-term and long-term vacancies for nurses, medical staff, mental health providers, ancillary and support personnel for direct and non-direct care at Commonwealth facilities, hospitals and centers or locations throughout the Commonwealth. For a brief description of the agency program offices currently using the requested services, types of positions covered by this RFP and historical usage refer to **Appendix A - Agency Program Offices, Appendix B – Position Descriptions and Appendix K – Historical Contract Usage** located in the Buyer Attachment section. For existing contract information refer to contract #'s 4400013382, 4400013383, 4400013384 and 4400013817 located on <http://www.emarketplace.state.pa.us/>.

When a position needs filled and prior to the utilization of this Contract, agencies must first attempt to fill the open position with Commonwealth employees through the Civil Service or Non-Civil Service recruitment process. If a position cannot be filled through either of the above processes, agencies must then obtain labor relations approval and abide by all provisions of the local collective bargaining unit union/labor relations/human resources rules pertaining to hiring supplemental employment. Any waivers provided under the existing Contract will cease upon the Contract resulting from this RFP being fully-executed. The Commonwealth will make all efforts to fill positions with Commonwealth employees before presenting the need to the selected Offeror.

The Commonwealth reserves the right, throughout the Contract, to add or delete healthcare staffing positions in order to meet the needs of the Commonwealth.

TECHNICAL SUBMITTAL

- I-1. Statement of the Project.** Offeror shall state in succinct terms your understanding of the project presented or the required by this RFP.

Offeror Response

- I-2. Qualifications.**

- A. Company Overview.** Offerors shall have experience, within the last five (5) years of proposal submission, in administering and managing a contract as a managed service provider (MSP), which uses multiple subcontractors to fulfill the healthcare staffing needs required by this RFP and does not directly employ any of the staffing resources.

Offeror Response

- B. Prior Experience.** Include experience in administering and managing staff augmentation services and/or temporary healthcare augmentation services (direct and non-direct care) similar to the services requested in this RFP. Offerors must submit a summary of at least three (3) healthcare staff augmentation contracts, similar to size and scope of the services requested in this RFP, where the Offeror was the prime contractor acting as an MSP. The project references must indicate the number of healthcare resources engaged concurrently for each staff augmentation contract. Experience shown should be work done by individuals who will be assigned to this project as well as that of the Offeror. For each reference, Offerors must submit the name of the contracting parties, a summary of the contract and description of the services provided, the annual and total dollar amount of the contract and the name, address, and telephone number of the responsible official of the customer, company, or agency who may be contacted.

Submit an organization chart showing all levels of management, down to the Project Manager, that will be involved throughout the entire length of the contract.

Offerors shall provide details on any industry-recognized quality standards to which it is compliant (i.e. The Joint Commission (TJC), Quality Improvement Organization (QIO), Centers for Medicare and Medicaid Services (CMS), American Correctional Association (ACA) and the Intermediate Care Facility (ICF)/Intellectual Disability (ID) providers, etc.), as well as industry certifications or awards received within the past 5 years.

In addition, state the following:

1. How many years the Offeror has been in the business of administering and managing healthcare staff augmentation services.

2. How many companies or organizations are currently using the Offeror's healthcare staff augmentation services.
3. How many contracts have been cancelled within the past five (5) years, including the reasons, and whether the Offeror has been the subject of any suspensions, or disbarments or suits for non-performance.

Offeror Response

C. Personnel. Describe in narrative form the number of executive and professional personnel, IT professionals, etc., who will provide healthcare staff augmentation services to the Commonwealth. Show where these personnel will be physically located during the time they are engaged in the Project. Indicate the responsibilities each individual will have in the Project and how long each has been with your company. Identify by name any subcontractors you intend to use and the services they will perform.

Offerors must submit the resume of the individuals who are to be named as the Project Manager and Account Managers, along with a minimum of two (2) references for the individuals, to demonstrate the required skills and experience outlined below. Offeror must also submit a resume and references of the individual with the same or better qualifications who will act as the substitute/temporary Project Manager in the case that the assigned Project Manager is unavailable for an extended period of time.

1. **Project Manager:** The selected Offeror must have a Project Manager available throughout the term of the Contract. The Project Manager must function as the Offeror's authorized point of contact with the Commonwealth and must be available to respond promptly and fully to all requirements of the Contract. The Project Manager's responsibilities include, but are not limited to: providing administrative, supervisory, and technical direction to project personnel as well as the network of subcontractors; monitoring work performance for accuracy, timeliness, efficiency and adherence to Contract requirements; coordinating the resolution of Contract problems and the implementation and completion of problem escalation procedures. If requested by the Commonwealth, the Project Manager must meet monthly with each agency during the first six (6) months of the Contract. Agencies may continue meetings with the Project Manager as necessary. The Project Manager must be an employee of the selected Offeror and must be authorized to make binding decisions on behalf of the selected Offeror and all subcontractors. The Project Manager may not be reassigned during the term of the Contract without 60 days prior written notice and the Commonwealth's approval.

The Project Manager must have a minimum of five (5) years of experience with increased levels of responsibility. The Project Manager must have experience managing projects of similar size. Additionally, the Project

Manager must demonstrate effective oral and written communication skills. A temporary Project Manager must be designated and available in the absence of the Project Manager and must have at least the same qualifications that the named Project Manager possesses.

2. **Account Manager:** In addition to a Project Manager, the selected Offeror must have a team of Account Managers that are responsible for the day-to-day activities of the Contract (i.e. assistance with resource requests, disciplinary actions, etc.) and the main point of contact for the agencies. The project team of account managers must be of sufficient size to manage the Contract. If at any time during the term of the Contract the selected Offeror's organizational structure or personnel involved with the Contract changes, a new organizational chart must be provided to the Contract Manager within thirty (30) days of the change.

Provide an organizational chart depicting the project team proposed for this effort, including all key personnel involved. For key personnel, include the employee's name, title, responsibilities, whether they will be working full or part-time on the Project, how long each has been employed by the Offeror, roles to be performed on the Project and through a resume or similar document, the key personnel's education and experience in the role they will serve on the Project. Identify if any key personnel are subcontractors.

Offeror Response

- D. Subcontractors:** Provide a subcontracting plan for all subcontractors, including small diverse business and small business, who will be assigned to the Project. The selected Offeror is prohibited from subcontracting or outsourcing any part of this Project without the express written approval from the Commonwealth. Upon award of the contract resulting from this RFP, subcontractors included in the proposal submission are deemed approved. Offeror shall use **Appendix C**, located in the Buyer Attachment section, to identify each subcontractor in its subcontracting plan and identify the following:

1. Name of subcontractor;
2. Primary contact name and email;
3. Address of subcontractor;
4. Description Positions to be provided;
5. Number of years in business;
6. Resumes (if appropriate and available); and

7. Professional Qualifications. Any industry-recognized quality standards to which it is compliant (i.e. The Joint Commission (TJC), Quality Improvement Organization (QIO), Centers for Medicare and Medicaid Services (CMS), American Correctional Association (ACA) and the Intermediate Care Facility (ICF)/Intellectual Disability (ID) providers, etc.), as well as industry certifications or awards received within the past 5 years. For each subcontractor, include a copy of each certification (as applicable).

Offeror Response

- I-3. Tasks.** Describe in narrative form your technical plan for accomplishing the work using the task descriptions set forth below as your reference point. Modifications of the task descriptions are permitted; however, reasons for changes should be fully explained.

- A. Implementation.** Offeror shall submit, as part of its proposal submission, its project implementation methodology and draft implementation plan which it proposes to use for implementation of the project. Indicate the number of person hours allocated to each task. Include a Program Evaluation and Review Technique or similar type display, time related, showing each event. If more than one approach is apparent, comment on why you chose this approach. The selected Offeror may have up to six (6) months for implementation.

The implementation plan, at a minimum, must identify the critical tasks that need to occur to provide a seamless transition of services from the incumbent contractor to the selected Offeror with minimal disruption to operations. The implementation plan shall include, but not limited to:

1. Major milestones/deliverables;
2. Work Breakdown Structure ("WBS");
3. Timeline;
4. Roles and responsibilities;
5. Technical tools and technical staff training (refer to **I-4, C.**), which includes the roll-out of the Vendor Management System (VMS);
6. The strategy for transition of existing resources (if applicable); and
7. Data Transfer from current contractors (if applicable).

The selected Offeror must be prepared to work with agencies that have not utilized this type of contract in the past. Offeror must describe its plan for taking on a large volume of requests during the implementation of the Contract, adding subcontractors to the Offeror's resource pool, partnering with subcontractors to meet Commonwealth needs and assigning dedicated Account Managers to work with the Commonwealth in implementing the Contract. The offeror must also include in its description, activities such as knowledge transfer, training activities for Commonwealth agencies and offeror staff training.

Upon execution of a Contract, the selected Offeror must meet with the Commonwealth to review potential technical and logistical issues of the draft implementation plan. At this time, the selected Offeror will also be provided a list of active positions/resources, which may be incorporated into the final implementation plan. Based on the feedback received by the Commonwealth, the selected Offeror must submit a finalized implementation plan for a timely and satisfactory implementation. The selected Offeror and the Commonwealth must jointly agree to a final implementation plan, which becomes incorporated into the Contract upon the Commonwealth's approval.

Offeror Response

B. Full Service Model. The Commonwealth requires the selected Offeror provide a full services model approach to managing this contract while meeting all Service Level Agreements (SLAs) as defined in **Appendix D**, located in the Buyer Attachment section. The selected Offeror must provide a network of subcontractors who will fulfill the Commonwealth's need for healthcare resources throughout the Commonwealth. A listing of all current job titles and skill categories are listed in **Appendix B**, located in the Buyer Attachment section and the cost submittal located in the RFP Questions.

1. **Resources.** The selected Offeror, at a minimum, must:

- a. Maintain a pool of potential candidates sufficient enough to meet the Commonwealth's needs. The Commonwealth requires that continuity of care be an on-going focus at all points during this contract.
 - i. The selected Offeror may propose the use of a candidate that is a former employee of the Commonwealth but must disclose this information to the end user agency. The selected Offeror may not propose the use of a former Commonwealth employee as a resource within one (1) year of their separation from the Commonwealth. Any former Commonwealth employee must be in compliance with all applicable laws and policy, including specifically the [Pennsylvania Public Official and Employee Ethics Act](#).
- b. Recruit qualified candidates for all of the job titles and skill categories as required by the Commonwealth and identified in **Appendix B**, located in the Buyer Attachment section., and the **Cost Submittal** located in the RFP Questions.
 - i. Candidates must work onsite unless the Commonwealth provides prior written approval.
 - ii. Candidates (if requested by the agency) must sign an agency specific confidentiality agreement prior to the engagement of work. The selected Offeror's personnel policies and those of its subcontractors

must address disciplinary procedures relevant to violations of a signed confidentiality agreement.

iii. Candidates must disclose any conflicts of interest upon accepting engagement with the Commonwealth and anytime thereafter.

iv. Candidates must disclose to the Commonwealth, as soon as possible, if they have been:

1. Formally charged with criminal conduct related to his or her employment or which constitutes a felony. If so, the resource will be suspended without pay. If such charges result in conviction in a court of law, the resource will be terminated.

2. Formally charged with criminal conduct, other than a felony and not related to his or her employment. The agency head, or designee, will then conduct an inquiry and make a preliminary determination as to whether or not the resource is to continue to perform his or her duties pending outcome of the investigation and final determination.

v. Candidates may be required to obtain a security badge to gain access to buildings or work areas, at the selected Offeror's expense. The selected Offeror, subcontractors and resources must comply with the requirements of [Management Directive 625.10 Card Read and Emergency Access to Certain Capitol Complex Buildings and Other State Office Buildings](#).

c. Manage collaborative agreements (if applicable) between medical professionals

d. Manage resource requests (normal and urgent) from inception of request through the conclusion of the resource engagement.

e. Credential all potential candidates before presenting the candidates to an agency for an interview as well as all existing resources on an ongoing basis. For additional information on the credentialing process, refer to **I-4, D.**

f. Propose candidates that are able to work for the entire duration of the requisition unless the Commonwealth provides prior written approval.

g. Manage all candidate-related human resource issues. The selected Offeror must have a plan in place to address non-performance/personnel issues with a resource.

Offerors shall describe its full-service model approach to resource management. The description shall include, but not be limited to: how it will comply with the Commonwealth's requirements and procedures for providing candidates for all of the job titles and skill categories listed in **Appendix B** (located in the Buyer Attachment section), the process used to ensure the pool of subcontractor network (including those with QIO or QIO-like certification)/potential candidates is sufficient to meet the Commonwealth's needs, the process and procedures used to disseminate relevant contract information to the subcontractors and resources, the disciplinary/termination process/procedures used for a non-performing resource and how the Commonwealth will be incorporated into the above processes.

Offeror Response

- 2. Network of Subcontractors.** The selected Offeror must:
- a. Manage and mentor the subcontractor network;
 - b. Maintain an open subcontractor network (subject to the Commonwealth approval of the subcontractor) with equal opportunity for SDBs in the network to provide resources for consideration for requisitions made under the Contract.
 - c. **Must contract with a sufficient number of subcontractors that are Quality Improvement Organization (QIO) Certified or QIO-Like certified, which allows agencies (as applicable) to request a federal funding match of 75%/25%.** The QIO entities must be able to provide resources similar to those resources being used today. For more information, refer to **Appendix K – Historical Contract Usage** (tab 4) located in the Buyer Attachment section. If the subcontractor has similar certification to the QIO or QIO-Like Certification and it meets the same requirements as the QIO or QIO-like certification, identify it here and describe how the certification meets the requirements of QIO or QIO-like certification.
 - d. Work with the DGS Contract Administrator to develop and maintain a process for qualifying new subcontractors.
 - e. Utilize subcontractors as its only source of resources for the Contract.
 - f. Execute a signed agreement between the selected Offeror and each subcontractor listed as a member of its network. The agreements shall be made available to the Commonwealth upon request.
 - g. Manage all relationships and payments to the subcontractor(s) for any services rendered. The selected Offeror must timely pay its subcontractors, within forty-five (45) days of receipt of proper invoices

from the subcontractors. No payments will be made by the Commonwealth directly to any subcontractor(s) nor will the Commonwealth deal directly with any subcontractor(s).

- h. Survey the network to check for the availability of resources, without the commitment of a PO, as requested by the Commonwealth.

Offeror shall describe how the subcontractors will be integrated into the overall process, including but not limited to: how subcontractors are qualified to be part of its network, a detailed explanation how it will recruit and qualify subcontractors who will provide candidates for all of the job titles and skill categories listed in **Appendix B** (located in the Buyer Attachment section), the success in retaining qualified subcontractors/ candidates, how subcontractors are contractually bound to the pricing and how subcontractor services will be accurately tracked and reported. For additional information regarding meeting and reporting requirements, refer to **I-5, Reports and Project Controls**.

Offeror Response

- C. Training.** The selected Offeror must have a comprehensive training program to meet the needs of this RFP. The selected Offeror is responsible for developing, conducting and managing all of the training requirements in this RFP, unless otherwise noted. The selected Offeror shall keep a log of any trainings attended by subcontractors, resources or Commonwealth Employees and provide it to the Commonwealth, if requested. Training shall include but not be limited to:

1. **Onboarding.** The selected Offeror will conduct onboarding training to all applicable subcontractors, resources and designated Commonwealth employees during the implementation of the Contract resulting from this RFP. Training shall include, but not be limited to: how to use the contract, vendor management system (see below), etc.

2. **Vendor Management System.** The selected Offeror must facilitate one (1) or more training sessions with the agencies, subcontractors and resources (if applicable) to demonstrate the VMS. At a minimum, end-user agencies must be trained on the VMS during contract implementation, before the onboarding of a new agency to the Contract and for new employee(s)/transfer(s) (as needed).

3. **Specialized Agency Training.** The selected Offeror is responsible for certifying all deployed resources participate and successfully complete all Commonwealth mandatory trainings (as applicable), which may be unique to each agency and may occur outside normal business hours.

Offeror shall describe its training program and how it will train all end-users (i.e. offeror staff, subcontractors, agencies and resources) under the resulting contract. Include the number of personnel to be trained, duration of the program, place of the

training, curricula, training materials to be used, number and frequency of sessions, and number and level of instructors.

For agency specific training, Offeror shall describe the process it will use track and verify that all resources successfully complete any mandatory trainings either prior to deployment to an agency or within a set period of time identified by an agency.

Offeror shall identify any additional training, not already identified above, that it will provide to the end-users of this Contract.

Offeror Response

D. Licensing/Credentials. The selected Offeror must:

1. Guarantee that all healthcare resources who require a professional licenses, have an active license in the Commonwealth of Pennsylvania, be in good standing within their profession and regulatory agencies and maintain their licensure status in accordance with Commonwealth licensing requirements as required by the Department _____ of _____ State (http://www.dos.state.pa.us/portal/server.pt/community/health-related_boards/13773).
2. Maintain and update a credentialing file for each licensed resource deployed to an agency location and provide it to the Commonwealth, upon request. The credential file must include, but not be limited to (as applicable to the position):
 - a. A current/valid/active unrestricted Pennsylvania license;
 - b. Current/valid certifications for non-licensed professionals;
 - c. Verification of current professional CPR certificate;
 - d. Listing of Continuing Education courses, including title of course, date attended, and number of continuing education hours earned for the prior year;
 - e. Drug Enforcement Agency (DEA) registration number;
 - f. Verification of Board Certification;
 - g. Valid Medicare/Pennsylvania Medical Assistance Provider numbers;
 - h. Verification that the federal database of excluded individuals has been checked (includes date of checked);
 - i. Evidence of malpractice or applicable insurance;
 - j. Criminal and/or Federal Background check. Background checks must be completed once a resource has accepted a position at an agency, but prior to deployment of a resource to an agency; and
 - k. Other information as deemed necessary by the end user agency and specified in the position description.

The selected Offeror must require Licensed Practitioners complete any agency specific credentialing process.

3. Screen all resources, subcontractors and employees, both individuals and entities, on a monthly basis throughout the term of the Contract to determine if anyone has been excluded, suspended, or otherwise debarred from participation in Medicare, Medicaid programs or any other federal health care program outline in **Appendix E, Medical Assistance Bulletin 99-11-05** or most recent version. The Commonwealth must be immediately notified of any interrupted participation in the MA program.
4. Immediately notify the healthcare resources' supervisor at the Commonwealth of any change in status of the resources' certifications, and/or licensures, including any restrictions as well as their ability to meet agency requirements.

Offerors shall describe its process and procedures for properly credentialing all resources as part of the pre-qualification process **I-3, E (3)**, prior to deployment of a resource to an agency and on an on-going process throughout the term of the Contract. Describe the parameters in place that will guarantee all deployed resources have valid/active credentials which have not been excluded, suspended, or otherwise debarred, including for any federal programs.

Offeror Response

E. Order Process. The Commonwealth has developed a high-level order process, as described below, that must be utilized throughout the term of the Contract to ensure that the selected Offeror is providing the best possible services/resources to the Commonwealth:

1. Agencies will submit a request to fill a position (i.e. requisition) through the selected Offeror's VMS. The selected Offeror may not accept resource requests through any other means (i.e. fax, phone calls, etc.). The requisition shall include, but not be limited to: specific title, scope of work (professional responsibilities), additional agency requirements, labor relation approval, requested start date, the timeframe the resource is expected to be needed (i.e. work schedule (days & hours), length of time, etc.), location of the position and type of assignment, as follows:
 - a. **Long-Term Assignment** – This category shall be used by an agency to request a resource, where the need of the resource extends beyond 90-consecutive days.
 - b. **Short-Term Assignment** – This category shall be used to fill temporary periods of absences (no more than 90-consecutive calendar days) due to illness, family medical leave, maternity leave, paternity leave, work related injury leave, or to provide additional staff to enable the Commonwealth to provide necessary health services.

In addition to the above assignments, an agency may require a resource to work an on-call shift, which is defined as a resource who is expected to be available at any time of day or night, with short notice, to carry out its working duties. The on-call resource must be able to respond within 30-minutes to a designated location and must be able to respond to emergencies, provide treatment and/or refer patients to a local hospital, and provide telephone consultation. A separate rate (as identified in cost submittal) shall be used when a resource is required to work on-call.

2. Upon submission of the requisition, the VMS must provide an electronic notification to the requestor of the receipt of the requisition. The Project Manager and/or Account Manager will review and respond to the request within one (1) business day by advising the agency that the requisition is complete and the date on which resumes will be sent or that the requisition is incomplete and what additional information is needed.
3. The Project Manager and/or Account Manager will pre-qualify candidates for interview and submit a listing of the valid credentials (**refer to I-4, D.**) to the agency before presenting the candidates to the agency for interview.

The pre-qualification process will consist:

- a. Reviewing the candidate's ability to perform the job functions outlined in the position description (**Appendix B**) and the agency's scope of work (if applicable);
 - b. Verifying all credentials are active and valid (**Refer to I-4, D.**); and
 - c. The candidate has been apprised of the available position and is interested in interviewing.
4. The Project Manager and/or Account Manager will provide a group of resumes (minimum of three (3) per request, but no more than five (5)) for the agency to review. Resumes must be submitted to the Commonwealth within the specified timeframes:
 - a. Long-Term Assignment– 15 business days of the selected Offeror receiving the request in the VMS.
 - b. Short-Term Assignment - Five (5) business days of the selected Offeror receiving the request in the VMS.

**If the initial request is incomplete and additional information is required by the selected Offeror to process the requisition, the date of acceptance will be used as the "received date" of the request.*

If the agency selects a candidate from this first group of resumes, the agency will proceed to **Item #5 below.**

If the agency determines the resumes provided do not meet the requirements as stated in the requisition, the agency shall request a new group of resumes from the selected Offeror. After the second group of resumes is provided and if no resumes within the group meet the requirements as stated in the requisition and clarified (if applicable) in the reorder process, the agency may continue with the process described above until an acceptable candidate is selected or proceed to **Item 6 below**. For each request for a new group of resumes, an agency must provide justification in the VMS as to why the resumes did not meet the requirements of the original requisition.

5. Agencies will have the opportunity to conduct skills assessments of the candidates chosen from the selected Offeror's group of provided resumes. The method (phone interviews, face to face interviews, web conference, video conference, capabilities tests, etc.) for the skill assessment is at the agencies' sole discretion. The agency must notify the selected Offeror within 10 business days of the candidates it chooses to interview along with the available dates/times for interview. If the agency conducts a skills assessment and determines that the candidates do not meet the requirements of the requisition, the agency will request another group of resumes from the selected Offeror. After the second group of resumes is provided and if no resumes within the group meet the requirements as stated in the requisition and clarified (if applicable) in the reorder process, the agency may continue with the process described above until an acceptable candidate is selected or proceed to **Item 6 below**. For each request for a new group of resumes, an agency must provide justification in the VMS as to why the resumes did not meet the requirements of the original requisition.
6. If the process for Item 4 or 5 occurs twice with the same requisition and the agency is still unable to find a candidate who meets the requirements of the requisition, the agency shall immediately notify the DGS Contract Administrator, in writing, and provide: the type of position requested, date of request, number of resources provided by the selected Offeror and reason(s) the candidates were not sufficient. The DGS Contract Administrator will review the position request with the agency to determine why the position cannot be filled (i.e. hard to fill position, specification issues, etc.) and agree on a solution to filling the position, which may result in the agency submitting a waiver request to DGS's Chief Procurement Officer to use a separate procurement method or contract to meet the service need.
7. At the conclusion of the skill assessment process the agency must make a candidate selection within three (3) business days and notify the selected Offeror. At that point in time, the selected Offeror will ensure all credentials and are in place and the background check has been conducted (if applicable). The selected Offeror will then provide the agency with the final

hiring details and provide a start date for the candidate, which will be within 30 days of selection or 45 days if a FBI background check is required.

8. If a resource begins work for a particular agency, and the agency determines within 10 business days that the resource does not have the skills or capabilities necessary to complete the requirements as defined in the requisition, the agency may request that the resource be replaced immediately, and the agency will not pay for the work conducted by the unacceptable resource. The Commonwealth may also reject any replacement resource according to these procedures.

If a replacement is required for any reason, the selected Offeror must provide a group of resumes (minimum of three (3) per request, but no more than five (5)) for the agency to review within two (2) business days. The selected Offeror may not submit a resume for a candidate who has been previously rejected (within 1-year) by an agency for the same position. The agency will make notes in the VMS as to why a candidate was rejected for a position. Not selected for a position does not mean that candidate was rejected.

If the selected Offeror and/or its subcontractors is not able to fill a requisition (i.e. resource) and the agency is granted a waiver by DGS to issue a separate procurement to acquire the resource off-Contract, the selected Offeror and/or its subcontractor cannot bid on the solicitation. During the solicitation process, the selected Offeror must actively recruit for the resource until the need is filled, and the requisition is removed from the VMS.

Offeror shall acknowledge its understanding of the above requirement and describe any additional process/procedures and timeframes

Offeror Response

- F. Travel Expenses:** The Commonwealth requires the selected Offeror provide resources to meet the needs of the agencies at various locations (i.e. assigned work location) throughout the Commonwealth without the need for significant travel on the part of the resource. The Commonwealth will not reimburse the selected Offeror for travel, meals, lodging or other expenses except when the Commonwealth requires a resource to travel outside of his or her assigned location (i.e. assigned work location). Travel expenses will be reimbursed in accordance with the [Commonwealth Travel Policy](#) and [Commonwealth Management Directive 230.10](#).

The selected Offeror will be reimbursed for the travel of a resource if all of the following criteria is met:

1. The Commonwealth requires the resource to travel outside of his or her assigned work location
2. The travel is pre-approved by the agency supervisor

3. A travel line item is reflected on the purchase order
4. All necessary proof of travel (refer to Management Directive 230.10 above) must be submitted to the Agency supervisor in a timely manner. Requests for reimbursement beyond 60 days of the original travel date will not be reimbursed.

Offeror shall acknowledge its understanding of the above requirement and identify any process/procedures that will be used to educate all resources deployed to the Commonwealth on the above travel requirements, including the need to submit proof of travel in a timely manner.

Offeror Response

G. Purchase Order (PO) Management: The selected Offeror will be reimbursed for all resource hours worked during an engagement and will be paid in accordance with the rate for the appropriate job title and skill category set forth in the **Cost submittal**. Resource hours worked must not exceed the hours on the PO without prior agency approval and a resource cannot work beyond the expiration date of a purchase order. An agency will not pay for resource hours that exceed the PO limit without an approved change to the PO nor will the agency pay for a resource who continues to work after a purchase order has expired, unless a new approved purchase order is in place. The selected Offeror shall track the available hours and usage and prohibit billing beyond the allotted hours/expiration date on a PO.

Offeror shall describe how it will track and manage all agency PO's, verify the hours/days worked by a resource before the Commonwealth is issued an invoice for any services and how it will comply with any federal or state overtime requirements, such as [Act 102 Prohibition of Excessive Overtime in Health Care](#) and the process that is used to pay a resource for hours worked, in a timely manner.

Offeror Response

H. Invoices. The selected Offeror shall describe its invoicing process, which includes but not limited to: the agency's ability to pre-audit the invoice before the final invoice is sent to the Comptroller's office (**refer to V.20 Contract-.015.2 Billing Requirements in the Terms and Conditions located in Additional Required Documentation**), invoicing frequency (i.e. weekly, bi-weekly, monthly invoices), etc.

The selected Offeror will be responsible for any loss of federal funds due to untimely invoices. At fiscal year-end, agencies must request reimbursement of federally funded positions by October 30th otherwise the federally fund match is lost.

Offeror Response

I. Change Management: The Commonwealth reserves the right to add, remove and/or modify job titles, skill categories and position descriptions throughout the term of the

Contract. The DGS Contract Administrator will send notice to the selected Offeror at least 30 days prior to the date that changes are to be effective.

Offeror shall describe its approach to effectively manage changes throughout the term of the Contract. The plan must include the process to track change requests from submittal to final disposition. The change control management plan must include, at a minimum:

1. Change management process
2. Roles and responsibilities
3. Rules/procedures

Offeror Response

J. Communication. The selected Offeror shall have a plan in place to address overall communication throughout the term of the Contract. Specifically, the plan shall address the process used to keep all parties (i.e. Contract Administrator, agency central procurement office(s), agency users, subcontractors and resources) informed of pertinent information. The process must include the tools and techniques that will provide timely and appropriate generation, collection, distribution, storage, retrieval and disposition of information. The communications management plan shall include, but not limited to:

1. Communications management process;
2. Roles and responsibilities; and
3. Reporting tools and techniques.

Offeror shall describe its plan for Communication Management.

Offeror Response

K. Issue Management. The selected Offeror shall have a plan in place for capturing and managing issues throughout the term of the contract. The plan shall provide a means to classify problems based on critical nature and impact. The plan shall include, but not limited to:

1. Issues management approach;
2. Roles, responsibilities and communication plan;
3. Tools; and
4. Issues escalation approach.

The Contract Administrator and using agency shall be notified immediately (via email) upon any change to the point of contact(s) and provided an updated contact list on a quarterly basis.

Offeror shall describe its plan for Issue Management.

Offeror Response

L. Value Added Services: Offeror shall describe any additional value-added services the Offeror provides as part of its MSP solution that have not been addressed anywhere else in the proposal submission. The Commonwealth requires these value-added services to be included in the rates set forth in the Cost Submittal.

Offeror Response

I-4. Service Level Agreements. The Commonwealth has developed a set of minimum Service Level Agreements, as outlined in **Appendix D**, which the selected Offeror is expected to meet, or exceed, in order to be in good standing on the Contract and to ensure that the Commonwealth is provided with prompt and reliable service. Describe your ability to commit to meeting or exceeding the minimum SLAs. **Offeror may also propose its changes to the SLAs as part of the proposal submission as outlined in I-9. Objections and Additions to Standard Contract Terms and Conditions.**

Offeror Response

I-5. Reports and Project Control. The selected Offeror must create, maintain and execute the following plans, reports and documentation in a file type and format agreed to by the Commonwealth. All plans and reports are subject to Commonwealth approval.

A. Quality Assurance/Improvement Plan. The selected Offeror shall have a plan in place to address quality assurance and quality control throughout the term of the Contract. The plan must identify the internal quality processes and practices that will be used to manage and provide the level and quality required by the Commonwealth. The plan must also include the criteria by which quality is measured, how compliance is measured and the process for addressing those instances whenever quality measures are out of tolerance or compliance. The plan must reference the SLAs listed in **Appendix D** and must be met throughout the term of the Contract. As part of the plan, the selected Offeror must also:

1. Conduct quarterly meetings (or as needed) with the Project Manager, Account Managers, Commonwealth management and the Contract Administrator to review the quality of service provided to the Commonwealth by the selected Offeror. It is at this time that the Commonwealth will evaluate the selected Offeror on a variety of performance metrics, including, but not limited to, the SLAs outlined in **Appendix D**. If three (3) consecutive quarterly meetings occur with minimal or no improvement in the identified areas, the selected Offeror may be considered in default and the Commonwealth may terminate the Contract.

2. Conduct monthly surveys of the satisfaction of the agency for the resource(s) placed at that agency by the selected Offeror. Surveys must be used to highlight both positive and negative points about the selected Offeror's processes and resources. Survey results shall be used to identify areas for improvement. All survey metrics must be submitted to the Contract Administrator no later than ten (10) business days past the end of the month that is being reported on.

Offeror shall describe its quality assurance measures, processes and plan. If proposed measures are not met, the selected Offeror will initiate a corrective action plan and timeframes for improvement.

Offeror shall describe any additional quality control measures it will use to ensure the selected Offeror is providing the best possible service to the Commonwealth.

Offeror Response

B. Meetings. The selected Offeror is responsible for periodic meetings and reports covering activities, problems and recommendations.

1. **Commonwealth Quarterly Meeting:**

The selected Offeror must meet with the Issuing Office and specific using agency (if requested) on a quarterly basis, or upon request, to present reports identified in **I-5, C.**

Quarters are defined by the Commonwealth as follows:

1. Quarter 1: January 1 through March 31
2. Quarter 2: April 1 through June 30
3. Quarter 3: July 1 through September 30
4. Quarter 4: October 1 through December 31

The selected Offeror shall schedule the meetings, with a minimum notice of ten (10) business days.

2. **Subcontractor Network Quarterly Meeting:**

The selected Offeror shall hold quarterly meetings with the network subcontractors to update the subcontractors with Contract information and performance metrics. The selected Offeror must notify the Commonwealth when these meetings will occur, at least ten (10) business days prior to the date of the meeting. The Commonwealth reserves the right to attend.

C. Reports.

1. Quarterly Reports:

The selected Offeror must submit quarterly reports to the Issuing Office within fifteen (15) business days of the quarter's end. Quarterly reports shall include at a minimum, a summary report with the sales for the period, subtotaled by agency, current hours and bill rates, resource pay rates, a detailed report containing the line item details of each PO by agency, bureau/purchasing organization and subcontractor, fill-rate by position, vacancy report, an SLA achievement report and a utilization report, which identifies the following: .

1. Active network subcontractors
2. Pending network subcontractors
3. Inactive network subcontractors
4. Industry trends
5. Contract utilization by agency and job category
6. Activities seeking potential subcontractors to be added to the network

2. Monthly Reports:

The selected Offeror must make all monthly reports available to the agencies through the VMS. Monthly reports must contain the percent of revenue, fill-rate by position, percent of resources provided through the selected Offeror's subcontractor network, a utilization report, vacancy report and a PO Limit report if requested by the agency.

3. Ad-hoc Reports:

The selected Offeror must provide any additional reports requested by the Commonwealth at no additional cost.

Offeror shall acknowledge the above requirement.

I-6. Requirements. The selected Offeror must abide by each of the requirements listed below, and if applicable, describe how the requirement will be met.

A. Compliance. The selected Offeror, subcontractors and deployed resources must abide by:

1. All applicable laws and terms, processes and procedures that govern the Commonwealth and/or agencies (**Appendix F**) and Audit Clause D (**Appendix G**), as applicable.
2. All federal and state laws related to the use and disclosure of information, including information that constitutes Protected Health Information (PHI) as defined by the Health Insurance Portability and Accountability Act (HIPAA). The selected

Offeror will be required to agree to the Business Associates Agreement contained in **Appendix H** of the RFP.

3. The Non-Commonwealth Hosting Requirements as outlined in **Appendix I** (as applicable).

Offeror shall acknowledge the above requirement.

B. Vendor Management System (VMS): The selected Offeror must provide and administer a web-based VMS for use by the Commonwealth to facilitate the healthcare staff augmentation process. User access must be role-based, so that resources/Commonwealth employees only have access to the specific data they are required to see at their position level within their bureau/department. Only the Contract Administrator will have access to aggregate program information. The selected Offeror may not accept resource requests by any other method other than through the VMS. The current VMS is PeopleFluent and the Commonwealth has approximately 570 active agency users (as of this past year). The Commonwealth will not incur any direct cost for use of the VMS. Commonwealth agencies must be able to access reports showing Contract utilization.

Offerors shall describe the VMS that will be used to facilitate the process, including but not limited to features, functions, reporting functionality and any additional capabilities the system has to offeror. The description shall include but not be limited to:

1. The ability of the system to manage the day to day process of resource management;
2. The ability of the system to filter reports by agency, requisitioner, resource and, if applicable, subcontractor;
3. The ability of the system to generate and deliver reports electronically, such as daily, weekly, monthly, etc.;
4. Availability of real-time data;
5. Any enhanced reporting capabilities;
6. Frequency of data/system updates; and
7. How the VMS will meet the reporting requirements outlined in **I-5, C. Reports.**

Include sample reports in the technical submission.

In addition to entering a resource's hours in the VMS, resources may be required to enter time worked into an agency timekeeping system for audit, chargeback, or capacity management/tracking purposes, at the agencies discretion.

Offeror Response

- C. Right to Represent:** The selected Offeror must have the express consent of each candidate the selected Offeror submits in response to an agency requisition, either directly from the candidate or through a member of the selected Offeror's network who has the legal right to represent the candidate in matters of work assignment. Upon request by the agency, the selected Offeror must supply a completed **Appendix J, Right to Represent Acknowledgement** form as evidence of its right to represent a specific candidate. The selected Offeror may use its own form as a substitute with written approval by the Commonwealth.

Candidates provided in response to agency requisitions for which it is determined that the selected Offeror did not have the right to represent will not be credited toward the selected Offeror's compliance with applicable performance metrics and SLAs concerning the number and timing of candidate submittals. Repeated instances of the selected Offeror providing candidates for which the selected Offeror does not have the express right to represent may result in the Commonwealth exercising its rights under the Contract, up to and including termination.

Offeror shall acknowledge the above requirement.

Employment Restrictions. The Commonwealth requires that the selected Offeror agree and require that its subcontractors agree, that at the expiration or termination of the Contract, any non-compete or similar employment restrictions will not be enforced against any resources placed under this Contract and who desires to remain at the agency and are able to come to terms with a subcontractor of the selected Offeror, or directly with the Commonwealth, for continuing their placement.

Offeror shall acknowledge the above requirement.

- D. Insurance.** All healthcare resources (as applicable) must have and maintain throughout the term of the contract insurance coverage for their position description, which is dictated by law or generally accepted practices.

It is the responsibility of the selected Offeror to verify that all healthcare resources have the required insurance coverage at all times during the term of the contract and provide to the Commonwealth upon request.

Offeror shall acknowledge the above requirement.

- E. Continuing Education and Training.** The Commonwealth will reimburse the selected Offeror for off-site billable hours (up to 24 hours per contract year) for a licensed professional resource to attend continuing education training ("training"), if the training is required to maintain a license. The selected Offeror must notify the agency in writing (i.e. through the VMS, email, etc.) prior to the resource attending training and the request must include a justification of how the training applies to maintaining the resources license. If the agency approves the training and upon the resource successfully completing/passing the training, the selected Offeror may invoice

(under the current PO) for reimbursement of the off-site billable hours. Proof of attendance and/or a certificate of completion must be submitted with the invoice.

The selected Offeror will keep track of all training hours and shall not exceed the 24-hour maximum per resource. Documentation of training and continuing education credits will be kept in a personnel file and a copy give to the agency supervisor.

The Commonwealth will not incur any additional costs for continuing education and training (i.e. fees to attend course, travel, etc.).

Offeror shall acknowledge the above requirement.

F. Security. The selected Offeror will be responsible for ensuring that all personnel, equipment, tools, keys and supplies and materials comply with any and all rules, regulations, and procedures of each Commonwealth agency, building and facility. An agency will make available and explain its individual building or facility rules, regulations and procedures governing the entry and conduct of staff working inside the building/facility at the point of entry, including, but not limited to the following:

1. All personnel entering a Commonwealth building or facility will be subject to a search of their person and personal items. Such searches may be frisk searches, searches by metal detectors or searches by narcotics detection canines.
2. All equipment, tools, supplies and materials will be subject to search or inventory at any time. Tools and materials must be carefully controlled at all times and locked when not in use.
3. No person who appears to be under the influence of drugs or alcohol or who is otherwise impaired will be allowed entry into a Commonwealth building or facility.
4. Each agency reserves the right to deny entrance to anyone who is suspected of a breach of security or for failure to follow published rules, regulations or procedures.
5. All personnel must be in possession of a valid identification with a recent, clear photo in order to enter a Commonwealth building or facility.
6. All personnel who work inside a security perimeter must submit to a background investigation conducted by the specific agency (if applicable). The selected Offeror must submit the name, social security number, driver's license number, and date of birth for each and every individual to be deployed to a secure facility. The background investigations will be processed at no cost to the selected Offeror.

The Commonwealth, by and through the facility, reserves the right to immediately ban, either temporarily or permanently, any of the selected Offeror's employees, agents or independent contractors and Subcontracting Entities from any and all

facilities for any reason of security or for the good operational order of the facility. The selected Offeror and subcontractor will be notified in writing of such denial.

Offeror shall acknowledge the above requirement.

G. Commonwealth Responsibilities. The following items will be provided by the Commonwealth at the discretion of the agency and as deemed necessary by the position:

1. Workspace
2. Access to computers and internet
3. Email
4. Telephones
5. In-house agency specific training (as applicable) and shall include but not be limited to: confidentiality regulations, including Health Insurance Portability and Accountability Act (HIPAA) Privacy and Security, and Medical Assistance, etc.
This does not include any training held by Office of Administration.

Offeror shall acknowledge the above requirement.

H. Turnover: The selected Offeror must submit a turnover plan within 180 days prior to the end of the term of the Contract. At a minimum, the turnover plan must identify the critical tasks that need to occur to provide a seamless transition of functions between the selected Offeror as the incumbent contractor and the new contractor with minimal disruption to operations.

The turnover plan must include, at a minimum:

1. The strategy for transferring system responsibility to agency staff;
2. Areas that require continued support by the selected Offeror;
3. Timeline that will be applied to the turnover plan;
4. Roles and responsibilities;
5. Breakdown of activities that will be performed in the turnover phase;
6. Knowledge transfer process;
7. Training activities; and
8. Technical tools and technical staff training.

The selected Offeror must execute the turnover plan upon the Commonwealth's request.

Offeror shall acknowledge the above requirement.

I. Emergency Preparedness. To support continuity of operations during an emergency, including a pandemic, the Commonwealth needs a strategy for maintaining operations for an extended period of time. One part of this strategy is to ensure that essential contracts that provide critical business services to the Commonwealth have planned for

such an emergency and put contingencies in place to provide needed goods and services.

1. Describe how you anticipate such a crisis will impact your operations.
2. Describe your emergency response continuity of operations plan. Please attach a copy of your plan, or at a minimum, summarize how your plan addresses the following aspects of pandemic preparedness:
 - a. Employee training (describe your organization’s training plan, and how frequently your plan will be shared with employees);
 - b. Identified essential business functions and key employees (within your organization) necessary to carry them out;
 - c. Contingency plans for:
 - i. How your organization will handle staffing issues when a portion of key employees are incapacitated due to illness; and.
 - ii. How employees in your organization will carry out the essential functions if contagion control measures prevent them from coming to the primary workplace.
 - d. How your organization will communicate with staff and suppliers when primary communications systems are overloaded or otherwise fail, including key contacts, chain of communications (including suppliers), etc. and;
 - e. How and when your emergency plan will be tested, and if the plan will be tested by a third-party.

Offeror Response

I-7. Additional Contract Terms.

Commonwealth Procurement Code, 62 Pa.C.S. § 520:

In accordance with Section 520 of the Commonwealth Procurement Code, 62 Pa.C.S. § 520 (“Code”), and the Department’s Statewide Contract for Supplies Manufactured and Services Performed by Persons with Disabilities, UniqueSource Products & Services (UniqueSource), a non-profit organization that markets and sells supplies and services on behalf of other non-profit organizations that employ persons with disabilities, has requested the Department of General Services to consider including Healthcare Staffing Services in the list of supplies and services carved out for UniqueSource.

If the Department determines that UniqueSource has the capability and capacity to provide Healthcare Staffing Services at Department-established fair market prices, and meets the other applicable requirements of Section 520, the Department would add Healthcare Staffing Services to the approved carve-out for UniqueSource. In the event that Healthcare Staffing Services are added to the carve-out for UniqueSource, the Commonwealth would utilize UniqueSource to meet agency healthcare staffing requests before utilizing the contractor awarded a contract resulting from this RFP. Below is a list of positions included in this RFP that may be subject to this provision:

- Administration Assistant
- Fiscal Assistant
- Certified Nursing Assistant
- Medical Records Clerk
- Medical Records Technician
- Certified Medical Coder
- Dental Hygienist (Non-Direct Care)
- Dental Hygienist (Direct Care)
- RN Case Manager (Non-Direct Care)
- Claims Reviewer - RN
- Pharmacy Tech

The Commonwealth will give the awarded contractor 90 day's notice in the event that Healthcare Staffing Services are added to the carve-out list for UniqueSource. If UniqueSource is unable or unwilling to fill the request via the ordering process outlined in the RFP, the agency may then go to the awarded contractor to complete the request. Resources placed in a position by the awarded contractor before the positions are added to the carve-out list for UniqueSource will remain in their current positions to ensure continuity of service. UniqueSource will have the opportunity to fill any positions that come open after the positions are added to the carve-out list.

Offeror shall acknowledge the above requirement.

- I-8. Objections and Additions to Standard Contract Terms and Conditions.** The Offeror will identify which, if any, of the terms and conditions contained in the **Buyer Attachments** section that it would like to negotiate and what additional terms and conditions the Offeror would like to add to the standard contract terms and conditions. The Offeror's failure to make a submission under this paragraph will result in its waiving its right to do so later, but the Issuing Office may consider late objections and requests for additions if to do so, in the Issuing Office's sole discretion, would be in the best interest of the Commonwealth. The Issuing Office may, in its sole discretion, accept or reject any requested changes to the standard contract terms and conditions. The Offeror shall not request changes to the other provisions of the RFP, nor shall the Offeror request to completely substitute its own terms and conditions for this RFP. All terms and conditions must appear in one integrated contract. The Issuing Office will not accept references to the Offeror's, or any other, online guides or online terms and conditions contained in any proposal.

Regardless of any objections set out in its proposal, the Offeror must submit its proposal, including the cost proposal, on the basis of the terms and conditions set out in the **Terms and Conditions** contained in the **Buyer Attachment** section. The Issuing Office will reject any proposal that is conditioned on the negotiation of the terms and conditions set out in the **Terms and Conditions** contained in the **Buyer Attachment** section or to other provisions of the RFP. **However, the Commonwealth is willing to negotiate the Service Level Agreements, located in the Buyer Attachments. An Offeror may propose its changes to the service level agreements as part of the proposal submission.**

Offeror Response

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The following information provides a brief description of each Agency program office that uses this contract, which includes but is not limited to:

Department of Aging (PDA):

The Pennsylvania Department of Aging is responsible for the oversight of programs and services provided to older Pennsylvanians and to ensure prevention of and protection from abuse, neglect, exploitation, and abandonment of older adults. Contracted non-direct care and ancillary staff are used in the evaluation of these programs and services and as support of operations in areas of quality assurance, protective services, and aging and disability resources.

Department of Corrections (DOC):

The Department of Corrections is responsible for the care, custody, and control of approximately 47,500 inmates in 24 state correctional institutions, one (1) boot camp, and two secure community corrections centers who are provided mental health services, as clinically-indicated and in accordance with community standards. The DOC currently contracts for all psychiatric staffing and services including licensed psychiatric providers, quality assurance/improvement programs, tele-psychiatry services, and related services. Additional information can be located on DOC's website at: <http://www.cor.pa.gov/Pages/default.aspx>

Department of Health (DOH):

• **Bureau of Communicable Diseases - Division of TB/STD – STD Program**

Three (3) STD Clinics currently utilize part time clinicians to cover STD Clinical Services in Department of Health State Health Centers in high morbidity communities. One (1) STD Medical Economist is utilized to conduct special Centers for Disease Control funded projects within the STD Program. More information about our services can be found at: <http://www.health.pa.gov/Your-Department-of-Health/Offices%20and%20Bureaus/Bureaus/Pages/Communicable-Diseases.aspx#.WmtA9ZQo6Uk>

• **Bureau of Communicable Diseases – Division of HIV Disease**

The Division of HIV Disease works with community partners to ensure that a full array of HIV prevention and care services are available and accessible throughout the state of Pennsylvania. The Division is organized into three program sections: Prevention, Care, and the Special Pharmaceutical Benefits Program. Staffing within the Division is supplemented with contracted staff resources to ensure that services are provided in accordance with established guidelines, and federal and state requirements. Current contracted medical staffing resources within the Division include two Medical Economists and a Pharmacist/Clinical Manager, with the potential need for additional contracted staffing resources in the future. More information about our services can be found at <http://www.health.pa.gov/My%20Health/Diseases%20and%20Conditions/E-H/HIV%20And%20AIDS%20Epidemiology/Pages/Our-Services.aspx#.W15yk0Mo6JA>

• **Bureau of Epidemiology (BOE)**

Epidemiology is the study of disease patterns and outbreaks. The Bureau of Epidemiology collects data on diseases affecting persons in the commonwealth including

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numbers of diseases, causes of diseases and locations of diseases. The bureau also advises on health issues, rules and regulations affecting citizens. The Bureau of Epidemiology also identifies and investigates disease outbreaks, to prevent additional cases and collect information that may help prevent future outbreaks. The bureau also investigates emerging issues such as Healthcare Associated Infections and Antimicrobial Resistance. It also provides consultation to the Department of Health and the Pennsylvania medical community on issues related to public health. The bureau also addresses health concerns where environmental exposure maybe the cause. The bureau maintains a listing of 74 reportable diseases which are tracked directly from all counties as well as through the PA NEDSS electronic reporting system. Additional information can be located on BOE's website at:

<http://www.health.pa.gov/Your-Department-of-Health/Offices%20and%20Bureaus/epidemiology/Pages/default.aspx#.W15AcOIo6Um>

• **Health Innovation Deputate – Pennsylvania Rural Health Model**

The PA Rural Health Model is a health care delivery model that tests new ways of paying for and transforming care delivered at rural hospitals across the commonwealth, with the ultimate goal of ensuring access to needed health care services in rural settings that better meet community health needs. This Model was announced in January 2017 and was established by a state – federal agreement in concert with the Center for Medicare and Medicaid Innovation. The Model launches on January 1, 2019, with six hospitals and will increase to thirty hospitals enrolled over the five-year span of the Model test. Contractual staff with expertise in rural hospital operations, policy, finances, population health, clinical care, and data analytics are being pursued through this contract to support the initiative during the final year of design and pre-implementation activities, as well as with ongoing operations once the Model launches next year.

Department of Human Services (DHS):

• **Office of Mental Health and Substance Abuse Services (OMHSAS)**

Six (6) Hospitals and one (1) Restoration Center across the Commonwealth which are CMS accredited facilities providing psychiatric evaluations and treatment utilizing primarily psychiatrists but also has additional direct care resource requirements.

Additional information can be located on DHS's website at:

<http://www.dhs.pa.gov/learnaboutdhs/dhsorganization/officeofmentalhealthandsubstanceabuseservices/>

• **Office of Developmental Programs (ODP)**

The Office of Development Programs oversees operation of 5 state-operated (public) certified Intermediate Care Facilities for Persons with Intellectual Disabilities (ICF/ID) which provide 24 hour residential and habilitation services to adults with Intellectual disabilities as well as private ICFs/ID across the Commonwealth. It also oversees community support services for persons with intellectual disabilities/autism. A wide variety of health care and habilitation services are provided in all programs. Additional information can be located on DHS's website at:

<http://www.dhs.pa.gov/learnaboutdhs/dhsorganization/officeofdevelopmentalprograms/>

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- **Department of Public Welfare – Office of Children, Youth and Family Services (OCYF):** Medical services shall be provided for adjudicated juvenile delinquents at six (6) sites. These complexes comprise six (6) different facilities: Loysville Youth Development Center, Loysville, Pennsylvania; Loysville Secure Treatment Unit, Loysville, Pennsylvania; North Central Secure Treatment Unit, Danville, Pennsylvania; Youth Forestry Camp #3, James Creek, Pennsylvania; Youth Forestry Camp #2, White Haven, Pennsylvania; and South Mountain Secure Treatment Unit, South Mountain, Pennsylvania. Medical services may include: physicians, dentists, and psychiatrists for the treatment of residents of these facilities.

North Central Secure Treatment Unit is comprised of three (3) different buildings: Reed, Green and General Secure. Additional information can be located on DHS's website at: <http://www.dhs.pa.gov/learnaboutdhs/dhsorganization/officeofchildrenyouthandfamilies/index.htm>

- **Office of Medical Assistance Programs (OMAP)**
The Office of Medical Assistance Programs (OMAP) utilizes non-direct care medical service staff to evaluate the quality of services provided to consumers that are funded through the Department. It performs medical necessity determinations to manage utilization of selected services. In addition, these resources perform ongoing medical record review, case management, prior authorization, and pharmacy and provider call center personnel. OMAP utilizes contracted medical and ancillary staff as support of operations in the Deputy Secretary's Office and within the Bureaus of Fee-for-Service Program Managed Care Operations, Policy, Budget and Planning, Data and Claims Management and Fiscal Management, Deputy Secretary's Office. Additional information can be located on DHS's website at: <http://dhs.pa.gov/learnaboutdhs/dhsorganization/officeofmedicalassistanceprograms/>
- **Office of Long Term Living (OLTL)**
The OLTL utilizes non-direct care medical service staff to evaluate the quality of services provided to consumers that are funded by the Medical Assistance Program to insure that they are provided in accordance with State and Federal regulations. Services are provided to elderly and disabled consumers in a variety of long term living settings including nursing facilities and Home and Community Based locations. These resources perform ongoing utilization medical record reviews, case management, financial reviews and administrative services. OLTL utilizes contracted registered nurses, financial representatives, social workers, administrative assistants and other potential staff. Additional information can be located on DHS's website at <http://www.dhs.pa.gov/learnaboutdhs/dhsorganization/officeoflongtermliving/>
- **Office of Administration (OA) Bureau of Program Integrity**
The Bureau of Program Integrity conducts record reviews by medical professionals, including peer review, to determine if records are properly maintained, reflect services rendered, services meet required standards of practice, and services are billed appropriately. Additional information can be located on DHS's website at:

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<http://www.dhs.pa.gov/learnaboutdhs/dhsorganization/officeofadministration/bpi/index.htm>

Department of Labor and Industry (L&I):

• **Bureau of Disability Determination**

Bureau of Disability Determination serves the Commonwealth by completing case reviews for Social Security Administration (SSA) of SSA cases exclusively. Additional program information can be located on L&I's website at

<http://www.dli.pa.gov/Businesses/Labor-Management-Relations/Pages/DisabilityDetermination.aspx>

• **Bureau of Workers' Compensation**

The Bureau of Workers' Compensation utilizes non-direct medical professionals and physician staff to serve as subject matter experts or consulted services when there is a need for development of new policies, procedures or analysis of the impact of proposed legislative changes. Physician consulting services are found in 34 Pa. Code 127.466 which indicates that utilization review is to be performed by reviewers of a like license. As this concept is employed elsewhere in the Commonwealth, this code ensures licensed medical professions are not creating policies and procedures that would have adverse results on doctors and their patients.

An example of BWC's use of physician consultants occurred when an MD was contracted to provide guidance specifically aimed at identifying the overprescribing of opioids within the workers' compensation program. Similar needs are likely to occur periodically over the next several years when the Bureau finds itself in need of objective information/guidance related to the physician profession. For additional program information refer to the following link: <http://www.dli.pa.gov/Individuals/Workers-Compensation/Pages/default.aspx>

• **Hiram G. Andrews Center**

Labor and Industry operates the Hiram G. Andrews Center (HGAC) located in Johnstown, Pennsylvania. It is the mission of HGAC to offer quality individualized post-secondary education, that provides career opportunities and independent life skills, to 300-350 persons with disabilities. HGAC, an academic community, sustains this mission by presenting a comprehensive program of services to persons with or without disabilities. These services feature the integration of pre-employment transition services, education on campus at the Commonwealth Technical Institute (CTI), counseling, evaluation, and physical restoration in a barrier-free environment. The 300 students that reside on campus may be provided with a variety of direct-care therapy services to include: Speech, Language and Hearing, Physical, Occupational, Psychological and or Psychiatric. In addition HGAC requires full time staff nurses. Additional information on the center can be located at: <http://www.dli.pa.gov/Individuals/Disability-Services/hgac/Pages/default.aspx>

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Department of Military and Veterans Affairs Facilities (DMVA):

Pennsylvania offers its veterans and their spouses access to six (6) long-term-care facilities with a geriatric focus. The level of care provided includes skilled nursing (to include dementia care), personal care and domiciliary care. A medical director and a staff of dedicated clinicians provide a continuum of health care that addresses all aspects of the treatment plan for the veteran residents. Additional information can be located on DMVA's website at:

<http://www.dmva.pa.gov/Pages/default.aspx>

The Public School Employees Retirement System (PSERS):

PSERS provides retirement benefits and services to Pennsylvania's approximately 800 public schools, charter schools, community colleges, and state universities. One of the benefits that PSERS administers is a Disability Benefit. There are approximately 500 new applications for disability benefits annually as well as approximately 2,800 disability annuitants whose continued eligibility is reviewed on a periodic basis. The Disability Unit is staffed with a Retirement Technician Supervisor, and two Retirement Technicians. The staff of the Disability Unit work closely with contracted physicians and a psychiatrist to determine medical eligibility for a disability benefit. Additional information regarding disability benefits can be found on our website at: <http://www.psers.pa.gov/FPP/Publications/Active/Documents/Disability-Pamphlet-2016.pdf>

The State Employees' Retirement System (SERS):

The Bureau of Benefit Administration utilizes non-direct care medical service staff to review applications for disability annuities, along with other medical records submitted and make a recommendation whether or not SERS should find the applicant disabled. If the medical examiner recommends SERS find the applicant to be disabled, the medical examiner will also recommend whether such disability should be found to be temporary or permanent. Upon subsequent reviews of temporary disabilities, the medical examiner shall recommend whether the annuitant continues to be disabled. Additional information can be located on SERS website at:

<http://www.SERS.pa.gov>

Admin / Coordinator- Jail Based

<p>Minimum Qualifications</p>	<p>Bachelor's Degree preferred</p> <ul style="list-style-type: none"> • <input type="checkbox"/> Must be able to pass a background investigation and obtain agency security clearance where applicable • <input type="checkbox"/> Minimum of one (1) year of secretarial or office experience required • <input type="checkbox"/> Good communication and organizational skills, professional phone etiquette, and accurate typing skills • <input type="checkbox"/> Demonstrated computer proficiency in Microsoft Office required. Prefer working knowledge of spreadsheets and data base programs
<p>Role Description:</p>	<ul style="list-style-type: none"> • <input type="checkbox"/> Perform clerical, administrative and secretarial duties. Duties may include, but are not limited to reports, payroll, personnel document processing, maintaining personnel, credentialing, health & safety and training files, etc. • <input type="checkbox"/> Receive referrals form OMHSAS for competency evaluations. • <input type="checkbox"/> Log all evaluation onto spreadsheet for tracking • <input type="checkbox"/> Contacts psychiatrist / psychologists for availability • <input type="checkbox"/> Contact facility to coordinate time and place for psychiatrist / Psychologist to perform evaluations in the facility • <input type="checkbox"/> Follow up with OMHSAS and facilities to get documentation for the psychiatrist / psychologist. Medical records, hospital charts admissions and discharges, criminal records or incarcerations, mental health admissions, etc. • <input type="checkbox"/> Compose, type, and distribute routine correspondence, and reports • <input type="checkbox"/> Develop forensic schedules and maintain clinical databases as required • <input type="checkbox"/> Locate and attach appropriate files to incoming correspondence requiring replies • <input type="checkbox"/> Communicate with OMHSAS and MHM evaluators and other sites as instructed, as needed • <input type="checkbox"/> Greet visitors and callers, handle their inquiries, and direct them to the appropriate individuals; answer telephones in a professional, courteous, and efficient manner • <input type="checkbox"/> Respond to emails from facilities, attorneys, public defender office to coordinate evaluation. • <input type="checkbox"/> Set up and maintain paper and electronic filing systems for records, correspondence, and other material to ensure efficient retrieval. • <input type="checkbox"/> Update telephone directory and other personnel changes, as needed • <input type="checkbox"/> Review and submit reports to OMHSAS for approval. • <input type="checkbox"/> Process timesheet on a monthly basis for billing and invoicing. • <input type="checkbox"/> Maintain data to be accurate and correct. Provide reports to OMHSAS • <input type="checkbox"/> Operate office equipment such as fax machines, copiers, and phone systems, and use computers for spreadsheet, word processing, database management, and other applications

	<ul style="list-style-type: none">• <input type="checkbox"/> Schedule outpatient, inpatient, psychology referrals, inmate requests, etc. in a timely manner• <input type="checkbox"/> Generate productivity reports as needed• <input type="checkbox"/> Communicate with the Regional or Corporate offices, and other sites, as needed• <input type="checkbox"/> Follow designated chain of command for resolution of issues• <input type="checkbox"/> Coordinate care closely with security staff while maintaining a positive, collaborative relationship• <input type="checkbox"/> Maintain ethical commitment to ensure confidentiality.• <input type="checkbox"/> Coordinate Information for security clearance at each facility for each evaluator.• <input type="checkbox"/> Other duties as assigned
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Administrative Assistant

<p>Minimum Qualifications:</p>	<p>High School Diploma or GED. Must have office administrative skills (e.g. typing, filing, copying, phone communications, composing correspondence, etc.). Incumbent should be knowledgeable and proficient in the use of office equipment, standard software packages and maintenance.</p> <p>Experience should include data entry and word processing. Resource will prepare correspondence, file, copy, answer phones and perform general clerical duties.</p> <p>Possess an understanding of the PA Medical Assistance Program, the Utilization Management Review processes, medical terminology, Nursing Facility , and Home and Community based service operations.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
<p>Role Description:</p>	<p>Act as a resource for exchange of information through verbal and/or written communication with Long Term Care Providers to enhance awareness of applicable state and federal requirements, including Medical Assistance waiver requirements.</p> <p>Be knowledgeable of and know where to locate applicable Medical Assistance, State and Federal regulations and Departmental requirements as they pertain to the Office of Long Term Living services.</p> <p>Travel to and assist monitoring representatives with reviews at Long Term Care providers.</p> <p>Assist in reviewing Residents Rights Packets (401s) to insure completion, accuracy and timeliness.</p> <p>Assist in reviewing Preadmission Screening Resident Review (PASRR) forms for timeliness, completion, accuracy. Resource for nursing facilities regarding questions and criteria for PASRR process. Performs tracking and data entry of forms and related letters.</p> <p>Assist in reviewing Home and Community Based Service (HCBS) forms for timeliness, completion, accuracy. Resource for HCBS providers regarding questions and criteria for Medical Assistance waiver program participation and monitoring. Performs tracking and data entry of forms and related letters.</p>

Assist with monitoring reviews by pulling relevant medical, facility and participant data from databases, and compiling data into format for review by nurses, financial representatives and social workers.

Assist with financial reviews by reviewing resident list and the facility census.

Assist staff with notifying providers of pending reviews and assist with follow up to request any relevant information.

Act as a liaison for screening calls from providers and refer to appropriate staff.

Assist with coordination of provider trainings, meetings and workgroups.

Coordinates and organizes nursing facilities surveying information from the Department of Health for processing.

Proofreads and types various kinds of correspondence, reports and documents related to OLTL activities in accordance with established protocols including correct use of medical terminology and record request information.

Assist in ordering and monitoring office supplies.

Performs filing both in paper copy and in DocuShare.

Handles all mail, telephone calls and office management.

Assist in making hotel, travel, meeting room and parking arrangement for staff.

Must be knowledgeable in the use and maintenance of office equipment.

Travel as needed, which may include overnight stays.

Perform other related job duties as required.

Administrative Entity Oversight Monitoring Lead

Minimum Qualifications	<p>Bachelor's degree in Human Services or related field or ten years' experience in a related field.</p> <p>Five (5) years of professional experience in the oversight process of a human services program.</p> <p>Knowledge of the MH/ID Program and policies related to administrative entities.</p> <p>Knowledge of instructing/presenting to various audiences using adult learning strategies.</p> <p>Ability to analyze complex issues and solve them creatively.</p> <p>Ability to orally communicate effectively in English with others in all levels of group and individual contacts.</p> <p>Ability to communicate effectively in writing, using the English language, including computer based communication using e-mail, word processing, and data base systems.</p> <p>Ability to work with a variety of individuals in teams, both as a leader and as a participant, who are geographically dispersed.</p> <p>Ability to work well and cooperate with various departmental and other agencies' staff. This includes demonstrating excellent interpersonal skills.</p> <p>Ability to present oneself in a professional manner to include personal appearance and a pleasant demeanor to others.</p> <p>Intermediate computer skills including use of Microsoft Office software.</p>
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<p>Role Description:</p>	<p>Schedule oversight activities for the Agencies designated region(s).</p> <p>Oversee implementation of the oversight process as conducted by the various regional office staff to assure the steps are completed in a consistent manner.</p> <p>Participate in a statewide response system to waiver and oversight questions to assure statewide consistency.</p> <p>Draw monthly reports as provided by the Agency Division of Program Analysis and organize reports by administrative entity and send reports to each administrative entity.</p> <p>Provide training and technical assistance as needed to AE and Regional Oversight staff.</p> <p>Review reports, action plans, policies and procedures as related to the oversight process.</p>
	<p>Track the flow of documentation as related to the oversight process.</p> <p>Prepare reports and share information with the Regional Program Manager, Regional Office supervisors and Oversight staff.</p> <p>Attend and report to the AE's at various regional meetings or as requested.</p> <p>Complete duties as assigned and participate in work groups as pertinent to the AE oversight process.</p> <p>Retrieve reports for the Enterprise Content Management (ECM) system.</p> <p>Participate in statewide AE Oversight Monitoring Leads coordination team.</p> <p>Develop, analyze and trend data (tracking system) resulting from the AE oversight monitoring process.</p> <p>Perform other duties as assigned.</p>

AE and Provider Oversight Lead

Minimum Qualifications	<p>Bachelor's Degree in Human Services and at least five (5) years' experience in related field.</p> <p>Ability to orally communicate effectively in English with others in all levels of group and individual contacts.</p> <p>Ability to communicate effectively in writing, using the English language, including computer based communication using e-mail, word processing, and data base systems.</p> <p>Intermediate computer skills including use of Microsoft Office software and web based applications</p>
Role Description:	<p>Monitors and tracks consumer issues, serious incidents and licensing issues.</p> <p>Reviews and analyzes AE data to determine necessity of sanctions.</p> <p>Reviews and analyzes provider data to determine necessity of sanctions.</p> <p>Ensures seamless transfer of responsibility when a provider voluntarily discontinues service.</p> <p>Assists in management of program initiatives including Waiting List and Money Follows the Person.</p> <p>Works with fiscal staff on development and implementation of the annual County Planning process.</p> <p>Reviews and approves responses to correspondence from consumers, families, legislators and the community.</p>

Area QM Lead

<p>Minimum Qualifications</p>	<p>Four (4) years of clinical experience in a human services agency, including three years of professional, evaluative, consultative, or supervisory work in a healthcare program, and a bachelor's degree.</p> <p>A minimum of two (2) years' experience in QM/RM program development, implementation and maintenance.</p> <p>Technical expertise in QM methodology and business operations development.</p> <p>Extensive knowledge of information management, statistical process control</p> <p>Experience in facilitation of groups to work through Plan, Do, Check, Act process to achieve quality improvements; system design; information management needs</p> <p>Experience in developing and providing trainings.</p> <p>Computer skills including use of Microsoft Office software and statistical packages.</p>
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<p>Role Description:</p>	<p>Supports the Agency service delivery system through the provision of training and technical assistance in quality management methodology and risk management practices as assigned.</p> <p>Supports the development of strategic and quality improvement initiatives and planning as assigned.</p> <p>Supports the evaluation of system and process functioning and the results/outcomes of strategic initiatives and quality improvement/risk management activities as assigned.</p> <p>Facilitates quality improvement and/or risk management related committees, workgroups and teams as assigned.</p> <p>Assists in identifying existing or needed data sources and appropriate performance measures for ongoing monitoring of quality assurance and improvement activities and risk management.</p> <p>Facilitates communication and promotes consistency in the implementation of quality management methodology. This function includes the implementation of policy and risk management best practices and other business operations requirements as needed.</p>
	<p>Supports quality management staff to obtain and maintain appropriate tools and knowledge to fulfill job responsibilities. Coordinates activities, leads meetings, and convenes quality management or risk management staff as assigned.</p> <p>Provides support and technical assistance to Agency staff in coordinating their data analysis activities and outcome reporting as assigned.</p> <p>Provides technical assistance in organizational development, compliance with CMS and DOH regulations, and risk management as assigned.</p> <p>Collaborates with, facilitates, and supports Agency staff in various projects as assigned.</p>

Art Therapist

<p>Minimum Qualifications</p>	<p>Art therapists are required to be certified by the Art Therapy Credentials Board (ATCB). After earning a master's degree and fulfilling post-graduate art therapy experience requirements, new therapists are eligible to earn a credential to become a registered art therapist (ATR). Other acceptable education</p> <ul style="list-style-type: none"> • <input type="checkbox"/> Medical Recreational Therapist; • <input type="checkbox"/> Therapist Recreational;
<p>Role Description:</p>	<p>Plan or conduct art therapy sessions or programs to improve consumers' physical, cognitive, or emotional well-being.</p> <p>Assess consumer needs using drawing, painting, sculpting, or other artistic processes.</p> <p>Communicate consumer assessment findings and recommendations in oral, written, audio, video, or other forms.</p> <p>Conduct art therapy sessions providing guided self-expression experiences to help consumers recover from or cope with cognitive, emotional, or physical impairments.</p> <p>Confer with other professionals on consumer's treatment team to develop, coordinate, or integrate treatment plans.</p> <p>Design art therapy sessions or programs/plans to meet consumer's goals or objectives</p> <p>Instruct consumers or groups in the use of art media, such as paint, clay, or yarn.</p> <p>Interpret the artistic creations of consumers to assess their functioning, needs, or progress.</p> <p>Develop individualized treatment plans that incorporate studio art therapy, counseling, or psychotherapy techniques.</p> <p>Establish goals or objectives for art therapy sessions in consultation with consumers or site administrators.</p> <p>Observe and document consumer reactions, progress, or other outcomes related to art therapy.</p> <p>Write treatment plans, case summaries, or progress or other reports related to consumer consumers or consumers groups.</p> <p>Select or prepare artistic media or related equipment or devices to accomplish therapy session objectives.</p>

Signature: _____ Date: _____

	<p>Teach staff to implement treatment plans.</p> <p>Document all recommendations on evaluations, treatment plans, of effectiveness of treatment in accordance with Polk Center’s documentation standards.</p> <p>Participate in treatment team meetings or other program planning as needed.</p> <p>All contract staff that provides continuous professional services are required to participate in orientation and annual mandated training appropriate to their contract responsibilities.</p> <p>The Contractor is to comply with safety standards at assigned facility as well as comply with all Department of Human Services policies and procedures.</p> <p>The use of the photographic capabilities of personal camera, picture, or video cellular telephones is prohibited by Contractors or vendors at Commonwealth owned/leased work sites. This policy does not forbid normal voice use of cellular phones that have photographic capabilities; however, it prohibits the use of the camera-related technology while in Commonwealth work settings.</p> <p>May prepare and submit requisition for needed supplies.</p>
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Signature: _____ Date: _____

Audiologist - Direct Care

<p>Minimum Qualifications</p>	<p>Audiologist to maintain a current Professional License issued by the Pennsylvania Department of State Bureau of Professional and Occupational Affairs. The Pennsylvania Code, Chapter 45. State Board of examiners in Speech-Language and Hearing for Audiologist is made a part of this contract.</p> <p>The Audiologist is to have a Certificate of Clinical Competence (CCC) from the American Speech-Language-Hearing Association (ASHA) or have a PhD or AuD in Audiology that is recognized by the U. S. Department of Education (USDE).</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
<p>Role Description:</p>	<p>Audiologist to provide services in an environment where American Sign Language may be the first language. The Agency, if required, will provide a Certified Sign Language Interpreter.</p> <p>Provide a comprehensive hearing evaluation using a diagnostic audiometer, impedance bridge, calibrated noise generators and sound toys to assess hearing in a manner appropriate to the age and ability of the client.</p> <p>Assist and instruct clients, family members, and or staff members in matters concerning Audiology including the following: hearing testing, hearing aid use and maintenance and the use of group amplification systems/auditory trainers and cochlear implant devices. Provide assessment and follow-up services for individuals with cochlear implants.</p> <p>Obtain, maintain, evaluate case history, etiologic information about referrals to Audiology, analyze collected information and make appropriate referral, when warranted.</p> <p>Maintain records on all referrals to and service provided to client.</p> <p>Provide counseling to parents, students and family, staff and clients in the audiologic areas of hearing loss, hearing aids, cochlear implant devices, communication and the ramification of deafness.</p> <p>Maintain all Audiology test equipment, hearing aids, cochlear implant devices, and arrange for all calibration of test equipment with Agency personnel. Fashion ear molds; make minor repairs to hearing aids and devices. Fitting of devices is extremely important in the Auditory Program.</p> <p>Conduct programs of aural rehabilitation; this may be in conjunction with a Speech and Language Pathologist. Accurately document testing, observations, intervention and evaluations pertaining to student care management and services provided in accordance with school policy and procedures on the day services is rendered and provide documentation in a timely manner.</p>

	<p>Attend and participate in staff development programs/ meetings, etc as required acting as a consultant to parents, staff and the contract Administrator.</p>
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Behavioral Specialist- Associate

Minimum Qualifications	Possess a minimum of a bachelor's degree in education or psychology, social work, or other related field with an emphasis on behavioral support. Additionally, he or she will also have at least one (1) year in service delivery to persons living with autism spectrum disorders (ASD).
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Role Description:

Consultant will receive assignments from and report to the BAS Director of Clinical Services. Assignments may include the following:

Work with regional BAS offices on issues arising with Behavior Specialist Service delivery for participants in the waiver and ACAP service delivery systems.

- Assist regional team in reviewing incident reports.
- Assist in the clinical monitoring process of the waiver and other funding streams as needed.
- Work with waiver and ACAP operations staff on areas of integration as assigned by Clinical Director.

Participate in meetings with other consultants and governmental agencies about autism issues as requested.

- Attend meetings with stakeholder groups as assigned by Bureau Director.

Work with BAS team to identify and deliver trainings needed for better service delivery to children and adults living with ASD.

- Assist, as part of the clinical team, in the assessment of capacity and needs statewide in children's and adult service systems as assigned by the Clinical Director.
- Assist in the development and editing of original training materials, including manuals, on-line modules, e-learning materials as assigned by Clinical Director.
- Work with provider agencies to increase internal capacity to train their staff in waiver, ACAP, and Level of Care trainings developed by the Bureau Clinical team.
- Participate in the development of training protocols for service providers.
- Do training presentations to groups within the Commonwealth on subjects pertaining to autism spectrum disorders as assigned by the BAS Clinical Director.
- Provide training and support to level of care assessors as needed.
- Attend intake meetings with ACAP providers to observe the SIB-R assessment as assigned.

Senior Behavior Specialist

Minimum Qualifications	Consultant will possess a minimum of a master's degree in education or psychology, social work, or other related field with an emphasis on behavioral support. Additionally, he or she will also have at least five years in service delivery to persons living with autism spectrum disorders (ASD) and 1000 hours experience in conducting functional behavioral assessment (FBA) in the community.
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Role Description:

Consultant will report to the BAS Director of Clinical Services.

Participate in the development and analysis of funding mechanisms to support adults with ASD.

- ☐ Troubleshoot with regional offices on issues arising with waiver and ACAP service delivery.
- ☐ Assist in drafting revised service definitions as needed.
- ☐ Supervise ongoing clinical monitoring of the waiver and other funding streams.
- ☐ Work with clinical director on research from the outcome measures for the waiver and ACAP products.

Participate in meetings with other consultants and governmental agencies about autism issues as requested.

- ☐ Meet with stakeholder groups as assigned by Bureau Director.
- ☐ Supervise the project work of the BAS behavior specialists and associate specialists as assigned.

Work with BAS team to identify trainings needed for better service delivery to children and adults living with ASD.

- ☐ Assess capacity and needs statewide in children's and adult service systems.
- ☐ Develop original training materials, including manuals, on-line modules, e-learning materials and testing and tracking systems.
- ☐ Design assessments to determine competence of those completing trainings.
- ☐ Work with other agencies to develop internal capacity to provide trainings for their staff and providers.
- ☐ Provide training to DPW staff and providers of services on research-based interventions for individuals with ASD.
- ☐ Assist with the distribution of best practices statewide standards regarding diagnosis, assessment and treatment of individuals with ASD.

Participate in the development of training protocols for service providers.

Do training presentations to groups within and outside of the Commonwealth on subjects pertaining to autism spectrum disorders.

Collaborate with service providers to advance research-based, outcomes-driven programs for individuals with ASD.

Provide case specific consultation /or technical assistance on functional behavior assessment (FBA) and Positive Behavior Support (PBS) for BAS and other DPW departments as assigned.

Supervise the follow-up on cases with behavior support specialists as assigned.

Monitor the efficacy of the supports for these participants' plans as needed.

Review these consults with the clinical director.

Behavior Specialist

Minimum Qualifications	<p>Consultant will possess a minimum of a master's degree in education or psychology, social work, or other related field with an emphasis on behavioral support.</p> <p>Additionally, the resource will also have at least one (1) year in service delivery to persons living with autism spectrum disorders (ASD) and experience in conducting functional behavioral assessment (FBA) in the community.</p>
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Role Description:

Consultant will receive assignments from and report to the BAS Director of Clinical Services. Assignments may include the following:

Work with regional BAS offices on issues arising with Behavior Specialist Service delivery for participants in the waiver and ACAP service delivery systems.

- Assist regional team in reviewing incident reports.
- Assist in the ongoing clinical monitoring of the waiver and other funding streams.
- Create graphs and summarize reports from the monitoring process.
- Work with Senior Behavior Specialist on research from the outcome measures for the waiver and ACAP products.

Participate in meetings with other consultants and governmental agencies about autism issues as requested.

- Attend meetings with stakeholder groups as assigned by Bureau Director.

Work with BAS team to identify and deliver trainings needed for better service delivery to children and adults living with ASD.

- Assist in the assessment of capacity and needs statewide in children's and adult service systems as assigned by the Clinical Director.
- Assist in the development original training materials, including manuals, on-line modules, e-learning materials and testing and tracking systems as assigned by Clinical Director.
- Design assessments to determine competence of those completing trainings.
- Grade and or score assessments and report these to Clinical Director.
- Work with other agencies to develop internal capacity to provide trainings for their staff and providers.
- Provide training to DPW staff and providers of services on

research-based interventions for individuals with ASD.

- Participate in the development of training protocols for service providers.
- Do training presentations to groups within the Commonwealth on subjects pertaining to autism spectrum disorders as assigned by the BAS Clinical Director.
- Provide training and support to level of care assessors as needed.

Review new service descriptions for EPSDT services designed for children and adolescents with ASD.

Provide case specific consultation /or technical assistance on functional behavior assessment (FBA) and Positive Behavior Support (PBS) for BAS and other DPW departments as assigned.

- Review these cases with the senior behavior specialist and clinical director as assigned.
- Monitor the efficacy of the supports for these participants' plans as needed.

Behavioral Analyst

Minimum Qualifications	<p>Master's degree in social work or education with an emphasis on behavioral disorders has current experience and knowledge in the treatment of Autism Spectrum Disorder (ASD)</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>Consultant will provide the Department with consultation in developing a plan to improve the organization, financing and delivery of services to people with autism in Pennsylvania. The consultant will:</p> <ul style="list-style-type: none">Serve as the Department's subject matter expert /clinical lead on all issues related to ASD.Provide clinical support to DPW staff and program offices specific to existing and new programs designed to meet the needs of individuals with ASD;Provide training to DPW staff concerning the science interventions for individuals with ASD;Consult with families, persons with ASD, county and regional DPW staff, and service providers to ascertain the needs in various geographic regions;Work with Agency staff and focus groups to develop Regional Training Collaborative/ Autism Centers of Excellence;Train staff at all levels to use research based interventions with outcome measures that match the needs of persons with ASD and their families; Assist staff with the development of statewide standards regardingdiagnosis, assessment, treatment and support to Pennsylvanians with ASD; Work in close collaboration with the Director of the Bureau of Autism Services.

Cardiologist -

Minimum Qualifications	<p>Physician shall possess a current unrestricted license to practice medicine within the Commonwealth of Pennsylvania.</p> <p>Physician shall be certified by the American Board of Medical Specialties or the American Osteopathic Association for his or her area of medical specialty and currently be in active clinical practice.</p> <p>Physician must provide curriculum vitae to demonstrate knowledge and experience in their medical specialty if requested by the Department.</p>
Role Description:	<p>Physician must be able to receive medical records and other materials associated with the case electronically, by fax, or by mail.</p> <p>Physician shall provide a written decision upholding or overturning the continuity of care denial based upon the definition of continuation of care that is in place at the time of the service was requested or received, the member's physical condition, medical records, the rationale and clinical information submitted by the member's provider, the rationale for the denial of the continuity of care request, standards of medical practice for the member's condition, and other relevant materials provided by the insurer, the member or his physician.</p> <p>Physician shall provide the Department with a written decision in a regular case review within 7 business days of receiving all the case materials.</p> <p>If the Department requests an expedited review, Physician shall provide the Department with a written decision within 2 business days of receiving all the case materials.</p> <p>Reimbursement for regular or expedited reviews shall be made based upon the total number of hours needed to review the case and submit the written decision to the Department.</p> <p>The reviewing time per case shall not exceed three hours unless the Department pre-authorizes additional time.</p>

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Case Manager Nurse

Minimum Qualifications	<p>Possess an active Pennsylvania nursing license. Possess Case Management Society of America recognized certification as a Care/Case Manager, through the Commission for Case Manger Certification, the National Academy of Certified Care Mangers, or American Nurses Credentialing Center; or Currently working towards this certification with documented experience with the intent of receiving certification through examination at the next possible date. Continued service would be conditional on candidate obtaining certification at said time. Possess a documented work history of two (2) or more years of experience in care management.</p> <p>Possess basic Computer Skills to include, but not limited to, Microsoft Office Products</p>
Role Description	<p>The care/case manager will provide managerial leadership and oversight to project and processes. The care/case manager will be assigned to workgroups and project teams. Assignments will consist of a combination of on-going process responsibilities, standing work group participation and time-limited projects related to the management and operations of all aspects of the</p> <p>Pennsylvania Medicaid program, including but not limited to: Develop policy and procedure to support the Intense Medical Case Management Unit based on the Case Management Society of America Standards of Practice for Case Management;</p> <p>Train staff on the principles of case management and the availability of community and state resources;</p> <p>Develop a listing of community and state resources for use by the case/care manager;</p> <p>Collaborate with other bureaus/contractors which address special needs to assure continuity of services;</p> <p>Maintain oversight of the case management process and assist in developing staff to qualify for case/care manager certification;</p> <p>Evaluation of currents processes and implementation of recommended process improvements;</p> <p>Consult with senior staff to outline major operational issues and develop resolutions based on sound data analysis;</p> <p>Act as liaison between the Department of Public Welfare and external stakeholders (individuals and/or groups);</p>

	<p>Assist in determining if any changes should be made to criteria or regulations to better serve their clients; and Interface with Providers.</p> <p>Case manager will perform the six (6) essential activities of case management: assessment, planning, implementation, coordination, monitoring and evaluation.</p>
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Case Manager Nurse Supervisor

<p>Minimum Qualifications</p>	<p>Possess an active Pennsylvania nursing license. Possess Case Management Society of America recognized certification as a Care/Case Manager, including the Commission for Case Manger Certification, National Academy of Certified Care Mangers, or American Nurses Credentialing Center; or</p> <p>Currently working towards this certification with documented experience with the intent of receiving certification through examination at the next possible date, currently June of 2005. Continued service would be conditional on candidate obtaining certification at said time. Possess a documented work history of two (2) or more years of experience in care management.</p> <p>Possess at least three (3) years in a supervisory capacity.</p> <p>Essential skills include, but are not limited to: Managing multiple projects, adhering to short turnaround times, performing complex problem solving, ability to conduct research and self-teach, reading, understanding, and interpreting complex literature, writing, preparing, and editing documents, educating and training employees in their job duties, as well as motivating and disciplining subordinates.</p> <p>Travel to meetings/conferences/site visits.</p> <p>Possess basic Computer Skills to include, but not limited to, Microsoft Office Products</p>
<p>Role Description</p>	<p>Professional and administrative position development. Implementing, directing, and coordinating the activities of the Intense Medical Case Management Unit.</p> <p>Manages and supervises the activities of a staff engaged in care/case management and operations of the Pennsylvania Medicaid program.</p> <p>The Care/Case Manager Supervisor will provide managerial leadership and oversight to project and processes and will oversee workgroups and project teams.</p> <p>Supervisor will manage standing workgroups and time-limited projects related to the management and operations of all aspects of the Pennsylvania Medicaid program, including but not limited to:</p>

	<p>Develop policy and procedure to support a special needs/case management unit based on the Case Management Society of America guidelines;</p> <p>Train staff on the principles of case management and the availability of community and state resources;</p> <p>Develop a listing of community and state resources for use by the case/care manager;</p> <p>Collaborate with other bureaus/contractors which address special needs to assure continuity of services;</p> <p>Maintain oversight of the case management process and assist in developing staff to qualify for case/care manager certification;</p> <p>Evaluation of current processes and implementation of recommended process improvements;</p> <p>Consult with senior staff to outline major operational issues and develop resolutions based on sound data analysis;</p> <p>Act as liaison between the Department of Public Welfare and external stakeholders (individuals and/or groups);</p> <p>Assist in determining if any changes should be made to criteria or regulations to better serve their clients; and Interface with Providers.</p> <p>Interface with Providers.</p>
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Certified Medical Coder

Minimum Qualifications	Must be a certified medical coder. Basic computer skills to include, but not limited to, Microsoft Office Products.
Role Description:	Resources provide support with conducting reviews and crosswalks of national, regional, and local health care codes including but not limited to diagnoses; procedures; medical and surgical supplies and equipment, and pharmacological agents. Resource will complete review of coding project and accompanying documentation and discuss it with the appropriate staff within the requesting agency.

Certified Nursing Assistant (CNA)

Minimum Qualifications	<p>Six (6) months of experience as an Aide Trainee; or one year of paid experience in the care and treatment of geriatric or physically ill patients/residents; and graduation from high school or equivalent.</p> <p>Resources assigned to these positions in a Long-Term Care Unit must be registered and certified by the Pennsylvania Department of Health as having met the competency requirements for performing nurse aide work.</p> <p>Basic Computer Skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>This is non-professional nursing work in the care of patients/residents and their quarters in a hospital, infirmary, and long-term care unit, or a domiciliary care unit.</p> <p>A resource performs non-professional nursing services in the direct and daily care and rehabilitation of ambulatory and non-ambulatory patients/residents and the maintenance of their quarters. Nurse aide duties are of limited scope and are performed in accordance with established rules and regulations and under specific instructions from registered nurses and/or physicians.</p> <p>Resource participates on the job, in service and formal training in nursing care procedures to update and maintain non-professional nursing care expertise.</p> <p>The work includes assisting and encouraging patients/residents to participate in prescribed rehabilitative and recreational activities as individuals and as members of a group.</p> <p>Work is performed under the close supervision of a licensed professional supervisor who reviews work through reports, ward inspections, and observation, but resources are expected to perform the more routine duties independently.</p>

Certified Registered Nurse Practitioner (CRNP) GYN

Minimum Qualifications	Current/ valid unrestricted license as a Nurse Practitioner in the Commonwealth of Pennsylvania. Successful completion of an approved OB-GYN practitioner Program or equivalent experience. Recent report of National (State) Practitioner Data Bank (within the last 12 months). Basic Computer Skills to include, but not limited to, Microsoft Office Products.
Role Description	Resource will provide comprehensive gynecological examinations of individuals, review examinee's medication profile and treatment programs and provide recommendations on treatment programs for individuals with gynecological disorders. Provides training and in-service for facility staff on gynecological issues.

Certified Registered Nurse Practitioner (CRNP) Psychiatry

Minimum Qualifications	<p>Possession of a valid certification as Certified Registered Nurse Practitioner as issued by the PA State Board of Nursing.</p> <p>Possession of a valid certification in the adult psych/MH specialty area as issued by the PA State Board of Nursing.</p> <p>Reads, writes, and communicate in English. Performs CPR and Psychological Evaluations Interprets lab values, diagnostic tests, and consultant recommendation Responds to overhead pages Understands the principle of human physiology</p>
Role Description	<p>The resource is responsible for the care and treatment of mentally ill patients on a designated service area(s) and has professional responsibility for diagnosis, determination of treatment methods, and leadership in the implementation of treatment plans, and discharge planning. The work is performed under the general direction of a Physician/ Staff Psychiatrist or the other administrative supervisor for clinical and administrative issues and is reviewed for conformance to current, accepted psychiatrist nursing and medical principles and techniques through staff conferences, case reports, observation during performance, evaluation of results, and performance improvement activities.</p>

Certified Registered Nurse Practitioner (CRNP)

Minimum Qualifications	Certain certification as Registered Nurse Practitioner by the State Board of Nursing in an Adult Care Specialty area, or Emergency Care, Family Care, Gerontology or Primary Care.
Role Description	<p>This resource is responsible for a broad range of health care services including medical assessment and prescription therapeutic measures, promotion and maintenance of health, prevention of illness and disability, care during phases of illness, guidance and counseling of individuals and families, and referral to other health care providers and community resources.</p> <p>Work is performed under the direction of a licensed physician and is received in the form of oral and written instructions, standing orders, and protocols. Supervision of medically-related activities is received from a licensed physician who reviews work through conferences, records audits, and reports for effectiveness, compliance with standards, and adhere to Certified Registered Nurse Practitioners regulations and advanced nursing practices. General Supervision is received from a facility administrator.</p>

Certified Respiratory Therapist (CRT)

Minimum Qualifications	Associate degree from a respiratory therapist education program and a license and certification as a Certified Respiratory Therapist (CRT) for Pennsylvania.
Role Description:	<p>Will provide care for clients with heart and lung problems including treatment for asthma, chronic bronchitis, emphysema, cystic fibrosis, sleep apnea, trach care, nebulizers, chest physiotherapy.</p> <p>Examine individuals with breathing or cardiopulmonary disorder.</p> <p>Consult with physicians to develop treatment plans.</p> <p>Perform diagnostic tests such as measuring lung capacity.</p> <p>Treat clients, using a variety of methods, including chest physiotherapy and aerosol medications.</p> <p>Recommend proper positions.</p> <p>Monitor and record the progress of treatment.</p> <p>Teach staff and/or clients how to use treatments.</p> <p>Teach staff for signs and symptoms of respiratory distress, aspiration pneumonia and pneumonia.</p>

Signature: _____ Date: _____

CHEMIST

Chemist

Minimum Qualifications	<p>One year of professional chemical analytical experience, and a bachelor's degree that includes 30 credits in chemistry or biochemistry;</p> <p>or</p> <p>A graduate degree in chemistry.</p> <p>CONDITION OF EMPLOYMENT: Certain positions will require possession of a valid Pennsylvania driver's license.</p>
Role Description	<p>This is advanced professional work in the detection, quantitation and characterization of chemical substances and materials in a base laboratory or mobile laboratory setting.</p> <p>An employee in this job conducts or coordinates a variety of advanced laboratory tests that quantitatively and qualitatively identify chemical materials and substances and develops new and improved testing methods and procedures for a variety of purposes. Work involves establishing the testing procedures, conducting or leading in the conduct of the chemical tests, and interpreting test results. Development, assessment, and interpretation of quality assurance and quality control components are essential to the evaluation and validation of results produced. Work may include testifying in legal proceedings or Commonwealth courts about the tests conducted and the results obtained. Work is differentiated from the lower level by the independent responsibility for conducting research to develop and modify testing methods and procedures and performing advanced chemical analysis through the use of advanced testing procedures and equipment. Work is usually performed with considerable independence but is reviewed by a professional supervisor for results and conclusions through reports and conferences.</p>

Chief Medical Officer - Direct Care

Minimum Qualifications	<p>Three (3) years of experience in the administration of a major clinical services program in the psychiatric or medical care and treatment of individuals with mental illness, in a psychiatric hospital, community psychiatric program, forensic treatment center or similar setting; and certification in psychiatry or other recognized medical specialty by the American Medical Board or American Osteopathic Board; or three (3) years of experience in the supervision of licensed physicians in a major clinical services program in the psychiatric or medical care and treatment of individuals with mental illness, in a psychiatric hospital, community psychiatric program, forensic treatment center or similar setting; and certification in psychiatry or other recognized medical specialty by the American Medical Board or American Osteopathic Board.</p> <p>Possession of a current and unrestricted license to practice medicine in the Commonwealth of Pennsylvania issued by the State Board of Medicine or the State Board of Osteopathic Medicine.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products Ability to utilize a computer for order entry and/or prognosis notes.</p>
Role Description:	<p>This is professional medical and administrative work in the field of clinical services in a state mental hospital or in a forensic treatment center at a state correctional institution. A resource is responsible for the administration and coordination of hospital psychiatric and medical services and provides direction and consultation on clinical matters to nursing and other services. Work includes participation in the formulation of treatment and administrative procedures for clinical services and insuring their coordination with the social and rehabilitative programs of the hospital or forensic treatment center. Resources maintain standards of professional services and participate in the recruitment and selection of principal clinical services staff. Work is performed under the general direction of the hospital superintendent, deputy superintendent for forensic services, Commandant or Medical Director and is reviewed for conformance to broad departmental and hospital or institutional policies and established procedures through conferences, reports, and evaluation of results.</p>

Chief Medical Officer - Non-Direct Care

Minimum Qualifications	<p>Licensure/Certification requirements: Possess a master's Degree in Public Administration, Public Health or Business Administration. Board certified in internal medicine, pediatrics, or family medicine. Possess an active Pennsylvania medical license, and prior experience as a Medical Director.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
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Role Description:

Advising the Deputy Secretary on general policies and procedures, with particular emphasis on health issues and delivery of care;
Provide technical support to Medical Assistance Advisory Committee's (MAAC) and planning committee's;
Provide technical support to staff in the development and implementation of health-related policies and procedures;
Serve as the Deputy Secretary's liaison to other agencies for issues involving health related policies and procedures;
Develop, implement and evaluate clinical policies, procedures and regulations to increase the continuity, cost-effectiveness and quality of health care services provided through the Department's voluntary and mandatory managed care, fee for-service and long-term care programs
Provider interface functions include:
Serve as the Deputy Secretary's chief liaison to the medical provider community;
Oversee the on-going development and implementation of programs to enhance the number and scope of providers caring for the special needs population served by OMAP;
Serve as Chief Clinical Monitor for DPW's managed care organizations (MCO) and Fee-For-Service Programs (FFSP). Oversee clinical quality management programs for MCO's and FFSP vendor's contracting with DPW. Function as Chairperson for all MCO Medical Director Meetings within OMAP;
Function as Chair of the Technology Assessment Group (TAG) and Peer Review Committee; Provide clinical leadership for the Pharmacy and Therapeutics Committee; Oversee all clinical Consultants, which includes but is not limited to: Medical Directors, Psychiatrists, Psychologists, Nurses, Dentists, Dental Hygienists, Orthodontists, Pharmacists, Behavioral Analysts and any other position that is considered part of the Clinical Consultant Contract(s);
Consultation with DPW Executive Staff, managers and clinical staff regarding health care practices and clinical services such as: treatment, licensure, certification, accreditation program management reviews and program related issues. Establish and implement standards of care and clinical quality and risk management mechanisms.

Additional Duties include:

Public and provider relations on behalf of the Secretary of Welfare and Deputy Secretary;

Serve on executive staff of Deputy Secretary;

Direct subordinate staff;

Related duties as assigned;

Serve as the Department's subject matter expert on all issues related to ASD.

Collaborate with other Commonwealth agencies to identify services, processes, and products that can be re-engineered through collaborative management to serve people with autism.

Develop and implement autism-specific Medicaid Waiver to allow for greater flexibility and creativity in providing services for people with autism.

Use electronic government network technologies to create entirely new business processes.

Use technology to improve service delivery to people with autism by integrating policy and management within the Department.

Remove government barriers to develop regional autism centers across the Commonwealth to provide high quality services to individuals with autism; train professionals to assess and evaluate the needs of people living with autism and provide education and supports to families.

Develop coordinated and collaborated mechanisms across funding streams.

Chief of Psychiatry - Direct Care

Minimum Qualifications	<p>Two (2) years of experience in psychiatry, including one (1) year in a supervisory, administrative, or consultative capacity; and completion of a residency or training program in psychiatry which meets the certification requirements of the American Board of Psychiatry and Neurology or the American Osteopathic Board of Neurology and Psychiatry.</p> <p>Possession of a license to practice medicine in the Commonwealth of Pennsylvania as issued by the State Board of Medical Education and Licensure, or the State Board of Osteopathic Examiners.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>This is professional work in the management of the total psychiatric services at a state facility. A resource has facility wide responsibility for the planning, management, coordination, evaluation and integration of psychiatric services to further comprehensive patient treatment.</p> <p>The resource may develop policies and procedures regulating the conduct of all psychiatric services, continuously evaluating their effectiveness and promoting staff improvement.</p> <p>Supervision is normally exercised over subordinate psychiatrists, physicians, and/or resident physicians in the implementation of facility wide psychiatric services.</p>

Chief Operating Officer – PA Rural Health

<p>Minimum Qualifications</p>	<ul style="list-style-type: none"> • <input type="checkbox"/> Education: <ul style="list-style-type: none"> ○ <input type="checkbox"/> Master’s degree or higher preferred in Healthcare Administration, Health Care Policy and Management, Public Administration, or Business Administration ○ <input type="checkbox"/> Certification through the Healthcare Financial Management Association (or similar group) desirable • <input type="checkbox"/> Background / prior experience: <ul style="list-style-type: none"> ○ <input type="checkbox"/> Minimum of 5 years of experience as a health care leader or administrator at the executive level (highly desirable if in a rural hospital) ○ <input type="checkbox"/> Strong familiarity with rural health issues and unique financial challenges rural hospitals face ○ <input type="checkbox"/> Knowledgeable about innovative, value-based payment models, including operations thereof ○ <input type="checkbox"/> Experience in health information technology, data management and analysis, strategic / organizational planning, and change management highly desirable ○ <input type="checkbox"/> Managerial experience required, both personnel and programmatic
<p>Role Description:</p>	<p>A. <input type="checkbox"/> STAKEHOLDER ENGAGEMENT</p> <p>a. <input type="checkbox"/> Assist the Deputy Secretary for Health Innovation and the PA Rural Health Model team with ongoing stakeholder engagement activities, including:</p> <ul style="list-style-type: none"> i. <input type="checkbox"/> Payer engagement, including, but not limited to, answering outstanding questions about the global budget methodology and payer agreement, executing agreements between payers and the Commonwealth, etc. ii. <input type="checkbox"/> Provider engagement, including, but not limited to, answering questions about global budget development, assisting providers with creating their transformation plans, executing agreements between providers and the Commonwealth, etc. iii. <input type="checkbox"/> Policy and programmatic stakeholder engagement, including, but not limited to, educating and engaging a wide variety of governmental, foundation, academic, and rural health organizations in the work of the PA Rural Health Model. <p>B. <input type="checkbox"/> OPERATIONALIZATION OF THE PA RURAL HEALTH MODEL</p> <p>a. <input type="checkbox"/> Develop and implement a plan for assisting payers and providers operationalize the global budget component of the PA Rural Health Model, including, but not limited to, standard contractual terms and conditions regarding the global budget payment, mechanics of global budget payments between payers and providers, reporting and analytics needed from payers and providers, etc.</p>

- b. □ Develop and implement a plan for assisting providers operationalize the transformation plan component of the PA Rural Health Model, including, but not limited to, potential regulatory changes that may be needed to support delivery system transformation, interpretation of data from a variety of sources to support providers as they transform health care delivery, creating partnerships with local stakeholders to advance delivery system transformation, etc.
- c. □ Assist the PA Rural Health Model team and the Department of General Services in securing a contract to conduct operationalization activities to support the Department of Health or the Rural Health Redesign Center (when established) in administering the Model, including, but not limited to, performance management, stakeholder engagement, technical assistance, monitoring and evaluation, recruitment and retention, training and education, and data analytics.

C. □ RECRUITMENT AND RETENTION OF PROVIDERS

- a. □ Support the PA Rural Health Model team in its ongoing efforts to secure and retain a minimum of six providers for the pilot year (performance year one) that begins January 1, 2019, to fulfill the Commonwealth's obligation per the PA Rural Health Model Agreement.
- b. □ Develop and implement a plan for recruiting a minimum of 12 additional providers (for a total of 18) for performance year two that begins January 1, 2020, and a minimum of 30 overall providers by the start of performance year 3 that begins January 1, 2021, to fulfill the Commonwealth's obligation per the PA Rural Health Model Agreement.

D. □ RURAL HEALTH REDESIGN CENTER AUTHORITY

- a. □ Support the Deputy Secretary for Health Innovation, the PA Rural Health Model team, and the Department of Health Legislative and Policy Offices with educating the General Assembly on the proposed Rural Health Redesign Center Authority legislation targeted for introduction in early 2018.
- b. □ Should the Rural Health Redesign Center Authority legislation be enacted by the General Assembly, work with the Deputy Secretary for Health Innovation and the PA Rural Health Model team to stand up the Rural Health Redesign Center, including, but not limited to:
 - i. □ Work with appropriate legal counsel to establish the public-private partnership;
 - ii. □ Develop a draft set of bylaws;
 - iii. □ Help identify initial board members;
 - iv. □ Determine staffing needs;
 - v. □ Identify contractual needs, including, but not limited to, data warehousing, data analytics, provider technical assistance services, etc.;

- vi. □ Set up appropriate financial accounts and controls; and
- vii. □ Create a website platform and all content to communicate the work of the PA Rural Health Model.

E. □ SEEK FUNDING OPPORTUNITIES FOR PARTICIPANT RURAL HOSPITALS

- a. □ Work in conjunction with the Director of Rural Health Innovation to identify and pursue population health and health information technology funding opportunities, including, but not limited to, external grant funds and partnerships with foundations. These funding opportunities are designed to help participant rural hospitals with their infrastructure funding needs to support implementation of their transformation plans.
- b. □ Assist the Deputy Secretary for Health Innovation with presenting the PA Rural Health Model to a wide variety of potential funding partners and other stakeholders to garner support for the PA Rural Health Model.

F. □ EVALUATION OF THE PA RURAL HEALTH MODEL

- a. □ Identify the best approach for contracting an independent entity to conduct a formative and summative evaluation of the PA Rural Health Model to better understand the experience of various stakeholders as the Model was designed and prepared for implementation and if the Model meets desired population health, quality, access to care, and savings targets once implemented.
- b. □ Oversee the process by which the independent entity referred to in F.a. is selected to evaluate the PA Rural Health Model.
- c. □ Serve as the lead contact for the independent entity referred to in F.a. as it conducts its work to evaluate the PA Rural Health Model.

G. □ MANAGEMENT OF THE PA RURAL HEALTH MODEL TEAM

- a. □ Assist the Deputy Secretary for Health Innovation in managing the PA Rural Health Model team, including, but not limited to, the Director of Rural Health Innovation and the Project Manager, as well as their work respective streams.

H. □ PROJECT MEETINGS

- a. □ Attend standing weekly project-related meetings, including, but not limited to, calls with the Center for Medicare and Medicaid Innovation, interagency, and core team meetings to stay up-to-date on all project work streams.
- b. □ Attend other key meetings related to the PA Rural Health Model as needed.

Performs other duties as assigned.

Claims Review Management Nurse- RN

Minimum Qualifications	<p>Possess an active Pennsylvania nursing license. Possess a documented work history of five (5) or more years of utilization review experience. Possess a comprehensive knowledge of utilization review processes, utilizing criteria sets for review completion, Utilization Review performance monitoring/production standards.</p> <p>Possess history of coding knowledge and claims review in addition to utilization review knowledge.</p> <p>Basic Computer Skills to include, but not limited to, Microsoft Office Products.</p>
Role Description	<p>Resource will provide managerial leadership and oversight to project and processes.</p> <p>Resource will be assigned to management workgroups and project teams. Assignments will consist of a combination of on-going process responsibilities, standing work group participation and time-limited projects related to the management and operations of all aspects of the Pennsylvania Medicaid program, including but not limited to:</p> <p>Evaluation and implementation of system enhancements for provider enrollment, provider inquiry, and medical review;</p> <p>Evaluation of current processes and implementation of recommended process improvements;</p> <p>Consult with senior staff to outline major operational issues and develop resolutions based on sound data analysis;</p> <p>Act as liaison between the Department of Public Welfare and external stakeholders (individuals and/or groups);</p> <p>Assist in the development of in-house training programs related to claims review and processing;</p> <p>Assist in determining if any changes should be made to criteria or regulations to better serve their clients;</p> <p>Learn and be a resource for how claims process through the PROMISe™ system;</p> <p>Assist with coding and procedure code groupings;</p> <p>Provide operational input for claims processing decisions; and interface with Providers having billing / claims problems.</p>

Clinical Dietician

Minimum Qualifications

Completed the minimum of a Baccalaureate degree granted by a U.S. regionally accredited college or university, or foreign equivalent;

Met current minimum academic requirements accredited by the Commission on Accreditation for Dietetics Education (CADE) of the American Dietetic Association (ADA);

Completed [a supervised practice program](#) accredited by the Commission on Accreditation for Dietetics Education (CADE) of the American Dietetic Association (ADA);

Successfully completed the [Registration Examination for Dietitians](#); and complied with the Professional Development Portfolio (PDP) recertification requirements.

Clinical nutrition experience recommended. Completed the minimum of a Baccalaureate degree granted by a U.S. regionally accredited college or university, or foreign equivalent;

Met current minimum academic requirements accredited by the Commission on Accreditation for Dietetics Education (CADE) of the American Dietetic Association (ADA);

Completed [a supervised practice program](#) accredited by the Commission on Accreditation for Dietetics Education (CADE) of the American Dietetic Association (ADA);

Successfully completed the [Registration Examination for Dietitians](#); and complied with the Professional Development Portfolio (PDP) recertification requirements.

Must be currently licensed in the state of Pennsylvania.

Clinical nutrition experience recommended.

Role Description:	<p>Resource assigned to this position may be requested to be professionally qualified to participate in the coordination, inspection, and evaluation of the therapeutic diet program and maintain adherence to HIPAA standards.</p> <p>Will perform duties in support and development of the goals and objectives of the Dietary Department or Food Services Division and in particular, for the integration of the Dietary service goals with the goals and needs of other clinical and support service departments in the facility.</p> <p>Resource will record and maintain dietary assessments and reassessments.</p>
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Record progress notes of Medical records according to established standards. Maintain communication with nursing personnel related to residents on tube feedings, diabetics, weight gain or loss or any other nutritional related concerns and document these in the resident medical record. Chart the nutritional progress of each resident every 90 days or as medically needed. Inform physician of any nutritional changes.

Ability to plan and modify standard and therapeutic diet menus in accordance with physicians' prescriptions and standards of nutrition, cost, variety and quality.

Provides guidance and direction to lower level dietetic staff performing work in the nutritional care for residents.

Ability to provide special instructions to cooks and food service workers in the preparation of special diet food items.

Knowledge of the modern methods, materials, practices and procedures used in a facility therapeutic diet program.

Knowledge of facility food service safety and sanitation standards.
Knowledge of the clinical and food service tasks performed by food service staff..

Knowledge of the procedures required in special diet tray assembling and distribution to insure the accuracy in quality of the menu items.

Ability to integrate the nutritional program into the overall dietetic program.

Resource will write nutritional care plans for implementation consistent with physician's orders and dietetic needs. Review care plans to ensure implementation. Resource will plan and modify standard and therapeutic menus for conformance to physician's orders/ diet manual, standards of nutrition, variety and quality. May be required to consult and work with a speech pathologist or other medical professionals. Resource may be required to attend and participate in interdisciplinary care plan meetings. Resource may provide in-service training to dietary and allied health care personnel as needed in applicable areas of nutrition. Resource will complete a nutritional discharge plan and resident instruction prior to discharge on all therapeutic diets. Resource will perform related duties as required by each facility.

Resource should be able to provide nutritional assessment, guidance, direction and recommendation to institutional medical and food service

	<p>staff regarding the nutritional care of the housed individuals in concert with the Agencies Bureau of Healthcare Services Food Service Division.</p>
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Resource will perform other related duties as they are assigned by an Agency.

Clinical Director – Direct Care

Minimum Qualifications	<p>Doctoral degree in psychology or related human services field or a licensed Masters level psychologist.</p> <p>Licensed or license eligible in Pennsylvania as a psychologist.</p> <p>Five (5) years progressively responsible experience in providing clinical services in a psychiatric facility or mental health agency with three (3) years' experience in a multi-disciplinary program or services at the supervisory level.</p> <p>Knowledge of cognitive-behavioral treatment methods, mental health theories, concepts and methods related to treatment and/or a skill set and experience relevant to the therapies being provided at the facility.</p>
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Role Description:

Plan, organize, direct and control all treatment program components and services for clients, including admission, evaluation, treatment, reports, services and program and treatment information and records.

Ensure that specific treatment program operations are consistent with the operation of the treatment program and facility using the most current methodologies.

Ensure compliance with applicable codes, rules, regulations and program procedures.

Ensure the unit operates clinically and programmatically in an efficient, effective manner within administrative, fiscal and security guidelines.

Assess needs for professional training to assure the ability of treatment staff to implement the responsibilities and duties of their positions and collaborates training with training director.

Deliver some individual, group and psycho-educational group treatment services.

Coordinate day-to-day operations including training in relevant areas of mental health and other topics/issues related to the specific treatment being provided, with other staff in the facility.

Provide court testimony as needed.

Collaborate with Medical Director regarding mental health diagnoses, if applicable.

Provide consultative services and assist in training staff for the DPW Bureau of Hospital Operations, other state hospitals and community providers, and/or other entities affiliated with the treatment program.

Ability to supervise staff, assign and coordinate work activities and monitor staff performance.

	<p>Ability to provide effective program leadership over multi-disciplinary management and treatment planning and service delivery teams.</p> <p>Demonstrate leadership and organizational skills, including ability to handle multiple priorities simultaneously.</p> <p>Demonstrated interpersonal skills and ability to build rapport with a wide range of personalities.</p> <p>Competence in assessing, interviewing and managing patients.</p> <p>Commitment to enhancing cultural competency.</p> <p>Perform other duties (not outlined above) as assigned.</p>
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Clinical Director - NDC

Minimum Qualifications	<p>Graduate degree in Human Services (Psychology, nursing, social work or a related field), and Six (6) years clinical experience in working with individuals with intellectual disabilities as well as mental illness.</p> <p>Ability to orally communicate effectively in English with others in all levels of group and individual contacts.</p> <p>Ability to communicate effectively in writing, using the English language, including computer based communication using e-mail, word processing, and data base systems.</p> <p>Knowledge of Positive Practices/Approaches and the Recovery Model frameworks in Pennsylvania.</p> <p>Experience working with various levels of the system for providing supports to individuals who have a dual diagnosis (provider, Administrative Entity, HCQU, etc).</p> <p>Analyzing quality/risk management data to identify opportunities for system improvement.</p> <p>Intermediate computer skills including use of Microsoft Office software and web based applications.</p>
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Role Description:	<p>Clinical case management and coordination with other systems (PPRT, OMHSAS, OLTL) for acute or emergency individual cases for the identified population.</p> <p>Work with the community and ICF/ID systems to identify existing clinical resource availability and needs, develop action plans to increase use/knowledge of resources and build capacity to address needs, monitor and document progress towards use of existing capacity and development of new capacity.</p> <p>Collaboration and consensus building with teams, families, advocates and other stakeholders to identify and expand clinical capacity.</p> <p>Development of Bureau policy and procedures regarding the provision of clinical services to individuals with intellectual disabilities who have a dual diagnosis, autism or problematic sexual behaviors.</p> <p>Work with Positive Practices training lead and Agency Training Division to identify, develop and provide clinical training needs for the community and ICF/MR systems.</p> <p>Participates in and facilitates Positive Practices Statewide and Regional Committee meetings as needed</p> <p>Participates in and facilitates Positive Practices Leadership meetings.</p> <p>Performs other related duties as required.</p>
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Clinical Pharmacy Manager

Minimum Qualifications	<p>Licensure/Certification requirements:</p> <ul style="list-style-type: none">• <input type="checkbox"/> Graduation from an accredited school of Pharmacy (preferably a PharmD);• <input type="checkbox"/> Licensure as a Pharmacist by the State Board of Pharmacy <p>Experience required:</p> <ul style="list-style-type: none">• <input type="checkbox"/> Experience in the creation and oversight of clinical pharmacy programs• <input type="checkbox"/> Possession of a broad knowledge of current and innovative pharmacy technology and utilization management programs/tools• <input type="checkbox"/> Knowledge of federal and state legislation policies and regulations governing pharmaceutical programs
Role Description:	<p>Consultant in this position will be responsible for the management of the clinical pharmacy programs for the Department of Public Welfare, Office of Medical Assistance Program's Bureau of Fee-for-Service (FFS) in collaboration with the Director of Pharmacy:</p> <ul style="list-style-type: none">• <input type="checkbox"/> Manage the development and oversight of clinical utilization management initiatives for the FFS Pharmacy program (including, but not limited to, Preferred Drug List, prior authorization, age limitations, quantity limits, retrospective Drug Utilization Review);• <input type="checkbox"/> Manage the implementation of all claims processing system changes related to clinical pharmacy initiatives, including automated prior authorization;• <input type="checkbox"/> Oversee and participate in the clinical review process of MCO pharmacy program policies and formularies for compliance with federal and state regulations and contractual requirements;• <input type="checkbox"/> Develop and present clinical initiatives to the Department's Pharmacy and Therapeutics (P&T) Committee and Drug Utilization Review (DUR) Board;• <input type="checkbox"/> Develop program policies and procedures to ensure compliance with all applicable federal and state regulations and requirements;• <input type="checkbox"/> Coordinate Specialty Pharmacy Drug Program clinical activities;• <input type="checkbox"/> Oversee the determination of coverage based on CMS directives and regulations for outpatient covered drug;• <input type="checkbox"/> Coordinate clinical staff within the FFS pharmacy division, including Medical Directors, pharmacists, nurse case managers, and pharmacy program specialists;• <input type="checkbox"/> Work collaboratively with Department and Commonwealth clinical

staff in support of disease management and special needs through quality improvement;

- Determine ongoing individual and program needs;
- Develop and provide necessary technical assistance regarding program operations;
- Analyze and revise policies as necessary;
- Contribute to the development of briefing materials for senior Departmental staff;
- Coordinate regularly with Director of Pharmacy.

4. Supervisor: Director of Pharmacy

Clinical Supervision Consultant – Direct Care

Minimum Qualifications	<p>Possess a Master's in Social Work (MSW) with a license in Clinical Social Work (LCSW), Licensed Marriage and Family Therapist and or licensed Professional Counselor; or a Master's in Psychology with a License in Clinical Psychology.</p> <p>Minimum two (2) years' experience of supervisory/consultative experience.</p> <p>Resource shall also have at least four (4) years of documented clinical experience in working with type of individual requested having substance abuse, dual-diagnosis, mental health, and/or mental retardation related treatment issues or area of expertise requested. Through a combination of training and experience, the Consultant shall have an understanding of issues related to delinquency, cognitive behavior theory and practice, family systems and family-based therapy, gender-responsive treatment, trauma informed care theory and practice, and clinical individual, family & group supervision.</p> <p>Child Line clearances must be provided in addition to the background check if resources will be working with children.</p> <p>Ability to utilize a computer and have basic computer skills to include, but not limited, to Microsoft Office Products.</p>
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Role Description:

Clinical supervision shall be an essential component of the work provided by the Consultant as a way of ensuring the provision of quality therapeutic services. This may include but not be limited too: (a) monitoring counselor performance, (b) skills in structuring supervision with different models of supervision, (c) identifying and implementing models of supervision, (d) ethics & legal issues of clinical supervision, (e) dealing with the resistant counselor, (f) Solution- Focused supervision, (g) Live Supervision, (h) In Vivo Modeling, (i) response shaping, (j) micro-training/training, and (k) transference/counter-transference.

The provision of clinical supervision shall further develop employee's therapeutic skills, effectively navigate litigious matters, improve the effectiveness of treatment and address negative incidents associated with or stemming from the provision of counseling services. Areas of focus in clinical supervision shall be (a) competence (b) purpose/direction in counseling, (c) theoretical/conceptual issues, (d) emotional awareness/confrontation, (e) respect for individual differences, (f), autonomy (g) ethics, (h) personal motivation, (I) relationship and boundary issues between employees and youth, (j) personal issues germane to the employee that may affect counseling, (k) enhance problem solving and decision making skills and (l) competence in group leadership, and (m) importance of evaluation to reaching established goals.

Consultant may be responsible for accessing, developing, conducting and arranging for training and staff development programs or to attending training as required.

Consultant may be requested to provide services within their professional services on committee's and attend staff meetings. Travel may be required.

Consultant shall follow all applicable Department/Agency policies and procedures.

Consultant may be required to compile case findings, prepare summaries of case findings, and make recommendations for case disposition.

Collaborate with other staff or individual treatment program plans.

Additional Duties include:

Public and provider relations on behalf of the Secretary of Welfare and Deputy Secretary;

Serve on executive staff of Deputy Secretary;

Direct subordinate staff;

Related duties as assigned;

Serve as the Department's subject matter expert on all issues related to ASD. Collaborate with other Commonwealth agencies to identify services, processes, and products that can be re-engineered through collaborative management to serve people with autism.

Develop and implement autism-specific Medicaid Waiver to allow for greater flexibility and creativity in providing services for people with autism.

Use electronic government network technologies to create entirely new business processes.

Use technology to improve service delivery to people with autism by integrating policy and management within the Department.

Remove government barriers to develop regional autism centers across the Commonwealth to provide high quality services to individuals with autism; train professionals to assess and evaluate the needs of people living with autism and provide education and supports to families.

Develop coordinated and collaborated mechanisms across funding streams.

Clinical Therapist - (Sexual Responsibility and Treatment Program- SRTP)

Minimum Qualifications	<p>Masters or Doctoral degree in psychology, social work, counseling, or related human services field.</p> <p>Licensed or license-eligible in Pennsylvania as a Psychologist, Professional Counselor, Clinical Social Worker, or Social Worker. Clinical membership in ATSA preferred.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office products. Ability to utilize a computer for order entry and/or prognosis notes.</p>
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Role Description:

The Clinical Therapist position is primarily responsible for the provision of assessment and treatment services to residents of the Sexual Responsibility & Treatment Program.

Complete sex-offense specific assessments on deviant sexual arousal, treatment progress, and risk to sexually re-offend.

Deliver specialized sex-offense specific cognitive-behavioral treatment, psycho-education, and other treatment to individuals and groups, in accordance with established performance standards.

Document service delivery and resident progress on a weekly basis, completed in accordance with established standards and time frames.

Serve as primary therapist to provide sex offense specific interventions to assigned residents, with frequency and amount of direct contact with residents consistent with established performance standards.

Provide training and consultation to Therapeutic Activity Aides and other staff on clinical methods and procedures related to the sexual offender population.

Administer tests and assessments, including the Penile Plethysmograph (PPG), ABEL screening, STABLE, Static 99, Affinity within scope of licensure, certification and training. Attend and actively participate in staff meetings, case conferences, case presentations, staff development meetings and training activities.

Provide clinical support and back up to other clinical staff as needed, including state hospital clinical staffing. Work cooperatively in weekly individual clinical and administrative supervision with the Clinical Director. Perform administrative duties including documentation of work hours, correspondence

and coordination with other clinical and facility staff, etc.

Document inappropriate or dangerous behavior as requested of staff if that behavior puts the residents either in danger or serves to present poor role modeling.

Prior clinical experience working with sexual offenders and an understanding of the dynamics of sexual deviance is strongly preferred.

Familiarity with sex offense risk assessment and measurement and treatment of deviant arousal patterns Familiarity with relevant research literature, clinical assessments, procedures and methods, particularly those designed for sexual offenders.

Ability to assess treatment goals and write goal-directed, individualized treatment plans, as well as the ability to monitor and document individual behavior patterns and modify treatment plans to meet changing treatment goals specifically dealing with sex offense issues. Ability to instruct others in the implementation of therapeutic and behavioral interventions and procedures.

Excellent listening and verbal communication skills. Familiarity with the diagnostic nomenclature outlined in the Diagnostic and Statistical Manual, TR Edition (or most recent updated edition).

Demonstrated interpersonal skills and the ability to establish rapport and maintain objectivity with those who have committed a sexual offense.

Appreciation of the need for and ability to maintain appropriate personal boundaries in working with sexual offender populations.

Investment in expanding current skills/knowledge and to the transfer of this knowledge to other staff.

Ability to form and maintain good working relationships with a diverse staff and a commitment to enhancing cultural competency.

Dental Assistant - Direct Care

Minimum Qualifications	<p>Graduation from high school and one (1) year of experience in a dental office or clinic.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>This is routine, non-professional work in assisting a dentist at chair side during the examination and treatment of patients and in related dental clinic work.</p> <p>A resource is responsible for assisting in a dental clinic by maintaining records and dental equipment and supplies; scheduling and maintaining appointment lists; performing clerical duties; performing minor dental laboratory procedures, such as assisting in the construction of dentures and models of the teeth and mouth; managing housekeeping details; and performing other minor dental laboratory procedures which can be learned through experience on the job.</p> <p>A resource may be required to take and process patient dental x-rays.</p> <p>Resources work under the close supervision of a dentist and work is carefully reviewed in process and upon completion.</p>

Dental Hygienist - Direct Care

Minimum Qualification	<p>Possess a current license to practice as a dental hygienist as issued by the Pennsylvania State Board of Dentistry.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>This is technical work in performing dental prophylaxis and providing general assistance to dentists.</p> <p>Resource participates in institution dental clinic services by performing dental prophylaxis, giving instruction in the care and brushing of teeth, and assisting dentists performing professional services for patients.</p> <p>Work is performed under the supervision of a dentist in accordance with accepted practices and established rules and regulations of the institutions and agency and is reviewed through observation, evaluation of results obtained, and periodic reports.</p> <p>A dental hygienist shall be competent in the following areas of basic dental assisting skills: application of fluorides, sealants, and other topical agents for prevention of oral disease, manage a dental recall system, gingival curettage, removal of excess flash restorative material, performs technical work in dental prophylaxis, non-surgical periodontal treatment, provides assistance to dentists, takes and pours impressions, oral hygiene instructions and nutritional counseling, is able to operate an autoclave, autoclave spore test, cold sterilization methods as recommended by CDC, performs dental screenings, charting of dental findings, charting of dental procedures, scheduling, dental files and records, exposing and developing of x-rays, and knowledge of anatomy and physiology as it pertains to the oral cavity.</p>

Dental Hygienist - Non-Direct Care

Minimum Qualifications	<p>Possess a current active Dental Hygienist license; Demonstrate an understanding of utilization review processes.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>Process dental prior authorization and program exception requests that require technical decisions by researching, analyzing, interpreting and applying program regulations, policies and internal procedures, independently or in concert with consultants.</p> <p>Make determinations regarding medical necessity, place of service, appropriateness, compensability, and quality of dental services prescribed for and provided to recipients.</p> <p>Represent the Department at face-to-face and telephone appeal hearings of a regulatory nature by researching and organizing case materials in order to defend the Department's decision.</p> <p>Respond to inquiries from providers concerning the Prior Authorization program in order to resolve problems.</p> <p>Educate providers how to properly complete prior authorization forms Electronically Input administrative decisions.</p> <p>Prepare routine statistical reports.</p> <p>Attend relevant meetings as necessary to keep abreast of program changes.</p> <p>Keep relevant personnel informed of daily work flow issues and program needs to ensure efficient program operation.</p>

Dentist - Direct Care

Minimum Qualifications	<p>Graduation from an accredited school of dentistry. Possession of a license to practice dentistry issued by the Pennsylvania State Board of Dentistry.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products</p>
Role Description:	<p>This is professional dental work involving the dental care and treatment of patients, clients or inmates at a state facility.</p> <p>A resource in this position performs responsible professional dental work in the examination, treatment and complete dental care of patients, clients or inmates in a dental clinic.</p> <p>Work may include the supervision of a dental clinic and its subordinate nonprofessional staff. Work may also include the coordination of on-site contractual dental services. The Dentist should be competent in endodontics, operative dentistry, panorex radiographs, routine extractions, surgical extractions, soft tissue impactions, removable prosthesis, full and partial and treatment of oral infection.</p> <p>Work is performed without technical or professional supervision. The</p>

Signature: _____ Date: _____

Medical Director and Agency Health Care Administrator provide administrative direction.

Signature: _____ Date: _____

Dentist - Non-Direct Care

Minimum Qualifications	<p>Possess a current active dental license. Possess a documented work history of two or more years of experience performing dental management and administration within the previous five (5) years. Demonstrate an understanding of utilization review processes.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
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Role Description:	<p>Resource will provide utilization and quality reviews of services for the Department of Public Welfare. As directed by the Department of Public Welfare, resource will also provide clinical input into projects including the development of systems and process associated needed to operate an efficient and effective dental services delivery system including prior authorization and network development activities.</p> <p>Resource will provide dental and managerial leadership and oversight to project and processes. Resource will be assigned to management workgroups and project teams. Assignments will consist of a combination of on-going process responsibilities, standing work group participation and time-limited projects related to the management and operations of all aspects of the Pennsylvania Medicaid program.</p> <p>Resource will conduct prospective, concurrent and retrospective review of any assigned adult and pediatric dental cases covered by the Department including, but not limited to: procedures performed in a dental office, Short Procedure Unit or Ambulatory Surgical Center; dental supplies; and/or diagnostic studies or procedures. Resource shall be responsible for making determinations regarding the medical necessity, place of service, appropriateness, compensability, and/or quality of care of dental services prescribed for and provided to Medicaid recipients. It will be the Resource's responsibility to review all requests thoroughly and make a qualified determination in accordance with Medical Assistance regulations and criteria. Depending on the type of case reviewed, Resource will be required to compile case findings, prepare summaries of case findings; make recommendations for case disposition, identify program violations; prepare appealed cases for hearings; and/or be available to testify at administrative hearings for cases under appeal. The Resource will submit the above information to the Department using formats specified by each individual Bureau.</p> <p>Resource, when requested, will assist in the development of in-house training programs, medically necessary criteria, and quality of care indicators. Resource may be asked to help the Department in determining if any changes should be made to criteria or regulations to better serve their clients.</p>
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Dietary Management Services Specialist

Minimum Qualifications

One-year experience as a Director of Dietetic Services 1;

Or

Two years' experience as Clinical Dietitian Manager or Foods Service Manager;

Or

Four years professional clinical experience in a dietary and food service operation, two years of which must have been in a supervisory or consultative capacity.

Graduate level college coursework in food and nutrition, food service management, dietetics, institutional management or related fields maybe substituted for up to two years of the required general professional level experience.

NECESSARY SPECIAL REQUIREMENT: Registration, or proof eligibility for registration, as a Dietician with the Commission on Registration of the American Dietetic Association.

CONDITION OF EMPLOYMENT: Employees possessing proof of eligibility for registration as Dietician with the Commission on Registration of the American Dietetic Association must obtain such registration such registration within six months of employment.

Role Description:	<p>Knowledge of modern food service management, dietetics, and nutrition principles, practices and techniques.</p> <p>Knowledge of management and administrative principles and procedures, particularly as related to food service operations.</p> <p>Knowledge of food service systems, methods, materials, and equipment used in food service and dietary operations.</p> <p>Knowledge of statistical, fiscal and personnel principles and practices as related to dietary and food service operations.</p> <p>Knowledge of the standards and requirements involved in evaluating the quality and/or efficiency of foods, dietary equipment and services, staff, and kitchen design.</p> <p>Knowledge of the common food service management systems that are adaptable to automated applications.</p> <p>Knowledge of the standards applied in the conduct of management reviews and productivity studies in determining levels of effectiveness of food service operations.</p> <p>Ability to plan, develop, direct and coordinate statewide food service dietary and nutritional care consultative, evaluation and informational</p>
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Ability to review, analyze and evaluate the effectiveness of food service, dietary and nutritional care programs for compliance with federal, state and department rules and regulations and other accreditation standards.

Ability to organize and write policies, standards and internal procedures clearly, concisely and in conformity with various governmental regulations and accreditation mandates.

Ability to analyze statistical data and management reports to evaluate program effectiveness, trends and to develop sound conclusions and recommendations for improving food service and dietary operations.

Ability to plan and design special/research projects in selected dietary topics, to collect, analyze and evaluate pertinent data and to write reports of findings and recommendations.

Ability to develop and review specifications for specialized food services and equipment.

Ability to review, interpret, and analyze vendor contracts to ensure compliance with specification requirements and to prepare recommendations for acceptance or rejection.

Ability to understand, develop applications, provide training and monitor related input/output components of the automated food management information reporting systems.

Ability to plan and coordinate meetings and conferences for statewide food service and dietary staff for education, training and information purposes.

Ability to work and consult with departmental administrators and management staff, facility superintendents, food service and dietary employees and other governmental agencies in the consultative, evaluative, purchasing, staffing and systems aspects of dietary services.

Ability to communicate effectively, both orally and in writing.

Director of PA. Rural Health Model

<p>Minimum Qualifications</p>	<ul style="list-style-type: none"> • <input type="checkbox"/> Education: <ul style="list-style-type: none"> ○ <input type="checkbox"/> Master’s degree preferred in Health Care Policy and Management, Public Health, Public Policy, or Public Administration • <input type="checkbox"/> Background / prior experience: <ul style="list-style-type: none"> ○ <input type="checkbox"/> Minimum of 3 years of experience as a health care administrator or project manager / director ○ <input type="checkbox"/> Strong familiarity with rural health issues and population health / infrastructure challenges rural hospitals face ○ <input type="checkbox"/> Knowledgeable about innovative, value-based payment models ○ <input type="checkbox"/> Managerial experience desired, both personnel and programmatic
<p>Role Description:</p>	<p>A. <input type="checkbox"/> DESIGN, IMPLEMENT, and/or EXPAND POPULATION HEALTH INITIATIVES</p> <ul style="list-style-type: none"> a. <input type="checkbox"/> Understand social determinants of health barriers participant rural hospitals face, including, but not limited to, transportation, broadband access, and access to behavioral health and substance use disorder treatment services to inform program design, implementation, and/or expansion to support participant rural hospitals in the PA Rural Health Model. b. <input type="checkbox"/> Identify and connect participant rural hospitals to governmental, academic, organizational, and/or foundation programs and initiatives that align with the social determinants of health barriers they face to enhance delivery system transformation planning under the PA Rural Health Model. c. <input type="checkbox"/> Design and implement programs and initiatives, in conjunction with stakeholder organizations as needed and applicable, that directly address the social determinants of health barriers participant rural hospitals face to expand their ability to meet these challenges within their communities. d. <input type="checkbox"/> Maintain the external SharePoint site of transformation and social determinants of health resources to keep participant rural hospitals up-to-date on the latest information. <p>B. <input type="checkbox"/> COORDINATE EXTERNAL TECHNICAL ASSISTANCE OPPORTUNITIES</p> <ul style="list-style-type: none"> a. <input type="checkbox"/> Coordinate and direct technical assistance being provided to the PA Rural Health Model from external entities, including, but not limited to, from foundations, research institutions, and rural health organizations, to provide additional resources to support pre-implementation activities. Examples of external technical assistance include: Pew Charitable Trusts, the Robert Wood Johnson Foundation, and the Federal Office of Rural Health Policy. <p>C. <input type="checkbox"/> IDENTIFY FUNDING OPPORTUNITIES FOR PARTICIPANT RURAL HOSPITALS</p>

- a. □ Identify specific infrastructure funding needs participant rural hospitals have, including, but not limited to, funding to support implementation of new population health and health information technology initiatives to support the implementation of participant rural hospitals' transformation plans.
- b. □ Seek funding opportunities to support participant rural hospitals and their infrastructure funding needs as described in section C.a. This includes, but is not limited to, applying for external grant funds and partnering with foundations.
- c. □ Provide assistance to participant rural hospitals in acquiring and using infrastructure funding to help them implement their transformation plans.

D. □ MANAGE CMMI DELIVERABLES

- a. □ Write and submit various reports that are due to the Center for Medicare and Medicaid Innovation according to the PA Rural Health Model cooperative and state agreements, including, but not limited to, quarterly reports, process milestone deliverables, and annual reports to fulfill our grant requirements.
- b. □ Prepare and submit budget and programmatic materials to the Center for Medicare and Medicaid Innovation as needed to support release of grant funds for use by the Department of Health to advance the work of the PA Rural Health Model.
- c. □ Write and submit any future grant applications to the Center for Medicare and Medicaid Innovation for funding for the Department of Health to use to support the work of the PA Rural Health Model.

E. □ ADVANCE PA RURAL HEALTH MODEL THROUGH STRATEGIC AND DESIGN THINKING

- a. □ Contribute strategic and design thinking to problem-solve known and emerging programmatic and policy issues that may impact the PA Rural Health Model, including, but not limited to:
 - i. □ Researching potential regulatory changes that may be needed to support participant rural hospital delivery system transformation.
 - ii. □ Operationalizing the PA Rural Health Model from both the payer and provider perspectives.
 - iii. □ Determining best practices for recruitment and retention of participant rural hospitals for performance year two and beyond.
 - iv. □ Identifying best approach for PA Rural Health Model evaluation.
 - v. □ Planning for standing up of potential Rural Health Redesign Center to administer the PA Rural Health Model.

F. □ PROJECT MEETINGS

- a. □ Attend standing weekly project-related meetings, including, but not limited to, calls with the Center for Medicare and Medicaid

	<p>Innovation, interagency, and core team meetings to stay up-to-date on all project work streams.</p> <p>b. <input type="checkbox"/> Attend other key meetings related to the PA Rural Health Model as needed.</p> <p>Performs other duties as assigned.</p>
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Epidemiologist

Minimum Qualifications	<p>Possession of either a Doctor of Public Health (DrPH) degree, Doctor of Philosophy (PhD) degree in epidemiology, Doctoral degree in Medicine (MD), Osteopathy (DO), Dental Surgery/Medicine (DDS/DDM/DMD), or Veterinary Medicine (DVM); AND two years of professional experience investigating disease outbreaks, designing and conducting epidemiologic studies, or designing and maintaining a disease surveillance system;</p> <p>or</p> <p>Possession of a Doctor of Philosophy (PhD) degree in a biological science such as biology, genetics, nursing or virology; AND either a Master of Public Health (MPH) degree or Master of Science (MS) degree in epidemiology; AND two years of professional experience investigating disease outbreaks, designing and conducting epidemiologic studies, or designing and maintaining a disease surveillance system.</p>
Role Description	<p>This is professional scientific work in public health epidemiology within the Department of Health.</p> <p>An employee in this job directs epidemiological investigations for public health programs on a statewide basis in the Bureau of Epidemiology.</p> <p>Work involves providing consultative scientific and technical expertise in the analysis and interpretation of epidemiological data and in the control of infectious, chronic, environmental and other types of community health threats.</p> <p>Work also includes developing statewide plans, policies and procedures for epidemiology, disease control and related issues.</p> <p>Work may include managing and advising on the collection and analysis of statewide epidemiologic data.</p> <p>Work may also include coordinating and advising on the direction of statewide programs for preventive medicine, public health education, or other assigned public health services related to epidemiology.</p> <p>Work may include responsibility for supervising Epidemiology Research Associates and Epidemiology Program Specialists engaged in epidemiological investigation and reporting</p>

activities.

Work is performed with independence under the general direction of an Epidemiologist Supervisor or higher-level administrator, and reviewed for achievement of established objectives.

Executive Nurse Consultant

Minimum Qualifications	<p>Advanced degree in Nursing or Health Services Administration from an accredited school, or equivalent experience to be determined by the requestor. Current/valid license to practice as Registered Nurse issued by Pennsylvania Board of Nursing.</p> <p>Minimum three (3) years' experience in clinical nursing. Minimum three (3) years' experience in nursing or other administration with responsibility for direct nurse oversight, quality management and risk management responsibilities.</p> <p>Significant experience within the past five (5) years in the supervision or provision of direct nursing care of persons who have developmental disabilities or chronic illness or equivalent experience to be determined by the requestor.</p> <p>Basic Computer Skills to include, but not limited to, Microsoft Office Products</p>
Role Description:	<p>Provide clinical oversight of nursing and related health services in order to assure high quality of primary, habilitative and preventative nursing and health care. Administrative actions involving discipline and performance evaluations of Commonwealth employed personnel will be recommended to the facility director or designee.</p> <p>The administrative action may be carried out as appropriate by the individual or in conjunction with the facility director or designee.</p> <p>Resource may coordinate nursing services, assure that each nurse completes relevant duties and responsibilities, identifies training needs for nursing staff, attends regular meetings with licensed nursing staff, provides consultation to nurses on an as-needed basis and review a minimum of ten (10) records each month to evaluate quality of nursing care and documentation.</p>

Financial Representative 1

Minimum Qualifications	<p>Must possess an associate's degree. A combination of education and experience will be considered.</p> <p>The skills needed include: the ability to develop bid and contract language, review contract invoices, analyze contract project status reports, and conduct contract site monitoring visits.</p> <p>Technical computer software skills are required. Familiarity with billing, enrollment, and medical records review. Familiarity with survey tools and survey techniques is needed.</p> <p>Possess the ability to work as part of a workgroup or team are required for the unit's assigned projects. General research and on-line computer research skills are required. Resource needs to be knowledgeable and experienced in general medical billing principles. Experience with PA Medicaid and PROMISE preferred.</p> <p>Resource also needs to understand and be familiar with the operation of human service governmental operations at the federal, state, county and local levels. Project troubleshooting and problem-solving skills are required.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
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Role Description:	<p>Resource provides the unit with knowledge and field experience gained from working in administrative capacities as well as human services administration.</p> <p>Assigned projects are diverse and varied, short and long term, and require flexible and adaptive working proficiency.</p> <p>Resource may be responsible for monitoring and reviewing financial and billing issues related to the provision of services for consumers under the Medical Assistance Program: assist in evaluating, monitoring and analyzing the effectiveness of special program initiatives assigned to the unit: procurements, monitoring contracts, and developing and overseeing contract budgets.</p> <p>Resource must also assist with project development tasks on new and untested projects assigned to the unit. Resource will assist in gathering and organizing diverse program and technical long-term care information for executive staff to use in public forums and answer questions for other states, other Commonwealth agencies, and the legislature.</p> <p>Statewide travel as necessary is required, including some overnight stays.</p>
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Financial Representative 2

Minimum Qualifications	<p>Must possess a bachelor's degree. A combination of education and experience will be considered.</p> <p>The skills needed include: the ability to develop bid and contract language, review contract invoices, analyze contract project status reports, and conduct contract site monitoring visits.</p> <p>Technical computer software skills are required. Familiarity with budgeting, budget analysis and the use of spreadsheet software in budgeting are required. Familiarity with survey tools and survey technique is needed.</p> <p>Possess the ability to work as part of a workgroup or team are required for the unit's assigned projects. General research and on-line computer research skills are required. Resource needs to be knowledgeable and experienced in general budgeting and accounting principles.</p> <p>Resource also needs to understand and be familiar with the operation of human service governmental operations at the federal, state, county and local levels. Project troubleshooting and problem-solving skills are required.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
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Role Description:

The Financial Representative resource provides the unit with knowledge and field experience gained from working in administrative capacities as well as human services administration.

Assigned projects are diverse and varied, short and long term, and require flexible and adaptive working proficiency.

Resource may be responsible for monitoring and reviewing financial and billing issues related to the provision of services for consumers under the Medical Assistance Program: assist in evaluating, monitoring and analyzing the effectiveness of special program initiatives assigned to the unit: procurements, monitoring contracts, and developing and overseeing contract budgets.

Resource must also assist with project development tasks on new and untested projects assigned to the unit. Resource will assist in gathering and organizing diverse program and technical long-term care information for executive staff to use in public forums and answer questions for other states, other Commonwealth agencies, and the legislature.

Statewide travel as necessary is required, including some overnight stays.

Fiscal & Grants Manager

Minimum Qualifications	<p>Minimum of five (5) years' experience in budget administration, financial management and grant/contract administration.</p> <p>Ability to plan and direct the work of a professional and technical staff.</p> <p>Knowledge in the principles of governmental administration, supervision, budgeting and administration of human services programs.</p> <p>Experience in human service program ad policy development and strategic planning.</p> <p>Excellent written and oral communication skills. Ability to represent the program office at high level meetings and public events; ability to develop and prepare presentations for public forums. Excellent interpersonal and leadership skills.</p> <p>Ability to utilize a computer and have intermediate computer skills to include, but not limited, to Microsoft Office Products.</p>
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Role Description:	<p>Responsible for all fiscal matters relating to the Bureau, including budget process, contracts and grants as well as serving on the management team with respect to the development of programs and initiatives, organizational issues and strategic planning.</p> <ul style="list-style-type: none">▪ □ <i>Budget Process.</i> Development and monitoring of the Bureau’s annual budget, including carry-forward and PRR; preparation of budget narratives and reports; monitoring of expenditures; Liaison with Budget Office and Fiscal.▪ □ <i>Contracts and Grants.</i> Development of work statements, RFPs/RFAs; serve as project officer for procurement initiatives; manage and monitor contracts and grants; review and approval invoices and expenditures; serve as central contact for contractors, consultants and grantees.□ □ Development and fiscal management of Bureau initiatives (examples: family support funding projects, support group grants, awareness projects, crisis response initiatives, etc.).□ □ Serve as a member of the management team with respect to developing the organizational structure, allocation of resources, strategic planning, development of policies and programs.□ □ Represent the Bureau at meetings and conferences as requested. This may include meetings with legislators, senior staff, and work groups/task forces.□ □ Serve as the liaison to the ASERT Centers, including reviewing and approving work plans and budgets, coordinating collaborations among the ASERT centers, monitoring and reviewing initiatives, preparing reports of progress to Bureau Director.
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Fiscal Assistant

Minimum Qualifications	<p>High School Diploma or GED. Fiscal Assistant should have knowledge and/or experience with Medical Assistance Programs/coverage in Long Term Care, as well as, the billing process of nursing facilities. Experience in telephone work is desired.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>Analyzes claims to the 180-day exception regulations to determine if the claims meet the exception criteria and process them accordingly.</p> <p>Conducts hearings for denied claims. Operates the Inquiry line.</p> <p>Assist the teams, nursing facilities' billing staff and administrators, and providers with Minimum Data Set and billing questions.</p>

Gastroenterologist -

Minimum Qualifications

Physician shall possess a **current** unrestricted license to practice medicine within the Commonwealth of Pennsylvania.

Physician shall be certified by the American Board of Medical Specialties or the American Osteopathic Association for his or her area of medical specialty and currently be in active clinical practice.

Physician must provide curriculum vitae to demonstrate knowledge and experience in their medical specialty if requested by the Department.

Role Description:

Physician must be able to receive medical records and other materials associated with the case electronically, by fax, or by mail.

Physician shall provide a written decision upholding or overturning the continuity of care denial based upon the definition of continuation of care that is in place at the time of the service was requested or received, the member's physical condition, medical records, the rationale and clinical information submitted by the member's provider, the rationale for the denial of the continuity of care request, standards of medical practice for the member's condition, and other relevant materials provided by the insurer, the member or his physician.

Physician shall provide the Department with a written decision in a regular case review within 7 business days of receiving all the case materials.

If the Department requests an expedited review, Physician shall provide the Department with a written decision within 2 business days of receiving all the case materials.

Reimbursement for regular or expedited reviews shall be made based upon the total number of hours needed to review the case and submit the written decision to the Department.

The reviewing time per case shall not exceed three hours unless the Department pre-authorizes additional time.

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Healthcare Analyst- Senior

Minimum Qualifications	<p>Bachelor's Degree</p> <p>Minimum of five (5) years of healthcare industry experience, preferably with a health plan or a pharmacy</p> <p>A working knowledge of healthcare operations to include: enrollment, claims, customer service and appeals</p> <p>Demonstrated project management experience • Applied analytical skills</p> <p>Strong written and verbal communication skills</p> <p>Proficiency in Microsoft Office Suite, including Access, Excel, Power Point and Word</p> <p>Proven ability to lead a team and successfully complete both short and long-term assignments</p> <p>Ability to lead executive level meetings and/or presentations</p> <p>Demonstrated strategic planning skills</p> <p>A working knowledge of Medicaid/Medical Assistance</p>
Role Description	<p>Manage both direct and indirect reports to accomplish tactical and longer term departmental projects (program management office)</p> <p>Maintain project documentation and work plans</p> <p>Analyze internal processes to identify efficiencies and to reduce operating costs</p> <p>Develop comprehensive training for both new hires and existing staff</p> <p>Create executive level reports and oral presentations</p>

	<p>Provide cost benefit analyses for new initiatives</p> <p>Assist with budget analysis, tracking and updates</p> <p>Monitor departmental performance measures</p> <p>Resolve cross-departmental issues as assigned</p> <p>Resolve complex customer issues</p> <p>Participate in project meetings</p> <p>Assist with data collection for industry surveys and reports</p> <p>Attend industry meetings as requested</p> <p>Provide recommendations for the strategic development of the program</p> <p>Identify and assist with the implementation of cost containment initiatives</p> <p>Assist with procurement documents, including Requests for Proposals, contracts and contract amendments</p> <p>Identify potential areas of fraud, waste or abuse in the Medical Assistance program and remedies to address them.</p> <p>Provide updates on, and impact analysis of, federal and state statutes, regulations, policies and procedures governing the MA program</p>
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Healthcare Analyst

Minimum Qualifications	<p>Bachelor's Degree</p> <p>Minimum of three (3) years of healthcare industry experience, preferably with a health plan or a pharmacy.</p> <p>A working knowledge of healthcare operations to include: enrollment, claims, customer service and appeals.</p> <p>Demonstrated project management experience.</p> <p>Applied analytical skills.</p> <p>Strong written and verbal communication skills.</p> <p>Proficiency in Microsoft Office Suite, including Access, Excel, Power Point and Word.</p> <p>Proven ability to lead a team and successfully complete long-term assignments.</p> <p>Ability to create executive level presentations.</p> <p>(A working knowledge of Medicaid/Medical Assistance is a plus, but not required)</p>
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Role Description:

Manage both direct and indirect reports to accomplish tactical and longer term departmental projects (program management office)

Maintain project documentation and work plans

Analyze internal processes to identify efficiencies and to reduce operating costs

Develop comprehensive training for both new hires and existing staff

Create executive level reports and oral presentations

Provide cost benefit analyses for new initiatives

Assist with budget analysis, tracking and updates

Monitor program performance measures

Resolve cross-office issues as assigned

Resolve complex customer issues

Participate in project meetings

Assist with data collection for industry surveys and reports

Attend industry meetings as requested

Licensed Practical Nurse (LPN)

Minimum Qualifications	Requires current Pennsylvania License for Practical Nurse or is eligible to sit for the Practical Nurse Licensure Examination. Proficient computer skills to include, but not limited to, Microsoft Office products. Ability to enter health data for residents into electronic medical records data base.
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Role Description:	<p>This is practical nursing work in the care and treatment of individuals with a mental or physical injury or illness and/or developmental disability or the care of individuals having difficulty meeting their daily living activities at a Commonwealth facility.</p> <p>A resource implements nursing care plans by performing a variety of practical nursing and individual/patient/resident/inmate care duties including preparing, administering, and recording medications and treatments prescribed by the physician and observing and reporting changes in the physical and emotional behavior of individuals/patients/residents/inmates with a mental or physical injury or illness and/or developmental disability or individuals having difficulty meeting their daily living activities. Work also includes taking and recording vital signs, collecting specimens and preparing and maintaining progress notes and other administrative reports as required. Work also involves participation in carrying out the total treatment program to include habilitation and rehabilitation programs as established by the interdisciplinary treatment team and include daily living and leisure time activities.</p> <p>Work may also involve charge responsibility for a living or patient care area, including responsibility for maintenance of prescribed treatment and therapeutic regimens; overseeing unlicensed personnel; and requesting professional evaluation, treatment or emergency care, as needed. Work is performed in accordance with established laws, rules, and regulations, and appropriate practical nursing standards and nursing procedures. Supervision may be received from a Licensed Practical Nurse Supervisor however, by law, nursing duties which require licensure are performed under the direction of a Registered Nurse or a Physician who reviews the work in progress, through reports and by ward or living area inspections and observations. Nurses are expected to be competent in the following areas at a minimum but not limited to: airway insertion, first aid, catheter insertion, AED, administering oxygen,, IV therapy, heparin lock insertion and irrigation, medication administration, injections, treatments , vital signs, nursing protocols, participating in the plan of care, ambu bag, audiogram testing, medications, telebinocular testing, universal/standard precautions, catheter care, catheter insertion, perineal care, documentation of IV therapy, heparin lock insertion, and irrigation, initiation and care of tubing, care of a heparin well, parenteral management , secondary medications, use of IV infusion pump, use of manual flow regulator,</p>
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venipuncture, IM, intradermal, subcutaneous injections, dose calculations, inhalers, oral, suppository, topical medication administration, documentation on a Medication Administration Record, Tuberculin testing, accepting and documentation of orders from licensed practitioner, if within the scope of practice, transcription of orders, O2 mask and O2 nasal usage, peak flow meter usage, pulse oximeter usage, respiratory mask usage, suctioning, restraints, specimen collection, ventilator care, o & p collection, urine dip stick, wound culture, ace wrap, anti-embolic hose, arm sling, binders, CPR, evacu chair, isolation, knee immobilizer, K-Pad application, braces, traction, control of hemorrhage, decubitus care, drains, dressing changes, ear irrigation, EKG, enemas, eye irrigation, eye staining, glucometer usage, hoyer lift technique, jejunostom tube-enteral nutrition, K Pad machine, nasogastric/gastrostomy feedings, nasogastric tube insertion, nasogastric tube irrigation, nebulizer treatment, nephrostomy, neurological checks, ostomy care, suture/removal, vaginal douche, sterile technique, wound care, blood pressure, and vital signs

The nurse must function within his/her standards of nursing practice at all times.

Medical Assistant- Lead

Minimum Qualifications	<p>Bachelor's degree, health related certification or a combination of education and two or more years of experience in a managed care organization, pharmacy, or call center will be considered. Possess a documented work history of two (2) or more years of experience performing provider relations, health care program monitoring, network management and administration or pharmacy call center experience.</p> <p>Ability to work well with others and foster a team environment.</p> <p>Basic computer skills including proficiency with Microsoft Office Products as well as some internet skills. Ability to communicate effectively (verbal and written).</p>
Role Description:	<p>Resource will provide leadership to, and daily oversight of, people, projects and processes for the Department's Medical Assistance Program. Resource will function as the first point of contact for Program Specialists.</p> <p>Resource will provide guidance and assistance to staff for tasks such as: resolving complex issues, processing prior authorization requests or responding to health care professionals.</p> <p>Resource will perform administrative duties as assigned by the Supervisor/Director. Resource will participate in both internal and external (on-site) monitoring of Program Specialists and providers and will share constructive feedback to improve performance or outcome.</p> <p>Resource may also create and present training materials and will assist in the development and implementation of departmental policies. Resource may be assigned to management workgroups and project teams.</p> <p>Assignments will consist of a combination of on-going process responsibilities, standing work group participation and time-limited projects related to the management and operations of all aspects of the Pennsylvania Medicaid program.</p> <p>Resource may analyze program data and complete appropriate reports.</p> <p>Statewide travel as necessary is required including some overnights.</p>

Medical Assistant - Non-Direct Care

Minimum Qualifications	Licensure/Certification requirements: Possess certification or completion of a medical terminology or coding course. Demonstrate an understanding of basic medical terminology. Basic computer skills to include, but not limited to, Microsoft Office Products
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Role Description:

Attends, maintains and distributes file notes for Department meetings. Maintains file notes for division meetings. Maintains Departmental Reports ensuring timeliness by tracking completion dates. Monitors Quality Improvement Plan ensuring adherence.

Reviews and approves new and revised policies and procedures related to the Quality Improvement Plan. Monitors Provider hotline tracking call time and service outcome in a database. Reports Provider hotline tracking to the supervisor. Tracks the ongoing monitoring system for contracts ensuring monitoring function is current and reports status to supervisor.

Tracks staff monitoring of ACCESS Plus Enrollee Hotline by tracking the completion of reviews. Including monthly reports to supervisor and contractor if required. Tracks corrective action plan if necessary. Answers Department internal hotline calls by responding to the calls, directing callers, making referrals and maintaining a log of call outcomes in the database. Reports monthly to the supervisor. Completes monthly Bureau of Fee-for-Service report by compiling statistical information, data entering on the report grid and summarizing division activities/goals/outcomes/plans. Submits report to supervisor for final review. Supports the Healthy Beginnings Plus (HBP) program: completes HBP correspondence, credentials providers for participation, evaluates and scores applications, maintains program indicators in the system, answers calls from providers and directs callers, assists with quarterly newsletters, maintains and updates providers in the database.

Oversees PCP terminations and reassignments for ACCESS Plus by reviewing requests from PCP, approving or denying requests and tracking terminations. Reviews revisions to policies and procedures related to the process. Oversees quality of care complaints by reviewing issues, researching and submitting if necessary to Departments peer review committee. Utilizes Excel/ACCESS to create warehouse for data storage and querying ability.

Completes the monthly ACCESS Plus Administrative Financial Invoice by retrieving reports from the system, completing the worksheet and submitting to supervisor for review. Completes data entry into the authorization system for services requests and appeal adjudication. Completes medical record chart requests. Files and maintains medical records. Purges medical records for filing and records retention. Maintains logs of cases requiring physician teleconference. Receives and distributes Departmental faxes. Completes report regarding cases requiring authorization that have not yet been completed. Submits report to supervisor and distributes to staff. Distributes cases for medical review to assigned staff. Completes prior authorization notices regarding cases determination as needed.

Medical Director- Lead

Minimum Qualifications	<p>Licensure/Certification requirements: Board certified in a Primary Care Specialty. Possess an active Pennsylvania medical license and have prior experience as a Medical Director and/or lead physician.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>Supervise and help perform all the tasks as described in Primary Care Physician Work Statement.</p> <p>Participate in researching and reviewing new technologies and procedures, reviewing pertinent medical literature and presenting findings and recommendations to appropriate entities. Participate and assist in developing and revising MA policies and procedures.</p> <p>Participate and assist in developing projects to improve delivery of care to MA recipients. Participate and assist in educating MA providers relative to MA regulations, policies and procedures. Participate and assist in evaluating and selecting medication(s) for use in PDL's.</p> <p>Participate and assist in developing new workflows and processes to increase efficiency in daily work. Interact with and participate with Quality Assurance activities, including but not limited to inter-rater reliability, blinded reviews, etc. Assist in and participate with staff evaluation processes.</p> <p>Act as an assistant to the Chief Medical Officer.</p>

Medical Director - Direct Care

Minimum Qualifications	<p>Current/valid unrestricted license to practice medicine in the Commonwealth of Pennsylvania. Minimum of two (2) years of experience in medical administration with responsibility for direct physician oversight or supervision, quality management and risk management responsibilities. Successful completion of an approved residency training program in family medicine, internal medicine or pediatrics. Current/valid unrestricted D.E.A. Certificate. Three (3) years post-residency clinical practice experience with a substantial emphasis on primary care.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>Provide clinical supervision to all physicians in the health services department.</p> <p>Administrative actions involving discipline and performance evaluations of Commonwealth employed physicians will be recommend to the designated person.</p> <p>The administrative action may be carried out as appropriate by the individual or in conjunction with the Facility Director or designee.</p>

Medical Economist

Minimum Qualifications	<p>Licensure/Certification requirements: Master's Degree.</p> <p>Experience required: Current experience and knowledge of Medical Economics.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>Provide the Department with high level executive work, through consultation, in defining, developing and providing information and analysis to drive decision-making processes and support business operations and reporting and controlling medical assistance cost of services.</p> <p>Manage the production and analysis of medical costs information used to formulate effective network contracting and management strategies.</p> <p>Conduct cost benefit analyses such as projecting the impact of new provider contracts on the “per member per month” costs for the affected market.</p> <p>Analyze cost trends by geography, services and provider, place of service and other factors to discover patterns and suggest action plans if warranted.</p> <p>Lead a team within the Agency that will analyze and reduce costs related to</p>

	Hospital Based Physicians and monitor the outcome.
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Medical Economist - Associate

Minimum Qualifications	Possess Bachelor's Degree, and <ul style="list-style-type: none">☐☐ At least two (2) years of experience doing medical economic analyses☐☐ A working knowledge of inpatient and outpatient medical industry operations or claims analysis to identify aberrant billing patterns☐☐ High level proficiency in: SAS, SQL, data mining software and Microsoft Office Suite, including Access Excel, Power Point and Word☐☐ Experience in accessing, using and analyzing complex medical information databases (A good working knowledge of Medicaid/Medical Assistance a plus, but not required)
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Role Description:

Assist in the design and conduct of:

- ☐☐ Fiscal and program analyses to support Pennsylvania Medical Assistance Program decision-making processes.
- ☐☐ Analyses to support medical assistance business operating decisions and for tracking, reporting and controlling of Medical Assistance costs.
- ☐☐ Analyses to support the development of effective provider network management and reimbursement strategies or identification of abuse or waste in the Medical Assistance program.
- ☐☐ Cost benefit analyses for new Medical Assistance initiatives
- ☐☐ Medical Assistance cost trend analyses by geography, services provider type, place of service and other factors to discover trends and suggest action plans.
- ☐☐ Fiscal and impact analysis of potential cost containment initiatives.
- ☐☐ Large data set analyses to determine whether targeted cost savings were achieved or to identify future savings targets
- ☐☐ Analyses of various data sets to recommend payment levels and provide fiscal impact estimates
- ☐☐ Development and maintenance of healthcare payment reconciliation systems

Participate in meetings to advise Commonwealth staff on work results.

Prepare summary level papers and defend analyses completed.

Executive Medical Economist

Minimum Qualifications	<p>Licensure/certification requirements: Master's Degree Experience required:</p> <p>At least five (5) years of experience doing a broad base of senior level medical economic analyses.</p> <p>Thorough knowledge of inpatient and outpatient medical industry operations.</p> <p>At least three (3) years' experience acting as program or project manager.</p> <p>High level proficiency in: SAS, SQL, data mining software and Microsoft Office Suite, including Access Excel, Power Point and Word.</p> <p>Solid experience in accessing, using and analyzing complex medical information databases.</p> <p>(A good working knowledge of Medicaid/Medical Assistance a plus, but not required)</p>
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Role Description:	<p>Provide high level executive fiscal and program analyses to support Pennsylvania Medical Assistance Program executive staff in their decision-making processes.</p> <p>Provide executive level analysis to support medical assistance business operating decisions and for reporting and controlling of Medical Assistance costs.</p> <p>Manage analyses to support the development of effective provider network management, cost containment and reimbursement strategies.</p> <p>Lead the conduct of cost benefit analyses for new Medical Assistance initiatives</p> <p>Manage the design and completion of Medical Assistance cost trend analyses by geography, services provider type, place of service and other factors to discover trends, forecast utilization impacts and suggest action plans.</p> <p>Lead ad hoc teams in the fiscal and impact analysis of potential cost containment initiatives.</p> <p>Participate in executive level meetings to advise senior level managers on work results.</p> <p>Present executive level papers, Power Point presentations and oral presentations on analyses completed.</p> <p>Lead multi-discipline teams in the development of data bases for medical utilization and/or case management systems</p>
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Medical Economist- Senior

Minimum Qualifications	<p>Masters' Degree or extensive medical economist experience exceeding minimum qualifications (includes bachelor's degree plus experience)</p> <p>At least three (3) years of experience doing a broad base of senior level medical economic analyses.</p> <p>A good working knowledge of inpatient and outpatient medical industry operations or claims analysis to identify aberrant billing patterns.</p> <p>At least two (2) years' experience acting as lead worker on complex medical analyses</p> <p>High level proficiency in SAS, SQL, data mining software and Microsoft Office Suite, including Access Excel, Power Point and Word.</p> <p>Experience in accessing using and analyzing complex medical information databases. (A good working knowledge of Medicaid/Medical Assistance a plus, but not required)</p>
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<p>Role Description</p>	<p>Provide leadership in the design and conduct of:</p> <ul style="list-style-type: none"> ☐☐ Fiscal and program analyses to support Pennsylvania Medical Assistance Program decision-making processes. ☐☐ Analyses to support medical assistance business operating decisions and for tracking, reporting and controlling of Medical Assistance costs. ☐☐ Analyses to support the development of effective provider network management, reimbursement systems and strategies or identification of abuse or waste in the Medical Assistance program. ☐☐ Cost benefit analyses for new Medical Assistance initiatives ☐☐ Medical Assistance cost trend analyses by geography, services provider type, place of service and other factors to discover trends and suggest action plans. ☐☐ Fiscal and impact analysis of potential cost containment initiatives ☐☐ Extract and analyze large data sets and perform analyses to determine whether targeted cost savings were achieved or identify future savings targets ☐☐ Perform analysis of various data sets, recommend payment levels and provide fiscal impact estimates Development and maintenance of healthcare payment reconciliation systems <p>Participate in meetings to advise Commonwealth staff on work results.</p> <p>Present summary level papers and oral presentations using Power Point on analyses completed.</p>
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Medical Records Assistant

Minimum Qualifications	<p>One (1) year of clerical experience in a medical records department of a hospital, or ambulatory acute medical care setting or a licensed nursing facility, which has included six (6) months of experience under the general direction or oversight by a registered Medical Records Technician or Administrator; and graduation from high school; or graduation from a medical secretarial or medical records program; or any equivalent combination of experience and training.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>This is specialized clerical work in the preparation, classification, and abstracting of medical reports.</p> <p>Resources assist in the initiation and maintenance of medical records by preparing and typing medical reports, abstracts, and summaries, and reviewing and processing medical records to insure their accuracy and completeness.</p> <p>Work includes: the coding of physicians' diagnoses using standardized codes such as in the International Classification of Diseases classification system. Work requires a high degree of accuracy and proficiency within the framework of standard methods and procedures.</p> <p>Work is performed under the supervision of a Medical Records Technician, Medical Records Director, Cancer Registry Specialist, or a Cancer Registry Administrator.</p>

Medical Records Director

Minimum Qualifications	<p>Registration as a Medical Records Administrator (RHIT, Registered Health Information Technician or RHIA, Registered Health Information Administrator) with the American Health Information Management Association; or two (2) years of experience as a Medical Records Technician; and registration as a Medical Records Technician with the American Health Information Management Association; or four (4) years of experience in the preparation, classification and abstracting of medical reports in a medical records department; and registration as a Medical Records Technician with the American Health Information Management Association.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>This is administrative work planning and directing the operations of the medical records department in a state facility. A resource directs the facility department that is responsible for the establishment, classification and maintenance of medical records and documents.</p> <p>This resource develops and implements facility policies and procedures required ensuring proper medical records completion and maintenance and compliance with accrediting/certifying agencies' requirements. Work requires a high degree of accuracy due to the frequency of multiple classification or cross references in a single case.</p> <p>Duties include: supervision of a clerical/technical staff engaged in the maintenance of complex medical case histories.</p> <p>Work is performed under the direction of an administrative supervisor and is reviewed for compliance to departmental and facility policies and procedures through reports, conferences and inspections.</p>

Medical Records Technician

Minimum Qualifications	<p>Accreditation as a Medical Records Technician (RHIT, Registered Health Information Technician or RHIA, Registered Health Information Administrator) by the American Health Information Management Association.</p> <p>Candidates having the higher level Medical Records Administrator certification may substitute this accreditation for the Medical Records Technician, or candidates who are eligible and have completed an accredited Medical Records Technician Program will be accepted for service pending accreditation which must occur within 12 months after commencement.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>This is technical and supervisory work in the operation of a medical records department in a state facility.</p> <p>A resource organizes and performs the technical work of a medical records department where case histories of all patients are classified and maintained. Important aspects of the work include maintenance of adequate patient, disease, surgery, and physician indices, analysis of medical records for completeness and accuracy to insure their applicability for patient treatment, research, and case study, and supervision of a clerical staff engaged in medical records maintenance functions for compliance with facility, departmental, state and federal accrediting/certifying agency requirements.</p> <p>Work is performed under the direction of an administrative supervisor and is reviewed for compliance to departmental and facility policies and procedures through reports, conferences, and inspections.</p>

Microbiologist Manager- Public Health

Minimum Qualifications	<p>Three (3) years of professional laboratory experience in microbiology, which included one (1) year in a supervisory capacity, and a bachelor's degree that included 20 credits in microbiology, cellular biology, molecular biology or bacteriology and 12 credits in chemistry or biochemistry;</p> <p>or</p> <p>Two (2) years of professional laboratory experience in microbiology, which included one (1) year in a supervisory capacity, and a graduate degree in microbiology.</p> <p>CONDITION OF EMPLOYMENT: Certain positions will require possession of a valid Pennsylvania driver's license.</p> <p>Certain positions will require the successful completion of a background risk assessment check.</p>
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Role Description:

This is scientific and managerial work in organizing, planning and coordinating the activities of a technically complex microbiological laboratory in the field of public health.

An employee in this job is responsible, through subordinate supervisors, for organizing, planning and coordinating the activities of a professional analytical staff performing work in static or mobile laboratories in bacteriology, molecular biology, virology or immunology programs. Work includes managing a scientific, professional and technical staff in a public health microbiology laboratory supporting epidemiological programs such as infectious disease, communicable disease or environmental health. Work includes ensuring microbiological laboratory proficiency and quality, overseeing the development and standardization of technically complex laboratory techniques and coordinating activities and resources with federal or state requirements to ensure appropriate funding. Work involves implementing a training program to increase laboratory proficiency, developing and implementing a safety program, and ensuring the performance of highly technical laboratory instruments. Work may involve testifying in legal proceedings or Commonwealth courts about tests conducted, and results obtained. Work is performed independently and is reviewed by an administrative supervisor for adherence to established standards and program operation.

Microbiologist

Minimum Qualifications	<p>On year of profession laboratory work experience in microbiology, and a bachelor's degree that includes 20 credits in microbiology, cellular biology, molecular biology or bacteriology and 12 credits in chemistry or biochemistry.</p> <p>Or</p> <p>A graduate degree in microbiology</p> <p>CONDITION OF EMPLOYMENT: Certain positions will require a possession of a valid Pennsylvania drivers' license.</p> <p>Certain positions will require the successful completion of a background risk assessment check.</p>
Role Description:	<p>This is advanced professional work in the field of microbiology in a base laboratory or mobile laboratory setting.</p> <p>An employee in this job uses advanced microbiological and biomedical laboratory techniques in the examination of samples and specimens and may direct the work activities of a small group of professional and technical staff performing microbiological and biomedical laboratory work.</p> <p>Work includes the development and implementation of new methods and techniques.</p> <p>Work is differentiated from the lower level by the independent responsibility for conducting research to develop and modify testing methods and procedures and performing advanced microbiological analysis through the use of advanced testing procedures and equipment.</p> <p>Work is performed independently but is subject to periodic review by a supervisor through documentation reviews, results of quality control samples, written reports and direct observation.</p>

Music Therapist

<p>Minimum Qualifications</p>	<p>Music therapists must have a bachelor's degree or higher in music therapy from one of AMTA's 72 approved colleges and universities, including 1200 hours of clinical training. Music therapists must hold the MT-BC credential, issued through the Certification Board for Music Therapists, which protects the public by ensuring competent practice and requiring continuing education. Must possess a Current American Music Therapy Certificate.</p>
<p>Role Description:</p>	<ul style="list-style-type: none"> • <input type="checkbox"/> Work with older adults to lessen the effects of dementia; • <input type="checkbox"/> Work with children and adults to reduce asthma episodes; • <input type="checkbox"/> Work with hospitalized patients to reduce pain; • <input type="checkbox"/> Work with children who have autism to improve communication capabilities; • <input type="checkbox"/> Work with premature infants to improve sleep patterns and increase weight gain; • <input type="checkbox"/> Work with people who have Parkinson's disease to improve motor function. <p>Complete assessment and formulate treatment goals and objectives based on:</p> <ol style="list-style-type: none"> a. Emotional well-being; b. Physical health; c. Social functioning; d. Communication abilities; e. Cognitive skills through musical responses; f. Recommendations of the type(s) of therapeutic approaches to be used within the resident's care plan; g. Observations and written/verbal reports obtained from SMRC staff relating to the resident. <p>Design music sessions for individuals and/or groups based on client needs using:</p> <ol style="list-style-type: none"> a. Music improvisation; b. Receptive music listening; c. Song writing; d. Lyric discussion; e. Music and imagery; f. Music performance; g. Learning through music; h. Participate in interdisciplinary treatment planning; i. Ongoing evaluation; j. Follow up. <p>Any additional duties as associated with Music Therapy and music therapy training.</p>

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Neurologist – Direct Care

Minimum Qualifications	Three (3) years post-residency clinical practice experience with a substantial emphasis on neurology. Successful completion of an approved residency training program in Neurology. Current/valid unrestricted license to practice medicine in the Commonwealth of Pennsylvania. Current/valid unrestricted D.E.A certificate. Recent report from the National Practitioner Data Bank (within the past 12 months). Recent report from the American Medical Association (within the past 12 months). Recent report from the Federation of State Medical Boards (within the past 12 months). Document number of hours of Category I CME that are required within the past three (3) years. Three (3) years post residency clinical experience in the practice of neurology. Basic computer skills to include, but not limited, to Microsoft Office Products
Role Description:	Function as the neurological consultant; responsible for providing neurological leadership and direction as an integral member of an Interdisciplinary Team; responsible for providing quality care in a

Signature: _____ Date: _____

Commonwealth facility for individuals with a mental or physical injury or illness, dysfunctional behavior and/or a developmental disability.

Signature: _____ Date: _____

Neurologist – Non-Direct Care

Minimum Qualifications	<p>Three (3) years post-residency clinical practice experience with a substantial emphasis on neurology. Successful completion of an approved residency training program in Neurology. Current/valid unrestricted license to practice medicine in the Commonwealth of Pennsylvania. Current/valid unrestricted D.E.A certificate. Document number of hours of Category I CMEs that are required within the past three (3) years. Demonstrates an understanding of utilization review processes.</p> <p>Possess basic computer skills which include, but are not limited to, Microsoft Office products.</p>
Role Description:	<p>Functions as the neurology consultant for retrospective medical reviews to determine the medical necessity, appropriateness of the plan of care, and the quality of care provided to medical assistance recipients.</p> <p>Consultant will be responsible for thoroughly reviewing medical records and making a qualified determination in accordance with Medical Assistance Program regulations and criteria.</p>

Nurse Administrator

Minimum Qualifications	<p>Bachelor's degree in human services, services to support people with intellectual disabilities, or related services field.</p> <p>Extensive knowledge and five (5) years' experience in the ICF/ID Regulations and Survey Process.</p> <p>Three (3) years' experience in providing programmatic or health care services in an ICF/ID setting.</p>
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Role Description:	<p>Provide training and technical assistance to identified key Agency staff in preparation for Survey Process and the eight (8) Survey Tasks.</p> <p>Information on Survey Tasks will become part of general orientation training for staff new to the roles of Management, Supervisors, Quality Management and Risk Management, Administrative and Management, QMRP, nursing. Psychological staff and the Center's Human Rights Committee or other staff that identified.</p> <p>Provide Center Administrative and Management staff with knowledge regarding their role in Governing Body DOH Standards (Tag 104).</p> <p>Provide Center QMRP staff with knowledge regarding the standards and the role of the QMRP (Tag 159).</p> <p>Provide Center Nursing staff with knowledge regarding the standards and the role of the Nurse.</p> <p>Develop Active Treatment Assessment Tools with Center Management staff to be utilized as a quality assurance monitoring tool.</p> <p>Provide Center staff with knowledge needed to perform evaluation of Client Protection standards to prevent abuse and neglect. Center staff will be able to validate compliance with the key components to prevent, screen, identify, train, protect, investigate and report/respond to incidents of abuse and neglect.</p> <p>Provide Center Psychological Services staff with knowledge on interventions to address inappropriate client behaviors per the standards. Information on interventions to address inappropriate client behaviors per the standards will become part of general orientation training for staff new to the role in Psychological Services.</p> <p>Provide training and technical assistance to key Center staff and Center Human Rights Committees on standards regarding restrictive procedures and consent process requirements. Center staff will be able to validate compliance with requirements regarding restrictive techniques and the consent process.</p>
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OB/GYN Physicians

Minimum Qualifications	<p>Graduation with a degree of doctor of medicine or osteopathy from a medical school approved or recognized by the State Board of Medical Education and Licensure, or the State Board of Osteopathic Examiners, or possession of a Standard Certificate as issued by the Educational Council for Foreign Medical Graduates; and completion of an internship in a school or institution approved or recognized by the State Board of Medical Education and Licensure, or the State Board of Osteopathic Examiners.</p> <p>NECESSARY SPECIAL REQUIREMENT: Possession of a license to practice medicine in the Commonwealth of Pennsylvania as issued by the State Board of Medical Education and Licensure, or the State Board of Gynecologist Examiners.</p>
Role Description:	<p>Resource to provide complete gynecological evaluations of all female individuals of Ebensburg Center. Each evaluation is to consist of history, breast and pelvic examinations, Pap smear and report of findings. Evaluations are to be performed on an annual basis and more often if needed, need/s to be determined by contractor and unit physician. Abnormalities noted will be referred to the unit physician for evaluation; appropriate treatment and follow-up care.</p>

Occupational Therapist 1

Minimum Qualifications	Possession of a license to practice occupational therapy as issued by the Pennsylvania State Board of Occupational Therapy Education and Licensure. Basic computer skills to include, but not limited, to Microsoft Office Products.
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Role Description:

This is work in the field of occupational therapy at a Commonwealth facility for those with mental or physical illnesses or handicaps. A resource designs, implements, and evaluates occupational therapy segments of individual program plans to further the comprehensive treatment/habilitation of patients/residents.

The resource conducts medically, developmentally and/or psychologically focused occupational therapy programs to determine current skill levels and assist patients/residents in developing basic functional skills or retains or strengthens existing skills. The diverse modalities used in these programs may include arts and crafts, audio-visual media, physical restorative activities, and adaptive equipment and devices, and are chosen for their ability to contribute toward reaching individual patient/resident goals. Program objectives may be directed toward activities of daily living, group interaction, sensory stimulation and training, physical conditioning, reflex inhibition, or neuro-muscular facilitation in order to stimulate/alter the neuro-physiological or psychosocial development of the patient/resident and to provide a context for normal living.

Formal assessments of patient/resident functioning levels, strengths, and needs are made and methods for responding to assessed needs are formulated and presented to a multi-disciplinary team responsible for individual patient'/resident's comprehensive program plans. An important aspect of the work is the on-going review and evaluation of patient/resident needs and progress toward achieving program goals.

Work is performed independently under general supervision and is reviewed by a higher level licensed therapist or other professional supervisor for quality and achievement of occupational therapy program goals through observation, conferences and reports.

Occupational Therapist 2

Minimum Qualifications	<p>Successful completion of an approved residency training program in occupational therapy with 3 years' experience as a licensed occupational therapist. Possess current/valid unrestricted license to practice occupational therapy in the Commonwealth of Pennsylvania. Have significant experience treating people with developmental disabilities or chronic illness or equivalent experience.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>Responsible for completion of screenings; and, as necessary, full evaluations using standardized instruments in order to make recommendations regarding neuro and sensory motor development, postural reflexes, or sensory integration in relation to the completion of daily living activities for assigned individuals. Provide leadership in the design of therapeutic adaptations to enhance functional independence, maintain wellness, and/or deter loss of skills for assigned individuals.</p>

Ophthalmologist ~~Non-Direct Care-~~

Minimum

Qualifications

Physician shall possess a ~~current~~ unrestricted license to practice medicine within the Commonwealth of Pennsylvania.

Physician shall be certified by the American Board of Medical Specialties or the American Osteopathic Association for his or her area of medical specialty and currently be in active clinical practice.

Physician must provide curriculum vitae to demonstrate knowledge and experience in their medical specialty if requested by the Department.

Role Description:

Physician must be able to receive medical records and other materials associated with the case electronically, by fax, or by mail.

Physician shall provide a written decision upholding or overturning the continuity of care denial based upon the definition of continuation of care that is in place at the time of the service was requested or received, the member's physical condition, medical records, the rationale and clinical information submitted by the member's provider, the rationale for the denial of the continuity of care request, standards of medical practice for the member's condition, and other relevant materials provided by the insurer, the member or his physician.

Physician shall provide the Department with a written decision in a regular case review within 7 business days of receiving all the case materials.

If the Department requests an expedited review, Physician shall provide the Department with a written decision within 2 business days of receiving all the case materials.

Reimbursement for regular or expedited reviews shall be made based upon the total number of hours needed to review the case and submit the written decision to the Department.

The reviewing time per case shall not exceed three hours unless the Department pre-authorizes additional time.

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Orientation & Mobility Specialist

<p>Minimum Qualifications</p>	<p>Master's Degree (preferred) or bachelor's degree in orientation and mobility from an accredited college or university. Should be eligible for certification from ACVREP as an "Orientation and Mobility Specialist." Knowledge of the developmental aspects of O & M as it relates to those with mental illness but not limited to impact of various eye conditions, capabilities for independent travel, impact of multi-handicapping conditions and techniques of teaching.</p>
<p>Role Description:</p>	<p>Teach independent living skills or techniques such as adaptive eating, medication management, diabetes management, and personal management.</p> <p>Recommend appropriate mobility devices or systems such as human guides, dog guides, long canes, electronic travel aids (ETAs), and other adaptive mobility devices (AMDs).</p> <p>Identify visual impairments related to basic life skills in areas such as self-care, literacy, communication, health management, home management, and meal preparation.</p> <p>Train clients with visual impairments to use mobility devices or systems such as human guides, dog guides, electronic travel aids (ETAs), and other adaptive mobility devices (AMDs).</p> <p>Assess clients' functioning in areas such as vision, orientation and mobility skills, social and emotional issues, cognition, physical abilities, and personal goals.</p> <p>Develop rehabilitation or instructional plans collaboratively with clients, based on results of assessments, needs, and goals.</p> <p>Write reports or complete forms to document assessments, training, progress, or follow-up outcomes.</p> <p>Monitor clients' progress to determine whether changes in rehabilitation plans are needed.</p> <p>Train clients to use tactile, auditory, kinesthetic, olfactory, and proprioceptive information.</p> <p>Train clients to use adaptive equipment such as large print, reading stands, lamps, writing implements, software, and electronic devices.</p>

Signature: _____ Date: _____

Orthodontist - Non-Direct Care

Minimum Qualifications	<p>Board Certification in the field of Orthodontics.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products and an understanding of utilization review processes.</p>
Role Description:	<p>Resource in this position will serve as an Orthodontic Reviewer.</p> <p>Resource will be responsible for making determinations regarding the medical necessity and /or quality of orthodontic care provided to Medicaid recipients.</p> <p>Resource will review all requests for orthodontic services and make a qualified determination in accordance with Medical Assistance Programs regulations and criteria.</p> <p>Resource will identify program violations, prepare appealed cases for hearings and be available to testify at administrative hearings for cases under appeal.</p> <p>Resource will assist in the development of in-house training programs, medically necessary criteria, and quality of care indicators.</p> <p>Resource will assist the Department in determining any changes that should be made to criteria or regulations to better service Medical Assistance recipients.</p>

Orthopedist- Non-Direct Care

Minimum Qualifications	<p>Physician shall possess an unrestricted license to practice medicine within the Commonwealth of Pennsylvania.</p> <p>Physician shall be certified by the American Board of Medical Specialties or the American Osteopathic Association for his or her area of medical specialty and currently be in active clinical practice.</p> <p>Physician must provide curriculum vitae to demonstrate knowledge and experience in their medical specialty if requested by the Department.</p>
Role Description:	<p>Physician must be able to receive medical records and other materials associated with the case electronically, by fax, or by mail.</p> <p>Physician shall provide a written decision upholding or overturning the continuity of care denial based upon the definition of continuation of care that is in place at the time of the service was requested or received, the member's physical condition, medical records, the rationale and clinical information submitted by the member's provider, the rationale for the denial of the continuity of care request, standards of medical practice for the member's condition, and other relevant materials provided by the insurer, the member or his physician.</p> <p>Physician shall provide the Department with a written decision in a regular case review within 7 business days of receiving all the case materials.</p> <p>If the Department requests an expedited review, Physician shall provide the Department with a written decision within 2 business days of receiving all the case materials.</p> <p>Reimbursement for regular or expedited reviews shall be made based upon the total number of hours needed to review the case and submit the written decision to the Department.</p> <p>Rate per hour = \$250.00. The reviewing time per case shall not exceed three hours unless the Department pre-authorizes additional time.</p>

Outreach & Training Coordinator

<p>Minimum Qualifications</p>	<p>Possess a bachelor’s degree in education, communications or human service area required.</p> <p>At least three (3) years of experience which involved project development and management, development of communication materials, group facilitation, and training/conference planning and administration OR an equivalent combination of experience and training. Experience with data bases, online systems, intermediate computer skills, audiovisual equipment and information management required.</p>
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Role Description:

Communication & Outreach:

- ☐ **Communication & Outreach Administration:** development and implementation of communication and outreach plans and materials with respect to programs and initiatives, and coordination with multiple external entities and other offices.
- ☐ **Outreach Stakeholder Facilitation:** coordination, facilitation and development of outreach meetings and materials with specific stakeholder groups such as the BAS Advisory Board, Regional ASERT Centers, County offices, other DPW offices and PA Departments, Transition Coordinators (OVR, PDE, BHRS), and national autism policy makers or others as required

Training Development and Administration:

- ☐ **Internal Training Development:** This responsibility will include the development of New Staff Orientation requirements and materials, internal staff development training, monthly staff meetings, and process development support.
- ☐ **External Training Administration:** This responsibility will include the coordination and development of conferences and trainings, including developing timelines, action plans, presentation materials, staff support, contracts and budgets (FBA trainings, PDE Collaborative Trainings, BAS training conference, ASERT trainings, other); coordination of BAS participation in external conferences (PAN, NAC, PAR, other); identification and review of proposals for venues and accommodations; administration of contracts with venues and hotels, including regulatory process; and administration of tracking reports for multiple sources.
- ☐ **Online Training Administration:** This responsibility will include participation in the development and administration of the Adult Training Modules and the online training registration system; supervision of course and system expansion to additional users; collaboration with host system administrators; tracking of course progress/requirements; development/administration of evaluation

tools and certificates of completion; evaluation and coordination of course and data transfers between host systems; and administration of related contracts and invoices.

Continuing Education Administration: This responsibility will include completing application and renewal processes in order to earn approved provider status for multiple professional affiliations; development of annual tracking and evaluation reports; administration of application and renewal fees; and administration/coordination of continuing education credits as an approved provider for trainings and external organizations (ASERT, other).

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Pharmacist - Direct Care

Minimum Qualifications	<p>Possession of a license to practice pharmacy as issued by the Pennsylvania State Board of Pharmacy.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>This is professional pharmaceutical work of a staff or clinical nature at a state-operated facility. A resource compounds and dispenses physicians' prescriptions, including a variety of ointments, powders, solutions, medicines, drugs, and other pharmaceutical supplies used in the facility.</p> <p>Work includes the filling of ward requisitions for narcotics, solutions and drug supplies, and the maintenance of accurate records of narcotics, depressant and stimulant drugs and alcohol dispensed.</p> <p>Resources review the medication records of patients and report potential adverse drug interactions.</p> <p>Work may include participating with doctors, nurses and other professional personnel as a member of an inter-disciplinary treatment team charged with the responsibility of developing a comprehensive treatment plan for each patient/resident at the facility.</p> <p>The resource may direct the work of pharmacy assistants and custodial or non-technical personnel. Work is performed under the general supervision of a higher-level pharmacist who reviews work periodically for accuracy and adherence to facility policies and procedures and professional standards.</p>

Pharmacist - Non-Direct Care

Minimum Qualifications	<p>Graduate of an approved pharmacy school. Licensed by the State Board of Pharmacy or accredited by the American Council on Pharmaceutical Education; knowledgeable of the composition of drugs, their chemical and physical properties and their manufacturer and uses as well as how products are tested for purity and strength.</p> <p>Resource must understand the activity of a drug and how it will work within the body; demonstrate an understanding of the utilization review processes.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>Through the retrospective review of pharmacy and other records on the dispensing of controlled substances to medical assistance recipients, the Resource will provide the Commonwealth Agency with consultation related to potential compliance issues by pharmacy providers.</p> <p>The Resource will use applicable medical assistance regulations, State Pharmacy Board regulations, and the Pharmacy Act in making review determinations.</p> <p>Travel as required for on-site reviews.</p>

Pharmacist Technician - Direct Care

Minimum Qualifications	<p>One (1) year of experience assisting a licensed pharmacist in the preparation and dispensing of medications in a hospital pharmacy or any equivalent combination of experience and training.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>This resource will perform work in the pharmacy of a state facility. A resource in this position performs a variety of non-professional pharmacy tasks under supervision of a registered pharmacist.</p> <p>Work includes assisting in the preparation of various pharmaceutical preparations, including the packaging and labeling of individual or bulk prescriptions. Work also includes the maintenance of pharmaceutical supply stocks and the performance of related housekeeping duties. Supervision is received from a professional pharmacist who reviews all work in accordance with prescribed practices and procedures.</p>

Pharmacy Coordinator - Non-Direct Care

Minimum Qualifications	<p>Possess an Associate's Degree in a health related field (i.e., Medical Assistant) or a certification as a Pharmacy Technician</p> <p>Have experience working for a Pharmacy Benefit Management (PBM) company or health plan in a managed care pharmacy department; working knowledge of retail pharmacy third party prescription processing.</p> <p>Have knowledge of drug categories, brand and generic names including pronunciation and spelling; knowledge of utilization management tools used for controlling pharmacy costs – i.e. quantity limits, prior authorization, step therapy, generic programs, etc.</p> <p>Ability to have a professional dialogue with a physician or a physician's staff.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>Process prior authorization requests. Issue prior authorizations as appropriate through established protocols, policies and procedures.</p> <p>Communicate with the physicians' and pharmacies' approvals and denials by phone and/or letter as needed.</p> <p>Answer questions/requests and resolve issues from providers, pharmacists and staff. The resource will field questions regarding pharmacy benefit issues and communicate details of service through telephonic responses to physicians, pharmacists and Commonwealth staff. Issues addressed include prescription benefits, formulary issues, prescription claim processing, and prior authorizations.</p> <p>The resource ensures documentation of actions. Resolve routine provider pharmacy concerns. This includes answering questions from various sources (a member, physician, staff, etc.) regarding specific provider issues and as appropriate deciding on plans of action to resolve routine issues.</p> <p>Provide administrative support to the pharmacy team. This involves preparation and distribution of Policies & Procedures, committee agendas and minutes, and other correspondence as required. Document all communications appropriately. This includes documentation through the telephone call tracking system.</p>

Pharmacy Coordinator NDC- Lead

Minimum Qualifications:	<p>Possess or any combination of the following: Bachelor's Degree in a health-related field, Certification as a Pharmacy Technician, or four (4) or more years' experience working in pharmacy benefits organization or managed care pharmacy department.</p> <p>Ability to identify problems and offer solutions.</p> <p>Maintain a positive attitude in a demanding and time sensitive work environment.</p> <p>Working knowledge of retail pharmacy, third party prescription processing, drug categories, brand and generic names, utilization management tools used for controlling pharmacy costs (i.e. quantity limits, prior authorization, step therapy, generic programs).</p> <p>Ability to analyze pharmacy claims data as well as pharmacy trends data.</p> <p>Ability to effectively and professionally communicate both orally and in writing.</p> <p>Basic computer skills, including familiarity with Microsoft Office programs.</p>
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Role Description:

Resources in the position will serve as supervising all pharmacy coordinators assisting in problem solving for difficult prior authorization request, billing inquiries and provider questions.

Resource will monitor work flow of call center staff and quality assurance assessments. Resource will assist and coordinate staff training.

Resource will also serve as liaison to Recipient, Provider and Access Plus Call Center Staff for pharmacy-related questions and issues.

Resource will coordinate patients' specific issues with specialty pharmacies, case management and Access Plus.

Resource will assist with planning and the implementation of new pharmacy initiatives and assume additional responsibilities to enable Pharmacy Coordinators to be available to handle provider calls and fax requests.

Resources will present initiatives and topics related to their specialty at staff meetings and other committees.

Resource will perform other duties and assignments as directed by director or supervisor.

Pharmacy Director – Non-Direct Care

Minimum Qualifications	<p>Graduate of an approved pharmacy school. Be a licensed Clinical Pharmacist (preferably a PharmD) by the State Board of Pharmacy or accredited by the American Council on Pharmaceutical Education. Have knowledge of federal and state legislation policies and regulations governing pharmaceutical programs.</p> <p>Be experienced in the creation of clinical pharmaceutical programs. Demonstrate an understanding of utilization review processes.</p> <p>Possess basic computer skills to include, but not limited, to Microsoft Office Products.</p>
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Role Description:

Manage the development of the operations design for any Commonwealth Agency's Pharmacy program.

Manage the development of Request for Proposals (RFP's) for the procurement of private sector contractors to operate the program.

Manage the procurement process for any pharmaceutical contract(s), including chair the pre-proposal conference, respond to potential bidder's questions, chair the Evaluation Committee and make recommendations for contract award.

Manage the negotiation and renewals of pharmacy contracts, including identifying key components of new and renewal contracts and assuring contractual time frames are met.

Develop program policies and procedures to ensure compliance with all applicable federal and state regulations and requirements. Develop and have oversight of approved federal waivers and State Plan Amendments necessary to implement and operate a pharmacy program.

Develop budgetary support of program and maintain oversight of all financial components including rate negotiations, payment to contractors, cost effectiveness and guaranteed cost savings.

Develop and maintain oversight of information and claims systems support and determine necessary upgrades and modifications. Establish management and operational reports.

Oversee the collection of data. Set performance benchmarks and goals for measurement and analysis of pharmacy data.

Serve as Pharmacy liaison to other divisions to assist with the coordination of care.

Work collaboratively with clinical staff in support of disease management and special needs through quality improvement. Develop and chair Pharmacy and Therapeutics Committee. Oversee all quality initiatives including the development of quality measures, collection of data, analysis, and quality improvement activities.

Determine ongoing individual and program needs. Develop and provide necessary technical assistance regarding program operations. Evaluate and revise program objectives. Analyze and revise policies as necessary. Serve as a lead in the development of new pharmacy initiatives.

Represent pharmacy in public forums. Prepare speeches and briefing materials for senior Department of Public Welfare staff. Oversee all aspects of provider, consumer, legislator, departmental and federal government staff education.

Coordinate regularly with other Bureau Directors and Division Chiefs as required.

Pharmacy Program Analyst - Senior

Minimum Qualifications	<p>Bachelor's Degree or Pharmacy license.</p> <p>Have at least five (5) years of executive level experience in managing or directing pharmacy program policy and/or operations.</p> <p>Have comprehensive understanding of federal and state legislative policies and regulations governing pharmacy programs (preferably including Medicaid pharmacy policy).</p> <p>A solid working knowledge of healthcare operations to include: enrollment, claims, customer service and appeals</p> <p>Demonstrate senior level project management experience running the pharmacy program for a large major health plan.</p> <p>Proven ability to lead a team and successfully complete long- term assignments.</p> <p>Applied analytical skills.</p> <p>Strong written and verbal communication skills.</p> <p>Ability to create executive level presentations.</p> <p>Proficiency in Microsoft Office Suite, including Access, Power Point and Word.</p> <p>Understands and has knowledge of pharmacy pricing and rebate processes.</p>
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<p>Role Description:</p>	<ul style="list-style-type: none"> ☐☐ Act as the senior advisor to the Pharmacy Director and Bureau of Fee for Services Program Director on pharmacy policy and program development initiatives ☐☐ Prepare recommendations on new or revised program policies and procedures to ensure compliance with all applicable federal and state regulations and requirements ☐☐ Provide necessary technical assistance regarding pharmacy program policy and operations ☐☐ Consult on federal waivers and state plan amendments necessary to implement and operate a pharmacy program ☐☐ Represent the Medical Assistance pharmacy program at public and industry forums ☐☐ Prepare speeches, briefing materials, and reports for
	<p>senior department staff</p> <ul style="list-style-type: none"> • Assist with the negotiations and renewals of pharmacy contracts • Maintain project documentation and work plans • Analyze internal pharmacy program processes to identify efficiencies and to reduce operating costs • Develop and deliver comprehensive training on program and policies as requested • Must be able to lead processes/communications with pharmaceutical manufacturers, prescribers and consumer advocates as needed

Pharmacy Supervisor

Minimum Qualifications:	<p>Possess any combination of the following: Bachelor's Degree in a health-related field, certification as a pharmacy technician or five or more years' experience working in a pharmacy benefits organization or managed care pharmacy department;</p> <p>PLUS</p> <p>5 or more years' experience supervising staff in a pharmacy coordinator or pharmacy technician related role.</p> <p>Working knowledge of retail pharmacy, third party prescription processing, drug categories, brand and generic names, utilization management tools used for controlling pharmacy costs.</p> <p>Ability to effectively and professionally communicate both orally and in writing.</p>
Role Description:	<p>Supervise all aspects of Pharmacy Call Center, including staff administrative duties including supervising the Pharmacy Coordinators, monitor and addressing Pharmacy Coordinator performance, monitoring and reporting on staff time and attendance, oversee and coordinate staff education and training, conduct staff training, ensuring call center is meeting performance targets, making recommendations for improvement of Pharmacy Call Center when necessary, reporting on all aspects of call center performance including phone system and prior authorization requests.</p> <p>Monitor and report on Pharmacy Division Call Center performance including the ACD Phone System and prior authorization requests received via phone and fax system</p> <p>Represent the Pharmacy Division at meetings regarding operational initiatives which impact the Division</p> <p>Participates in meetings, trainings and conferences on behalf of the Division of Pharmacy and represents the area with other DHS offices and external stakeholders.</p> <p>Handle special and complex inquiries escalated by the staff from pharmacies and prescribers and resolve complex customer issues.</p> <p>Resolve cross-office issues as assigned</p> <p>Conduct monthly staff meetings</p> <p>Facilitate the hiring process for new Pharmacy Coordinators by evaluating applicant resumes, providing feedback, conducting interviews with applicants and preparing all staff approval requests for Bureau Director's approval</p> <p>Develop comprehensive training for both new hires and existing staff</p> <p>Serve as the contact person for the Specialty Pharmacies with regard to billing and prior authorization issues and ensure that MA beneficiaries are receiving their medications in a timely manner.</p>

	<p>Assist clinical pharmacists in management of the Hepatitis C Pharmacy Care Management Program, maintain charts for FFS MA recipients approved for Hepatitis C treatment, monitor medication fills and patient compliance, obtain start dates and required lab values from the prescribers</p>
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Perform other duties as required by the Division or Bureau Director

Physical Therapist 1

Minimum Qualifications	<p>Possession of a temporary license to practice physical therapy issued by the Pennsylvania State Board of Physical Therapy. Persons holding a temporary license must attain full licensure within six (6) months of the issuance of a temporary license.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>This is introductory professional work in the field of physical therapy at a Commonwealth facility for patients/individuals with a mental or physical illness and/or developmental disability, some of whom may have additional disabilities.</p> <p>A resource observes demonstrations of techniques and receives on-the-job training designed to develop technical skills and professional competency in administering medically prescribed physical therapy treatments to patients/individuals with physical disabilities, and/or injuries and diseases. Work involves the use of accepted modalities such as heat, light, water, electricity, massage, therapeutic exercise, diagnostic testing, orthotic and prosthetic training and supportive therapy.</p> <p>The resource may provide direct services of limited scope and complexity to patients/individuals in a Commonwealth facility for patients/individuals with a mental or physical illness, and/or a developmental disability, some of whom may have additional disabilities, or accompanies a higher-level therapist in making home visits or attending consultative conferences in public health districts.</p> <p>Work involves the performance of increasingly difficult duties and assumption of greater responsibilities as technical proficiency and experience are acquired.</p> <p>Work is performed under the immediate supervision of a higher level licensed therapist who assigns caseloads, gives preliminary instructions and reviews work in progress and upon completion for quality and achievement of treatment goals through conferences, reports and observation of patients'/individuals' progress and response to treatments and services provided.</p>

Physical Therapist 2

Minimum Qualifications	<p>Possession of a license to practice physical therapy issued by the Pennsylvania State Board of Physical Therapy with three (3) years of experience in physical therapy.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>This resource works in the field of physical therapy at a Commonwealth facility for patients/individuals with a mental or physical illness and/or developmental disability, some of whom may have additional disabilities.</p> <p>A resource administers medically prescribed physical therapy treatments to patients/individuals with physical disabilities, injuries, and diseases by the application of a wide variety of accepted treatment modalities of therapeutic and rehabilitative value, such as heat, light, water, electricity, massage, therapeutic exercise, diagnostic testing, orthotic and prosthetic training and supportive therapy.</p> <p>In a Commonwealth facility for patients/ individuals with a mental or physical illness and/or developmental disability, some of whom may have additional disabilities, resources provide a variety of direct services to patients/individuals and/or monitor and evaluate physical therapy services being provided by contractor personnel.</p> <p>Resources may assist a Chief Physical Therapist in providing, directing, coordinating and monitoring the various and intensive physical therapy treatment and rehabilitative services, and in the treatment planning, implementation, and evaluation process. Supervision may be exercised over Physical Therapy Aides, Registered Physical Therapist Assistants, Adaptive Equipment Technicians, students, volunteers and lower level therapists.</p> <p>A considerable degree of initiative and independent judgment is exercised in planning, organizing, and administering physical therapy treatment programs, evaluating their effectiveness, and interpreting patients'/individuals' reaction and progress to physical therapy treatments and services received.</p> <p>Work is performed under the general supervision of a higher level licensed therapist, physician or other professional staff and is reviewed for quality and achievement of prescribed treatments and physical therapy goals for each assigned patient/individual through conferences, reports and observation of patients'/individuals' progress and response to treatments and services provided.</p>

Physical Therapy Aide - Direct Care

Minimum Qualification	<p>One (1) year of paid experience as an aide or comparable type work in the physical therapy of persons with physical disabilities; and graduation from high school or equivalent or Any equivalent combination of experience and training.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>This resource performs work in the field of physical therapy at a Commonwealth facility for the mentally or physically ill or retarded, or physically handicapped.</p> <p>A resource will provide assistance under the direct, on-premise supervision of a licensed Physical Therapist, to patients/residents having physical disabilities and who are engaged in a prescribed physical therapy program. Work involves preparing patients/residents for treatment, assisting patients/residents during therapy to prevent injury or harm, and carrying out prescribed treatments as delegated by and under the direct, on-premise supervision of a licensed Physical Therapist.</p> <p>Supervision is received from a licensed Physical Therapist, who reviews the work in progress and upon completion for quality and adherence to prescribed physical therapy programs and procedures.</p>

Physician - Direct Care Supervisory

Minimum Qualifications	<p>Graduation with a degree of Doctor of Medicine or Osteopathy from a medical school approved or recognized by the Pennsylvania State Board of Medicine or the Pennsylvania State Board of Osteopathic Medicine and completion of an approved US residency-training program in the allopathic medical specialty of family practice, general practice, internal medicine or occupational medicine. Annual successful completion of 50 hours of continuing medical education approved by the American Medical Association or the American Osteopathic Association in the previous 12 months.</p> <p>Resource must possess four years of post-residency experience in the practice of medicine, of which one of the last three years must have included one (1) full year in an administrative, consultative or supervisory capacity over physicians assigned a direct primary care caseload, supplemented by successful completion of 75 hours of post graduate education or training in health services administration or related management topics within the last five years.</p> <p>Board Certification by the American Boards of Medical Specialists or the American Osteopathic Medical Specialist Boards, as appropriate in family practice, general practice, internal medicine, or occupational medicine.</p> <p>Possession of a current unrestricted license to practice medicine in the Commonwealth of Pennsylvania issued by the Pennsylvania State Board of Medicine or the Pennsylvania State Board of Osteopathic Medicine and possession of a current certification to prescribe medication from the US Drug Enforcement Agency.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
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<p>Role Description:</p>	<p>This is medical and supervisory work in the care and treatment of patients/individuals with a physical or mental illness, injury and/or developmental disability. A resource will perform professional medical care and supervisory work in a state facility, hospital, clinic, community program or in a specialized rehabilitation/habilitation program.</p> <p>Resources provide medical advice and consultation to professional or lay members of departments where programs require medical considerations. Resources are responsible for the medical care, treatment and supervision of patients/individuals admitted at state facility wards, buildings, cottages or clinics. A resource supervises staff physicians or physician specialists and interns and directs the issuance of standing orders for nursing and interdisciplinary direct care and treatment staff to implement the prescribed medial regime.</p> <p>Resources may assign and review the work of other physicians, interns, registered nurses and other professional and non-professional direct care and treatment personnel. Work is performed independently, subject to</p>
	<p>review by a physician of a higher level or another administrative supervisor through consultation, review of case histories, staff reports and personal inspection.</p>

Physician Specialist - Non-Direct Care

Minimum Qualifications	<p>Be board certified in the requested specialty. Possess an active Pennsylvania medical license. Be in active clinical practice in the area in which the Resource is board certified at least twenty (20) hours per month. Demonstrate an understanding of utilization review processes.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>Resource in this position will serve as a physician reviewer for the Department of Public Welfare. Resource will provide utilization and quality reviews of services for the Department.</p> <p>Resource will conduct prospective, concurrent and retrospective review of any assigned adult or pediatric inpatient and outpatient medical cases covered by the Department including, but not limited to: inpatient admissions; procedures performed in a physician's office, Short Procedure Unit or Ambulatory Surgical Center; home health services; medical supplies; and/or diagnostic studies or procedures.</p> <p>Resource shall be responsible for making determinations regarding the medical necessity, place of service, appropriateness, compensability, and/or quality of care of services prescribed for and provided to Medicaid recipients. It will be the Resource's responsibility to review all requests thoroughly and make a qualified determination in accordance with Medical Assistance regulations and criteria. Depending on the type of case reviewed, Resource will be required to compile case findings, prepare summaries of case findings; make recommendations for case disposition, identify program violations; prepare appealed cases for hearings; and/or be available to testify at administrative hearings for cases under appeal.</p> <p>The Resource will submit the above information to the Department using formats specified by each individual Bureau.</p> <p>Resource, when requested, will assist in the development of in-house training programs, medically necessary criteria, and quality of care indicators.</p> <p>Resource may be asked to help the Department in determining if any changes should be made to criteria or regulations to better serve their clients.</p>

Podiatrist - Direct Care

Minimum Qualifications	<p>Graduation from an approved school of podiatry. Possession of a current license to practice podiatry in the Commonwealth of Pennsylvania as issued by the State Board of Podiatry.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products</p>
Role Description:	<p>This is professional medical work in the field of Podiatry. A resource is responsible for the examination, diagnosis and treatment of ailments and deformities of the foot involving medical, mechanical and/or surgical care and treatment.</p> <p>Resources either independently or in collaboration with other medical and professional staff, recommend or initiate the care and treatment of patient musculoskeletal diseases such as Gout and Rheumatoid Arthritis, and manifestations of systemic diseases such as diabetes, neurological and peripheral vascular diseases and deformities of the foot and those anatomical structures of the leg governing the function of the foot; and instruct patients and staff on methods and techniques of proper foot care.</p> <p>Work requires the exercise of independent medical judgment based upon training and experience in podiatric medicine; and making appropriate referrals for care and treatment as necessary.</p> <p>Work is performed independently in accordance with professional standards and is subject to review by a higher-level physician or administrative supervisor through consultations, reports and results achieved.</p>

Policy Specialist

Minimum Qualifications	<p>Bachelor's Degree in Human Services and at least five (5) years' experience in related field. Ability to orally communicate effectively in English with others in all levels of group and individual contacts.</p> <p>Ability to communicate effectively in writing, using the English language, including computer-based communication using e-mail, word processing, and data base systems.</p> <p>Basic computer skills including use of Microsoft Office software and web-based applications.</p>
Role Description:	<p>Develops and assists with the implementation of policies, procedures, guidelines and informational bulletins for Agencies waiver services to ensure program compliance with federal requirements.</p> <p>Develops and assists with the implementation of policies, guidelines, and information bulletins for Agencies non-waiver funded services.</p> <p>Works with staff to revise regulations and provide clarification to regulations.</p> <p>Participates in the development of Medicaid renewals for Agencies Medicaid Waivers and any subsequent amendments needed. Develops policies needed to implement waiver renewals and amendments.</p> <p>Develops standardized contracts and agreements for administrative entities and providers.</p> <p>Designs new Agency program initiatives.</p> <p>Designs training programs and facilitates training on policies, procedures, and information bulletins and the Waivers.</p> <p>Provides guidance to Agency staff, county MR program, Administrative entity staff, provider agency staff, self-advocates their families, and other stakeholders on the Agency policies, bulletins, regulations and waivers.</p> <p>Represents Agency at meetings with other offices and departments related to the waivers, policies and regulations.</p> <p>Mentors professional level staff and Program supervisor staff when assigned.</p> <p>Provides back up for the Policy Director when requested and assigned.</p> <p>Performs other related duties as required.</p>

Primary Care Physician (PCP) - Direct Care

Minimum Qualifications	<p>Graduation with a degree of Doctor of Medicine or osteopathy from a medical school approved or recognized by the Pennsylvania Medical Licensing Board or the Pennsylvania Osteopathic Licensing Board and completion of an approved U.S. residency training program in the allopathic medical specialties of family medicine, pediatrics, internal medicine, or certification in the osteopathic field of general practice. Annual successful completion of 50 hours of continuing medical education approved by the American Medical Association or the American Osteopathic Association as appropriate, in the previous 12 months, and three (3) years' post-residency experience with substantial emphasis on primary care. Possession of a current license to practice medicine in Pennsylvania issued by the Pennsylvania Medical Licensing Board, or Osteopathic Medicine Licensing Board and possession of a current certificate to prescribe medication from the U.S. Drug Enforcement Agency.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products Ability to utilize a computer for order entry and/or prognosis notes.</p>
Role Description:	<p>This is professional medical work in the primary medical care and treatment of individuals with developmental disabilities. A resource may serve as a primary care practitioner providing medical care and treatment services in a Commonwealth facility for individuals with a mental or physical injury or illness, dysfunctional behavior and/or a developmental disability.</p> <p>Work includes responsibility for maintaining the continuity of the health care and medical treatments and guiding individuals and their interdisciplinary habilitative treatment team members in formulating and implementing comprehensive individual habilitative care and treatment program plans.</p> <p>A resource may oversee clinical operations and may assign and direct the work of other professionals and nonprofessional nursing care staff.</p> <p>Work is generally performed with limited or no direct professional supervision but is subject to review by a clinical and/or administrative supervisor through consultation, review of individual case histories, staff reports and personal inspections.</p>

Primary Care Physician (PCP) - Non-Direct Care

Minimum Qualifications	<p>Be board certified in family practice medicine. Possess an active Pennsylvania medical license. If feasible, be in active clinical practice in the area in which the Resource is board certified at least sixteen (16) hours per month. Demonstrate an understanding of utilization review processes.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>Resource will provide utilization and quality reviews of services for the Department. Resource will conduct prospective, concurrent and retrospective review of any assigned adult and pediatric inpatient and outpatient medical cases covered by the Department including, but not limited to: inpatient admissions; procedures performed in a physician's office, Short Procedure Unit or Ambulatory Surgical Center; home health services, medical supplies, and/or diagnostic studies or procedures.</p> <p>Resource shall be responsible for making determinations regarding the medical necessity, place of service, appropriateness, compensability, and/or quality of care of services prescribed for and provided to Medicaid recipients.</p> <p>It will be the Resource's responsibility to review all requests thoroughly and make a qualified determination in accordance with Medical Assistance regulations and criteria. Depending on the type of case reviewed, Resource will be required to compile case findings, prepare summaries of case findings; make recommendations for case disposition, identify program violations; prepare appealed cases for hearings; and/or be available to testify at administrative hearings for cases under appeal.</p> <p>The Resource will submit the above information to the Department using formats specified by each individual Bureau.</p> <p>Resource, when requested, will assist in the development of in-house training programs, medically necessary criteria, and quality of care indicators.</p> <p>Resource may be asked to help the Department in determining if any changes should be made to criteria or regulations to better serve Medical Assistance recipients.</p>

Program Monitor

Minimum Qualifications	<p>Bachelor's degree is preferred, but not required.</p> <p>A combination of education, experience and training, which may include experience working in a public or private human service program with at least 12 college level credits of education in a social science or human services, education, administrative experience such as case management, service delivery, data collection, or program monitoring/quality assurance experience will be considered in lieu of a bachelor's degree</p> <p>Intermediate Computer skills to include, but not limited, Microsoft Office Products.</p>
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Role Description:

A resource will perform coordination and administration work for the Adult Autism Waiver (AAW). This involves monitoring and providing consultative services to the functional eligibility assessors, service coordinators, providers, and participants to assure compliance with Federal and State regulations, policies and procedures, and understanding of the goals and initiatives of the Bureau of Autism Services.

Reviews and monitors the functional eligibility assessors, service coordinators, providers, and the participants to assure compliance with applicable regulations, policies, and procedures.

Evaluates the quality of community programs, services, and supports through on-site visits, assessments, and the review of records in order to assure that individual's needs are identified and met.

Works closely with the clinical team for coordination of responsibilities and to resolve any identified clinical deficiencies.

Consults and/or provides technical assistance to the functional eligibility assessors, service coordinators, providers, participants, family members, other departments, and advocacy groups through on-site visits, training, conferences, mentoring and other collaborative activity.

Participates in the development of departmental policies by making recommendations when there are policy gaps or inconsistencies, drafting policy, reviewing policy, and/or presenting policy.

Collaborates with other DPW offices, other non-DPW offices, legislative offices, and community organizations to communicate the philosophy and initiatives of the Bureau of Autism Services.

Responsible for the review, coordination, administration, and analysis of the AAW program, including on-site assessment, compliance with both state and federal policy/procedures and preparing reports of the findings.

Directs and/or participates in the development, coordination, and implementation of corrective action plans to address any problems identified through monitoring activities.

Applies sound principles in collecting information/data, both routinely and on an ad hoc basis, and interprets and analyzes information to assess compliance to contractual, regulatory, and departmental standards.

Assures accurate maintenance of statistical data needed to prepare periodic internal and annual CMS reports.

Provides advice and assistance to providers regarding rates and billing.

Represents Agency in select Fair Hearing Activities.

Represents Agency at meetings throughout the community, including committees, advisory boards and councils, and advocacy organizations. Accurately assesses and reflects community and participant concerns and interests to the Bureau.

Responds to inquiries both in writing and verbally.

Determines final applicant non-financial eligibility for the AAW.

Program Representative

Minimum Qualifications	<p>Master's degree in human services or public administration preferred. Minimum four (4) years' experience in human services or health administration.</p> <p>High level computer skills including data base design and management. Experience with web-based training platforms preferred.</p> <p>Ability to extract, analyze and synthesize data from a variety of sources Excellent organizational skills</p> <p>Ability to work independently and with minimal supervision.</p> <p>Ability to communicate effectively orally and in writing, including computer-based communication using e-mail, word processing and data base systems. Ability to develop PowerPoint presentations and speak in public forums.</p> <p>Ability to evaluate and prioritize a variety of competing demands and deadlines.</p> <p>Ability to work with a variety of individuals in teams, both as a leader and as a participant, who are geographically dispersed.</p> <p>May substitute one (1) year of related education for each year of required experience.</p>
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<p>Role Description:</p>	<p>The employee will act as the liaison between the Adult Autism Waiver and the HCSIS data base system and its consultants, including but not limited to, participation in meetings regarding design and implementation of new functions and review documents and provide feedback as required or in other areas as required</p> <p>The employee will respond, either verbally or in writing, to select inquiries from intra and inter-departmental units and outside entities. The employee may represent the Bureau at meetings with providers, consumers or other governmental agencies.</p> <p>The employee will design, direct, provide technical assistance and maintain the Virtual Training Center application, including but not limited to, posting documents, generating reports on utilization, facilitating live web-based trainings, managing registration for such trainings, conducting any necessary follow up communications with VTC or training participants; evaluate emerging technology needs and explore options for their implementation.</p> <p>The employee will develop power point presentations for him/herself or others as requested; will support development of presentations by the Director and others in the Bureau whose presentations include references</p>
	<p>to the Adult Autism Waiver.</p> <p>The employee will collaborate with the Assistant Director or other agency representative to collect, analyze and generate reports based on data, for purposes of generating the list of waiver applicants as well as meeting federal reporting requirements regarding Adult Autism Waiver performance of meeting federal waiver assurances and sub-assurances.</p> <p>The employee will respond to consumer inquiries regarding the Adult Autism Waiver.</p> <p>The employee will act as the waiver liaison regarding Hearings and Appeals, will prepare materials and coordinate staff members' participation in response to a request for appeal; will coordinate with the Bureau of Hearings and Appeals; will maintain records of any requests for pre-hearing conferences or appeals.</p> <p>Employee will act as coordinator for contracted Functional Eligibility Assessors, including but not limited to: handling inquiries, facilitating contracting and participating in recruitment.</p>

Program Specialist 1

Minimum Qualifications	<p>Associate's degree or a combination of education and experience will be considered. One (1) year of professional experience in developing, implementing or evaluating human services, sociology, public health, health care services, or health care insurance programs preferred.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>Respond, either verbally or in writing, to select inquiries from intra- and inter-departmental units, outside entities and family/applicants.</p> <p>Coordinates the development and maintenance of information technology to support program operations and monitor the tracking systems.</p> <p>Reviews and recommends modifications to program manuals and materials based on policy revisions. Develop and update forms and files.</p> <p>Coordinates the collection of Data to prepare reports.</p> <p>May be involved in provider recruitment, enrollment, disenrollment and outreach activities.</p> <p>May be involved in incident reviews, closing incidents, reports and investigations. May be involved in fair hearing preparation.</p> <p>Participates in trainings, meetings and conferences on behalf of the Bureau as assigned.</p> <p>Assist in tracking information, reviewing reports, and preparing reports for the supervisor, CMS and Agency when needed.</p> <p>The employee will use HCSIS and CIS for screening, entering information, and researching information when needed.</p> <p>The employee may assist in monitoring of services provided to participants of autism programs.</p> <p>Other related duties as required.</p>

Program Specialist 2

Minimum Qualifications	<p>One (1) year of professional experience in developing, implementing or evaluating human services, sociology, public health, health care services, or health care insurance programs; and a bachelor's degree in Human Services or Education Field; or</p> <p>Any equivalent combination of experience and training that includes at least one (1) year of professional experience in developing, implementing or evaluating human services, education, sociology, public health, health care services, or health care insurance programs.</p> <p>Intermediate Computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>Respond, either verbally or in writing, to select inquiries from intra and inter-departmental units, outside entities and family/applicants.</p> <p>Coordinates the development and maintenance of information technology to support program operations and monitor the tracking systems.</p> <p>Reviews and recommends modifications to program manuals and materials based on policy revisions. Develop and update forms and files.</p> <p>Coordinates the collection of Data to prepare reports.</p> <p>May be Involved in provider recruitment, enrollment, dis-enrollment and outreach activities.</p> <p>May be Involved in incident reviews, closing incidents, reports and investigations.</p> <p>May be involved in fair hearing preparation.</p> <p>Participates in trainings, meetings and conferences on behalf of the Bureau as assigned.</p> <p>Assist in tracking information, reviewing reports, and preparing reports for the supervisor, CMS and Agency when needed.</p> <p>The employee will use HCSIS and CIS for screening, entering information, and researching information when needed.</p> <p>The employee may assist in monitoring of services provided to participants of autism programs.</p> <p>Other related duties as required.</p>

**Program Technician-
Training and Communication Support Administrative Staff**

Minimum Qualifications	<p>Possess three (3) years of experience which involved reviewing and responding to inquiries relating to applicable services or benefits in human services or educational programs following timelines, communicating verbally and in writing; OR an equivalent combination of experience and training. Experience with data bases or information management preferred.</p> <p>May substitute related education for the required experience.</p> <p>Intermediate Computer skills to include, but not limited, to Microsoft Office Products.</p>
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Role Description:	<p>Public Liaison: This responsibility could include monitoring the training mailbox, answering and responding to training/outreach related calls, scheduling and coordinating meetings and venues.</p> <p>Report Development and Management: This responsibility will include providing support in data entry (ODP data system, test result tracking process), running reports, editing reports, and compiling reports in multiple formats (database, graphs, pdf formats, etc). Report topics would cover but would not be limited to registration, training summaries, FBA test results, continuing education, policy workgroups, evaluations, and outreach efforts.</p> <p>Registration Administration: This responsibility will include attendance tracking in online registration and training systems, processing and tracking registration fees, processing and tracking continuing education requests, tracking session or workgroup attendance, scholarship tracking, preparation of conference and outreach meeting materials (copies, name badges, etc), and onsite support, support in online session set up.</p> <p>Organizational Coordination: This responsibility will include support with filing systems, maintaining document tracking systems, data entry (contact database, processing speaker forms, etc), shredding documents, mailings, ordering supplies, primary contact for copier.</p> <p>Responsible to respond, either verbally or in writing, to select inquiries from intra and inter-departmental units and outside entities. Follow the inquiry through until completed and record the issue, along with the response using Excel.</p> <p>Responsible for the participant enrollment activities which will include verifying the applicant's priority category, sending a status letter to confirm it, providing an enrollment package to potential applicants, obtaining basic</p>
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applicant information and using CIS and HCSIS to monitor current status regarding MA and other waiver enrollment.

Responsible for using existing and independently developing tracking tools using Access or Excel for tracking enrollment activities.

Responsible to use HCSIS and CIS for screening, entering applications and developing reports. The employee will schedule Level of Care visits and monitor for completion of the visits.

Collect information and formulates a summary report for management.

Project Manager – Associate Public Health

Minimum Qualifications	Requires a bachelor's degree or higher plus two years of related experience, or an equivalent combination of education and experience.
Role Description:	<p>This individual will be responsible for coordinating all aspects of the PEATT pilot implementation project, a grant funded project awarded to the Pennsylvania Department of Health, Bureau of Epidemiology, Division of Environmental Health Epidemiology.</p> <p>The PEATT provides information to state level public health agencies on biomonitoring sample selection and analysis protocols, water sampling protocols, preparing consent/assent forms, assessing exposure and health effects, communicating biomonitoring results to community members and development of outreach materials to address community concerns. This pilot project is aimed to increase the capacity of states and territories to address the existing and emerging environmental health concerns associated with PFAS exposures stemming from contaminated drinking water. The pilot project timeline is from Jan 29 to Jun 30, 2018 with the possibility of 3-6 months extension per federal approval.</p> <p><u>Specific tasks include, but not limited to:</u></p> <ul style="list-style-type: none">• <input type="checkbox"/> Work with the laboratory, phlebotomists, local health departments and other stakeholders to coordinate all project related activities• <input type="checkbox"/> Distribute/collect consent/assent forms, questionnaires and surveys to the study participants in a timely manner• <input type="checkbox"/> Work with others to identify and develop contracts, work orders, purchase orders etc. related to program activities as needed• <input type="checkbox"/> Ensure timely shipment of blood samples to the laboratory and receipt of test results• <input type="checkbox"/> Transcription of data from questionnaires and surveys to a database for analysis• <input type="checkbox"/> Work with others to organize outreach efforts such as community meetings• <input type="checkbox"/> Support the preparation of final project report• <input type="checkbox"/> Participate in all grant related calls and conferences• <input type="checkbox"/> Organize bi-weekly/monthly internal project review meetings• <input type="checkbox"/> Ensure completion of the project per the proposed timeline <p>Perform other duties as assigned.</p>

Project Manager – PA. Rural Health Innovation

Minimum Qualifications	Requires a bachelor’s degree or higher plus two years of related experience, or an equivalent combination of education and experience.
Role Description:	<p>A. <input type="checkbox"/> ADMINISTRATIVE SUPPORT</p> <ul style="list-style-type: none"> a. <input type="checkbox"/> Schedules in-person or phone meetings with payers, providers, and other stakeholders to advance the work of the PA Rural Health Model. b. <input type="checkbox"/> Maintains accurate contact information for payers, providers, and other stakeholders to support the work of the PA Rural Health Model. c. <input type="checkbox"/> Processes paperwork and other onboarding duties for any additional contractual staff, state staff, or learners that join the PA Rural Health Model team, including, but not limited to, human resources paperwork, badging, parking, and work space and technology needs. d. <input type="checkbox"/> Performs other administrative duties as assigned to support the work of the PA Rural Health Model. <p>B. <input type="checkbox"/> PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> a. <input type="checkbox"/> Maintains the overall project calendar, task lists, various stakeholder timelines, and the project engagement tracker for the PA Rural Health Model. Keeps the PA Rural Health Model team apprised of upcoming deadlines and manages interrelated work streams to keep the project on track. b. <input type="checkbox"/> Maintains both the internal (for state agency and contractual staff) and external (for the participating hospitals) SharePoint sites to keep project information and files up-to-date. c. <input type="checkbox"/> Attends standing weekly project-related meetings, including, but not limited to, calls with the Center for Medicare and Medicaid Innovation, interagency, and core team meetings to stay up-to-date on all project work streams. d. <input type="checkbox"/> Regularly updates key project documents (i.e., the transformation playbook) to maintain accurate files. e. <input type="checkbox"/> Performs other project management duties as assigned to support the PA Rural Health Model. <p>C. <input type="checkbox"/> PROVIDER SUPPORT</p> <ul style="list-style-type: none"> a. <input type="checkbox"/> Assists providers with writing portions of their transformation plans, as needed, to help participant rural hospitals meet their deadlines. b. <input type="checkbox"/> Assists providers with hosting local stakeholder engagement meetings, as needed, as part of the overall stakeholder engagement process to help participant rural hospitals develop meaningful transformation plans.

	<p>c. <input type="checkbox"/> Performs other provider support duties as assigned to help participant rural hospitals meet their deadlines.</p> <p>Performs other duties as assigned.</p>
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Project Manager

Minimum Qualifications	<p>A bachelor's degree is preferred, but not required.</p> <p>A minimum of two (2) years' experience with project management which includes managing a project ensuring that it is on schedule, within scope, and adherence to the budget.</p> <p>Knowledge of the principles and practices of project management methodology.</p> <p>Advanced Skills Microsoft Office Products.</p>
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<p>Role Description:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide project management services and technical assistance. <input type="checkbox"/> Provide technical assistance on project flow as needed. <input type="checkbox"/> Provide technical assistance to support a variety of project and implementation teams. <input type="checkbox"/> Manages the day-to-day operational and tactical aspects of multiple or large-scale projects. <input type="checkbox"/> Facilitate project development on key projects. <ul style="list-style-type: none"> <input type="checkbox"/> Ensure project deliverables are defined and goals/objectives of projects are met. <input type="checkbox"/> Supports and solicits input from team members at all levels within the organization. <ul style="list-style-type: none"> <input type="checkbox"/> Ensure projects are delivered on time, on budget, and within defined scope. <input type="checkbox"/> Manage resource allocations and project deliverables. <input type="checkbox"/> Coordinate training strategies, requirements, and plans as related to project management and project flow. <input type="checkbox"/> Consults and reviews with management project proposals to determine time frame, funding limitations, procedures for accomplishing the project, staffing requirements, and allotment of available resources to various phases of the project. <input type="checkbox"/> Provide leadership and direction to project teams and facilitate conflict resolution and team building. <input type="checkbox"/> Identifies opportunities for business process improvements. <input type="checkbox"/> Work cross-functionally to solve problems and implement changes. <input type="checkbox"/> Provide training to staff on key topics related to project flow and development. <input type="checkbox"/> Participate on internal workgroups that may encompass waiver renewals, RFP development, and design of reporting requirements, statistical compilation, development of performance and outcome measures, and other topics as assigned. <input type="checkbox"/> Remain current with new technology and industry best practices through training, networking, and personal initiative. <input type="checkbox"/> Perform research through direct contact or by electronic means. <input type="checkbox"/> Analyze a variety of material and data and develop conclusions. <input type="checkbox"/> Ability to transport and use any audio-visual equipment and materials to perform the job required to accomplish essential functions. <input type="checkbox"/> Ability to analyze complex issues and solve them creatively.
	<ul style="list-style-type: none"> <input type="checkbox"/> Ability to orally communicate effectively in English with others in all levels of group and individual contacts. <input type="checkbox"/> Ability to communicate effectively in writing, using the English language, including computer-based communication using e-mail, word processing and data base systems. <input type="checkbox"/> Ability to work with a variety of individuals in teams, both as a leader and as a participant, who are geographically dispensed. <input type="checkbox"/> Ability to work well and cooperate with the county and departmental staff. This includes demonstrating excellent interpersonal skills. <input type="checkbox"/> Knowledge of instructing/presenting to various audiences using adult learning strategies.

- Ability to present oneself in a professional manner to include personal appearance and a pleasant demeanor to others.
- Ability to provide personal, reliable vehicle for own travel requirements.

Psychiatrist – Direct Care

Minimum Qualifications	<p>Completion of a residency or training program in psychiatry which meets the certification requirements of the American Board of Psychiatry and Neurology or the American Osteopathic Board of Neurology and Psychiatry. Possession of a current license to practice medicine in the Commonwealth of Pennsylvania as issued by the State Board of Medical Education and Licensure, or the State Board of Osteopathic Examiners. Certain positions in children's and adolescent facilities require completion of a residency program in child psychiatry which meets the certification requirements of the American Board of Psychiatry and Neurology, or the American Osteopathic Board of Neurology and Psychiatry.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products Ability to utilize a computer for order entry and/or prognosis notes.</p>
Role Description:	<p>This is professional medical work in the field of psychiatry or child psychiatry. A resource is responsible for the care and treatment in a Commonwealth facility for individuals with a mental or physical injury or illness, dysfunctional behavior and/or a developmental disability.</p> <p>Duties include but are not limited to: full professional responsibility for the diagnosis, determination of treatment methods, and leadership in the implementation of treatment plans.</p> <p>Possess general knowledge of regulations governing licensure, especially as related to chemical and physical restraints and monitoring as well as dose reductions of Psychotropic medications.</p> <p>Work is performed under general direction of a higher-level psychiatrist for clinical supervision or other administrative supervisor for administrative issues and is reviewed for conformance to current, accepted psychiatric and medical principles and techniques through staff conferences, case report observation during performance, and evaluation of results.</p>

Psychiatrist - Jail Based Competency Psychological Evaluator

Minimum Qualifications	<p>Completion of a residency or training program in psychiatry which meets the certification requirements of the American Board of Psychiatry and Neurology or the American Osteopathic Board of Neurology and Psychiatry. Possession of a current license to practice medicine within the Commonwealth of Pennsylvania as issued by the State Board of Medical Education and Licensure, or the State Board of Osteopathic Examiners. Certain positions in children's and adolescent facilities require completion of a residency program in child psychiatry which meets the certification requirements of the American Board of Psychiatry and Neurology, or the American Osteopathic Board of Neurology and Psychiatry.</p> <p>Resource should possess general knowledge of regulations governing licensure, especially as related to chemical and physical restraints and monitoring as well as does reductions of Psychotropic medications.</p>
Role Description:	<p>This is professional medical work in the field of psychiatry or child psychiatry. A resource is responsible for the care and treatment for individuals, within Commonwealth facilities, that may have a mental or physical injury or illness, dysfunctional behavior and/or a developmental disability.</p> <p>Duties include but are not limited to: full professional responsibility for the diagnosis, determination of treatment methods, and leadership in the implementation of treatment plans.</p> <p>Work is performed under general direction of a higher-level psychiatrist for clinical supervision or other administrative supervisor for administrative issues and is reviewed for conformance to current, accepted psychiatric and medical principles and techniques through staff conferences, case report observation during performance, and evaluation of results.</p>

Signature: _____ Date: _____

Psychiatrist- Forensic

Minimum Qualifications	Board Certified in Forensic Psychiatry or law degree, JD. Medical Physician Drug Enforcement Administration (DEA) Registration required Basic Life Support Certification (BLS) required.
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Role Description:

The Staff Psychiatrist is the Team Leader and is fully responsible and authorized to make all decisions to provide psychiatric treatment to the patients they are assigned. The Staff Psychiatrist may ask for a second opinion from the Psychiatrist Supervisor if he/she has an issue regarding patient care.

Provides comprehensive psychiatric treatment to patients.

Responsible for thorough workup of all patients under his/her care including performing detailed psychiatric examinations and making appropriate diagnosis in keeping with the current edition of the Diagnostic and Statistical Manual of the American Psychiatric Association.

Prescribes the indicated treatment orders and interprets consultation, laboratory and other study findings. The physician- psychiatrist is a driving force for the treatment of the patient which includes medication regimens. Where applicable, the Staff

Psychiatrist will adhere to Recovery Pathways medication algorithm.

Conducts competency assessment in jail settings as requested. Executes commitment procedures. Attends court hearings to testify at the hospital as well as at the courthouse in regard to habeas corpus hearings, competency hearings and guardianship hearings.

Acts as Team Director in conducting Team meetings and is responsible for formulating Comprehensive Individual Treatment Plans (CITPs), drawing upon the expertise and advice of the interdisciplinary staff to establish treatment goals and to assure that the treatment modalities recommended at team meetings are provided. Develops the treatment program for the continued progress and improvement of all patients under his/her care. Confers with the interdisciplinary staff and consulting medical staff. Confers with patients and their families on treatment and care to prepare them for re-entry in the community.

Maintains familiarity with and follows all policies and procedures. Participates in regulatory surveys and maintains compliance with standards related to certification by The Joint Commission, Medicare (CMS), etc as required.

Prepares comprehensive reports of detailed psychiatric examinations, weekly and monthly progress notes, 28-day team

	<p>reviews and revision of individual treatment plans and discharge summaries. Also prepares the competency/incompetency assessments.</p> <p>Attends Medical Staff meetings, Visiting Professor Lectures, Psychiatric Department meetings, Individual Case Conferences and consultation on the units with the psychiatric consultant and other committee meetings as and when assigned. Maintains all requirements for continued medical licensure and maintains a current license to practice medicine.</p> <p>For psychiatric emergencies, responds to hospital/patient emergencies by assuming a leadership role to provide direction and management expertise of the psychiatric emergencies.</p> <p>Assumes a leadership role to provide direction and management of a Medical Emergency. Following the emergency, takes appropriate action according to Policies and Procedures.</p> <p>Completes Medicare billing forms as appropriate for all treatment interventions involving Medicare and Part B eligible patients.</p> <p>Ensures completeness of clinical portions of all charts and ensures adequate documentation and justification of treatment methods.</p> <p>Consults with community providers as determined appropriate.</p> <p>Any other duties as required by state facilities.</p>
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Psychiatrist MD/JD

(Sexual Responsibility and Treatment Program- SRTP) – Direct Care

Minimum Qualifications	<p>Medical Doctor degree with a psychiatric residency: Board Certification, American Board of Psychiatry and Neurology.</p> <p>Current license to practice medicine and surgery in the Commonwealth of Pennsylvania.</p> <p>Significant experience (3-5 years minimum) in providing treatment for those who have committed a sexual offense strongly preferred.</p> <p>Knowledge of civil law and/or Juris Doctorate degree preferred.</p> <p>Skill to lead the multidisciplinary treatment team process and discussion during treatment planning, updating, reviewing, problem-solving and outcome evaluation.</p> <p>Skill to assess, diagnose and treat medical and psychiatric disorders.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products. Ability to utilize a computer for order entry and/or prognosis notes.</p>
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Role Description:	<p>This is highly responsible specialized work providing psychiatric services to civilly committed clients under Act 21. The work includes evaluations – admission, ongoing and discharge - records clinical findings, and provides oversight of medical professionals.</p> <p>Perform comprehensive evaluations on all admissions and assure that client records reflect these assessments, including substance abuse and sexual history and current status examinations.</p> <p>Perform evaluations, including forensic evaluations, to determine clients' mental health status and to determine diagnoses in conjunction with the Clinical Director and resident's primary therapist.</p> <p>Able to understand and interpret various sexual offense risk assessment tools (i.e. ABEL Screen, Affinity, Static-99, STABLE, etc.) along with integrating these risk assessments into psychiatric and sexual offense specific evaluations and risk</p>
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assessments.

Utilize latest professional medical practices in prescribing and monitoring psychotropic medications including sex offense specific pharmacology (i.e. SSRI's and Anti-androgens) and treatment modalities.

Provide oversight of medical professionals on staff.

Collaborate with training and clinical staff in developing and implementing appropriate clinical training activities.

Work closely with the Clinical Director to assure continuity of program, including overall direction of the clinical treatment team.

Act as a liaison with other professionals and agencies with regard to psychiatric services.

Provide direct psychiatric services to patients including forensic evaluations.

Assure the quality of treatment through participation in ongoing quality assurance and audit processes and periodic outcome studies.

Perform a variety of other duties not listed above, to be determined by clients' and organization's need.

Psychiatrist NDC

Minimum Qualifications	<p>Physician shall possess an unrestricted license to practice medicine within the Commonwealth of Pennsylvania.</p> <p>Physician shall be certified by the American Board of Medical Specialties or the American Osteopathic Association for his or her area of medical specialty and currently be in active clinical practice.</p> <p>Physician must provide curriculum vitae to demonstrate knowledge and experience in their medical specialty if requested by the Department.</p>
Role Description:	<p>Physician must be able to receive medical records and other materials associated with the case electronically, by fax, or by mail.</p> <p>Physician shall provide a written decision upholding or overturning the continuity of care denial based upon the definition of continuation of care that is in place at the time of the service was requested or received, the member's physical condition, medical records, the rationale and clinical information submitted by the member's provider, the rationale for the denial of the continuity of care request, standards of medical practice for the member's condition, and other relevant materials provided by the insurer, the member or his physician.</p> <p>Physician shall provide the Department with a written decision in a regular case review within 7 business days of receiving all the case materials.</p> <p>If the Department requests an expedited review, Physician shall provide the Department with a written decision within 2 business days of receiving all the case materials.</p> <p>Reimbursement for regular or expedited reviews shall be made based upon the total number of hours needed to review the case and submit the written decision to the Department.</p> <p>The reviewing time per case shall not exceed three hours unless the Department pre-authorizes additional time.</p>

Psychiatrist – SRTP

(Sexual Responsibility and Treatment Program) Direct Care

Minimum Qualifications	<p>Completion of a residency or training program in psychiatry which meets the certification requirements of the American Board of Psychiatry and Neurology or the American Osteopathic Board of Neurology and Psychiatry. Possession of a current license to practice medicine in the Commonwealth of Pennsylvania as issued by the State Board of Medical Education and Licensure, or the State Board of Osteopathic Examiners. Certain positions in children's and adolescent facilities require completion of a residency program in child psychiatry which meets the certification requirements of the American Board of Psychiatry and Neurology, or the American Osteopathic Board of Neurology and Psychiatry.</p> <p>Experience (2-5 years minimum) in providing treatment for those who have committed a sexual offense.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products. Ability to utilize a computer for order entry and/or prognosis notes.</p>
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<p>Role Description:</p>	<p>This is highly responsible specialized work providing psychiatric services to civilly committed clients under Act 21. A resource is responsible for the care and treatment in the Commonwealth facility (SRTP) for individuals with a sexual offense history as well as a mental or physical injury or illness, dysfunctional behavior and/or a developmental disability.</p> <p>Duties include: full professional responsibility for the diagnosis, determination of treatment methods and leadership in the implementation of treatment plans. Perform comprehensive evaluations on all admissions and assure that client records reflect these assessments, including substance abuse, sexual history and current status examinations.</p> <p>Possess general knowledge of regulations governing licensure, especially as related to chemical and physical restraints and monitoring as well as dose reductions of Psychotropic medications.</p> <p>Work is performed under general direction of a higher-level psychiatrist for clinical supervision or other administrative supervisor for administrative issues and is reviewed for conformance to current, accepted psychiatric and medical principles and techniques through staff conferences, case</p>
	<p>report observation during performance, and evaluation of results.</p>

Psychologist - Direct Care OAG ONLY - FIT FOR DUTY DETERMINATION

SPECIFIC FOR ATTORNEY GENERAL OFFICE

Minimum Qualifications

- Possession of a current license to practice psychology as issued by the Pennsylvania State Board of Psychology.
- Basic computer skills to include, but not limited to, Microsoft Office Products.
- 5 years experience performing employee psychological evaluations for a law enforcement entity

Role Description: This is practitioner level professional work in the field of psychology. Psychologist perform independent and specialized work in clinical, vocational, rehabilitation, or counseling areas for the Office of the Attorney General.

Work includes, but is not limited to: the interview and diagnosis of the individual needs; the planning, development and implementation of therapies; the evaluation of individual progress and the formulation of individual prognosis. **Prognosis is to determine if the applicant is approved to return to work status (Fit For Duty).**

Important aspects of this work include the selection and application of psycho-therapeutic treatments including the frequency, intensity and duration of applied therapies. Work includes the development of treatment procedures and the implementation of policies regarding the delivery of psychological services to individual served. Work is subject to review through consultation and evaluation of work performed.

Psychologist - Direct Care –OAG ONLY - Employment Approval

SPECIFIC FOR ATTORNEY GENERAL OFFICE-

Minimum Qualifications

- Possession of a current license to practice psychology as issued by the Pennsylvania State Board of Psychology.
- Basic computer skills to include, but not limited to, Microsoft Office Products.
- 5 years experience performing employee psychological evaluations for a law enforcement entity

Role Description: This is practitioner level professional work in the field of psychology. Psychologist perform independent and specialized work in clinical, vocational, rehabilitation, or counseling areas for the Office of the Attorney General.

Work includes, but is not limited to: the interview, evaluation through the (Minnesota Multiphasic Personality Inventory (MMPI-2) and diagnosis of the individual; if applicable the planning, development and implementation of therapies. **Prognosis is to determine if the applicant is approved for hire.**

Important aspects of this work include the selection and application of psycho-therapeutic treatments including the frequency, intensity and duration of applied therapies. Work includes the development of treatment procedures and the implementation of policies regarding the delivery of psychological services

to individual served. Work is subject to review through consultation and evaluation of work performed.

Psychologist - Direct Care

Minimum Qualifications	<p>Possession of a current license to practice psychology as issued by the Pennsylvania State Board of Psychology.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>This is practitioner level professional work in the field of psychology. Resources perform independent and specialized work in clinical, vocational, rehabilitation, educational, counseling, or research areas of a psychological services program.</p> <p>Work includes but is not limited to: the diagnosis of the individual client/youth needs; the planning, development and implementation of client/youth therapies; the evaluation of individual client/youth progress and the formulation of individual client/youth prognosis. Important aspects of this work include the selection and application of psycho-therapeutic treatments including the frequency, intensity and duration of applied therapies.</p> <p>Work includes the development of treatment procedures and the implementation of policies regarding the delivery of psychological services to individual client/youth served.</p> <p>Clinical supervision may be exercised over psychological services personnel.</p> <p>Work is performed under the general supervision of a licensed psychologist or program administrator and is subject to review through consultation and evaluation of work performed.</p>

Psychologist- Jail Based Competency

Minimum Qualifications	<p>Possession of a current license to practice psychology within the Commonwealth of Pennsylvania as issued by the State Board of Psychology.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>This is practitioner level professional work in the field of psychology. Resources perform independent and specialized work in clinical, vocational, rehabilitation, educational, counseling, or research areas of a psychological services program.</p> <p>Work includes but is not limited to: the diagnosis of the individual client/youth needs; the planning, development and implementation of client/youth therapies, the evaluation of individual client/youth progress and the formulation of individual client/youth prognosis. Important aspects of this work include the selection and application of psycho-therapeutic treatments including the frequency, intensity, and duration of applied therapies.</p> <p>Work includes the development of treatment procedures and the implementation of policies regarding the delivery of psychological services to individual client/youth served.</p> <p>Clinical supervision may be exercised over psychological services personnel.</p> <p>Work performed may include psychological testing to aide with diagnostic formulation, and forensic evaluation of individuals incarcerated in the judicial system which the courts have requested DPW/OMHSAS perform during a jail assessment.</p>

Psychologist Licensed – Non Direct Care – OSIG ONLY

Minimum Qualifications	<ul style="list-style-type: none">• <input type="checkbox"/> Possession of a current license to practice psychology as issued by the Pennsylvania State Board of Psychology.• <input type="checkbox"/> 5 years' experience performing employee psychological evaluations for a law enforcement entity• <input type="checkbox"/> Basic computer skills to include, but not limited, to Microsoft office products
Role Description:	<p>This is practitioner level professional works in the field of psychology.</p> <p>Psychologist performs independent and specialized work in clinical, vocational, rehabilitation, or counseling areas for the Office of State Inspector General.</p> <p>Evaluations for pre-employment and fit for duty evaluations may be requested on individuals by the OSIG.</p> <p>Work includes but is not limited to: testing through appropriate methods, interview and diagnosis of the individual; and a written recommendation will be formulated.</p> <p>Planning, development and implementation of therapies with written reports for each individual or request will be completed and provided on each individual to determine suitability, recommendation, progress and the formulation of individual prognosis and recommended on going therapy (if necessary) will be provided to the OSIG.</p> <p>Important aspects of this work include the selection and application of psycho-therapeutic testing, evaluations and treatments including the frequency, intensity and duration of applied therapies.</p> <p>Work is subject to review through consultation and evaluation of work performed.</p>

Psychologist - Non-Direct Care

Minimum Qualifications	Possession of a current license to practice psychology as issued by the Pennsylvania State Board of Psychology. Experience in behavior disorders. Basic computer skills to include, but not limited, to Microsoft Office Products.
Role Description:	Resource will provide consultation in developing medically based criteria and treatment indicators to be used in reviewing requests for behavioral health services. Resource will assist in identifying behavioral interventions that are appropriate for consideration and payment. Resource will serve as a member of Departmental workgroups that include physicians, and other health care professionals.

**Psychologist- SRTP
(Sexual Responsibility and Treatment Program)**

Minimum Qualifications	<p>Masters or Doctoral degree in psychology. Licensed or license-eligible in Pennsylvania as a Psychologist. Clinical membership in ATSA preferred.</p> <p>Prior clinical experience working with sexual offenders and an understanding of the dynamics of sexual deviance.</p> <p>Familiarity with sex offense_risk assessment, recidivism and measurement and treatment of deviant arousal patterns</p> <p>Familiarity with relevant research literature, clinical assessments, procedures and methods, particularly those designed for sexual offenders.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products. Ability to utilize a computer for order entry and/or prognosis notes.</p>
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Role Description:	<p>Complete sex-offense specific assessments on deviant sexual arousal, treatment progress, and risk to sexually re-offend.</p> <p>Deliver specialized sex-offense specific cognitive-behavioral treatment, psycho-education, and other treatment to individuals and groups, in accordance with established performance standards.</p> <p>Document service delivery and resident progress on a weekly basis, completed in accordance with established standards and time frames.</p> <p>Serve as primary therapist to provide sex offense specific interventions to assigned residents, with frequency and amount of direct contact with residents consistent with established performance standards. Primary therapy duties include: reviewing and integrating sex offense specific assessment information to write and monitor individualized treatment plans; Coordinating referral of residents to appropriate treatment groups and activities;</p> <p>Referring clients to psychiatric services and encouraging residents to seek medical services or other specialized care as needed;</p> <p>Meeting weekly with assigned residents to monitor and review ongoing treatment or other needs; reviewing and revising, as needed, resident individualized treatment plans</p>
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using established format on a monthly basis; evaluating clinical appropriateness of property and visitation requests; documenting all individual resident contacts using established formats within established time frames; and other duties related to primary care of assigned residents as directed.

Provide training and consultation to Therapeutic Activity Aides and other staff on clinical methods and procedures related to the sexual offender population.

Administer tests and assessments, including the Penile Plethysmograph (PPG), ABEL screening, STABLE, Static 99, Affinity within scope of licensure, certification and training. Attend and actively participate in staff meetings, case conferences, case presentations, staff development meetings and training activities.

Provide clinical support and back up to other clinical staff as needed, including state hospital clinical staffing. Work cooperatively in weekly individual clinical and administrative supervision with the Clinical Director. Perform administrative duties including documentation of work hours, correspondence and coordination with other clinical and facility staff, etc.

Document inappropriate or dangerous behavior as requested of staff if that behavior puts the residents either in danger or serves to present poor role modeling.

Collaborate with individual county mental health systems to develop their capacity to manage and treat individuals with sex offending behaviors within the community.

Identify existing resources within Pennsylvania to provide aftercare support services for Act 21 and state hospital clients with sexual offending behaviors.

Develop and implement protocols for discharge planning and continued community care for those clients discharged from the Act 21 program.

Collaborate with the PA county court system and the Juvenile Court Judges Commission to develop judicial guidelines regarding conditional release.

Assist in the development and implementation of individualized aftercare plans for SRTP residents nearing discharge.

Provide support for county mental health systems who are currently managing/treating clients who have been discharged from SRTP.

Ability to assess treatment goals and write goal-directed, individualized treatment plans and discharge plans, as well

as the ability to monitor and document individual behavior patterns and modify treatment plans to meet changing treatment goals specifically dealing with sex offense issues. Ability to instruct others in the implementation of therapeutic and behavioral interventions and procedures.

Excellent listening and verbal communication skills.

Familiarity with the diagnostic nomenclature outlined in the Diagnostic and Statistical Manual, TR Edition (or most recent updated edition).

Demonstrated interpersonal skills and the ability to establish rapport and maintain objectivity with a sex offender population.

Appreciation of the need for and ability to maintain appropriate personal boundaries in working with sexual offender populations.

Investment in expanding current skills/knowledge and to the transfer of this knowledge to other staff, state/county officials, and other clinicians.

Ability to form and maintain good working relationships with a diverse staff and a commitment to enhancing cultural competency.

Ability to effectively network with state and county officials.

Psychology Manager

Minimum Qualifications	<p>Doctoral degree in psychology or a licensed master level in Psychology.</p> <p>Licensed by the Pennsylvania board of licensing. If licensed by another state must secure Pennsylvania license within one year. At least 2 years' experience as a Licensed Psychologist.</p> <p>One year of experience in a supervisory role of administrative capacity.</p> <p>Knowledge of cognitive-behavioral treatment methods, mental health theories, concepts and methods related to treatment and psychology testing.</p>
Role Description:	<p>Develops and maintains a plan for the Psychology Department which assures that appropriate psychological services are provided.</p> <p>Ability to supervise staff, assign and coordinate work activities and monitors staff performance. Provide effective program leadership over multi-disciplinary management, treatment planning and service delivery team.</p> <p>Coordinates the psychological services program with other disciplines and integrates new policies and procedure into existing programs.</p> <p>Ensures compliance with applicable codes, rules regulations and program procedures.</p> <p>Develop policies / procedures as needed.</p> <p>Consults with psychiatrist, physicians and other professional personnel concerning diagnostic, evaluation and therapeutic training programs.</p> <p>Ensure the unit operates clinically and programmatically in an efficient, effective manner with administrative, fiscal and security guidelines.</p> <p>Coordinate day to day operations including training in relevant areas of mental health and other topics / issues related to the specific treatment services.</p> <p>Deliver some individual, group and psycho-educational group treatment services.</p> <p>Collaborate with Medical Director / Supervisory Physicians regarding mental health diagnosis, if applicable.</p> <p>Demonstrate leadership and organizational skills, including ability to handle multiple priorities simultaneously.</p> <p>Demonstrate interpersonal skills and ability to build rapport with a wide range of personalities.</p> <p>Competence in assessing, interviewing and managing patients.</p> <p>Commitment to enhancing cultural competency.</p> <p>Perform other duties (not outlined above) as assigned.</p>

Psychology Manager

Minimum Qualifications	One year experience as a licensed professional psychologist in the treatment of inmates or individuals with mental illness, intellectual disability or behavioral dysfunction or individuals and possession of a valid license to practice psychology as issues by the Pennsylvania State Board of Psychology.
Role Description:	<p>Knowledge of the principles and methods of psychology including diagnostic evaluation, behavior modification therapy and the relationships between diagnostic findings and therapeutic methodologies.</p> <p>Knowledge of psychological testing and statistical measurement.</p> <p>Knowledge of application of psychology to an individual and group behavior.</p> <p>Knowledge of mental illnesses and developmental disabilities, their symptoms; and treatment and social implications.</p> <p>Knowledge of principles and methods of psychological research and experimental design as applied to the field of psychology.</p> <p>Knowledge of the standards and ethical principles of the practice of psychology.</p> <p>Ensures compliance with applicable codes, rule regulations, and program procedures.</p> <p>Ability to select, administer, score, and interpret a wide range of projective and objective psychological tests.</p> <p>Ability to interpret and evaluate varied psychological data, prepare report of findings, and develop implement recommendations.</p> <p>Ability to communicate effectively in writing and orally.</p> <p>Ability to establish and maintain effective working relationships.</p>

Public Health Specialist

Minimum Qualifications	At the entry level, Public Health Specialists must have a bachelor's degree in the biological, physical, or environmental sciences, engineering, or industrial hygiene; and one year of experience assessing the potential impact of toxic substances on public health or a specialized master's degree. Higher levels require additional relevant experience. A graduate degree in a relevant discipline may substitute for some of the required experience.
Role Description:	<p>Public health specialists may perform a variety of tasks related to public health, and their specific duties vary by position. For example, they may facilitate the development and implementation of grant-funded projects and other public health programs (both long- and short-term) per established deadlines for the life cycle of the project. In this role, they must carefully evaluate program progress, fiscal accountability, and goal setting when making policy recommendations to the team.</p> <p>Promote, maintain, and improve individual and community health by assisting individuals and communities to adopt healthy behaviors.</p> <p>May supervise staff or give direction.</p> <p>Assists in facilitating plans and policies necessary to achieve health objectives and services.</p> <p>Present health education and promotion programs such as training workshops, conferences, and school.</p> <p>Public Health Specialists apply professional, technical and managerial expertise to evaluate the impact of environmental contamination on public health. Activities include investigating and assessing human exposure to hazardous chemicals, evaluating remedial activities, and communicating health assessments. Public Health Specialists are asked to interpret complex environmental and health data and recognize the issues and concerns of government agencies and members of the public.□</p>

Quality Improvement Coordinator

Minimum Qualifications	<p>Current/valid Pennsylvania Nursing License or equivalent alternative Pennsylvania professional licensure to be determined by the Commonwealth Agency. Minimum three (3) years professional clinical experience. Minimum (2) years quality improvement experience in multifaceted formal quality management program.</p> <p>Computer expertise including a working knowledge of word processing functions, and data base utilization, maintenance and management.</p>
Role Description:	<p>Participates in analysis of Quality Management Program reports, with recommendations for corrective actions. Performs Quality Management reviews, coordinates, and manages other staff in doing audits.</p> <p>Provides leadership and in-service training for medical and non-medical staff relating to Quality Management, audit methodologies and related plans of correction. Liaison and coordinator with physicians and nurses to implement/support Quality Management Program.</p> <p>Maintain and upgrade skills by attending meetings, training sessions, and seminars and by reviewing current literature.</p> <p>Participates in committee assignments as necessary.</p>

Quality Improvement Information Specialist

Minimum Qualifications	<p>Bachelor's degree or equivalent. Significant experience managing input and manipulation of information using information systems and data management software.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>Full-time on-site liaison with contractor and department's staff who works with development and implementation of a variety of Information Systems as part of Contractor's Clinical Information System development and support team.</p> <p>Performs on-going technical maintenance of Bureau's Quality Management Program including implementation.</p> <p>Coordinates data entry into a variety of information systems. Provides analysis of information and implements reports from information systems to support the Quality Management Program.</p> <p>Liaison with contractor's Clinical Information System development and support team.</p> <p>Maintain and upgrade skills by attending meetings, training sessions, and seminars and by reviewing current literature.</p>

Quality Improvement Manager

Minimum Qualifications	<p>Master's Degree in Health Services Administration or equivalent field or equivalent experience to be determined by the requesting Agency. Minimum of three (3) years quality management experience in a multi – faceted formal quality management program. Computer expertise including a working knowledge of database utilization, maintenance and management.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>Liaison with contractor's corporate Quality Improvement Team. Liaison with facility management to implement/support organization's framework for Quality Management.</p> <p>Lead responsibility for implementation and maintenance of the worksite's Quality Management Program.</p> <p>Advises Facility Director in all aspects of quality management issues, including quality planning, quality control and measurement activities and quality improvement initiatives.</p> <p>Maintain and upgrade skills by attending meetings, training sessions, and seminars and by reviewing current literature. Fulfill Committee assignments including the Quality Improvement Council, the Risk Management Committee and any others as assigned.</p>

Quality Management Representative

<p>Minimum Qualifications</p>	<p>Bachelor's degree is preferred, but not required.</p> <p>A minimum of three (3) years' experience with project management which may include executive level report preparation, presentation preparation and delivery, preparation of timelines and budgets, coordinating the efforts of a variety of collaborators.</p> <p>Intermediate Computer skills to include, but not limited, to Microsoft Office Products.</p>
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Role Description:

This position is responsible for directing three major areas of activity in the Adult Autism Waiver:

Provider recruitment and enrollment; coordination of monitoring responsibilities at the Administrative Office level, including risk management and quality management; and producing periodic and occasional monitoring reports in response to federal requirements and internal needs.

Responsible for planning, organizing, directing and supervising the following: progress of provider enrollment by service and by county; analysis of provider capacity statewide to inform targeted provider recruitment; development and oversight of the implementation of a statewide provider recruitment strategy; provider recruitment activities of staff.

Directs and manages Adult Autism Waiver discovery activities as part of the risk management and quality management functions, including assuring that all tracking data is properly collected and recorded; that periodic reports from HCSIS are requested, received and analyzed.

Supervises the compilation of quality management information from regional office data including discovery activities, remediation activities, reporting activities.

Directs the development of Quarterly Quality Assurance Reports using documentation reviews; responsible for the Annual Quality Assurance Report.

Reviews interim reports from BAS Regional Offices pertaining to risk management and quality management for uniformity in interpretation and consistency of application of policies and procedures as delineated in the Adult Autism Waiver and relevant documents and policies.

Recommends policy and procedure changes or additions and participate in development of strategy to evaluate and address concerns which arise as part of the risk management activities and to improve the administration of the Adult Autism Waiver.

Provide oversight and technical assistance to regional offices on Quality Management Strategy implementation. Ensure that regional offices are up to date in meeting reporting schedules.

Organizes, schedules and chairs quarterly risk management meetings with waiver staff in regional offices; participates in periodic meetings with providers and waiver staff to discuss issues of concern in the implementation of the Adult Autism Waiver.

Responsible for developing reports required to meet federal reporting requirements including: coordinating compilation of necessary data; directing required analysis of results; keeping supervisor informed of progress in meeting reporting requirements.

Manages Adult Autism Waiver policy development process including participating in meetings with senior staff; ensuring that policy is finalized and that notification is made to all relevant stakeholders.

Participates in and provides assistance with meetings with senior staff, consultants and stakeholders regarding the Adult Autism Waiver, including but not limited to, rates for services, service descriptions, implementation strategies, and public information and outreach activities.

Participates in and may represent Agency at meetings with other program offices as well as other state departments and CMS, as requested.

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R&E Nurse- Hospice Care & Service

<p>Minimum Qualifications</p>	<p>Possession of a current license to practice as a Registered Nurse issued by the Pennsylvania State Board of Nursing; or Possession of a non-renewable temporary practice permit issued by the Pennsylvania State Board of Nursing. Resources possessing non-renewable temporary practice permits must obtain licensure as a Registered Nurse within the one-year period as defined by the Pennsylvania State Board of Nursing.</p> <p>Possession of current specialty certification as a Certified Hospice and Palliative Nurse issued by the National Board for Certification of Hospice and Palliative Nurses.</p> <p>Proficient writing and basic Computer Skills to include, but not limited to, Microsoft Office Products</p> <p>Three years of professional experience with medical assistance (MA), health care services, or human services</p> <p>Minimum of three years of recent (within the last five years) professional experience in Hospice care, quality management/utilization review or other related clinical experience</p> <p>Knowledge of and familiarity with the following would be beneficial: Inter- Qual criteria, ICD-9 CM, and current procedure terminology, Ability to use professional judgment in identifying aberrant patterns and determining the appropriate action to be taken following the documentation review</p>
<p>Role Description:</p>	<p>This is work in the review and evaluation of the medical necessity, appropriateness, quality, quantity, adequacy, and compensability of medical care and services rendered by Hospice providers under the Medical Assistance Program. The nurse is responsible for the review and evaluation of medical information and examination of medical records and other documentation to assure that eligible medical assistance recipients receive appropriate and quality medical care that the Medical Assistance Program is properly billed, and that provider and/or recipient fraud, abuse and waste of the Medical Assistance Program is detected and corrected. Work involves the analysis and evaluation of documentation submitted by Medical Assistance Program service providers and generated through PROMISe™ in order to make professional medical judgments regarding the appropriateness of the Hospice care and services provided to eligible recipients under the Medical Assistance Program, including evaluation of the appropriate level of care and determination of services that are included in the Hospice benefit. In addition, education is provided to other staff, offices and Department attorneys regarding current standards of Hospice care. Reviews may be conducted in central office with the</p>

Medical Assistance Program service provider furnishing the necessary medical records or on site at the provider's location.

Work may include serving as a team leader on reviews requiring more than one staff member organizing and coordinating the review process. The nurse also provides advisory and consultative services to boards and staff designed to improve the services or administrative procedures in support of medical assistance patients. Work may also involve the nurse representing the Department in an official capacity during an appeal process. Judgment and discretion are required in conferring with advisory boards, facility officials, providers, and staffs. Work is performed under the supervision of an administrative superior and is reviewed.

ESSENTIAL JOB FUNCTIONS*

Ability to prepare correspondence and reports.

Ability to comprehend and apply regulations, policies and standards.

Ability to establish and maintain effective working relationships.

Ability to carry out instructions and complete assignments.

Ability to conduct field work, desk and telephonic reviews.

Ability to travel to facilities/provider sites to conduct reviews and attend training and meetings as needed, across the State (includes overnight stays).

Ability to communicate effectively (verbally and in writing) with coworkers, management, Office of General Counsel, other agencies, facility staff and other medical assistance providers to review and discuss cases.

Ability to enter essential data into the computer.

Ability to physically traverse stairs, lift laptop, printer and related equipment, walk long distances and sit for long periods of time.

Ability to review and evaluate provider documentation to determine compliance with Medical Assistance regulations.

Ability to testify at administrative/legal hearings and to defend Departmental decisions. Ability to maintain discretion and confidentiality.

*Essential Job Function: A necessary and fundamental job duty associated with the position.

R&E Nurse- Med Care Services

Minimum Qualifications	<p>Possession of a current license to practice as a Registered Nurse issued by the Pennsylvania State Board of Nursing;</p> <p>or</p> <p>Possession of a non-renewable temporary practice permit issued by the Pennsylvania State Board of Nursing. Resources possessing non-renewable temporary practice permits must obtain licensure as a Registered Nurse within the one-year period as defined by the Pennsylvania State Board of Nursing.</p> <p>Proficient writing and basic Computer Skills to include, but not limited to, Microsoft Office Products</p> <p>Three years of professional experience with medical assistance (MA), health care services, or human services</p> <p>Minimum of three years of recent (within the last five years) professional experience in one or more of the following areas as related to the position need: long term care, acute care setting, behavioral health setting, drug and alcohol setting, managed care, quality management/utilization review or other related clinical experience; or</p> <p>An equivalent combination of experience and training in the field of medical assistance (MA), health care services, human services, long term care, utilization review, or knowledge of home care</p> <p>Knowledge of and familiarity with the following would be beneficial: Inter- Qual criteria, ICD-9 CM, and current procedure terminology,</p> <p>Ability to use professional judgment in identifying aberrant patterns and determining the appropriate action to be taken following the documentation review.</p>
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Role Description:

This is work in the review and evaluation of the medical necessity, appropriateness, quality, quantity, adequacy, and compensability of medical care and services rendered by service providers under the Medical Assistance Program. A resource is responsible for the review and evaluation of medical information and examination of medical records and other documentation to assure that eligible medical assistance recipients receive appropriate and quality medical care that the Medical Assistance Program is properly billed, and that provider and/or recipient fraud and abuse of the Medical Assistance Program is detected and corrected. Work involves the analysis and evaluation of documentation submitted by Medical Assistance Program service providers and generated through PROMISe™ in order to make professional medical judgments regarding the appropriateness of the care and services provided to eligible recipients under the Medical Assistance Program. Reviews may be conducted in central office with the Medical Assistance Program service provider furnishing the necessary medical records, on site at the facility, or information may be provided over the telephone for any service that may require prior authorization or post certification. Work may include serving as a team leader on reviews requiring more than one staff member organizing and coordinating the review process. Resources also provide advisory and consultative services to boards and staff designed to improve the services or administrative procedures in support of medical assistance patients. Work may also involve the resource representing the Department in an official capacity during an appeal process. Judgment and discretion are required in conferring with advisory boards, facility officials, providers, and staffs. Work is performed under the supervision of an administrative superior and is reviewed through conferences and reports.

ESSENTIAL JOB FUNCTIONS*

Ability to prepare correspondence and reports.

Ability to comprehend and apply regulations, policies and standards. Ability to establish and maintain effective working relationships. Ability to carry out instructions and complete assignments. Ability to conduct field work, desk and telephonic reviews.

Ability to travel to facilities/provider sites to conduct reviews and attend training and meetings as needed, across the State (includes overnight stays). Ability to communicate effectively (verbally and in writing) with coworkers, management, Office of General Counsel other agencies, nursing facility staff and other medical assistance providers to review and discuss cases.

Ability to enter essential data into the computer.

Ability to physically traverse stairs, lift laptop, printer and related equipment, walk long distances and sit for long periods of time.

Ability to review and evaluate provider documentation to determine compliance with Medical Assistance regulations.

Ability to testify at administrative/legal hearings and to defend Departmental decisions.

Ability to maintain discretion and confidentiality.

*Essential Job Function: A necessary and fundamental job duty associated with the position.

Registered Nurse (RN) - Direct Care

Minimum Qualifications	<p>Possession of a current license to practice as a registered nurse issued by the Pennsylvania State Board of Nursing; or possession of a non-renewable temporary practice permit issued by the Pennsylvania State Board of Nursing.</p> <p>Ability to enter health data for residents into electronic medical records data base.</p> <p>Proficient computer skills to include, but not limited to, Microsoft Office products.</p>
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Role Description	<p>Resource performs as a charge nurse, staff nurse or an assessment coordinator providing nursing care and treatment services in a Commonwealth facility for individuals with a mental or physical injury or illness, dysfunctional behavior and/or a developmental disability. As charge nurse, the resource directs and coordinates the delivery of nursing care and treatment for individuals in patient or resident care and treatment area(s), ward(s), unit(s) or living area(s), usually on the evening or night shift. Charge nurses make assessments and decisions in regard to staff utilization and supplies and equipment needs. Charge nurse supervises paraprofessional and/or a non-professional nursing direct care personnel assigned to their patient or resident care and treatment area(s), ward(s), unit(s) or living area(s); and ensures that the coordination of services, coverage of services, and maintenance of records is accomplished. The assessment coordinator develops, implements, and evaluates individualized nursing care and treatment plans for residents; directs, evaluates and coordinates the delivery of nursing care and treatment with members of the nursing staff and interdisciplinary teams; meets with family and residents to assess residents' condition and completes documentation as required by federal and state regulations. The staff nurse is responsible for providing professional nursing care and treatment services in a patient or resident care area; or may be responsible for a nursing specialty care area, such as, infection control or quality assurance/improvement/risk management activities. Work assignments are received in the form of oral or written instructions and resources exercise independent judgment in the application of professional nursing practices. Work is reviewed and evaluated by a Registered Nurse Supervisor, physician or dentist through observation, review of reports and conferences for quality and adherence to established standards in the application of professional nursing practices. Work may be administratively reviewed by another professional supervisor. Nurses are expected to be competent in the following areas at a minimum but not limited: airway insertion, first aid, catheter insertion, AED, administering oxygen,, IV therapy, heparin lock insertion and irrigation, medication administration, injections, treatments , vital signs, nursing protocols, participating in the plan of care, ambu bag, audiogram testing, medications, telebinocular testing, universal/standard precautions, catheter care, catheter insertion, perineal</p>
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care, documentation of IV therapy, heparin lock insertion, and irrigation, initiation and care of tubing, care of a heparin well, parenteral management, secondary medications, use of IV infusion pump, use of manual flow regulator, venipuncture, IM, intradermal, subcutaneous injections, dose calculations, inhalers, oral, suppository, topical medication administration, documentation on a Medication Administration Record, Tuberculin testing, accepting and documentation of orders from licensed practitioner, if within the scope of practice, transcription of orders, O2 mask and O2 nasal usage, peak flow meter usage, pulse oximeter usage, respiratory mask usage, suctioning, restraints, specimen collection, ventilator care, o & p collection, urine dip stick, wound culture, ace wrap, anti-embolic hose, arm sling, binders, CPR, evacu chair, isolation, knee immobilizer, K-Pad application, braces, traction, control of hemorrhage, decubitus care, drains, dressing changes, ear irrigation, EKG, enemas, eye irrigation, eye staining, glucometer usage, hoyer lift technique, jejunostom tube-enteral nutrition, K Pad machine, nasogastric/gastrostomy feedings, nasogastric tube insertion, nasogastric tube irrigation, nebulizer treatment, nephrostomy, neurological checks, ostomy care, suture/removal, vaginal douche, sterile technique, wound care, blood pressure, vital signs venipuncture, tracheostomy care, full body assessments, including mini mental health status exam, assessing and completing a Plan of Care.

The nurse must function within his/her standards of nursing practice at all times

Registered Nurse Case Manager Nurse - Non-Direct Care

Minimum Qualifications	<p>Possess an active Pennsylvania nursing license. Possess Case Management Society of America recognized certification as a Care/Case Manager, including the Commission for Case Manger Certification, National Academy of Certified Care Mangers, or American Nurses Credentialing Center; or Currently working towards this certification with documented experience with the intent of receiving certification through examination at the next possible date, currently June of 2005. Continued service would be conditional on candidate obtaining certification at said time. Possess a documented work history of two (2) or more years of experience in care management.</p> <p>Possess basic Computer Skills to include, but not limited to, Microsoft Office Products</p>
Role Description:	<p>Resource will provide managerial leadership and oversight to project and processes. Resource will be assigned to workgroups and project teams. Assignments will consist of a combination of on-going process responsibilities, standing work group participation and time-limited projects related to the management and operations of all aspects of the Pennsylvania Medicaid program, including but not limited to:</p> <ul style="list-style-type: none">Develop policy and procedure to support a special needs/case management unit based on the Case Management Society of America guidelines; Train staff on the principles of case management and the availability of community and state resources;Develop a listing of community and state resources for use by the case/care manager;Collaborate with other bureaus/contractors which address special needs to assure continuity of services;Maintain oversight of the case management process and assist in developing staff to qualify for case/care manager certification;Collaborate with the Enhanced Primary Care Case Management and disease management vendor as necessary;Evaluation of currents processes and implementation of recommended process improvements;Consult with senior staff to outline major operational issues and develop resolutions based on sound data analysis;Act as liaison between the Department of Public Welfare and external stakeholders (individuals and/or groups);Assist in determining if any changes should be made to criteria or regulations to better serve their clients; and Interface with Providers.

Registered Nurse Claims Review Management Nurse - Non-Direct Care

Minimum Qualifications	<p>Possess an active Pennsylvania nursing license. Possess a documented work history of five (5) or more years of utilization review experience. Possess a comprehensive knowledge of utilization review processes, utilizing criteria sets for review completion, Utilization Review performance monitoring/production standards.</p> <p>Possess history of coding knowledge and claims review in addition to utilization review knowledge.</p> <p>Basic Computer Skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>Resource will provide managerial leadership and oversight to project and processes. Resource will be assigned to management workgroups and project teams. Assignments will consist of a combination of on-going process responsibilities, standing work group participation and time-limited projects related to the management and operations of all aspects of the Pennsylvania Medicaid program, including but not limited to:</p> <p>Evaluation and implementation of system enhancements for provider enrollment, provider inquiry, and medical review;</p> <p>Evaluation of current processes and implementation of recommended process improvements;</p> <p>Consult with senior staff to outline major operational issues and develop resolutions based on sound data analysis;</p> <p>Act as liaison between the Department of Public Welfare and external stakeholders (individuals and/or groups);</p> <p>Assist in the development of in-house training programs related to claims review and processing;</p> <p>Assist in determining if any changes should be made to criteria or regulations to better serve their clients;</p> <p>Learn and be a resource for how claims process through the PROMISE™ system;</p> <p>Assist with coding and procedure code groupings;</p> <p>Provide operational input for claims processing decisions; and interface with Providers having billing / claims problems.</p>

Registered Nurse Instructor

Minimum Qualifications	<p>Three (3) years of professional nursing experience, and a bachelor's degree in Nursing or Nursing Education from an accredited college or university; or One year of professional nursing experience and a master's degree in Nursing or Nursing Education or closely related field from an accredited college or university.</p> <p>Possession of a current licensure to practice as a Registered Nurse issued by the PA State Board of Nursing; or possession of a non-renewable temporary practice permit issued by the PA State Board of Nursing.</p> <p>CONDITION OF EMPLOYMENT: Employees possessing a nonrenewable temporary practice permit must obtain licensure as a Registered Nurse within the one (1) year period defined by the Pennsylvania State Board of Nursing.</p>
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Role Description:

The employee occupying this position is responsible for staff development training and demonstration of the procedures for the Nursing Department and other disciplines within the facility for health-related issues. This employee will have background knowledge of procedures or will obtain necessary knowledge of procedures by working on the nursing units, and other areas of the facility. The person will be knowledgeable of all nursing policies and procedures and be able to teach procedures on a regular basis. Training and demonstrations will occur for employees on all three shifts.

Planning and implementing an effective orientation program for all new Nursing Department employees.

Maintaining orientation education records in accordance with state and facility policies in order to provide documentation of the orientation process for each new employee. Records must be easily retrievable.

Supervising and evaluating the new employee's process during orientation or on the shift assigned utilizing a competency-based orientation that includes theory, demonstration and return demonstration in order to assess the abilities and skills or needs of the employee during the learning process.

Developing, scheduling and presenting in-service training programs required for the care of Domiciliary, Personal Care and Nursing Home residents in order to assure the achievement of the nursing care goals established for each resident.

Developing, implementing, and evaluating educational curriculum for the Department of Nursing, as well as other Departments, as needed, in order to provide new information and improve the knowledge, skills, and attitudes of the employees as required by job classification.

Assessing and recommending appropriate out-service educational programs in order to permit the professional growth of individual and to provide knowledgeable care to the residents.

Documenting and maintaining records of in-service and out-service training programs attended by Nursing Department employees in order to maintain compliance with federal, state, or facility policies.

Serving as a member of a pre-disciplinary team to evaluate employee' performance.

Reviewing and recommending educational products, services, and equipment to nursing administration and demonstrating new equipment and procedures in order to assure current and appropriate techniques and equipment.

Primarily responsible for the updating and rewriting of all Nursing Departments policies and procedures in order to assure current and updated material on an on-going basis.

Utilizes a competency-based orientation that includes theory, demonstration of procedure and return demonstration of skill.

Demonstration procedures and supervising all new employees on the shift assigned to evaluate their work performance.

Designing and updating orientation manuals and teaching materials needed for the orientation process.

Educating of all Nursing Staff and others as needed in changes in Nursing Policy and Procedures.

Maintaining accurate records of all licensure and certification of all Nursing Staff.

Maintaining accurate records of all current licensure, certification, background checks, and records of free of communicable diseases for all outside Agency employees used within the Nursing Department. Education and Reeducation of all Nursing Staff on the Long-Term Care Computer Software Program.

Responsible for updating files, reindexing software and assigning user rights for all staff who request this assistance within the Computer Software Program.

Registry Specialist

Minimum Qualifications	<p>A bachelor's degree in a Health Information Management (HIM) program accredited by the Commission on Accreditation for Health Informatics and Information Management Education;</p> <p style="text-align: center;">or</p> <p>A bachelor's degree in a health or healthcare related field and eligibility for certification as a Registered Health Information Technician as specified by the Commission on Accreditation for Health Informatics and Information Management Education;</p> <p style="text-align: center;">or</p> <p>A bachelor's degree in a health or healthcare related field and eligibility for certification as a Certified Tumor Registrar as specified by the National Cancer Registrars Association Council on Certification;</p> <p style="text-align: center;">or</p> <p>A bachelor's degree in a health or healthcare related field and one year of professional healthcare data management experience.</p>
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Role Description:

This is professional work implementing and operating a component of a statewide public health registry.

An employee in this job implements, maintains, and evaluates procedures for the collection, standardization, and reporting of mandated health information for a component of a statewide public health registry, such as a registry subsystem or a specialized operational function, to ensure compliance with legislation, policies, and regulations. Work involves providing input and recommendations on the design of optimally effective reporting procedures; resolving problems with data collection; providing instruction and training to health and medical providers mandated to report data; monitoring and evaluating completeness, accuracy, and timeliness of reported information; conducting compliance reviews of data collection sites; advising medical providers on how to become compliant with reporting policies and regulations; implementing measures to correct deficiencies or errors in reporting practices; and providing assistance to health or medical information providers to ensure that submitted data is correctly coded and assigned to a public health registry. Work also includes performing health information quality assurance activities, such as data editing and validation; resolving data inconsistencies; modifying data, data sets, or record layouts; identifying and resolving problems with data transmission; or developing, testing, implementing, modifying and documenting procedures used to perform and automate functions, such as patient matching, record linkage and data consolidation. An important element of this work is liaising with health care professionals and governmental administrators at the state and federal level to ensure availability of complete, accurate, and timely health information. Employees in this job may supervise technical or clerical staff. Work is reviewed by an administrative supervisor through conferences and periodic evaluation of the effectiveness and usefulness of public health information.

Rehabilitation Specialist

(Sexual Responsibility and Treatment Program-SRTP) - Direct Care

Minimum Qualifications	<p>Bachelor's degree in Criminal Justice, Psychology, Sociology or related field.</p> <p>Ability to plan, organize, direct and participate in rehabilitative/clinical activities.</p> <p>Trained and certified to operate the Monarch Penile Plethysmograph.</p> <p>Significant understanding of treating and managing sex offenders in a secure environment.</p> <p>Ability to prepare, set-up, conduct and evaluate individual and group counseling.</p> <p>Commitment to enhancing cultural competency</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products Ability to utilize a computer for order entry and/or prognosis notes</p>
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Role Description:

Position is responsible for SRTP rehabilitation counseling sessions. The incumbent will function as a member of the treatment team and interact with residents in rehabilitative sex specific groups designed to fulfill individualized treatment plans in a secure environment. Reports will be prepared according to schedule and submitted as required. Staff person is a key member of the clinical team and participates in the treatment team and its processes.

1. Collaborates with clinical and programmatic staff in implementing treatment plans.
2. Conducts individual and group counseling sessions with residents as directed by the Clinical Director.
3. Consults with and assist the Hospital Therapeutic Activity Services Supervisors with unit operations as needed.
4. Attends and contributes to treatment team and other staff meetings.
5. Assists in reviewing, evaluating and completing resident treatment plans
6. Assists when needed in the completion of clinical assessment tools including the Penile Plethysmograph (PPG)
7. Completes documentation as required to meet the standards of the program.
8. Attends outside training as needed.
9. Creates and Modifies Sex Offender Specific Plans of Care.

10. Completes Co-Occurring Disorder Evaluation (MISA) and specific Drug and Alcohol assessments.
11. Conducts specialized sex offense specific, staff training for Hospital Employees on a quarterly basis.
12. Completes quarterly Treatment Progress Rating Scales for residents of SRTP on a quarterly basis.
13. Writes monthly reports for the Sex Offender Assessment Board documenting progress for assigned residents.
14. Attends daily administration management meetings.
15. Facilitates daily Process meetings for SRTP residents.
16. Conducts individual Drug and Alcohol counseling sessions with Co-Occurring Disorder residents.
17. Facilitates Drug and Alcohol education and relapse prevention groups to Co-Occurring Disorder individuals.
18. Liaison between the SRTP and the Pennsylvania Counties in order to facilitate the admission of Sexually Violent Predators into the SRTP.
19. Completes and distribute Preadmission Referral Face sheets.
20. Must be willing and able to be re-trained every three years on the PPG at the Monarch Home Office in Salt Lake City, UT
21. PPG lab coordinator PPG lab coordinator responsible for upkeep of the lab, ordering new supplies, and maintenance of the lab per all applicable standards, including those put forth by Monarch.
22. Conducts Arousal Management Reconditioning therapy with sex offenders using the Monarch Penile Plethysmograph.
23. Facilitates Victim Awareness groups for SRTP residents.
24. Writes weekly and monthly clinical progress notes.
25. Records group participation using the state EPPS system.
26. Creates and submit new forms for approval by the Medical Records Department.
27. Co-facilitate informational trainings for County Juvenile Probation Departments in order to educate them on the Act 21 program and standards.
28. Performs related work as required.

Respiratory Therapist

Minimum Qualifications	Associate's degree from a respiratory therapist education program and a license and certification as a Certified Respiratory Therapist (CRT) for Pennsylvania.
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Role Description:

Will provide care for clients with heart and lung problems including treatment for asthma, chronic bronchitis, emphysema, cystic fibrosis, sleep apnea, trach care, nebulizers, chest physiotherapy.

Examine individuals with breathing or cardiopulmonary disorder.

Consult with physicians to develop treatment plans.

Perform diagnostic tests such as measuring lung capacity.

Treat clients, using a variety of methods, including chest physiotherapy and aerosol medications.

Recommend proper positions.

Monitor and record the progress of treatment.

Teach staff and/or clients how to use treatments.

Teach staff for signs and symptoms of respiratory distress, aspiration pneumonia and pneumonia.

Risk Management Specialist

Minimum Qualifications

Bachelor's degree in Human Services or Business area or ten years experience in a related field.

Minimum of two (2) years' experience with Incident Management/Risk Management, quantitative analysis and reporting is preferred.

The person must have knowledge and experience regarding:

- risk; what puts people at risk; how that is discerned; what risk management is; relationship between individual cases and risk management; how risk management would be applied in individual cases; how it would be applied systemically, population-based evidence;
- basic knowledge of statistics and statistical analysis;
- basic knowledge of epidemiology;
- how to chart/graph data;
- Advanced computer skills including use of Microsoft Office software and statistical software.

<p>Role Description:</p>	<p>Participation and/or Facilitation of Regional Risk Management meetings, Regional AD/county risk management meetings, and Regional Quality council or other meetings as required</p> <p>Utilization of Excel and other statistical software, Word, Access, and Power Point.</p> <p>Preparation of RM and QM reports for committee/forum review</p> <p>Completion of committee and forum meeting minutes</p> <p>Review of County IM Analysis reports</p> <p>Drafting of Regional IM Analysis reports</p> <p>Incident Management report approval and closure</p> <p>Certified Investigation Peer Review Process</p> <p>Demographic deletion/ clearances/COMPASS</p> <p>Certified Investigation of critical incidents</p> <p>Conducting training i.e. data warehouse training, ECM training</p>
	<p>Risk and Incident management training</p> <p>Performing HCSIS data management (i.e., incident closure, deletions, CI)</p> <p>Providing technical assistance with HCSIS incident management subsystem</p>

Social Worker 1

Minimum Qualifications	Associate's degree in Human Services or equivalent education and experience. Basic computer skills to include, but not limited to, Microsoft Office Products.
Role Description:	Provide support services in areas such as conducting agency specific reviews to ensure consumers are receiving appropriate care that meets State and Federal guidelines. Review written documentation and meet with consumers and stakeholders to evaluate the quality of the services being provided. They will monitor issues related to medical and financial eligibility of the consumer. Statewide travel required as necessary, including some overnights.

Social Worker 2

Minimum Qualifications	<p>Bachelor of Social Work from an Accredited Social Work Program or equivalent education and experience.</p> <p>Basic computer skills to include, but not limited to, Microsoft Office Products.</p>
Role Description:	<p>Provide support services in areas such as conducting on-site monitoring reviews of long term living service providers to ensure that consumers are receiving appropriate care that meets State and Federal guidelines.</p> <p>Review written documentation and meet with consumers and stakeholders to evaluate the quality of the services being provided. They will monitor issues related to medical and financial eligibility of the consumer.</p> <p>Statewide travel required as necessary, including some overnights.</p>

Social Worker- Senior

Minimum Qualifications

Master's degree in Social Work is preferred.

Experience: At least five years' experience in providing direct social services, which includes one or more of the following: interviewing, assessing and evaluating individual human service's needs; planning, counseling, advocating and referring individuals to appropriate providers of social services; and performing case management activities. At least two years' experience working with individuals with an Autism Spectrum Disorder is required.

Excellent written and oral communication skills, including the ability to prepare and deliver presentations.

Ability to extract, analyze and synthesize data from a variety of sources Excellent organizational skills.

Ability to work independently and with minimal supervision.

Ability to communicate effectively orally and in writing, including computer-based communication using e-mail, word processing and data base systems. Ability to develop PowerPoint presentations and speak in public forums.

Role Description:	<p>The employee is located in the office of Developmental programs, Bureau of Autism Services.</p> <p>Responsibilities may include, but are not limited to:</p> <p>Developing correspondence content in response to inquiries from individuals with autism and their families, legislators, other offices and the autism community at large.</p> <p>Represent the Agency at meetings and workgroups.</p> <p>Become familiar with data sources and perform analyses as requested.</p> <p>Develop and deliver presentations to parent groups, self-advocacy groups and professional organizations.</p> <p>Supervise social work interns.</p> <p>Participate in the monitoring of providers and the development of monitoring quality control measures.</p> <p>Complete functional eligibility assessments for potential program participants.</p> <p>Maintain a data base of stakeholder groups.</p> <p>Develop a data base of resources for individuals and families.</p> <p>Manage individual cases as assigned, including coordinating with other program offices.</p> <p>Administration of Bureau family support programs (e.g. mini-grants).</p>
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Spectrum Disorder Consultant

Minimum Qualifications	<p>Master's Degree Has current experience and knowledge in the treatment of Autism Spectrum Disorder (ASD).</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>Serve as the Department's subject matter expert on all issues related to ASD. Collaborate with other Commonwealth agencies to identify services, processes, and products that can be re-engineered through collaborative management to serve people with autism.</p> <p>Develop and implement autism-specific Medicaid Waiver to allow for greater flexibility and creativity in providing services for people with autism.</p> <p>Use electronic government network technologies to create entirely new business processes.</p> <p>Use technology to improve service delivery to people with autism by integrating policy and management within the Department.</p> <p>Remove government barriers to develop regional autism centers across the Commonwealth to provide high quality services to individuals with autism; train professionals to assess and evaluate the needs of people living with autism and provide education and supports to families.</p> <p>Develop coordinated and collaborated mechanisms across funding streams.</p>

Speech, Language and Hearing Specialist - Direct Care

Minimum Qualifications	<p>Completion of all requirements for a Master's Degree, excluding a thesis, in the field of communicology or a related area, including or supplemented by not less than 24 credit hours in speech pathology and/or audiology earned at either the graduate or undergraduate level.</p> <p>Possession of a certificate of clinical competence from the Council of Professional Standards of the American Speech-Language and Hearing Association and/or licensure as required by state law or regulation for professional employment in public schools or approved private schools.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>This is professional work in the field of speech, language and hearing. A resource in the position provides testing and diagnostic services and plans a treatment program of individual or group therapy for persons with auditory, speech, language and related disabilities at a state operated facility.</p> <p>The resource functions as an independent clinician in diagnosis, treatment, and research in the field of auditory, speech and language disabilities.</p> <p>Work involves the application of principles, methodology, and technical skills employed in the treatment of persons having speech, language, hearing and related disabilities.</p> <p>Work is performed under the general direction of a professional or administrative supervisor who outlines scope and content of programs and reviews work through conferences and reports.</p>

Surgeon - Non Direct Care

Minimum Qualifications	<p>Be board certified in surgery. Possess an active Pennsylvania medical license. Be in active clinical practice in the area in which the Resource is board certified at least twenty (20) hours per month. Demonstrate an understanding of utilization review processes.</p> <p>Basic computer skills to include, but not limited, to Microsoft Office Products.</p>
Role Description:	<p>Resource in this position will serve as a physician reviewer for the Department of Public Welfare. Resource will provide utilization and quality reviews of services for the Department.</p> <p>Resource will conduct prospective, concurrent and retrospective review of any assigned adult and pediatric inpatient and outpatient surgical cases covered by the Department including, but not limited to: inpatient admissions; procedures performed in a physician's office, Short Procedure Unit or Ambulatory Surgical Center; home health services; medical supplies; and/or diagnostic studies or procedures.</p> <p>Resource shall be responsible for making determinations regarding the medical necessity, place of service, appropriateness, compensability, and/or quality of care of services prescribed for and provided to Medicaid recipients. It will be the Resources responsibility to review all requests thoroughly and make a qualified determination in accordance with Medical Assistance regulations and criteria.</p> <p>Depending on the type of case reviewed, Resource will be required to compile case findings, prepare summaries of case findings; make recommendations for case disposition, identify program violations; prepare appealed cases for hearings; and/or be available to testify at administrative hearings for cases under appeal.</p> <p>The Resource will submit the above information to the Department using formats specified by each individual Bureau.</p> <p>Resource, when requested, will assist in the development of in-house training programs, medically necessary criteria, and quality of care indicators.</p> <p>Resource may be asked to help the Department in determining if any changes should be made to criteria or regulations to better serve their clients.</p>

Toxicologists

Minimum Qualifications	Three years of post-doctoral experience in the field of toxicology or pharmacology, which includes two years of consultative experience in toxicology; and a doctoral degree in toxicology or a closely related field. Requires board certification in general toxicology by the American Board of Toxicology or an equivalent international certifying body within six months of hire.
Role Description:	<ul style="list-style-type: none">• <input type="checkbox"/> Administering Pennsylvania's public health toxicology program promoting and enhancing the health and well-being of the public and the environment in the Commonwealth of Pennsylvania. An important aspect of the work is providing consultation to commonwealth agencies, health care practitioners, pharmacists, and the public on the health effects of exposures to toxic substances and recommending public health actions to control or prevent harmful exposures.• <input type="checkbox"/> Provide program direction, subject matter expertise, and consultation on toxicological issues in order to protect the public from exposure to toxicological and environmental hazards. Collaborate with other programs within the Bureau of Epidemiology and with federal, state, and local health agencies.• <input type="checkbox"/> Provide health assessments of the implications of environmental and toxicological exposures; develop and publish technical toxicological guidance documents on environmental health threats; review and comment on environmental legislation, governmental reports, and technical materials; represent the department on governmental advisory boards, commissions, and workgroups; and provide expert testimony at state legislative hearings on toxicological issues as needed.• <input type="checkbox"/> Coordinate the identification of toxicological hazards with state and federal agencies, including preparing reports, and providing technical support. <p>The Division of Environmental Health Epidemiology serves to educate the citizens of the Commonwealth of Pennsylvania and prevent/mitigate exposures to harmful contaminants in the environment.</p>

Urologist -

Minimum Qualifications

Physician shall possess a ~~current~~ unrestricted license to practice medicine within the Commonwealth of Pennsylvania.

Physician shall be certified by the American Board of Medical Specialties or the American Osteopathic Association for his or her area of medical specialty and currently be in active clinical practice.

Physician must provide curriculum vitae to demonstrate knowledge and experience in their medical specialty if requested by the Department.

Role Description:

Physician must be able to receive medical records and other materials associated with the case electronically, by fax, or by mail.

Physician shall provide a written decision upholding or overturning the continuity of care denial based upon the definition of continuation of care that is in place at the time of the service was requested or received, the member's physical condition, medical records, the rationale and clinical information submitted by the member's provider, the rationale for the denial of the continuity of care request, standards of medical practice for the member's condition, and other relevant materials provided by the insurer, the member or his physician.

Physician shall provide the Department with a written decision in a regular case review within 7 business days of receiving all the case materials.

If the Department requests an expedited review, Physician shall provide the Department with a written decision within 2 business days of receiving all the case materials.

Reimbursement for regular or expedited reviews shall be made based upon the total number of hours needed to review the case and submit the written decision to the Department.

The reviewing time per case shall not exceed three hours unless the Department pre-authorizes additional time.

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**APPENDIX C
SUBCONTRACTOR LIST**

Revised 10/25/2018

NAME OF SUBCONTRACTOR	PRIMARY CONTACT PERSON	PRIMARY CONTACT EMAIL ADDRESS	ADDRESS OF SUBCONTRACTOR	DESCRIPTION OF POSITIONS TO BE PROVIDED	NUMBER OF YEARS IN BUSINESS	PROFESSIONAL QUALIFICATIONS	SMALL DIVERSE BUSINESS OR SMALL BUSINESS CERTIFICATIONS
(List all subcontractors who are included in your subcontracting plan. Refer to I-2, D of the technical submittal.)	(Identify by first/last name the person who will fulfill this position.)	(Provide the primary contact person's email address.)	(Insert address)	(List the types of position this subcontractor will provided (i.e. Nurses, Medical Professionals, Ancillary, etc.)	(List the number of years the subcontract has been providing healthcare staffing services)	(List any certifications and/or professional memberships (i.e. TJC, QIO, ACA, ICF ID, etc.) for this subcontractor.)	(List any SDB/SB certifications, if applicable)

APPENDIX D – SERVICE LEVEL AGREEMENTS

The selected Offeror shall adhere to a set of minimum service levels and shall agree to incur service-level damages, including liquidated damages, if Service Level Requirements are not fulfilled. The selected Offeror and the Commonwealth agree that if a service level is not met, the failure may interfere with the operation of the Commonwealth's program, to the extent of loss and damage to the Commonwealth. Where that damage is not otherwise clearly calculable (overpayment of a resources hours) and able to be reimbursed as a direct or consequential damage, it is otherwise impractical and extremely difficult to fix the actual damage sustained. The Commonwealth and the selected Offeror therefore presume in the event of any failure to meet a service level, the amount of damage which will be sustained from the failure will be the amount listed as liquidated damages as outlined in the chart below, and that the selected Offeror shall pay such amount as liquidated damages and not as a penalty.

The Commonwealth will allow a 30-day grace period after the implementation phase of the Contract, without tracking and assessing the SLAs. After the grace period has ended, the selected Offeror is responsible for tracking each of the SLAs. The selected Offeror will provide a monthly report to the Contract Administrator detailing its ability to meet the SLA's. For any missed SLA, the selected Offeror must submit a corrective action plan to the Contract Administrator within 15 days after the end of the review period (i.e. Frequency of Review). The first report shall be due to the Contract Administrator one (1) month after the grace period ends. The plan is subject to Commonwealth approval. The selected Offeror shall execute the corrective action plan upon Commonwealth approval.

The Commonwealth, at its option, for amounts due the Commonwealth as service-level damages, may deduct the amounts from any money payable to the selected Offeror, or may bill the selected Offeror as a separate item. The Commonwealth shall notify the selected Offeror in writing before deducting such sums from money payable to the selected Offeror. Delivery to the Commonwealth of a product or service that is rejected by the Commonwealth shall not toll the running of the days for purposes of determining the amount of liquidated damages.

Service Level Agreements

	Performance Metric	Performance Target	Description	Calculation	Frequency of Review	Liquidated Damages
1.	Requisition Confirmation Response Time	92% or higher, 1 business day	Measures response time from VMS acceptance of request to response time by the selected Offeror to the requesting agency. To qualify as a response, the selected Offeror must have reviewed the request and have advised the agency if the request is complete and the date resumes will be sent or if more information is required.	Number of requisitions responses received within X business days divided by total number of requests.	Quarterly	\$100 per requisition
2.	Long-Term Assignment	95% or higher	Measures response time from selected Offeror's acceptance of a long-term assignment request to the time in which it provides a minimum of three (3) qualifying resumes per request within 15 business days to the requesting agency.	Total number of requests filled in first round divided by total number of requests.	Monthly	If the selected Offeror fails to meet the 95% performance target each month, the selected Offeror will be assessed \$1,500 per each failed request.
3.	Short-Term Assignment	95% or higher	Measures response time from selected Offeror's acceptance of a short-term assignment request to the time in which it provides a minimum of three (3) qualifying resumes per request within five (5) business days to the requesting agency.	Total number of requests filled in first round divided by total number of requests.	Monthly	If the selected Offeror fails to meet the 95% performance target each month, the selected Offeror will be assessed \$1,500 per each failed request.


	Performance Metric	Performance Target	Description	Calculation	Frequency of Review	Liquidated Damages
4.	Credentialing	100%	The selected Offeror must verify, maintain, and update a credential file for all potential candidates and deployed resources. A complete credentialing file must be provided to end user agency upon request.	Providing of an incomplete credential file to an agency for a potential resource (prior to the interview) or for a deployed resource at any time throughout the Contract.	Ongoing	Up to \$5,000 per occurrence/per potential candidate/deployed resource
5.	Systems Availability	98%	24/7 System availability (other than downtime allotted for scheduled maintenance)	Unavailability of tool for more than a total of 12 hours between the hours of 6 a.m. and 6 p.m. during a rolling 7-day period per using agency	Monthly	\$500 per hour per agency after 12 hours of unavailability
6.	Reporting	100%	Submission of monthly reports to the Commonwealth as requested in the RFP.	Number of Days Late	Ongoing	\$500 per incident, per day late
7.	Performance Removal	5% or lower	Measures resource turnover due to inadequate resource performance. Does not include attrition rate data.	The difference between the total number resources and the total number of turnovers divided by the total number of resources.	Monthly	\$2,500 per month

	Performance Metric	Performance Target	Description	Calculation	Frequency of Review	Liquidated Damages
8.	Vacancy Rate	5% or lower	Measures the total number of vacant requisitions submitted by the agency against the filled resources	The difference between number of requisitions without selected candidate and total number of filled resources	Monthly	N/A

*Occurrence means each time an event occurs within a specified period of time.

Note: Only requisitions released and accepted by the selected Offeror may be used for calculating a service level agreement (as applicable).



ISSUE DATE August 15, 2011	EFFECTIVE DATE August 15, 2011	NUMBER 99-11-05
SUBJECT Provider Screening of Employees and Contractors for Exclusion from Participation in Federal Health Care Programs and the Effect of Exclusion on Participation		BY  Izanne Leonard-Haak, Acting Deputy Secretary Office of Medical Assistance Programs

PURPOSE:

The purpose of this bulletin is to:

1. Remind providers who participate in the Medical Assistance (MA) Program to screen their employees and contractors, both individuals and entities, to determine if they have been excluded from participation in Medicare, Medicaid or any other federal health care program.
2. Remind providers of the consequences for failure to prevent payments for items or services furnished or ordered by excluded individuals or entities.
3. Advise providers to conduct self audits to determine compliance with this requirement and report any discovered exclusion of an employee or contractor, either an individual or entity, to the Department of Public Welfare’s Bureau of Program Integrity (BPI).
4. Provide information to assist providers with compliance with regulatory requirements.

SCOPE:

This bulletin applies to all providers enrolled in the MA Program’s Fee-for-Service (FFS) and the managed care delivery systems.

BACKGROUND:

The Department of Health and Human Services’ Office of Inspector General (HHS-OIG) excludes individuals and entities from participation in Medicare, Medicaid, the State Children’s Health Insurance Program (SCHIP), and all Federal health care programs (as defined in Section 1128B(f) of the Social Security Act (the Act)) based on the authority contained in various sections of the Act, including Sections 1128, 1128A, and 1156.

<p>COMMENTS AND QUESTIONS REGARDING THIS BULLETIN SHOULD BE DIRECTED TO: Bureau of Program Integrity P.O. Box 2675 Harrisburg, PA 17105-2675 (717) 705-6872 Visit the Office of Medical Assistance Programs Web site at http://www.dpw.state.pa.us/provider/healthcaremedicalassistance/index.htm</p>
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When the HHS-OIG excludes a provider, Federal health care programs (including Medicaid and SCHIP programs) are generally prohibited from paying for any items or services furnished, ordered, or prescribed by excluded individuals or entities. Section 1903(i)(2)(A),(B) of the Act (42 U.S.C.A. § 1396b(i)(2)(A),(B))¹; and 42 Code of Federal Regulation (CFR) Section 1001.1901(b).² This payment ban applies to any items or services payable under a Medicaid program that are furnished by an excluded individual or entity, and extends to:

- all methods of reimbursement, whether payment results from itemized claims, cost reports, fee schedules, or a prospective payment system;
- payment for administrative and management services not directly related to patient care, but that are a necessary component of providing items and services to Medicaid recipients, when those payments are reported on a cost report or are otherwise payable by the Medicaid program; and
- payment to cover an excluded individual's salary, expenses or fringe benefits, regardless of whether they provide direct patient care, when those payments are reported on a cost report or are otherwise payable by the Medicaid program.

In addition, no Medicaid payments can be made for any items or services directed or prescribed by an excluded physician or other authorized person when the individual or entity furnishing the services either knew or should have known of the exclusion. This prohibition applies even when the Medicaid payment itself is made to another provider, practitioner or supplier that is not excluded. 42 CFR § 1001.1901(b).

Similarly, Pennsylvania law provides that the Department of Public Welfare does not pay for services or items rendered, prescribed or ordered on and after the effective date of a provider's termination from the MA Program. 55 Pa. Code §§ 1101.66(e). See also 55 Pa.Code § 1101.77(c): (i) a provider is not paid for services or items rendered on and after the effective date of his termination from the program; (ii) a participating provider is not paid for

¹ 42 U.S.C.A. § 1396b(i) provides:
Payment ...shall not be made—

....

(2) with respect to any amount expended for an item or service (other than an emergency item or service, not including items or services furnished in an emergency room of a hospital) furnished--

(A) under the plan by any individual or entity during any period when the individual or entity is excluded from participation under subchapter V, XVIII, or XX of this chapter or under this subchapter [XIX] pursuant to section 1320a-7, 1320a-7a, 1320c-5, or 1395u(j)(2) of this title [42 U.S.C.A.],

(B) at the medical direction or on the prescription of a physician, during the period when such physician is excluded from participation under subchapter V, XVIII, or XX of this chapter or under this subchapter [XIX] pursuant to section 1320a-7, 1320a-7a, 1320c-5, or 1395u(j)(2) of this title [42 U.S.C.A.] and when the person furnishing such item or service knew or had reason to know of the exclusion (after a reasonable time period after reasonable notice has been furnished to the person);

² 42 CFR § 1001.1901(b) provides, in pertinent part, that "no payment will be made by Medicare, Medicaid or any of the other Federal health care programs for any item or service furnished, on or after the effective date [of an exclusion], by an excluded individual or entity, or at the medical direction or on the prescription of a physician or other authorized individual who is excluded when the person furnishing such item or service knew or had reason to know of the exclusion."

services, including inpatient hospital care and nursing home care, or items prescribed or ordered by a provider who has been terminated from the program; (iii) a participating provider is paid for services or items prescribed or ordered by a provider who voluntarily withdraws from the program. Furthermore, a provider whose enrollment in the program has been terminated may not, during the period of termination: (i) own, render, order or arrange for a service for a recipient; or (ii) receive direct or indirect payments from the Department in the form of salary, equity, dividends, shared fees, contracts, kickbacks or rebates from or through a participating provider or related entity. 55 Pa. Code § 1101.77(c). See also 55 Pa. Code § 1101.42(c).

The listing below sets forth some examples of types of items or services that are reimbursed by Medicaid which, when provided by excluded parties, are not payable:

- Services performed by excluded nurses, technicians, or other excluded individuals who work for a hospital, nursing home, home health agency or physician practice, where such services are related to administrative duties, preparation of surgical trays or review of treatment plans if such services are paid directly or indirectly (such as through a pay per service or a bundled payment) by a Medicaid program, even if the individuals do not furnish direct care to Medicaid recipients;
- Services performed by excluded pharmacists or other excluded individuals who input prescription information for pharmacy billing or who are involved in any way in filling prescriptions for drugs paid, directly or indirectly, by a Medicaid program;
- Services performed by excluded ambulance drivers, dispatchers and other employees involved in providing transportation paid by a Medicaid program, to hospital patients or nursing home residents;
- Services performed for program recipients by excluded individuals who sell, deliver or refill orders for medical devices or equipment paid by a Medicaid program;
- Services performed by excluded social workers who are employed by health care entities to provide services to Medicaid recipients, and whose services are paid, directly or indirectly, by a Medicaid program;
- Services performed by an excluded administrator, billing agent, accountant, claims processor or utilization reviewer that are related to and paid, directly or indirectly, by a Medicaid program;
- Items or services provided to a Medicaid recipient by an excluded individual who works for an entity that has a contractual agreement with, and is paid by, a Medicaid program; and
- Items or equipment sold by an excluded manufacturer or supplier, used in the care or treatment of recipients and paid, directly or indirectly, by a Medicaid program.

See 1999 HHS-OIG Special Advisory Bulletin: The Effect of Exclusion From Participation in Federal Health Care Programs: <http://oig.hhs.gov/fraud/docs/alertsandbulletins/effected.htm>

Civil monetary penalties may be imposed against Medicaid providers and managed care entities (including managed care organizations (MCOs), prepaid inpatient health plans, prepaid ambulatory health plans, and primary care case management (PCCM) plans) that employ or enter into contracts with excluded individuals or entities to provide items or services

to Medicaid recipients. Section 1128A(a)(6) of the Act [42 U.S.C.A. § 1320a-7a(a)(6)]³; and 42 CFR Section 1003.102(a)(2)⁴. The Federal civil monetary penalty is up to \$10,000 for each item or service. In addition, an assessment may be imposed of not more than three times the amount claimed for each such item or service in lieu of damages sustained by the United States or a State agency because of such claim. Moreover, the person may be excluded from participation in Federal health care programs, including Pennsylvania's MA Program.

The HHS-OIG imposes exclusions under the authority of Sections 1128 and 1156 of the Social Security Act. The OIG maintains a list of all currently excluded parties called the List of Excluded Individuals/Entities (LEIE). The LEIE database, which is accessible to the general public and can be searched by the names of any individual or entity, provides information to the health care industry, patients and the public regarding individuals and entities currently excluded from participation in Medicare, Medicaid and all other Federal health care programs. Individuals and entities who have been reinstated are removed from the LEIE. The LEIE website is located at <http://www.oig.hhs.gov/fraud/exclusions.asp> and is available in two formats. The on-line search engine identifies currently excluded individuals or entities. When a match is identified, it is possible for the searcher to verify the accuracy of the match using a Social Security Number ("SSN") or Employer Identification Number ("EIN"). The downloadable version of the database may be compared against an existing database maintained by a provider. However, unlike the on-line format, the downloadable database does not contain SSNs or EINs.

Whereas the LEIE contains only exclusion actions taken by the HHS-OIG, the General Services Administration's ("GSA") Excluded Parties List System ("EPLS") contains debarment actions taken by various Federal agencies, including exclusion actions taken by the HHS-OIG. The EPLS may be accessed at: <http://epls.arnet.gov>

The Department also maintains an on-line listing called the "Medicheck List" that identifies providers, individuals, and other entities who are precluded from participation in the MA Program. The Medicheck List may be searched by provider name, license number,

³ Any person (including an organization, agency, or other entity...) that-- ... (6) arranges or contracts (by employment or otherwise) with an individual or entity that the person knows or should know is excluded from participation in a Federal health care program (as defined in [42 U.S.C.A. § 1320a-7b(f)], for the provision of items or services for which payment may be made under such a program ... shall be subject, in addition to any other penalties that may be prescribed by law, to a civil money penalty of not more than \$10,000 for each item or service.... In addition, such a person shall be subject to an assessment of not more than 3 times the amount claimed for each such item or service in lieu of damages sustained by the United States or a State agency because of such claim.... In addition the Secretary may make a determination in the same proceeding to exclude the person from participation in the Federal health care programs [] and to direct the appropriate State agency to exclude the person from participation in any State health care program.

⁴ (a) The OIG may impose a penalty and assessment against any person whom it determines in accordance with this part has knowingly presented, or caused to be presented, a claim which is for—

....
(2) An item or service for which the person knew, or should have known, that the claim was false or fraudulent, including a claim for any item or service furnished by an excluded individual employed by or otherwise under contract with that person;

business name, or by using the "Search by" pull-down menu; also available is a complete Medicek List, sorted by provider last name. The Medicek List may be accessed at: http://www.dpw.state.pa.us/learnaboutdpw/fraudandabuse/medicekprecludedproviderslist/S_001152

DISCUSSION:

Under both State and Federal law, the Department and its MA MCOs are generally prohibited from paying for any items or services furnished, ordered, or prescribed by individuals or entities excluded from the MA Program as well as other Federal health care programs. Medicaid providers and managed care entities who employ or enter into contracts with excluded individuals or entities to provide items or services to Medicaid recipients when those individuals or entities are excluded from participation in any Medicare, Medicaid, or other Federal health care programs are subject to termination of their enrollment in and exclusion from participation in the MA Program and all Federal health care programs, recoupment of overpayments, and imposition of civil monetary penalties.

The amount of the Medicaid overpayment for such items or services is the actual amount of Medicaid dollars that were expended for those items or services. When Medicaid funds have been expended to pay an excluded individual's salary, expenses, or fringe benefits, the amount of the overpayment is the amount of those expended Medicaid funds.

All employees, vendors, contractors, service providers, and referral sources whose functions are a necessary component of providing items and services to MA recipients, and who are involved in generating a claim to bill for services, or are paid by Medicaid (including salaries that are included on a cost report submitted to the Department), should be screened for exclusion before employing and/or contracting with them and, if hired, should be rescreened on an ongoing monthly basis to capture exclusions and reinstatements that have occurred since the last search. Examples of individuals or entities that providers should screen for exclusion include, but are not limited to:

- Individual or entity who provides a service for which a claim is submitted to Medicaid;
- Individual or entity who causes a claim to be generated to Medicaid;
- Individual or entity whose income derives all, or in part, directly or indirectly, from Medicaid funds;
- Independent contractors if they are billing for Medicaid services;
- Referral sources, such as providers who send a Medicaid recipient to another provider for additional services or second opinion related to medical condition.

PROCEDURE:

In order to protect the MA Program against payments for items or services furnished, ordered, or prescribed by excluded individuals or entities; to establish sound compliance practices, and to prevent potential monetary and other sanctions, providers should:

1. Develop policies and procedures for screening of all employees and contractors (both individuals and entities), at time of hire or contracting; and, thereafter, on an ongoing monthly basis to determine if they have been excluded from participation in federal health care programs;
2. Use the following databases to determine exclusion status;
 - a. ***Pennsylvania Medichcek List***: a data base maintained by the Department that identifies providers, individuals, and other entities that are precluded from participation in Pennsylvania's MA Program:
http://www.dpw.state.pa.us/learnaboutdpw/fraudandabuse/medichcekprecludedproviderslist/S_001152

If an individual's resume indicates that he/she has worked in another state, providers should also check that state's individual list.

- b. ***List of Excluded Individuals/Entities (LEIE)***: data base maintained by HHS-OIG that identifies individuals or entities that have been excluded nationwide from participation in any federal health care program. An individual or entity included on the LEIE is ineligible to participate, either directly or indirectly, in the MA Program. Although the Department makes best efforts to include on the Medichcek List all federally excluded individuals/entities that practice in Pennsylvania, providers must also use the LEIE to ensure that the individual/entity is eligible to participate in the MA Program:
<http://oig.hhs.gov/fraud/exclusions.asp>.
 - c. ***Excluded Parties List System (EPLS)***: World wide data base maintained by the General Services Administration (GSA) that provides information about parties that are excluded from receiving Federal contracts, certain subcontracts, and certain Federal financial and nonfinancial assistance and benefits:
<https://www.epls.gov/>.
3. Immediately self report any discovered exclusion of an employee or contractor, either an individual or entity, to the Bureau of Program Integrity;
 - via e-mail through the MA Provider Compliance form at the following link:
<http://www.dpw.state.pa.us/learnaboutdpw/fraudandabuse/maprovidercompliancehotlineresponseform/index.htm>.

- by U.S. mail at the following address:

Bureau of Program Integrity
Commonwealth of Pennsylvania
P.O. Box 2675
Harrisburg, PA 17105-2675

or

- by fax at: 1-717-772-4655 or 1-717-772-4638
4. Develop and maintain auditable documentation of screening efforts, including dates the screenings were performed and the source data checked and its date of most recent update; and
 5. Periodically conduct self-audits to determine compliance with this requirement.

APPENDIX F
APPLICABLE LAWS AND TERMS

1. **Child Protective Service Laws:** In the event that a Purchase Order calls for services to minors, the selected Offeror shall comply with the provisions of the Child Protective Services Law and all applicable regulations, (55 Pa. Code, Chapter 3490).

2. **Pro-Children Act of 1994:** The selected Offeror will comply with requirements of the Pro-Children Act of 1994: Public Law 103-277, Part C-Environment Tobacco Smoke (also known as the Pro-Children Act of 1994) that prohibits smoking in any portion of any indoor facility owned or leased or contracted by entity and used routinely or regularly for the provision of health care services, day care and education to children under the age of 18, if the services are funded by Federal programs whether directly or through State and Local governments. Federal programs include grants, cooperative agreements, loans, or loan guarantees and contracts. The law does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug and alcohol treatment.

3. **Medicare/Medicaid Reimbursement**
 - a) To the extent that services are furnished by selected Offeror, its subcontractors, or organizations related to the selected Offeror or its subcontractors and such services may in whole or in part be claimed by the Commonwealth for Medicare/Medicaid reimbursements, selected Offeror and its subcontractors will comply with 42 C.F.R., Part 420 and 42 C.F.R. § 431.107, including:
 - i.) Preservation of books, documents and records until the expiration of four (4) years after the services are furnished under the contract.
 - ii.) Full and free access to (i) the Commonwealth, (ii) the U.S. Comptroller General, (iii) the U.S. Department of Health and Human Services, and their authorized representatives.

4. **Contractor Responsibility to Employ Welfare Clients** (Applicable to contracts \$25,000 or more)
 - a) The selected Offeror, within 10 days of receiving the notice to proceed, shall contact the Employment Unit Coordinator in DHS's County Assistance Office in the county where the selected Offeror will deliver the service to present, for review and approval, a plan for recruiting and hiring of public assistance recipients for employment under the contract or Purchase Order. If selected Offeror provides services in more than one county, it shall present its plan for review and approval to DHS's Central Office of Employment and Training. Such plan shall be submitted on Form PA 778. A copy of the approved plan shall be returned within 30 days of notice to proceed to the initiating office/facility.
 - b) Pursuant to the approved plan, the selected Offeror shall make a good faith effort to fill at least 25% of the new or vacant jobs created under the contract or a Purchase Order with qualified recipients referred by the County Assistance Office Employment Unit Coordinator.

APPENDIX F APPLICABLE LAWS AND TERMS

- c) Hiring under the approved plan shall be verified by Quarterly Contract Reports on Form PA 1540 to the Employment Unit Coordinator or to the Central Office of Employment and Training for plans covering more than one county. Such reports shall be made in the format approved by the Department.

5. **Tuberculosis Control.**

For resources working in a healthcare setting, the selected Offeror will comply with the Guidelines for Preventing the Transmission of Mycobacterium tuberculosis in Health Care Settings, 2005, issued by the Centers for Disease Control and Prevention (CDC), as these guidelines may be updated. The guidelines are available at http://www.cdc.gov/mmwr/preview/mmwrhtml/rr5417a1.htm?s_cid=rr5417a1_e.

If the resource has written proof of testing within the last six (6) months, the facility will accept this documentation in lieu of administration of a repeat test. In the event a resource proposed or provided by the selected Offeror is unwilling to submit to the test, the selected Offeror must complete the risk assessment questionnaire. The Commonwealth will not accept any resource proposed or provided by the selected Offeror if the resource refuses to comply with the guidelines issued by the CDC.

6. **Act 13 Application to Contractor**

The selected Offeror shall submit for any personnel who will have or may have direct contact with residents from a facility or unsupervised access to personal living quarters in accordance with the following:

- a) Pursuant to 18 Pa.C.S. Ch. 91 (relating to criminal history record information) a report of criminal history information from the Pennsylvania State Police or a statement from the State Police that their central repository contains no such information relating to that person. The criminal history record information shall be limited to that which is disseminated pursuant to 18 Pa.C.S. 9121(b)(2) (relating to general regulations).
- b) Where the applicant is not, and for the two years immediately preceding the date of the agency's request for services has not been a resident of this Commonwealth, the Department shall require that the selected Offeror to submit a report of Federal criminal history record information pursuant to the Federal Bureau of Investigation's under Department of State, Justice, and Commerce, the Judiciary, and Related Agencies Appropriation Act, 1973 (Public Law 92-544, 86 Stat. 1109). For the purpose of this paragraph, the resource shall submit a full set of fingerprints to the State Police, which shall forward them to the Federal Bureau of Investigation for a national criminal history check. The Department will ensure confidentiality of the information.
- c) The Pennsylvania State Police charges a fee to conduct the criminal history record check required under subsection 1. The State Police may charge a fee of not more than the established charge by the Federal Bureau of Investigation for the criminal history record check required under subsection 2.

APPENDIX F APPLICABLE LAWS AND TERMS

The selected Offeror shall apply for clearance using the [State Police Background Check](#) at its expense. When the State Police Criminal History Background Report is received, it must be forwarded to the Department. State Police Criminal History Background Reports not received within sixty (60) days may result in cancellation of a Purchase Order.

7. **Confidentiality (DHS).** The selected Offeror will have access to information about applicants and recipients of public assistance benefits and individuals to whom DHS provides direct benefits or services, which is confidential under federal and state law. The selected Offeror must keep this information confidential and may not disclose or use this information for any purpose not connected with Offeror's responsibilities under a Purchase Order.

8. **Prison Rape Elimination Act (PREA).**

Pursuant to federal regulations promulgated under the authority of [The Prison Rape Elimination Act](#) ("PREA"), (Public Law 108-79 (2003); 42 U.S.C. § 15601 *et seq.*; 28 C.F.R. 115.5 *et seq.*), the Selected Offeror understands and agrees that it shall adopt and comply with all PREA regulations, including, but not limited to, the standards related to hiring and promotion as set forth in 28 C.F.R. 115.17.

The Selected Offeror acknowledges that the PREA standards apply to all of its employees, subcontractors, or anyone working on behalf of the Selected Offeror, who work within the prison.

For services providing in DHS's juvenile facilities and in accordance with its zero tolerance policy, DHS prohibits all forms of sexual abuse and sexual harassment of juveniles. The selected Offeror will comply with DHS policy and with PREA and its regulations at 28 C.F.R Part 115 Subpart D, Standards for Juvenile Facilities. At a minimum, the selected Offeror will provide a copy of DHS's Zero Tolerance for Sexual Abuse and Harassment pamphlet to all resources, including resources of subcontractors who have any contact with juveniles at a facility and will provide to DHS confirmation of each resource's receipt and understanding of the pamphlet by having each resource complete the sign-off form. The selected Offeror will continue to provide this pamphlet to any new resource that may be provided under the contract.

DHS may require resources provided by selected Offeror, including that of subcontractors to undergo additional training on their responsibilities under DHS's sexual abuse and sexual harassment prevention, detection and response policies and procedures. DHS will determine whether additional training is required based upon the nature of contracted services and the level of contact with juveniles at the facility.

The Selected Offeror shall be responsible for and agrees to indemnify and hold harmless the Department from all losses, damages, expenses, claims, demands, suits, and actions brought by any party against the Department as a result of the Selected Offeror's failure to comply with PREA requirements.

APPENDIX F
APPLICABLE LAWS AND TERMS

9. Adverse Interest.

The Adverse Interest Act, Act of Jul. 19, 1957, P.L. 1017, No. 451, prohibits a State consultant for a state agency from participating in a contract that is the result of a recommendation made by that State consultant. *See* 71 P.S. § 776.3. A “State consultant” is defined as “[a] person who, as an independent contractor, performs professional, scientific, technical or advisory services for a State agency and who receives a fee, honorarium or similar compensation for such service.” *See* 71 P.S. § 776.2. The Selected Offeror and its Subcontractors shall be subject to the Adverse Interest Act and be aware of the implications that it may have on the services the Selected Offeror and its Subcontractors provides.

SUBRECIPIENT / CONTRACTOR AUDITS

AUDIT CLAUSE D – CONTRACTOR

The Commonwealth of Pennsylvania, Department of Human Services (DHS), distributes federal and state funds to local governments, nonprofit, and for-profit organizations. Federal expenditures are subject to federal audit requirements, and federal funding and state funding passed through DHS are subject to DHS audit requirements. If any federal statute specifically prescribes policies or specific requirements that differ from the standards provided herein, the provisions of the subsequent statute shall govern.

Contractor means a dealer, distributor, merchant, or other seller providing goods or services to an auditee that are required for the **administrative support** of a program. These goods or services may be for an organization's own use or for the use of beneficiaries of the federal program. The contractor's responsibility is to meet the requirements of the procurement contract.

Department of Human Services Audit Requirement

If in connection with the agreement, an entity **expends \$500,000 or more in combined state and federal funds** during the program year, the entity shall ensure that, for the term of the contract, an independent auditor conducts annual examinations of its compliance with the terms and conditions of this contract. These examinations shall be conducted in accordance with the American Institute of Certified Public Accountants' Statements on Standards for Attestation Engagements No. 10, Compliance Attestation (SSAE 10), and shall be of a scope acceptable to the DHS. The initial compliance examination shall be completed for the official annual reporting period of this agreement and conducted annually thereafter.

The Commonwealth reserves the right for state and federal agencies, or their authorized representatives, to perform financial and performance audits if deemed necessary. If it is decided that an audit of this contract will be performed, the contractor will be given advance notice. The contractor shall maintain books, records, and documents that support the services provided, that the fees earned are in accordance with the contract, and that the contractor has complied with contract terms and conditions. The contractor agrees to make available, upon reasonable notice, at the office of the contractor, during normal business hours, for the term of this contract and the retention period set forth in this Audit Clause, any of the books, records, and documents for inspection, audit, or reproduction by any state or federal agency or its authorized representative.

The contractor shall preserve all books, records, and documents related to this contract for a period of time that is the greater of five years from the contract expiration date, until all questioned costs or activities have been resolved to the satisfaction of the Commonwealth, or as required by applicable federal laws and regulations, whichever is longer. If this contract is completely or partially terminated, the records relating to the work terminated shall be preserved and made available for a period of five years from the date of any resulting final settlement.

Records that relate to litigation or the settlement of claims arising out of performance or expenditures under this contract to which exception has been taken by the auditors, shall be retained by the contractor or provided to the Commonwealth at the DHS' option until such litigation, claim, or exceptions have reached final disposition.

SUBRECIPIENT / CONTRACTOR AUDITS

AUDIT CLAUSE D – CONTRACTOR

Except for documentary evidence delivered pursuant to litigation or the settlement of claims arising out of the performance of this contract, the contractor may, in fulfillment of his obligation to retain records as required by this Audit Clause, substitute photographs, microphotographs, or other authentic reproductions of such records, after the expiration of two years following the last day of the month of reimbursement to the contractor of the invoice or voucher to which such records relate, unless a shorter period is authorized by the Commonwealth

DHS Required Audit Report Submission

The contractor shall submit the SSAE 10 report to the DHS within 90 days after the required period of audit has ended. When the SSAE 10 report is other than unqualified, the contractor shall submit to the DHS, in addition to the audit report, a plan describing what actions the contractor will implement to correct the situation that caused the auditor to issue a qualified opinion, a timetable for implementing the planned corrective actions, and a process for monitoring compliance with the timetable.

Submit **two copies** of the DHS required audit report package.

1. Independent Accountant's Report – on the Attestation of an entity's compliance with specific requirements during a period of time in accordance with the contract and the appropriate schedule, as required.
2. Submit the audit report directly to the program office.

REMEDIES FOR NONCOMPLIANCE

The provider's failure to provide an acceptable audit, in accordance with the requirements of the Audit Clause Requirements, may result in the DHS' not accepting the report and initiating sanctions against the contractor that may include the following:

- Disallowing the cost of the audit.
- Withholding a percentage of the contract funding pending compliance.
- Suspending subsequent contract funding pending compliance.

TECHNICAL ASSISTANCE

Technical assistance on the DHS' audit requirements will be provided by:

Department of Human Services
Bureau of Financial Operations
Division of Audit and Review
Audit Resolution Section
1st Floor, Forum Place
555 Walnut Street
P.O. Box 2675
Harrisburg, Pennsylvania 17105-2675
Email: RA-pwauditresolution@pa.gov

SUBRECIPIENT / CONTRACTOR AUDITS

AUDIT CLAUSE D – CONTRACTOR ENCLOSURE I

The Department of Human Services (DHS) requires an Independent Accountant's Report on the Attestation to be in the format described by the American Institute of Certified Public Accountants (AICPA). The following is the form of report an Independent Accountant should use when expressing an opinion on an entity's compliance with specified requirements during a period of time. For further guidance, refer to the AICPA Professional Standards.

Independent Accountant's Report

[Introductory Paragraph]

We have examined *[name of entity]*'s compliance with *[list specific compliance requirement]* during the *[period]* ended *[date]*. Management is responsible for *[name of entity]*'s compliance with those requirements. Our responsibility is to express an opinion on *[name of entity]*'s compliance based on our examination.

[Scope Paragraph]

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and, accordingly, included examining, on a test basis, evidence about *[name of entity]*'s compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our examination provides a reasonable basis for our opinion. Our examination does not provide a legal determination on *[name of entity]*'s compliance with specified requirements.

[Opinion Paragraph]

In our opinion, *[name of entity]* complied, in all material respects, with the aforementioned requirements for the year ended December 31, 20XX.

[DATE]

[SIGNATURE]

**COMMONWEALTH OF PENNSYLVANIA
BUSINESS ASSOCIATE AGREEMENT**

WHEREAS, the Pennsylvania Department of Human Services (Covered Entity) and Contractor Social Finance Inc. and Youth Advocate Programs Inc. (Business Associates) intend to protect the privacy and security of certain Protected Health Information (PHI) to which Business Associates may have access in order to provide services to or on behalf of Covered Entity, in accordance with the Health Insurance Portability and Accountability Act of 1996, Pub. L. No. 104-191 (HIPAA), the Health Information Technology for Economic and Clinical Health (HITECH) Act, Title XIII of Division A and Title IV of Division B of the American Recovery and Reinvestment Act of 2009 (ARRA), Pub. L. No. 111-5 (Feb. 17, 2009) and related regulations, the HIPAA Privacy Rule (Privacy Rule), 45 C.F.R. Parts 160 and 164, as amended, the HIPAA Security Rule (Security Rule), 45 C.F.R. Parts 160, 162 and 164), as amended, 42 C.F.R. §§ 431.301-431.302, 42 C.F.R. Part 2, 45 C.F.R. § 205.50, 42 U.S.C. § 602(a)(1)(A)(iv), 42 U.S.C. § 1396a(a)(7), 35 P.S. § 7607, 50 Pa.C.S. § 7111, 71 P.S. §1690.108(c), 62 P.S. § 404, 55 Pa. Code Chapter 105, 55 Pa. Code Chapter 5100, the Pennsylvania Breach of Personal Information Notification Act, 73 P.S. § 2301 *et seq.*, and other relevant laws, including subsequently adopted provisions applicable to use and disclosure of confidential information, and applicable agency guidance.

WHEREAS, Business Associates may receive PHI from Covered Entity, or may create or obtain PHI from other parties for use on behalf of Covered Entity, which PHI may be used or disclosed only in accordance with this Addendum and the standards established by applicable laws and agency guidance.

WHEREAS, Business Associates may receive PHI from Covered Entity, or may create or obtain PHI from other parties for use on behalf of Covered Entity, which PHI must be handled in accordance with this Addendum and the standards established by HIPAA, the HITECH Act and related regulations, and other applicable laws and agency guidance.

NOW, THEREFORE, Covered Entity and Business Associates agree as follows:

1. Definitions.

- a. “Business Associate” shall have the meaning given to such term under HIPAA, the HITECH Act, applicable regulations and agency guidance.
- b. “Covered Entity” shall have the meaning given to such term under HIPAA, the HITECH Act and applicable regulations and agency guidance.
- c. “HIPAA” shall mean the Health Insurance Portability and Accountability Act of 1996, Pub. L. No. 104-191.
- d. “HITECH Act” shall mean the Health Information Technology for Economic and Clinical Health (HITECH) Act, Title XIII of Division A and Title IV of Division B of the American Recovery and Reinvestment Act of 2009 (ARRA), Pub. L. No. 111-5 (Feb. 17, 2009).
- e. “Privacy Rule” shall mean the standards for privacy of individually identifiable health information in 45 C.F.R. Parts 160 and 164, as amended, and related agency guidance.

- f. □ “Protected Health Information” or “PHI” shall mean any information, transmitted or recorded in any form or medium; (i) that relates to the past, present or future physical or mental condition of an individual; the provision of health care to an individual; or the past, present or future payment for the provision of health care to an individual, and (ii) that identifies the individual or which there is a reasonable basis to believe the information can be used to identify the individual, and shall have the meaning given to such term under HIPAA, the HITECH Act and related regulations and agency guidance. PHI also includes any and all information that can be used to identify a current or former applicant or recipient of benefits or services of Covered Entity (or Covered Entity’s contractors/Business Associates).
- g. □ “Security Rule” shall mean the security standards in 45 C.F.R. Parts 160, 162 and 164, as amended, and related agency guidance.
- h. □ “Unsecured PHI” shall mean PHI that is not secured through the use of a technology or methodology as specified in HITECH regulations and agency guidance or as otherwise defined in the HITECH Act.
2. **Stated Purposes For Which Business Associates May Use Or Disclose PHI.** The Business Associates shall be permitted to use and/or disclose PHI provided by or obtained on behalf of Covered Entity for the purposes of providing services under their agreement and contract for services related to the Pay for Success project for Health & Human Services with Covered Entity, except as otherwise stated in this Addendum.

NO OTHER DISCLOSURES OF PHI OR OTHER INFORMATION ARE PERMITTED.

3. **BUSINESS ASSOCIATES OBLIGATIONS:**

- a) **Limits On Use And Further Disclosure.** Business Associates shall not further use or disclose PHI provided by, or created or obtained on behalf of Covered Entity other than as permitted or required by this Addendum or as required by law and agency guidance.
- b) **Appropriate Safeguards.** Business Associates shall establish and maintain appropriate safeguards to prevent any use or disclosure of PHI other than as provided for by this Addendum. Appropriate safeguards shall include implementing administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the electronic PHI that is created, received, maintained, or transmitted on behalf of the Covered Entity and limiting use and disclosure to applicable minimum necessary requirements as set forth in applicable federal and state statutory and regulatory requirements and agency guidance.
- c) **Reports Of Improper Use Or Disclosure.** Business Associates hereby agrees that it shall report to DPW Chief Information Security Officer at (717) 772-6469,

within two (2) days of discovery any use or disclosure of PHI not provided for or allowed by this Agreement.

- d) Reports Of Security Incidents.** In addition to the breach notification requirements in section 13402 of the HITECH Act and related regulations, agency guidance and other applicable federal and state laws, Business Associates shall report to DPW Chief Information Security Officer at (717) 772-6469, within two (2) days of discovery any security incident of which it becomes aware. At the sole expense of Business Associates, Business Associates shall comply with all federal and state breach notification requirements, including those applicable to Business Associates and those applicable to Covered Entity. Business Associates shall indemnify the Covered Entity for costs associated with any incident involving the acquisition, access, use or disclosure of Unsecured PHI in a manner not permitted under federal or state law and agency guidance.
- (e) Subcontractors And Agents.** At any time PHI is provided or made available to Business Associates subcontractors or agents, Business Associates shall provide only the minimum necessary PHI for the purpose of the covered transaction and shall first enter into a subcontract or contract with the subcontractor or agent that contains the same terms, conditions and restrictions on the use and disclosure of PHI as contained in this Addendum.
- (f) Right Of Access To PHI.** Business Associates shall allow an individual who is the subject of PHI maintained in a designated record set, to have access to and copy that individual's PHI within five (5) business days of receiving a written request from the Covered Entity. Business Associates shall provide PHI in the format requested, if it is readily producible in such form and format; or if not, in a readable hard copy form or such other form and format as agreed to by Business Associates and the individual. If the request is for information maintained in one or more designated record sets electronically and if the individual requests an electronic copy of such information, Business Associates must provide the individual with access to the PHI in the electronic form and format requested by the individual, if it is readily producible in such form and format; or, if not, in a readable electronic form and format as agreed to by the Business Associates and the individual. If any individual requests from Business Associates or its agents or subcontractors access to PHI, Business Associates shall notify Covered Entity within five (5) business days. Business Associates shall further conform with all of the requirements of 45 C.F.R. §164.524 and other applicable laws, including the HITECH Act and related regulations, and agency guidance.
- (g) Amendment And Incorporation Of Amendments.** Within five (5) business days of receiving a request from Covered Entity for an amendment of PHI maintained in a designated record set, Business Associates shall make the PHI available and incorporate the amendment to enable Covered Entity to comply with 45 C.F.R. §164.526, applicable federal and state law, including the HITECH Act and related regulations, and agency guidance. If an individual requests an

amendment from Business Associates or its agents or subcontractors, Business Associates shall notify Covered Entity within five (5) business days.

- (h) Provide Accounting Of Disclosures.** Business Associates shall maintain a record of all disclosures of PHI in accordance with 45 C.F.R. §164.528 and other applicable laws and agency guidance, including the HITECH Act and related regulations. Such records shall include, for each disclosure, the date of the disclosure, the name and address of the recipient of the PHI, a description of the PHI disclosed, the name of the individual who is the subject of the PHI disclosed, and the purpose of the disclosure. Business Associates shall make such record available to the individual or the Covered Entity within five (5) business days of a request for an accounting of disclosures.
- (i) Requests for Restriction.** Business Associates shall comply with requests for restrictions on disclosures of PHI about an individual if the disclosure is to a health plan for purposes of carrying out payment or health care operations (and is not for treatment purposes), and the PHI pertains solely to a health care item or service for which the service involved was paid in full out-of-pocket. For other requests for restriction, Business Associates shall otherwise comply with the Privacy Rules, as amended, and other applicable statutory and regulatory requirements and agency guidance.
- (j) Access To Books And Records.** Business Associates shall make its internal practices, books, and records relating to the use or disclosure of PHI received from, or created or received by Business Associates on behalf of the Covered Entity, available to the Secretary of Health and Human Services or designee for purposes of determining compliance with applicable laws and agency guidance.
- (k) Return Or Destruction Of PHI.** At termination or expiration of the contract, Business Associates shall return or destroy all PHI provided by or obtained on behalf of Covered Entity. Business Associates may not retain any copies of the PHI after termination or expiration of its contract. If return or destruction of the PHI is not feasible, Business Associates shall extend the protections of this Addendum to limit any further use or disclosure until such time as the PHI may be returned or destroyed. If Business Associates elects to destroy the PHI, it shall certify to Covered Entity that the PHI has been destroyed.
- (l) Maintenance of PHI.** Notwithstanding Section 3(k) of this Agreement, Business Associates and its subcontractors or agents shall retain all PHI throughout the term of the its contract and this Addendum and shall continue to maintain the information required under the various documentation requirements of its contract and this Addendum (such as those in §3(h)) for a period of six (6) years after termination or expiration of its contract, unless Covered Entity and Business Associates agree otherwise.

- (m) **Mitigation Procedures.** Business Associates shall establish and provide to Covered Entity upon request, procedures for mitigating, to the maximum extent practicable, any harmful effect from the use or disclosure of PHI in a manner contrary to this Addendum or the Privacy Rules, as amended. Business Associates shall mitigate any harmful effect that is known to Business Associates of a use or disclosure of PHI by Business Associates in violation of this Addendum or applicable laws and agency guidance.
- (n) **Sanction Procedures.** Business Associates shall develop and implement a system of sanctions for any employee, subcontractor or agent who violates this Addendum, applicable laws or agency guidance.
- (o) **Grounds For Breach.** Non-compliance by Business Associates with this Addendum or the Privacy or Security Rules, as amended, is a breach of the contract, for which the Commonwealth may elect to terminate Business Associates' contract.
- (p) **Termination by Commonwealth.** Business Associates authorizes termination of this Agreement by the Commonwealth if the Commonwealth determines, in its sole discretion that Business Associates has violated a material term of this Addendum.
- (q) **Failure to Perform Obligations.** In the event Business Associates fails to perform its obligations under this Addendum, Covered Entity may immediately discontinue providing PHI to Business Associates. Covered Entity may also, at its option, require Business Associates to submit to a plan of compliance, including monitoring by Covered Entity and reporting by Business Associates, as Covered Entity in its sole discretion determines to be necessary to maintain compliance with this Addendum and applicable laws and agency guidance.
- (r) **Privacy Practices.** Covered Entity will provide and Business Associates shall immediately begin using any applicable form, including but not limited to, any form used for Notice of Privacy Practices, Accounting for Disclosures, or Authorization, upon the effective date designated by the Program or Covered Entity. Covered Entity may change applicable privacy practices, documents and forms. The Business Associates shall implement changes as soon as practicable, but not later than 45 days from the date of notice of the change. Business Associates shall otherwise comply with all applicable laws and agency guidance pertaining to notices of privacy practices, including the requirements set forth in 45 C.F.R. § 164.520.

4. OBLIGATIONS OF COVERED ENTITY:

- a) **Provision of Notice of Privacy Practices.** Covered Entity shall provide Business Associates with the notice of privacy practices that the Covered Entity produces in accordance with applicable law and agency guidance, as well as changes to

such notice. Covered Entity will post on its website any material changes to its notice of privacy practices by the effective date of the material change

- b) **Permissions.** Covered Entity shall provide Business Associates with any changes in, or revocation of, permission by individual to use or disclose PHI of which Covered Entity is aware, if such changes affect Business Associates' permitted or required uses and disclosures.
- c) **Restrictions.** Covered Entity shall notify Business Associates of any restriction to the use or disclosure of PHI that the Covered Entity has agreed to in accordance with 45 C.F.R. §164.522 and other applicable laws and applicable agency guidance, to the extent that such restriction may affect Business Associates' use or disclosure of PHI.

IN WITNESS WHEREOF, in consideration of the mutual agreements made herein, and intending to be legally bound hereby, the authorized officers for the Commonwealth of Pennsylvania and Social Finance, Inc. and Youth Advocate Programs, Inc. have executed this Business Associate Agreement.

SOCIAL FINANCE, INC.

DEPARTMENT OF HUMAN SERVICES

Secretary or designee

**YOUTH ADVOCATE
PROGRAMS INC.**

DHS Office of General Counsel

14-FA-3.0
Office of General Counsel

14-FA-3.0
Office of Attorney General

**APPENDIX I
REQUIREMENTS FOR NON-COMMONWEALTH HOSTED
APPLICATIONS/SERVICES**

The purpose of this document is to define requirements for technology solutions procured by the Commonwealth from a Vendor (“Licensor”) that are not hosted within Commonwealth infrastructure.

A. Hosting Requirements

1. Licensor or its subcontractor(s) shall supply all hosting equipment (hardware and software) required for performance of the software and services set forth in the Quote and Statement of Work.
2. Licensor shall provide secure access to all levels of users via the internet.
3. Licensor shall use commercially reasonable resources and efforts to maintain adequate internet connection bandwidth and server capacity.
4. Licensor or its subcontractor(s) shall maintain all hosting equipment (hardware and software) and replace as necessary to maintain compliance with the Service Level Agreements (“SLAs”).
5. Licensor shall monitor the system to prevent and deter unauthorized system access. Any and all known attempts must be reported to the Commonwealth within **two (2)** business days. In the event of any penetration, impermissible use or disclosure of data, or loss or destruction of data, the Licensor must immediately notify the Commonwealth and take all reasonable steps to mitigate access and any potential harm or further disclosure, loss or destruction of data. Licensor shall comply with all state and federal data breach law, and shall report security incidents to the Commonwealth within one (1) hour of when the Licensor knew or should have known of such unauthorized access, use, release, or disclosure of data.
6. Licensor or its subcontractor(s) shall allow the Commonwealth or its delegate, at times chosen by the Commonwealth, to review the hosted system’s location and security architecture.
7. Licensor’s employees or subcontractor(s), who are directly responsible for day-to-day monitoring and maintenance of the hosted system, shall have industry standard certifications applicable to the environment and system architecture used.
8. Licensor or its subcontractor(s) shall locate servers in a climate-controlled environment. The Licensor or its subcontractor(s) shall house all servers and equipment in an operational environment that meets industry standards, including, but not limited to, climate control, fire and security hazard detection, electrical needs, and physical security.
9. Licensor shall examine system and error logs daily to minimize and predict system problems and initiate appropriate action.

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APPLICATIONS/SERVICES

10. Licensor shall completely test and apply patches for all third-party software products before release. All patches shall be applied without unreasonable delay.
11. Licensor shall provide the Commonwealth with its annual American Institute of Certified Public Accountants (“AICPA”) Attestation Standard (“AT”) Sec. 101 Service Organization Control (“SOC”) 2, Type 2 certification (AT Sec. 101 SOC 2, Type 2), or an equivalent certification approved by the Commonwealth. Equivalent certifications include, but are not limited to, International Organization of Standards (“ISO”) 2700x certification; certification under the [Federal Information Security Management Act](#) (“FISMA”); and AT Sec. 101 SOC 3 (SysTrust/WebTrust) certification. Annually, Licensor shall provide an AT Sec. 101 SOC 2, Type 2 audit report, or its equivalent, to the Commonwealth upon request.

B. System Availability

1. Licensor shall make available the system and any custom software on a 24-hour basis/7 days a week as established by the RFP.
2. Licensor shall perform routine maintenance during the planned weekly maintenance period of 11 pm to 6 am eastern standard time. Routine maintenance shall include, but is not limited to, server upgrades/patching, software upgrades/patching and hardware maintenance. In order to maintain system availability, Licensor is expected to rollover to a backup site during maintenance periods.
3. Licensor shall perform non-routine maintenance at a mutually agreeable time with two (2) weeks advance notice to the Commonwealth.
4. From time to time, emergency maintenance may be required to bring down the system. In such situations, if possible, Licensor shall give advance notice, before the system goes down for maintenance, to the Commonwealth. Licensor will limit the emergency maintenance to those situations which require immediate action of bringing down the system that cannot wait for the next scheduled maintenance period. It is expected that Licensor will rollover to a backup site during any such emergency maintenance.

C. Security and Other Requirements

1. Licensor shall conduct a third party independent security/vulnerability assessment at its own expense on an annual basis and submit the results of such assessment to the Commonwealth within three (3) business days.
2. Licensor shall comply with the Commonwealth’s directions/resolutions to remediate the results of the security/vulnerability assessment to align with the standards of the Commonwealth.

**APPENDIX I
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APPLICATIONS/SERVICES**

3. Licensor shall use industry best practices to protect access to the system with a firewall and firewall rules to prevent access by non-authorized users and block all improper and unauthorized access attempts.
4. Licensor shall use industry best practices to provide system intrusion detection and prevention in order to detect intrusions in a timely manner.
5. Licensor shall use industry best practices to provide malware and virus protection on all servers and network components.
6. Licensor shall limit access to the system and servers and provide access only to those staff that must have access to provide services proposed.
7. Licensor shall provide all Services, using security technologies and techniques in accordance with industry best practices and the Commonwealth's Information Technology Policies ("ITPs") set forth in Attachment 1, including those relating to security policies, procedures, and requirements, and the prevention and detection of fraud and any other inappropriate use or access of systems and networks.
8. **Appendix H** contains a Business Associate Agreement. Licensor must agree to this agreement if it is applicable to the services being provided. If the Business Associate Agreement or other privacy and security requirements are applicable, the Commonwealth agency or agencies procuring from or using services of Licensor will complete and submit Attachment 2.

D. Data Storage

1. Licensor shall use industry best practices to update and patch all systems and third party software to reduce security risk. Licensor shall protect their systems with anti-virus, host intrusion protection, incident response monitoring and reporting, network firewalls, application firewalls, and employ system and application patch management to protect its network and customer data from unauthorized disclosure.
2. Licensor shall be solely responsible for all required data storage.
3. Licensor shall take all necessary measures to protect the data including, but not limited to, the backup of the servers on a daily basis in accordance with industry best practices and encryption techniques.
4. Licensor agrees to have appropriate controls in place to protect critical or sensitive data and shall employ stringent policies, procedures, and best practices to protect that data particularly in instances where sensitive data may be stored on a Licensor-controlled or Licensor-owned electronic device.

**APPENDIX I
REQUIREMENTS FOR NON-COMMONWEALTH HOSTED
APPLICATIONS/SERVICES**

5. Licensor shall utilize a secured backup solution to prevent loss of data, back up all data every day and store backup media. Storage of backup media offsite is required. Data must be maintained for the term of the Contract. Stored media must be kept in an all-hazards protective storage safe at the worksite and when taken offsite. All back up data and media shall be encrypted.

E. Disaster Recovery

1. Licensor shall employ reasonable disaster recovery procedures to assist in preventing interruption in the use of the system.

F. Adherence to Policy

1. Licensor's support and problem resolution solution(s) shall provide a means to classify problems as to criticality and impact and with appropriate resolution procedures and escalation processes for each classification of problem.
2. Licensor shall abide by all the Commonwealth's ITPs.
3. Licensor shall comply with all pertinent federal and state privacy regulations.

H. Closeout

1. At any time, at the written request of the Commonwealth, Licensor must promptly return to the Commonwealth all its data (and all copies of this information) in a format agreed to by the Commonwealth.

**APPENDIX I
 REQUIREMENTS FOR NON-COMMONWEALTH HOSTED
 APPLICATIONS/SERVICES
 Attachment 1**

**Information Technology Policies (ITPs)
 for
 Outsourced/Licensor(s)-hosted Solutions**

ITP Number	Title	Type
ACC001	IT Accessibility Policy	Policy
INF001	Database Management Systems	Policy
INF003	Data Modeling Standards	Policy
INFRM006	Electronic Documents Management Systems	Policy
PRV001	Commonwealth of Pennsylvania Electronic Information Privacy Policy	Policy
SEC001	Enterprise Host Security Software Suite Standards and Policy	Policy
SEC004	Enterprise Web Application Firewall	Policy
SEC005	Commonwealth Application Certification and Accreditation	Policy
SEC007	Minimum Standards for User IDs and Passwords	Policy
SEC010	Virtual Private Networks Standards	Policy
SEC011	Enterprise Policy and Software Standards for Agency Firewalls	Policy
SEC019	Policy and Procedures for Protecting Commonwealth Electronic Data	Policy
SEC020	Encryption Standards for Data at Rest	Policy
SEC024	IT Security Incident Reporting Policy	Policy

**APPENDIX I
 REQUIREMENTS FOR NON-COMMONWEALTH HOSTED
 APPLICATIONS/SERVICES**

ITP Number	Title	Type
<u>SEC025</u>	Proper Use and Disclosure of Personally Identifiable Information (PII)	Policy
<u>SEC031</u>	Encryption Standards for Data in Transit	Policy
<u>SEC034</u>	Enterprise Firewall Rule Set	Policy
<u>SFT006</u>	Internet Browser Policy	Policy
<u>SFT007</u>	Office Productivity Software Policy	Policy
<u>SYM003</u>	Off-site Storage for Commonwealth Agencies	Policy
<u>SYM006</u>	Commonwealth IT Resources Patching Policy	Policy

Attachment 2

Sign-Off Document No. _____, under Agreement No. _____

Between

[Licensor _____] and the Commonwealth of PA, [Agency]

[Licensor _____] Agency-level Deployment

This document becomes, upon its execution by the signatories named below, a legally valid, binding part of Software/Services License Requirements Agreement No. _____ between the Commonwealth and _____ (Licensor)., and is subject to the terms of that Agreement.

1. Scope of Deployment (need not be entire agency):

2. Nature of Data implicated or potentially implicated:

3. Agency Policies to which Licensor. is subject (incorporated by reference):

4. Background checks (describe if necessary):

5. Additional requirements (describe with specificity):

6. Is Licensor. a Business Associate (yes or no)?

If yes, the attached Business Associates Agreement (**Appendix H**), as completed by the Agency, is applicable and is hereby incorporated into this Sign-Off Document by reference.

Agency Contact Person signature and Date: _____

[Licensor _____]

Authorized Signatory and Date: _____

APPENDIX J
RIGHT TO REPRESENT ACKNOWLEDGEMENT

By signing below, I acknowledge and agree that the **SELECTED OFFEROR** or **SUBCONTRACTOR** has the right to represent me in matters of work assignment relating to the **Healthcare Staffing Services Contract** by submitting my professional resume to the Commonwealth of Pennsylvania for the type of position(s) identified below.

Candidate Name

Candidate Signature

Position Title(s)

Date

Duration Period

**Appendix K - Contracted Medical Staffing
Total Contract Spend by Contract and Fiscal Year**

Fiscal Year	Contractor Name	Contract #	Contract Spend	Billable Hours
2017	InGenesis, Inc	4400013382	\$8,065,999.16	197,838.51
2017	MHM Solutions, Inc.	4400013383	\$28,544,451.04	328,560.91
2017	InGenesis, Inc	4400013384	\$18,718,419.66	809,428.84
2017 Total			\$55,328,869.86	1,335,828.26
2016	InGenesis, Inc	4400013382	\$8,963,797.98	243,727.39
2016	MHM Solutions, Inc.	4400013383	\$38,210,449.56	428,680.21
2016	InGenesis, Inc	4400013384	\$16,783,462.10	669,354.56
2016 Total			\$63,957,709.64	1,341,762.16
2015	InGenesis, Inc	4400013382	\$7,146,984.35	195,150.94
2015	MHM Solutions, Inc.	4400013383	\$23,717,172.69	249,916.01
2015	InGenesis, Inc	4400013384	\$13,178,250.64	559,777.97
2015 Total			\$44,042,407.68	1,004,844.93
2014	InGenesis, Inc	4400013382	\$12,015,407.29	305,814.38
2014	MHM Solutions, Inc.	4400013383	\$24,940,870.96	263,508.23
2014	InGenesis, Inc	4400013384	\$13,065,183.38	563,596.97
2014 Total			\$50,021,461.63	1,132,919.58
Grand Total			\$213,350,448.81	4,815,354.93

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Number of Postions by Fiscal Year**

Fiscal Year	Contractor Name	Contract #	Position Title	Positions Filled/Requested
2014	InGenesis, Inc	4400013384	AE Oversight Monitor Lead	1
2014	InGenesis, Inc	4400013382	Case Manager Nurse	3
2014	InGenesis, Inc	4400013382	Claims Review Management Nurse	1
2014	InGenesis, Inc	4400013384	Clinical Director	1
2014	InGenesis, Inc	4400013384	Financial Representative	3
2014	InGenesis, Inc	4400013384	Healthcare Analyst	1
2014	InGenesis, Inc	4400013384	Medical Assistant	1
2014	InGenesis, Inc	4400013384	NDC Physician Specialist	1
2014	InGenesis, Inc	4400013384	Physician Specialist NDC	1
2014	InGenesis, Inc	4400013384	Program Monitor	2
2014	InGenesis, Inc	4400013384	Program Representative	1
2014	InGenesis, Inc	4400013384	Program Specialist	3
2014	InGenesis, Inc	4400013384	Program Specialist Part-time	1
2014	InGenesis, Inc	4400013384	Project Manager	1
2014	InGenesis, Inc	4400013384	Qual Improvement Coordinator	1
2014	InGenesis, Inc	4400013384	R&E Medical Svc	9
2014	InGenesis, Inc	4400013384	R&E Medicare Svc-Blended	2
2014	InGenesis, Inc	4400013384	Senior Healthcare Analyst	1
2014	InGenesis, Inc	4400013384	Social Worker	1
2014	MHM Solutions, Inc.	4400013383	Associate Medical Economist	1
2014	MHM Solutions, Inc.	4400013383	Associate Medical Economist NDC	7
2014	MHM Solutions, Inc.	4400013383	Behavioral Analyst NDC	3
2014	MHM Solutions, Inc.	4400013383	Certified Respiratory Therapist	6
2014	MHM Solutions, Inc.	4400013383	Chief Medical Officer	4
2014	MHM Solutions, Inc.	4400013383	Chief Medical Officer NDC	1
2014	MHM Solutions, Inc.	4400013383	Chief of Psychiatry	1
2014	MHM Solutions, Inc.	4400013383	Clinical Director	4
2014	MHM Solutions, Inc.	4400013383	Dentist	6
2014	MHM Solutions, Inc.	4400013383	Dentist Locum Tenen	1
2014	MHM Solutions, Inc.	4400013383	Dentist NDC	6
2014	MHM Solutions, Inc.	4400013383	Executive Medical Economist	1
2014	MHM Solutions, Inc.	4400013383	Executive Medical Economist NDC	1
2014	MHM Solutions, Inc.	4400013383	Lead Medical Director NDC	5
2014	MHM Solutions, Inc.	4400013383	Medical Director	1
2014	MHM Solutions, Inc.	4400013383	Neurologist	7
2014	MHM Solutions, Inc.	4400013383	Occupational Therapist 1	1
2014	MHM Solutions, Inc.	4400013383	Orthodontist NDC	3
2014	MHM Solutions, Inc.	4400013383	Pharmacist	1

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Number of Postions by Fiscal Year**

Fiscal Year	Contractor Name	Contract #	Position Title	Positions Filled/Requested
2014	MHM Solutions, Inc.	4400013383	Pharmacist NDC	6
2014	MHM Solutions, Inc.	4400013383	Pharmacy Director NDC	1
2014	MHM Solutions, Inc.	4400013383	Physical Therapist 1	1
2014	MHM Solutions, Inc.	4400013383	Physical Therapist 2	8
2014	MHM Solutions, Inc.	4400013383	Physician Specialist NDC	9
2014	MHM Solutions, Inc.	4400013383	Podiatrist DC	1
2014	MHM Solutions, Inc.	4400013383	Primary Care Physician	20
2014	MHM Solutions, Inc.	4400013383	Primary Care Physician NDC	15
2014	MHM Solutions, Inc.	4400013383	Psychiatrist	24
2014	MHM Solutions, Inc.	4400013383	Psychiatrist Locum Tenen	1
2014	MHM Solutions, Inc.	4400013383	Psychiatrist NDC	11
2014	MHM Solutions, Inc.	4400013383	Psychiatrist SRTP	2
2014	MHM Solutions, Inc.	4400013383	Psychologist	2
2014	MHM Solutions, Inc.	4400013383	Psychologist NDC	5
2014	MHM Solutions, Inc.	4400013383	Psychologist SRTP	4
2014	MHM Solutions, Inc.	4400013383	Respiratory Therapist	2
2014	MHM Solutions, Inc.	4400013383	Senior Behavioral Specialist	1
2014	MHM Solutions, Inc.	4400013383	Senior Medical Economist NDC	3
2014	MHM Solutions, Inc.	4400013383	Senior Pharmacy Program Analyst	10
2014	MHM Solutions, Inc.	4400013383	Speech, Language and Hearing Specialist	2
2014	MHM Solutions, Inc.	4400013383	Surgeon NDC	5
2014 Count				59
2015	InGenesis, Inc	4400013384	Administrative Assistant	2
2015	InGenesis, Inc	4400013384	Certified Medical Coder	1
2015	InGenesis, Inc	4400013384	Clinical Dietician	3
2015	InGenesis, Inc	4400013384	Clinical Director	1
2015	InGenesis, Inc	4400013384	Financial Representative	5
2015	InGenesis, Inc	4400013384	Healthcare Analyst	2
2015	InGenesis, Inc	4400013384	Lead Medical Assistant	5
2015	InGenesis, Inc	4400013384	Medical Assistant	1
2015	InGenesis, Inc	4400013384	Medical Records Director	1
2015	InGenesis, Inc	4400013384	Pharmacy Coordinator	2
2015	InGenesis, Inc	4400013384	Program Specialist	2
2015	InGenesis, Inc	4400013384	Quality Improvement Info Spc	1
2015	InGenesis, Inc	4400013382	R&E Hospice Care Svc	1
2015	InGenesis, Inc	4400013382	R&E Medical Svc	8
2015	InGenesis, Inc	4400013382	R&E Medicare Svc	1
2015	InGenesis, Inc	4400013382	Registered Nurse	1

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Number of Postions by Fiscal Year**

Fiscal Year	Contractor Name	Contract #	Position Title	Positions Filled/Requested
2015	InGenesis, Inc	4400013384	Social Worker	1
2015	MHM Solutions, Inc.	4400013383	Associate Medical Economist	2
2015	MHM Solutions, Inc.	4400013383	Certified Respiratory Therapist	1
2015	MHM Solutions, Inc.	4400013383	Chief Medical Officer	1
2015	MHM Solutions, Inc.	4400013383	Dentist	2
2015	MHM Solutions, Inc.	4400013383	Dentist Locum Tenen	11
2015	MHM Solutions, Inc.	4400013383	Dentist NDC	1
2015	MHM Solutions, Inc.	4400013383	Licensed Psychology Manager	2
2015	MHM Solutions, Inc.	4400013383	Neurologist	1
2015	MHM Solutions, Inc.	4400013383	Occupational Therapist 2	2
2015	MHM Solutions, Inc.	4400013383	Physical Therapist	2
2015	MHM Solutions, Inc.	4400013383	Podiatrist	1
2015	MHM Solutions, Inc.	4400013383	Primary Care Physician	10
2015	MHM Solutions, Inc.	4400013383	Primary Care Physician Locum Tenen	6
2015	MHM Solutions, Inc.	4400013383	Primary Care Physician NDC	6
2015	MHM Solutions, Inc.	4400013383	Psychiatrist	7
2015	MHM Solutions, Inc.	4400013383	Psychiatrist Locum Tenen	2
2015	MHM Solutions, Inc.	4400013383	Psychiatrist NDC	1
2015	MHM Solutions, Inc.	4400013383	Psychiatrist SRTP	2
2015	MHM Solutions, Inc.	4400013383	Psychologist	3
2015	MHM Solutions, Inc.	4400013383	Senior Medical Economist	2
2015	MHM Solutions, Inc.	4400013383	Speech, Language and Hearing Specialists	4
2015 Count				38
2016	InGenesis, Inc	4400013384	Administrative Assistant	2
2016	InGenesis, Inc	4400013382	Case Manager Nurse	3
2016	InGenesis, Inc	4400013382	Claims Review Management Nurse	1
2016	InGenesis, Inc	4400013384	Clinical Director	1
2016	InGenesis, Inc	4400013384	Financial Representative	10
2016	InGenesis, Inc	4400013384	Healthcare Analyst	3
2016	InGenesis, Inc	4400013384	Lead Medical Assistant	20
2016	InGenesis, Inc	4400013384	Medical Assistant	3
2016	InGenesis, Inc	4400013384	Outreach & Training Coord	1
2016	InGenesis, Inc	4400013384	Pharmacy Coordinator	1
2016	InGenesis, Inc	4400013384	Physician Specialist	1
2016	InGenesis, Inc	4400013384	Policy Specialist	1
2016	InGenesis, Inc	4400013384	Program Specialist	8
2016	InGenesis, Inc	4400013384	Program Specialist - Autism	2

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Number of Postions by Fiscal Year**

Fiscal Year	Contractor Name	Contract #	Position Title	Positions Filled/Requested
2016	InGenesis, Inc	4400013384	Program Specialist-Blended	1
2016	InGenesis, Inc	4400013384	Project Manager	1
2016	InGenesis, Inc	4400013384	Psychiatrist NDC	1
2016	InGenesis, Inc	4400013384	Quality Improvement Info Spc	2
2016	InGenesis, Inc	4400013382	R&E Medical Svc	16
2016	InGenesis, Inc	4400013382	Registered Nurse	1
2016	InGenesis, Inc	4400013384	Senior Healthcare Analyst	3
2016	InGenesis, Inc	4400013384	Social Worker	8
2016	MHM Solutions, Inc.	4400013383	Associate Medical Economist	2
2016	MHM Solutions, Inc.	4400013383	Certified Respiratory Therapist	2
2016	MHM Solutions, Inc.	4400013383	Chief Medical Officer	2
2016	MHM Solutions, Inc.	4400013383	CRNP	1
2016	MHM Solutions, Inc.	4400013383	CRNP – Psychiatry	2
2016	MHM Solutions, Inc.	4400013383	Dentist	8
2016	MHM Solutions, Inc.	4400013383	Executive Medical Economist NDC	4
2016	MHM Solutions, Inc.	4400013383	Licensed Psychology Manager	3
2016	MHM Solutions, Inc.	4400013383	Medical CRNP	1
2016	MHM Solutions, Inc.	4400013383	Music Therapist	1
2016	MHM Solutions, Inc.	4400013383	Neurologist	2
2016	MHM Solutions, Inc.	4400013383	Occupational Therapist 2	1
2016	MHM Solutions, Inc.	4400013383	Opthamologist NDC	1
2016	MHM Solutions, Inc.	4400013383	Orientation & Mobility Specialist	1
2016	MHM Solutions, Inc.	4400013383	Pharmacist NDC	1
2016	MHM Solutions, Inc.	4400013383	Physical Therapist 2	3
2016	MHM Solutions, Inc.	4400013383	Physician Specialist NDC	2
2016	MHM Solutions, Inc.	4400013383	Primary Care Physican NDC	1
2016	MHM Solutions, Inc.	4400013383	Primary Care Physician	4
2016	MHM Solutions, Inc.	4400013383	Primary Care Physician Locum Tenen	10
2016	MHM Solutions, Inc.	4400013383	Primary Care Physician NDC	2
2016	MHM Solutions, Inc.	4400013383	Psychiatric CRNP	6
2016	MHM Solutions, Inc.	4400013383	Psychiatrist	15
2016	MHM Solutions, Inc.	4400013383	Psychiatrist Locum Tenen	4
2016	MHM Solutions, Inc.	4400013383	Psychiatrist NDC	4
2016	MHM Solutions, Inc.	4400013383	Psychologist	2
2016	MHM Solutions, Inc.	4400013383	Psychologist NDC	2
2016	MHM Solutions, Inc.	4400013383	Senior Medical Economist NDC	2
2016	MHM Solutions, Inc.	4400013383	Speech, Language Hearing Specialist	3

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Number of Postions by Fiscal Year**

Fiscal Year	Contractor Name	Contract #	Position Title	Positions Filled/Requested
2016	MHM Solutions, Inc.	4400013383	Surgeon NDC	1
2016 Count				52
2017	InGenesis, Inc	4400013384	Administrative Assistant	2
2017	InGenesis, Inc	4400013382	Case Manager Nurse	4
2017	InGenesis, Inc	4400013382	Certified Nursing Assistant	1
2017	InGenesis, Inc	4400013384	Clinical Dietician	3
2017	InGenesis, Inc	4400013384	Clinical Director	1
2017	InGenesis, Inc	4400013384	Dental Assistant	1
2017	InGenesis, Inc	4400013384	Dental Hygienist	1
2017	InGenesis, Inc	4400013384	Financial Representative	11
2017	InGenesis, Inc	4400013384	Fiscal and Grants Manager	2
2017	InGenesis, Inc	4400013384	Healthcare Analyst	7
2017	InGenesis, Inc	4400013384	Lead Medical Assistant	6
2017	InGenesis, Inc	4400013384	Medical Records Assistant	1
2017	InGenesis, Inc	4400013384	Medical Records Director	1
2017	InGenesis, Inc	4400013384	Outreach & Training Coord	3
2017	InGenesis, Inc	4400013384	Pharmacy Coordinator	1
2017	InGenesis, Inc	4400013384	Pharmacy Supervisor	1
2017	InGenesis, Inc	4400013384	Policy Specialist	2
2017	InGenesis, Inc	4400013384	Program Monitor	1
2017	InGenesis, Inc	4400013384	Program Specialist	14
2017	InGenesis, Inc	4400013384	Program Specialist - Blended	1
2017	InGenesis, Inc	4400013384	Project Manager	2
2017	InGenesis, Inc	4400013382	R&E Hospice Care Svc	1
2017	InGenesis, Inc	4400013382	R&E Medical Svc	12
2017	InGenesis, Inc	4400013384	Risk Management Specialist	1
2017	InGenesis, Inc	4400013384	Senior Healthcare Analyst	1
2017	InGenesis, Inc	4400013384	Senior Medical Economist	1
2017	InGenesis, Inc	4400013384	Senior Social Worker	2
2017	InGenesis, Inc	4400013384	Social Worker	11
2017	MHM Solutions, Inc.	4400013383	Art Therapist	2
2017	MHM Solutions, Inc.	4400013383	Assoc. Behavioral Specialist	2
2017	MHM Solutions, Inc.	4400013383	Associate Medical Economist	4
2017	MHM Solutions, Inc.	4400013383	Associate Public Health PM	2
2017	MHM Solutions, Inc.	4400013383	Behavioral Specialist NDC	1
2017	MHM Solutions, Inc.	4400013383	Certified Respiratory Therapist	2
2017	MHM Solutions, Inc.	4400013383	Chief Medical Officer	1
2017	MHM Solutions, Inc.	4400013383	Chief Medical Officer NDC	2
2017	MHM Solutions, Inc.	4400013383	Chief Operating Officer	1
2017	MHM Solutions, Inc.	4400013383	CRNP – Psychiatry	7

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Number of Postions by Fiscal Year**

Fiscal Year	Contractor Name	Contract #	Position Title	Positions Filled/Requested
2017	MHM Solutions, Inc.	4400013383	Dentist	7
2017	MHM Solutions, Inc.	4400013383	Dentist NDC	1
2017	MHM Solutions, Inc.	4400013383	Director	1
2017	MHM Solutions, Inc.	4400013383	Executive Medical Economist	1
2017	MHM Solutions, Inc.	4400013383	Licensed Psychology Manager	5
2017	MHM Solutions, Inc.	4400013383	Music Therapist	1
2017	MHM Solutions, Inc.	4400013383	Neurologist	4
2017	MHM Solutions, Inc.	4400013383	OBGYN	1
2017	MHM Solutions, Inc.	4400013383	Occupational Therapist	1
2017	MHM Solutions, Inc.	4400013383	Orientation & Mobility Specialist	1
2017	MHM Solutions, Inc.	4400013383	Physical Therapist	1
2017	MHM Solutions, Inc.	4400013383	Physician Specialist	1
2017	MHM Solutions, Inc.	4400013383	Physician Specialist NDC	1
2017	MHM Solutions, Inc.	4400013383	Primary Care Physician	9
2017	MHM Solutions, Inc.	4400013383	Primary Care Physician NDC	2
2017	MHM Solutions, Inc.	4400013383	Psychiatrist	17
2017	MHM Solutions, Inc.	4400013383	Psychiatrist NDC	5
2017	MHM Solutions, Inc.	4400013383	Psychologist	7
2017	MHM Solutions, Inc.	4400013383	Psychologist NDC	2
2017	MHM Solutions, Inc.	4400013383	Public Health Phyiscian	1
2017	MHM Solutions, Inc.	4400013383	Public Health Specialist	1
2017	MHM Solutions, Inc.	4400013383	Senior Behavioral Specialist	2
2017	MHM Solutions, Inc.	4400013383	Senior Medical Economist	3
2017	MHM Solutions, Inc.	4400013383	Speech, Language Hearing Specialist	1
2017 Count				62
Grand Count				211

***Most, if not all, positions filled under the contracted medical staffing contract are full-time. Depending on the agency and position type, a full-time position is considered either 37.5 hours/week or 40 hours/week.**

**Appendix K - Contracted Medical Staffing
Current Compliment as of August 2018**

Job Title	Number of Positions
Admin / Coordinator- Jail Based	0
Administrative Assistant	9
Administrative Entity (AE) and Provider Oversight Lead	4
Administrative Entity (AE) Oversight Monitor Lead	0
Area Quality Management Lead	1
Art Therapist	1
Audiologist	0
Behavior Specialist- Associate	1
Behavior Specialist- Senior	2
Behavior Specialist	2
Behavioral Analyst	1
Cardiologist DOH-NDC	0
Case Manager Nurse	18
Case Manager Nurse Supervisor	1
Certified Medical Coder	1
Certified Nursing Assistant (CNA)	1
Certified Registered Nurse Practitioner (CNRP) Gyn	0
Certified Registered Nurse Practitioner (CNRP) Psych	9
Certified Registered Nurse Practitioner (CNRP)	0
Certified Respiratory Therapist	4
Chemist	0
Chief Medical Officer-DC	3
Chief Medical Officer-NDC	2
Chief of Psychiatry-DC	1
Chief Operating Officer PA Rural Health DOH	0
Claims Review Management Nurse	2
Clinical Dietician	6
Clinical Director-DC	4
Clinical Director-NDC	0
Clinical Pharmacy Manager	1
Clinical Supervision Consultant-DC	0
Clinical Therapist SRTP	0
Dental Assistant-DC	1
Dental Hygienist-DC	2
Dental Hygienist-NDC	0
Dentist-DC	7
Dentist-NDC	3
Dietary Management Services Specialist	0
Director of PA Rural Health Model	0
Epidemiologist	0
Executive Nurse Consultant	0

Job Title	Number of Positions
Financial Representative 1	19
Financial Representative 2	13
Fiscal and Grants Manager	4
Fiscal Assistant	0
Gastroenterologist	0
Healthcare Analyst, Senior	5
Healthcare Analyst	14
Licensed Practical Nurse (LPN)	0
Medical Assistant- Lead	31
Medical Assistant- NDC	3
Medical Director- Lead	0
Medical Director	2
Medical Economist	12
Medical Economist- Associate	4
Medical Economist- Executive	4
Medical Economist- Senior	11
Medical Records Assistant	1
Medical Records Director	2
Medical Records Technician	0
Microbiologist Manager- Public Health	0
Microbiologist	0
Music Therapist	2
Neurologist-DC	3
Neurologist-NDC	0
Nurse Administrator	0
OB-Gyn Physician	1
Occupational Therapist 1	0
Occupational Therapist 2	0
Ophthalmologist NDC	1
Orientation and Mobility Specialist	1
Orthodontist- NDC	1
Orthopedist- NDC	0
Outreach and Training Coordinator	4
Pharmacy Coordinator- Lead	0
Pharmacist- DC	0
Pharmacist- NDC	12
Pharmacist Technician-DC	0
Pharmacy Coordinator-NDC	9
Pharmacy Coordinator NDC- Lead	0
Pharmacy Director-NDC	1
Pharmacy Program Analyst- Senior	3
Pharmacy Supervisor	0
Physical Therapist 1	0

Job Title	Number of Positions
Physical Therapist 2	2
Physical Therapy Aide	0
Physician - Direct Care Supervisory	0
Physician Specialist-NDC	17
Podiatrist-DC	1
Policy Specialist	0
Primary Care Physician (PCP) DC	25
Primary Care Physician (PCP) NDC	13
Program Monitor	5
Program Representative	2
Program Specialist 1	20
Program Specialist 2	30
Program Technician - Training Communication Support	0
Project Manager- Associate Public Health	0
Project Manager - PA Rural Health Model	0
Project Manager	7
Psychiatrist DC	29
Psychiatrist - Jail Based Competency Psychological Evaluator	0
Psychiatrist- Forensic	0
Psychiatrist MD-JD-SRTP	0
Psychiatrist NDC	18
Psychiatrist SRTP	2
Psychologist- DC OAG	0
Psychologist-DC	6
Psychologist- Jail Based	0
Psychologist-NDC OSIG	0
Psychologist-NDC	7
Psychologist- SRTP	1
Psychology Director	1
Psychology Manager (LPM)	7
Public Health Specialist	1
Quality Improvement Coordinator	1
Quality Improvement Information Specialist	5
Quality Improvement Manager	0
Quality Management Representative	0
gastroenterologist	39
R&E Nurse- Med Care Services	38
Registered Nurse (RN)DC	2
Registered Nurse- Case Manager-NDC	0
Registered Nurse Claims Review Management Nurse-NDC	0
Registered Nurse Instructor	0
Registry Specialist	0

Job Title	Number of Positions
Rehabilitation Specialist-SRTP	0
Respiratory Therapist	0
Risk Management Specialist	6
Social Worker 1 (SW1)	0
Social Worker 2 (SW 2)	23
Social Worker- Senior (SW3)	3
Spectrum Disorder Consultant	0
Speech Language and Hearing Specialist (SLH)	10
Surgeon-NDC	2
Toxicologist-DOH	0
Urologist-NDC	0
*Total Number of Current Positions Filled	573

*This count does not include positions from the Per Diem Nursing Contract # 4400013817.

**Appendix K - Contracted Medical Staffing
Federal Match Positions**

Job Title	DHS		
	OMAP	BPI	TOTAL:
Case Manager Nurses	19	0	19
Case Manager Supervisor	1	0	1
Chief Medical Officer	1	0	1
Claims Review Management Nurse	2	0	2
Clinical Pharmacy Manager	1	0	1
Dental Hygienst	1	1	2
Dentist	2	1	3
Ophthalmologist	0	1	1
Orthodontist	1	0	1
Primary Care Physician	8	0	8
Psychiatrist	3	1	4
Pharmacist	4	2	6
Pharmacy Director	1	0	1
Physician Specialist	5	3	8
Primary Care Physician	8	0	8
Review & Evaluation Nurses	21	26	47
Surgeon	0	1	1

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For the above identified positions, the subcontractor must be QIO or QIO-Like Certified so that the agency can request the federal match. For additional details, refer to **I-3, B of the technical submittal.**

*This list may be updated at anytime throughout the Contract.

Appendix K - Contracted Medical Staffing
Lot 1 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)

Contract	Short Description	Hourly Rate	UOM
4400013382	R1 RN WD 1st Shift	\$41.15	Per Hour
4400013382	R1 RN WD 2nd Shift	\$41.15	Per Hour
4400013382	R1 RN WD 3rd Shift	\$41.15	Per Hour
4400013382	R1 RN WD OT 1st Shift	\$53.50	Per Hour
4400013382	R1 RN WD OT 2nd Shift	\$53.50	Per Hour
4400013382	R1 RN WD OT 3rd Shift	\$53.50	Per Hour
4400013382	R1 RN WE 1st Shift	\$42.51	Per Hour
4400013382	R1 RN WE 2nd Shift	\$42.51	Per Hour
4400013382	R1 RN WE 3rd Shift	\$42.51	Per Hour
4400013382	R1 RN WE OT 1st Shift	\$55.26	Per Hour
4400013382	R1 RN WE OT 2nd Shift	\$55.26	Per Hour
4400013382	R1 RN WE OT 3rd Shift	\$55.26	Per Hour
4400013382	R1 RN Holiday 1st Shift	\$41.15	Per Hour
4400013382	R1 RN Holiday 2nd Shift	\$41.15	Per Hour
4400013382	R1 RN Holiday 3rd Shift	\$41.15	Per Hour
4400013382	R1 LPN WD 1st Shift	\$30.10	Per Hour
4400013382	R1 LPN WD 2nd Shift	\$30.10	Per Hour
4400013382	R1 LPN WD 3rd Shift	\$30.10	Per Hour
4400013382	R1 LPN WD OT 1st Shift	\$39.13	Per Hour
4400013382	R1 LPN WD OT 2nd Shift	\$39.13	Per Hour
4400013382	R1 LPN WD OT 3rd Shift	\$39.13	Per Hour
4400013382	R1 LPN WE 1st Shift	\$31.45	Per Hour
4400013382	R1 LPN WE 2nd Shift	\$31.45	Per Hour
4400013382	R1 LPN WE 3rd Shift	\$31.45	Per Hour
4400013382	R1 LPN WE OT 1st Shift	\$40.89	Per Hour
4400013382	R1 LPN WE OT 2nd Shift	\$40.89	Per Hour
4400013382	R1 LPN WE OT 3rd Shift	\$40.89	Per Hour
4400013382	R1 LPN Holiday 1st Shift	\$30.10	Per Hour
4400013382	R1 LPN Holiday 2nd Shift	\$30.10	Per Hour
4400013382	R1LPN Holiday 3rd Shift	\$30.10	Per Hour
4400013382	R1 CNA WD 1st Shift	\$17.14	Per Hour
4400013382	R1 CNA WD 2nd Shift	\$17.14	Per Hour
4400013382	R1 CNA WD 3rd Shift	\$17.14	Per Hour
4400013382	R1 CNA WD OT 1st Shift	\$22.28	Per Hour
4400013382	R1 CNA WD OT 2nd Shift	\$22.28	Per Hour
4400013382	R1 CNA WD OT 3rd Shift	\$22.28	Per Hour
4400013382	R1 CNA WE 1st Shift	\$18.50	Per Hour
4400013382	R1 CNA WE 2nd Shift	\$18.50	Per Hour
4400013382	R1 CNA WE 3rd Shift	\$18.50	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Contracted Medical Staffing
Lot 1 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)

Contract	Short Description	Hourly Rate	UOM
4400013382	R1 CNA WE OT 1st Shift	\$24.05	Per Hour
4400013382	R1 CNA WE OT 2nd Shift	\$24.05	Per Hour
4400013382	R1 CNA WE OT 3rd Shift	\$24.05	Per Hour
4400013382	R1 CNA Holiday 1st Shift	\$17.14	Per Hour
4400013382	R1 CNA Holiday 2nd Shift	\$17.14	Per Hour
4400013382	R1 CNA Holiday 3rd Shift	\$17.14	Per Hour
4400013382	R1 Executive Nurse Consultant	\$48.25	Per Hour
4400013382	R1 RN Case Manager Nurse	\$45.63	Per Hour
4400013382	R1 RN Quality Improvement Coord	\$54.26	Per Hour
4400013382	R1 RN Claims Review Mgmt Nurse	\$51.14	Per Hour
4400013382	R1 RN Review and Evaluation Nurse of Med Care Svces	\$33.11	Per Hour
4400013382	R1 RN Review and Evaluation Nurse of Med Care Svces - Blended	\$33.94	Per Hour
4400013382	R1 RN Review and Evaluation Nurse of Hospice Care Svces	\$33.11	Per Hour
4400013382	R1 RN Nurse Instructor	\$47.28	Per Hour
4400013382	R1 Nurse Administrator	\$54.26	Per Hour
4400013382	R1 Case Manager Nurse Supervisor	\$68.73	Per Hour
4400013382	R1 RN - DOH Only	\$50.60	Per Hour
4400013382	R1 Nurse Aide Instructor	\$32.42	Per Hour
4400013382	R1 Clinical Quality Improvement Manager	\$59.42	Per Hour
4400013382	R2 RN WD 1st Shift	\$45.32	Per Hour
4400013382	R2 RN WD 2nd Shift	\$45.32	Per Hour
4400013382	R2 RN WD 3rd Shift	\$45.32	Per Hour
4400013382	R2 RN WD OT 1st Shift	\$58.91	Per Hour
4400013382	R2 RN WD OT 2nd Shift	\$58.91	Per Hour
4400013382	R2 RN WD OT 3rd Shift	\$58.91	Per Hour
4400013382	R2 RN WE 1st Shift	\$46.67	Per Hour
4400013382	R2 RN WE 2nd Shift	\$46.67	Per Hour
4400013382	R2 RN WE 3rd Shift	\$46.67	Per Hour
4400013382	R2 RN WE OT 1st Shift	\$60.68	Per Hour
4400013382	R2 RN WE OT 2nd Shift	\$60.68	Per Hour
4400013382	R2 RN WE OT 3rd Shift	\$60.68	Per Hour
4400013382	R2 RN Holiday 1st Shift	\$52.07	Per Hour
4400013382	R2 RN Holiday 2nd Shift	\$52.07	Per Hour
4400013382	R2 RN Holiday 3rd Shift	\$52.07	Per Hour
4400013382	R2 LPN WD 1st Shift	\$32.97	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Contracted Medical Staffing
Lot 1 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)

Contract	Short Description	Hourly Rate	UOM
4400013382	R2 LPN WD 2nd Shift	\$32.97	Per Hour
4400013382	R2 LPN WD 3rd Shift	\$32.97	Per Hour
4400013382	R2 LPN WD OT 1st Shift	\$42.86	Per Hour
4400013382	R2 LPN WD OT 2nd Shift	\$42.86	Per Hour
4400013382	R2 LPN WD OT 3rd Shift	\$42.86	Per Hour
4400013382	R2 LPN WE 1st Shift	\$34.33	Per Hour
4400013382	R2 LPN WE 2nd Shift	\$34.33	Per Hour
4400013382	R2 LPN WE 3rd Shift	\$34.33	Per Hour
4400013382	R2 LPN WE OT 1st Shift	\$44.63	Per Hour
4400013382	R2 LPN WE OT 2nd Shift	\$44.63	Per Hour
4400013382	R2 LPN WE OT 3rd Shift	\$44.63	Per Hour
4400013382	R2 LPN Holiday 1st Shift	\$32.97	Per Hour
4400013382	R2 LPN Holiday 2nd Shift	\$32.97	Per Hour
4400013382	R2 LPN Holiday 3rd Shift	\$32.97	Per Hour
4400013382	R2 CNA WD 1st Shift	\$18.69	Per Hour
4400013382	R2 CNA WD 2nd Shift	\$18.69	Per Hour
4400013382	R2 CNA WD 3rd Shift	\$18.69	Per Hour
4400013382	R2 CNA WD OT 1st Shift	\$24.29	Per Hour
4400013382	R2 CNA WD OT 2nd Shift	\$24.29	Per Hour
4400013382	R2 CNA WD OT 3rd Shift	\$24.29	Per Hour
4400013382	R2 CNA WE 1st Shift	\$20.04	Per Hour
4400013382	R2 CNA WE 2nd Shift	\$20.04	Per Hour
4400013382	R2 CNA WE 3rd Shift	\$20.04	Per Hour
4400013382	R2 CNA WE OT 1st Shift	\$26.06	Per Hour
4400013382	R2 CNA WE OT 2nd Shift	\$26.06	Per Hour
4400013382	R2 CNA WE OT 3rd Shift	\$26.06	Per Hour
4400013382	R2 CNA Holiday 1st Shift	\$18.69	Per Hour
4400013382	R2 CNA Holiday 2nd Shift	\$18.69	Per Hour
4400013382	R2 CNA Holiday 3rd Shift	\$18.69	Per Hour
4400013382	R2 Executive Nurse Consultant	\$51.77	Per Hour
4400013382	R2 RN Case Manager Nurse	\$50.24	Per Hour
4400013382	R2 RN Quality Improvement Coord	\$59.75	Per Hour
4400013382	R2 RN Claims Review Mgmt Nurse	\$56.32	Per Hour
4400013382	R2 RN Review and Evaluation Nurse of Med Care Svces	\$36.31	Per Hour
4400013382	R2 RN Review and Evaluation Nurse of Med Care Svces - Blended	\$37.22	Per Hour
4400013382	R2 RN Review and Evaluation Nurse of Hospice Care Svces	\$36.31	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Contracted Medical Staffing
Lot 1 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)

Contract	Short Description	Hourly Rate	UOM
4400013382	R2 RN Nurse Instructor	\$52.07	Per Hour
4400013382	R2 Nurse Administrator	\$59.75	Per Hour
4400013382	R2 Case Manager Nurse Supervisor	\$68.73	Per Hour
4400013382	R2 RN - DOH Only	\$50.60	Per Hour
4400013382	R2 Nurse Aide Instructor	\$32.42	Per Hour
4400013382	R2 Clinical Quality Improvement Manager	\$59.42	Per Hour
4400013382	R3 RN WD 1st Shift	\$43.12	Per Hour
4400013382	R3 RN WD 2nd Shift	\$43.12	Per Hour
4400013382	R3 RN WD 3rd Shift	\$43.12	Per Hour
4400013382	R3 RN WD OT 1st Shift	\$56.06	Per Hour
4400013382	R3 RN WD OT 2nd Shift	\$56.06	Per Hour
4400013382	R3 RN WD OT 3rd Shift	\$56.06	Per Hour
4400013382	R3 RN WE 1st Shift	\$44.48	Per Hour
4400013382	R3 RN WE 2nd Shift	\$44.48	Per Hour
4400013382	R3 RN WE 3rd Shift	\$44.48	Per Hour
4400013382	R3 RN WE OT 1st Shift	\$57.82	Per Hour
4400013382	R3 RN WE OT 2nd Shift	\$57.82	Per Hour
4400013382	R3 RN WE OT 3rd Shift	\$57.82	Per Hour
4400013382	R3 RN Holiday 1st Shift	\$43.12	Per Hour
4400013382	R3 RN Holiday 2nd Shift	\$43.12	Per Hour
4400013382	R3 RN Holiday 3rd Shift	\$43.12	Per Hour
4400013382	R3 LPN WD 1st Shift	\$31.45	Per Hour
4400013382	R3 LPN WD 2nd Shift	\$31.45	Per Hour
4400013382	R3 LPN WD 3rd Shift	\$31.45	Per Hour
4400013382	R3 LPN WD OT 1st Shift	\$40.89	Per Hour
4400013382	R3 LPN WD OT 2nd Shift	\$40.89	Per Hour
4400013382	R3 LPN WD OT 3rd Shift	\$40.89	Per Hour
4400013382	R3 LPN WE 1st Shift	\$32.81	Per Hour
4400013382	R3 LPN WE 2nd Shift	\$32.81	Per Hour
4400013382	R3 LPN WE 3rd Shift	\$32.81	Per Hour
4400013382	R3 LPN WE OT 1st Shift	\$42.65	Per Hour
4400013382	R3 LPN WE OT 2nd Shift	\$42.65	Per Hour
4400013382	R3 LPN WE OT 3rd Shift	\$42.65	Per Hour
4400013382	R3 LPN Holiday 1st Shift	\$31.45	Per Hour
4400013382	R3 LPN Holiday 2nd Shift	\$31.45	Per Hour
4400013382	R3 LPN Holiday 3rd Shift	\$31.45	Per Hour
4400013382	R3 CNA WD 1st Shift	\$17.87	Per Hour
4400013382	R3 CNA WD 2nd Shift	\$17.87	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Contracted Medical Staffing
Lot 1 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)

Contract	Short Description	Hourly Rate	UOM
4400013382	R3 CNA WD 3rd Shift	\$17.87	Per Hour
4400013382	R3 CNA WD OT 1st Shift	\$23.24	Per Hour
4400013382	R3 CNA WD OT 2nd Shift	\$23.24	Per Hour
4400013382	R3 CNA WD OT 3rd Shift	\$23.24	Per Hour
4400013382	R3 CNA WE 1st Shift	\$19.23	Per Hour
4400013382	R3 CNA WE 2nd Shift	\$19.23	Per Hour
4400013382	R3 CNA WE 3rd Shift	\$19.23	Per Hour
4400013382	R3 CNA WE OT 1st Shift	\$25.00	Per Hour
4400013382	R3 CNA WE OT 2nd Shift	\$25.00	Per Hour
4400013382	R3 CNA WE OT 3rd Shift	\$25.00	Per Hour
4400013382	R3 CNA Holiday 1st Shift	\$17.87	Per Hour
4400013382	R3 CNA Holiday 2nd Shift	\$17.87	Per Hour
4400013382	R3 CNA Holiday 3rd Shift	\$17.87	Per Hour
4400013382	R3 Executive Nurse Consultant	\$50.55	Per Hour
4400013382	R3 RN Case Manager Nurse	\$47.81	Per Hour
4400013382	R3 RN Quality Improvement Coord	\$56.86	Per Hour
4400013382	R3 RN Claims Review Mgnt Nurse	\$53.59	Per Hour
4400013382	R3 RN Review and Evaluation Nurse of Med Care Svces	\$34.55	Per Hour
4400013382	R3 RN Review and Evaluation Nurse of Med Care Svces - Blended	\$35.41	Per Hour
4400013382	R3 RN Review and Evaluation Nurse of Hospice Care Svces	\$34.55	Per Hour
4400013382	R3 RN Nurse Instructor	\$49.55	Per Hour
4400013382	R3 Nurse Administrator	\$56.86	Per Hour
4400013382	R3 Case Manager Nurse Supervisor	\$68.73	Per Hour
4400013382	R3 RN - DOH Only	\$50.60	Per Hour
4400013382	R3 Nurse Aide Instructor	\$32.42	Per Hour
4400013382	R3 Clinical Quality Improvement Manager	\$59.42	Per Hour
4400013382	R4 RN WD 1st Shift	\$48.07	Per Hour
4400013382	R4 RN WD 2nd Shift	\$48.07	Per Hour
4400013382	R4 RN WD 3rd Shift	\$48.07	Per Hour
4400013382	R4 RN WD OT 1st Shift	\$62.49	Per Hour
4400013382	R4 RN WD OT 2nd Shift	\$62.49	Per Hour
4400013382	R4 RN WD OT 3rd Shift	\$62.49	Per Hour
4400013382	R4 RN WE 1st Shift	\$49.43	Per Hour
4400013382	R4 RN WE 2nd Shift	\$49.43	Per Hour
4400013382	R4 RN WE 3rd Shift	\$49.43	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Contracted Medical Staffing
Lot 1 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)

Contract	Short Description	Hourly Rate	UOM
4400013382	R4 RN WE OT 1st Shift	\$64.26	Per Hour
4400013382	R4 RN WE OT 2nd Shift	\$64.26	Per Hour
4400013382	R4 RN WE OT 3rd Shift	\$64.26	Per Hour
4400013382	R4 RN Holiday 1st Shift	\$48.07	Per Hour
4400013382	R4 RN Holiday 2nd Shift	\$48.07	Per Hour
4400013382	R4 RN Holiday 3rd Shift	\$48.07	Per Hour
4400013382	R4 LPN WD 1st Shift	\$34.82	Per Hour
4400013382	R4 LPN WD 2nd Shift	\$34.82	Per Hour
4400013382	R4 LPN WD 3rd Shift	\$34.82	Per Hour
4400013382	R4 LPN WD OT 1st Shift	\$45.26	Per Hour
4400013382	R4 LPN WD OT 2nd Shift	\$45.26	Per Hour
4400013382	R4 LPN WD OT 3rd Shift	\$45.26	Per Hour
4400013382	R4 LPN WE 1st Shift	\$36.17	Per Hour
4400013382	R4 LPN WE 2nd Shift	\$36.17	Per Hour
4400013382	R4 LPN WE 3rd Shift	\$36.17	Per Hour
4400013382	R4 LPN WE OT 1st Shift	\$47.03	Per Hour
4400013382	R4 LPN WE OT 2nd Shift	\$47.03	Per Hour
4400013382	R4 LPN WE OT 3rd Shift	\$47.03	Per Hour
4400013382	R4 LPN Holiday 1st Shift	\$34.82	Per Hour
4400013382	R4 LPN Holiday 2nd Shift	\$34.82	Per Hour
4400013382	R4 LPN Holiday 3rd Shift	\$34.82	Per Hour
4400013382	R4 CNA WD 1st Shift	\$19.72	Per Hour
4400013382	R4 CNA WD 2nd Shift	\$19.72	Per Hour
4400013382	R4 CNA WD 3rd Shift	\$19.72	Per Hour
4400013382	R4 CNA WD OT 1st Shift	\$25.63	Per Hour
4400013382	R4 CNA WD OT 2nd Shift	\$25.63	Per Hour
4400013382	R4 CNA WD OT 3rd Shift	\$25.63	Per Hour
4400013382	R4 CNA WE 1st Shift	\$21.08	Per Hour
4400013382	R4 CNA WE 2nd Shift	\$21.08	Per Hour
4400013382	R4 CNA WE 3rd Shift	\$21.08	Per Hour
4400013382	R4 CNA WE OT 1st Shift	\$27.40	Per Hour
4400013382	R4 CNA WE OT 2nd Shift	\$27.40	Per Hour
4400013382	R4 CNA WE OT 3rd Shift	\$27.40	Per Hour
4400013382	R4 CNA Holiday 1st Shift	\$19.72	Per Hour
4400013382	R4 CNA Holiday 2nd Shift	\$19.72	Per Hour
4400013382	R4 CNA Holiday 3rd Shift	\$19.72	Per Hour
4400013382	R4 Executive Nurse Consultant	\$52.29	Per Hour
4400013382	R4 RN Case Manager Nurse	\$53.29	Per Hour
4400013382	R4 RN Quality Improvement Coord	\$63.39	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Contracted Medical Staffing
Lot 1 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)

Contract	Short Description	Hourly Rate	UOM
4400013382	R4 RN Claims Review Mgmt Nurse	\$59.75	Per Hour
4400013382	R4 RN Review and Evaluation Nurse of Med Care Svces	\$38.51	Per Hour
4400013382	R4 RN Review and Evaluation Nurse of Med Care Svces - Blended	\$39.47	Per Hour
4400013382	R4 RN Review and Evaluation Nurse of Hospice Care Svces	\$38.51	Per Hour
4400013382	R4 RN Nurse Instructor	\$55.25	Per Hour
4400013382	R4 Nurse Administrator	\$63.39	Per Hour
4400013382	R4 Case Manager Nurse Supervisor	\$68.73	Per Hour
4400013382	R4 RN - DOH Only	\$50.60	Per Hour
4400013382	R4 Nurse Aide Instructor	\$32.42	Per Hour
4400013382	R4 Clinical Quality Improvement Manager	\$59.42	Per Hour
4400013382	R5 RN WD 1st Shift	\$46.06	Per Hour
4400013382	R5 RN WD 2nd Shift	\$46.06	Per Hour
4400013382	R5 RN WD 3rd Shift	\$46.06	Per Hour
4400013382	R5 RN WD OT 1st Shift	\$59.88	Per Hour
4400013382	R5 RN WD OT 2nd Shift	\$59.88	Per Hour
4400013382	R5 RN WD OT 3rd Shift	\$59.88	Per Hour
4400013382	R5 RN WE 1st Shift	\$47.42	Per Hour
4400013382	R5 RN WE 2nd Shift	\$47.42	Per Hour
4400013382	R5 RN WE 3rd Shift	\$47.42	Per Hour
4400013382	R5 RN WE OT 1st Shift	\$61.65	Per Hour
4400013382	R5 RN WE OT 2nd Shift	\$61.65	Per Hour
4400013382	R5 RN WE OT 3rd Shift	\$61.65	Per Hour
4400013382	R5 RN Holiday 1st Shift	\$46.06	Per Hour
4400013382	R5 RN Holiday 2nd Shift	\$46.06	Per Hour
4400013382	R5 RN Holiday 3rd Shift	\$46.06	Per Hour
4400013382	R5 LPN WD 1st Shift	\$33.37	Per Hour
4400013382	R5 LPN WD 2nd Shift	\$33.37	Per Hour
4400013382	R5 LPN WD 3rd Shift	\$33.37	Per Hour
4400013382	R5 LPN WD OT 1st Shift	\$43.38	Per Hour
4400013382	R5 LPN WD OT 2nd Shift	\$43.38	Per Hour
4400013382	R5 LPN WD OT 3rd Shift	\$43.38	Per Hour
4400013382	R5 LPN WE 1st Shift	\$34.72	Per Hour
4400013382	R5 LPN WE 2nd Shift	\$34.72	Per Hour
4400013382	R5 LPN WE 3rd Shift	\$34.72	Per Hour
4400013382	R5 LPN WE OT 1st Shift	\$45.14	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Contracted Medical Staffing
Lot 1 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)

Contract	Short Description	Hourly Rate	UOM
4400013382	R5 LPN WE OT 2nd Shift	\$45.14	Per Hour
4400013382	R5 LPN WE OT 3rd Shift	\$45.14	Per Hour
4400013382	R5 LPN Holiday 1st Shift	\$33.37	Per Hour
4400013382	R5 LPN Holiday 2nd Shift	\$33.37	Per Hour
4400013382	R5 LPN Holiday 3rd Shift	\$33.37	Per Hour
4400013382	R5 CNA WD 1st Shift	\$18.97	Per Hour
4400013382	R5 CNA WD 2nd Shift	\$18.97	Per Hour
4400013382	R5 CNA WD 3rd Shift	\$18.97	Per Hour
4400013382	R5 CNA WD OT 1st Shift	\$24.66	Per Hour
4400013382	R5 CNA WD OT 2nd Shift	\$24.66	Per Hour
4400013382	R5 CNA WD OT 3rd Shift	\$24.66	Per Hour
4400013382	R5 CNA WE 1st Shift	\$20.33	Per Hour
4400013382	R5 CNA WE 2nd Shift	\$20.33	Per Hour
4400013382	R5 CNA WE 3rd Shift	\$20.33	Per Hour
4400013382	R5 CNA WE OT 1st Shift	\$26.43	Per Hour
4400013382	R5 CNA WE OT 2nd Shift	\$26.43	Per Hour
4400013382	R5 CNA WE OT 3rd Shift	\$26.43	Per Hour
4400013382	R5 CNA Holiday 1st Shift	\$18.97	Per Hour
4400013382	R5 CNA Holiday 2nd Shift	\$18.97	Per Hour
4400013382	R5 CNA Holiday 3rd Shift	\$18.97	Per Hour
4400013382	R5 Executive Nurse Consultant	\$54.00	Per Hour
4400013382	R5 RN Case Manager Nurse	\$51.07	Per Hour
4400013382	R5 RN Quality Improvement Coord	\$60.73	Per Hour
4400013382	R5 RN Claims Review Mgmt Nurse	\$57.24	Per Hour
4400013382	R5 RN Review and Evaluation Nurse of Med Care Svces	\$36.89	Per Hour
4400013382	R5 RN Review and Evaluation Nurse of Med Care Svces - Blended	\$37.82	Per Hour
4400013382	R5 RN Review and Evaluation Nurse of Hospice Care Svces	\$36.89	Per Hour
4400013382	R5 RN Nurse Instructor	\$52.93	Per Hour
4400013382	R5 Nurse Administrator	\$60.73	Per Hour
4400013382	R5 Case Manager Nurse Supervisor	\$68.73	Per Hour
4400013382	R5 RN - DOH Only	\$50.60	Per Hour
4400013382	R5 Nurse Aide Instructor	\$32.42	Per Hour
4400013382	R5 Clinical Quality Improvement Manager	\$59.42	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R1 Chief Medical Officer	\$232.57	Per Hour
4400013383	R1 Chief of Psychiatry	\$178.12	Per Hour
4400013383	R1 Dentist Regular	\$110.03	Per Hour
4400013383	R1 Dentist Locum Tenen	\$123.92	Per Hour
4400013383	R1 PCP Regular	\$143.87	Per Hour
4400013383	R1 PCP Regular Effective 5.1.17	\$155.04	Per Hour
4400013383	R1 PCP On Call	\$42.28	Per Hour
4400013383	R1 PCP Locum Tenen	\$164.18	Per Hour
4400013383	R1 Medical Director Regular	\$178.12	Per Hour
4400013383	R1 Medical Director On Call	\$57.15	Per Hour
4400013383	R1 Medical Director Locum Tenen	\$200.22	Per Hour
4400013383	R1 Neurologist	\$216.15	Per Hour
4400013383	R1 Psychiatrist Regular	\$181.45	Per Hour
4400013383	R1 Psychiatrist Regular Eff 5.1.17	\$212.63	Per Hour
4400013383	R1 Psychiatrist On Call	\$49.37	Per Hour
4400013383	R1 Psychiatrist Locum Tenen	\$232.31	Per Hour
4400013383	R1 Psychologist	\$62.89	Per Hour
4400013383	R1 Physician Supervisory	\$172.07	Per Hour
4400013383	R1 Podiatrist	\$182.68	Per Hour
4400013383	R1 Audiologist	\$57.26	Per Hour
4400013383	R1 Occupational Therapist 1 LT	\$57.26	Per Hour
4400013383	R1 Occupational Therapist 2	\$65.09	Per Hour
4400013383	R1 Pharmacist	\$86.33	Per Hour
4400013383	R1 Pharmacist Locum Tenen	\$94.82	Per Hour
4400013383	R1 Pharmacist Technician	\$30.39	Per Hour
4400013383	R1 Physical Therapy Aide	\$26.53	Per Hour
4400013383	R1 Physical Therapist 1	\$49.22	Per Hour
4400013383	R1 Physical Therapist 1 LT	\$63.12	Per Hour
4400013383	R1 Physical Therapist 2	\$65.09	Per Hour
4400013383	R1 Speech Lang & Hearing Spec	\$59.10	Per Hour
4400013383	R1 Speech Lang & Hearing Spec HTF	\$65.01	Per Hour
4400013383	R1 Chief Medical Officer NDC	\$233.66	Per Hour
4400013383	R1 Lead Medical Director NDC	\$159.86	Per Hour
4400013383	R1 Pharmacist NDC	\$88.46	Per Hour
4400013383	R1 Pharmacist Director NDC	\$98.00	Per Hour
4400013383	R1 Pharmacist Director NDC Effective 5.1.17	\$159.65	Per Hour
4400013383	R1 Dentist NDC	\$106.47	Per Hour
4400013383	R1 Orthodontist NDC	\$127.47	Per Hour
4400013383	R1 Primary Care Physician NDC	\$144.87	Per Hour

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**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R1 Primary Care Physician NDC Effective 5.1.17	\$155.04	Per Hour
4400013383	R1 Psychiatrist NDC	\$199.70	Per Hour
4400013383	R1 Psychiatrist NDC Effective 5.1.17	\$212.63	Per Hour
4400013383	R1 Surgeon NDC	\$201.67	Per Hour
4400013383	R1 Physician Specialist NDC	\$207.18	Per Hour
4400013383	R1 Psychologist NDC	\$64.08	Per Hour
4400013383	R1 Medical Economist NDC	\$51.71	Per Hour
4400013383	R1 Behavioral Analyst NDC	\$76.46	Per Hour
4400013383	R1 Chiropractor NDC	\$96.93	Per Hour
4400013383	R1 Neurologist NDC	\$225.34	Per Hour
4400013383	R1 Psychologist SRTP	\$68.03	Per Hour
4400013383	R1 Clinical Therapist SRTP	\$39.75	Per Hour
4400013383	R1 Rehab Specialist SRTP	\$39.38	Per Hour
4400013383	R1 Psychiatrist MD/JD - SRTP	\$302.00	Per Hour
4400013383	R1 Psychiatrist SRTP	\$190.68	Per Hour
4400013383	R1 Psychiatrist SRTP Eff 5.1.17	\$212.63	Per Hour
4400013383	R1 Behavior Specialist	\$46.18	Per Hour
4400013383	R1 Associate Behavior Specialist	\$36.29	Per Hour
4400013383	R1 Senior Behavior Specialist	\$57.97	Per Hour
4400013383	R1 Clinical Supervision Consultant	\$49.14	Per Hour
4400013383	R1 Forensic Psychiatrist	\$166.26	Per Hour
4400013383	R1 Lactation Specialist	\$50.43	Per Hour
4400013383	R1 Clinical Director	\$73.08	Per Hour
4400013383	R1 Psychiatrist In Jail Compt Spec	\$261.00	Per Hour
4400013383	R1 Psychologist In Jail Compt Spec	\$85.50	Per Hour
4400013383	R1 Psychologist In Jail Compt Fellows	\$205.00	Per Hour
4400013383	R1 Certified Respiratory Therapist	\$68.57	Per Hour
4400013383	R1 Cardiologist NDC	\$265.00	Per Hour
4400013383	R1 Gastroenterologist NDC	\$255.00	Per Hour
4400013383	R1 DOH - Neurologist NDC	\$250.00	Per Hour
4400013383	R1 Ophthalmologist NDC	\$230.00	Per Hour
4400013383	R1 Orthopedist NDC	\$265.00	Per Hour
4400013383	R1 DOH - Psychiatrist NDC	\$261.00	Per Hour
4400013383	R1 DOH - PCP NDC	\$245.00	Per Hour
4400013383	R1 Urologist NDC	\$250.00	Per Hour
4400013383	R1 Obstetrics Gynecology NDC	\$250.00	Per Hour
4400013383	R1 Pyschology Director	\$73.08	Per Hour
4400013383	R1 Psychiatrist HTF	\$199.59	Per Hour
4400013383	R1 HTF Physical Therapist 2	\$71.59	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R1 Orientation and Mobility Specialist	\$64.92	Per Hour
4400013383	R1 HTF Licensed Psychologist	\$69.17	Per Hour
4400013383	R1 Dentist HTF	\$121.03	Per Hour
4400013383	R1 Music Therapist	\$51.42	Per Hour
4400013383	R1 Obstetrics Gynecology DC	\$181.76	Per Hour
4400013383	R1 CRNP	\$58.34	Per Hour
4400013383	R1 CRNP Effective 5.1.17	\$61.14	Per Hour
4400013383	R1 CRNP - OT - Effective 5.1.17	\$91.71	Per Hour
4400013383	R1 CRNP GYN	\$60.20	Per Hour
4400013383	R1 CRNP - Psychiatry	\$79.20	Per Hour
4400013383	R1 CRNP - Psychiatry Eff 5.1.17	\$98.59	Per Hour
4400013383	R1 CRNP - OT - Psychiatry Eff 5.1.17	\$147.88	Per Hour
4400013383	R1 Epidemiologist	\$86.40	Per Hour
4400013383	R1 Microbiologist	\$51.30	Per Hour
4400013383	R1 Chemist	\$70.20	Per Hour
4400013383	R1 Registry Specialist	\$71.55	Per Hour
4400013383	R1 Public Health Microbiologist Manager	\$76.15	Per Hour
4400013383	R1 Psychologist NDC OAG ONLY	\$256.00	Per Hour
4400013383	R1 Art Therapist	\$28.00	Per Hour
4400013383	R1 Toxicologist	\$56.58	Per Hour
4400013383	R1 Public Health Specialist	\$61.45	Per Hour
4400013383	R1 Associate Public Project Manager	\$43.62	Per Hour
4400013383	R1 Psychologist NDC OIG Only	\$270.00	Per Hour
4400013383	R1 Clinical Pharmacy Manager	\$119.59	Per Hour
4400013383	R1 Chief Operation Officer	\$128.92	Per Hour
4400013383	R1 Director	\$76.15	Per Hour
4400013383	R1 Project Manager	\$51.92	Per Hour
4400013383	R1 Project Manager DOH Epidemiology Only	\$33.75	Per Hour
4400013383	R1 MMPI-2 Test Fee	\$25.00	Per Hour
4400013383	R1 Jail Based Admin/ Coordinator	\$27.00	Per Hour
4400013383	R2 Chief Medical Officer	\$232.57	Per Hour
4400013383	R2 Chief of Psychiatry	\$178.12	Per Hour
4400013383	R2 Dentist Regular	\$110.03	Per Hour
4400013383	R2 Dentist Locum Tenen	\$123.92	Per Hour
4400013383	R2 PCP Regular	\$143.87	Per Hour
4400013383	R2 PCP Regular Effective 5.1.17	\$155.04	Per Hour
4400013383	R2 PCP On Call	\$42.28	Per Hour
4400013383	R2 PCP Locum Tenen	\$164.18	Per Hour
4400013383	R2 Medical Director Regular	\$178.12	Per Hour

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**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R2 Medical Director On Call	\$57.15	Per Hour
4400013383	R2 Medical Director Locum Tenen	\$200.22	Per Hour
4400013383	R2 Neurologist	\$216.15	Per Hour
4400013383	R2 Psychiatrist Regular	\$181.45	Per Hour
4400013383	R2 Psychiatrist Regular Eff 5.1.17	\$212.63	Per Hour
4400013383	R2 Psychiatrist On Call	\$49.37	Per Hour
4400013383	R2 Psychiatrist Locum Tenen	\$232.31	Per Hour
4400013383	R2 Psychologist	\$62.89	Per Hour
4400013383	R2 Physician Supervisory	\$172.07	Per Hour
4400013383	R2 Podiatrist	\$182.68	Per Hour
4400013383	R2 Audiologist	\$57.26	Per Hour
4400013383	R2 Occupational Therapist 1 LT	\$57.26	Per Hour
4400013383	R2 Occupational Therapist 2	\$65.09	Per Hour
4400013383	R2 Pharmacist	\$86.33	Per Hour
4400013383	R2 Pharmacist Locum Tenen	\$94.82	Per Hour
4400013383	R2 Pharmacist Technician	\$30.39	Per Hour
4400013383	R2 Physical Therapy Aide	\$26.53	Per Hour
4400013383	R2 Physical Therapist 1	\$49.22	Per Hour
4400013383	R2 Physical Therapist 1 LT	\$63.12	Per Hour
4400013383	R2 Physical Therapist 2	\$65.09	Per Hour
4400013383	R2 Speech Lang & Hearing Specialist	\$59.10	Per Hour
4400013383	R2 Speech Lang & Hearing Spec HTF	\$65.01	Per Hour
4400013383	R2 Chief Medical Officer NDC	\$233.66	Per Hour
4400013383	R2 Lead Medical Director NDC	\$159.86	Per Hour
4400013383	R2 Pharmacist NDC	\$88.46	Per Hour
4400013383	R2 Pharmacist Director NDC	\$98.00	Per Hour
4400013383	R2 Pharmacist Director NDC Eff 5.1.17	\$159.65	Per Hour
4400013383	R2 Dentist NDC	\$106.47	Per Hour
4400013383	R2 Orthodontist NDC	\$127.47	Per Hour
4400013383	R2 Primary Care Physician NDC	\$144.87	Per Hour
4400013383	R2 PCP NDC Eff 5.1.17	\$155.04	Per Hour
4400013383	R2 Psychiatrist NDC	\$199.70	Per Hour
4400013383	R2 Psychiatrist NDC Effective 5.1.17	\$212.63	Per Hour
4400013383	R2 Surgeon NDC	\$201.67	Per Hour
4400013383	R2 Physician Specialist NDC	\$207.18	Per Hour
4400013383	R2 Psychologist NDC	\$64.08	Per Hour
4400013383	R2 Medical Economist NDC	\$51.71	Per Hour
4400013383	R2 Behavioral Analyst NDC	\$76.46	Per Hour
4400013383	R2 Chiropractor NDC	\$96.93	Per Hour

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**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R2 Neurologist NDC	\$225.34	Per Hour
4400013383	R2 Psychologist SRTP	\$68.03	Per Hour
4400013383	R2 Clinical Therapist SRTP	\$39.75	Per Hour
4400013383	R2 Rehab Specialist SRTP	\$39.38	Per Hour
4400013383	R2 Psychiatrist MD/JD - SRTP	\$302.00	Per Hour
4400013383	R2 Psychiatrist SRTP	\$190.68	Per Hour
4400013383	R2 Psychiatrist SRTP Eff 5.1.17	\$212.63	Per Hour
4400013383	R2 Behavior Specialist	\$46.18	Per Hour
4400013383	R2 Associate Behavior Specialist	\$36.29	Per Hour
4400013383	R2 Senior Behavior Specialist	\$57.97	Per Hour
4400013383	R2 Clinical Supervision Consultant	\$49.14	Per Hour
4400013383	R2 Forensic Psychiatrist	\$166.26	Per Hour
4400013383	R2 Lactation Specialist	\$50.43	Per Hour
4400013383	R2 Clinical Director	\$73.08	Per Hour
4400013383	R2 Psychiatrist In Jail Compt Spec	\$261.00	Per Hour
4400013383	R2 Psychologist In Jail Compt Spec	\$85.50	Per Hour
4400013383	R2 Psychologist In Jail Compt Fellows	\$205.00	Per Hour
4400013383	R2 Certified Respiratory Therapist	\$68.57	Per Hour
4400013383	R2 Cardiologist NDC	\$265.00	Per Hour
4400013383	R2 Gastroenterologist NDC	\$255.00	Per Hour
4400013383	R2 DOH - Neurologist NDC	\$250.00	Per Hour
4400013383	R2 Ophthalmologist NDC	\$230.00	Per Hour
4400013383	R2 Orthopedist NDC	\$265.00	Per Hour
4400013383	R2 DOH - Psychiatrist NDC	\$261.00	Per Hour
4400013383	R2 DOH - PCP NDC	\$245.00	Per Hour
4400013383	R2 Urologist NDC	\$250.00	Per Hour
4400013383	R2 Obstetrics Gynecology NDC	\$250.00	Per Hour
4400013383	R2 Pyschology Director	\$73.08	Per Hour
4400013383	R2 Psychiatrist HTF	\$199.59	Per Hour
4400013383	R2 HTF Physical Therapist 2	\$71.59	Per Hour
4400013383	R2 Orientation and Mobility Specialist	\$64.92	Per Hour
4400013383	R2 HTF Licensed Psychologist	\$69.17	Per Hour
4400013383	R2 Dentist HTF	\$121.03	Per Hour
4400013383	R2 Music Therapist	\$51.42	Per Hour
4400013383	R2 Obstetrics Gynecology DC	\$181.76	Per Hour
4400013383	R2 CRNP	\$62.36	Per Hour
4400013383	R2 CRNP GYN	\$62.36	Per Hour
4400013383	R2 CRNP - Psychiatry	\$79.20	Per Hour
4400013383	R2 CRNP- Effective 5.1.17	\$61.14	Per Hour

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**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R2 CRNP - OT - Effective 5.1.17	\$91.71	Per Hour
4400013383	R2 CRNP - Psychiatry Eff 5.1.17	\$98.59	Per Hour
4400013383	R2 CRNP - OT - Psychiatry Eff 5.1.17	\$147.88	Per Hour
4400013383	R2 Epidemiologist	\$86.40	Per Hour
4400013383	R2 Microbiologist	\$51.30	Per Hour
4400013383	R2 Chemist	\$70.20	Per Hour
4400013383	R2 Registry Specialist	\$71.55	Per Hour
4400013383	R2 Public Health Microbiologist Manager	\$76.15	Per Hour
4400013383	R2 CRNP - Psychiatry Effective 5.1.17	\$98.59	Per Hour
4400013383	R2 CRNP - OT - Psychiatry Effective 5.1.17	\$147.88	Per Hour
4400013383	R2Psychologist NDC OAG ONLY	\$256.00	Per Hour
4400013383	R2 Art Therapist	\$28.00	Per Hour
4400013383	R2 Toxicologist	\$56.58	Per Hour
4400013383	R2 Public Health Specialist	\$61.45	Per Hour
4400013383	R2 Associate Public Project Manager	\$43.62	Per Hour
4400013383	R2 Psychologist NDC OIG Only	\$270.00	Per Hour
4400013383	R2 Clinical Pharmacy Manager	\$119.59	Per Hour
4400013383	R2 Chief Operation Officer	\$128.92	Per Hour
4400013383	R2 Director	\$76.15	Per Hour
4400013383	R2 Project Manager	\$51.92	Per Hour
4400013383	R2 Project Manager DOH Epidemiology Only	\$33.75	Per Hour
4400013383	R2 MMPI-2 Test Fee	\$25.00	Per Hour
4400013383	R2 Jail Based Admin/ Coordinator	\$27.00	Per Hour
4400013383	R3 Chief Medical Officer	\$232.57	Per Hour
4400013383	R3 Chief of Psychiatry	\$178.12	Per Hour
4400013383	R3 Dentist Regular	\$110.03	Per Hour
4400013383	R3 Dentist Locum Tenen	\$123.92	Per Hour
4400013383	R3 PCP Regular	\$143.87	Per Hour
4400013383	R3 PCP Regular Eff 5.1.17	\$155.04	Per Hour
4400013383	R3 PCP On Call	\$42.28	Per Hour
4400013383	R3 PCP Locum Tenen	\$164.18	Per Hour
4400013383	R3 Medical Director Regular	\$178.12	Per Hour
4400013383	R3 Medical Director On Call	\$57.15	Per Hour
4400013383	R3 Medical Director Locum Tenen	\$200.22	Per Hour
4400013383	R3 Neurologist	\$216.15	Per Hour
4400013383	R3 Psychiatrist Regular	\$181.45	Per Hour
4400013383	R3 Psychiatrist Regular Eff 5.1.17	\$212.63	Per Hour
4400013383	R3 Psychiatrist On Call	\$49.37	Per Hour
4400013383	R3 Psychiatrist Locum Tenen	\$232.31	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R3 Psychologist	\$62.89	Per Hour
4400013383	R3 Physician Supervisory	\$172.07	Per Hour
4400013383	R3 Podiatrist	\$182.68	Per Hour
4400013383	R3 Audiologist	\$57.26	Per Hour
4400013383	R3 Occupational Therapist 1 LT	\$57.26	Per Hour
4400013383	R3 Occupational Therapist 2	\$65.09	Per Hour
4400013383	R3 Pharmacist	\$86.33	Per Hour
4400013383	R3 Pharmacist Locum Tenen	\$94.82	Per Hour
4400013383	R3 Pharmacist Technician	\$30.39	Per Hour
4400013383	R3 Physical Therapy Aide	\$26.53	Per Hour
4400013383	R3 Physical Therapist 1	\$49.22	Per Hour
4400013383	R3 Physical Therapist 1 LT	\$63.12	Per Hour
4400013383	R3 Physical Therapist 2	\$65.09	Per Hour
4400013383	R3 Speech Lang & Hearing Specialist	\$59.10	Per Hour
4400013383	R3 Speech Lang & Hearing Spec HTF	\$65.01	Per Hour
4400013383	R3 Chief Medical Officer NDC	\$233.66	Per Hour
4400013383	R3 Lead Medical Director NDC	\$159.86	Per Hour
4400013383	R3 Pharmacist NDC	\$88.46	Per Hour
4400013383	R3 Pharmacist Director NDC	\$98.00	Per Hour
4400013383	R3 Pharmacist Director NDC Eff 5.1.17	\$159.65	Per Hour
4400013383	R3 Dentist NDC	\$106.47	Per Hour
4400013383	R3 Orthodontist NDC	\$127.47	Per Hour
4400013383	R3 Primary Care Physician NDC	\$144.87	Per Hour
4400013383	R3 PCP NDC Eff 5.1.17	\$155.04	Per Hour
4400013383	R3 Psychiatrist NDC	\$199.70	Per Hour
4400013383	R3 Psychiatrist NDC Effective 5.1.17	\$212.63	Per Hour
4400013383	R3 Surgeon NDC	\$201.67	Per Hour
4400013383	R3 Physician Specialist NDC	\$207.18	Per Hour
4400013383	R3 Psychologist NDC	\$64.08	Per Hour
4400013383	R3 Medical Economist NDC	\$51.71	Per Hour
4400013383	R3 Behavioral Analyst NDC	\$76.46	Per Hour
4400013383	R3 Chiropractor NDC	\$96.93	Per Hour
4400013383	R3 Neurologist NDC	\$225.34	Per Hour
4400013383	R3 Psychologist SRTP	\$68.03	Per Hour
4400013383	R3 Clinical Therapist SRTP	\$39.75	Per Hour
4400013383	R3 Rehab Specialist SRTP	\$39.38	Per Hour
4400013383	R3 Psychiatrist MD/JD - SRTP	\$302.00	Per Hour
4400013383	R3 Psychiatrist SRTP	\$190.68	Per Hour
4400013383	R3 Psychiatrist SRTP Eff 5.1.17	\$212.63	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R3 Behavior Specialist	\$46.18	Per Hour
4400013383	R3 Associate Behavior Specialist	\$36.29	Per Hour
4400013383	R3 Senior Behavior Specialist	\$57.97	Per Hour
4400013383	R3 Clinical Supervision Consultant	\$49.14	Per Hour
4400013383	R3 Forensic Psychiatrist	\$166.26	Per Hour
4400013383	R3 Lactation Specialist	\$50.43	Per Hour
4400013383	R3 Clinical Director	\$73.08	Per Hour
4400013383	R3 Psychiatrist In Jail Compt Spec	\$261.00	Per Hour
4400013383	R3 Psychologist In Jail Compt Spec	\$85.50	Per Hour
4400013383	R3 Psychologist In Jail Compt Fellows	\$205.00	Per Hour
4400013383	R3 Certified Respiratory Therapist	\$68.57	Per Hour
4400013383	R3 Cardiologist NDC	\$265.00	Per Hour
4400013383	R3 Gastroenterologist NDC	\$255.00	Per Hour
4400013383	R3 DOH - Neurologist NDC	\$250.00	Per Hour
4400013383	R3 Ophthalmologist NDC	\$230.00	Per Hour
4400013383	R3 Orthopedist NDC	\$265.00	Per Hour
4400013383	R3 DOH - Psychiatrist NDC	\$261.00	Per Hour
4400013383	R3 DOH - PCP NDC	\$245.00	Per Hour
4400013383	R3 Urologist NDC	\$250.00	Per Hour
4400013383	R3 Obstetrics Gynecology NDC	\$250.00	Per Hour
4400013383	R3 Pyschology Director	\$73.08	Per Hour
4400013383	R3 Psychiatrist HTF	\$199.59	Per Hour
4400013383	R3 HTF Physical Therapist 2	\$71.59	Per Hour
4400013383	R3 Orientation and Mobility Specialist	\$64.92	Per Hour
4400013383	R3 HTF Licensed Psychologist	\$69.17	Per Hour
4400013383	R3 Dentist HTF	\$121.03	Per Hour
4400013383	R3 Music Therapist	\$51.42	Per Hour
4400013383	R3 Obstetrics Gynecology DC	\$181.76	Per Hour
4400013383	R3 CRNP	\$61.14	Per Hour
4400013383	R3 CRNP GYN	\$63.09	Per Hour
4400013383	R3 CRNP - Psychiatry	\$79.20	Per Hour
4400013383	R3 CRNP - Psychiatry Effective 5.1.17	\$98.59	Per Hour
4400013383	R3 CRNP- Effective 5.1.17	\$61.14	Per Hour
4400013383	R3 CRNP - OT - Effective 5.1.17	\$91.71	Per Hour
4400013383	R3 CRNP - Psychiatry Eff 5.1.17	\$98.59	Per Hour
4400013383	R3 CRNP - OT - Psychiatry Eff 5.1.17	\$147.88	Per Hour
4400013383	R3 Epidemiologist	\$86.40	Per Hour
4400013383	R3 Microbiologist	\$51.30	Per Hour
4400013383	R3 Chemist	\$70.20	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R3 Registry Specialist	\$71.55	Per Hour
4400013383	R3 Public Health Microbiologist Manager	\$76.15	Per Hour
4400013383	R3 Psychologist NDC OAG ONLY	\$256.00	Per Hour
4400013383	R3 Art Therapist	\$28.00	Per Hour
4400013383	R3 Toxicologist	\$56.58	Per Hour
4400013383	R3 Public Health Specialist	\$61.45	Per Hour
4400013383	R3 Associate Public Project Manager	\$43.62	Per Hour
4400013383	R3 Psychologist NDC OIG Only	\$270.00	Per Hour
4400013383	R3 Clinical Pharmacy Manager	\$119.59	Per Hour
4400013383	R3 Chief Operation Officer	\$128.92	Per Hour
4400013383	R3 Director	\$76.15	Per Hour
4400013383	R3 Project Manager	\$51.92	Per Hour
4400013383	R3 Project Manager DOH Epidemiology Only	\$33.75	Per Hour
4400013383	R3 MMPI-2 Test Fee	\$25.00	Per Hour
4400013383	R3 Jail Based Admin/ Coordinator	\$27.00	Per Hour
4400013383	R4 Chief Medical Officer	\$232.57	Per Hour
4400013383	R4 Chief of Psychiatry	\$178.12	Per Hour
4400013383	R4 Dentist Regular	\$110.03	Per Hour
4400013383	R4 Dentist Locum Tenen	\$123.92	Per Hour
4400013383	R4 PCP Regular	\$143.87	Per Hour
4400013383	R4 PCP Regular Eff 5.1.17	\$155.04	Per Hour
4400013383	R4 PCP On Call	\$42.28	Per Hour
4400013383	R4 PCP Locum Tenen	\$164.18	Per Hour
4400013383	R4 Medical Director Regular	\$178.12	Per Hour
4400013383	R4 Medical Director On Call	\$57.15	Per Hour
4400013383	R4 Medical Director Locum Tenen	\$200.22	Per Hour
4400013383	R4 Neurologist	\$216.15	Per Hour
4400013383	R4 Psychiatrist Regular	\$181.45	Per Hour
4400013383	R4 Psychiatrist Regular Eff 5.1.17	\$212.63	Per Hour
4400013383	R4 Psychiatrist On Call	\$49.37	Per Hour
4400013383	R4 Psychiatrist Locum Tenen	\$232.31	Per Hour
4400013383	R4 Psychologist	\$62.89	Per Hour
4400013383	R4 Physician Supervisory	\$172.07	Per Hour
4400013383	R4 Podiatrist	\$182.68	Per Hour
4400013383	R4 Audiologist	\$57.26	Per Hour
4400013383	R4 Occupational Therapist 1 LT	\$57.26	Per Hour
4400013383	R4 Occupational Therapist 2	\$65.09	Per Hour
4400013383	R4 Pharmacist	\$86.33	Per Hour
4400013383	R4 Pharmacist Locum Tenen	\$94.82	Per Hour

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**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R4 Pharmacist Technician	\$30.39	Per Hour
4400013383	R4 Senior Pharmacy Program Analyst	\$112.45	Per Hour
4400013383	R4 Physical Therapy Aide	\$26.53	Per Hour
4400013383	R4 Physical Therapist 1	\$49.22	Per Hour
4400013383	R4 Physical Therapist 1 LT	\$63.12	Per Hour
4400013383	R4 Physical Therapist 2	\$65.09	Per Hour
4400013383	R4 Speech Lang & Hearing Specialist	\$59.10	Per Hour
4400013383	R4 Speech Lang & Hearing Spec HTF	\$65.01	Per Hour
4400013383	R4 Chief Medical Officer NDC	\$233.66	Per Hour
4400013383	R4 Lead Medical Director NDC	\$159.86	Per Hour
4400013383	R4 Pharmacist NDC	\$88.46	Per Hour
4400013383	R4 Pharmacist Director NDC	\$98.00	Per Hour
4400013383	R4 Pharmacist Director NDC Eff 5.1.17	\$159.65	Per Hour
4400013383	R4 Dentist NDC	\$106.47	Per Hour
4400013383	R4 Orthodontist NDC	\$127.47	Per Hour
4400013383	R4 Primary Care Physician NDC	\$144.87	Per Hour
4400013383	R4 PCP NDC Effective 5.1.17	\$155.04	Per Hour
4400013383	R4 Psychiatrist NDC	\$199.70	Per Hour
4400013383	R4 Psychiatrist NDC Effective 5.1.17	\$212.63	Per Hour
4400013383	R4 Surgeon NDC	\$201.67	Per Hour
4400013383	R4 Physician Specialist NDC	\$207.18	Per Hour
4400013383	R4 Psychologist NDC	\$64.08	Per Hour
4400013383	R4 Exec Medical Economist NDC	\$69.71	Per Hour
4400013383	R4 Senior Medical Economist NDC	\$99.76	Per Hour
4400013383	R4 Associate Medical Economist NDC	\$49.29	Per Hour
4400013383	R4 Behavioral Analyst NDC	\$76.46	Per Hour
4400013383	R4 Chiropractor NDC	\$96.93	Per Hour
4400013383	R4 Neurologist NDC	\$225.34	Per Hour
4400013383	R4 Psychologist SRTP	\$68.03	Per Hour
4400013383	R4 Clinical Therapist SRTP	\$39.75	Per Hour
4400013383	R4 Rehab Specialist SRTP	\$39.38	Per Hour
4400013383	R4 Psychiatrist MD/JD - SRTP	\$302.00	Per Hour
4400013383	R4 Psychiatrist SRTP	\$190.68	Per Hour
4400013383	R4 Psychiatrist SRTP Eff 5.1.17	\$212.63	Per Hour
4400013383	R4 Behavior Spec	\$46.18	Per Hour
4400013383	R4 Assoc Behavior Spe	\$36.29	Per Hour
4400013383	R4 Sr Behavior Spec	\$57.97	Per Hour
4400013383	R4 Clinical Supervision Consultant	\$49.14	Per Hour
4400013383	R4 Forensic Psychiatrist	\$166.26	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)

Contract #	Short Description	Hourly Rate	UOM
4400013383	R4 Lactation Specialist	\$50.43	Per Hour
4400013383	R4 Clinical Director	\$73.08	Per Hour
4400013383	R4 Psychiatrist In Jail Compt Spec	\$261.00	Per Hour
4400013383	R4 Psychologist In Jail Compt Spec	\$85.50	Per Hour
4400013383	R4 Psychologist In Jail Compt Fellows	\$205.00	Per Hour
4400013383	R4 Certified Respiratory Therapist	\$68.57	Per Hour
4400013383	R4 Cardiologist NDC	\$265.00	Per Hour
4400013383	R4 Gastroenterologist NDC	\$255.00	Per Hour
4400013383	R4 DOH - Neurologist NDC	\$250.00	Per Hour
4400013383	R4 Ophthalmologist NDC	\$230.00	Per Hour
4400013383	R4 Orthopedist NDC	\$265.00	Per Hour
4400013383	R4 DOH - Psychiatrist NDC	\$261.00	Per Hour
4400013383	R4 DOH - PCP NDC	\$245.00	Per Hour
4400013383	R4 Urologist NDC	\$250.00	Per Hour
4400013383	R4 Obstetrics Gynecology NDC	\$250.00	Per Hour
4400013383	R4 Pyschology Director	\$73.08	Per Hour
4400013383	R4 Psychiatrist HTF	\$199.59	Per Hour
4400013383	R4 HTF Physical Therapist 2	\$71.59	Per Hour
4400013383	R4 Orientation and Mobility Specialist	\$64.92	Per Hour
4400013383	R4 HTF Licensed Psychologist	\$69.17	Per Hour
4400013383	R4 Dentist HTF	\$121.03	Per Hour
4400013383	R4 Music Therapist	\$51.42	Per Hour
4400013383	R4 Obstetrics Gynecology DC	\$181.76	Per Hour
4400013383	R4 CRNP	\$62.36	Per Hour
4400013383	R4 CRNP GYN	\$62.36	Per Hour
4400013383	R4 CRNP - Psychiatry	\$79.20	Per Hour
4400013383	R4 CRNP - Psychiatry Effective 5.1.17	\$98.59	Per Hour
4400013383	R4 CRNP - OT - Psychiatry Eff 5.1.17	\$147.88	Per Hour
4400013383	R4 CRNP- Effective 5.1.17	\$61.14	Per Hour
4400013383	R4 CRNP - OT - Effective 5.1.17	\$91.71	Per Hour
4400013383	R4 Medical Economist	\$51.71	Per Hour
4400013383	R4 Epidemiologist	\$86.40	Per Hour
4400013383	R4 Microbiologist	\$51.30	Per Hour
4400013383	R4 Chemist	\$70.20	Per Hour
4400013383	R4 Registry Specialist	\$71.55	Per Hour
4400013383	R4 Public Health Microbiologist Manager	\$76.15	Per Hour
4400013383	R4 Psychologist NDC OAG ONLY	\$256.00	Per Hour
4400013383	R4 Art Therapist	\$28.00	Per Hour
4400013383	R4 Toxicologist	\$56.58	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R4 Public Health Specialist	\$61.45	Per Hour
4400013383	R4 Associate Public Project Manager	\$43.62	Per Hour
4400013383	R4 Psychologist NDC OIG Only	\$270.00	Per Hour
4400013383	R4 Clinical Pharmacy Manager	\$119.59	Per Hour
4400013383	R4 Chief Operation Officer	\$128.92	Per Hour
4400013383	R4 Director	\$76.15	Per Hour
4400013383	R4 Project Manager	\$51.92	Per Hour
4400013383	R4 Project Manager DOH Epidemiology Only	\$33.75	Per Hour
4400013383	R4 MMPI-2 Test Fee	\$25.00	Per Hour
4400013383	R4 Jail Based Admin/ Coordinator	\$27.00	Per Hour
4400013383	R5 Chief Medical Officer	\$232.57	Per Hour
4400013383	R5 Chief of Psychiatry	\$178.12	Per Hour
4400013383	R5 Dentist Regular	\$110.03	Per Hour
4400013383	R5 Dentist Locum Tenen	\$123.92	Per Hour
4400013383	R5 PCP Regular	\$143.87	Per Hour
4400013383	R5 PCP Regular Effective 5.1.17	\$155.04	Per Hour
4400013383	R5 PCP On Call	\$42.28	Per Hour
4400013383	R5 PCP Locum Tenen	\$164.18	Per Hour
4400013383	R5 Medical Director Regular	\$178.12	Per Hour
4400013383	R5 Medical Director On Call	\$57.15	Per Hour
4400013383	R5 Medical Director Locum Tenen	\$200.22	Per Hour
4400013383	R5 Neurologist	\$216.15	Per Hour
4400013383	R5 Psychiatrist Regular	\$181.45	Per Hour
4400013383	R5 Psychiatrist Regular Eff 5.1.17	\$212.63	Per Hour
4400013383	R5 Psychiatrist On Call	\$49.37	Per Hour
4400013383	R5 Psychiatrist Locum Tenen	\$232.31	Per Hour
4400013383	R5 Psychologist	\$62.89	Per Hour
4400013383	R5 Physician Supervisory	\$172.07	Per Hour
4400013383	R5 Podiatrist	\$182.68	Per Hour
4400013383	R5 Audiologist	\$57.26	Per Hour
4400013383	R5 Occupational Therapist 1 LT	\$57.26	Per Hour
4400013383	R5 Occupational Therapist 2	\$65.09	Per Hour
4400013383	R5 Pharmacist	\$86.33	Per Hour
4400013383	R5 Pharmacist Locum Tenen	\$94.82	Per Hour
4400013383	R5 Pharmacist Technician	\$30.39	Per Hour
4400013383	R5 Physical Therapy Aide	\$26.53	Per Hour
4400013383	R5 Physical Therapist 1	\$49.22	Per Hour
4400013383	R5 Physical Therapist 1 LT	\$63.12	Per Hour
4400013383	R5 Physical Therapist 2	\$65.09	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract #	Short Description	Hourly Rate	UOM
4400013383	R5 Speech Lang & Hearing Spec	\$59.10	Per Hour
4400013383	R5 Speech Lang & Hearing Spec HTF	\$65.01	Per Hour
4400013383	R5 Chief Medical Officer NDC	\$233.66	Per Hour
4400013383	R5 Lead Medical Director NDC	\$159.86	Per Hour
4400013383	R5 Pharmacist NDC	\$88.46	Per Hour
4400013383	R5 Pharmacist Director NDC	\$98.00	Per Hour
4400013383	R5 Pharmacist Director NDC Eff 5.1.17	\$159.65	Per Hour
4400013383	R5 Dentist NDC	\$106.47	Per Hour
4400013383	R5 Orthodontist NDC	\$127.47	Per Hour
4400013383	R5 Primary Care Physician NDC	\$144.87	Per Hour
4400013383	R5 PCP NDC Eff 5.1.17	\$155.04	Per Hour
4400013383	R5 Psychiatrist NDC	\$199.70	Per Hour
4400013383	R5 Psychiatrist NDC Effective 5.1.17	\$212.63	Per Hour
4400013383	R5 Surgeon NDC	\$201.67	Per Hour
4400013383	R5 Physician Specialist NDC	\$207.18	Per Hour
4400013383	R5 Psychologist NDC	\$64.08	Per Hour
4400013383	R5 Medical Economist NDC	\$51.71	Per Hour
4400013383	R5 Behavioral Analyst NDC	\$76.46	Per Hour
4400013383	R5 Chiropractor NDC	\$96.93	Per Hour
4400013383	R5 Neurologist NDC	\$225.34	Per Hour
4400013383	R5 Psychologist SRTP	\$68.03	Per Hour
4400013383	R5 Clinical Therapist SRTP	\$39.75	Per Hour
4400013383	R5 Rehab Specialist SRTP	\$39.38	Per Hour
4400013383	R5 Psychiatrist MD/JD - SRTP	\$302.00	Per Hour
4400013383	R5 Psychiatrist SRTP	\$190.68	Per Hour
4400013383	R5 Psychiatrist SRTP Eff 5.1.17	\$212.63	Per Hour
4400013383	R5 Behavior Specialist	\$46.18	Per Hour
4400013383	R5 Assoc Behavior Specialist	\$36.29	Per Hour
4400013383	R5 Senior Behavior Specialist	\$57.97	Per Hour
4400013383	R5 Clinical Supervision Consultant	\$49.14	Per Hour
4400013383	R5 Forensic Psychiatrist	\$166.26	Per Hour
4400013383	R5 Lactation Specialist	\$50.43	Per Hour
4400013383	R5 Clinical Director	\$73.08	Per Hour
4400013383	R5 Psychiatrist In Jail Compt Spec	\$261.00	Per Hour
4400013383	R5 Psychologist In Jail Compt Spec	\$85.50	Per Hour
4400013383	R5 Psychologist In Jail Compt Fellows	\$205.00	Per Hour
4400013383	R5 Certified Respiratory Therapist	\$68.57	Per Hour
4400013383	R5 Cardiologist NDC	\$265.00	Per Hour
4400013383	R5 Gastroenterologist NDC	\$255.00	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)

Contract #	Short Description	Hourly Rate	UOM
4400013383	R5 DOH - Neurologist NDC	\$250.00	Per Hour
4400013383	R5 Ophthalmologist NDC	\$230.00	Per Hour
4400013383	R5 Orthopedist NDC	\$265.00	Per Hour
4400013383	R5 DOH - Psychiatrist NDC	\$261.00	Per Hour
4400013383	R5 DOH - PCP NDC	\$245.00	Per Hour
4400013383	R5 Urologist NDC	\$250.00	Per Hour
4400013383	R5 Obstetrics Gynecology NDC	\$250.00	Per Hour
4400013383	R5 Psychology Director	\$73.08	Per Hour
4400013383	R5 Psychiatrist HTF	\$199.59	Per Hour
4400013383	R5 HTF Physical Therapist 2	\$71.59	Per Hour
4400013383	R5 Orientation and Mobility Specialist	\$64.92	Per Hour
4400013383	R5 HTF Licensed Psychologist	\$69.17	Per Hour
4400013383	R5 Dentist HTF	\$121.03	Per Hour
4400013383	R5 Music Therapist	\$51.42	Per Hour
4400013383	R5 Obstetrics Gynecology DC	\$181.76	Per Hour
4400013383	R5 CRNP	\$65.30	Per Hour
4400013383	R5 CRNP GYN	\$66.66	Per Hour
4400013383	R5 CRNP - Psychiatry	\$79.20	Per Hour
4400013383	R5 CRNP- Effective 5.1.17	\$61.14	Per Hour
4400013383	R5 CRNP - OT - Effective 5.1.17	\$91.71	Per Hour
4400013383	R5 CRNP - Psychiatry Effective 5.1.17	\$98.59	Per Hour
4400013383	R5 CRNP - OT - Psychiatry Eff 5.1.17	\$147.88	Per Hour
4400013383	R5 Epidemiologist	\$86.40	Per Hour
4400013383	R5 Microbiologist	\$51.30	Per Hour
4400013383	R5 Chemist	\$70.20	Per Hour
4400013383	R5 Registry Specialist	\$71.55	Per Hour
4400013383	R5 Public Health Microbiologist Manager	\$76.15	Per Hour
4400013383	R5 Psychologist NDC OAG ONLY	\$256.00	Per Hour
4400013383	R5 Art Therapist	\$28.00	Per Hour
4400013383	R5 Toxicologist	\$56.58	Per Hour
4400013383	R5 Public Health Specialist	\$61.45	Per Hour
4400013383	R5 Associate Public Project Manager	\$43.62	Per Hour
4400013383	R5 Psychologist NDC OIG Only	\$270.00	Per Hour
4400013383	R5 Clinical Pharmacy Manager	\$119.59	Per Hour
4400013383	R5 Chief Operation Officer	\$128.92	Per Hour
4400013383	R5 Director	\$76.15	Per Hour
4400013383	R5 Project Manager	\$51.92	Per Hour
4400013383	R5 Project Manager DOH Epidemiology Only	\$33.75	Per Hour
4400013383	R5 MMPI-2 Test Fee	\$25.00	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Contracted Medical Staffing
Lot 2 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)

Contract #	Short Description	Hourly Rate	UOM
4400013383	R5 Jail Based Admin/ Coordinator	\$27.00	Per Hour

**Appendix K - Contracted Medical Staffing
Lot 3 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract	Short Description	Hourly Rate	UOM
4400013384	R1 Psychologist NDC Centene Merger	\$64.08	Per Hour
4400013384	R1 Behavioral Analyst NDC Centene Merger	\$76.46	Per Hour
4400013384	R1 Chief Medical Officer NDC Centene Merger	\$233.66	Per Hour
4400013384	R1 Behavioral Specialist NDC Centene Merger	\$46.18	Per Hour
4400013384	R1 Clinical Pharmacy Manager Centene Merger	\$119.59	Per Hour
4400013384	R1 Dentist NDC Centene Merger	\$106.47	Per Hour
4400013384	R1 Ophthalmologist Centene Merger	\$230.00	Per Hour
4400013384	R1 Pharmacy Director Centene Merger	\$159.65	Per Hour
4400013384	R1 Pharmacist NDC Centene Merger	\$88.46	Per Hour
4400013384	R1 Physician Specialist Centene Merger	\$207.18	Per Hour
4400013384	R1 Physician Specialist NDC Centene Merger	\$207.18	Per Hour
4400013384	R1 Psychiatrist NDC Centene Merger	\$212.63	Per Hour
4400013384	R1 Surgeon NDC Centene Merger	\$201.67	Per Hour
4400013384	R1 Dental Hygienist Direct Care	\$44.31	Per Hour
4400013384	R1 Dental Assistant Direct Care	\$18.97	Per Hour
4400013384	R1 Administrative Assistant	\$19.05	Per Hour
4400013384	R1 Certified Medical Coder	\$33.66	Per Hour
4400013384	R1 Financial Representative	\$25.57	Per Hour
4400013384	R1 Financial Rep Blended Rate	\$26.20	Per Hour
4400013384	R1 Program Specialist	\$39.16	Per Hour
4400013384	R1 Program Spec Blended Rate	\$40.14	Per Hour
4400013384	R1 Social Worker	\$0.01	Per Hour
4400013384	R1 Medical Records Assistant	\$17.14	Per Hour
4400013384	R1 Medical Records Technician	\$20.10	Per Hour
4400013384	R1 Medical Records Director	\$44.41	Per Hour
4400013384	R1 Medical Assistant	\$20.61	Per Hour
4400013384	R1 Fiscal Assistant	\$19.05	Per Hour
4400013384	R1 Quality Improvement Info Spec	\$58.59	Per Hour
4400013384	R1 Quality Improvement Manager	\$68.73	Per Hour
4400013384	R1 Pharmacy Coordinator	\$26.23	Per Hour
4400013384	R1 Dental Hygienist NDC	\$44.31	Per Hour
4400013384	R1 Quality Mgmt Rep	\$55.29	Per Hour
4400013384	R1 Program Monitor	\$42.02	Per Hour
4400013384	R1 Prog Tech Train-Support	\$28.70	Per Hour
4400013384	R1 Fiscal and Grants Manager	\$47.47	Per Hour
4400013384	R1 Outreach and Training Coord	\$37.29	Per Hour
4400013384	R1 Program Representative	\$62.38	Per Hour
4400013384	R1 Area Quality Management Lead	\$58.25	Per Hour
4400013384	R1 Risk Management Specialist	\$44.94	Per Hour
4400013384	R1 Admin Ent Prov Oversight Lead	\$42.47	Per Hour
4400013384	R1 Policy Specialist	\$41.29	Per Hour
4400013384	R1 Clinical Director	\$58.75	Per Hour
4400013384	R1 Admin Oversight Monitor Lead	\$49.08	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
Lot 3 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract	Short Description	Hourly Rate	UOM
4400013384	R1 Lead Pharmacy Coordinator NDC	\$30.73	Per Hour
4400013384	R1 Clinical Dietician	\$39.12	Per Hour
4400013384	R1 Senior Program and Policy Review Specialist	\$66.26	Per Hour
4400013384	R1 Program Manager Blended Rate	\$54.69	Per Hour
4400013384	R1 Social Worker 1 Effective 5.1.17	\$23.10	Per Hour
4400013384	R1 Social Worker 2 Effective 5.1.17	\$26.50	Per Hour
4400013384	R1 Senior Social Worker	\$35.00	Per Hour
4400013384	R1 Financial Representative 1 Effective 5.1.17	\$20.30	Per Hour
4400013384	R1 Financial Representative 2 Effective 5.1.17	\$25.57	Per Hour
4400013384	R1 Program Specialist 1 Effective 5.1.17	\$32.41	Per Hour
4400013384	R1 Program Specialist 2 Effective 5.1.17	\$39.16	Per Hour
4400013384	R1 Prog Special 2 BLENDED Effect 5.1.17	\$40.14	Per Hour
4400013384	R1 Direct Service Professional	\$23.21	Per Hour
4400013384	R1 Pharmacy Supervisor	\$40.52	Per Hour
4400013384	R1 Peer Support	\$23.13	Per Hour
4400013384	R1 Primary Care Physician NDC Centene Merger	\$155.04	Per Hour
4400013384	R1 Senior Pharmacy Program Analyst Centene Merger	\$112.45	Per Hour
4400013384	R1 Associate Medical Economist Centene Merger	\$49.29	Per Hour
4400013384	R1 Executive Medical Economist Centene Merger	\$69.71	Per Hour
4400013384	R1 Senior Medical Economist Centene Merger	\$99.76	Per Hour
4400013384	R1 Project Manager Centene Merger	\$43.32	Per Hour
4400013384	R1 Director Centene Merger	\$76.15	Per Hour
4400013384	R1 Public Health Specialist Centene Merger	\$61.45	Per Hour
4400013384	R1 Chief Operating Officer Centene Merger	\$128.92	Per Hour
4400013384	R1 Medical Records Abstractor	\$42.47	Per Hour
4400013384	R2 Psychologist NDC Centene Merger	\$64.08	Per Hour
4400013384	R2 Nurse Aide Training Advisor PDE Only	\$50.60	Per Hour
4400013384	R2 Behavioral Analyst NDC Centene Merger	\$76.46	Per Hour
4400013384	R2 Chief Medical Officer NDC Centene Merger	\$233.66	Per Hour
4400013384	R2 Behavioral Specialist NDC Centene Merger	\$46.18	Per Hour
4400013384	R2 Clinical Pharmacy Manager Centene Merger	\$119.59	Per Hour
4400013384	R2 Dentist NDC Centene Merger	\$106.47	Per Hour
4400013384	R2 Ophthalmologist Centene Merger	\$230.00	Per Hour
4400013384	R2 Pharmacy Director Centene Merger	\$159.65	Per Hour
4400013384	R2 Pharmacist NDC Centene Merger	\$88.46	Per Hour
4400013384	R2 Physician Specialist Centene Merger	\$207.18	Per Hour
4400013384	R2 Physician Specialist NDC Centene Merger	\$207.18	Per Hour
4400013384	R2 Psychiatrist NDC Centene Merger	\$212.63	Per Hour
4400013384	R2 Surgeon NDC Centene Merger	\$201.67	Per Hour
4400013384	R2 Dental Hygienist Direct Care	\$201.67	Per Hour
4400013384	R2 Dental Assistant Direct Care	\$20.87	Per Hour
4400013384	R2 Administrative Assistant	\$19.05	Per Hour
4400013384	R2 Certified Medical Coder	\$37.08	Per Hour

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**Appendix K - Contracted Medical Staffing
Lot 3 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract	Short Description	Hourly Rate	UOM
4400013384	R2 Financial Representative	\$28.14	Per Hour
4400013384	R2 Financial Rep Blended Rate	\$28.85	Per Hour
4400013384	R2 Program Specialist	\$41.03	Per Hour
4400013384	R2 Social Worker	\$0.01	Per Hour
4400013384	R2 Medical Records Assistant	\$18.88	Per Hour
4400013384	R2 Medical Records Technician	\$22.12	Per Hour
4400013384	R2 Medical Records Director	\$44.41	Per Hour
4400013384	R2 Medical Assistant	\$22.69	Per Hour
4400013384	R2 Fiscal Assistant	\$19.05	Per Hour
4400013384	R2 Quality Improvement Info Spec	\$64.51	Per Hour
4400013384	R2 Quality Improvement Manager	\$72.03	Per Hour
4400013384	R2 Pharmacy Coordinator	\$28.88	Per Hour
4400013384	R2 Dental Hygienist NDC	\$48.80	Per Hour
4400013384	R2 Quality Mgmt Rep	\$60.89	Per Hour
4400013384	R2 Program Specialist	\$41.03	Per Hour
4400013384	R2 Program Spec Blended Rate	\$42.06	Per Hour
4400013384	R2 Program Monitor	\$46.28	Per Hour
4400013384	R2 Prog Tech Train-Support	\$31.60	Per Hour
4400013384	R2 Fiscal and Grants Manager	\$52.29	Per Hour
4400013384	R2 Outreach and Trng Coordinator	\$41.07	Per Hour
4400013384	R2 Program Representative	\$68.71	Per Hour
4400013384	R2 Area Quality Management Lead	\$64.15	Per Hour
4400013384	R2 Risk Management Specialist	\$49.48	Per Hour
4400013384	R2 Admin Ent Prov Oversight Lead	\$42.47	Per Hour
4400013384	R2 Policy Specialist	\$45.47	Per Hour
4400013384	R2 Clinical Director	\$64.70	Per Hour
4400013384	R2 Admin Oversight Monitor Lead	\$49.08	Per Hour
4400013384	R2 Lead Pharmacy Coordinator NDC	\$33.84	Per Hour
4400013384	R2 Clinical Dietician	\$43.08	Per Hour
4400013384	R2 Senior Program and Policy Review Specialist	\$66.26	Per Hour
4400013384	R2 Program Manager Blended Rate	\$59.07	Per Hour
4400013384	R2 Social Worker 1 Effective 5.1.17	\$23.10	Per Hour
4400013384	R2 Social Worker 2 Effective 5.1.17	\$26.50	Per Hour
4400013384	R2 Senior Social Worker Effective 5.1.17	\$35.00	Per Hour
4400013384	R2 Financial Representative 1 Effective 5.1.17	\$20.30	Per Hour
4400013384	R2 Financial Representative 2 Effective 5.1.17	\$28.14	Per Hour
4400013384	R2 Program Specialist 1 Effective 5.1.17	\$32.41	Per Hour
4400013384	R2 Program Specialist 2 Effective 5.1.17	\$41.03	Per Hour
4400013384	R2 Prog Special 2 BLENDED Effect 5.1.17	\$42.06	Per Hour
4400013384	R2 Direct Service Professional	\$23.21	Per Hour
4400013384	R2 Pharmacy Supervisor	\$40.52	Per Hour
4400013384	R2 Peer Support	\$23.13	Per Hour
4400013384	R2 Primary Care Physician NDC Centene Merger	\$155.04	Per Hour

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**Appendix K - Contracted Medical Staffing
Lot 3 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract	Short Description	Hourly Rate	UOM
4400013384	R2 Senior Pharmacy Program Analyst Centene Merger	\$112.45	Per Hour
4400013384	R2 Associate Medical Economist Centene Merger	\$49.29	Per Hour
4400013384	R2 Executive Medical Economist Centene Merger	\$69.71	Per Hour
4400013384	R2 Senior Medical Economist Centene Merger	\$99.76	Per Hour
4400013384	R2 Project Manager Centene Merger	\$43.32	Per Hour
4400013384	R2 Director Centene Merger	\$76.15	Per Hour
4400013384	R2 Public Health Specialist Centene Merger	\$61.45	Per Hour
4400013384	R2 Chief Operating Officer Centene Merger	\$128.92	Per Hour
4400013384	R2 Medical Records Abstractor	\$42.47	Per Hour
4400013384	R3 Psychologist NDC Centene Merger	\$64.08	Per Hour
4400013384	R3 Behavioral Analyst NDC Centene Merger	\$76.46	Per Hour
4400013384	R3 Chief Medical Officer NDC Centene Merger	\$233.66	Per Hour
4400013384	R3 Behavioral Specialist NDC Centene Merger	\$46.18	Per Hour
4400013384	R3 Clinical Pharmacy Manager Centene Merger	\$119.59	Per Hour
4400013384	R3 Dentist NDC Centene Merger	\$106.47	Per Hour
4400013384	R3 Ophthalmologist Centene Merger	\$230.00	Per Hour
4400013384	R3 Pharmacy Director Centene Merger	\$159.65	Per Hour
4400013384	R3 Pharmacist NDC Centene Merger	\$88.46	Per Hour
4400013384	R3 Physician Specialist Centene Merger	\$207.18	Per Hour
4400013384	R3 Physician Specialist NDC Centene Merger	\$207.18	Per Hour
4400013384	R3 Psychiatrist NDC Centene Merger	\$212.63	Per Hour
4400013384	R3 Surgeon NDC Centene Merger	\$201.67	Per Hour
4400013384	R3 Dental Hygienist Direct Care	\$46.43	Per Hour
4400013384	R3 Dental Assistant Direct Care	\$19.87	Per Hour
4400013384	R3 Administrative Assistant	\$20.03	Per Hour
4400013384	R3 Certified Medical Coder	\$35.28	Per Hour
4400013384	R3 Financial Representative	\$26.79	Per Hour
4400013384	R3 Financial Rep - Blended Rate	\$27.46	Per Hour
4400013384	R3 Program Specialist	\$41.03	Per Hour
4400013384	R3 Program Spec- Blended Rate	\$42.06	Per Hour
4400013384	R3 Social Worker	\$0.01	Per Hour
4400013384	R3 Medical Records Assistant	\$17.97	Per Hour
4400013384	R3 Medical Records Technician	\$21.06	Per Hour
4400013384	R3 Medical Records Director	\$46.54	Per Hour
4400013384	R3 Medical Assistant	\$21.60	Per Hour
4400013384	R3 Fiscal Assistant	\$20.03	Per Hour
4400013384	R3 Quality Improvement Info Spec	\$61.39	Per Hour
4400013384	R3 Quality Improvement Manager	\$72.03	Per Hour
4400013384	R3 Pharmacy Coordinator	\$27.48	Per Hour
4400013384	R3 Dental Hygienist NDC	\$46.43	Per Hour
4400013384	R3 Quality Mgmt Rep	\$57.93	Per Hour
4400013384	R3 Program Monitor	\$44.03	Per Hour
4400013384	R3 Prog Tech Train-Support	\$30.07	Per Hour

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**Appendix K - Contracted Medical Staffing
Lot 3 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract	Short Description	Hourly Rate	UOM
4400013384	R3 Fiscal and Grants Manager	\$49.75	Per Hour
4400013384	R3 Outreach and Trng Coordinator	\$39.08	Per Hour
4400013384	R3 Program Representative	\$65.37	Per Hour
4400013384	R3 Area Quality Management Lead	\$61.04	Per Hour
4400013384	R3 Risk Management Specialist	\$47.09	Per Hour
4400013384	R3 Admin Ent Prov Oversight Lead	\$44.72	Per Hour
4400013384	R3 Policy Specialist	\$43.26	Per Hour
4400013384	R3 Clinical Director	\$61.56	Per Hour
4400013384	R3 Admin Oversight Monitor Lead	\$51.65	Per Hour
4400013384	R3 Lead Pharmacy Coordinator NDC	\$32.20	Per Hour
4400013384	R3 Clinical Dietician	\$39.43	Per Hour
4400013384	R3 Senior Program and Policy Review Specialist	\$66.26	Per Hour
4400013384	R3 Program Manager Blended Rate	\$56.88	Per Hour
4400013384	R3 Social Worker 1 Effective 5.1.17	\$23.10	Per Hour
4400013384	R3 Social Worker 2 Effective 5.1.17	\$26.50	Per Hour
4400013384	R3 Senior Social Worker Effective 5.1.17	\$35.00	Per Hour
4400013384	R3 Financial Representative 1 Effective 5.1.17	\$20.30	Per Hour
4400013384	R3 Financial Representative 2 Effective 5.1.17	\$26.97	Per Hour
4400013384	R3 Program Specialist 1 Effective 5.1.17	\$32.41	Per Hour
4400013384	R3 Program Specialist 2 Effective 5.1.17	\$41.03	Per Hour
4400013384	R3 Prog Special 2 BLENDED Effect 5.1.17	\$42.06	Per Hour
4400013384	R3 Direct Service Professional	\$23.21	Per Hour
4400013384	R3 Pharmacy Supervisor	\$40.52	Per Hour
4400013384	R3 Nurse Aide Training Advisor PDE Only	\$50.60	Per Hour
4400013384	R3 Peer Support	\$23.13	Per Hour
4400013384	R3 Medical Records Abstractor	\$42.47	Per Hour
4400013384	R3 Primary Care Physician NDC Centene Merger	\$155.04	Per Hour
4400013384	R3 Senior Pharmacy Program Analyst Centene Merger	\$112.45	Per Hour
4400013384	R3 Associate Medical Economist Centene Merger	\$49.29	Per Hour
4400013384	R3 Executive Medical Economist Centene Merger	\$69.71	Per Hour
4400013384	R3 Senior Medical Economist Centene Merger	\$99.76	Per Hour
4400013384	R3 Project Manager Centene Merger	\$43.32	Per Hour
4400013384	R3 Director Centene Merger	\$76.15	Per Hour
4400013384	R3 Public Health Specialist Centene Merger	\$61.45	Per Hour
4400013384	R3 Chief Operating Officer Centene Merger	\$128.92	Per Hour
4400013384	R4 Psychologist NDC Centene Merger	\$64.08	Per Hour
4400013384	R4 Behavioral Analyst NDC Centene Merger	\$76.46	Per Hour
4400013384	R4 Chief Medical Officer NDC Centene Merger	\$233.66	Per Hour
4400013384	R4 Behavioral Specialist NDC Centene Merger	\$46.18	Per Hour
4400013384	R4 Clinical Pharmacy Manager Centene Merger	\$119.59	Per Hour
4400013384	R4 Dentist NDC Centene Merger	\$106.47	Per Hour
4400013384	R4 Ophthalmologist Centene Merger	\$230.00	Per Hour
4400013384	R4 Pharmacy Director Centene Merger	\$159.65	Per Hour

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**Appendix K - Contracted Medical Staffing
Lot 3 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract	Short Description	Hourly Rate	UOM
4400013384	R4 Pharmacist NDC Centene Merger	\$88.46	Per Hour
4400013384	R4 Physician Specialist Centene Merger	\$207.18	Per Hour
4400013384	R4 Physician Specialist NDC Centene Merger	\$207.18	Per Hour
4400013384	R4 Psychiatrist NDC Centene Merger	\$212.63	Per Hour
4400013384	R4 Surgeon NDC Centene Merger	\$201.67	Per Hour
4400013384	R4 Dental Hygienist Direct Care	\$51.76	Per Hour
4400013384	R4 Dental Assistant Direct Care	\$22.15	Per Hour
4400013384	R4 Administrative Assistant	\$20.03	Per Hour
4400013384	R4 Certified Medical Coder	\$39.32	Per Hour
4400013384	R4 Financial Representative	\$29.85	Per Hour
4400013384	R4 Financial Rep Blended Rate	\$30.60	Per Hour
4400013384	R4 Program Specialist	\$42.74	Per Hour
4400013384	R4 Program Spec Blended Rate	\$43.81	Per Hour
4400013384	R4 SR Healthcare Analyst	\$81.79	Per Hour
4400013384	R4 Healthcare Analyst	\$63.47	Per Hour
4400013384	R4 Social Worker	\$0.01	Per Hour
4400013384	R4 Medical Records Assistant	\$20.02	Per Hour
4400013384	R4 Medical Records Technician	\$23.46	Per Hour
4400013384	R4 Medical Records Director	\$46.54	Per Hour
4400013384	R4 Medical Assistant	\$24.07	Per Hour
4400013384	R4 Lead Medical Assistant	\$26.83	Per Hour
4400013384	R4 Fiscal Assistant	\$20.03	Per Hour
4400013384	R4 Quality Improvement Info Spec	\$68.45	Per Hour
4400013384	R4 Quality Improvement Manager	\$76.81	Per Hour
4400013384	R4 Pharmacy Coordinator	\$30.63	Per Hour
4400013384	R4 Dental Hygienist NDC	\$51.76	Per Hour
4400013384	R4 Quality Mgmt Rep	\$64.59	Per Hour
4400013384	R4 Program Specialist	\$42.74	Per Hour
4400013384	R4 Program Spec Blended Rate	\$43.81	Per Hour
4400013384	R4 Program Monitor	\$49.09	Per Hour
4400013384	R4 Prog Tech Train-Support	\$33.52	Per Hour
4400013384	R4 Fiscal and Grants Manager	\$55.46	Per Hour
4400013384	R4 Outreach and Trng Coordinator	\$43.55	Per Hour
4400013384	R4 Program Representative	\$72.88	Per Hour
4400013384	R4 Area Quality Management Lead	\$68.05	Per Hour
4400013384	R4 Risk Management Specialist	\$52.49	Per Hour
4400013384	R4 Admin Ent Prov Oversight Lead	\$44.72	Per Hour
4400013384	R4 Policy Specialist	\$48.22	Per Hour
4400013384	R4 Clinical Director	\$68.64	Per Hour
4400013384	R4 Admin Oversight Monitor Lead	\$51.65	Per Hour
4400013384	R4 Lead Pharmacy Coordinator NDC	\$35.89	Per Hour
4400013384	R4 Clinical Dietician	\$43.95	Per Hour
4400013384	R4 Senior Program and Policy Review Specialist	\$66.26	Per Hour

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**Appendix K - Contracted Medical Staffing
Lot 3 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract	Short Description	Hourly Rate	UOM
4400013384	R4 Program Manager Blended Rate	\$62.70	Per Hour
4400013384	R4 Social Worker 1 Effective 5.1.17	\$23.10	Per Hour
4400013384	R4 Social Worker 2 Effective 5.1.17	\$26.50	Per Hour
4400013384	R4 Senior Social Worker Effective 5.1.17	\$35.00	Per Hour
4400013384	R4 Financial Representative 1 Eff 5.1.17	\$20.30	Per Hour
4400013384	R4 Financial Representative 2 Eff 5.1.17	\$29.85	Per Hour
4400013384	R4 Program Specialist 1 Effective 5.1.17	\$32.41	Per Hour
4400013384	R4 Program Specialist 2 Effective 5.1.17	\$42.74	Per Hour
4400013384	R4 Prog Special 2 BLENDED Effect 5.1.17	\$43.81	Per Hour
4400013384	R4 Direct Service Professional	\$23.21	Per Hour
4400013384	R4 Pharmacy Supervisor	\$40.52	Per Hour
4400013384	R4 Nurse Aide Training Advisor PDE Only	\$50.60	Per Hour
4400013384	R4 Nutrition Project Manager	\$51.98	Per Hour
4400013384	R4 Peer Support	\$23.13	Per Hour
4400013384	R4 Medical Records Abstractor	\$42.47	Per Hour
4400013384	R4 Primary Care Physician NDC Centene Merger	\$155.04	Per Hour
4400013384	R4 Senior Pharmacy Program Analyst Centene Merger	\$112.45	Per Hour
4400013384	R4 Associate Medical Economist Centene Merger	\$49.29	Per Hour
4400013384	R4 Executive Medical Economist Centene Merger	\$69.71	Per Hour
4400013384	R4 Senior Medical Economist Centene Merger	\$99.76	Per Hour
4400013384	R4 Project Manager Centene Merger	\$43.32	Per Hour
4400013384	R4 Director Centene Merger	\$76.15	Per Hour
4400013384	R4 Public Health Specialist Centene Merger	\$61.45	Per Hour
4400013384	R4 Chief Operating Officer Centene Merger	\$128.92	Per Hour
4400013384	R5 Psychologist NDC Centene Merger	\$64.08	Per Hour
4400013384	R5 Behavioral Analyst NDC Centene Merger	\$76.46	Per Hour
4400013384	R5 Chief Medical Officer NDC Centene Merger	\$233.66	Per Hour
4400013384	R5 Behavioral Specialist NDC Centene Merger	\$46.18	Per Hour
4400013384	R5 Clinical Pharmacy Manager Centene Merger	\$119.59	Per Hour
4400013384	R5 Dentist NDC Centene Merger	\$106.47	Per Hour
4400013384	R5 Ophthalmologist Centene Merger	\$230.00	Per Hour
4400013384	R5 Pharmacy Director Centene Merger	\$159.65	Per Hour
4400013384	R5 Pharmacist NDC Centene Merger	\$88.46	Per Hour
4400013384	R5 Physician Specialist Centene Merger	\$207.18	Per Hour
4400013384	R5 Physician Specialist NDC Centene Merger	\$207.18	Per Hour
4400013384	R5 Psychiatrist NDC Centene Merger	\$212.63	Per Hour
4400013384	R5 Surgeon NDC Centene Merger	\$201.67	Per Hour
4400013384	R5 Dental Hygienist Direct Care	\$49.59	Per Hour
4400013384	R5 Dental Assistant Direct Care	\$21.22	Per Hour
4400013384	R5 Administrative Assistant	\$21.03	Per Hour
4400013384	R5 Certified Medical Coder	\$37.68	Per Hour
4400013384	R5 Financial Representative	\$28.60	Per Hour
4400013384	R5 Financial Rep Blended Rate	\$29.32	Per Hour

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**Appendix K - Contracted Medical Staffing
Lot 3 - Current Hourly Rates
Prices are by Region (R1, R2, R3, R4, R5)**

Contract	Short Description	Hourly Rate	UOM
4400013384	R5 Program Specialist	\$43.83	Per Hour
4400013384	R5 Program Spec Blended Rate	\$44.92	Per Hour
4400013384	R5 Social Worker	\$0.01	Per Hour
4400013384	R5 Medical Records Assistant	\$19.18	Per Hour
4400013384	R5 Medical Records Technician	\$22.49	Per Hour
4400013384	R5 Medical Records Director	\$49.71	Per Hour
4400013384	R5 Medical Assistant	\$23.07	Per Hour
4400013384	R5 Fiscal Assistant	\$21.03	Per Hour
4400013384	R5 Quality Improvement Info Spec	\$65.57	Per Hour
4400013384	R5 Quality Improvement Manager	\$76.81	Per Hour
4400013384	R5 Pharmacy Coordinator	\$29.35	Per Hour
4400013384	R5 Dental Hygienist NDC	\$49.59	Per Hour
4400013384	R5 Quality Mgmt Rep	\$61.88	Per Hour
4400013384	R5 Program Specialist	\$43.83	Per Hour
4400013384	R5 Program Spec Blended Rate	\$44.92	Per Hour
4400013384	R5 Program Monitor	\$47.03	Per Hour
4400013384	R5 Program Tech Train-Support	\$32.12	Per Hour
4400013384	R5 Fiscal and Grants Manager	\$53.15	Per Hour
4400013384	R5 Outreach and Trng Coordinator	\$41.74	Per Hour
4400013384	R5 Program Representative	\$69.83	Per Hour
4400013384	R5 Area Quality Management Lead	\$65.19	Per Hour
4400013384	R5 Risk Management Specialist	\$50.30	Per Hour
4400013384	R5 Admin Ent Prov Oversight Lead	\$46.95	Per Hour
4400013384	R5 Policy Specialist	\$46.20	Per Hour
4400013384	R5 Clinical Director	\$65.76	Per Hour
4400013384	R5 Admin Oversight Monitor Lead	\$54.24	Per Hour
4400013384	R5 Clinical Director	\$65.76	Per Hour
4400013384	R5 Clinical Dietician	\$42.10	Per Hour
4400013384	R5 Lead Pharmacy Coordinator NDC	\$34.38	Per Hour
4400013384	R5 Senior Program and Policy Review Specialist	\$66.26	Per Hour
4400013384	R5 Program Manager Blended Rate	\$60.38	Per Hour
4400013384	R5 Social Worker 1 Effective 5.1.17	\$23.10	Per Hour
4400013384	R5 Social Worker 2 Effective 5.1.17	\$26.50	Per Hour
4400013384	R5 Senior Social Worker Effective 5.1.17	\$35.00	Per Hour
4400013384	R5 Financial Representative 1 Eff 5.1.17	\$20.30	Per Hour
4400013384	R5 Financial Representative 2 Eff 5.1.17	\$28.60	Per Hour
4400013384	R5 Program Specialist 1 Effective 5.1.17	\$32.41	Per Hour
4400013384	R5 Program Specialist 2 Effective 5.1.17	\$43.83	Per Hour
4400013384	R5 Prog Special 2 BLENDED Effect 5.1.17	\$44.92	Per Hour
4400013384	R5 Direct Service Professional	\$23.21	Per Hour
4400013384	R5 Pharmacy Supervisor	\$40.52	Per Hour
4400013384	R5 Nurse Aide Training Advisor PDE Only	\$50.60	Per Hour
4400013384	R5 Peer Support	\$23.13	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Contracted Medical Staffing
 Lot 3 - Current Hourly Rates
 Prices are by Region (R1, R2, R3, R4, R5)**

Contract	Short Description	Hourly Rate	UOM
4400013384	R5 Medical Records Abstractor	\$46.38	Per Hour
4400013384	R5 Primary Care Physician NDC Centene Merger	\$155.04	Per Hour
4400013384	R5 Senior Pharmacy Program Analyst Centene Merger	\$112.45	Per Hour
4400013384	R5 Associate Medical Economist Centene Merger	\$49.29	Per Hour
4400013384	R5 Executive Medical Economist Centene Merger	\$69.71	Per Hour
4400013384	R5 Senior Medical Economist Centene Merger	\$99.76	Per Hour
4400013384	R5 Project Manager Centene Merger	\$43.32	Per Hour
4400013384	R5 Director Centene Merger	\$76.15	Per Hour
4400013384	R5 Public Health Specialist Centene Merger	\$61.45	Per Hour
4400013384	R5 Chief Operating Officer Centene Merger	\$128.92	Per Hour

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Per Diem Staffing
Total Contract Spend by Contract and Fiscal Year

Fiscal Year	Contractor Name	Contract #	Contract Spend
2017	Delta-T Group	4400013818	\$ 609.50
2017	General Healthcare Resources Inc	4400013820	\$ 430,355.22
2017	Arcadia Health Services Inc	4400013821	\$ 625.50
2017	Maxim Healthcare Services Inc DBA Maxim Staffing Solutions	4400013822	\$ 29,050.00
2017	Star Nursing Inc	4400013823	\$ 798,757.21
2017	Milestone Healthcare LLC DBA Milestone Staffing Services	4400013824	\$ 1,340.40
2017	Capital Healthcare Solutions Inc	4400013825	\$ 185,227.46
2017	Nurses As Needed Inc	4400013827	\$ 0.00
2017	WG Hall LLC DBA @Work Medical Services	4400013829	\$ 0.00
2017	Home Care Advantage Inc	4400013830	\$ 328,361.32
2017	Cross Country Staffing	4400013831	\$ 0.00
2017	InGenesis Inc	4400013832	\$ 29,267.52
2017	MSI Systems Corp DBA Medical Search International	4400013833	\$ 0.00
2017	Laurency Optimal Personal Care Agency LLC	4400013835	\$ 0.00
2017	ATC Healthcare Services	4400014581	\$ 43,130.50
2017	Bayada Home Health	4400014582	\$ 50,896.54
2017	Advantage On Call dba Staffing PHS Government PHS Therapy	4400014584	\$ 0.00
2017	At Home Personal Care LLC	4400014586	\$ 0.00
2017	Swarn dba Tech Observer	4400014587	\$ 0.00
2017	RCM Tech	4400016479	\$ 0.00
2017	Favorite HealthCare	4400016480	\$ 17,693.00
2017	Home Care Advantage Inc *Pharmacist Only	4400016481	\$ 0.00
2017	General Healthcare Resources Inc *Pharmacist Only	4400016482	\$ 0.00
2017	Cell Staff	4400016483	\$ 1,796.40
2017	Staff Today	4400016484	\$ 17,629.02
2017	ATC Healthcare Services* Pharmacist Only	4400016485	\$ 0.00
2017	Loyal Source	4400016486	\$ 1,555.93
2017	The Execu Search	4400016487	\$ 0.00
2017	Urgent Medical	4400016488	\$ 59,321.74
2017	NursePartners	4400016517	\$ 0.00
2017	ProStat Enterprises Inc.	4400018145	\$ 53,987.25
2017 Total			\$2,049,604.51

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Per Diem Staffing
Total Contract Spend by Contract and Fiscal Year

Fiscal Year	Contractor Name	Contract #	Contract Spend
2016	Delta-T Group	4400013818	\$ 2,763.43
2016	General Healthcare Resources Inc	4400013820	\$ 143,187.50
2016	Arcadia Health Services Inc	4400013821	\$0.00
2016	Maxim Healthcare Services Inc DBA Maxim Staffing Solutions	4400013822	\$ 155,338.00
2016	Star Nursing Inc	4400013823	\$ 26,126.00
2016	Milestone Healthcare LLC DBA Milestone Staffing Services	4400013824	\$ 3,676.40
2016	Capital Healthcare Solutions Inc	4400013825	\$ 355,807.90
2016	Nurses As Needed Inc	4400013827	\$0.00
2016	WG Hall LLC DBA @Work Medical Services	4400013829	\$0.00
2016	Home Care Advantage Inc	4400013830	\$ 421,937.89
2016	Cross Country Staffing	4400013831	\$ 14,301.30
2016	InGenesis Inc	4400013832	\$ 37,593.90
2016	MSI Systems Corp DBA Medical Search International	4400013833	\$0.00
2016	Laurency Optimal Personal Care Agency LLC	4400013835	\$0.00
2016	ATC Healthcare Services	4400014581	\$ 54,024.56
2016	Bayada Home Health	4400014582	\$ 14,906.13
2016	Advantage On Call dba Staffing PHS Government PHS Therapy	4400014584	\$0.00
2016	At Home Personal Care LLC	4400014586	\$0.00
2016	Swarn dba Tech Observer	4400014587	\$0.00
2016	RCM Tech	4400016479	\$0.00
2016	Favorite HealthCare	4400016480	\$0.00
2016	Home Care Advantage Inc *Pharmacist Only	4400016481	\$0.00
2016	General Healthcare Resources Inc *Pharmacist Only	4400016482	\$7,372.50
2016	Cell Staff	4400016483	\$ 1,201.60
2016	Staff Today	4400016484	\$0.00
2016	ATC Healthcare Services* Pharmacist Only	4400016485	\$0.00
2016	Loyal Source	4400016486	\$0.00
2016	The Execu Search	4400016487	\$0.00
2016	Urgent Medical	4400016488	\$0.00
2016	NursePartners	4400016517	\$0.00
2016	ProStat Enterprises Inc.	4400018145	\$0.00

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Per Diem Staffing
Total Contract Spend by Contract and Fiscal Year**

Fiscal Year	Contractor Name	Contract #	Contract Spend
2016 Total			\$1,238,237.11
2015	Delta-T Group	4400013818	\$ 848.00
2015	General Healthcare Resources Inc	4400013820	\$ 115,292.43
2015	Arcadia Health Services Inc	4400013821	\$0.00
2015	Maxim Healthcare Services Inc DBA Maxim Staffing Solutions	4400013822	\$ 722.00
2015	Star Nursing Inc	4400013823	\$0.00
2015	Milestone Healthcare LLC DBA Milestone Staffing Services	4400013824	\$ 1,106.90
2015	Capital Healthcare Solutions Inc	4400013825	\$ 283,131.82
2015	Nurses As Needed Inc	4400013827	\$0.00
2015	WG Hall LLC DBA @Work Medical Services	4400013829	\$0.00
2015	Home Care Advantage Inc	4400013830	\$ 538,715.36
2015	Cross Country Staffing	4400013831	\$ 21,507.15
2015	InGenesis Inc	4400013832	\$ 9,273.95
2015	MSI Systems Corp DBA Medical Search International	4400013833	\$0.00
2015	Laurency Optimal Personal Care Agency LLC	4400013835	\$0.00
2015	ATC Healthcare Services	4400014581	\$ 8,528.50
2015	Bayada Home Health	4400014582	\$ 9,623.60
2015	Advantage On Call dba Staffing PHS Government PHS Therapy	4400014584	\$0.00
2015	At Home Personal Care LLC	4400014586	\$0.00
2015	Swarn dba Tech Observer	4400014587	\$6,862.50
2015	RCM Tech	4400016479	\$0.00
2015	Favorite HealthCare	4400016480	\$0.00
2015	Home Care Advantage Inc *Pharmacist Only	4400016481	\$0.00
2015	General Healthcare Resources Inc *Pharmacist Only	4400016482	\$0.00
2015	Cell Staff	4400016483	\$0.00
2015	Staff Today	4400016484	\$0.00
2015	ATC Healthcare Services* Pharmacist Only	4400016485	\$0.00
2015	Loyal Source	4400016486	\$0.00
2015	The Execu Search	4400016487	\$0.00
2015	Urgent Medical	4400016488	\$0.00
2015	NursePartners	4400016517	\$0.00

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Per Diem Staffing
Total Contract Spend by Contract and Fiscal Year

Fiscal Year	Contractor Name	Contract #	Contract Spend
2015	ProStat Enterprises Inc.	4400018145	\$0.00
2015 Total			\$995,612.21
2014	Delta-T Group	4400013818	\$ 17,713.54
2014	General Healthcare Resources Inc	4400013820	\$ 38,443.45
2014	Arcadia Health Services Inc	4400013821	\$0.00
2014	Maxim Healthcare Services Inc DBA Maxim Staffing Solutions	4400013822	\$ 301.00
2014	Star Nursing Inc	4400013823	\$ 124,427.40
2014	Milestone Healthcare LLC DBA Milestone Staffing Services	4400013824	\$ 435.04
2014	Capital Healthcare Solutions Inc	4400013825	\$ 11,065.22
2014	Nurses As Needed Inc	4400013827	\$0.00
2014	WG Hall LLC DBA @Work Medical Services	4400013829	\$0.00
2014	Home Care Advantage Inc	4400013830	\$ 142,051.57
2014	Cross Country Staffing	4400013831	\$0.00
2014	InGenesis Inc	4400013832	\$0.00
2014	MSI Systems Corp DBA Medical Search International	4400013833	\$0.00
2014	Laurency Optimal Personal Care Agency LLC	4400013835	\$0.00
2014	ATC Healthcare Services	4400014581	\$0.00
2014	Bayada Home Health	4400014582	\$0.00
2014	Advantage On Call dba Staffing PHS Government PHS Therapy	4400014584	\$0.00
2014	At Home Personal Care LLC	4400014586	\$0.00
2014	Swarn dba Tech Observer	4400014587	\$0.00
2014	RCM Tech	4400016479	\$0.00
2014	Favorite HealthCare	4400016480	\$0.00
2014	Home Care Advantage Inc *Pharmacist Only	4400016481	\$0.00
2014	General Healthcare Resources Inc *Pharmacist Only	4400016482	\$0.00
2014	Cell Staff	4400016483	\$0.00
2014	Staff Today	4400016484	\$0.00
2014	ATC Healthcare Services* Pharmacist Only	4400016485	\$0.00
2014	Loyal Source	4400016486	\$0.00
2014	The Execu Search	4400016487	\$0.00
2014	Urgent Medical	4400016488	\$0.00

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

Appendix K - Per Diem Staffing
Total Contract Spend by Contract and Fiscal Year

Fiscal Year	Contractor Name	Contract #	Contract Spend
2014	NursePartners	4400016517	\$0.00
2014	ProStat Enterprises Inc.	4400018145	\$0.00
2014 Total			\$334,437.22
Grand Total			\$4,617,891.05

Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs.

**Appendix K - Per Diem Staffing
Billable Hours* by Position Type by Fiscal Year**

Positions:	FY 14	FY 15	FY 16	FY 17
RN	5,591.09	2,029.28	18,473.62	15,501.88
RN OT	266.50	673.98	372.00	327.71
RN Supervisor	23.00	36.67	49.00	644.29
RN Supervisor OT	-	-	-	8.00
LPN	1,102.92	2,100.49	7,029.08	12,428.05
LPN OT	33.00	1,665.00	29.75	363.25
CNA	111.68	1,621.17	1,734.50	20,987.10
CNA OT	-	38.00	-	2,273.22
Social Worker	-	935.00	1,734.50	-
Chief Pharmacist	-	-	-	360.00
Back up for Chief Pharmacist	-	340.50	-	39.00
Pharmacist	-	288.50	115.75	23.50
Pharmacist Tech	-	-	1,107.50	521.25
Psych Aide	-	30.00	16.00	
Psych Aide OT	-	-	-	-
Total Billable Hours	7,128.19	9,758.59	30,661.70	53,477.25

***For the current Per Diem contract, position hours may vary depending on the agency's needs.**

Appendix K - Per Diem Staffing
Per Diem Rates

For the Per Diem Contract, the hourly rate by position type was not set at time of contract award. Instead the hourly rate is set at the time when the position is requested by the agency.

INSTRUCTIONS

GENERAL INSTRUCTIONS FOR COMPLETING THIS WORKBOOK (Tab 1)

The information requested in this document shall constitute the Offeror's Cost Submittal.

Offeror must base its pricing (MSP Markup Fee and Hourly Rates) on the services requested in this RFP. Pricing data is defined as any information related to, directly or indirectly, to the Offeror's proposed charges for services outlined in the cost submittal and shall include but not be limited to: rates, benefits, paid-time off, bonuses, training, support services, VMS usage or any other identifiable services outlined in the technical submittal.

Except for **Travel Expenses (I-3, F.)** and **Continuing Education & Training (I-6, F.)**, the Commonwealth will not pay for any additional costs beyond the hourly rate for the appropriate job title and skill category set forth in the Cost Submittal for a resource to perform his or her duties during an engagement with the Commonwealth. This includes, but is not limited to: parking, background checks and security badges, etc.

**Any figures presented in the RFP are based on historical usage and may fluctuate based on future needs. All costs will remain in effect for the initial term of the Contract.

COST SUBMITTAL OVERVIEW (Tab 2)

1. Select the *Cost Submittal Overview Tab* at the bottom of this page.

2. Complete the highlighted cells in the top portion of the form (all contact information).

NOTE: The information you supply here must match the information you provided to Vendor Registration.

3. This tab requires no entry of cost data. All data entered in the MSP Markup tab and Area tabs (1-5) Worksheet will automatically populate into the *Cost Submittal Overview Tab*.

4. The Cost Submittal will be evaluated for the Initial Term of the Contract (3 years).

COST SUBMITTAL BREAKDOWN (Tab 3 - 8)

1. Offerors must enter it's "MSP Markup Percentage" on Tab 3 of the cost submittal. This field may not be left blank or be a negative number. This is the fee that is paid to the selected Offeror administering and providing all the services outlined in the RFP.

2. Offeror must enter an "Hourly Rate" for each position listed in the worksheets labeled Area 1 – 5 (Tabs 4-8). Pricing must be submitted on "regular" hours worked and **rates must be representative of those in the current market for similar type positions/duties**. Depending on the agency and position type, a full-time position is considered either 37.5 hours/week or 40 hours/week. This fee will be paid by the selected Offeror to the subcontractor for all resource hours worked by position type/level.

An offeror's proposal may be rejected if any highlighted cells (i.e. MSP Markup Percentage or Hourly Rates Paid to Subcontractor) are left blank.

The selected Offeror will also be reimbursed at cost for the following expenses in accordance with the requirements as outlined in the RFP.

- Travel Expenses
- Continuing Education

If the selected Offeror fails to comply with the requirements for reimbursement, the selected Offeror will not be reimbursed.

Additional Tabs (9 - 12)

Tab 9. - Skill Category Matrix - The Commonwealth has final approval on the initial skill level assigned to a resource and any adjustments thereafter.

Tab 10. - County Breakdown - Back-up detail for tabs 4 - 8

Tab 11. - County Map - Back-up detail for tabs 4 - 8

The cost submittal must be submitted as presented by the Commonwealth and should not be altered in any way. Do not include any reiteration of the technical proposal in the cost submittal.

COST SUBMITTAL OVERVIEW
RFP # 6100046986

OFFEROR NAME		CONTACT PERSON	
OFFEROR ADDRESS		EMAIL ADDRESS	
		PHONE NUMBER	FAX NUMBER
		VENDOR NUMBER	FEDERAL ID OR SSN

COST SUMMARY

Area	TOTAL ESTIMATED PROJECT COST FOR HEALTHCARE SERVICES				
	Novice	Intermediate	Advanced	Expert	Short-Term
Area #1	\$ -	\$ -	\$ -	\$ -	\$ -
Area #2	\$ -	\$ -	\$ -	\$ -	\$ -
Area #3	\$ -	\$ -	\$ -	\$ -	\$ -
Area #4	\$ -	\$ -	\$ -	\$ -	\$ -
Area #5	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ -				

Total to be evaluated for the Initial Term of the Contract (3 years):	\$ -
--	-------------

MSP Markup Percentage:

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate/Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Admin / Coordinator - Jail Based	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Administrative Assistant	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Administrative Entry (AE) and Provider Oversight Lead	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Administrative Entry (AE) Oversight Monitor Lead	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Area Quality Management Lead	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Art Therapist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Audiologist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Behavior Specialist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Behavior Specialist- Associate	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Behavior Specialist- Senior	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Behavioral Analyst	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Cardiologist DOH-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Case Manager Nurse	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Case Manager Nurse Supervisor	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Certified Medical Coder	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Certified Nursing Assistant (CNA)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Certified Registered Nurse Practitioner (CRNP)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Certified Registered Nurse Practitioner (CRNP) Gyn	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Certified Registered Nurse Practitioner (CRNP) Psych	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Certified Respiratory Therapist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Chemist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Chief Medical Officer-DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Chief Medical Officer-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Chief of Psychiatry-DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Chief Operating Officer PA Rural Health DOH	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Claims Review Management Nurse	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Clinical Dietician	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Clinical Director-DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Clinical Director-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Clinical Pharmacy Manager	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Clinical Supervision Consultant-DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Clinical Therapist SRTP	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Dental Assistant-DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Dental Hygienist-DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Dental Hygienist-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Dentist-DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Dentist-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Dietary Management Services Specialist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Director of PA Rural Health Model	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Epidemiologist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Executive Nurse Consultant	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Financial Representative 1	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Financial Representative 2	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Fiscal and Grants Manager	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Fiscal Assistant	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Gastroenterologist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Healthcare Analyst	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Healthcare Analyst, Senior	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Licensed Practical Nurse (LPN)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Medical Assistant- Lead	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Medical Assistant- NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Medical Director	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Medical Director- Lead	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Medical Economist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Medical Economist- Associate	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Medical Economist- Executive	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Medical Economist- Senior	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Medical Records Assistant	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Medical Records Director	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Medical Records Technician	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Microbiologist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Microbiologist Manager- Public Health	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Music Therapist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Neurologist-DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Neurologist-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Nurse Administrator	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
OB-Gyn Physician	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Occupational Therapist 1	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Occupational Therapist 2	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Ophthalmologist NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Orientation and Mobility Specialist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Orthodontist- NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Orthopedist- NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Outreach and Training Coordinator	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Pharmacist- DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Pharmacist- NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Pharmacist Technician-DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Pharmacy Coordinator NDC- Lead	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Pharmacy Coordinator-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Pharmacy Director-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Pharmacy Program Analyst- Senior	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Pharmacy Supervisor	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Physical Therapist 1	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00			

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate/Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Quality Management Representative	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
R/E Nurse- Hospice Care & Service	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
R/E Nurse- Med Care Services	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Registered Nurse (RN)DC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Registered Nurse- Case Manager-NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Registered Nurse Claims Review Management Nurse-NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Registered Nurse Instructor	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Registry Specialist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Rehabilitation Specialist-SRTP	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Respiratory Therapist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Risk Management Specialist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Social Worker 1 (SW1)	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Social Worker 2 (SW 2)	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Social Worker- Senior (SW3)	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Spectrum Disorder Consultant	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Speech Language and Hearing Specialist (SLH)	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Surgeon-NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Toxicologist-DOH	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Urologist-NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -

*The Commonwealth has final approval on the initial skill level assigned to a resource and any adjustments thereafter.

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate/Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Admin / Coordinator - Jail Based	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Administrative Assistant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Administrative Entry (AE) and Provider Oversight Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Administrative Entry (AE) Oversight Monitor Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Area Quality Management Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Art Therapist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Audiologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavior Specialist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavior Specialist-Associate	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavior Specialist- Senior	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavioral Analyst	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Cardiologist DOH-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Case Manager Nurse	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Case Manager Nurse Supervisor	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Medical Coder	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Nursing Assistant (CNA)	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Registered Nurse Practitioner (CNRP)	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Registered Nurse Practitioner (CNRP) Gyn	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Registered Nurse Practitioner (CNRP) Psych	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Respiratory Therapist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chemist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief Medical Officer-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief Medical Officer-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief of Psychiatry-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief Operating Officer PA Rural Health DOH	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Claims Review Management Nurse	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Dietician	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Director-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Director-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Pharmacy Manager	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Supervision Consultant-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Therapist SRTP	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dental Assistant-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dental Hygienist-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dental Hygienist-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dentist-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dentist NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dietary Management Services Specialist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Director of PA Rural Health Model	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Epidemiologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Executive Nurse Consultant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Financial Representative 1	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Financial Representative 2	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Fiscal and Grants Manager	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Fiscal Assistant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Gastroenterologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Healthcare Analyst	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Healthcare Analyst, Senior	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Licensed Practical Nurse (LPN)	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Assistant- Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Assistant- NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Director	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Director- Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist- Associate	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist- Executive	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist- Senior	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Records Assistant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Records Director	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Records Technician	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Microbiologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Microbiologist Manager- Public Health	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Music Therapist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Neurologist-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Neurologist-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Nurse Administrator	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
OB-Gyn Physician	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Occupational Therapist 1	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Occupational Therapist 2	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Ophthalmologist NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Orientation and Mobility Specialist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Orthodontist- NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Orthopedist- NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Outreach and Training Coordinator																				

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate/Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Quality Management Representative	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
R/E Nurse- Hospice Care & Service	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
R/E Nurse- Med Care Services	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse (RN)DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse- Case Manager-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse Claims Review Management Nurse-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse Instructor	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registry Specialist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Rehabilitation Specialist-SRTP	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Respiratory Therapist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Risk Management Specialist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker 1 (SW1)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker 2 (SW 2)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker- Senior (SW3)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Spectrum Disorder Consultant	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Speech Language and Hearing Specialist (SLH)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Surgeon-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Toxicologist-DOH	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Urologist-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -

*The Commonwealth has final approval on the initial skill level assigned to a resource and any adjustments thereafter.

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate/Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Admin / Coordinator- Jail Based	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Administrative Assistant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Administrative Entry (AE) and Provider Oversight Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Administrative Entry (AE) Oversight Monitor Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Area Quality Management Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Art Therapist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Audiologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavior Specialist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavior Specialist- Associate	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavior Specialist- Senior	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavioral Analyst	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Cardiologist DOH-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Case Manager Nurse	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Case Manager Nurse Supervisor	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Medical Coder	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Nursing Assistant (CNA)	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Registered Nurse Practitioner (CNP)	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Registered Nurse Practitioner (CNP) Gyn	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Registered Nurse Practitioner (CNP) Psych	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Respiratory Therapist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chemist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief Medical Officer-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief Medical Officer-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief of Psychiatry-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief Operating Officer PA Rural Health DOH	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Claims Review Management Nurse	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Dietician	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Director-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Director-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Pharmacy Manager	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Supervision Consultant-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Therapist SRTP	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dental Assistant-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dental Hygienist-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dental Hygienist-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dentist-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dentist-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dietary Management Services Specialist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Director of PA Rural Health Model	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Epidemiologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Executive Nurse Consultant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Financial Representative 1	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Financial Representative 2	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Fiscal and Grants Manager	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Fiscal Assistant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Gastroenterologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Healthcare Analyst	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Healthcare Analyst, Senior	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Licensed Practical Nurse (LPN)	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Assistant- Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Assistant- NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Director	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Director- Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist- Associate	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist- Executive	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist- Senior	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Records Assistant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Records Director	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Records Technician	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Microbiologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Microbiologist Manager- Public Health	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Music Therapist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Neurologist-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Neurologist-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Nurse Administrator	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
OB-Gyn Physician	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Occupational Therapist 1	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Occupational Therapist 2	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Ophthalmologist NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Orientation and Mobility Specialist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Orthodontist- NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Orthopedist- NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Outreach and Training Coordinator	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacist- DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacist- NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacist Technician-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacy Coordinator NDC- Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacy Coordinator-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacy Director-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacy Program Analyst- Senior	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacy Supervisor	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Physical Therapist 1	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Physical Therapist 2	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Physical Therapy Aide	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Physician - Direct Care Supervisory	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00			

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate/Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Quality Management Representative	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
R/E Nurse- Hospice Care & Service	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
R/E Nurse- Med Care Services	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse (RN)DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse- Case Manager-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse Claims Review Management Nurse-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse Instructor	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registry Specialist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Rehabilitation Specialist-SRTP	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Respiratory Therapist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Risk Management Specialist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker 1 (SW1)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker 2 (SW 2)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker- Senior (SW3)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Spectrum Disorder Consultant	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Speech Language and Hearing Specialist (SLH)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Surgeon-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Toxicologist-DOH	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Urologist-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -

*The Commonwealth has final approval on the initial skill level assigned to a resource and any adjustments thereafter.

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate/Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Admin / Coordinator - Jail Based	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Administrative Assistant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Administrative Entry (AE) and Provider Oversight Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Administrative Entry (AE) Oversight Monitor Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Area Quality Management Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Art Therapist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Audiologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavior Specialist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavior Specialist- Associate	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavior Specialist- Senior	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Behavioral Analyst	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Cardiologist DOH-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Case Manager Nurse	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Case Manager Nurse Supervisor	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Medical Coder	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Nursing Assistant (CNA)	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Registered Nurse Practitioner (CNP)	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Registered Nurse Practitioner (CNP) Gyn	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Registered Nurse Practitioner (CNP) Psych	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Certified Respiratory Therapist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chemist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief Medical Officer-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief Medical Officer-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief of Psychiatry-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Chief Operating Officer PA Rural Health DOH	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Claims Review Management Nurse	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Dietician	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Director-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Director-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Pharmacy Manager	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Supervision Consultant-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Clinical Therapist SRTP	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dental Assistant-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dental Hygienist-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dental Hygienist-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dentist-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dentist-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Dietary Management Services Specialist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Director of PA Rural Health Model	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Epidemiologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Executive Nurse Consultant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Financial Representative 1	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Financial Representative 2	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Fiscal and Grants Manager	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Fiscal Assistant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Gastroenterologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Healthcare Analyst	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Healthcare Analyst, Senior	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Licensed Practical Nurse (LPN)	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Assistant- Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Assistant- NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Director	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Director- Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist- Associate	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist- Executive	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Economist- Senior	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Records Assistant	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Records Director	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Medical Records Technician	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Microbiologist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Microbiologist Manager- Public Health	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Music Therapist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Neurologist-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Neurologist-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Nurse Administrator	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
OB-Gyn Physician	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Occupational Therapist 1	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Occupational Therapist 2	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Ophthalmologist NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Orientation and Mobility Specialist	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Orthodontist- NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Orthopedist- NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Outreach and Training Coordinator	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacist- DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacist- NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacist Technician-DC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacy Coordinator NDC- Lead	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacy Coordinator-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacy Director-NDC	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacy Program Analyst- Senior	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Pharmacy Supervisor	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Physical Therapist 1	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Physical Therapist 2	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Physical Therapy Aide	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$
Physician - Direct Care Supervisory	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00	\$	-	\$	40.00			

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate/Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Quality Management Representative	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
R/E Nurse- Hospice Care & Service	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
R/E Nurse- Med Care Services	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse (RN)DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse- Case Manager-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse Claims Review Management Nurse-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse Instructor	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registry Specialist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Rehabilitation Specialist-SRTP	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Respiratory Therapist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Risk Management Specialist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker 1 (SW1)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker 2 (SW 2)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker- Senior (SW3)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Spectrum Disorder Consultant	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Speech Language and Hearing Specialist (SLH)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Surgeon-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Toxicologist-DOH	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Urologist-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -

*The Commonwealth has final approval on the initial skill level assigned to a resource and any adjustments thereafter.

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate/Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Admin / Coordinator - Jail Based	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Administrative Assistant	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Administrative Entry (AE) and Provider Oversight Lead	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Administrative Entry (AE) Oversight Monitor Lead	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Area Quality Management Lead	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Art Therapist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Audiologist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Behavior Specialist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Behavior Specialist-Associate	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Behavior Specialist- Senior	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Behavioral Analyst	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Cardiologist DOH-NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Case Manager Nurse	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Case Manager Nurse Supervisor	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Certified Medical Coder	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Certified Nursing Assistant (CNA)	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Certified Registered Nurse Practitioner (CNRP)	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Certified Registered Nurse Practitioner (CNRP) Gyn	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Certified Registered Nurse Practitioner (CNRP) Psych	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Certified Respiratory Therapist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Chemist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Chief Medical Officer-DC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Chief Medical Officer-NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Chief of Psychiatry-DC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Chief Operating Officer PA Rural Health DOH	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Claims Review Management Nurse	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Clinical Dietician	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Clinical Director-DC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Clinical Director-NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Clinical Pharmacy Manager	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Clinical Supervision Consultant-DC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Clinical Therapist SRTP	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Dental Assistant-DC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Dental Hygienist-DC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Dental Hygienist-NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Dentist-DC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Dentist NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Dietary Management Services Specialist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Director of PA Rural Health Model	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Epidemiologist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Executive Nurse Consultant	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Financial Representative 1	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Financial Representative 2	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Fiscal and Grants Manager	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Fiscal Assistant	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Gastroenterologist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Healthcare Analyst	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Healthcare Analyst, Senior	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Licensed Practical Nurse (LPN)	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Medical Assistant- Lead	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Medical Assistant- NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Medical Director	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Medical Director- Lead	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Medical Economist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Medical Economist- Associate	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Medical Economist- Executive	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Medical Economist- Senior	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Medical Records Assistant	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Medical Records Director	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Medical Records Technician	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Microbiologist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Microbiologist Manager- Public Health	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Music Therapist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Neurologist-DC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Neurologist-NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Nurse Administrator	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
OB-Gyn Physician	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Occupational Therapist 1	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Occupational Therapist 2	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Ophthalmologist NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Orientation and Mobility Specialist	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Orthodontist- NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Orthopedist- NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Outreach and Training Coordinator	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Pharmacist- DC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Pharmacist- NDC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Pharmacist Technician-DC	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -
Pharmacy Coordinator NDC- Lead	40.00	\$ -	\$ -	\$ -	40.00	\$ -	\$ -	\$ -	40.00	\$ -										

Job Title	Skill Category - Novice				Skill Category - Intermediate				Skill Category - Advanced				Skill Category - Expert				Short-Term Position Rate/Workdays (90 consecutive days or less)			
	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level	Current Contract Hours	Hourly Rate	MSP Fee	Spend per Job Title Level
Quality Management Representative	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
R/E Nurse- Hospice Care & Service	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
R/E Nurse- Med Care Services	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse (RN)DC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse- Case Manager-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse Claims Review Management Nurse-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registered Nurse Instructor	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Registry Specialist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Rehabilitation Specialist-SRTP	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Respiratory Therapist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Risk Management Specialist	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker 1 (SW1)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker 2 (SW 2)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Social Worker- Senior (SW3)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Spectrum Disorder Consultant	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Speech Language and Hearing Specialist (SLH)	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Surgeon-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Toxicologist-DOH	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -
Urologist-NDC	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -	40.00		\$ -	\$ -

*The Commonwealth has final approval on the initial skill level assigned to a resource and any adjustments thereafter.

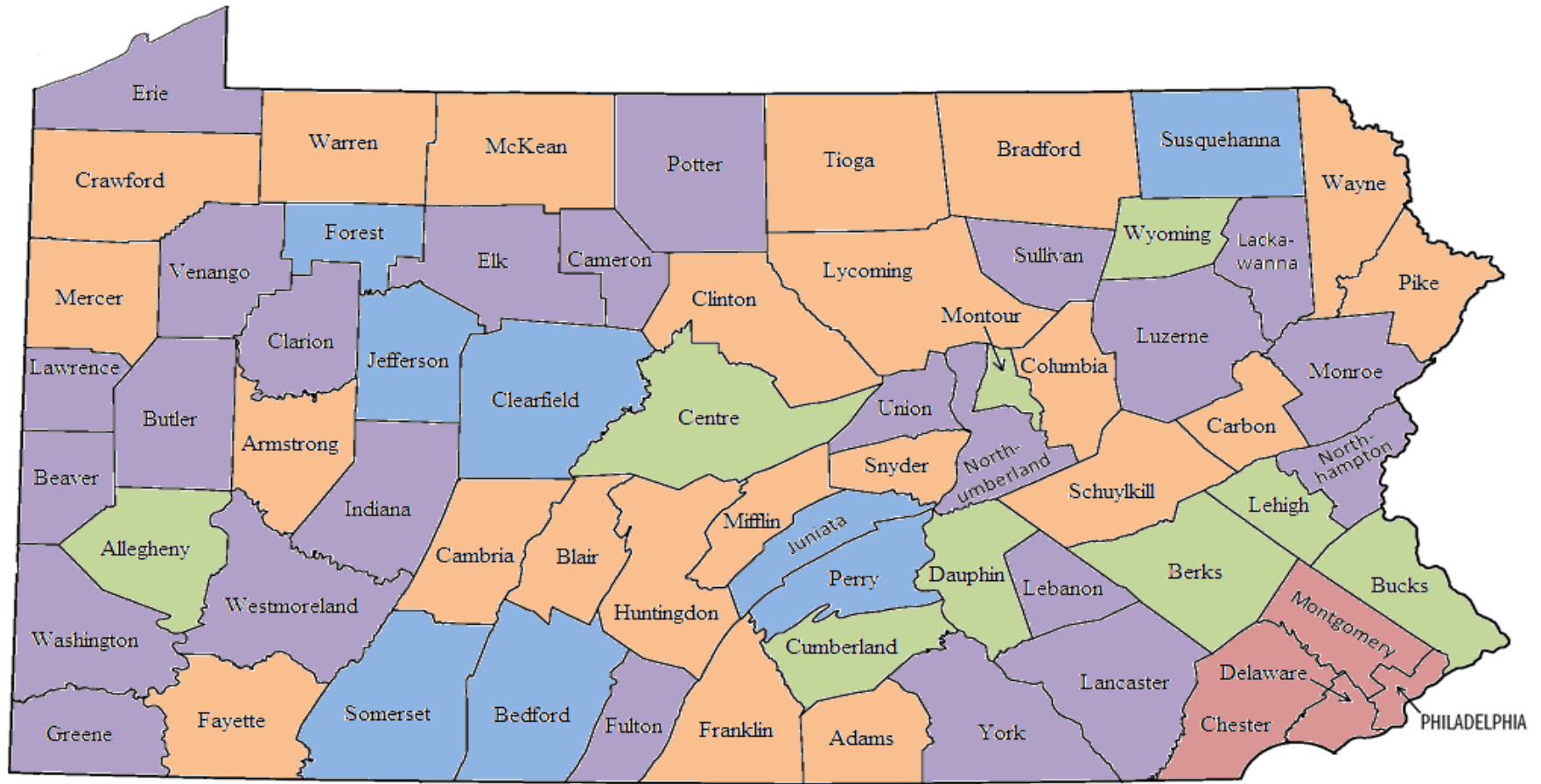
SKILL CATEGORY MATRIX

Skill Category	Definition
Novice (Limited Experience)	Resource has gained experience through classroom and/or experimental scenarios or as a trainee on-the-job. Assistance/oversight is needed to carry-out the duties of the position. Typically would have zero to one-year of experience in the field of work.
Intermediate (Practical Application)	The resource is able to successfully complete tasks as requested. Help from an expert may be required from time to time, but the resource can usually perform the skill independently.
Advanced (Applied Theory)	The resource can perform the actions associated with this skill without assistance. Resource is certainly recognized within its immediate organization as "a person to ask" when difficult questions arise regarding this skill.
Expert (Recognized Authority)	The resource is known as an expert in this area. The resource can provide guidance, troubleshoot and answer questions related to this area of expertise and the field where the skill is used.

COUNTY BREAKDOWN

AREA #1	AREA #2	AREA #3	AREA #4	AREA #5
Bedford County	Adams County	Beaver County	Allegheny County	Chester County
Clearfield County	Armstrong County	Butler County	Berks County	Delaware County
Forest County	Blair County	Cameron County	Bucks County	Montgomery County
Jefferson County	Bradford County	Clarion County	Centre County	Philadelphia County
Juniata County	Cambria County	Elk County	Cumberland County	
Perry County	Carbon County	Erie County	Dauphin County	
Somerset County	Clinton County	Fulton County	Lehigh County	
Susquehanna County	Columbia County	Greene County	Montour County	
	Crawford County	Indiana County	Wyoming County	
	Fayette County	Lackawanna County		
	Franklin County	Lancaster County		
	Huntingdon County	Lawrence County		
	Lycoming County	Lebanon County		
	Mc Kean County	Luzerne County		
	Mercer County	Monroe County		
	Mifflin County	Northampton County		
	Pike County	Northumberland County		
	Schuylkill County	Potter County		
	Snyder County	Sullivan County		
	Tioga County	Union County		
	Warren County	Venango County		
	Wayne County	Washington County		
		Westmoreland County		
		York County		

COUNTY MAP



SMALL DIVERSE BUSINESS AND SMALL BUSINESS PARTICIPATION SUBMITTAL

A. General Information. The Issuing Office encourages participation by Small Diverse Businesses (SDB) and Small Businesses (SB) as prime contractors and encourages all prime contractors to make significant commitments to use SDBs and SBs as subcontractors and suppliers.

A SB must meet each of the following requirements:

- △ The business must be for-profit, United States business;
- △ The business must be independently owned;
- △ The business may not be dominant in its field of operation;
- △ The business may not employ more than 100 full-time or full-time equivalent employees;
- △ The business, by type, may not exceed the following three-year average gross sales:
 - Procurement Goods and Services: \$20 million
 - Construction: \$20 million
 - Building Design Services: \$7 million
 - Information Technology Goods and Services: \$25 million

For credit in the RFP scoring process, a SB prime offeror must complete the Department of General Services (DGS)/Bureau of Diversity, Inclusion and Small Business Opportunities (BDISBO) self-certification process. To receive credit towards a general annual percentage subcontracting commitment for utilizing an SB, the SB subcontractor must have completed the BDISBO self-certification process. Additional information on this process can be found here: [Small Business Self-Certification.](#)

A SDB is a DGS-verified minority-owned small business, woman-owned small business, veteran-owned small business, service-disabled veteran-owned small business, LGBT-owned small business, Disability-owned small business, or other small businesses as approved by DGS, that are owned and controlled by a majority of persons, not limited to members of minority groups, who have been deprived of the opportunity to develop and maintain a competitive position in the economy because of social disadvantages.

For credit in the RFP scoring process, a SDB prime offeror must complete the BDISBO verification process. To receive credit towards a general annual percentage subcontracting commitment for utilizing a SDB, the SDB subcontractor must have completed the BDISBO verification process. Additional information on this process can be found here: [Small Diverse Business Verification.](#)

An Offeror that qualifies as a SDB or SB and submits a proposal as a prime contractor is not prohibited from being included as a subcontractor in separate proposals submitted by other Offerors. A SDB or SB may be included as a subcontractor with as many prime contractors as it chooses in separate proposals.

The Department's directory of self-certified SBs and DGS/BDISBO-verified SDBs can be accessed here:

[Find Small and Small Diverse Businesses.](#)

B. SDB and SB Participation Evaluation. BDISBO has established the minimum evaluation weight for the SDB and SB Participation criterion for this RFP as 20% of the total points.

- 1) The SDB and SB point allocation is based entirely on the percentage of the contract cost committed to SDB and SB participation. If the proposer is a SDB, 100% of the contract cost is allocated to SDB participation. If the proposer is a SB, 100% of the contract cost is allocated to SB participation.
- 2) A total combined SDB/SB commitment less than one percent (1%) of the total contract cost is considered de minimis and will receive no SDB or SB points.
- 3) Based on a maximum total of 200 available points for the SDB/SB Participation Submittal, the scoring mechanism is as follows:

$$\text{SDB and SB Raw Score} = 200 (\text{SDB}\% + (1/3 * \text{SB } \%))$$

- 4) The SDB and SB Raw Score is capped at 200.
- 5) The Offeror with the highest raw score will receive 200 points. Each Offeror's raw score will be pro-rated against the Highest Offeror's raw score by applying the formula set forth here: [RFP Scoring Formula.](#)
- 6) The Offeror's prior performance in meeting its contractual obligations to SDBs and SBs will be considered by BDISBO during the scoring process. To the extent the Offeror has failed to meet prior contractual commitments, BDISBO may recommend to the Issuing Office that the Offeror be determined non-responsible for the the limited purpose of eligibility to receive SDB and SB points.

Questions regarding the SDB and SB Programs, including questions about the self-certification and verification processes can be directed to:

Department of General Services
Bureau of Diversity, Inclusion and Small Business Opportunities (BDISBO)
Room 601, North Office Building
Harrisburg, PA 17125
Phone: (717) 783-3119
Fax: (717) 787-7052
[Email: RA-BDISBOVerification@pa.gov](mailto:RA-BDISBOVerification@pa.gov)
[Website: www.dgs.pa.gov](http://www.dgs.pa.gov)

C. SDB/SB Participation Submittal. All Offerors are required to submit the attached SDB/SB Participation Submittal Form in its entirety. **For a SDB or SB prime offeror to receive points for their SDB or SB status, they must be listed in the Department's directory of self-certified SBs and DGS/BDISBO-verified SDBs as of the**

proposal due date and time. The general annual percentages of SDB and SB commitments, which must be met for each year of the contract term, will become contractual obligations of the selected Offeror. To receive credit for utilizing a SDB or SB subcontractor towards the general annual subcontracting percentage, the SDB or SB must be a DGS/BDISBO self-certified SB or verified SDB as of the date the work to be completed by the SDB or SB subcontractor has commenced.

Equal employment opportunity and contract compliance statements referring to company equal employment opportunity policies or past contract compliance practices do not constitute proof of SDB and/or SB Status or entitle an Offeror to receive credit for SDB or SB participation.

D. Contract Requirements.

All contracts containing SDB and SB Participation must contain the following contract provisions to be maintained through the initial contract term and any subsequent options or renewals:

1. The total general annual percentages of SDB and SB commitments made at the time of proposal submittal, BAFO, or contract negotiations, as applicable, become contractual obligations of the selected Offeror upon execution of its contract with the Commonwealth.
2. All SDB and SB subcontractors utilized by the selected Offeror to meet their total general annual percentage of SDB and SB commitments must perform at least 50% of the work subcontracted to them.
3. The general annual percentage commitments made to SDBs and SBs cannot be altered without written approval from BDISBO.
4. SDB and SB commitments must be maintained in the event the contract is assigned to another prime contractor.
5. The Selected Offeror shall complete the Prime Contractor's Quarterly Utilization Report and submit it to the contracting officer of the Issuing Office and BDISBO within ten (10) business days at the end of each quarter of the contract term and any subsequent options or renewals. This information will be used to track and confirm the actual dollar amount paid to SDB and SB subcontractors and suppliers and will serve as a record of fulfillment of the contractual commitment. If there was no activity during the quarter, the form must be completed by stating "No activity in this quarter." A late fee of \$100.00 per day may be assessed against the Selected Offeror if the Utilization Report is not submitted in accordance with the schedule above.
6. The Selected Offeror shall notify the Contracting Officer of the Issuing Office and BDISBO when circumstances arise that may negatively impact the selected Offeror's ability to comply with SDB and/or SB commitments and to provide a corrective action plan. Disputes will be decided by the Issuing Office and DGS.
7. If the Selected Offeror fails to satisfy its SDB and/or SB commitment(s), it may be subject to a range of sanctions BDISBO deems appropriate. Such sanctions include, but are not limited to, one or more of the following: a determination that the selected Offeror is not

responsible under the Contractor Responsibility Program; withholding of payments; suspension or termination of the contract together with consequential damages; revocation of the selected Offeror's SDB and/or SB status; and/or suspension or debarment from future contracting opportunities with the Commonwealth.

**SMALL DIVERSE BUSINESS (SDB) AND SMALL BUSINESS (SB)
PARTICIPATION SUBMITTAL**

Project Description:

RFP #:

Proposal Due Date:

Commonwealth Agency Name:

OFFEROR (Prime Contractor) INFORMATION

Offeror Company's Name:

Offeror Contact Name: **Email:**

Title: **Phone:**

Is your firm a DGS-Verified Small Diverse Business? **Verif Exp:**

Is your firm a DGS-Self-Certified Small Business? **Cert Exp:**

To confirm your company's SDB/SB status and expiration, please click or use the following link:
<http://www.dgs.pa.gov/Businesses/Small Diverse Business Program/Small-Diverse-Business-Verification/Pages/Finding-Small-Diverse-Businesses.aspx#.WVPvzp3D->

GENERAL ANNUAL PERCENTAGE SUBCONTRACTING INFORMATION

Percentage Commitment for SDB and SB Subcontracting Participation

After examination of the contract documents, which are made a part hereof as if fully set forth herein, the Offeror commits to each of the following general annual independent percentages of the total contract cost for Small Diverse Business and Small Business subcontracting participation.

Small Diverse Business Subcontracting general annual percentage commitment:

Small Business Subcontracting general annual percentage commitment:

Official Questions / Answers
Healthcare Staffing Services
RFP 6100046986

Question #	Question	Answer
1	Will it be possible to get a summary of all the changes made to the RFP when it was re-issued today?	<p>Following is a summary of changes to the recently issued solicitation, however this is a good faith effort of the changes made. Offerors are responsible for ensuring its proposal submission contains the most recent updated documentation. 1. JAGGAER Description section, Item #11 – the following language was added: Offerors should allow sufficient time to upload all documents to submit electronically within this site to ensure timely receipt of their proposals. The Issuing Office will not accept proposals via email or facsimile transmission or any other means except this electronic site. 2. Technical Submittal • Background section – reference to Appendix K added. • I-3, B(2)(c) - reference to Appendix K added. • I-6, B(7) – updated reference 3. Appendix C – Subcontractor List • Revised to add Column “H” – Small Diverse Business or Small Business Certifications. 4. Appendix K – Historical Contract Usage was added as an additional appendix. All historical data located in the cost submittal and the additional attachment added through the Q&A is now in one document. 5. Cost Submittal • Instructions Tab updated i. Added the following language (in bold): Pricing must be submitted on "regular" hours worked and rates must be representative of those in the current market for similar type positions/duties. ii. Removed reference to Tabs 12 and 13 • Tabs 12 and 13 Historical Data has been moved to Appendix K. 6. RFP Question 1.2.1 Small Diverse and Small Business Participation Submittal form has been revised to include the word “GENERAL” to ANNUAL PERCENTAGE SUBCONTRACTING INFORMATION</p>

Official Questions / Answers
Healthcare Staffing Services
RFP 6100046986

Question #	Question	Answer
2	<p>In the Technical Submittal document, each topic to be addressed contains a header and text describing what CoPA wants in our response. Do we have to include the textual description provided by CoPA or can we just provide the headers and our response? For example, on page 2, the header 'Prior Experience' is followed by three paragraphs and then three numbered items. Can we provide our response under the header 'Prior Experience'?</p>	<p>Offeror should provide its response directly in the technical submittal, which contains both the header titles and task descriptions.</p>
3	<p>Is the full response due on 11/7 or is that a typo and it should read 12/7. I ask because I've never seen a bid like this with such little time to prepare a detailed response.</p>	<p>The due date is 11/7/2018. This a re-issuance of a recently cancelled RFP that was on the street for approximately 47 days.</p>

Official Questions / Answers
Healthcare Staffing Services
RFP 6100046986

Question #	Question	Answer
4	There is not a prompt for an offeror's response or acknowledgement following Section I-5.B (Meetings). There is a prompt for an offeror's acknowledgement following Section I-5.C (Reports). Please confirm that this acknowledgement is inclusive of both meetings and reports.	Yes, that's correct.

IRAN FREE PROCUREMENT CERTIFICATION FORM

(Pennsylvania’s Procurement Code Sections 3501-3506, 62 Pa.C.S. §§ 3501-3506)

To be eligible for an award of a contract with a Commonwealth entity for goods or services worth at least \$1,000,000 or more, a vendor must either: a) certify it is **not** on the current list of persons engaged in investment activities in Iran created by the Pennsylvania Department of General Services (“DGS”) pursuant to Section 3503 of the Procurement Code **and** is eligible to contract with the Commonwealth under Sections 3501-3506 of the Procurement Code; or b) demonstrate it has received an exception from the certification requirement for that solicitation or contract pursuant to Section 3503(e).

To comply with this requirement, please insert your vendor or financial institution name and complete **one** of the options below. Please note: Pennsylvania law establishes penalties for providing false certifications, including civil penalties equal to the greater of \$250,000 or twice the amount of the contract for which the false certification was made; contract termination; and three-year ineligibility to bid on contracts. (Section 3503 of the Procurement Code.)

OPTION #1 - CERTIFICATION

I, the official named below, certify I am duly authorized to execute this certification on behalf of the vendor/financial institution identified below, and the vendor/financial institution identified below is **not** on the current list of persons engaged in investment activities in Iran created by DGS **and** is eligible to contract with the Commonwealth of Pennsylvania Sections 3501-3506 of the Procurement Code.

<i>Vendor Name/Financial Institution (Printed)</i>	
<i>By (Authorized Signature)</i>	
<i>Printed Name and Title of Person Signing</i>	<i>Date Executed</i>

OPTION #2 – EXEMPTION

Pursuant to Procurement Code Section 3503(e), DGS may permit a vendor/financial institution engaged in investment activities in Iran, on a case-by-case basis, to enter into a contract for goods and services.

If you have obtained a written exemption from the certification requirement, please fill out the information below, and attach the written documentation demonstrating the exemption approval.

<i>Vendor Name/Financial Institution (Printed)</i>	
<i>By (Authorized Signature)</i>	
<i>Printed Name and Title of Person Signing</i>	<i>Date Executed</i>

DOMESTIC WORKFORCE UTILIZATION CERTIFICATION

To the extent permitted by the laws and treaties of the United States, each proposal will be scored for its commitment to use the domestic workforce in the fulfillment of the contract. Maximum consideration will be given to those offerors who will perform the contracted direct labor exclusively within the geographical boundaries of the United States or within the geographical boundaries of a country that is a party to the World Trade Organization Government Procurement Agreement. Those who propose to perform a portion of the direct labor outside of the United States and not within the geographical boundaries of a party to the World Trade Organization Government Procurement Agreement will receive a correspondingly smaller score for this criterion. In order to be eligible for any consideration for this criterion, offerors must complete and sign the following certification. This certification will be included as a contractual obligation when the contract is executed. Failure to complete and sign this certification will result in no consideration being given to the offeror for this criterion.

I, _____ [title] of _____ [name of Contractor] a _____ [place of incorporation] corporation or other legal entity, ("Contractor") located at _____ [address], having a Social Security or Federal Identification Number of _____, do hereby certify and represent to the Commonwealth of Pennsylvania ("Commonwealth") (Check **one** of the boxes below):

All of the direct labor performed within the scope of services under the contract will be performed exclusively within the geographical boundaries of the United States or one of the following countries that is a party to the World Trade Organization Government Procurement Agreement: Armenia, Aruba, Austria, Belgium, Bulgaria, Canada, Chinese Taipei, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hong Kong, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Latvia, Liechtenstein, Lithuania, Luxemburg, Malta, the Netherlands, Norway, Poland, Portugal, Romania, Singapore, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, and the United Kingdom

OR

_____ percent (____%) [Contractor must specify the percentage] of the direct labor performed within the scope of services under the contract will be performed within the geographical boundaries of the United States or within the geographical boundaries of one of the countries listed above that is a party to the World Trade Organization Government Procurement Agreement. Please identify the direct labor performed under the contract that will be performed outside the United States and not within the geographical boundaries of a party to the World Trade Organization Government Procurement Agreement and identify the country where the direct labor will be performed: _____

[Use additional sheets if necessary]

The Department of General Services [or other purchasing agency] shall treat any misstatement as fraudulent concealment of the true facts punishable under Section 4904 of the *Pennsylvania Crimes Code*, Title 18, of Pa. Consolidated Statutes.

Attest or Witness:

Corporate or Legal Entity's Name

Signature/Date

Signature/Date

Printed Name/Title

Printed Name/Title

Trade Secret/Confidential Proprietary Information Notice

Instructions:

The Commonwealth may not assert on behalf of a third party an exception to the public release of materials containing information believed to be exempt from public disclosure, including trade secrets or confidential proprietary information, unless the materials are accompanied, at the time they are submitted, by this form or a document containing similar information. In addition, in order to protect the safety and security of individuals, infrastructure, and information technology systems, the Commonwealth requires third parties to designate as confidential any information submitted by the third parties that, if disclosed, would be reasonably likely to jeopardize safety or security.

It is the responsibility of the party submitting this form to ensure that all statements and assertions made below are legally defensible and accurate. The Commonwealth will not provide a submitting party any advice with regard to Pennsylvania's *Right-to-Know Law*, [65 P.S. §§ 67.101—67.3104](#), or laws relating to trade secret or confidential proprietary information.

Name of submitting party:

Contact information for submitting party:

Please provide a brief overview of the materials that you are submitting (e.g. bid proposal, quote, grant application, statement of work, technical schematics):

Please provide a brief explanation of why the materials are being submitted to the Commonwealth (e.g. response to bid, RFP or RFQ #12345, application for grant XYZ being offered by the Department of Health, documents required to be submitted under law ABC):

Please indicate if any information has been included that you believe is exempt from public disclosure by checking the appropriate box below: *(Note: Financial information submitted in response to an RFP or IFB to demonstrate economic capability is exempt from public disclosure in accordance with Section 708(b)(26) of the Right-to-Know Law, 65 P.S. 67.708(b)(26)).*

- No information has been included that I believe is exempt from public disclosure.**
- Information has been included that I believe is exempt from public disclosure.**

Please provide a list detailing which portions of the material being submitted you believe are exempt from public disclosure. This includes trade secret, confidential or proprietary information, or information that if disclosed would be reasonably likely to jeopardize the safety or security of an individual, infrastructure, or information technology system. Please provide an explanation of why you think those materials constitute a trade secret, confidential or proprietary information, or why disclosure of those materials would be reasonably likely to jeopardize safety or security. Also, please mark the submitted material in such a way to allow a reviewer to easily distinguish between the parts referenced below. (You may attach additional pages if needed)

Note: Without substantial justification, the following information will not be considered a trade secret or confidential proprietary information:

- Any information submitted as part of a vendor’s cost response.
- Information submitted as part of a vendor’s technical response or statement of work that does not implicate safety and security, or pertain to specific business practices or product specification.
- Information submitted as part of a vendor’s technical or small diverse business and small business response that is otherwise publicly available or otherwise easily obtained.
- Information detailing the name, quantity, and price paid for any product or service being purchased by the Commonwealth.

<u>Page Number</u>	<u>Description</u>	<u>Explanation</u>

Acknowledgment

The undersigned party hereby agrees that it has read and completed this form, and has marked the material being submitted in accordance with the instructions above. The undersigned party acknowledges that the Commonwealth is not liable for the use or disclosure of trade secret, confidential or proprietary information, or information that if disclosed would be reasonably likely to jeopardize the safety or security of an individual, infrastructure or information technology system, where that data or information has not been clearly marked as such, and which was not accompanied by a specific explanation included with this form.

The undersigned agrees to defend any action seeking release of the materials it believes to be trade secret, confidential or proprietary, or would be reasonably likely to result in a safety or security risk if disclosed. The undersigned also agrees to indemnify and hold harmless the Commonwealth, its agents and employees, from any judgments awarded against the Commonwealth in favor of the party requesting the materials, and any and all costs connected with that defense. This indemnification survives so long as the Commonwealth has possession of the submitted material, and will apply to all costs unless and until the undersigned provides a written statement or similar notice to the Commonwealth stating that it no longer wishes to exempt the submitted material from public disclosure.

The undersigned acknowledges that the Commonwealth is required to keep all records for at least as long as specified in its published records retention schedule.

The undersigned acknowledges that the Commonwealth reserves the right to reject the undersigned's claim that the information is trade secret, confidential, proprietary or is reasonably likely to result in a safety or security risk if disclosed, if the Commonwealth determines that the undersigned has not met the burden of establishing that the information constitutes a trade secret, confidential, or is otherwise exempt. The undersigned also acknowledges that if only a certain part of the submitted material is found to constitute a trade secret, is confidential or proprietary, or is otherwise exempt, the remainder of the submitted material will become public; only the protected information will be removed and remain nonpublic.

If being submitted electronically, the undersigned agrees that the mark below is a valid electronic signature.

Signature

Title

Date

LOBBYING CERTIFICATION FORM

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure of Lobbying Activities, which can be found at:

<http://www.whitehouse.gov/sites/default/files/omb/assets/omb/grants/sfillin.pdf>

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed under *Section 1352, Title 31, U. S. Code*. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than **\$100,000** for such failure.

SIGNATURE: _____

TITLE: _____ DATE: _____

Executive Order

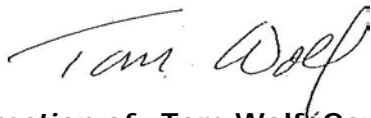
Commonwealth of Pennsylvania Governor's Office

Subject:

**Establishing "Employment First" Policy and
Increasing Competitive Integrated Employment
for Pennsylvanians with a Disability**

Number:

2016-03



By Direction of: Tom Wolf, Governor

Date: March 10, 2016

- WHEREAS, Pennsylvanians with a disability are valued members of society and all members of society deserve to have the opportunity to work; and
- WHEREAS, there is dignity in work, as it provides an individual not only the income necessary to meet basic living needs but can help contribute to his or her self-identity, self-worth and self-respect, and offer a sense of accomplishment; a job can also provide opportunities for social interaction, meaningful friendships, and to be and feel included; and
- WHEREAS, efforts to increase the hiring of Pennsylvanians with a disability should be based on the principle that Pennsylvanians with a disability make-up a largely untapped labor pool, and that workers with a disability add value to the workplace, whether it is because they can be dedicated, loyal, and productive members of a team or because they can increase productivity and contribute to new product and service innovations that improve a company's bottom line; and
- WHEREAS, the unemployment rate for Pennsylvanians with a disability is consistently twice that of the general population, and such a rate is even worse than it appears because it is based on a workforce participation rate of about 20 percent for Pennsylvanians with a disability compared to about 70 percent for all individuals; and
- WHEREAS, Pennsylvania has a history of valuing employment for people with a disability and providing services intended to promote each person's ability to live, contribute and achieve status in their communities; and
- WHEREAS, Pennsylvania government is actively committed to promoting improved competitive integrated employment outcomes through its involvement as a core state selected by the United States Department of Labor's Office of Disability Employment Policy's Employment First State Leadership Mentoring Program, and participation in the National Association of State Directors of Developmental Disability Services' State Employment Leadership Network; and

WHEREAS, the 21ST Century has brought a significant change in public policy regarding employment of individuals with a disability recognized by the passage of the *Workforce Innovation and Opportunity Act (WIOA)*, new federal rules for home and community based services, amendments to the *Americans with Disabilities Act Amendments Act of 2008*, and new federal rules that implement Section 503 of the *Rehabilitation Act of 1973*, as amended; and

NOW, THEREFORE, I, Tom Wolf, Governor of the Commonwealth of Pennsylvania, by virtue of the authority vested in me by the Constitution of the Commonwealth of Pennsylvania and other laws, do hereby order and direct as follows:

1. "Employment First" is the policy of all Commonwealth executive branch agencies under the jurisdiction of the Governor. This policy reflects the Commonwealth's goal of making the Commonwealth of Pennsylvania a model state when it comes to creating a climate hospitable to workers with a disability.
 - a. The definition of Employment First is that competitive integrated employment is the first consideration and preferred outcome of publicly-funded education, training, employment and related services, and long-term supports and services for working-age Pennsylvanians with a disability, as "disability" is defined in each agency's governing statutes and rules.
 - b. The definition of competitive integrated employment for purposes of this Executive Order is the definition contained in the WIOA, which is work performed on a full or part-time basis (including self-employment) for which a person is:
 - (1) Compensated at not less than federal minimum wage requirements or State or local minimum wage law (whichever is higher) and not less than the customary rate paid by the employer for the same or similar work performed by people without a disability;
 - (2) At a location where the employee interacts with people without a disability (not including supervisory personnel or people who are providing services to such employee); and
 - (3) Presented, as appropriate, opportunities for similar benefits and advancement like those for other employees without a disability and who have similar positions.
2. The Office of Administration will explore the means to reduce barriers to Commonwealth employment for Pennsylvanians with a disability.
3. The Secretaries of the Departments of Education, Human Services and Labor and Industry, working with other Commonwealth agencies or executive office officials as appropriate, will develop a written plan to address the implementation of the following goals:
 - a. Implement Employment First as the policy of all Commonwealth executive branch agencies;

- b. Align funding, policy, data collection, and practice toward an emphasis on competitive integrated employment rather than non-competitive, non-integrated employment; and
 - c. Increase the number of Pennsylvanians with a disability employed in a competitive integrated job.
- 4. Progress toward meeting these goals is to be measured by gathering and evaluating, as permissible by law and as available:
 - a. The labor participation rate and unemployment rate of Pennsylvanians with a disability;
 - b. The number and percentage of Pennsylvania youth with a disability who successfully complete at least one paid community integrated work experience or community integrated work-based learning experience before exiting secondary education;
 - c. The number and percentage of Pennsylvania youth with a disability who transition from secondary education to adult life with a competitive integrated job or an integrated post-secondary education or training opportunity intended to lead to a competitive integrated job;
 - d. The number and percentage of Pennsylvanians with a disability employed in a competitive integrated job who are participants in a Medicaid-funded or state-only funded program that provides home and community-based services; and
 - e. The number of private-sector businesses that have been provided requested technical assistance with the recruitment, hiring and retention of qualified Pennsylvanians with a disability.
- 5. The plan described in Section 3, of this Executive Order, will be developed with broad stakeholder input including, but not limited to, people with a disability, the Governor's Advisory Committee for People with Disabilities, potential employers, and disability advocacy groups.
- 6. **General Provisions.** Nothing in this Executive Order shall be interpreted to supersede or preempt the provisions of any federal, state or local law, regulation, rule or ordinance. This Executive Order is not intended to, and does not create, any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the Commonwealth of Pennsylvania, its departments, agencies, or entities, its officers, employees, or agents, or any other person.
- 7. The plan should be submitted to the Governor's Office for review and approval 120 days from the effective date of this Executive Order.
- 8. **Effective Date.** This Executive Order shall be effective immediately.
- 9. **Termination Date.** This Executive Order shall remain in effect until amended or rescinded by the Governor.

EXHIBIT E

CONTRACTOR'S TECHNICAL SUBMITTAL

Event Summary - Healthcare Staffing Services

Type	<input type="text" value=""/>	Number	<input type="text" value=""/>
Stage Title	<input type="text" value=""/>	Organization	<input type="text" value=""/>
Currency	<input type="text" value=""/>	Exported on	<input type="text" value=""/>
Exported by	<input type="text" value=""/>	Payment Terms	<input type="text" value=""/>
Sealed Bid	<input type="text" value=""/>	Intend to Bid	<input type="text" value=""/>
Bid Total	<input type="text" value=""/>	<input type="text" value=""/>	<input type="text" value=""/>

Event Dates

Time Zone	<input type="text" value=""/>
Released	<input type="text" value=""/>
Open	<input type="text" value=""/>
Close	<input type="text" value=""/>
Sealed Bid	<input type="text" value=""/>
Question Submission Close	<input type="text" value=""/>

Event Users

Contacts

Jennifer Habowski

[\[Link\]](#)

Questions RFP Questions

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1.1.4

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1.1.5

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Group 1.2: Small Diverse Business and Small Business Participation

1.2.2

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[unreadable] [unreadable] [unreadable] [unreadable] [unreadable] [unreadable] [unreadable]

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Group 2.2: Terms and Conditions

2.2.1

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Group 2.3: Offeror's Representation

2.3.1

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Offeror's Representations and Authorizations. By submitting its proposal, each Offeror understands, represents, and acknowledges that:

- A.** All of the Offeror's information and representations in the proposal are material and important, and the Issuing Office may rely upon the contents of the proposal in awarding the contract(s). The Commonwealth shall treat any misstatement, omission or misrepresentation as fraudulent concealment of the true facts relating to the Proposal submission, punishable pursuant to 18 Pa. C.S. § 4904.
- B.** The Offeror has arrived at the price(s) and amounts in its proposal independently and without consultation, communication, or agreement with any other Offeror or potential offeror.
- C.** The Offeror has not disclosed the price(s), the amount of the proposal, nor the approximate price(s) or amount(s) of its proposal to any other firm or person who is an Offeror or potential offeror for this RFP, and the Offeror shall not disclose any of these items on or before the proposal submission deadline specified in the RFP.
- D.** The Offeror has not attempted, nor will it attempt, to induce any firm or person to refrain from submitting a proposal on this contract, or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal or other form of complementary proposal.
- E.** The Offeror makes its proposal in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.
- F.** To the best knowledge of the person signing the proposal for the Offeror, the Offeror, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last **four** years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as the Offeror has disclosed in its proposal.
- G.** To the best of the knowledge of the person signing the proposal for the Offeror and except as the Offeror has otherwise disclosed in its proposal, the Offeror has no outstanding, delinquent obligations to the Commonwealth including, but not limited to, any state tax liability not being contested on appeal or other obligation of the Offeror that is owed to the Commonwealth.
- H.** The Offeror is not currently under suspension or debarment by the Commonwealth, any other state or the federal government, and if the Offeror cannot so certify, then it shall submit along with its proposal a written explanation of why it cannot make such certification.
- I.** The Offeror has not made, under separate contract with the Issuing Office, any recommendations to the Issuing Office concerning the need for the services described in its proposal or the specifications for the services described in the proposal.
- J.** Each Offeror, by submitting its proposal, authorizes Commonwealth agencies to release to the Commonwealth information concerning the Offeror's Pennsylvania taxes, unemployment compensation and workers' compensation liabilities.
- K.** Until the selected Offeror receives a fully executed and approved written contract from the Issuing Office, there is no legal and valid contract, in law or in equity, and the Offeror shall not begin to perform.
- L.** The Offeror is not currently engaged, and will not during the duration of the contract engage, in a boycott of a person or an entity based in or doing business with a jurisdiction which the Commonwealth is not prohibited by Congressional statute from engaging in trade or commerce.

**Commonwealth of Pennsylvania
Department of General Services**

RFP Title: Healthcare Staffing Services

Solicitation No. 6100046986

Respondent Submission

Submission Date: November 7, 2018 3:00 PM EST

Submitted To:

Jennifer Habowski

Department of General Services

Bureau of Procurement

555 Walnut Street, Forum Place 6th Floor

Harrisburg, PA 17101

Telephone: 717-703-2937

jhabowski@pa.gov

Submitted By:

Dr. Veronica Edwards

CEO

InGenesis, Inc.

10231 Kotzebue Street

San Antonio, TX 78217

Telephone: 210-366-0033

edwardsv@ingenesis.com



This proposal or quotation 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 or quotation. If, however, a contract is awarded to this offeror or quoter 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. The 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 in all sheets herein.

Jennifer Habowski
Department of General Services, Bureau of Procurement
555 Walnut Street, Forum Place 6th Floor
Harrisburg, PA 17101

November 7, 2018

Re: RFP: Healthcare Staffing Services #6100046986

Ladies and Gentlemen:

InGenesis, Inc. (InGenesis) respectfully submits this proposal in response to the Commonwealth of Pennsylvania's (Commonwealth) request for proposal (RFP): Managed Services Provider (MSP) for Statewide Healthcare Staff Augmentation Services. The proposal outlines InGenesis' strategic approach to meeting the Commonwealth's program objectives, informed by our knowledge of the market and our understanding of Commonwealth policies and initiatives. This proposal will remain valid for at least 120 days after submittal deadline: November 7, 2018 or until a contract is fully executed, whichever is later.

The Commonwealth has requested an experienced MSP contractor with extensive knowledge of the healthcare industry; a large, active supply chain capable of meeting the demand of a complex statewide program supporting approximately 600 workers; a leading vendor management system (VMS) for contract administration; and utilization of small and small diverse businesses.

Established Leader in Healthcare Workforce Solutions

InGenesis has 20 years of experience providing comprehensive workforce solutions to clients, including 14 years of experience providing MSP services in the healthcare environment. InGenesis MSP processes adhere to the NIST Malcolm Baldrige Excellence Framework, CMS standards for QIO services, HEDIS and NCQA certification criteria, and the Joint Commission standards for healthcare staffing. InGenesis has provided MSP services to the Commonwealth since 2014, including support from multiple subcontractors. Recent awards and recognition underscore our unique ability to deliver first-rate healthcare workforce solutions:

- **InGenesis MSP processes have been recognized for our commitment to the National Institute of Standards and Technology (NIST) Malcolm Baldrige Excellence Framework.**
- **Having earned the Joint Commission's Gold Seal for Healthcare Staffing, InGenesis' audits have all resulted in zero findings.**
- **InGenesis has earned the QIO-like certification from the Centers for Medicare and Medicaid Services (CMS), which has enabled the Commonwealth to secure higher CMS reimbursements for QIO-like work performed.**
- **InGenesis as one of the Largest U.S. Staffing Firms, one of the Largest Healthcare Staffing Firms, and is ranked among the largest staffing firms in multiple specialties including Allied Healthcare, Locum Tenens, Per Diem Nurse, and Travel Nurse.**

In 2018 InGenesis completed its acquisition of Kelly Healthcare Resources, a division of Kelly Services. The acquisition included Kelly Healthcare Resource's client portfolio, talent pool, experienced recruiters, clinical screeners, credentialing specialists, program management personnel and experienced leadership team with an average of 15+ years healthcare industry experience.

InGenesis is leading efforts by the International Organization for Standardization (ISO) to develop global standards for healthcare administration, including patient-centered staffing. The American National Standards Institute selected InGenesis to serve as the chair and head of U.S. delegation.

Dr. Edwards, the CEO and founder of InGenesis, Inc. transformed InGenesis, Inc. from a single-employee staffing agency in 1998 into one of the largest staffing firms in North America. Dr. Edwards has been recognized as a Global Power 100 Women in Staffing and a Staffing 100: Most Influential People in Staffing by Staffing Industry Analysts, *Fortune's* 50 Most Powerful Latinas in Business, the National Hispanic Businesswoman of the Year, top 50 most influential Hispanic business leaders in the country, top 100 middle market CEOs, and America's top 10 female entrepreneurs.

Strategic Supply Chain Transition Plan

InGenesis has identified approximately 60 suppliers with an average of 20 years of experience to support the MSP program. **InGenesis is partnering with MHM Solutions, Inc. (MHM), the incumbent to the Commonwealth's Lot 2: Medical and Therapy Professionals contract. InGenesis and MHM have entered into an exclusive teaming agreement to pursue this opportunity.** Neither InGenesis nor MHM have made any commitments to any other Offerors regarding pricing, solutions, or other aspects of the services described in the RFP. MHM's 15-years of experience supporting the Commonwealth, including in-demand mental health professionals to correctional facilities, is a stabilizing force in our MSP solution.

To support supplier diversity development initiatives the **InGenesis MSP program is structured to capture 100% nationally recognized diversity spend.** InGenesis is the largest diversity supplier of healthcare staffing services in North America, as recognized by Staffing Industry Analysts and certified by the Women's Business Enterprise National Council (WBENC) and the National Supplier Development Council (NMSDC).

To increase SDB participation, InGenesis will seamlessly transition all its current employees to the staffing firm currently supporting the InGenesis MSP today and certified as an SDB by the Commonwealth of Pennsylvania, NMSDC, and WBENC. **InGenesis will provide certified small and small diverse businesses (SDBs) with access to fulfill 100% of the Commonwealth's requests for new workers.** To maintain quality and integrity, all suppliers will undergo a third-party onsite inspection during the vetting process as part of InGenesis' compliance risk management process. It confirms and documents that suppliers have properly stored, secured and locked sensitive data, the occupancy and professionalism of their location, and inspects property conditions.

Program Management Support

To maintain quality standards and provide superior customer support, InGenesis is dedicating six program and account managers to the Commonwealth's MSP program. The experienced, tenured and incumbent team members will be overseen by project sponsors and fully support by InGenesis' professional shared services departments. End user agencies will also have access to a Concierge Customer Support Department for assistance. Should the customer have an issue or concern, they have the choice of emailing or calling the concierge team. The team will identify the issue and route the ticket to the correct department for issue resolution.

For simplicity, there will be one InGenesis MSP contact number manned by a professional receptionist with an afterhours routing option including a 24/7/365 emergency and scheduling contact; a VMS single-sign-in; and a single program-wide email distribution list. For specific inquiries an InGenesis MSP web-based landing page containing all program contact information/emails, memos and Q&As will be available on for the Commonwealth.

PeopleFluent VMS

InGenesis is proposing PeopleFluent as the VMS to streamline contract administration. InGenesis will work with our long-time VMS partner to convert the system to accommodate the new program design and implement seamless system updates. Since PeopleFluent is the current VMS, we will reduce the implementation timeframe without sacrificing system features. The implementation timeframe is 16 weeks, with a minimum of two weeks required for pre-planning activities. **InGenesis' proposed implementation will span just eight weeks, reducing disruption and administrative burdens of the transition by more than 50%.** The reengineered system will be built in a parallel environment, so the Commonwealth will not experience service disruptions. Once the second-generation InGenesis MSP and VMS are approved and configured we will deliver a comprehensive training program for prior to launch.

Value-Added Services

InGenesis has been an effective advocate for cost-savings in Pennsylvania, generating hard cost savings of more than \$12M over the life of the current incumbent contract. This includes annual cost savings of approximately \$2M versus the prior incumbent vendor. In 2017, InGenesis worked with the Commonwealth to renegotiate rates with an outcome that would generate \$2M in additional cost savings. Importantly, InGenesis has not used the waiver process to pass along cost increases. InGenesis has steadfastly adhered to its contract rates without exception, even when bill rates were far below market.

Based on our experience providing healthcare staffing solutions to the Commonwealth for the past 4 years, InGenesis has created a customized solution designed to provide the Commonwealth optimal value-added services. With the goal of providing effective cost savings, InGenesis has utilized its experience, research, and knowledge of industry best practices to design a bill rate structure that incorporates a series of value-added services for the Commonwealth at a substantial discount for: (1) transitioning workers, (2) tenured workers, and (3) referred workers.

Additionally, we project additional savings for the Commonwealth because we expect to reengineer the VMS at no additional cost (ordinarily the fee due to the vendor is about \$100,000). We also offer more sophisticated temporary and per diem talent pool management services which incorporate an additional technology integration that we are providing at no additional cost.

Healthcare Advisory Board

InGenesis offers a unique advantage in MSP program governance by incorporating a Healthcare Advisory Board. composed of subject matter experts empowered to elevate healthcare delivery and improve stakeholder satisfaction. The Board is chartered to support the MSP program in four critical ways:

- **Strategically align healthcare practice and policy across the supply chain.**
- **Provide thought leadership in healthcare service delivery by assessing performance, sharing best practices and promoting high quality patient care.**

- **Oversee healthcare compliance.**
- **Offer expert consultation on an array of challenges that can arise in the healthcare industry, including, for example: pandemic and emergency response; medical ethics; patient incident reporting and management; clinical practice and authority; and more.**

In closing, we respectfully present the attached RFP response for the Commonwealth's review and consideration. We are confident you will recognize the healthcare standards and compliance framework that are integrated throughout and the importance of having the healthcare MSP program managed by a healthcare industry leader. InGenesis has a keen understanding of the challenges presented by this work and is best positioned to meet the Commonwealth's needs in upholding the quality of healthcare professionals, safeguarding program compliance, and maintaining a continuity of services.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Veronica Edwards".

Dr. Veronica Edwards

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BACKGROUND

The Commonwealth is seeking a Managed Service Provider ("MSP") to provide statewide healthcare staff augmentation services. For purposes of this RFP, an MSP is defined as a prime contractor that utilizes multiple subcontractors to provide staffing resources and does not directly employ any of the staffing resources. Healthcare resources will be used to fill short-term and long-term vacancies for nurses, medical staff, mental health providers, ancillary and support personnel for direct and non-direct care at Commonwealth facilities, hospitals and centers or locations throughout the Commonwealth. For a brief description of the agency program offices currently using the requested services, types of positions covered by this RFP and historical usage refer to **Appendix A - Agency Program Offices, Appendix B – Position Descriptions and Appendix K – Historical Contract Usage** located in the Buyer Attachment section. For existing contract information refer to contract #'s 4400013382, 4400013383, 4400013384 and 4400013817 located on <http://www.emarketplace.state.pa.us/>.

When a position needs filled and prior to the utilization of this Contract, agencies must first attempt to fill the open position with Commonwealth employees through the Civil Service or Non-Civil Service recruitment process. If a position cannot be filled through either of the above processes, agencies must then obtain labor relations approval and abide by all provisions of the local collective bargaining unit union/labor relations/human resources rules pertaining to hiring supplemental employment. Any waivers provided under the existing Contract will cease upon the Contract resulting from this RFP being fully-executed. The Commonwealth will make all efforts to fill positions with Commonwealth employees before presenting the need to the selected Offeror.

The Commonwealth reserves the right, throughout the Contract, to add or delete healthcare staffing positions in order to meet the needs of the Commonwealth.

TECHNICAL SUBMITTAL

I-1. Statement of the Project. Offeror shall state in succinct terms your understanding of the project presented or the required by this RFP.

I-1 Statement of the Project

InGenesis, Inc. understands the scope of the project and has developed a solution to meet the healthcare staffing needs of the Commonwealth of Pennsylvania (Commonwealth). The Commonwealth has released a request for proposal (RFP) to procure a managed services provider (MSP) for healthcare staffing services. The MSP will strategically manage a supply chain of capable subcontractors, including DGS-certified small diverse businesses, to source qualified healthcare workers. The MSP will engage a vendor management system (VMS) to streamline contract administration.

InGenesis acknowledges the Commonwealth does not want the MSP, or any subsidiary of the MSP, to participate in the program. To meet this new requirement, InGenesis is presenting a restructured program design that removes InGenesis from the supply chain and introduces a network of capable subcontractors. Our leadership and program management team will continue to build on our four-year relationship with the Commonwealth, utilizing our extensive knowledge of the market, state regulations and government initiatives to manage the healthcare contingent workforce program.

InGenesis' solution considers the Commonwealth's commitment to diversity spend, securing incumbent staff, identifying qualified suppliers to staff new contingent workers and leverages our healthcare industry expertise to support a large, complex program managing approximately 600 short-term and long-term contingent workers.

Established Leader in Healthcare Workforce Solutions

InGenesis is leading provider of healthcare workforce solutions. Recent awards and recognition underscore our unique ability to deliver first-rate healthcare workforce solutions:

- *Organizational Excellence.* Our MSP processes and procedures have been recognized for our commitment to the National Institute of Standards and Technology (NIST) Malcolm Baldrige Excellence Framework. The Malcolm Baldrige program provides a systemic approach to assessing organizational excellence, and InGenesis outperformed its peers in demonstrating a commitment to continuous improvement in performance management.
- *Healthcare Standards Compliance.* Our healthcare workforce solutions have earned the Joint Commission's Gold Seal for Healthcare Staffing. InGenesis' Joint Commission audits have all resulted in zero findings. We better manage and mitigate risks in healthcare staffing programs through quality assurance policies and procedures, recruiting and credentialing methods, and operations that meet the highest industry standards.
- *Quality Improvement.* InGenesis has established a secure process for managing review and evaluation services within a quality improvement organization (QIO). InGenesis has

earned the QIO-like certification from the Centers for Medicare and Medicaid Services (CMS), which has enabled the Commonwealth to secure higher CMS reimbursements for QIO-like work performed.

- *Market Presence and Capabilities.* For several years now, Staffing Industry Analysts has recognized InGenesis as one of the Largest U.S. Staffing Firms, one of the Largest U.S. Healthcare Staffing Firms, one of the Largest U.S. Nurse Staffing Firms – and more. InGenesis is distinguished by the scale of our experience in meeting client healthcare needs and demonstrated success in delivering workforce solutions involving annual spend ranging from \$20-70 million.

In 2018 InGenesis completed its acquisition of Kelly Healthcare Resources, a division of Kelly Services. The acquisition included Kelly Healthcare Resource’s client portfolio, talent pool, experienced recruiters, clinical screeners, credentialing specialists, program management personnel and experienced leadership team with an average of 15+ years healthcare industry experience.

The acquisition was part of a larger strategic plan to grow the company’s infrastructure to meet increasing client demands for workforce solutions, specifically within the healthcare sector. In addition to the Kelly Healthcare Resources acquisition, InGenesis has expanded its leadership team, dedicated additional resources to every area of the company, and created specialized teams to enhance order lifecycle management, customer service issue resolution, shift and scheduling optimization, and service consultation.

InGenesis’ expertise in healthcare administration has resulted in the company leading efforts by the International Organization for Standardization (ISO) to develop global standards for healthcare administration. The ISO workgroup currently involves about 40 countries and is quickly expanding to include more areas of the world. The workgroup addresses important challenges impacting healthcare administration, including for example, patient outcome-based staffing models. InGenesis supports the ISO workgroup through the American National Standards Institute (ANSI), which selected InGenesis to serve as the chair and head of U.S. delegation.

InGenesis invites the Commonwealth to identify one or more individuals to join the ISO workgroup and participate as stakeholders in establishing global healthcare standards. As part of our services under this program, InGenesis will cover the annual dues that ISO charges for membership for one representative from the Commonwealth, up to one-thousand dollars annually. This offers a unique opportunity for InGenesis and the Commonwealth to strategically collaborate on best practices in the administration of temporary healthcare staffing services.

Continuous Improvement and Performance Excellence

InGenesis began its journey to become aligned with the Malcolm Baldrige framework a year-and-a-half ago. In that time, we examined our operations, identifying opportunities for cycles of improvement, implemented systematic processes for increased efficiency, and expanded our business intelligence and data analytics department to track and monitor performance metrics to make fact-based decisions. In 2018, the InGenesis MSP program was recognized for its

commitment to performance excellence by the Quality Texas Foundation, a non-profit that administers quality awards based on the Malcolm Baldrige guidelines.

MHM Solutions, Inc. Partnership

InGenesis is partnering with MHM Solutions, Inc. (MHM), the incumbent to the Commonwealth's Contracted Medical Services, Lot 2: Medical and Therapy Professionals contract. InGenesis and MHM have entered into an exclusive teaming agreement to pursue this opportunity. Neither InGenesis nor MHM have made any commitments to any other Offerors regarding pricing, solutions, or other aspects of the services described in the RFP.

Under our partnered solution, MHM will act as a preferred supplier of the positions that MHM filled under the Lot 2: Medical and Therapy Professionals contract. MHM's role will strengthen the network of subcontractors, offering greater accountability and better pricing. MHM will be supported by a second tier of medical and therapy suppliers which will receive and respond to orders if MHM is unable to timely provide candidates for any particular need. This approach allows the Commonwealth to continue working with a qualified supplier, access in-demand talent and secure the continuum of care for its patient population.

MHM has been providing medical staffing and management services in healthcare settings since the company was founded in 1981. Since 2014, MHM has worked with the Department of General Services to develop a strong, stable and effective working partnership with the Commonwealth. Today, MHM staffs more than 120 healthcare professionals at Commonwealth facilities, hospitals and centers throughout the state and meets service level agreement fill requirements.

Since 2003, MHM have supported the Commonwealth's Department of Corrections (DOC), contracted to provide mental health services to a daily population of more than 50,000 inmates across 25 facilities in the state. Attachment 1 provides more information on MHM's extensive experience in healthcare staffing and servicing the Commonwealth of Pennsylvania and the value it offers as part of the solution proposed by InGenesis.

Small and Diversity Supplier Commitment

As one of the largest minority- and woman-owned businesses in the United States, InGenesis is committed to supporting clients with effective supplier diversity programs. InGenesis will provide certified small business enterprises (SBEs) and small diverse businesses (SDBs) with access to fulfill 100% of the Commonwealth's requests for new workers. InGenesis is committing to achieve a 95% small and diversity business utilization goal.

InGenesis will have a two-prong approach to utilizing SBEs and SDBs for the program. First, since InGenesis cannot participate as a staffing vendor, we propose to transition all InGenesis workers to the staffing firm currently supporting the InGenesis MSP today and certified as an SDB by the Commonwealth of Pennsylvania, the National Minority Supplier Development Council, and the Women's Business Enterprise National Council. The subcontractor has developed a quality improvement program that meets CMS requirements and is committed to obtaining its QIO-like status and Joint Commission certification before the contract transition date. Its familiarity with Commonwealth requirements and its commitment to maintaining

compensation and benefits levels for InGenesis' existing workers is designed to stabilize all incumbent staff during the contract transition.

Second, InGenesis' supplier development program will strengthen SDB supplier capabilities through outreach, resource sharing, best practice discussions and more. The approach will allow InGenesis to successfully meet diversity spend goals and improve the performance of healthcare diversity suppliers in our supply chain. This approach has proved effective already in Pennsylvania. The SDB that InGenesis contracted with to provide a committed level of services for the current incumbent contract withdrew from participation in the middle of the contract primarily due to the high expenses associated with the benefit requirements, high levels of customer service demand and the compressed rates. InGenesis identified substitute suppliers and worked with them to grow their capabilities to expand their utilization in the program. Our most recent subcontracting spend report shows that our focused efforts are providing a level of service that is on pace to fully satisfy InGenesis' DGS Certified SDB subcontracting goal for the current contract.

Increased Access to Talent

A recent industry report from a leading human resources organization, Society for Human Resource Management, identified the top 10 hardest to fill labor categories; 4 were in the healthcare industry. Additionally, the U.S. Department of Health and Human Services has identified approximately 120 health professional shortage areas (HPSAs) in the Commonwealth. These factors directly impact the recruitment and placement of qualified healthcare workers. In response, InGenesis is restructuring the program to utilize vetted and established InGenesis suppliers to source candidates.

Using information obtained from client meetings, program data, and historical data, we strategically leverage the supply chain to meet demand. We then review and analyze the current state of the supply chain and align capabilities with client needs. Our team then creates a supplier management plan to develop a candidate pipeline. The plan addresses: proper utilization of strategic, tactical, and tail suppliers; target number of suppliers needed by geography/location; number of suppliers needed by skill set/labor category; business continuity and redundancy; supplier tiering; and milestone requirements.

InGenesis also offers a sophisticated approach to managing per diem nurses and other talent pools. As explained more fully in Section 3.B.1, we bring together several key ingredients to elevate our solution: an industry leading scheduling technology, an approach tailored to the unique requirements of particular assignment segments like correctional staffing, greater transparency in employee communications and job broadcasting, and dedicated call center support.

Reduced Implementation Timeframe for VMS

InGenesis is proposing PeopleFluent as the VMS to streamline contract administration. InGenesis will work with the VMS provider to re-engineer the system to accommodate the new program design and implement system updates. Since PeopleFluent is the current VMS, we will reduce the implementation timeframe without sacrificing system features. The average timeframe for VMS implementation is 16 weeks, with a minimum of two weeks required for pre-

planning activities. In view of InGenesis' position as the current provider of these services, InGenesis' proposes an expedited implementation that will span only eight (8) weeks. This unique offering minimizes service disruptions and the level of commitment required by Commonwealth contract administrators and key stakeholders. It is important to note the reengineered system will be built in a parallel environment, so the Commonwealth will not experience service disruptions. Once the second-generation InGenesis MSP and VMS are approved and configured we will deliver a comprehensive training program for prior to launch.

However, should the Commonwealth wish to explore alternatives to the PeopleFluent VMS, InGenesis is prepared to provide additional VMS demonstrations as needed. As explained in Section 6.B., InGenesis has implemented the SAP Fieldglass VMS for multiple programs engaging more than one thousand contingent workers and more than 100 staffing subcontractors. Additionally, as explained in Section 2.C., our program team has direct experience with all four of the world's largest VMS technologies, including SAP Fieldglass, PeopleFluent, IQ Navigator and Beeline.

Healthcare Advisory Board

InGenesis offers a unique advantage in MSP program governance by incorporating a Healthcare Advisory Board. The Healthcare Advisory Board is composed of subject matter experts empowered to elevate healthcare delivery and improve stakeholder satisfaction. The Board is chartered to support the MSP program in four critical ways:

- Strategically align healthcare practice and policy across the supply chain, based on input from the Commonwealth and its agencies in addition to prevailing industry guidelines. Its work is critical in developing consistent practice policies for the network of subcontractors.
- Provide thought leadership in healthcare service delivery by assessing performance, sharing best practices and promoting high quality patient care. SMEs identify opportunities for improvement and create a framework for assessing best practices.
- Oversee healthcare compliance. The Board brings expertise in intra-agency compliance strategies, regulatory affairs, quality control, reporting, and audit support.
- Offer expert consultation on an array of challenges that can arise in the healthcare industry, including, for example: pandemic and emergency response; medical ethics inquiries; patient incident reporting and management; clinical practice and authority; correctional health; and more.

The Healthcare Advisory Board is led by InGenesis' chief medical officer, Dr. Mark Delowery, who will monitor the contract for compliance and quality. Dr. Delowery earned a D.O. from Philadelphia College of Osteopathic Medicine, as well as a Master of Public Health degree from Medical College of Wisconsin. Dr. Delowery has 25+ years of experience as a supervisor in medicine and public health, working for US Public Health Services, Bureau of Primary Care/Federal Occupational Health (FOH) for more than two decades. For 4 years, he served as a medical director for FOH, managing national programs related to occupational health, health promotion and disease prevention. Dr. Delowery has served as the InGenesis chief medical officer for seven years and has provided expert support to other complex nationwide programs such as the provision of thousands of healthcare personnel to correctional facilities maintained by Homeland Security, Immigration and Customs Enforcement.

I-2. Qualifications.

- A. Company Overview.** Offerors shall have experience, within the last five (5) years of proposal submission, in administering and managing a contract as a managed service provider (MSP), which uses multiple subcontractors to fulfill the healthcare staffing needs required by this RFP and does not directly employ any of the staffing resources.

I-2 Qualifications

2.A Company Overview

InGenesis has 20 years of experience providing comprehensive workforce solutions to clients, including 14 years of experience providing MSP services in the healthcare environment.

InGenesis MSP processes adhere to the NIST Malcolm Baldrige Excellence Framework, CMS standards for QIO services, HEDIS and NCQA certification criteria, and the Joint Commission standards for healthcare staffing.

InGenesis has provided MSP services to the Commonwealth since 2014, including support from multiple subcontractors. InGenesis has been an effective advocate for cost-savings, generating hard cost savings of more than \$12M over the life of the contract. This includes annual cost savings of approximately \$2M versus the prior incumbent vendor. In 2017, InGenesis worked with the Commonwealth to renegotiate rates with an outcome that would generate another \$2M in additional cost savings. Importantly, InGenesis has not used the waiver process to pass along cost increases. InGenesis has steadfastly adhered to its contract rates without exception, even when bill rates were far below market.

In 2016 the State of Ohio contracted with InGenesis for MSP non-IT temporary services, which is primarily focused on the healthcare needs of Ohio agencies. InGenesis administers a vendor neutral contingent staffing program and offers additional value with supplemental services including independent contractor (IC) compliance, payrolling services, and statement of work (SOW) management. Together, these services deliver a total talent solution that utilizes a VMS for contract administration. The program has approximately 50 suppliers staffing 669 contingent workers for 38 state agencies. Approximately 73% of annual spend (\$16M) involves healthcare staffing.

In 2017 InGenesis was also awarded an MSP contract with the University of Texas Supply Chain Alliance, the group purchasing organization for the University of Texas (UT) system. The non-mandatory program is available to all UT institutions and its affiliates. The program, which supports five institutions, includes services for two medical schools and affiliated hospitals, globally respected health science research centers, and numerous clinics throughout the state. The InGenesis MSP program has more than 65 active suppliers staffing more than 200 healthcare, IT, professional and financial contingent workers. Onsite and near site program management staff utilize a VMS technology for contract administration.

Since 2012, InGenesis has managed large scale healthcare staffing services for the Department of Homeland Security, Immigration and Customs Enforcement (ICE). InGenesis helped structure and stabilize a growing program that required thousands of healthcare employees at more than 20

detention facilities across the country. Many of the facilities were in remote and medically underserved locations. The correctional environment and distance of the facilities created staffing challenges, and InGenesis engaged multiple subcontractors to assist with niche and hard-to-fill positions.

B. Prior Experience. Include experience in administering and managing staff augmentation services and/or temporary healthcare augmentation services (direct and non-direct care) similar to the services requested in this RFP. Offerors must submit a summary of at least three (3) healthcare staff augmentation contracts, similar to size and scope of the services requested in this RFP, where the Offeror was the prime contractor acting as an MSP. The project references must indicate the number of healthcare resources engaged concurrently for each staff augmentation contract. Experience shown should be work done by individuals who will be assigned to this project as well as that of the Offeror. For each reference, Offerors must submit the name of the contracting parties, a summary of the contract and description of the services provided, the annual and total dollar amount of the contract and the name, address, and telephone number of the responsible official of the customer, company, or agency who may be contacted.

Submit an organization chart showing all levels of management, down to the Project Manager, that will be involved throughout the entire length of the contract.

Offerors shall provide details on any industry-recognized quality standards to which it is compliant (i.e. The Joint Commission (TJC), Quality Improvement Organization (QIO), Centers for Medicare and Medicaid Services (CMS), American Correctional Association (ACA) and the Intermediate Care Facility (ICF)/Intellectual Disability (ID) providers, etc.), as well as industry certifications or awards received within the past 5 years.

In addition, state the following:

1. How many years the Offeror has been in the business of administering and managing healthcare staff augmentation services.
2. How many companies or organizations are currently using the Offeror's healthcare staff augmentation services.
3. How many contracts have been cancelled within the past five (5) years, including the reasons, and whether the Offeror has been the subject of any suspensions, or disbarments or suits for non-performance.

2.B Prior Experience

Commonwealth of Pennsylvania Contracted Medical Services			
Name of Contracted Parties	Department of General Services		
Annual Contract Value	\$19,200,000	Total Value	\$96,000,000
Contract Officer Name	Elizabeth Lenhart, Commodity Manager		
Contract Officer Address	555 Walnut Street, 6th Floor, Forum Place, Harrisburg, PA 17101		
Telephone Number	717-783-8578	Email	elenhart@pa.gov
<p>InGenesis, Inc. was awarded the Commonwealth of Pennsylvania contract in 2014. The Commonwealth of Pennsylvania contract illustrates how our MSP/VMS services can improve performance for a state client with diverse talent acquisition and management needs, including healthcare, administrative and professional personnel.</p> <p>InGenesis was awarded two contracts to support the Commonwealth with temporary medical services: Lot 1: Direct and Non-Direct Care Nursing, and Lot 3: Non-Direct Care Ancillary Professionals and Support Staff. Together the contracts staff more than 400 temporary personnel throughout the Commonwealth. While the contracts are to support the medical services administered by the government, the ancillary personnel contract cover 36 labor categories including administrative assistants, financial representatives, fiscal managers, communication support, and program managers. In 2018 MHM Solutions transitioned 23 labor categories on the Lot 2: Medical and Therapy Professionals to InGenesis, Inc.</p> <p>As the MSP, InGenesis is responsible for providing the VMS, program management, supplier management, and staffing of temporary personnel across seven state agencies. Our MSP services coordinate and streamline staffing activities between the staffing suppliers and multiple state agencies, including: the Department of Corrections (DOC), Department of Human Services (DHS), Department of Health (DOH), Department of Aging (PDA), Department of Labor and Industry (L&I), The Public School Employees Retirement System (PSERS), The State Employees' Retirement System (SERS), and the Department of Military and Veterans Affairs Facilities (DMVA).</p> <p>We have demonstrated an on-time performance of the deliverables sought, which include sourcing, security/immunization screening, credentialing, presentation, training and onboarding, placement, shift scheduling, invoicing and timekeeping, and retention of all employees assigned to service Pennsylvania agencies.</p> <p>High customer satisfaction and responsiveness to client needs: When the state's procurement process was delayed, InGenesis and our VMS partner agreed to work around the clock to design, develop and deploy a customized VMS solution in 5 weeks, well ahead of the 12-week timeframe we had proposed. Our MSP program managers and IT developers conducted daily meetings to ensure that client requirements were fully integrated into our final solution, and that end users were sufficiently trained to begin using the VMS immediately.</p> <p>Due to our certification by CMS as a QIO-like entity, which was swiftly responded to when requested by Pennsylvania, the Commonwealth is now able to secure reimbursements for 75% of its costs for InGenesis personnel who perform Medicaid and Medicare review and evaluation services.</p> <p>Furthermore, we overhauled our healthcare plan after identifying opportunities for improvement in the health care coverage offered by our prior ACA-compliant Humana health benefits plan. We sourced and evaluated health care benefits proposals from several major global companies and selected Aetna because of its ability to better meet the needs of our employees. Additionally, we expanded the amount of PTO we provide to our Pennsylvania employees to accommodate severe winter weather conditions. Finally,</p>			

we also increased our reimbursement policy to include parking allowances, relocation, and professional education and training courses to motivate our employees to pursue skills training.

Significant cost savings. InGenesis has been an effective advocate for cost-savings, generating hard cost savings of more than \$12M over the life of the contract, more than 12% of contract value. This includes annual cost savings of approximately \$2M versus the prior incumbent vendor. In 2017, InGenesis worked with the Commonwealth contract administration to renegotiate rates with an outcome that would generate another \$2M in additional cost savings.

Importantly, InGenesis has not used the waiver process to pass along cost increases. InGenesis has steadfastly adhered to its contract rates without exception, even when bill rates were far below market.

University of Texas Supply Chain Alliance			
Name of Contracted Parties	University of Texas Supply Chain Alliance		
Annual Contract Value	Estimated \$24M	Total Value	\$147,000,000.00
Contract Officer Name	Kyle Barton, Manager, Contracts UT Supply Chain Alliance		
Contract Officer Address	7007 Bertner Avenue, Houston, TX 77030		
Telephone Number	713-745-8339	Email	kdbarton@mdanderson.org

InGenesis, Inc. was awarded the University of Texas Supply Chain Alliance (UTSCA) contract in 2017. The UTSCA contract illustrates how InGenesis effectively administers vendor neutral MSP/VMS programs for Texas state facilities similar to the Commonwealth of Pennsylvania MSP for statewide healthcare staff augmentation services.

Scope: InGenesis is the managed services provider (MSP) for the UTSCA, the group purchasing organization for the University of Texas system. The contract is available to all University of Texas (UT) institutions and affiliates institutions. Institutions are not required to participate in the MSP program, but we have successfully grown the program to increase institutional participation by demonstrating the value that we bring in reducing costs, improving program administration, delivering actionable data, and engineering creative solutions to improve performance and resolve issues in a timely manner.

As the MSP, InGenesis manages a supply chain of more than 65 suppliers for talent acquisition. The program includes tiered vendor neutral talent sourcing models for clinical, IT, non-technical, professional, and administrative contingent labor. In addition to contingent staffing services, InGenesis provides talent pool, independent contractor (IC) compliance, payrolling, statement of work (SOW) management, and recruitment process outsourcing services. InGenesis utilizes an SAP Fieldglass VMS technology and on-site program managers for contract administration. To meet the needs of all participating institutions, InGenesis has tailored the VMS configuration and MSP processes to unique customer requirements at each institution.

As the MSP, InGenesis is responsible for administering end-to-end contract administration, utilizing a VMS technology. InGenesis is responsible for staffing more than 200 physician, nurses, and ancillary personnel at Joint Commission-accredited facilities in urban and remote locations throughout the state of Texas. They include leading academic hospitals such as UT Southwestern and UT MD Anderson Cancer Center. To properly administer the contract, InGenesis oversees a supply chain of vetted suppliers, ensuring they meet all UT policies and procedures, credentialing, Joint Commission, and state and federal requirements. InGenesis also oversees onboarding and offboarding of personnel, and on-site and near site program managers ensure the staff meet quality standards. The Supplier Management Department works with staffing providers to optimize the supply chain and increase InGenesis' access to talent to meet contract service level agreements (SLAs).

The Supplier Management Department transitioned all client-preferred suppliers. Our team conducted supplier information sessions during implementation to highlight how the MSP program could help their business and worked quickly to process requests for contract redlines and respond to supplier inquiries. The professionalism of our team was essential to providing a high level of quality and support that reflected positively on our client.

Customer Support: In 2017 the Houston area was devastated by the natural disaster, Hurricane Harvey. Since roadways and vehicles had been damaged by the rain and water, InGenesis donated commuter passes to provide more than 5,000 trips for patients, students, and associates in the Houston area. InGenesis also created a fund for InGenesis employees to receive full pay for their week of lost wages caused by the hurricane.

State of Ohio			
Name of Contracted Parties	Ohio Department of Administrative Services		
Annual Contract Value	\$22,500,000	Total Value	Estimated \$115,000,000
Contract Officer Name	Kellie Johnson		
Contract Officer Address	4200 Surface Rd. Columbus, OH 43228		
Telephone Number	614-466-2282	Email	Kellie.johnson@das.ohio.gov

InGenesis, Inc. was awarded a Temporary Staffing Managed Services Provider (MSP) contract by the State of Ohio in 2016. InGenesis administers a vendor neutral MSP program for the State of Ohio that is similar to the Commonwealth of Pennsylvania MSP for statewide healthcare staffing augmentation services.

Scope: In 2016 the State of Ohio consolidated their five temporary staffing contracts to initiate their first Non-IT contingent staffing MSP contract. Their five temporary staffing contracts had 26 suppliers, approximately \$22M in annual spend. More than \$16M of the annual spend under management was the result of healthcare temporary staffing. That distribution of spend remains the same in the MSP program. The program includes tiered vendor neutral talent sourcing models for non-IT labor categories including healthcare, administrative, financial and light industrial labor categories. InGenesis utilizes an SAP Fieldglass VMS technology and on-site program managers for contract administration. After implementation, the program scope expanded to include payrolling and independent contractor (IC) compliance services. InGenesis subsidiaries, InGenesis Payroll, LLC and InGenesis Compliance, LLC, provide payrolling services and IC compliance services.

As the MSP, InGenesis is responsible for administering end-to-end contract administration, utilizing a VMS technology. The MSP program supports 38 state agencies, staffing more than 669 healthcare, administrative, financial, and light industrial contingent workers. To staff the contingent workforce, InGenesis has a supply chain of about 50 suppliers.

InGenesis' program management team is responsive to suppliers and end users, assisting with daily tasks, constantly improving the time-to-fill lifecycle and providing training and support on the VMS technology. InGenesis' supply chain, program and talent pool management has resulted in InGenesis meeting all SLA requirements for the State of Ohio contract, including a response time, fill rate, supplier diversity participation, and attrition rate.

2.B.1 Organizational Chart

The key personnel assigned to the Pennsylvania account are subject matter experts that will support the success of your program. The team below, which includes 100% InGenesis incumbent and experienced staff integrated with 100% MHM incumbent key experienced staff, will be responsible for the

management of the account, and be accountable for meeting business requirements, performance management, supplier management, and program optimization.

Role	Responsibilities
Executive program sponsor	<ul style="list-style-type: none"> ▪ Provide program input and guidance ▪ Ensure support throughout the program ▪ Provide/facilitate approvals and greenlight decisions ▪ Ensure client stakeholder participation in training and conversation activities
Program sponsor	<ul style="list-style-type: none"> ▪ Approves project initiation plan ▪ Approves any changes to the plan, scope or timeline ▪ Works with account manager and project manager to resolve project issues ▪ Act as vocal project champion ▪ May deliver key project communications ▪ Participates change management committee meetings
Chief medical officer	<ul style="list-style-type: none"> ▪ Monitors performance for compliance with all medical standards and regulatory requirements ▪ Responsible for assisting in the development and implementation of medical training and new quality processes for medical processes and procedures ▪ Part of the escalated issue communication structure
Project manager	<ul style="list-style-type: none"> ▪ Partner with client to determine hiring needs and educate clients on contingent workforce policies ▪ Educate client end users on vendor management and utilizing different types of contingent workers ▪ Conduct quarterly business reviews ▪ Act as point of contact for issue escalation and questions ▪ Identify cost savings opportunities ▪ Build relationship with suppliers in the program ▪ Coordinates the review and processing of all supplier submissions
Account manager	<ul style="list-style-type: none"> ▪ Provide day-to-day client support ▪ Reviews all supplier submissions ▪ Performs candidate interviews & candidate qualification review ▪ Onboards contingent workers ▪ Builds relationship with suppliers to maintain candidate quality ▪ Submit candidates for consideration and coordinate interviews with the Commonwealth ▪ Monitor contingent worker's time; gain overtime approvals from end users ▪ Respond to client communications ▪ Client support for troubleshooting VMS ▪ Issue of resolution point of contact ▪ Create and maintain electronic records for client contacts
Supplier management	<ul style="list-style-type: none"> ▪ Provide input, direction, and/or approval on supplier contracts, program terms ▪ Manages supplier community and identifies suppliers to be included/excluded from the program, and champion the program when interfacing with vendors ▪ Serves as primary contact for supplier onboarding issues
Implementation and continuous process improvement	<ul style="list-style-type: none"> ▪ Responsible for the startup and implementation ▪ Manages the team and all transition activities from project inception through the contract close out/turnover to incoming contractor ▪ Responsible for training the team, implementing standardized processes and procedures, creating documentation, ensuring the team can meet the agreed upon service level agreements (SLAs), beginning support optimization and continuous improvement cycles. ▪ Meeting with end user officials to determine goals, requirements ▪ Partners with VMS provider in rolling out the technology via structured discovery, testing and training activities

Business intelligence	<ul style="list-style-type: none"> ▪ Responsible for setting and monitoring program rates ▪ Responsible for reporting data and tracking program SLAs ▪ Responsible for delivering supplier scorecards
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Figure 1: Program key roles and responsibilities

2.B.2 Quality Standards and Certifications

InGenesis has 20 years of experience staffing qualified healthcare personnel. Our methodologies and processes and procedures are designed to meet the industry’s strict regulatory requirements, standards of care and mitigate risks associated with patient care. Recent awards and certifications underscore our unique ability to deliver first-rate healthcare workforce solutions:

Joint Commission Gold Seal for Healthcare Staffing: InGenesis is part of an elite set of healthcare staffing firms that have received the Gold Seal of Approval® from the Joint Commission. InGenesis underwent a rigorous on-site inspection to verify that our quality assurance policies and procedures, recruiting and credentialing methods, and operations fully comply with Joint Commission Standards.

Malcolm Baldrige: InGenesis began its journey to become aligned with the NIST Malcolm Baldrige Excellence Framework a year-and-a-half ago. In that time, we examined our operations, identifying opportunities for cycles of improvement, implemented systematic processes for increased efficiency, and expanded our data analytics department to track and monitor performance metrics to make fact-based decisions. The Malcolm Baldrige program provides a systemic approach to assessing organizational excellence, and InGenesis outperformed its peers in demonstrating a commitment to continuous improvement in performance management. In 2018, InGenesis was recognized for its commitment to performance excellence by the Quality Texas Foundation, the non-profit that administers quality awards in the state of Texas based on the Malcolm Baldrige guidelines.

CMS QIO-like Entity: The Center for Medicare and Medicaid Services (CMS), Center for Clinical Standards and Quality awarded InGenesis with a QIO-like entity certification. InGenesis is one of the only medical staffing firms to hold a CMS QIO-like certification. This certification can drive further cost savings for the Commonwealth by allowing facilities to secure reimbursements for 75 percent of their costs for InGenesis personnel who perform Medicaid and Medicare review and evaluation services.

International Organization for Standardization (ISO): InGenesis’ expertise in healthcare administration has resulted in the company leading efforts by the International Organization for Standardization (ISO) to develop global standards for healthcare administration. The ISO workgroup currently involves about 40 countries and is quickly expanding to include more areas of the world. The workgroup addresses important challenges impacting healthcare administration, including for example, patient outcome-based staffing models. InGenesis supports the ISO workgroup through the American National Standards Institute (ANSI), which selected InGenesis to serve as the chair and head of U.S. delegation.

Adherence to National Standards: InGenesis currently meets or exceeds the standards of care established by accrediting agencies as well as applicable regulatory requirements, including but not limited to those established by:

- The National Commission on Correctional Health Care
- The American Correctional Association
- The National Committee for Quality Assurance (NCQA)
- The Joint Commission
- The Drug Enforcement Agency
- The Immigration and Customs Enforcement
- The Occupational Safety and Health Administration

2.B.3 Years in Business, Current Clients and Cancelled Contracts in the Last 5 Years

Years in business	20 years
Number of clients currently contracting with InGenesis for staff augmentation services	> 200 clients
Contracts canceled in the last 5 years	0

C. Personnel. Describe in narrative form the number of executive and professional personnel, IT professionals, etc., who will provide healthcare staff augmentation services to the Commonwealth. Show where these personnel will be physically located during the time they are engaged in the Project. Indicate the responsibilities each individual will have in the Project and how long each has been with your company. Identify by name any subcontractors you intend to use and the services they will perform.

Offerors must submit the resume of the individuals who are to be named as the Project Manager and Account Managers, along with a minimum of two (2) references for the individuals, to demonstrate the required skills and experience outlined below. Offeror must also submit a resume and references of the individual with the same or better qualifications who will act as the substitute/temporary Project Manager in the case that the assigned Project Manager is unavailable for an extended period of time.

- 1. Project Manager:** The selected Offeror must have a Project Manager available throughout the term of the Contract. The Project Manager must function as the Offeror’s authorized point of contact with the Commonwealth and must be available to respond promptly and fully to all requirements of the Contract. The Project Manager’s responsibilities include, but are not limited to: providing administrative, supervisory, and technical direction to project personnel as well as the network of subcontractors; monitoring work performance for accuracy, timeliness, efficiency and adherence to Contract requirements; coordinating the resolution of Contract problems and the implementation and completion of problem escalation procedures. If requested by the Commonwealth, the Project Manager must meet monthly with each agency during the first six (6) months of the Contract. Agencies may continue meetings with the Project Manager as necessary. The Project Manager must be an employee of the selected Offeror and must be authorized to make binding decisions on behalf of the selected Offeror and all subcontractors. The Project Manager may not be reassigned during the term of the Contract without 60 days prior written notice and the Commonwealth’s approval.

The Project Manager must have a minimum of five (5) years of experience with increased levels of responsibility. The Project Manager must have experience managing projects of similar size. Additionally, the Project Manager must demonstrate effective oral and written communication skills. A temporary Project Manager must be designated and available in the

absence of the Project Manager and must have at least the same qualifications that the named Project Manager possesses.

- 2. Account Manager:** In addition to a Project Manager, the selected Offeror must have a team of Account Managers that are responsible for the day-to-day activities of the Contract (i.e. assistance with resource requests, disciplinary actions, etc.) and the main point of contact for the agencies. The project team of account managers must be of sufficient size to manage the Contract. If at any time during the term of the Contract the selected Offeror's organizational structure or personnel involved with the Contract changes, a new organizational chart must be provided to the Contract Manager within thirty (30) days of the change.

Provide an organizational chart depicting the project team proposed for this effort, including all key personnel involved. For key personnel, include the employee's name, title, responsibilities, whether they will be working full or part-time on the Project, how long each has been employed by the Offeror, roles to be performed on the Project and through a resume or similar document, the key personnel's education and experience in the role they will serve on the Project. Identify if any key personnel are subcontractors.

2.C Personnel

InGenesis will comply with Commonwealth all personnel requirements stated in the RFP. Project management personnel are identified below. Information for the key personnel, identified as the project manager and the account manager(s). Resumes, including references, are included in Attachment 2.

InGenesis program operations leadership has more than 75 years of combined experience supporting more than 35 MSP programs. Members of the team have supported total talent programs involving headcounts ranging from 120-2,000 workers and annual program spend ranging from \$20-300 million.

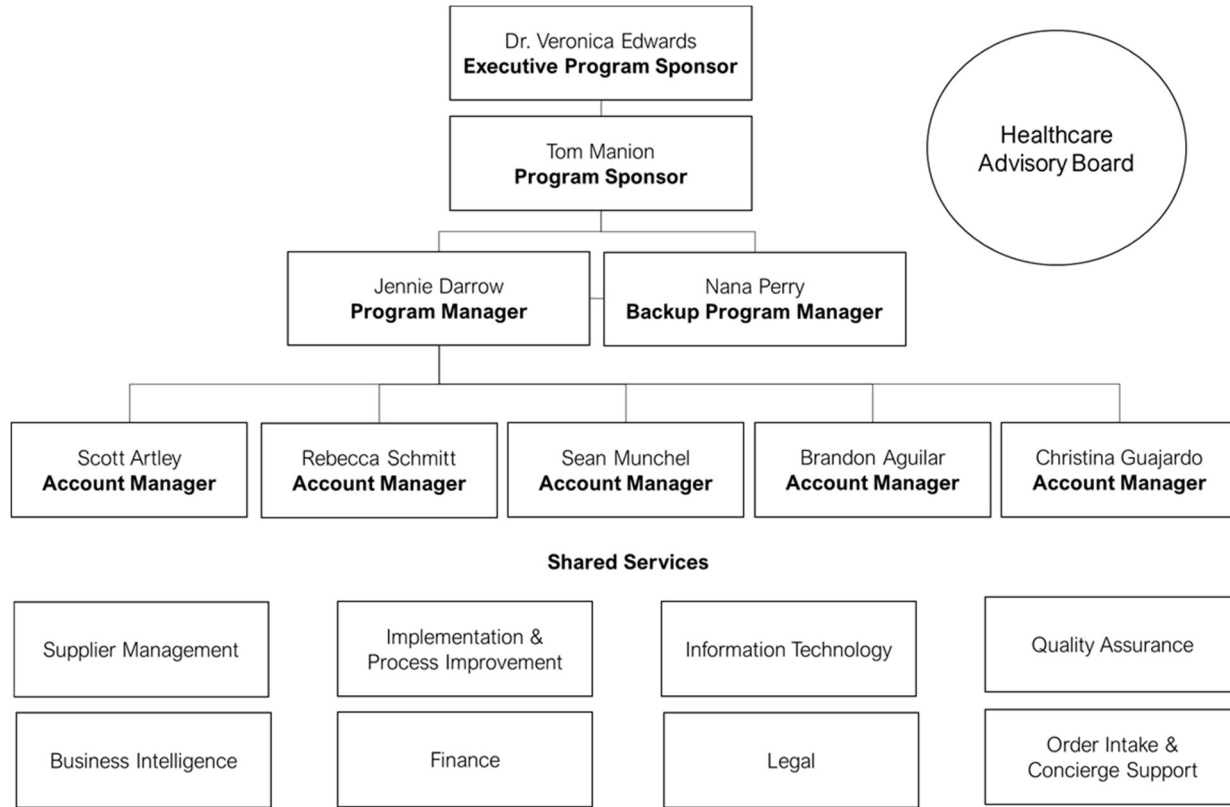


Figure 2: InGenesis organizational structure

Dr. Veronica Edwards		Executive Program Sponsor			
Years with InGenesis	20 years	Estimated Time Commitment	50-100 hours annually	Location	San Antonio, TX

Dr. Edwards is the CEO and founder of InGenesis, Inc. She has transformed InGenesis, Inc. from a single-employee staffing agency in 1998 into one of the largest staffing firms in North America. Dr. Edwards has been recognized as a Global Power 100, Women in Staffing and a Staffing 100: Most Influential People in Staffing by Staffing Industry Analysts, and *Fortune's* 50 Most Powerful Latinas in Business. Under her leadership, InGenesis provides diversified staffing and consulting services to client facilities across the country. Dr. Edwards has over 20 years of experience in contracted staffing, recruiting, management, and consulting.

Dr. Edwards will ensure full accountability for escalation of issues, effective performance of project team personnel, and client responsiveness. She holds a BA from Texas State University, an MBA and a Doctor of Business Administration (DBA) from University of The Incarnate Word in San Antonio, TX. Her research interests and academic publications include global disaster preparedness, crisis management and workforce planning for CBRN events.

Tom Manion		Program Sponsor			
Years with InGenesis	>1 year	Estimated Time Commitment	100-200 hours annually	Location	Pittsburgh, PA

Mr. Manion is InGenesis' President of Total Talent Solutions. He is an HR solutions and outsourcing professional with over 25 years of workforce industry experience providing leadership, consulting and advisory services to the world's most complex and innovative companies. He has extensive experience advising and consulting on talent strategies and best practices for global MSP programs up to approx. \$1 billion. He is a hands-on leader whose approach leverages his experience in solutions architecture, implementation transformation, and technology enablement. His deep understanding of talent acquisition and innovative solutions for Future 50 clients enables him to implement strategies supporting both small, agile companies as well as multi-billion-dollar companies

with complex, global environments. Mr. Manion has helped implement MSP programs using the world's leading VMS technologies, including SAP Fieldglass, PeopleFluent, IQ Navigator, and Beeline.

Mr. Manion is a graduate of Le Moyne College. He will provide executive oversight for the MSP program.

Dr. Mark Delowery, MPH		Chief Medical Officer			
Years with InGenesis	5 years	Estimated Time Commitment	100-200 hours annually	Location	Philadelphia, PA

Dr. Delowery is InGenesis' chief medical officer (CMO). Dr. Delowery earned a D.O. from Philadelphia College of Osteopathic Medicine, as well as a Master of Public Health degree from Medical College of Wisconsin. Dr. Delowery has 25+ years of experience as a supervisor in medicine and public health, working for US Public Health Services, Bureau of Primary Care/ FOH for more than two decades. For 4 years, he served as a medical director for FOH, managing national programs for all divisions related to occupational health, health promotion and disease prevention. His work in public health has been recognized with numerous awards, medals, and certificates of appreciation.

Dr. Delowery is responsible for monitoring and advising on all healthcare contracts to maintain the quality of services.

Rosie Franks		Supplier Management Director			
Years with InGenesis	>8 years	Estimated Time Commitment	200-600 hours annually	Location	San Antonio, TX

Ms. Franks joined InGenesis in 2010. She has been effective in multiple roles at InGenesis, including managing the implementation for the Commonwealth's MSP program in 2014. In 2017, she transitioned to lead our growing supplier relations department, where she engages with a network of more than 100 suppliers to improve supplier performance and foster positive relationships with members of our supply chain. She also leads efforts to target new suppliers and oversees the procurement processes to expand our supply network. With a strong team, she is responsible for facilitating the onboarding and management of the supplier network, reporting on supplier performance metrics and auditing performances to strengthen performance, quality, and client satisfaction.

Ms. Franks holds a BA from the University of Houston. She will be responsible for processes outlined in Section 3.C. involving the management and of the network of subcontractors.

Tricia Radtke		Implementation Director			
Years with InGenesis	>1 year	Estimated Time Commitment	40 hours a week during implementation	Location	San Antonio, TX

Ms. Radtke joined InGenesis in 2017. She has more than 15 years of experience managing projects and project management teams. As the implementation director, she has a proven track record of implementing new processes to improve operational efficiencies and enhance overall customer satisfaction. Ms. Radtke helps manage client relationships during implementation, serving as the primary point of contact for issue escalation through the project and as the lead advisor for the project team and client partners. She has experience with multiple VMS technologies including IQ Navigator, PeopleFluent and SAP Fieldglass. Ms. Radtke manages a team of certified PMP and change management managers with industry MSP/VMS experience.

Ms. Radtke holds a BA from Indiana University. She is a project management certified and has a six-sigma green belt. She is certified in Microsoft Dynamics Application and Microsoft Dynamics Configuration.

Steve Flanagan, CPA		Chief Financial Officer			
Years with InGenesis	>4 years	Estimated Time Commitment	100-200 hours annually	Location	San Antonio, TX

Mr. Flanagan offers 17 years of public accounting experience. He has provided audit, accounting, and consulting services to a variety of industries. Mr. Flanagan has held financial accounting management roles, including 11

years as an executive and CFO at a large credit union and 6 years as a bank controller. Mr. Flanagan oversees the departments responsible for AR/AP functions, business intelligence, and information technology (IT).

Mr. Flanagan holds a bachelors from Texas A&M University. He is a certified public accountant. He will oversee the AR/AP functions of the Finance Department to ensure accurate invoicing and payment

2.C.1 Project Manager

Jennie Darrow		Project Manager			
Years with InGenesis	>1 year	Estimated Time Commitment	200-600 hours annually	Location	Scotch Plains, NJ

Ms. Darrow is the InGenesis' MSP director. She is an accomplished operations director with more than 11 years of experience in the staffing industry and 5 years of experience overseeing MSP programs with \$100M-\$300M in spend under management. She is experienced in outsourcing, IC solutions and SOWs, client relationship management, process optimization, vendor management, and human resources. In her previous capacities, she has played key role in user acceptance and development of VMS technologies for clients. In this position, Ms. Darrow led a dynamic international team of 30 reports where she oversaw the design of complex cost-saving and diversity programs, with a focus on immediate as well as short- and long-term results. She holds a bachelor's degree in psychology from Seton Hall University.

For this effort, Ms. Darrow will oversee contract execution with the implementation director, provide overall contract direction, and oversee the project manager and account managers. She will be responsible for managing a complex, large-scale MSP account management team, analyzing and interpreting results, and determining actions required to maintain and develop relationships with the Commonwealth. Ms. Darrow is proficient in VMS technologies including IQ Navigator, SAP Fieldglass and PeopleFluent.

Nana Perry		Backup Project Manager			
Years with InGenesis	5.5 years	Estimated Time Commitment	50-200 hours annually	Location	Bethesda, MD

Ms. Perry is a Licensed Independent Clinical Social Worker (LICSW) and Licensed Certified Social Worker - Clinical (LCSW-C) who offers more than a decade of successful program management experience. She manages operations of new programs, supervises 300+ staff, manages daily administrative and program operations, and complies with contract regulations. Since 2017, Ms. Perry is the director of government accounts, after being promoted from a regional branch manager position.

Ms. Perry Master of Social Work degree from Catholic University and a Bachelor of Science from James Madison University. She is a certified social worker and is a certified project management professional.

2.C.2 Account Manager

Scott Artley		Account Manager			
Years with InGenesis	>1 year	Estimated Time Commitment	40 hours per week	Location	Harrisburg, PA

Scott Artley has more than 20 years of leadership success in recruiting, customer service, and high-traffic call-center environments. Comfortable directing and training teams of up to 250 staff members in fast-paced atmosphere while providing individualized development and performance reviews to achieve maximum productivity and quality service. Mr. Artley has more than 7 years of experience holding leadership positions in the staffing industry and managing MSP accounts, including two years as a program manager for the Commonwealth's IT MSP program. Mr. Artley has experience supervising daily staff augmentation operations involving enterprise VMS implementation, including related talent acquisition and client and supplier relations. He is currently assigned to the Commonwealth's Contract Medical Services contracts and will continue providing program management support.

Mr. Artley is proficient in the use of VMS technologies, including PeopleFluent. Mr. Artley served in the U.S. Air Force for 10 years, from 1982-1992.

Rebecca Schmitt		Account Manager			
Years with InGenesis	>3 year	Estimated Time Commitment	40 hours per week	Location	Harrisburg, PA

Rebecca Schmitt has worked with InGenesis for more than three years, and she has acted as an assistant project manager for the Commonwealth's Contracted Medical Services contracts. Ms. Schmitt has more than five years of experience working with Commonwealth agencies. She assists the project manager in the day-to-day management of the MSP contingent workforce program, which currently supports more than 350 workers. She is responsible for addressing worker and client concerns, communicating with client end users and workers and approving time sheets/expense.

Ms. Schmitt holds a Bachelor of Science in social work from Kutztown University-Pennsylvania, College of Liberal Arts. Ms. Schmitt has experience working with VMS technologies, including PeopleFluent VMS.

Sean Munchel		Account Manager			
Years with InGenesis	2 year	Estimated Time Commitment	40 hours per week	Location	Harrisburg, PA

Sean Munchel has worked as an account manager for the Commonwealth of Pennsylvania contract for two years. As an account manager, Mr. Munchel has assisted the project manager in the day-to-day operations of contract management, acted as the point of contact for contingent workers and Commonwealth hiring managers, provide troubleshooting on the VMS, and reporting.

For this contract, Mr. Munchel will continue to act as local account manager to support the Commonwealth's contingent workforce program. Mr. Munchel has a Bachelor of Arts from Millersville University of Pennsylvania and anticipates a Master of Science Communications in December 2019 from Lasell College.

Brandon Aguilar		Account Manager (HQ Support)			
Years with InGenesis	<5 year	Estimated Time Commitment	20 hours per week	Location	San Antonio, TX

Mr. Aguilar has been an operations manager/project manager at InGenesis, Inc. for the past five years. He has overseen full life cycle recruiting efforts for field and overhead roles via direct sourcing, internet mining, and creative staffing. Mr. Aguilar has also managed complex employee relations issues, providing coaching and consultation to staff regarding HR policies and benefits. Finally, he has successfully managed a team of account specialists, employee engagement specialists, and talent acquisition specialists. Most recently, Mr. Aguilar has managed implementation of the first full-service talent management program consisting of online strategic recruitment via a fully automated applicant tracking systems (ATS) and VMS technologies.

For this effort, Mr. Aguilar will be an account manager coordinating HQ support to assist onsite and near site account managers. Mr. Aguilar also oversees the InGenesis Intake Team. He will oversee the distribution of requisitions, review supplier submissions, and the first down select of candidates. He has participated in Project Management Academy coursework. He will serve as backup project manager if the PM is ever unavailable.

Christina Guajardo		Account Manager (PADOC)			
Years with InGenesis	>5 year	Estimated Time Commitment	20 hours per week	Location	San Antonio, TX

Christina Guajardo is an operations director and project manager, working at InGenesis for more than five years. She holds more than 12 years of management experience, managing customer relationships and a team of reports to ensure contract performance SLAs are met. She collaborates with the HR and credentialing departments to ensure all regulations, licensing, statutes and policies are followed properly. Ms. Guajardo has worked as the program manager for InGenesis' largest contracts, including the company's national detention healthcare staffing contract for which she acted as InGenesis' point of contact for five years. The program staffed between 600-700 contingent physicians, nurses and ancillary personnel. In addition to program management, Ms. Guajardo is responsible for overseeing InGenesis' talent pool communities.

For this contract Ms. Guajardo will act as the program manager for order requisitions for Pennsylvania’s Department of Corrections (PADOC) and manage the talent pool communities for the program. Ms. Guajardo has a Bachelor of Arts from the University of Texas San Antonio (UTSA).

Lindy Music		Subcontractor Account Manager			
Years with MHM	>4 year	Estimated Time Commitment	40 hours per week	Location	Harrisburg, PA

Ms. Music has more than 20 years of experience in the staffing industry. Ms. Music has been a project manager at MHM Services since the beginning of its contract with the Commonwealth in May 2014. Ms. Music has provided oversight for MHM’s MSP program supplying physician and mid-level contingent workers. She has developed strong relationships with Commonwealth agencies and end users, in part because of her effectiveness in directing multisite operations, success as a strategic catalyst for change, and her in-depth knowledge of issues affecting healthcare personnel.

For this effort, Ms. Music will serve as a subcontractor account manager on behalf of MHM Solutions. She will help coordinate issue resolution and program development on issues impacting physician and mid-level. She will also manage the execution and maintenance of collaborative work agreements between physicians and mid-levels and will offer constructive guidance on program improvements specific to the acquisition and engagement of physician and mid-level talent. Ms., Music will continue directing the MHM incumbent account management team to support the Commonwealth’s requirements within the InGenesis MSP.

2.C.3 Healthcare Advisory Board



Expert resources empowered to elevate clinical practice and improve stakeholder satisfaction.

Figure 3. Healthcare Advisory Board improves program governance and effectiveness.

InGenesis’ Healthcare Advisory Boards offers a unique advantage in MSP program governance. The Healthcare Advisory Board is composed of subject matter experts empowered to elevate healthcare delivery and improve stakeholder satisfaction. The board is chartered to support the MSP program in four critical ways:

- Strategically align healthcare practice and policy across the supply chain, based on input from the Commonwealth and its agencies in addition to prevailing industry guidelines. Its work is critical

in developing consistent practice policies for the network of subcontractors.

- Provide thought leadership in healthcare service delivery by assessing performance, sharing best practices and promoting high quality patient care. SMEs identify opportunities for improvement and create a framework for assessing best practices.
- Oversee healthcare compliance. The board brings expertise in intra-agency compliance strategies, regulatory affairs, quality control, reporting, and audit support.
- Offer expert consultation on an array of challenges that can arise in the healthcare industry, including, for example: pandemic and emergency response; medical ethics inquiries; patient incident reporting and management; clinical practice and authority; correctional health; and more.

The Healthcare Advisory Board is led by InGenesis' chief medical officer, Dr. Mark Delowery, who will monitor the contract for compliance and quality. The board serves as a valuable resource to the program team to address complex healthcare issues requiring specialized expertise. The board is available to meet with the program team as needed to address issues that arise, and to review all substantive policy issues in the program.

D. Subcontractors: Provide a subcontracting plan for all subcontractors, including small diverse business and small business, who will be assigned to the Project. The selected Offeror is prohibited from subcontracting or outsourcing any part of this Project without the express written approval from the Commonwealth. Upon award of the contract resulting from this RFP, subcontractors included in the proposal submission are deemed approved. Offeror shall use **Appendix C**, located in the Buyer Attachment section, to identify each subcontractor in its subcontracting plan and identify the following:

1. Name of subcontractor;
2. Primary contact name and email;
3. Address of subcontractor;
4. Description Positions to be provided;
5. Number of years in business;
6. Resumes (if appropriate and available); and
7. Professional Qualifications. Any industry-recognized quality standards to which it is compliant (i.e. The Joint Commission (TJC), Quality Improvement Organization (QIO), Centers for Medicare and Medicaid Services (CMS), American Correctional Association (ACA) and the Intermediate Care Facility (ICF)/Intellectual Disability (ID) providers, etc.), as well as industry certifications or awards received within the past 5 years. For each subcontractor, include a copy of each certification (as applicable).

2.D Subcontractors

InGenesis has completed Appendix C, Subcontractor Plan. InGenesis will not add a subcontractor to the program without prior consent of the Commonwealth. More information on subcontractors is in §3.C.

I-3. Tasks. Describe in narrative form your technical plan for accomplishing the work using the task descriptions set forth below as your reference point. Modifications of the task descriptions are permitted; however, reasons for changes should be fully explained.

A. Implementation. Offeror shall submit, as part of its proposal submission, its project implementation methodology and draft implementation plan which it proposes to use for implementation of the project. Indicate the number of person hours allocated to each task. Include a Program Evaluation and Review Technique or similar type display, time related, showing each event. If more than one approach is apparent, comment on why you chose this approach. The selected Offeror may have up to six (6) months for implementation.

The implementation plan, at a minimum, must identify the critical tasks that need to occur to provide a seamless transition of services from the incumbent contractor to the selected Offeror with minimal disruption to operations. The implementation plan shall include, but not limited to:

1. Major milestones/deliverables;
2. Work Breakdown Structure ("WBS");
3. Timeline;
4. Roles and responsibilities;
5. Technical tools and technical staff training (refer to **I-4, C.**), which includes the roll-out of the Vendor Management System (VMS);
6. The strategy for transition of existing resources (if applicable); and
7. Data Transfer from current contractors (if applicable).

The selected Offeror must be prepared to work with agencies that have not utilized this type of contract in the past. Offeror must describe its plan for taking on a large volume of requests during the implementation of the Contract, adding subcontractors to the Offeror's resource pool, partnering with subcontractors to meet Commonwealth needs and assigning dedicated Account Managers to work with the Commonwealth in implementing the Contract. The offeror must also include in its description, activities such as knowledge transfer, training activities for Commonwealth agencies and offeror staff training.

Upon execution of a Contract, the selected Offeror must meet with the Commonwealth to review potential technical and logistical issues of the draft implementation plan. At this time, the selected Offeror will also be provided a list of active positions/resources, which may be incorporated into the final implementation plan. Based on the feedback received by the Commonwealth, the selected Offeror must submit a finalized implementation plan for a timely and satisfactory implementation. The selected Offeror and the Commonwealth must jointly agree to a final implementation plan, which becomes incorporated into the Contract upon the Commonwealth's approval.

I-3 Tasks

Effective communication and change management plans are paramount to establishing credibility, business processes and policy adherence, and obtaining stakeholder buy-in.

Our change management and communication plans are tailored to work in coordination with Commonwealth stakeholders to deliver a simple and concise message to ensure program adoption. The change management process includes:

- A comprehensive, strategic communication plan
- Champion program value
- Training sessions and training documents
- Conduct end user and supplier surveys

The InGenesis implementation methodology adheres to the Project Management Institute’s (PMI’s) global standard for project management. The contract schedule has five distinct phases: initiation, planning, execution, monitor and control, and close out. Throughout the transition period, InGenesis’ implementation director and supporting program management team carry out monitoring and control functions to ensure the transition timeframe does not get delayed, and that change management is successful.

Each of these five steps is carefully planned and tracked within a formal project plan, which is developed and mutually approved during the Plan phase of implementation. The final implementation plan will be validated to ensure optimal approach, efficient use of resources, and program adoption. The InGenesis implementation strategy is standardized for efficiency, but it is easily modified to streamline the implementation process. We eliminate unnecessary steps after thorough discovery of existing technology and current practices.

Initiate	<ul style="list-style-type: none"> ▪ Execute agreements ▪ Kickoff project ▪ Define roles and responsibilities ▪ Perform organizational and risk assessments ▪ Confirm project scope
Plan	<ul style="list-style-type: none"> ▪ Conduct program planning meetings with program management, client stakeholders, SMEs, and consultants ▪ Identify, define, and finalize technology and business process requirements ▪ Plan data migration ▪ Create and approve deployment plan ▪ Customize change management plan, identify stakeholders
Execute	<ul style="list-style-type: none"> ▪ Change leadership, execute developed communications ▪ VMS configuration ▪ Data collection, workshops, cleansing and loading ▪ Training ▪ Supplier onboarding ▪ Go live
Monitor and control	<ul style="list-style-type: none"> ▪ Change request management ▪ Monitor change acceptance ▪ Performance reporting ▪ Program plan updates ▪ Track and monitor compliance
Close	<ul style="list-style-type: none"> ▪ Final transition to VMS and services ▪ Conduct client and supplier surveys ▪ Complete lessons learned ▪ Finalize strategic roadmap and continuous improvement plan

Figure 4: InGenesis’ implementation approach

InGenesis’ implementation team works with the Commonwealth’s assigned program sponsor to develop communication messaging that highlights the new program’s benefits. The Commonwealth’s sponsors will provide InGenesis’ implementation team with strategic guidance, decisions, business rules, and bilateral governance for the change management process. InGenesis will execute targeted communications with a clear understanding of the Commonwealth’s organization resulting from information gathering workshops. The communication plan will segment audiences, communication phases, and provide guidance on timing, method, content, media channel, and frequency of communications. Communication components will include internal communications, presentations, webinars, emails, in-person meetings, and conference calls. Key communication dates are determined in relation to the program’s go-live date.

The implementation director with the assistance of her team – which includes project managers and systems and process engineers – will construct a transition change management process map supported by client readiness surveys and assessments to identify the acceptance of change, current change capabilities, and support change. The implementation director will discuss the change management plan with Commonwealth key stakeholders once the plan has been solidified.

InGenesis implements change management with the client, suppliers, and contingent workers concurrently. For suppliers, our Supplier Management Department introduces the program to our supplier network, identifying opportunities to support the program, key objectives, business process requirements, and performance goals. For the contingent workers, we conduct introductory communications, identifying program changes and next steps. Workers are then provided with an InGenesis onboarding package, and meetings are organized to answer questions.

3.A.1 Timelines and Major Milestones for Deliverables

The MSP and VMS milestone charts are available in the Excel documents titled: Attachment 3A and Attachment 3B.

3.A.2 Work Breakdown Structure

The work breakdown structure is in Attachment 4.

3.A.3 Roles and Responsibilities

InGenesis’ Implementation Department will work with the VMS provider and the Commonwealth to update the VMS. InGenesis requests the assignment of dedicated resources who serve as project liaisons of the Commonwealth activity throughout the implementation. These key resources guide us through the Commonwealth organization, oversee project plan activities, and provide institutional guidance on Commonwealth requirements. They also offer reviews and approvals on all implementation planning and communications and facilitate access and meetings. Depending on the agreed upon timeline, focus on change management and Commonwealth engagement, time allocation for these resources will vary.

The implementation RACI is provided as Attachment 5, identifying roles and responsibilities of the MSP, the Commonwealth, VMS provider and suppliers.

Commonwealth Resource Requirements	
Executive sponsor	<ul style="list-style-type: none"> ▪ Ensures communications to customer stakeholders are managed ▪ Provides guidance, status review and issue resolution ▪ Champions the project. Drives removal of roadblocks within customer organization to help achieve project goals ▪ Attends key project review sessions
Steering committee/ advisory council	<ul style="list-style-type: none"> ▪ Stakeholders who review status, objectives and budgets ▪ Acts as a clearing organization for bottlenecks and escalated issues

	<ul style="list-style-type: none"> Reviews front and back office functionality Determines process flow of requisition information Reviews and signs off on workflow and configuration decisions for VMS Drives configuration testing activities
Project manager	<ul style="list-style-type: none"> Identifies core team members Facilitates communication among entire implementation team and throughout VMS user community Manages major milestones and deliverables with VMS project manager Acts in a decision-making capacity Provides ongoing relationship management with PeopleFluent’s team
Customer knowledge experts	<ul style="list-style-type: none"> Provides customer-specific business and process knowledge Supports relationship between the project teams Assists in enterprise-wide communication of implementation project goals and objectives
Technical specialist(s)	<ul style="list-style-type: none"> Works with PeopleFluent’s integration manager to conduct integration Provides subject matter expertise in third-party applications (e.g., A/P, G/L, ERP, HRIS, etc.) and the customer’s business processes and data requirements Assists in the development of integration deliverables Works with InGenesis to provide the master data and transactional data required to meet the project deliverables
VMS Resources	
Project sponsor	<ul style="list-style-type: none"> Contracts, program oversight, executive sponsor liaison
Implementation project manager	<ul style="list-style-type: none"> Point person for customer Outlines and manages scope of engagement Develops and manages the schedule Coordinates resources Completes weekly status reports Documents project issues, risks and action items
Implementation business analyst	<ul style="list-style-type: none"> Leads requirements and analysis Configures VMS (test and production environment) Coordinates application configuration and data upload activities Drives configuration testing activities Manages the data via the configuration workbook
Integration consultant	<ul style="list-style-type: none"> Design, tests, and supports delivery of integration
Implementation consultant	<ul style="list-style-type: none"> VMS SME Consults on best practice designs and solutions Assists suppliers in their preparation for VMS usage

Figure 5: Required resources for VMS implementation

3.A.4 Technical Tools and Technical Staff Training (Including VMS Roll Out)

InGenesis recognizes the importance of providing intensive VMS training. Training provides InGenesis with a chance to answer customer questions, clarify performance nuances, and better appreciate the needs and concerns of the Commonwealth and its agencies. Most importantly, effective training is essential to effective customer service. An enhanced understanding of our VMS system enables the Commonwealth staff to obtain additional data and make more effective staffing decisions, from recruitment to scheduling and performance reviews. Our VMS vendor has designed an intuitive system that is easy to use and can be learned quickly.

VMS Staff Training	
System Administrator Training (1.5 days/6 users)	Conducted on-site; required for administrators maintaining and configuring VMS for the Commonwealth.
Train Hiring Managers /	2-to-4-hour web-based training recorded for future use (length depends on

User Agencies Choice of Three Options (2-4 hrs.)	participation, and may not be necessary for users already familiar with the VMS) <ul style="list-style-type: none"> ▪ Half-day onsite training option ▪ Train-the-trainer courses enable the Commonwealth to conduct training
Supplier Training (20 minutes)	InGenesis trains suppliers to enter timesheets and/or expenses in VMS. PeopleFluent provides Time & Expense Entry Quick Reference Guide & e-Learning link.
Technical Tools to Ensure Knowledge Transfer and Project Results	
Project plan	Defines all tasks, resources, dependencies, risks, and best practices for the implementation. Includes a project schedule built and tracked on a continuous basis in MS Project.
Communication plan	Describes all planned communications and activities for managing the introduction to the VMS. Process/tool changes relating to end users, on-site support staff, and administrators.
Training plan	Describes all training requirements and training activities to satisfy those requirements.
Progress reports (frequency varies)	Provide regular status updates, including information about progress vs. milestones, action items, risks and open issues, change control activities, dependencies that need to be addressed, etc.
Stakeholders meet (weekly/monthly)	Include key stakeholders in progress reviews to ensure sufficient progress is made and critical issues are timely addressed. Formal meeting agendas and minutes used to track.
Transition plan	Describes requirements and activities required to effectively transition responsibility for the VMS application from implementation team to on-site support team.
Reference guides	Quick help/reference materials focused on different user groups to best use VMS.
Web seminars	Effective information or training delivery medium for users across a wide geography.
Classroom training	An effective information or training delivery medium for users within a common locale

Figure 6: VMS staff training programs

3.A.5 Transition Existing Resources

InGenesis offers streamlined approach to transitioning existing workers. First, all workers employed by MHM will remain with MHM. Second, since InGenesis cannot participate as a staffing vendor, we propose to transition all InGenesis workers to Innovative Gateway Talent, the staffing firm currently supporting the InGenesis MSP today and certified as an SDB by the Commonwealth of Pennsylvania, the National Minority Supplier Development Council, and the Women’s Business Enterprise National Council. The subcontractor has developed a quality improvement program that meets CMS requirements and is committed to obtaining its QIO-like status and Joint Commission certification before the contract transition date. Its familiarity with Commonwealth requirements and its commitment to maintaining compensation and benefits levels for InGenesis’ existing workers is designed to stabilize all incumbent staff during the contract transition and help achieve 100% retention of all incumbent personal who are in good standing with the end user agencies they support.

1..A.1 Data Transfer from Current Contractors

As the incumbent for Lot 1 and Lot 3 and most positions on Lot 2, InGenesis will not have to transfer any data pertaining to those contracts. For the Lot 2 data held by MHM, InGenesis’ Implementation Department and VMS provider have a strong relationship with MHM and will methodically conduct data transfers for information for the positions MHM currently staffs. The data validation should take one week during implementation. Please see Attachment 3B, VMS implementation. InGenesis and MHM have demonstrated an ability to work together effectively in the current program where personnel and data were transitioned across contracts, and we have agreed to continue that collaboration through the partnered solution proposed here.

3.A.6 Knowledge Transfer and Staff Training

We deploy a white glove approach during transition to ensure a personalized experience. Each supplier will receive a single point of contact to provide concierge-level support during the candidate onboarding

process. All components and stages throughout the implementation will reflect this level of service. Onsite onboarding and training are available for concentrated populations.

We also provide consultation with program adoption, change management, communication, and rollout. The structure, organization, and direction that we provide throughout the implementation process are second to none. The implementation project plan is based on timelines, dated deliverables, process flow charts (for steady state engagement), and education through web conferences (for both hiring managers and temporary consultants utilizing our program). Throughout the web conference sessions and the personalized phone calls to each newly identified consultant, we clearly established expectations for the resource’s assignment. High level training activities are identified in Figure 7.

High Level MSP Training Activities	
Client	<ul style="list-style-type: none"> ▪ VMS training ▪ InGenesis issues resolution escalation processes ▪ Processes of the program management team ▪ Processes and availability of the concierge service group
MSP	<ul style="list-style-type: none"> ▪ Program management processes ▪ Issue resolution escalation processes ▪ Processes and availability of the concierge service group
Contingent workers	<ul style="list-style-type: none"> ▪ All client-mandated training requirements ▪ InGenesis processes and procedures ▪ Time management system, and how to input and approve time and expenses

Figure 7: High level training activities

B. Full Service Model. The Commonwealth requires the selected Offeror provide a full services model approach to managing this contract while meeting all Service Level Agreements (SLAs) as defined in **Appendix D**, located in the Buyer Attachment section. The selected Offeror must provide a network of subcontractors who will fulfill the Commonwealth’s need for healthcare resources throughout the Commonwealth. A listing of all current job titles and skill categories are listed in **Appendix B**, located in the Buyer Attachment section and the cost submittal located in the RFP Questions.

1. **Resources.** The selected Offeror, at a minimum, must:
 - a. Maintain a pool of potential candidates sufficient enough to meet the Commonwealth’s needs. The Commonwealth requires that continuity of care be an on-going focus at all points during this contract.
 - i. The selected Offeror may propose the use of a candidate that is a former employee of the Commonwealth but must disclose this information to the end user agency. The selected Offeror may not propose the use of a former Commonwealth employee as a resource within one (1) year of their separation from the Commonwealth. Any former Commonwealth employee must be in compliance with all applicable laws and policy, including specifically the [Pennsylvania Public Official and Employee Ethics Act](#).
 - b. Recruit qualified candidates for all of the job titles and skill categories as required by the Commonwealth and identified in **Appendix B**, located

in the Buyer Attachment section., and the **Cost Submittal** located in the RFP Questions.

- i. Candidates must work onsite unless the Commonwealth provides prior written approval.
- ii. Candidates (if requested by the agency) must sign an agency specific confidentiality agreement prior to the engagement of work. The selected Offeror's personnel policies and those of its subcontractors must address disciplinary procedures relevant to violations of a signed confidentiality agreement.
- iii. Candidates must disclose any conflicts of interest upon accepting engagement with the Commonwealth and anytime thereafter.
- iv. Candidates must disclose to the Commonwealth, as soon as possible, if they have been:
 1. Formally charged with criminal conduct related to his or her employment or which constitutes a felony. If so, the resource will be suspended without pay. If such charges result in conviction in a court of law, the resource will be terminated.
 2. Formally charged with criminal conduct, other than a felony and not related to his or her employment. The agency head, or designee, will then conduct an inquiry and make a preliminary determination as to whether or not the resource is to continue to perform his or her duties pending outcome of the investigation and final determination.
- v. Candidates may be required to obtain a security badge to gain access to buildings or work areas, at the selected Offeror's expense. The selected Offeror, subcontractors and resources must comply with the requirements of [Management Directive 625.10 Card Read and Emergency Access to Certain Capitol Complex Buildings and Other State Office Buildings](#).
- c. Manage collaborative agreements (if applicable) between medical professionals
- d. Manage resource requests (normal and urgent) from inception of request through the conclusion of the resource engagement.
- e. Credential all potential candidates before presenting the candidates to an agency for an interview as well as all existing resources on an ongoing

basis. For additional information on the credentialing process, refer to **I-4, D.**

- f. Propose candidates that are able to work for the entire duration of the requisition unless the Commonwealth provides prior written approval.
- g. Manage all candidate-related human resource issues. The selected Offeror must have a plan in place to address non-performance/personnel issues with a resource.

Offerors shall describe its full-service model approach to resource management. The description shall include, but not be limited to: how it will comply with the Commonwealth's requirements and procedures for providing candidates for all of the job titles and skill categories listed in **Appendix B** (located in the Buyer Attachment section), the process used to ensure the pool of subcontractor network (including those with QIO or QIO-like certification)/potential candidates is sufficient to meet the Commonwealth's needs, the process and procedures used to disseminate relevant contract information to the subcontractors and resources, the disciplinary/termination process/procedures used for a non-performing resource and how the Commonwealth will be incorporated into the above processes.

3.B Full Service Approach

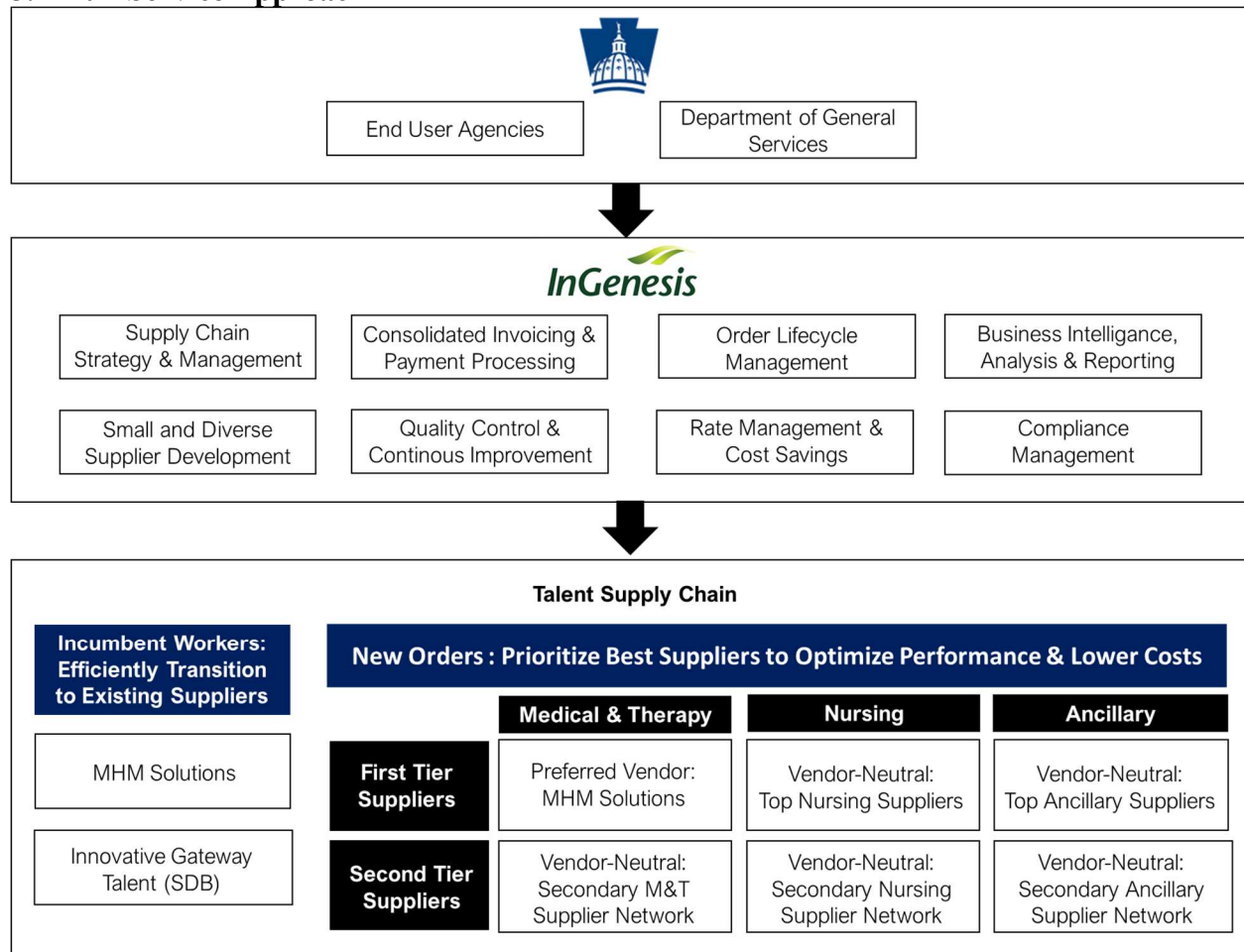


Figure 8: InGenesis supply chain structure

Incumbent Workforce InGenesis offers a streamlined approach to transitioning existing workers. First, all workers employed by MHM will remain with MHM. Second, since InGenesis cannot participate as a staffing vendor, we propose to transition all InGenesis workers to Innovative Gateway Talent, the SDB-DGS, NMSDC and WBENC certified staffing firm currently supporting the program today. Innovative Gateway Talent has developed a quality improvement program that meets CMS requirements and is committed to obtaining QIO-like status before the contract transition date. Its familiarity with Commonwealth requirements and its commitment to maintaining compensation and benefits levels for existing workers will provide a stabilizing influence during the transition.

Medical and Therapy Professionals MHM Solutions, Inc., a CMS QIO-like certified company, will act as a preferred supplier of the staffing positions they filled under the current Lot 2: Medical and Therapy Professionals contract. MHM will be supported by tier two suppliers using a vendor neutral sourcing model. This approach allows the Commonwealth to continue working with a qualified supplier and secure the continuum of personnel for its ongoing needs. MHM will have the first opportunity to fulfill orders for medical and therapy professional before requisitions are automatically distributed to the second tier of suppliers.

MHM has been providing medical staffing and management services in healthcare settings since the company was founded in 1981. Since 2014, MHM has worked with the Department of General Services

to develop a strong, stable and effective working partnership with the Commonwealth. Today, MHM staffs more than 120 healthcare professionals at Commonwealth facilities, hospitals, and centers throughout the state.

MHM currently meets or exceeds the standards of care established by accrediting agencies as well as applicable regulatory requirements, including but not limited to those established by:

- The National Commission on Correctional Health Care
- The American Correctional Association
- The Joint Commission
- The Occupational Safety and Health Administration
- The Drug Enforcement Agency
- The Immigration and Customs Enforcement

MHM has an excellent record in achieving and maintaining accreditation by NCCHC, ACA, and other accrediting and licensing bodies such as The Joint Commission, Medical Association of Georgia (MAG), and departments of health. Its track record for accreditation and compliance, along with the clinical infrastructure and other resources described in this proposal, demonstrate our ability to maintain the standards of such organizations. Please refer to Attachment 1, which provides additional details regarding MHM's capabilities and the benefits that the Commonwealth would obtain by positioning MHM as a preferred vendor for new orders for medical and therapy professionals.

Nursing and Ancillary Positions InGenesis will utilize a tiered vendor neutral sourcing model for nursing and ancillary requisitions. Tiering suppliers allows InGenesis to optimize the supply chain and creates a competitive environment that can generate cost saving opportunities. Requisitions will automatically be distributed to the second tier of suppliers if the first tier of vendors are not able to timely provide qualified candidates.

Program Management Structure Due to the size of the program, InGenesis is designating near site and/or on-site program management support to facilitate program adoption, issue resolution and provide customer support. InGenesis is proposing one project manager and four account managers, three in working in the Commonwealth and two located at InGenesis headquarters. The contract management team will be supported by InGenesis' shared services (e.g. Order Intake, Concierge Customer Support, AR/AP, Legal and Supplier Management, etc.) and the company's leadership.

Concierge Customer Support The concierge hours are Monday-Friday 8:00 AM to 6:00 PM EST. Should the customer (client or supplier) have an issue or concern. When a customer calls or issues a ticket through the program website, the concierge customer service representative (CSR) will notate their contact information along with a description of the issue they are having and determine whether it is within the scope of their responsibility. Once scope is established, the CSR will then open a support ticket and either resolve it during a telephone call or they will forward it to the appropriate department within the organization to aid in the resolution. If the issue cannot be resolved immediately, the CSR will inform the customer that they will investigate the issue further, providing them with an estimated time of completion and follow up with them once more information becomes available.

If an issue needs to be assigned out to an internal department the CSR will keep track of the ticket until resolved and provide feedback to the customer. If the ticket was created via a phone call, the CSR will call the customer, provide the feedback and follow-up with an email providing the solution and advising the customer that the ticket will then be resolved. If the ticket was created via email, the CSR will resolve the ticket by sending a resolution email and ensuring all further questions regarding that issue have been addressed.

PeopleFluent VMS

The PeopleFluent VMS solution supports over 3.3 million end users and 175 unique companies. Billions of dollars each year are managed within the solution, including approximately \$1.25 billion in healthcare contingent labor spend. From these users PeopleFluent has learned important variables about how organizations procure their contingent workforce. Their ability to present this analysis back to clients helps them make important decisions about where to spend, how to hire, and what defines successful hiring strategies for important roles across the enterprise.

PeopleFluent's security infrastructure, standards, policies, procedures are modeled from several industry data security and privacy standards such as OWASP, ISO-17799, HIPAA and SANS best practices. To prevent unauthorized access or disclosure, maintain data accuracy, and ensure the appropriate use of personal information, PeopleFluent has adopted appropriate physical, electronic and managerial procedures to safeguard and secure the personal information we process. PeopleFluent follows generally accepted industry standards to protect the personal information submitted both during transmission and once it is received. PeopleFluent undergoes SSAE16 audits of our RMS and VMS systems annually and has been found compliant for both. Our solutions are also hosted in a SSAE16 audited Internet data center.

PeopleFluent supports all functionality needed to create job requirements and fulfill contingent workers requisitions. The PeopleFluent VMS applies accepted best practices around sourcing, procuring, engaging, managing, and off-boarding contingent workers. The system provides visibility and transparency and encourages active oversight based upon empirically valid data and metrics. The role-based system identifies a user upon log-on and automatically assigns permissions, views, and workflows that are appropriate to their role. The VMS is designed to be a nexus for hiring managers, suppliers, contingent workers, and project managers.

3.B.1 Resources

3.B.1.a Talent Pools InGenesis' will manage the program's talent pool through the VMS and an integrated scheduling technology that provides best-in-class functionality for healthcare needs. The talent pool will allow InGenesis to quickly deploy credentialed and screened contingent workers to Commonwealth facilities. All subcontractors are notified that during the recruitment of talent pool contingent workers, workers must be advised they are obligated to work 2-4 shifts a month. Subcontractors are required to supply an attestation signed by their workers during onboarding, which acknowledges the minimum monthly shift requirements. If submitting a candidate who is a former Commonwealth employee InGenesis will adhere to restrictions outlined in RFP §I-3.B.1.

Continuous talent engagement: Maintaining a talent pool requires continuous communication between InGenesis, its subcontractors, and the talent community. The scheduling tool consists of an integrated message board that is used to communicate with the talent pool community, sending updates on PTO approvals, schedule availabilities, and recertification notifications. In addition to the message board, InGenesis recommends that suppliers utilize periodic email campaigns to continuously engage talent, providing them with targeted emails on career opportunities, upcoming events, and healthcare best practices.

Segmented talent pool: InGenesis segments the talent pool by geographic region, shifts, and labor categories. The segmentation creates active talent communities that only get alerted to openings that apply to their specialty and location. By only alerting them of opportunities directly associated with their occupation, InGenesis increases their engagement and the workers are more likely to remain in the pool.

Job broadcasting: To build and maintain an active talent pool, InGenesis and its subcontractors utilize social media platforms, email campaigns, job boards, text messaging, and cold call to continuously recruit and quickly address worker's questions and concerns.

Advanced scheduling tool for broadcast shifts: We will utilize the InGenesis 365 scheduling tool to effectively manage and deploy our talent pool. The tool leads the industry in healthcare scheduling functionality and allows InGenesis to track healthcare workers by availability. Key advantages: identifying scheduling gaps, enhanced communication, constant contact, transparency, and immediacy. The web-based and app-enabled technology allows workers to self-schedule, real-time shift swap, and request PTO. The tool provides increased program transparency and labor tracking analytics and schedule optimization, including monitoring and approving overtime. The worker schedules are setup 30 days in advance to identify gaps ahead of time.

3.B.1.b Recruit Qualified Candidates InGenesis will enable suppliers to access different recruitment channels, such as contingent workers, referrals, alumni, silver medalists, and talent pools to fill per diem and long-term requisitions. The Intake Team will document if a requisition is for short or long-term staffing, the requisition designation will determine how the requisition is distributed, as the talent channel is based on factors such as: labor category, geographic location, credentialing requirements, sourcing strategies, and time-to-fill requirements. In developing a pool of subcontractors, we seek subcontractors that employ sophisticated marketing and recruitment strategies, including:

- Source candidates using job boards, social media, candidate databases, and professional referrals, targeting candidates who meet statement of work requirements
- Screen candidates using hard and soft skills tests and conducting interviews
- Conduct background checks on the candidate's criminal record, employment verification, education, and licenses/certifications. For quality assurance, InGenesis requires suppliers to use one vendor
- Review the candidate's history in the program, client feedback, rank the candidate against other eligible workers, and present the candidate to the client for review (if necessary)

InGenesis will utilize the credentialing module in the VMS to ensure suppliers adhere to onboarding requirements, including those documented in RFP §I-3.B.1.b. The Supplier Management Department track supplier performances and optimize the supply chain to meet contractual SLAs. The Supplier Management Department reviews the suppliers in metrics such as: rate compliance, response rate, hires v. submissions, time-to-fill, and worker turnover. The Supplier Management Department will advise suppliers of their performance and their standing in the program. If needed, the department will remove or add more suppliers to the program to meet the recruitment demand of the Commonwealth.

During the onboarding process, suppliers document in the VMS that they have informed contingent workers of work requirements, policies, forms, and applicable processes and procedures. This includes having the worker sign agency-specific confidentiality agreements, discussing badge and work requirements, and disclosing conflicts of interest and criminal conduct.

3.B.1.c Manage Collaborative Agreements Between Medical Professionals InGenesis understands certified registered nurse practitioners and physician assistants must be supervised by a physician (M.D. or D.O.) to deliver healthcare services. InGenesis has twenty years of experience managing collaborative agreements between certified registered nurse practitioners, physician assistants and physicians in staffing and MSP programs across the country. InGenesis oversee the management of all collaborative agreements and ensure agreements are compliant with Pennsylvania's Board of Medicine and Commonwealth regulations.

MHM will continue to manage the collaborative agreements between physicians and midlevel providers. MHM manages all the processing for the collaboration agreements and payment for the licenses. The company's program management assists in identifying a primary and secondary and confirms client's site administrators are comfortable with the agreement. Copies of the agreement are uploaded to the VMS and can be provided as well as the finalized license from the state. The MHM project manager (Ms. Music) will communicate with the providers to confirm everything is going well.

Our chief medical officer, Dr. Delowery will be primarily responsible for ensuring compliance, and he will be supported by Subcontractor account manager Lindy Music. As the project manager for MHM's current MSP contract, Ms. Music has nearly five years of experience managing compliance and competency issues across a pool of physician and mid-level providers. Ms. Music has worked with locums providers and other physician staffing subcontractors to align collaborative agreements across affected workers, while expanding the use of competency evaluations to elevate the quality of patient care. Ms. Music will help maintain a list of positions where collaborative agreements are necessary, she will validate that appropriate agreements are in place before workers begin assignment, and she will track the ongoing maintenance of those agreements to avoid any lapses. The agreement forms will be uploaded and available in the VMS through the Compliance Manager functionality.

3.B.1.d Manage Resource Requests from Inception to Conclusion of Resource Engagement

InGenesis will augment the onsite project and account management team with a centralized order/requisition intake process as a quality control measure to ensure consistency and streamline the staffing process. Centralized requisition intake improves response time and allows account managers to focus on managing the day-to-day needs of the end users agencies and their contingent workforce. Ultimately, this additional level of "white glove" service helps to provide more immediate access to support and detailed issue tracking for timely resolution. Its primary goal is to enable the onsite account managers to have more in-person contact and documented visits with hiring managers and personnel.

The Intake Team will confirm whether the requisition is for per diem or long-term staffing, and route the request to the appropriate network of suppliers using a pre-defined distribution strategy. The order distributions are optimized to target the most qualified suppliers based on their capabilities and performance history when considering factors such as: labor category, geographic location, credentialing requirements, sourcing strategies, and time-to-fill requirements. The Intake Team is responsible for confirming requisitions, entering additional requirements in the VMS, distributing requisitions to suppliers and conducting the first candidate down select.

As shown in the figure below, once the down select process is complete, the Intake Team will notify the account manager (AM) of eligible candidates for the open requisition(s). The account manager will then review the candidate submissions and supporting documentation. The account manager will then submit best fit candidates to the Commonwealth hiring manager(s), and assist in setting up an interview.

As the MSP, InGenesis will manage the procure to pay lifecycle for short-term and long-term requisitions. Figures 9 and 10 illustrate the procure to pay process.

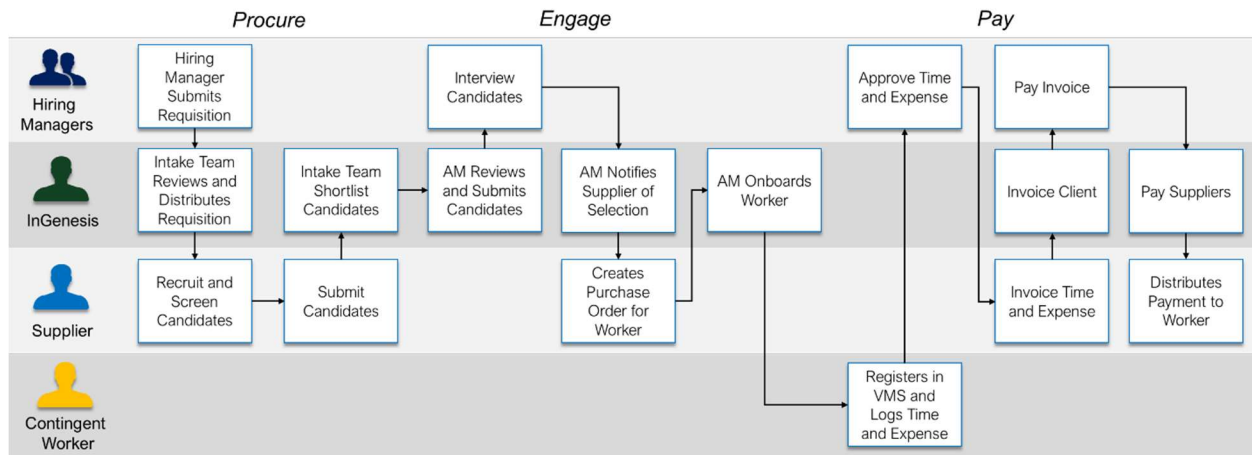


Figure 9: Procure to pay lifecycle

Procure to Pay Process

Review requisition & communicate with hiring manager: The Intake Team reviews the requisition and contacts hiring manager to confirm order requisition and obtain any other specification for the contingent worker. The Intake Team will also confirm if the requisition is for a per diem or a long-term placement, so the requisition is distributed properly.

Create screening & onboarding requirements based on the requisition The Intake Team reviews open requisition and updates the position template requirements in the VMS to mirror any additional screening and credentialing requirements.

Distribute bid for all suppliers: The Intake Team creates bid and distributes to suppliers through the VMS in a tiered approach within the accepted time frames.

Suppliers source/screen candidates: Suppliers source candidates against position requirements documented in the position description and credentialing requirements.

Candidate submission Suppliers submit potential candidates to the Intake Team. The Intake Team conducts the initial candidate down select and submits candidates to the account manager, who reviews the candidates, and confirms that each candidate has been screened and meets position requirements. The account manager will work with the Commonwealth and the suppliers to complete the candidate submission process, and will send an alert to the hiring manager identifying the candidates for the opening.

Interview The account manager utilizes the VMS to coordinate the interview with the candidate. The account manager solicitates feedback from the hiring manager after the interview.

InGenesis negotiates with suppliers InGenesis negotiates the placement of the candidate with our supplier.

Supplier confirms candidate & creates purchase order: After completing all screening requirements, candidate is confirmed, and a supplier purchase order is created for services.

Supplier onboards contingent worker: The supplier onboards contingent worker to the Commonwealth, making them aware of all work requirements. The account manager conducts first day check-in.

Enter time into VMS Contingent worker enters time worked into the VMS solution.

Approve time sheet The Commonwealth hiring manager approves the staff's time sheet. If the time sheet gets declined, the hiring manager notifies the MSP/supplier/contingent worker of declined time sheet. The contingent worker is directed to make corrections.

Consolidate all time approved InGenesis' CFO oversees the Finance Department in generating accurate consolidated invoices.

Generate invoice The invoice is generated and prepared for distribution to the supplier and the Commonwealth end user agency for review.

Approve payment voucher The supplier reviews the invoice and approves the payment voucher.

Submit invoice to Commonwealth end user agency: InGenesis then submits the verified, consolidated invoice to the Commonwealth agency for approval. The agency then approves the invoice. All invoices will match Commonwealth's desired format determined during contract implementation. The invoice that has been approved by the agency is submitted to the Comptroller's office for payment.

Process invoice The end user agency processes the invoice within the number of days dictated by the terms and conditions.

Submit payment to InGenesis according to payment terms The Commonwealth end user agency submits payment to InGenesis in accordance with the set payment terms.

Receive payment InGenesis receives the payment from the Commonwealth end user agency and prepares for the distribution of fees.

Distribute payment to the supplier InGenesis distributes payment to the supplier within 10 days via direct deposit, hard check, or wire transfer.

Distribute payments according to payment terms The suppliers distribute payment to their contingent workers in accordance with contract payment terms

Contingent worker receives payment Contingent workers are paid for their service

Figure 10: Steps in the procure to pay lifecycle

3.B.1.e Credential Potential Candidates Through PeopleFluent InGenesis will provide a means to ensure worker licenses and certifications are current. All credentialing requirements are identified in the VMS and tracked in the compliance module. All credentialing requirements, such as background checks, educational requirements, and certifications are confirmed as submitted and supporting documents are uploaded to the VMS prior to the candidate's consideration by the client.

InGenesis will create compliance checklists that identifies position requirements for the Commonwealth, including by not limited to:

- Valid, active unrestricted PA license
- Verification of education
- Copy of current licenses, certifications, and registrations
- Verification of board certification
- Current of BLS and/or ACLS, PAL, NRP, life support certification(s)
- Verification the individual is not in the Office of Inspector General database of excluded individuals
- Malpractice or applicable insurance
- Documentation of tuberculosis testing (TST or BAMT)
- List of continuing education courses taken in the last year
- MMR and chickenpox vaccinations
- Flu vaccination
- DEA registration number
- Valid Medicare/PA Medical Assistance Provider number
- Background checks
- Other information as deemed necessary and specified by the end user when issuing the requisition

3.B.1.f Propose Candidates that are Able to Work for the Entire Duration of the Requisition During contract implementation, the implementation director, program management staff, and VMS support will work with the client to identify all the positions on the contract and document the SOW requirements. All requirements are listed in VMS solution's compliance module prior to releasing the requisition for bid. InGenesis will verify that suppliers performed initial screening by requiring suppliers to upload supporting documentation to the VMS. Standardized screening requirements include:

- **Ability to work the full duration of assignment:** Suppliers must confirm with the candidate that he or she can perform for the full duration of the assignment.
- **Interest in the position:** All suppliers are responsible for candidate pre-screening and interviewing processes. As part of the screening process, suppliers are expected to gauge a candidate's interest in

the position to limit the possibility of turnover.

- **Work experience:** All suppliers are required to confirm the candidate's submitted have the years of experience required by the SOW for the open position.
- **Eligibility to work:** verification of candidate's eligibility to work in the United States
- **Background checks:** criminal history, social security, DMV license check, and drug test and credit checks when necessary
- **Education verification:** verification of academic degrees and certifications
- **Pre-interview:** conduct a pre-interview during the screening process to confirm the candidate's qualifications. Collect the candidate's resume, work history, technical skills information, certifications, and educational credentials.
- **Employment status:** provide employment status for the candidate submitted for review. All candidates must be E-verified and have W-2 status. 1099 candidates are treated as suppliers and must meet all the requirements set for suppliers in the program.

3.B.1.g Manage All Candidate-Related Human Resource Issues InGenesis' designated program management team is the first line of communication for responding to human resources issues. The account managers will coordinate with the worker and the supplier to correct performance issues. If an end user agency requests the removal of a worker, the designated account manager will coordinate the off-boarding process with the end user and supplier. The InGenesis chief medical officer will be engaged with sensitive HR-related performance situations (e.g., healthcare errors, exposures, etc.) For more information on InGenesis' issue management process, see §3.L. For worker off-boarding, see §3.B.2.c.

3.B.2 Full Service Model Approach to Resource Management

3.B.2.a Comply with Commonwealth's Requirements and Procedures for all Job Titles and Skill Categories During implementation the implementation director, supported by the Implementation Department, meets with Commonwealth stakeholders to identify business processes, procedures, labor categories and job descriptions. InGenesis and the VMS implementation team document Commonwealth requirements--such as approval processes, role authorization, labor categories and job descriptions--and use the information to build out the VMS.

InGenesis' account manager is responsible for the maintenance of the Commonwealth's skills demand list. The account manager and project manager work with the Commonwealth on an on-going basis to narrow down the needed positions and position requirements for the contingent labor suppliers. Every quarter the account manager will audit the job titles for the MSP program and make any updates. InGenesis will obtain the consent of the Commonwealth prior to making any modifications.

3.B.2.b Maintaining a Sufficient Subcontractor Network to Meet Commonwealth Needs After converting incumbent suppliers, InGenesis will continue to attract, source, and engage healthcare staffing firms to ensure we have qualified, readily deployable suppliers for onboarding completion on demand. Our expertise in healthcare improves our ability to advise the Commonwealth on supplier selection and engagement and to manage healthcare-specific compliance matters (e.g., QIO-like certification, HIPAA and OSHA compliance, etc. Our supplier management team performs detailed market research, participates in diversity supplier and industry events, networks with suppliers and diversity associations, and develops tailored marketing efforts to attract better suppliers. Supplier sourcing is guided by best practices in supply chain management--including diversification of the supply base by size, geography, capabilities, market position, redundancy and risk mitigation. Once onboarded, suppliers are held accountable for upholding quality standards for their performance, contingent worker performance, and compliance with contract terms and InGenesis business processes.

3.B.2.b.1 Recruit Suppliers InGenesis has identified a network of suppliers to meet the Commonwealth’s needs. Should additional needs arise or if supplier performance falls short of expectations, InGenesis will perform targeted searches for new suppliers to fill existing or anticipated gaps in the supply base. This process can be expedited by an initial review of the established suppliers working in our other MSP programs, but we would also look outside our programs to identify other potential staffing firms for inclusion.

Special consideration and outreach will factor in the need to engage companies with QIO-like certifications and companies with specific correctional staffing experience. Targeted sourcing efforts could include identifying additional companies to fill labor category niches, as well as identifying suppliers who offer distinct capability advantages (e.g., lower cost, faster service, better quality candidates, or an increased focus on compliance). We will collaborate with the Commonwealth to improve the performance of the supply base to preserve existing relationships and knowledge transfer while mitigating supply chain disruptions – adding and/or modifying the supply base remains an integral part of the value offered by our MSP services.

If a supplier does not have an established history with InGenesis, our supplier management director will oversee the request for information (RFI) process to source and vet the supplier’s capabilities prior to placing them in the supply chain. The RFI process allows us to obtain details about the supplier’s methodologies, ask questions about any compliance concerns, identify any pending litigation, and obtain necessary pricing information. The supplier management director and members of our program management team will review the supplier’s information to determine whether their capabilities are a good match for the MSP program.

3.B.2.b.2 Qualify Suppliers Suppliers first register in the InGenesis supplier registration portal. We then validate all supplier profile information – including labor category capabilities, geographic coverage, past performance and references, and proof of MSP-required certifications, financial strength, historical legal risks, and insurance coverages. Upon the Commonwealth’s approval, we will initiate the contract and onboarding process. The terms and conditions of supplier contracts flow down from the master agreement InGenesis holds with the Commonwealth, so the supplier is held to the same requirements – including KPIs, SLAs, and rate band requirements. Upon completing the contract administration process, suppliers will sign the VMS agreements. Finally, suppliers will be entered into the VMS tool, trained on the VMS technology and program processes, and granted access to the VMS.

InGenesis has an established process for qualifying suppliers – including suppliers we recruit, those who request to join our supply chain, and suppliers recommended by the Commonwealth. We will request approval of our supplier qualification process during implementation of this contract. Suppliers interested in becoming part of the InGenesis supply chain must complete registration in our supplier portal and provide the information in Figure 11 for evaluation.

Component Vetted	Supplier Information Evaluated	
Supplier corporate profile	<ul style="list-style-type: none"> ▪ Company background, management structure, years in business, and organizational structure ▪ Diversity status 	<ul style="list-style-type: none"> ▪ Federal tax ID number ▪ Relevant NAICS codes ▪ Annual revenue ▪ Litigation over past 5 years
Description of products and services	<ul style="list-style-type: none"> ▪ Staffing experience ▪ Core competencies ▪ Labor categories staffed 	<ul style="list-style-type: none"> ▪ Methodologies for screening, testing, and quality control ▪ Invoicing processes and accuracy
Geographic reach	<ul style="list-style-type: none"> ▪ Pennsylvania ▪ PA tri-state region and the US Mid-Atlantic region 	<ul style="list-style-type: none"> ▪ United States

Past performance and references	<ul style="list-style-type: none"> ▪ Name of client(s) ▪ Similar or same services 	<ul style="list-style-type: none"> ▪ Contact information ▪ Average response time and time to fill
Other relevant information	<ul style="list-style-type: none"> ▪ Corporate insurance coverage ▪ Diversity certifications 	<ul style="list-style-type: none"> ▪ Other company certifications ▪ Corporate social responsibility initiatives

Figure 11: Supplier vetting criteria

3.B.2.b.3 Onsite Inspection All suppliers undergo an onsite inspection during the vetting process. The inspections are conducted as part of InGenesis’ compliance risk management process. It confirms that the supplier has properly stored and locked sensitive data, occupancy of reported location and inspects property conditions. The onsite inspection is conducting by InGenesis’ third-party vendor, TrendSource. TrendSource will contact the supplier to schedule a site verification once an inspection is ordered. The supplier will work with TrendSource to schedule the onsite inspection. TrendSource conducts the inspection at the identified location, reviews the data obtained and submits a report, including photos of the supplier’s facility.

3.B.2.c Disciplinary/Termination Process As shown in the figure below, the account manager (AM) facilitates all contingent worker off-boarding. The hiring manager will issue an off-boarding request to the account manager using the VMS. The account manager will contact the hiring manager to confirm and identify the reason for the end of the assignment (e.g. end of project, termination, etc.) The account manager then notifies the supplier and schedules the off-boarding time with the hiring manager, the account manager, and the supplier. The supplier is responsible for contacting their employee and carrying out off-boarding procedures that are compliant with the off-boarding requirements listed in the VMS. The account manager is responsible for attending to on-site needs during the off-boarding process.

InGenesis can provide onsite support for workers off-boarding as part of our weekly scheduled site visits.

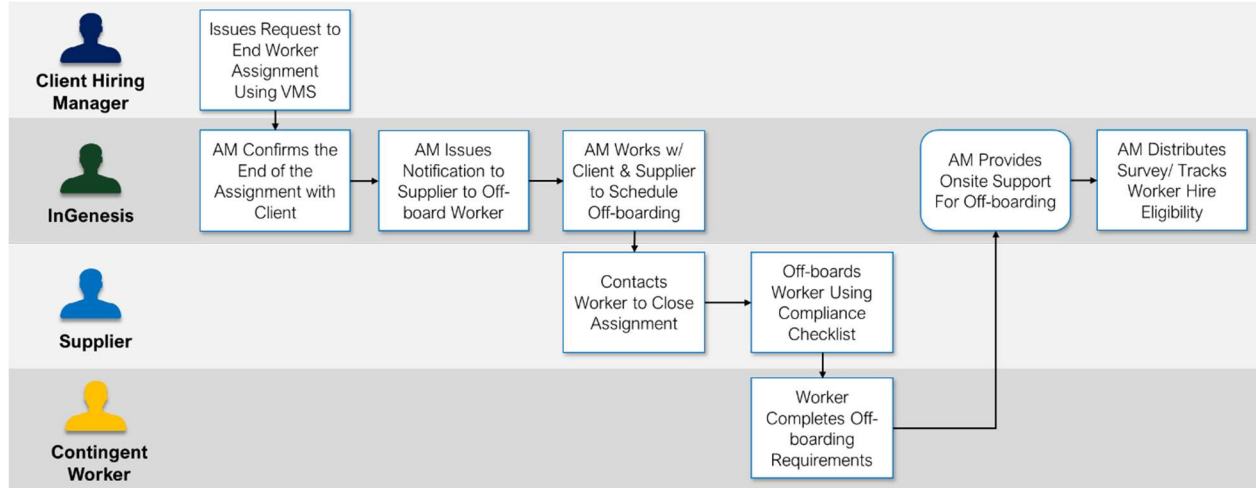


Figure 12: Contingent worker off-boarding process.

2. **Network of Subcontractors.** The selected Offeror must:
 - a. Manage and mentor the subcontractor network;
 - b. Maintain an open subcontractor network (subject to the Commonwealth approval of the subcontractor) with equal opportunity for SDBs in the

network to provide resources for consideration for requisitions made under the Contract.

- c. **Must contract with a sufficient number of subcontractors that are Quality Improvement Organization (QIO) Certified or QIO-Like certified, which allows agencies (as applicable) to request a federal funding match of 75%/25%.** The QIO entities must be able to provide resources similar to those resources being used today. For more information, refer to **Appendix K – Historical Contract Usage** (tab 4) located in the Buyer Attachment section. If the subcontractor has similar certification to the QIO or QIO-Like Certification and it meets the same requirements as the QIO or QIO-like certification, identify it here and describe how the certification meets the requirements of QIO or QIO-like certification.
- d. Work with the DGS Contract Administrator to develop and maintain a process for qualifying new subcontractors.
- e. Utilize subcontractors as its only source of resources for the Contract.
- f. Execute a signed agreement between the selected Offeror and each subcontractor listed as a member of its network. The agreements shall be made available to the Commonwealth upon request.
- g. Manage all relationships and payments to the subcontractor(s) for any services rendered. The selected Offeror must timely pay its subcontractors, within forty-five (45) days of receipt of proper invoices from the subcontractors. No payments will be made by the Commonwealth directly to any subcontractor(s) nor will the Commonwealth deal directly with any subcontractor(s).
- h. Survey the network to check for the availability of resources, without the commitment of a PO, as requested by the Commonwealth.

Offeror shall describe how the subcontractors will be integrated into the overall process, including but not limited to: how subcontractors are qualified to be part of its network, a detailed explanation how it will recruit and qualify subcontractors who will provide candidates for all of the job titles and skill categories listed in **Appendix B** (located in the Buyer Attachment section), the success in retaining qualified subcontractors/ candidates, how subcontractors are contractually bound to the pricing and how subcontractor services will be accurately tracked and reported. For additional information regarding meeting and reporting requirements, **refer to I-5, Reports and Project Controls.**

3.C Network of Subcontractors

3.C.1 Manage and Mentor Subcontractor Network

InGenesis governs suppliers through program transparency, advocacy, and encouraging competition, resulting in an optimized supply chain with the capacity to meet client requirements. This structure coupled with periodic audits ensure supplier compliance.

- **Visibility and Transparency:** InGenesis' Supplier Management Department clearly outlines the business process requirements, program requirements, and business integrity standards. The use of the vendor management system allows for complete visibility into the program. InGenesis' supplier scorecards and issue escalation process allow for issue resolution and knowledge into supplier standing in the program.
- **Strategic Development:** InGenesis' Supplier Management Department strategically develop supplier relationships through defined business processes, assessment of performance, and recognition for successful performance. Suppliers can voice feedback through supplier surveys, providing ideas for process and program improvements.
- **Competitive Environment:** InGenesis likes to foster a competitive environment, using performance-based rewards (offering more opportunities in the Commonwealth program and in other InGenesis programs) to cultivate a positive relationship and meet client needs.

Managing New Suppliers Newly approved suppliers complete an onboarding process that includes training on key program elements. See Section 3.D for more details regarding our training programs. Once orientation is complete, new suppliers enter a test and assessment period to evaluate their capabilities its compliance with program requirements.

Supplier Management The supplier optimization methodology includes two distinct phases. First, InGenesis analyzes overall program performance to identify strengths and weakness across all suppliers. Second, InGenesis analyzes individual supplier performance through a supplier optimization matrix to ensure that best performing suppliers are appropriately engaged in our program. Together, these two processes isolate supplier performance issues, regulate underperforming suppliers, consolidate the strongest suppliers, and quickly identify root causes of performance issues. Each level of investigation results in an action plan to expedite issue resolution. Our approach prioritizes continuous improvement in alignment with client objectives.

3.C.1.a Use of Approved Background Check Vendors InGenesis requires suppliers to use InGenesis approved and established background and drug screening vendors for quality assurance. Suppliers will have the option of working with Quest Diagnostics or LabCorp for drug screenings and KRESS Employment Screening for background checks. The Commonwealth's risk is reduced by the standardized screening process and ensures compliance to regulations.

3.C.1.b Contingent Worker Benefits and Compensation If there are wide variances among suppliers in terms of the employment benefits and compensation offered to workers, a number of negative consequences can arise, including: workplace conflicts, lower morale, higher turnover, etc. Therefore, InGenesis proposes that we establish minimum worker benefits that suppliers must offer to qualify for program participation. Likewise, the rate cards in the VMS can establish wage and compensation ranges to avoid significant disparities in how workers are treated by different suppliers. InGenesis will collaborate with the Commonwealth if it chooses to be part of the process.

3.C.2 Maintain an Open Subcontractor Network with Equal Opportunity for SDBs

InGenesis' diversity and corporate social responsibility team is led by experienced professionals with more than 30 years of experience in supplier diversity and supplier management. To source and attract

capable and qualified diversity suppliers, the team participates in regional and national supplier diversity conferences, sponsors diversity supplier engagement events, and maintains an extensive referral network. We work with the National Minority Supplier Development Council (NMSD), Women’s Business Enterprise National Council (WBENC), the Small Business Administration (SBA), the U.S. Hispanic Chamber of Commerce (USHCC), the Asia Pacific American Chamber of Commerce (APACC), the National Gay and Lesbian Chamber of Commerce (NGLCC), and many regional associations around the country. InGenesis solicits feedback from suppliers and leverages a continuous improvement methodology to identify opportunities to enhance the company’s supplier diversity program.

InGenesis strives to create transformative workforce solutions that connect clients with qualified personnel who are representative of the clients’ employees, customers, and locations. Our solutions are more successful when we provide procurement and development opportunities to diversity suppliers, allowing them to grow within the supply chain and in the open marketplace. To ensure our diversity partners are best prepared to succeed and meet program requirements for timely recruitment and quality fulfillment, we focus on three areas: education and awareness, partnership development, and measurement and accountability.

Including diversity companies in the supply chain provides a competitive advantage that supports business objectives. Supplier diversity adds economic value by encouraging the growth of businesses that typically encounter barriers challenging start-up and sustainability. By working with diversity suppliers, we help them overcome obstacles and contribute to the economy of the communities we serve.

For clients to report diverse spend, it is important that diverse suppliers are certified. The InGenesis Odyssey Acceleration Program actively facilitates the development and advancement of minority, woman-owned, and underrepresented suppliers. New opportunities are regularly presented to diversity suppliers and we work with them to address challenges facing small diverse businesses, focusing on the following key elements:

- Business development assistance
- Financial guidance
- Affordable Care Act (ACA) compliance
- Certification mentoring
- Executive leadership education
- Curriculum-based mentorship program

3.C.3 Sufficient Number of Subcontractors that are QIO-Like Entity Certification

InGenesis understands that the QIO-like certification allows the Commonwealth to obtain a higher reimbursement rate for Medicare and Medicaid services, as much as 75% reimbursement. The additional funds are paramount to achieving the Commonwealth’s initiatives and providing medical services to its residents. InGenesis acknowledges the Commonwealth requires all positions in Figure 13 to be staffed by a supplier holding a QIO or QIO-like certification.

InGenesis has reviewed CMS’ current list of QIO and QIO-like organizations and have included organizations that provide staffing services to our list of suppliers. This approach has expanded the number of QIO-like certified organizations historically available to the Commonwealth, as the Commonwealth has only worked with two suppliers across the three contracted medical services contracts. Moreover, InGenesis will identify suppliers that excel in the program and encourage those companies to obtain the QIO-like certification from CMS. For example, InGenesis has collaborated with Innovative Talent Gateway on its pending CMS QIO-like application.

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- | | |
|----------------------------------|--------------------------|
| ▪ Case manager nurses | ▪ Orthodontist |
| ▪ Case manager supervisor | ▪ Primary care physician |
| ▪ Chief medical officer | ▪ Psychiatrist |
| ▪ Claims review management nurse | ▪ Pharmacist |
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- | | |
|-----------------------------|------------------------------|
| ▪ Clinical pharmacy manager | ▪ Pharmacy director |
| ▪ Dental hygienist | ▪ Physician specialist |
| ▪ Dentist | ▪ Primary care physician |
| ▪ Ophthalmologist | ▪ Review & evaluation nurses |
| | ▪ Surgeon |
-

Figure 13: Positions that must be staffed by a QIO or QIO-like certified supplier

3.C.4 Work with DGS Contract Administrator to Develop and Maintain a Process for Qualified New Subcontractors

After converting incumbent suppliers, InGenesis will continue to attract and source additional suppliers to ensure we have qualified, readily deployable suppliers for onboarding completion on demand. Our supplier management team performs detailed market research, participates in industry trade association and conferences, continuous networking, and marketing efforts to attract suppliers. Supplier sourcing is guided by best practices in supply chain management--including diversification of the supply base by size, geography, capabilities, market position, redundancy and risk mitigation. Once onboarded, suppliers are held accountable for upholding quality standards for their performance, contingent worker performance, and compliance with contract terms and InGenesis business processes.

Based on supplier performance and Commonwealth demand projections, InGenesis will perform targeted searches for new suppliers to fill existing or anticipated gaps in the supply base. Targeted sourcing efforts could include identifying additional companies to fill labor category niches, as well as identifying suppliers who offer distinct capability advantages (e.g., lower cost, faster service, better quality candidates, or an increased focus on compliance). We will collaborate with the Commonwealth to improve the performance of the supply base to preserve existing relationships and mitigate supply chain disruptions – adding and/or modifying the supply base remains an integral part of the value offered by our MSP services.

If a supplier does not have an established history with InGenesis, our supplier management director will oversee the request for information (RFI) process to source and vet the supplier’s capabilities prior to placing them in the supply chain. The RFI process allows us to obtain details about the supplier’s methodologies, ask questions about any compliance concerns, identify any pending litigation, and obtain necessary pricing information. The supplier management director also directs further vetting to protect our clients including corporate credit checks, independent legal reviews, and third-party background screening services which evaluate corporate safety and security, facilities readiness, and certification reviews. The supplier management director and members of our program management team will review the supplier’s information to determine whether their capabilities are a good match for the MSP program and will provide the Commonwealth with a summary of our findings.

It is important that subcontractors not only demonstrate experience and capability to provide the services required by the Commonwealth, but that they also be able provide a consistent level of service. Therefore, we propose that all subcontractors be required to provide a minimum level of employment benefits to workers on assignment. We would be happy to recommend and work with the Commonwealth to determine if there are essential benefits that are necessary to avoid high turnover, minimize conflict among workers employed by different firms, and maintain a highly motivated and collaborative contingent workforce. We would also propose that we require all subcontractors to be accessible from at least 8am until 5pm, and provide after-hours access as needed to support their resources working beyond those hours.

3.C.5 Utilize Subcontractors as its Only Source of Resources for the Contract

InGenesis, Inc. understands the Commonwealth does not allow for the MSP, or any subsidiary of the MSP, to staff contingent workers under the new MSP program. We respectfully note that if the

Commonwealth were to ever reconsider this limitation, InGenesis could supply heavily discounted “payrolling” services to staff candidates referred by the Commonwealth and provide an additional avenue for addressing order fulfillment challenges.

3.C.6 Execute A Signed Agreement between the Selected Offeror and Each Subcontractor Listed in the Member Network

Transitioning supplier contract administration provides the Commonwealth with indirect cost savings generated by a reduction of administrative burden resulting from managing suppliers and producing/printing contract documents. InGenesis’ Supplier Management Department will coordinate with the Legal Department to have identify qualified subcontractors sign supplier contract with InGenesis during the supplier onboarding process. The supplier contract will be a flow-down contract from the master service agreement (MSA) between InGenesis and the Commonwealth, so all suppliers must adhere to the established service level agreements (SLAs) and key performance indicators (KPIs). Where MSP contract requirements are not quite appropriate for suppliers and cannot be flowed-down or incorporated verbatim into supplier contracts, we develop modified requirements that are more specific to the suppliers’ role in the program and achieve the same purpose of the MSP requirements.

3.C.7 Manage Payments to Subcontractors

InGenesis will manage all invoicing to the Commonwealth and supplier payments. InGenesis will adhere to Commonwealth requirements identified in RFP Technical Submittal requirement §I-3.2.G.

Our chief financial officer (CFO), with the assistance of two controllers, oversees our Finance Department and all accounts receivable /accounts payable (AR/AP) processes to generate accurate and compliant invoice submissions. The department has established processes and procedures and must meet internal performance metrics, including number of invoicing errors and customer support. If an error does occur, the AR team will work with the customer to identify the root cause and expedite a positive resolution. Processes are monitored and updated to prevent errors and improve efficiency. Inquiries regarding timekeeping or invoicing processes are centrally tracked to resolution by the Concierge Customer Support team. The timekeeping and invoicing process is in Figure 14.

Timekeeping and Invoicing Process

Contingent worker utilizes VMS: Contingent worker utilizes the VMS for time capture.

Approve time sheet: Commonwealth hiring manager approves the worker’s time sheet. If the time sheet gets declined, the hiring manager notifies the MSP/supplier/contingent worker of declined time sheet. The contingent worker is directed to make corrections in the VMS.

Consolidate all time approved: Consolidated invoices are generated from extracting the approved time sheets data from the VMS. The invoicing process is performed by the Finance Department and overseen by controllers.

Generate invoice: A sample invoice is generated and prepared for distribution to the supplier and Commonwealth end user agency for review.

Approve payment voucher: The supplier and the Commonwealth end users review the invoice created by InGenesis and approves the payment voucher. If there are errors, or pre-approvals are missing, suppliers are directed to provide information to the program management or supplier to make corrections.

Submit invoice to Commonwealth end user agency: InGenesis then submits the verified, consolidated invoice to the Commonwealth. All invoices will match Commonwealth’s desired format determined during contract implementation. The invoice is submitted to the Commonwealth.

Process invoice: The end user agency processes the invoice within the number of days dictated by the terms and conditions.

Submit payment to InGenesis according to payment terms: The Commonwealth’s end user agency submits payment to InGenesis in accordance with the set payment terms.

Receive payment: InGenesis receives the payment from the Commonwealth end user agency and prepares for the distribution of fees.

Distribute administrative fee: InGenesis distributes the administrative fee to Commonwealth, if applicable.

Distribute payment to the supplier: InGenesis distributes payment to the supplier via ACH or wire transfer within 45 days of receiving the supplier's invoice.

Distribute payments according to payment terms: The suppliers distribute payments to their contingent workers in accordance with contract payment terms

Contingent worker receives payment: Suppliers pay their workers assigned to the Commonwealth.

Invoice adjustments (if needed): The Finance Department of invoices occur one week after InGenesis' submission to the client. Audits are conducted by reviewing credit and debit memos. If the supplier flags an error, they are responsible for submitting a Supplier Generated Time Adjustment Request. The onsite supervisor and project manager must sign off on the adjustment. The invoice is then re-submitted to the Finance Department with the adjustment identified as a supplemental charge.

Figure 14: InGenesis invoicing process

3.C.8 Survey the Network to Check for Availability of Resources

The Supplier Management Department surveys the network for available resources in three ways: periodic assessments, semi-annual RFIs, and supplier meetings and communications.

The Supplier Management Department does periodic assessments of the health and capacity of the supply chain. Supplier scorecards and program performance data from the VMS are utilized to assess suppliers. Examples of data include the number of orders filled, number of candidates interviewed, meeting SLAs, and contract compliance.

The Supplier Management Department distributes RFIs to suppliers semi-annually to capture updated information pertaining to the suppliers' capabilities, service lines, and financial standing. This allows the Supplier Management Department to identify gaps and optimize the supply chain. Based on the RFI responses, the Supplier Management Department may distribute a request for quotes (RFQs) or RFIs to identify new suppliers for the program.

InGenesis program management team members work with the Commonwealth business units to forecast upcoming labor demands. The program management team will maintain an open line of communication with the Commonwealth hiring managers and participate in QBRs to obtain information on anticipated surges and reductions to the contingent workforce. InGenesis provides program updates to the supply chain, providing them with input on required labor categories, skill sets, certifications, and experience so they can plan proper recruiting efforts.

3.C.9 Recruiting and Qualifying Subcontractors

Please see §3.B.2.b- §3.B.2.b.2 for the subcontractor recruitment and qualifying process.

3.C.10 Contract Pricing

The MSP has a single rate card for the contract, and suppliers are contractually obligated to adhere to the rests set by InGenesis. The established rates are loaded in the VMS solution for each position. Established minimum and maximum rates are identified for each position, and suppliers cannot suggest a rate outside of the approved range. The VMS rejects proposed rates outside of the established ranges. Supplier who fail to meet rate requirements are tracked as part of the supplier management process.

Rate Modification: InGenesis' Contract Utilization Department conducts market research of the workforce landscape monthly to monitor and maintain job titles and market rates in a changing technical environment. The market rate methodology uses several outside sources: third party rate services, employee surveys, industry benefits and compensation surveys, Bureau of Labor and Statistics data, and data from various Internet job boards. The rates are then analyzed against other factors such as work location, work environment, educational requirements, certifications, required years of experience, and level of skill set. Our Contract Utilization Department also considers all local, state, and federal wage and labor regulations when determining wage rates. During the contract, the Contract Utilization Department will monitor labor markets in Pennsylvania and the Mid-Atlantic region to determine demand and conduct market forecasting for surge requirements. The program sponsor will discuss rate modifications with the Commonwealth and suppliers during quarterly meetings. InGenesis will obtain the consent of the contracting officer prior to making any modifications.

3.C.11 Reporting

PeopleFluent VMS tracks over 1,800 variables to provide a holistic view of how an organization is performing. All standard and user-defined fields are completely reportable within the VMS and the data being reported is virtually "real time." The PeopleFluent VMS reporting tool is easy to use with its drag-and-drop capability along with easy to understand field labels. PeopleFluent has joined all of the tables logically and has included numerous time differential calculations (like time to fill and positions remaining open) to help generate accurate and relevant metrics. Data is then reported in a usable way, to help drive recruiting efficiency and assist users in drilling down to their pertinent metrics by building filters, sort, calculations and prompts into reports.

PeopleFluent comes with more than 120 standard reports that will cover 95% of the information that any user might be seeking. The standard reports are built around the primary themes of the value proposition: cost savings, supplier performance/quality management, process efficiency, and risk mitigation. There are additional reports built around adoption/compliance and program efficacy. Since the reporting engine is built on Business Objects (an industry standard), it is easy to build custom ad-hoc reports as desired. Custom reports will be specifically tailored to Commonwealth needs and requirements during the implementation period. During this time, PeopleFluent developers will work closely with the State to ensure these reporting requirements are set before the system goes live. Custom reports can be saved into public or private folders for later use.

Attachment 6 contains a list of standard VMS reports. Attachment 7 has sample VMS reports.

- C. Training.** The selected Offeror must have a comprehensive training program to meet the needs of this RFP. The selected Offeror is responsible for developing, conducting and managing all of the training requirements in this RFP, unless otherwise noted. The selected Offeror shall keep a log of any trainings attended by subcontractors, resources or Commonwealth Employees and provide it to the Commonwealth, if requested. Training shall include but not be limited to:

1. **Onboarding.** The selected Offeror will conduct onboarding training to all applicable subcontractors, resources and designated Commonwealth employees during the implementation of the Contract resulting from this RFP. Training shall include, but not be limited to: how to use the contract, vendor management system (see below), etc.
2. **Vendor Management System.** The selected Offeror must facilitate one (1) or more training sessions with the agencies, subcontractors and resources (if applicable) to demonstrate the VMS. At a minimum, end-user agencies must be trained on the VMS during contract implementation, before the onboarding of a new agency to the Contract and for new employee(s)/transfer(s) (as needed).
3. **Specialized Agency Training.** The selected Offeror is responsible for certifying all deployed resources participate and successfully complete all Commonwealth mandatory trainings (as applicable), which may be unique to each agency and may occur outside normal business hours.

Offeror shall describe its training program and how it will train all end-users (i.e. offeror staff, subcontractors, agencies and resources) under the resulting contract. Include the number of personnel to be trained, duration of the program, place of the training, curricula, training materials to be used, number and frequency of sessions, and number and level of instructors.

For agency specific training, Offeror shall describe the process it will use track and verify that all resources successfully complete any mandatory trainings either prior to deployment to an agency or within a set period of time identified by an agency.

Offeror shall identify any additional training, not already identified above, that it will provide to the end-users of this Contract.

3.D Training

3.D.1 Onboarding Training

InGenesis understands that contingent resources are needed to quickly fill the gaps in the Commonwealth's workforce and must be prepared to work on the first day of assignment. To improve resource performance InGenesis account managers work with the suppliers to confirm candidate skills & capabilities and orientate them to their position.

InGenesis follows a comprehensive onboarding process to ensure the quality of service. Our MSP team has managed placements and onboarding for thousands of contingent workers. During the 2014 implementation of Lots 1 and 3, InGenesis successfully managed two onboarding phases, the first of which required onboarding 100 personnel in two-and-a-half weeks for an on-time start date; the second phase involved onboarding 200 additional personnel less than two weeks later.

Onboarding includes entering all worker profile data into the VMS, including name, contact info, unique identifier, location/facility, hiring manager, cost code, job title, assignment length, and bill rate. We then facilitate the scheduling of the worker's orientation, provided by the Commonwealth's hiring manager or program management personnel.

InGenesis suppliers are responsible for onboarding activities including: orientation to the applicable client hiring manager, VMS overview, SOW requirements, health and safety information, parking, location, and creating the work order. The onboarding process includes standard orientation process, the hiring manager may require the contingent worker to attend agency orientations prior to their performance start. The onboarding requirements are documented in the VMS Compliance Manager and the supplier must upload supporting documentation confirming completion of onboarding.

Contingent Worker Orientation	
InGenesis introduction	<ul style="list-style-type: none"> ▪ Verbal, electronic and/or hard copy information and internet link(s) provided
Introduction to the Commonwealth	<ul style="list-style-type: none"> ▪ Provide information on Commonwealth to new hires, including Commonwealth specific requirements such as dress code, timekeeping, hours and overtime, parking, badges, drug policies, and security requirements. AM helps schedule Commonwealth orientation requirements.
Standards, ethics and best practices training	<ul style="list-style-type: none"> ▪ Training on standard business conduct, policies and ethics ▪ Overview of disciplinary and supervisory expectations
Statement of work	<ul style="list-style-type: none"> ▪ Train new hires on position requirements, work site expectations, performance standards, and consequences of not maintaining qualification requirements/performance standards
VMS overview	<ul style="list-style-type: none"> ▪ Introduced to the VMS technology interface and navigation
Timekeeping and approval	<ul style="list-style-type: none"> ▪ Trained on how to enter hours and approve their time sheets. ▪ Trained on entering and reviewing expenses
Health, safety, and emergency orientation	<ul style="list-style-type: none"> ▪ Overview of general safety, fire prevention, and health and immunization requirements of the contract ▪ Health Insurance Portability and Accountability Act (HIPAA) requirements ▪ Overview of federal Occupational Safety and Health Administration (OSHA) and client-level requirements
Signed attestation	<ul style="list-style-type: none"> ▪ Contingent workers assigned to the contract are required to sign an attestation that they have completed orientation. ▪ Understand that the assignment servicing the Commonwealth does not create an employee/employer relationship between themselves and the Commonwealth

Figure 15: Standard contingent worker orientation required of suppliers

3.D.2 Vendor Management System

Training is provided to all user groups of the application. Training manual(s) or quick reference guides are automatically supplied to each student for all instructor-led training sessions, as indicated below. We also provide editable versions to our clients to enable customization of your environment.

- **Advanced web reports:** Advanced reporting manual distributed to training site prior to class, printed copy.
- **Client user training:** Client user quick reference guide distributed to training site prior to class.
- **Client administrator:** Client administrator manual, client user manual time entry, client administrator, client user, vendor administrator, and vendor user quick reference guides distributed to training site prior to class.
- **Train-the-trainer:** Client user manual, vendor administrator manual, time entry, client administrator, client user, vendor administrator, and vendor user quick reference guides distributed to training site prior to class.
- **Vendor administrator/user:** vendor administrator manual, time entry, vendor administrator and vendor

Online help The PeopleFluent has two complete online help systems, one for client users and the second for vendor users. The help systems provide detailed step-by-step instructions for each task in the workflow process, complete field definitions, and a glossary, plus hints and tips that help users work more efficiently.

It is the responsibility of the vendor to ensure that their workers are trained in the PeopleFluent VMS as needed, to enter time sheets and/or expenses. To assist with this, PeopleFluent provides a time & expense entry quick reference guide.

3.D.3 Specialized Agency Training

Specialized agency training requirements are documented during the order intake process. All training requirements are included in the compliance module that tracks onboarding requirements. The account manager will coordinate with the Commonwealth, the supplier and the contingent worker to schedule training that must occur prior to the identified start date or within a set number of days after the performance start date.

For specialized training that takes place after onboarding, the requirement is identified in the compliance module of the VMS and an alert is distributed to the supplier and the contingent worker providing details on the training session. The account manager will coordinate with the Commonwealth, the supplier and the contingent worker to schedule training sessions within the required timeframe. Supporting documented will be uploaded to the VMS to confirm the training session was completed.



Training	# of Personnel Trained	Duration of Program	Place of Training	Curricula	Training Materials	# of Sessions	Level of Instructors
Client introduction	Client project team, managers, and key stakeholders	1.5 hours	Onsite	<ul style="list-style-type: none"> Information on MSP implementation, (VMS & identifying program team) Transition plan and milestones Client's role in transition Future communication plan 	<ul style="list-style-type: none"> Live meeting PowerPoint presentation Conference call (for key personnel not present) 	Once	Implementation director and staff
Client orientation	Client end users	1.5 hours	Onsite and remote	<ul style="list-style-type: none"> Program overview Issue resolution escalation processes Processes of program management team Processes and availability of the concierge service group 	<ul style="list-style-type: none"> Program handbook PowerPoint presentation 	As needed as client end users and agencies are added to the program	Implementation director and staff
MSP orientation (program management staff)	Volume based on the number of program management team being onboarded to program	1 hour	Onsite and remote	<ul style="list-style-type: none"> Program management processes Issue resolution escalation processes Processes and availability of the concierge service group 	<ul style="list-style-type: none"> Program handbook PowerPoint presentation 	Once at program kickoff and ongoing for new program management staff	Implementation Director, PM and staff
Supplier onboarding	Volume is based on the number of suppliers being onboarded	1.5 hours	Remote	<ul style="list-style-type: none"> Overview of program Business processes Supplier guidelines Contract requirements VMS user guide 	<ul style="list-style-type: none"> Supplier handbook VMS user guide 	Ongoing as suppliers are added to the program	Supplier management staff
Contingent worker onboarding	Volume is based on contingent worker placement	20-30 minutes	Remote	<ul style="list-style-type: none"> Client overview MSP overview SOW requirements Client policies Time and expense entry 	<ul style="list-style-type: none"> SOW Policies and place of performance information VMS reference guides 	One training session prior to worker start date	Program management staff
VMS training--system administrator training	6 users	1.5 hour	Remote	<ul style="list-style-type: none"> VMS overview Role based authorizations Use of VMS from order requisition through off-boarding lifecycle 	VMS reference guides	Once at program kickoff and ongoing for new program management staff	PeopleFluent staff and IG program management staff
VMS training--train hiring managers /user agencies	Volume based on number of hiring managers being onboarded to program	2-4 hrs.	Web-based training	2-to-4-hour web-based training recorded for future use (length depends on participation)	VMS reference guides	Once during orientation and as needed	IG program management staff
VMS training--supplier training		20 minutes	Web-based training	InGenesis trains suppliers on time sheets and/or expenses in VMS.	PeopleFluent provides Time & Expense Entry Quick Reference Guide & e-Learning link.	Ongoing as suppliers are added to the program	N/A
Specialized agency training	Volume based on client requirements	Duration based on client training requirements	Location is determined by client requirements	Determined prior to training	Determined prior to training	Determined prior to training	Determined prior to training

Figure 16: Sample InGenesis training

D. Licensing/Credentials. The selected Offeror must:

1. Guarantee that all healthcare resources who require a professional licenses, have an active license in the Commonwealth of Pennsylvania, be in good standing within their profession and regulatory agencies and maintain their licensure status in accordance with Commonwealth licensing requirements as required by the Department _____ of _____ State (http://www.dos.state.pa.us/portal/server.pt/community/health-related_boards/13773).
2. Maintain and update a credentialing file for each licensed resource deployed to an agency location and provide it to the Commonwealth, upon request. The credential file must include, but not be limited to (as applicable to the position):
 - a. A current/valid/active unrestricted Pennsylvania license;
 - b. Current/valid certifications for non-licensed professionals;
 - c. Verification of current professional CPR certificate;
 - d. Listing of Continuing Education courses, including title of course, date attended, and number of continuing education hours earned for the prior year;
 - e. Drug Enforcement Agency (DEA) registration number;
 - f. Verification of Board Certification;
 - g. Valid Medicare/Pennsylvania Medical Assistance Provider numbers;
 - h. Verification that the federal database of excluded individuals has been checked (includes date of checked);
 - i. Evidence of malpractice or applicable insurance;
 - j. Criminal and/or Federal Background check. Background checks must be completed once a resource has accepted a position at an agency, but prior to deployment of a resource to an agency; and
 - k. Other information as deemed necessary by the end user agency and specified in the position description.

The selected Offeror must require Licensed Practitioners complete any agency specific credentialing process.

3. Screen all resources, subcontractors and employees, both individuals and entities, on a monthly basis throughout the term of the Contract to determine if anyone has been excluded, suspended, or otherwise debarred from participation in Medicare, Medicaid programs or any other federal health care program outline in **Appendix E, Medical Assistance Bulletin 99-11-05** or most recent version. The Commonwealth must be immediately notified of any interrupted participation in the MA program.
4. Immediately notify the healthcare resources' supervisor at the Commonwealth of any change in status of the resources' certifications, and/or licensures, including any restrictions as well as their ability to meet agency requirements.

Offerors shall describe its process and procedures for properly credentialing all resources as part of the pre-qualification process **I-3, E (3)**, prior to deployment of a resource to an agency and on an on-going process throughout the term of the Contract. Describe the parameters in place that will guarantee all deployed resources have valid/active credentials which have not been excluded, suspended, or otherwise debarred, including for any federal programs.

3.E Licensing/Credentials

3.E.1 Healthcare Licenses and Certifications in Good Standing

InGenesis is a Joint Commission certified firm that adheres to strict credentialing requirements. As a result, all suppliers are required to adhere to Joint Commission guidelines, including conducting prime source verification prior to performance. All suppliers must confirm candidates and workers have licenses in good standing with the Commonwealth. Suppliers are required to upload supporting documentation for licenses and certifications VMS. The VMS will issue alerts to suppliers when a contingent worker has an impending expiration date. The supplier must coordinate the renewal of expiring licenses and certifications with the worker and provide updated copies to InGenesis prior to expiration.

3.E.2 Maintaining Credentialing Files

All credentialing requirements are identified in the VMS and tracked in the compliance module. All credentialing requirements, such as background checks, educational requirements, and certifications are confirmed as submitted and supporting documents are uploaded to the VMS prior to the candidate beginning an assignment.

Suppliers will be informed that all licensed practitioners must complete agency-specific credentialing process. Any changes to the standard credentialing requirements will be noted during order intake and documented in the requisition prior to distribution.

InGenesis will create compliance checklists that identifies position requirements for the Commonwealth, including by not limited to:

- Valid, active unrestricted PA license
- Verification of education
- Copy of current licenses, certifications, and registrations
- Verification of board certification
- Current of BLS and/or ACLS, PAL, NRP certification(s)
- Verification the individual is not in the federal database of excluded individuals
- Malpractice or applicable insurance
- Documentation of TST or BAMT
- List of continuing education courses taken in the last year
- MMR and chickenpox vaccinations
- Flu vaccination
- DEA registration number
- Valid Medicare/PA Medical Assistance Provider number
- Background checks
- Other information as deemed necessary and specified by the end user when issuing the requisition

Suppliers can track an expiration date on a certification to reflect whether a worker's license or credential is effective. As the expiration dates approach, alerts are sent to users allowing them to proactively manage the impending expiration. These credentials can be tracked via reporting, which makes it easy to access records/dates during audits and surveys (e.g. during healthcare staffing Joint Commission surveys).

3.E.3 Screen All Resources, Subcontractors and Employees Against Excluded and Debarred Medicare, Medicaid List Monthly

The Supplier Management Department will verify suppliers are not debarred, excluded or suspended from participating in Medicare or Medicaid programs monthly. Suppliers will be required to verify their

contingent workers assigned to the Commonwealth contract are not debarred, excluded or suspended from participating in Medicare or Medicaid programs monthly. Suppliers must promptly inform the account manager of changes to a worker's status. The account manager will notify the Commonwealth. If a supplier's status changes, the Supplier Management Department will notify the Commonwealth's contract administrator, and the supplier will be off-boarded from the program.

3.E.4 Notify Resources of Changes in Certifications and Licenses

All suppliers must confirm candidates and workers have licenses in good standing with the Commonwealth. Suppliers are required to upload supporting documentation for licenses and certifications VMS. The VMS will issue alerts to suppliers when a contingent worker has an impending expiration date. The supplier must coordinate the renewal of expiring licenses and certifications with the worker and provide updated copies to InGenesis prior to expiration. The account manager will notify the Commonwealth if there are changes to the worker's licenses or certifications. A worker will not be allowed to report to work if he or she fails to update a license or certification prior to expiration.

E. Order Process. The Commonwealth has developed a high-level order process, as described below, that must be utilized throughout the term of the Contract to ensure that the selected Offeror is providing the best possible services/resources to the Commonwealth:

1. Agencies will submit a request to fill a position (i.e. requisition) through the selected Offeror's VMS. The selected Offeror may not accept resource requests through any other means (i.e. fax, phone calls, etc.). The requisition shall include, but not be limited to: specific title, scope of work (professional responsibilities), additional agency requirements, labor relation approval, requested start date, the timeframe the resource is expected to be needed (i.e. work schedule (days & hours), length of time, etc.), location of the position and type of assignment, as follows:
 - a. **Long-Term Assignment** – This category shall be used by an agency to request a resource, where the need of the resource extends beyond 90-consecutive days.
 - b. **Short-Term Assignment** – This category shall be used to fill temporary periods of absences (no more than 90-consecutive calendar days) due to illness, family medical leave, maternity leave, paternity leave, work related injury leave, or to provide additional staff to enable the Commonwealth to provide necessary health services.

In addition to the above assignments, an agency may require a resource to work an on-call shift, which is defined as a resource who is expected to be available at any time of day or night, with short notice, to carry out its working duties. The on-call resource must be able to respond within 30-minutes to a designated location and must be able to respond to emergencies, provide treatment and/or refer patients to a local hospital, and provide telephone consultation. A separate rate (as identified in cost submittal) shall be used when a resource is required to work on-call.

2. Upon submission of the requisition, the VMS must provide an electronic notification to the requestor of the receipt of the requisition. The Project Manager and/or Account Manager will review and respond to the request within one (1) business day by advising the agency that the requisition is complete and the date on which resumes will be sent or that the requisition is incomplete and what additional information is needed.
3. The Project Manager and/or Account Manager will pre-qualify candidates for interview and submit a listing of the valid credentials (**refer to I-4, D.**) to the agency before presenting the candidates to the agency for interview.

The pre-qualification process will consist:

- a. Reviewing the candidate's ability to perform the job functions outlined in the position description (**Appendix B**) and the agency's scope of work (if applicable);
 - b. Verifying all credentials are active and valid (**Refer to I-4, D.**); and
 - c. The candidate has been apprised of the available position and is interested in interviewing.
4. The Project Manager and/or Account Manager will provide a group of resumes (minimum of three (3) per request, but no more than five (5)) for the agency to review. Resumes must be submitted to the Commonwealth within the specified timeframes:
 - a. Long-Term Assignment– 15 business days of the selected Offeror receiving the request in the VMS.
 - b. Short-Term Assignment - Five (5) business days of the selected Offeror receiving the request in the VMS.

**If the initial request is incomplete and additional information is required by the selected Offeror to process the requisition, the date of acceptance will be used as the "received date" of the request.*

If the agency selects a candidate from this first group of resumes, the agency will proceed to **Item #5 below.**

If the agency determines the resumes provided do not meet the requirements as stated in the requisition, the agency shall request a new group of resumes from the selected Offeror. After the second group of resumes is provided and if no resumes within the group meet the requirements as stated in the requisition and clarified (if applicable) in the reorder process, the agency may continue with the process described above until an acceptable candidate is selected or proceed to **Item 6 below.** For each request for a new group of resumes, an agency must provide justification in the VMS as to why the resumes did not meet the requirements of the original requisition.

5. Agencies will have the opportunity to conduct skills assessments of the candidates chosen from the selected Offeror's group of provided resumes. The method (phone interviews, face to face interviews, web conference, video conference, capabilities tests, etc.) for the skill assessment is at the agencies' sole discretion. The agency must notify the selected Offeror within 10 business days of the candidates it chooses to interview along with the available dates/times for interview. If the agency conducts a skills assessment and determines that the candidates do not meet the requirements of the requisition, the agency will request another group of resumes from the selected Offeror. After the second group of resumes is provided and if no resumes within the group meet the requirements as stated in the requisition and clarified (if applicable) in the reorder process, the agency may continue with the process described above until an acceptable candidate is selected or proceed to **Item 6 below**. For each request for a new group of resumes, an agency must provide justification in the VMS as to why the resumes did not meet the requirements of the original requisition.
6. If the process for Item 4 or 5 occurs twice with the same requisition and the agency is still unable to find a candidate who meets the requirements of the requisition, the agency shall immediately notify the DGS Contract Administrator, in writing, and provide: the type of position requested, date of request, number of resources provided by the selected Offeror and reason(s) the candidates were not sufficient. The DGS Contract Administrator will review the position request with the agency to determine why the position cannot be filled (i.e. hard to fill position, specification issues, etc.) and agree on a solution to filling the position, which may result in the agency submitting a waiver request to DGS's Chief Procurement Officer to use a separate procurement method or contract to meet the service need.
7. At the conclusion of the skill assessment process the agency must make a candidate selection within three (3) business days and notify the selected Offeror. At that point in time, the selected Offeror will ensure all credentials and are in place and the background check has been conducted (if applicable). The selected Offeror will then provide the agency with the final hiring details and provide a start date for the candidate, which will be within 30 days of selection or 45 days if a FBI background check is required.
8. If a resource begins work for a particular agency, and the agency determines within 10 business days that the resource does not have the skills or capabilities necessary to complete the requirements as defined in the requisition, the agency may request that the resource be replaced immediately, and the agency will not pay for the work conducted by the unacceptable resource. The Commonwealth may also reject any replacement resource according to these procedures.

If a replacement is required for any reason, the selected Offeror must provide a group of resumes (minimum of three (3) per request, but no more than five (5)) for the agency to review within two (2) business days. The selected Offeror may not submit a resume for a candidate who has been previously rejected (within 1-year) by an agency for the same position. The agency will make notes in the VMS as to why a candidate was rejected for a position. Not selected for a position does not mean that candidate was rejected.

If the selected Offeror and/or its subcontractors is not able to fill a requisition (i.e. resource) and the agency is granted a waiver by DGS to issue a separate procurement to acquire the resource off-Contract, the selected Offeror and/or its subcontractor cannot bid on the solicitation. During the solicitation process, the selected Offeror must actively recruit for the resource until the need is filled, and the requisition is removed from the VMS.

Offeror shall acknowledge its understanding of the above requirement and describe any additional process/procedures and timeframes

3.F Order Process

InGenesis acknowledges the Commonwealth’s order fulfillment process identified in the Technical Submittal §1-3.E. Figure 17 illustrates an overview of the MSP purchase order workflow. Figure 18 details the steps in the purchase order workflow that will comply with Commonwealth requirements.

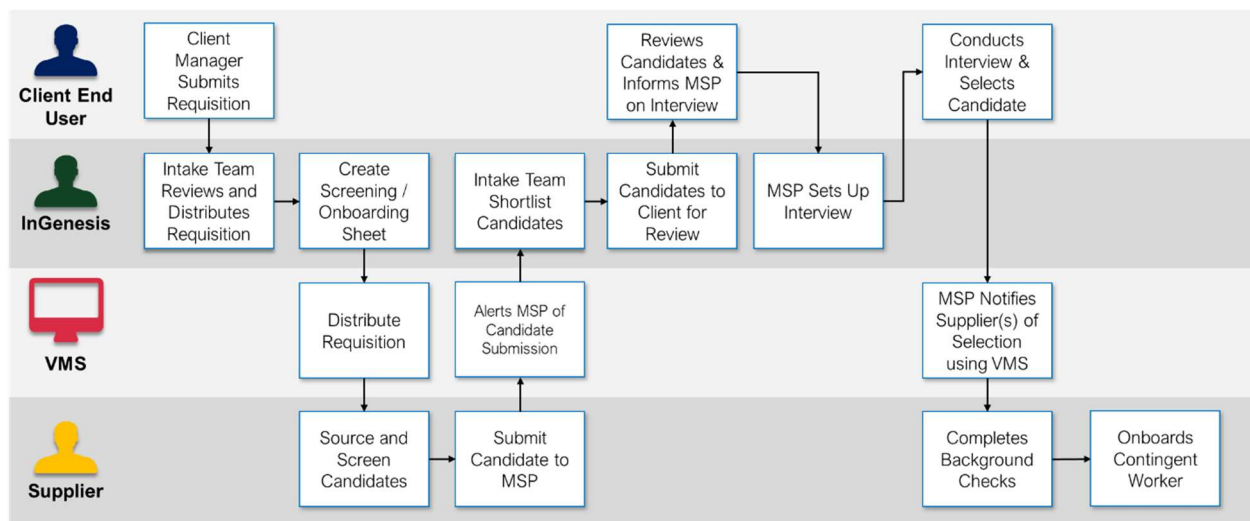


Figure 17: Order requisition workflow

Requisition Workflow

Review requisition & communicate with hiring manager: The Intake Team reviews the requisition and contacts hiring manager to confirm order requisition and obtain any other specification for the contingent worker. The Intake Team will also confirm if the requisition is for a short-term or a long-term placement and any on-call requirements.

Create screening & onboarding requirements based on the requisition: The Intake Team reviews open requisition and updates the position template requirements in the VMS to mirror any additional screening and credentialing requirements.

Distribute bid for all suppliers: The Intake Team creates bid and distributes to suppliers through the VMS in a tiered approach within the accepted time frames.

Suppliers source/screen candidates: Suppliers source candidates against position requirements documented in the position description and credentialing requirements.

Candidate submission: Suppliers submit potential candidates to the Intake Team with credentialing documentation for review. The Intake Team conducts the initial candidate down select and submits candidates to the account manager (AM). The AM reviews the candidates, confirming that each candidate has been screened and meets position requirements. The AM will work with the Commonwealth and the suppliers to complete the candidate submission process. The AM will send an alert to the hiring manager identifying the candidates for the opening.

Review and Interview: The account manager (AM) will submit three to five resumes per open requisition within the set timeframe established for short and long-term requisitions. The AM utilizes the VMS to coordinate the interview with the candidate. The AM solicitates feedback from the hiring manager after the interview. If candidates do not meet requirements, the AM will have suppliers continue to source candidates. Orders that are not successfully filled after two rounds of resume submission may result in the notification to the DGS contract administrator and sourcing of candidates from a different provider.

InGenesis negotiates with suppliers: InGenesis negotiates the placement of the candidate with our supplier.

Supplier confirms candidate & creates purchase order: After completing all screening requirements, candidate is confirmed, and a supplier purchase order is created for services.

Supplier onboards contingent worker: The supplier onboards contingent worker to the Commonwealth, making them aware of all work requirements. The account manager conducts first day check-in.

Replacement workers InGenesis will coordinate with the hiring manager if it is determined within 10 days of placement that the contingent worker does not have the capabilities to perform required duties. The account manager will have the Intake Team release a requisition to source three to five candidates for review. The MSP will not submit a candidate who has been rejected for the same position in the last year. Notes on candidate rejections will be documented in the candidate's VMS profile.

Figure 13: Steps in the purchase order workflow

- F. Travel Expenses:** The Commonwealth requires the selected Offeror provide resources to meet the needs of the agencies at various locations (i.e. assigned work location) throughout the Commonwealth without the need for significant travel on the part of the resource. The Commonwealth will not reimburse the selected Offeror for travel, meals, lodging or other expenses except when the Commonwealth requires a resource to travel outside of his or her assigned location (i.e. assigned work location). Travel expenses will be reimbursed in accordance with the [Commonwealth Travel Policy](#) and [Commonwealth Management Directive 230.10](#).

The selected Offeror will be reimbursed for the travel of a resource if all of the following criteria is met:

1. The Commonwealth requires the resource to travel outside of his or her assigned work location

2. The travel is pre-approved by the agency supervisor
3. A travel line item is reflected on the purchase order
4. All necessary proof of travel (refer to Management Directive 230.10 above) must be submitted to the Agency supervisor in a timely manner. Requests for reimbursement beyond 60 days of the original travel date will not be reimbursed.

Offeror shall acknowledge its understanding of the above requirement and identify any process/procedures that will be used to educate all resources deployed to the Commonwealth on the above travel requirements, including the need to submit proof of travel in a timely manner.

3.G Travel Expense

InGenesis acknowledges the Commonwealth's travel guidelines. The account manager will inform contingent workers of the travel requirements during the onboarding process. The account manager will also work with each contingent worker when tracking the time and expense inputs in the VMS. The account manager will require all contingent workers who had approved travel to upload supporting documentation to the VMS.

G. Purchase Order (PO) Management: The selected Offeror will be reimbursed for all resource hours worked during an engagement and will be paid in accordance with the rate for the appropriate job title and skill category set forth in the **Cost submittal**. Resource hours worked must not exceed the hours on the PO without prior agency approval and a resource cannot work beyond the expiration date of a purchase order. An agency will not pay for resource hours that exceed the PO limit without an approved change to the PO nor will the agency pay for a resource who continues to work after a purchase order has expired, unless a new approved purchase order is in place. The selected Offeror shall track the available hours and usage and prohibit billing beyond the allotted hours/expiration date on a PO.

Offeror shall describe how it will track and manage all agency PO's, verify the hours/days worked by a resource before the Commonwealth is issued an invoice for any services and how it will comply with any federal or state overtime requirements, such as [Act 102 Prohibition of Excessive Overtime in Health Care](#) and the process that is used to pay a resource for hours worked, in a timely manner.

3.H Purchase Order (PO) Management

The PeopleFluent VMS has a fully-functional timekeeping system that can be configured to fit your needs (e.g. shift work, overtime, locations). The system can also import time from client systems as required (e.g. time clocks, PM tools, etc.). Time sheets can be entered as follows:

- Entered by the worker
- Proxy entered by the vendor (if permission is granted)
- Proxy entered by any resource within the organization (if permission is granted)
- Standard time sheet Import

Within a single timesheet, time can be billed to n-level of projects/tasks and/or cost centers. Projects/tasks and cost centers are associated when the engagement is established. Additional configuration options are

available to allow the worker to select from a global list, if desired. The information on a time card or expense sheet is tied back to the work order/requisition/worker profile. Identity, date, and time stamp are recorded for approvals. Users with appropriate permissions can create amendments to approved time sheets. Each time sheet amendment is given its own time sheet ID that rolls up to the parent and is date/time stamped for auditing purposes.

Functionality includes:

- Ability to receive, process, and reconcile financial data (i.e. contractor ID, hours, dollar amount) for invoicing.
- Integration with existing time entry system as well as the capabilities of the VMS time entry system.
- Contingent workers enter hours worked on a weekly/daily basis and can code their time to multiple project codes.
- Ability to validate reasonableness of time entered and prompt contingent workers to correct.
- Ability to process payment for hourly, fixed cost, and deliverable-based workers.

When a time sheet is submitted for approval, it is routed to the designated approver or proxy approver noted on the engagement. They are notified via email and/or their system landing page. When they click on the notification, the time sheet is presented for review. If approved, it is automatically processed on a pre-scheduled date. If rejected, the contractor and the supplier are notified to enable correction and resubmission. (Note: the system can be configured to support hiring manager entry of comments and/or corrections). Reminder notifications can be sent automatically and manually for delinquent timesheets. The system can also be configured to require a worker to enter missing time sheets before he/she can submit a current time sheet.

Users can delegate approvers for requisitions, time sheets, expenses, etc. System administrators can also assign delegates on behalf of a user. All actions are date/time stamped and visible within the application and reporting for audit trail purposes.

H. Invoices. The selected Offeror shall describe its invoicing process, which includes but not limited to: the agency's ability to pre-audit the invoice before the final invoice is sent to the Comptroller's office (**refer to V.20 Contract-.015.2 Billing Requirements in the Terms and Conditions located in Additional Required Documentation**), invoicing frequency (i.e. weekly, bi-weekly, monthly invoices), etc.

The selected Offeror will be responsible for any loss of federal funds due to untimely invoices. At fiscal year-end, agencies must request reimbursement of federally funded positions by October 30th otherwise the federally fund match is lost.

3.I Invoices

InGenesis acknowledges and will adhere to the Commonwealth's invoicing requirements. With more than four years of experience working with the Commonwealth as a certified QIO-like entity, and our experience staffing HEDIS healthcare workers, InGenesis understands the importance of receiving Medicare and Medicaid reimbursements from CMS. InGenesis will work with the Commonwealth and our suppliers to ensure the Commonwealth does not loss federal funds due to untimely invoicing.

The subcontractor invoicing process is detailed in §3.C.7 Manage Payments to Subcontractors.

I. Change Management: The Commonwealth reserves the right to add, remove and/or modify job titles, skill categories and position descriptions throughout the term of the

Contract. The DGS Contract Administrator will send notice to the selected Offeror at least 30 days prior to the date that changes are to be effective.

Offeror shall describe its approach to effectively manage changes throughout the term of the Contract. The plan must include the process to track change requests from submittal to final disposition. The change control management plan must include, at a minimum:

1. Change management process
2. Roles and responsibilities
3. Rules/procedures

3.J Change Management

InGenesis acknowledges the Commonwealth’s right to add, remove or modify job titles, position SOWs, and labor categories.

SOWs are contractual documents and change requests are required to amend any aspect of the SOW, including: scope, milestones, deliverables, schedule, and pricing. It is best to issue change requests early in the SOW development process, because the later the change is made the greater the cost, risk, and schedule.

InGenesis will facilitate the creation of a change committee, comprised of stakeholders from IT, HR, legal, finance, and operations, to evaluate the change request by executing our established change management process.

The change management process is used to initiate, record, assess, approve, and resolve project changes. The objectives of the process are to:

- Manage each change request from start to close
- Communicate the impact of changes to the correct stakeholders
- Allow for small changes to be managed with a minimum of overhead

The change management process starts when a supplier or Commonwealth officer completes a change request and submits it to the InGenesis program management via the VMS. The change request is uploaded as an attachment to the SOW record, so all activity of the SOW is tracked.

3.J.1 Roles and Responsibility

Step	Action and Action Owner
Identify	Owner: Supplier or client. Supplier or Commonwealth official completes a Change Request Form and posts the form into the VMS, attaching it to the original SOW
Validate	Owner: AM <ul style="list-style-type: none"> ▪ Identify member of the program management team as the issue owner ▪ Validate the change request by contacting the respective supplier and Commonwealth officials to confirm the change request. AM maintains an open line of communication with the Commonwealth and/or supplier throughout the change request process ▪ Assess and evaluate change for necessity to project ▪ Update the change request with target date of analysis
Analyze	Owner: AM <ul style="list-style-type: none"> ▪ AM consults with program sponsor(s) concerning the change request ▪ AM works with program sponsor(s), Compliance and Legal Department to review the impact of

	<ul style="list-style-type: none"> the change request ▪ Update tracking on the change request with analysis date
Control	<p>Owner: AM, program sponsor, change committee</p> <ul style="list-style-type: none"> ▪ Legal Department ensures that MSP meets contract requirements for change requests ▪ AM prioritizes change request and determines required approvals ▪ AM with help from Legal Department reviews the change request to determine if the changes impact scope, budget or schedule. If the change impacts scope, budget or schedule it goes to the Change Committee ▪ If change request does not impact the scope, budget or schedule the Supplier Management Department moves forward and facilitates negotiations between the supplier and the Commonwealth ▪ During negotiations the Supplier Management Department maintains an original draft of the change request, as well as redline edit drafts in the VMS. ▪ The change committee reviews all change orders that involve scope, budget, or schedule changes. ▪ Change committee and MSP program sponsor determine if the supplier or Commonwealth can absorb the change. ▪ The change committee then makes a recommendation to the executive program sponsor ▪ The change committee, program sponsor, and executive program sponsor decide on the change request
Action	<p>Owner: Supplier management, account manager, program sponsor, client</p> <ul style="list-style-type: none"> ▪ Supplier management works with the supplier and the client to negotiate contract changes. If necessary, the negotiations involve the IT, legal, program sponsor, and executive program sponsor ▪ When new terms are reached the changed contract is executed. ▪ The client and supplier agree to the new work plan baseline ▪ The account manager and supplier incorporate the changes into the project plan timeline and work plan. All the information is updated in the VMS
Close	<p>Owner: Account manager</p> <ul style="list-style-type: none"> ▪ Communicate work plan changes to the MSP project team, supplier, and the Commonwealth ▪ Monitor and report progress against project plan ▪ All change request agreements are signed by the Commonwealth, InGenesis, and the applicable supplier ▪ Confirm all updates have been recorded in VMS ▪ Close change request

Figure 19: Change management roles and responsibilities

3.J.2 Rules and Procedures

The client or supplier issues a change request, using the change request form. The review of the change request goes through the six steps identified below. If the change committee is needed to review the change request, a decision matrix is utilized to determine if the change request should be approved.

- 1. Identify:** The Commonwealth or supplier identifies the need to issue a change request.
- 2. Validate:** Verifying the change request is valid.
- 3. Analyze:** Analyze change request for impact to scope, budget or schedule.
- 4. Control:** InGenesis program management team must decide whether to support the change request.
- 5. Action:** Execute the change request and make updates to the project plans and milestones.
- 6. Close:** Verify the change request modifications have been performed and close out the change request.

The Change Committee uses the decision matrix to determine if the change request should move forward with approval. Figure 20: Change Request Decision Matrix illustrates the determining factors evaluated in the review process.

Can the Change be Absorbed	MSP Program Management	Scope Change	Increase Budget	Does Not Increase Budget	Increase Risk	Does Not Increase Risk	Increase Schedule	Does Not Increase Schedule
The Change Can Be Absorbed	Decision from program sponsor							
	Decision from change committee							
	Decision by executive sponsor							
Change Cannot Be Absorbed	Vet with executive program sponsor							
	Decision by change committee							

Figure 20: Decision matrix

J. Communication. The selected Offeror shall have a plan in place to address overall communication throughout the term of the Contract. Specifically, the plan shall address the process used to keep all parties (i.e. Contract Administrator, agency central procurement office(s), agency users, subcontractors and resources) informed of pertinent information. The process must include the tools and techniques that will provide timely and appropriate generation, collection, distribution, storage, retrieval and disposition of information. The communications management plan shall include, but not limited to:

1. Communications management process;
2. Roles and responsibilities; and
3. Reporting tools and techniques.

Offeror shall describe its plan for Communication Management.

3.K Communication

The InGenesis Communication Plan describes all planned communications and activities for managing the introduction to the MSP program, including the PeopleFluent tool. This clear, targeted communication plan describes all process/tool changes relating to end users, on-site support staff, and administrators. To maintain a successful relationship between InGenesis, the Commonwealth client agencies, and our suppliers, we have created a comprehensive communication plan. This document provides a detailed summary of InGenesis' communication efforts for the Commonwealth's healthcare staffing MSP program. This communication plan includes initial and on-going communications, consisting of internal processes and supplier engagement communiqué.

This communication plan will be modified and revised as needed on an on-going basis to address program-specific needs. The InGenesis communication plan includes the following components: internal communications, presentations, webinars, emails, meetings, and conference calls. This document

identifies specific audiences, schedules, and suggested messaging formats. Change management is a unique work stream that – when effectively planned and executed – leads to higher program adoption rates. Communication timelines are scheduled relative to the implementation launch date. We understand communication activities are fluid, incorporating Commonwealth-specific corporate standards and lessons learned from other contract rollouts/implementations is a key input that is always considered.

3.K.1 Strategy, Messaging, and Considerations

The following best practice communication plan will be tailored to support the best possible program acceptance for the Commonwealth’s effort. This communication plan provides guidance on the timing, method, and content of communications relative to the appropriate audience(s). Appropriate, timely communication is vital to achieve internal buy-in and adoption when implementing a temporary staffing program. This communication plan has been tailored to for the Commonwealth’s implementation. Messages will be simple, concise, and contain client key facts surrounding program rollout. Messages will also include audience-specific key information, without superfluous details. Capturing an audience by sending region-specific messaging will retain the audience’s stake in the program.

Whenever possible, the InGenesis communication plan utilizes automated or in-person messages to reduce the risk of negligence on behalf of an internal group. The format of the materials will be created to achieve the best acceptance by the Commonwealth’s executives, managers, agencies, suppliers, and temporary workers. Important factors to consider include the total number of members of each audience, as well as where they are located relative to our program management team.

Our VMS partner PeopleFluent has seen great success in prior implementations via the use of a dedicated intranet site. This approach allows our program management team to update just one location and provide other supporting materials as needed. Maintaining the interest and energy of a communication program is a unique challenge. Developing ongoing communications is an effective way to maintain program adoption. Once live, the MSP program will need to care for ongoing training of its users. One recommended practice is to record training sessions and make them available within the MSP’s intranet site for ad hoc use. Alternately, monthly live trainings can be planned.

3.K.2 Audience Descriptions

Audience	Audience Description
Executive stakeholders	Any executive level manager who has direct or in direct contingent workforce management responsibilities. May include, but is not limited to, direct management of contingent workers, managers of contingent workers, or products/services supported by contingent workers
Managers	Any manager who can request contract or temporary labor or currently has a contingent worker reporting to them
Company/end users	Any employee who will have access to the application either via manual login or SSO (single sign-on). This audience has different communication needs, because the application is configured to provide different access to reports, data, worker information, and requisitions
Suppliers	Any supplier currently providing temporary staffing services, and any new suppliers PeopleFluent will begin onboarding as part of the implementation
Workers	Contractors and temporary workers who are already working on assignment

Figure 21: Communication audiences

3.K.3 Key Communication Phases

Phase	Description	Delivery Schedule
Introduction	<ul style="list-style-type: none"> ▪ Distribute specific messages initiating the project ▪ Introduce executive committee, hiring managers, and existing contingent workers to the program and the impending preparation activities 	8-12 weeks from program launch
Pre-launch	<ul style="list-style-type: none"> ▪ Distribute invitation for user acceptance testing (UAT) participation ▪ Distribute UAT launch message with link and instructions (include instruction to forward to designees) ▪ Promote Intranet site as a method of obtaining appropriate and updated information ▪ Provide training schedule and sign-up instructions ▪ Provide contact information for ongoing support ▪ Gather data on existing contingent workers 	4-6 weeks from program launch
Launch	Distribute launch message via e-mail, with link and supporting materials	Launch day
Maintenance	Distribute support materials with links to help desk, command center, or operation consultant	Ongoing

Figure 22: Key communication phases

3.K.4 Communication Plan

Date of Communication	Message	Audience	Media/Vehicle	Communication Lead	Frequency
12 weeks prior to program launch	<ul style="list-style-type: none"> Program kickoff ▪ <input type="checkbox"/> Information on MSP implementation, including VMS and identifying program team ▪ <input type="checkbox"/> Transition plan and milestones ▪ <input type="checkbox"/> Client's role in transition ▪ <input type="checkbox"/> Future communication plan 	Client project team, managers, and key stakeholders	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Live meeting ▪ <input type="checkbox"/> PowerPoint presentation ▪ <input type="checkbox"/> Conference call (for key personnel not present) 	InGenesis implementation director	Once
Weekly during transition	Program meetings (ongoing)	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Project team ▪ <input type="checkbox"/> Client program sponsor ▪ <input type="checkbox"/> VMS team 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Conference call ▪ <input type="checkbox"/> Email ▪ <input type="checkbox"/> Meeting minutes (if requested) in MS Word 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> InGenesis implementation director ▪ <input type="checkbox"/> InGenesis transition coordinator ▪ <input type="checkbox"/> Program sponsor 	Weekly during transition
5 weeks prior to program launch	<ul style="list-style-type: none"> Vendor program introduction ▪ <input type="checkbox"/> Introduce MSP program ▪ <input type="checkbox"/> Introduce InGenesis ▪ <input type="checkbox"/> How vendors will fit into the program structure ▪ <input type="checkbox"/> How to apply to be a vendor 	Current and potential vendors in supply chain	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Conference call ▪ <input type="checkbox"/> PowerPoint presentation and/or webinar 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> InGenesis supplier relations director ▪ <input type="checkbox"/> InGenesis implementation director 	Once
3 weeks prior to program launch	<ul style="list-style-type: none"> Vendor Program Information ▪ <input type="checkbox"/> Vendor program application ▪ <input type="checkbox"/> Invoicing and payment schedule ▪ <input type="checkbox"/> Onboarding details ▪ <input type="checkbox"/> SLAs, terms, and conditions 	Invited vendors in supply chain	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Conference call ▪ <input type="checkbox"/> PowerPoint presentation/webinar 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> InGenesis supplier relations director ▪ <input type="checkbox"/> InGenesis account manager 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Once ▪ <input type="checkbox"/> When needed to secure qualified vendors
Whenever needed	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> MSP vendor program updates ▪ <input type="checkbox"/> Rate changes ▪ <input type="checkbox"/> Program modifications 	Vendors in supply chain	Email	InGenesis program sponsor	Whenever needed
<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Quarterly ▪ <input type="checkbox"/> Annually 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Quarterly and annual business reviews 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Vendors in supply chain ▪ <input type="checkbox"/> Client contract administrator 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Conference calls ▪ <input type="checkbox"/> PowerPoint presentation/webinar 	InGenesis account manager	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Quarterly ▪ <input type="checkbox"/> Annually



<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Monthly ▪ <input type="checkbox"/> Quarterly ▪ <input type="checkbox"/> Whenever needed 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Vendor performance reports ▪ <input type="checkbox"/> VMS metric reports ▪ <input type="checkbox"/> Vendor issue resolution 	Supply chain vendors	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Emails ▪ <input type="checkbox"/> Phone calls ▪ <input type="checkbox"/> Fax ▪ <input type="checkbox"/> Mail 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Project manager ▪ <input type="checkbox"/> Program sponsor (if escalated) ▪ <input type="checkbox"/> VP of operations or COO (if escalated) ▪ <input type="checkbox"/> InGenesis CEO (If escalated) 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> On-going ▪ <input type="checkbox"/> Monthly ▪ <input type="checkbox"/> Quarterly
<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Monthly ▪ <input type="checkbox"/> Quarterly ▪ <input type="checkbox"/> Whenever needed 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> MSP performance reports ▪ <input type="checkbox"/> VMS metric reports ▪ <input type="checkbox"/> SLA metrics ▪ <input type="checkbox"/> Quarterly reports 	Client contract administrator	Emailed PDF file	InGenesis contract manager	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Monthly ▪ <input type="checkbox"/> Quarterly
<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Quarterly 	Quarterly Surveys	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Client ▪ <input type="checkbox"/> Vendor 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> Email ▪ <input type="checkbox"/> VMS solution 	<ul style="list-style-type: none"> ▪ <input type="checkbox"/> InGenesis account manager ▪ <input type="checkbox"/> InGenesis supplier relations director 	Quarterly

Figure 23: Sample communications plan

K. Issue Management. The selected Offeror shall have a plan in place for capturing and managing issues throughout the term of the contract. The plan shall provide a means to classify problems based on critical nature and impact. The plan shall include, but not limited to:

1. Issues management approach;
2. Roles, responsibilities and communication plan;
3. Tools; and
4. Issues escalation approach.

The Contract Administrator and using agency shall be notified immediately (via email) upon any change to the point of contact(s) and provided an updated contact list on a quarterly basis.

Offeror shall describe its plan for Issue Management.

3.L Issue Management

InGenesis’ issue escalation model was developed to address issues that arise during contract administration of an MSP program. Issues are documented in the issue log, reviewed, and assigned an owner. The escalation process, solution, and outcome are also documented. Internal performance metrics monitor the response time and close out of issues to ensure prompt resolution.

The issue escalation model has six steps: identify, review and prioritize, propose a resolution, issue escalation, approve resolution, and close out.

Issue Escalation
<p>Identify: Issues and action items are identified throughout contract administration through formal and informal communications, program analysis, reporting data, and continuous improvement efforts. Issues can be identified by the client or program staff. The issue log is reviewed to confirm the issue has not been documented, then added to the issue log accordingly.</p>
<p>Review and prioritize: Management reviews the issue log. If the issue is not clearly identified management obtains details from team member reporting the issue. The issue log is reviewed with leadership in team meetings. Prior to determining the priority level, the issue is analyzed to determine its impact on scope, cost, resources, program/ stakeholder/ end user relationship, and risk. The issue is prioritized, assigned an owner, and given a resolution deadline.</p>
<p>Propose a resolution: The issue owner recommends a resolution for the MSP director to review. If the resolution is approved, then the resolution is documented in the log and implemented.</p>
<p>Issue escalation (if necessary): Issue escalation is implemented based on the severity of the issue, time constraints, and for the approval of solutions that deviate from standard procedure. Issues can be escalated to the program sponsor and the executive program sponsor (InGenesis’ CEO) and other corporate officers based on severity.</p>
<p>Approve resolution: The leadership approves all resolutions prior to implementation and assigns the appropriate resources to implement the resolution</p>
<p>Close out: The issue owner coordinates the implementation of the resolution and updates the issue log with the solution and results. Materials supporting the issue resolution are uploaded to SharePoint.</p>

Figure 24: MSP issue escalation model

L. Value Added Services: Offeror shall describe any additional value-added services the Offeror provides as part of its MSP solution that have not been addressed anywhere else in the proposal submission. The Commonwealth requires these value-added services to be included in the rates set forth in the Cost Submittal.

3.M Value Added Services

Based on InGenesis' experience providing healthcare staffing solutions to the Commonwealth of Pennsylvania as part of the existing healthcare staffing services contract for the past four years and our experience as an industry leader in healthcare workforce solutions, InGenesis has created a customized solution designed to provide the Commonwealth optimal value-added services. With the goal of providing effective cost savings, InGenesis has utilized its experience, research, and knowledge of industry best practices to design a bill rate structure that incorporates a series of value-added services for the Commonwealth at a substantial discount.

Transitioning Workers

InGenesis has incorporated into its proposed bill rates savings associated with transitioning workers. Based on our experience with this and similar programs, we estimate 65% of workers along with their associated billable hours over the life of the contract will be transitioned workers. We expect to see 4% savings in hourly bill rates for these workers without the recruiting and onboarding costs needed for a newly recruited worker. We estimate that this incorporated value added will result in approximately \$7.8M of savings over the life of this program and has been built into the proposed bill rates in the Healthcare Cost worksheet.

Tenure Discount

InGenesis has incorporated into its proposed bill rates savings associated with a tenure discount. We estimate 7.5% of workers along with their associated billable hours over the life of the contract will be recruited workers that work in excess of one year. Since we anticipate that recruitment and onboarding cost will be recovered by the programs staffing suppliers within the first year of an assignment, we will pass a tenure discount along to the Commonwealth. We've projected to see 4% savings in hourly bill rates from this discount, resulting in \$1M in savings over the life of this program. Again, this has been built into the proposed bill rates in the Healthcare Cost worksheet.

Referred Workers

Based on our experience with this and similar programs, we estimate 5% of workers hired each year are from client referrals. As with transitioning workers, InGenesis anticipates decreased costs associated with recruiting and onboarding referred workers compared to traditional recruited workers and estimate the ability to pass 4% of bill rate savings along to the Commonwealth by incorporating a referred worker discount into our proposed bill rates. InGenesis estimates a direct dollar savings for the Commonwealth of \$600k over the life of the program.

Temporary and Per Diem Talent Pool Management

As part of InGenesis' proposed MSP solution we will include dedicated temporary and per diem talent pool management to meet the ongoing need that the Healthcare Staffing Services program displays for both temporary and per diem workers. This value-added service includes modified technical services, scheduling expertise and technology, as well as the coordination needed to build and maintain a candidate pool with the program's staffing suppliers.

VMS Implementation Services

InGenesis will utilize an implementation team with over 50 years of implementation experience with extensive knowledge of the PeopleFluent VMS technology. As a result, we anticipate forgoing the typical VMS implementation fee and we plan to pass the estimated \$50,000 savings along to the Commonwealth through a lower MSP fee.

- I-4. Service Level Agreements.** The Commonwealth has developed a set of minimum Service Level Agreements, as outlined in **Appendix D**, which the selected Offeror is expected to meet, or exceed, in order to be in good standing on the Contract and to ensure that the Commonwealth is provided with prompt and reliable service. Describe your ability to commit to meeting or exceeding the minimum SLAs. **Offeror may also propose its changes to the SLAs as part of the proposal submission as outlined in I-9. Objections and Additions to Standard Contract Terms and Conditions.**

I-4 Service Level Agreements

InGenesis commits to meeting the proposed contractual SLAs. InGenesis does not propose any changes to the Commonwealth’s SLAs.

Performance Metric	Performance Target	Description	Calculation	Meeting SLA	Frequency of Review
Requisition Confirmation Response Time	92% or higher, 1 business day	Measures response time from VMS acceptance of request to response time by the selected Offeror to the requesting agency. To qualify as a response, the selected Offeror must have reviewed the request and have advised the agency if the request is complete and the date resumes will be sent or if more information is required.	Number of requisitions responses received within X business days divided by total number of requests.	The centralized Intake Team will review and confirm all order requisitions with the issuing hiring manager. The centralized is a quality measure that improves the accuracy of order entries and the requisition confirmation response time	Quarterly
Long-Term Assignment	95% or higher	Measures response time from selected Offeror’s acceptance of a long-term assignment request to the time in which it provides a minimum of three (3) qualifying resumes per request within 15 business days to the requesting agency.	Total number of requests filled in first round divided by total number of requests.	The Intake Team reviews candidate resumes and down selects qualified candidates for client review. The requisition is released to tier two suppliers if tier one suppliers cannot fill the requisitions	Monthly
Short-Term Assignment	95% or higher	Measures response time from selected Offeror’s acceptance of a short-term assignment request to the time in which it provides a minimum of three (3) qualifying resumes per request within five (5) business days to the requesting agency.	Total number of requests filled in first round divided by total number of requests.	The Intake Team reviews candidate resumes and down selects qualified candidates for client review. The requisition is released to tier two suppliers if tier one suppliers cannot fill the requisitions within 24 hours	Monthly
Credentialing	100%	The selected Offeror must verify, maintain, and update a credential file for all potential candidates and deployed resources. A complete credentialing file must be provided to end user agency upon request.	Providing of an incomplete credential file to an agency for a potential resource (prior to the interview) or for a deployed resource at any time throughout the Contract.	The program management team will utilize the VMS Compliance Manager to track/ confirm all credentialing requirements. Candidates that do not have the required credentials will not be submitted to the hiring managers for consideration. Credentials are stored	Ongoing



				in the VMS and can be provided upon request.	
Systems Availability	98%	24/7 System availability (other than downtime allotted for scheduled maintenance)	Unavailability of tool for more than a total of 12 hours between the hours of 6 a.m. and 6 p.m. during a rolling 7-day period per using agency	PeopleFluent has an uptime of 99.5%. Updates are run after hours to limit disruption in service.	Monthly
Reporting	100%	Submission of monthly reports to the Commonwealth as requested in the RFP.	Number of days late	The account management team will utilize the VMS to run monthly reports. The monthly reports will be sent to the contract administrators in the required file format	Ongoing
Performance Removal	5% or lower	Measures resource turnover due to inadequate resource performance. Does not include attrition rate data.	The difference between the total number resources and the total number of turnovers divided by the total number of resources.	Utilize VMS to confirm SOW/credential/screening requirements are identified and tracked. Confirm proper onboarding and training was administer by suppliers.	Monthly
Vacancy Rate	5% or lower	Measures the total number of vacant requisitions submitted by the agency against the filled resources	The difference between number of requisitions without selected candidate and total number of filled resources	Engage suppliers to source candidates to fill vacancies. Confirm fit with screening tests/credentials/resume. Maintain segmented talent pools to backfill positions.	Monthly

Figure 25: InGenesis commits to meeting contractual SLAs

I-5. Reports and Project Control. The selected Offeror must create, maintain and execute the following plans, reports and documentation in a file type and format agreed to by the Commonwealth. All plans and reports are subject to Commonwealth approval.

A. Quality Assurance/Improvement Plan. The selected Offeror shall have a plan in place to address quality assurance and quality control throughout the term of the Contract. The plan must identify the internal quality processes and practices that will be used to manage and provide the level and quality required by the Commonwealth. The plan must also include the criteria by which quality is measured, how compliance is measured and the process for addressing those instances whenever quality measures are out of tolerance or compliance. The plan must reference the SLAs listed in **Appendix D** and must be met throughout the term of the Contract. As part of the plan, the selected Offeror must also:

1. Conduct quarterly meetings (or as needed) with the Project Manager, Account Managers, Commonwealth management and the Contract Administrator to review the quality of service provided to the Commonwealth by the selected Offeror. It is at this time that the Commonwealth will evaluate the selected Offeror on a variety of performance metrics, including, but not limited to, the SLAs outlined in **Appendix D**. If three (3) consecutive quarterly meetings occur with minimal or no improvement in the identified areas, the selected Offeror may be considered in default and the Commonwealth may terminate the Contract.
2. Conduct monthly surveys of the satisfaction of the agency for the resource(s) placed at that agency by the selected Offeror. Surveys must be used to highlight both positive and negative points about the selected Offeror's processes and resources. Survey results shall be used to identify areas for improvement. All survey metrics must be submitted to the Contract Administrator no later than ten (10) business days past the end of the month that is being reported on.

Offeror shall describe its quality assurance measures, processes and plan. If proposed measures are not met, the selected Offeror will initiate a corrective action plan and timeframes for improvement.

Offeror shall describe any additional quality control measures it will use to ensure the selected Offeror is providing the best possible service to the Commonwealth.

I-5 Reports and Project Controls

5.A Quality Assurance/Improvement Plan

5.A.1 Quarterly Meetings

InGenesis' Commonwealth designated program management team will hold quarterly business review meetings with the Commonwealth's contract administrator in accordance with the schedule identified in §5.B.

5.A.2 Customer Surveys

Surveys and other methods of communication (emails, telephone calls, etc.) capture client and supplier feedback. Client surveys are distributed through the VMS after a worker completes an assignment. Program surveys are distributed quarterly. The feedback is tracked and relayed to suppliers as part of the supplier scorecard. This information is then used to improve program and worker quality. In addition to surveys, program management obtains feedback from clients during the QBRs. All data collected is used to inform continuous improvement, drive program efficiencies and cost savings.

5.A.3 Quality Assurance Measures, Process and Plan

InGenesis provides quality services, and performance improvement is a core factor in our quality management approach. Our quality management approach addresses five factors: customer satisfaction, prevention over inspection, continuous improvement, program management responsibility and accountability, and cost of non-conformance.

InGenesis follows the plan-do-check-act (PDCA) continuous improvement model with a root cause analysis function to diagnose and resolve issues. The quality approach and systemic processes are used for quality management of all InGenesis operations.

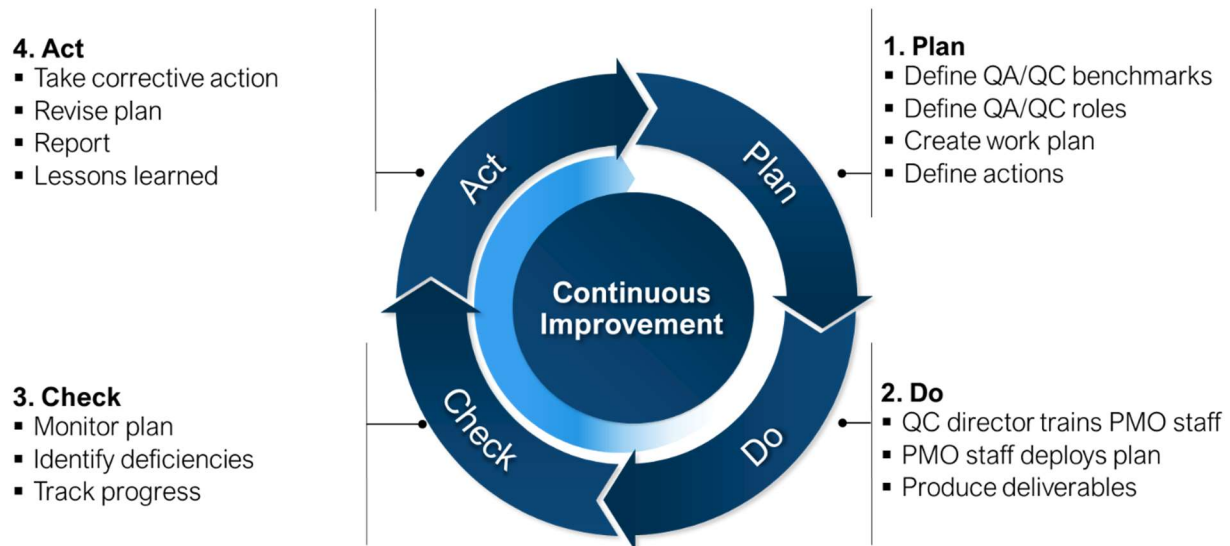


Figure 14: Plan, do, check, act quality assurance process

Root Cause Analysis	
Identify & Collect	<ul style="list-style-type: none"> ▪ Identify problem ▪ Collect available information ▪ Identify information gaps ▪ Collect missing information
Assess & Resolve	<ul style="list-style-type: none"> ▪ Assess information ▪ Establish the severity of issue ▪ Identify possible solutions ▪ Select a solution
Implement	<ul style="list-style-type: none"> ▪ Implement standard procedure, or ▪ Design alternative solution ▪ Document alternative solution ▪ Implement solution
Report & Escalate	<ul style="list-style-type: none"> ▪ Report issue to a higher authority ▪ Escalate severity of solution attempts

Evaluation & Institutionalize	<ul style="list-style-type: none"> ▪ Evaluate the effectiveness of solution ▪ Modify standard procedures to institutionalize change
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Figure 15: Root cause analysis

5.A.3.a Department Performance Metrics InGenesis departments have internal performance metrics. Executives select performance metrics and key performance indicators (KPIs) to track day-to-day operations. KPIs are reviewed during the PDCA continuous improvement process, and during monthly and quarterly executive meetings.

Selected metrics are chosen based on their alignment with strategic objectives, action plans, and the required monitoring of applicable work systems. KPIs are integrated with performance measurements using InGenesis’ performance management system. Program KPIs and SLAs are tracked in real time via the VMS, and reviewed by PMs and AMs daily, weekly, monthly, quarterly, and annually. Department KPIs are monitored weekly, monthly, quarterly, and annually.

Department KPIs and program KPIs and SLAs are factors in the organizational health metric that monitors the performance of each department and the company. Standings are communicated in meetings, emails, and conference calls.

5.A.3.b Key Performance Indicators Used to Track Effectiveness KPIs are developed to track effectiveness of action plans. Figure 26 is a table of sample metrics.

KPI	Metric Definition
Revenue goal	Revenue and profitability vs. goals
Capture rate	Success capturing target portion of client relevant spend
Cost savings	Meeting client cost savings goal
Order fill rate	Success at filling orders
Cycle time	Average time taken to fill orders
Resume submittal to hire ratio	Quality of candidate/resume submissions
Time sheet & invoice approval	Program management staff effectiveness at completing required transactions related to time capture and invoicing
Worker performance	Client feedback on contingent staff
Attrition rate	Measure program turnover
Account Management Performance	Client feedback on account management staff

Figure 16: Sample performance KPIs

5.A.3.c Review Organizational Performance Performance dashboards are used to manage and monitor KPIs. Dashboards are used to track metrics for the organization, as well as for individual MSP programs. Executives review metrics to compare each program performance against each other as well as against industry benchmarks. Program management staff use the performance dashboard to monitor the day-to-day operations of their program(s).

Executive leaders work with senior leaders to monitor the operational, financial, and workforce performance of the organization and success of action plans. Senior leaders review organizational performance and capabilities monthly. Reviews are based on historical trends, organizational KPIs, performance gaps, program metrics, identified improvements, issue resolution, and customer feedback. Executives review performance and capabilities quarterly.

Performance reviews and processes targeted for improvement are identified using the continuous improvement process.

5.A.4 Describe an Additional Quality Control Measures

InGenesis is a Joint Commission-certified workforce solution firm that specializes in the healthcare sector. InGenesis has a chief medical officer (CMO) to monitor and maintain the quality of service for our healthcare contracts. Our CMO is responsible for monitoring and advising on all healthcare contracts to maintain compliance with all regulations, policies, best practices and the quality of services.

InGenesis' chief medical officer (CMO) Dr. Mark Delowery will monitor the contract for compliance and quality. Dr. Delowery earned a D.O. from Philadelphia College of Osteopathic Medicine, as well as a Master of Public Health degree from Medical College of Wisconsin. Dr. Delowery has 25+ years of experience as a supervisor in medicine and public health, working for US Public Health Services, Bureau of Primary Care/ FOH for more than two decades. For 4 years, he served as a medical director for FOH, managing national programs related to occupational health, health promotion and disease prevention.

B. Meetings. The selected Offeror is responsible for periodic meetings and reports covering activities, problems and recommendations.

1. Commonwealth Quarterly Meeting:

The selected Offeror must meet with the Issuing Office and specific using agency (if requested) on a quarterly basis, or upon request, to present reports identified in **I-5, C**.

Quarters are defined by the Commonwealth as follows:

1. Quarter 1: January 1 through March 31
2. Quarter 2: April 1 through June 30
3. Quarter 3: July 1 through September 30
4. Quarter 4: October 1 through December 31

The selected Offeror shall schedule the meetings, with a minimum notice of ten (10) business days.

2. Subcontractor Network Quarterly Meeting:

The selected Offeror shall hold quarterly meetings with the network subcontractors to update the subcontractors with Contract information and performance metrics. The selected Offeror must notify the Commonwealth when these meetings will occur, at least ten (10) business days prior to the date of the meeting. The Commonwealth reserves the right to attend.

5.B Meetings

5.B.1 Commonwealth Quarterly Meetings

InGenesis acknowledges and will adhere to the Commonwealth's quarterly business review meeting schedule. The PM will provide Commonwealth contract administrators a minimum of 10 business days' notice when scheduling the meeting.

5.B.1 Subcontractor Network Quarterly Meeting

The Supplier Management Department will hold quarterly meetings with suppliers to discuss program performance and developments. InGenesis will give the Commonwealth a minimum of 10 business days' notice when scheduling the meetings.

C. Reports.

1. Quarterly Reports:

The selected Offeror must submit quarterly reports to the Issuing Office within fifteen (15) business days of the quarter's end. Quarterly reports shall include at a minimum, a summary report with the sales for the period, subtotaled by agency, current hours and bill rates, resource pay rates, a detailed report containing the line item details of each PO by agency, bureau/purchasing organization and subcontractor, fill-rate by position, vacancy report, an SLA achievement report and a utilization report, which identifies the following: .

1. Active network subcontractors
2. Pending network subcontractors
3. Inactive network subcontractors
4. Industry trends
5. Contract utilization by agency and job category
6. Activities seeking potential subcontractors to be added to the network

2. Monthly Reports:

The selected Offeror must make all monthly reports available to the agencies through the VMS. Monthly reports must contain the percent of revenue, fill-rate by position, percent of resources provided through the selected Offeror's subcontractor network, a utilization report, vacancy report and a PO Limit report if requested by the agency.

3. Ad-hoc Reports:

The selected Offeror must provide any additional reports requested by the Commonwealth at no additional cost.

5.C Reports

InGenesis will comply with all reporting requirements. The PM will work with the account managers to run the reports in the VMS and provide copies to the Commonwealth within the required time. PeopleFluent VMS tracks over 1,800 variables to provide a holistic view of how an organization is performing. All standard and user-defined fields are completely reportable within the VMS and the data being reported is virtually "real time."

A list of standard reports is available in Attachment 6.

I-6. Requirements. The selected Offeror must abide by each of the requirements listed below, and if applicable, describe how the requirement will be met.

A. Compliance. The selected Offeror, subcontractors and deployed resources must abide by:

1. All applicable laws and terms, processes and procedures that govern the Commonwealth and/or agencies (**Appendix F**) and Audit Clause D (**Appendix G**), as applicable.
2. All federal and state laws related to the use and disclosure of information, including information that constitutes Protected Health Information (PHI) as defined by the Health Insurance Portability and Accountability Act (HIPAA). The selected Offeror will be required to agree to the Business Associates Agreement contained in **Appendix H** of the RFP.
3. The Non-Commonwealth Hosting Requirements as outlined in **Appendix I** (as applicable).

I-6 Requirements

6.A Compliance

InGenesis will comply with all Commonwealth terms, policies, regulations and laws.

B. Vendor Management System (VMS): The selected Offeror must provide and administer a web-based VMS for use by the Commonwealth to facilitate the healthcare staff augmentation process. User access must be role-based, so that resources/Commonwealth employees only have access to the specific data they are required to see at their position level within their bureau/department. Only the Contract Administrator will have access to aggregate program information. The selected Offeror may not accept resource requests by any other method other than through the VMS. The current VMS is PeopleFluent and the Commonwealth has approximately 570 active agency users (as of this past year). The Commonwealth will not incur any direct cost for use of the VMS. Commonwealth agencies must be able to access reports showing Contract utilization.

Offerors shall describe the VMS that will be used to facilitate the process, including but not limited to features, functions, reporting functionality and any additional capabilities the system has to offeror. The description shall include but not be limited to:

1. The ability of the system to manage the day to day process of resource management;
2. The ability of the system to filter reports by agency, requisitioner, resource and, if applicable, subcontractor;
3. The ability of the system to generate and deliver reports electronically, such as daily, weekly, monthly, etc.;
4. Availability of real-time data;
5. Any enhanced reporting capabilities;
6. Frequency of data/system updates; and
7. How the VMS will meet the reporting requirements outlined in **I-5, C. Reports.**

Include sample reports in the technical submission.

In addition to entering a resource's hours in the VMS, resources may be required to enter time worked into an agency timekeeping system for audit, chargeback, or capacity management/tracking purposes, at the agencies discretion.

6.B Vendor Management System

InGenesis understands that the Commonwealth currently utilizes the PeopleFluent vendor management system (VMS) and that it currently meets its needs. To minimize transitional costs for the Commonwealth and maintain greater continuity in the program, InGenesis proposes to utilize the PeopleFluent VMS for this program and to make the configuration changes necessary to expand its functionality to effectively manage a network of subcontractors. As explained more fully below, the configuration changes we propose below enhance supply chain optimization, increase the types of reports that are available, and offer new insights into order requisition, supplier performance, worker scheduling, and financial management.

We also propose that the Commonwealth consider the SAP Fieldglass VMS, which is the most utilized VMS in the world. It offers all of the essential program features required by the Commonwealth, along with additional scheduling and invoicing features, expanded invoicing functionality, a unique approach to managing project spend and statements of work, and more. InGenesis currently manages SAP Fieldglass VMS deployments for clients who have expressed a preference for it over PeopleFluent. InGenesis would be pleased to provide a system demo upon request.

For simplicity and convenience, we focus on the features offered by the PeopleFluent VMS below. We believe that the Commonwealth will likely prefer to stay with the familiar PeopleFluent VMS, which, as described below, meets all of its VMS requirements.

6.B.1 Ability of the System to Manage the Day to Day Process of Resources Management

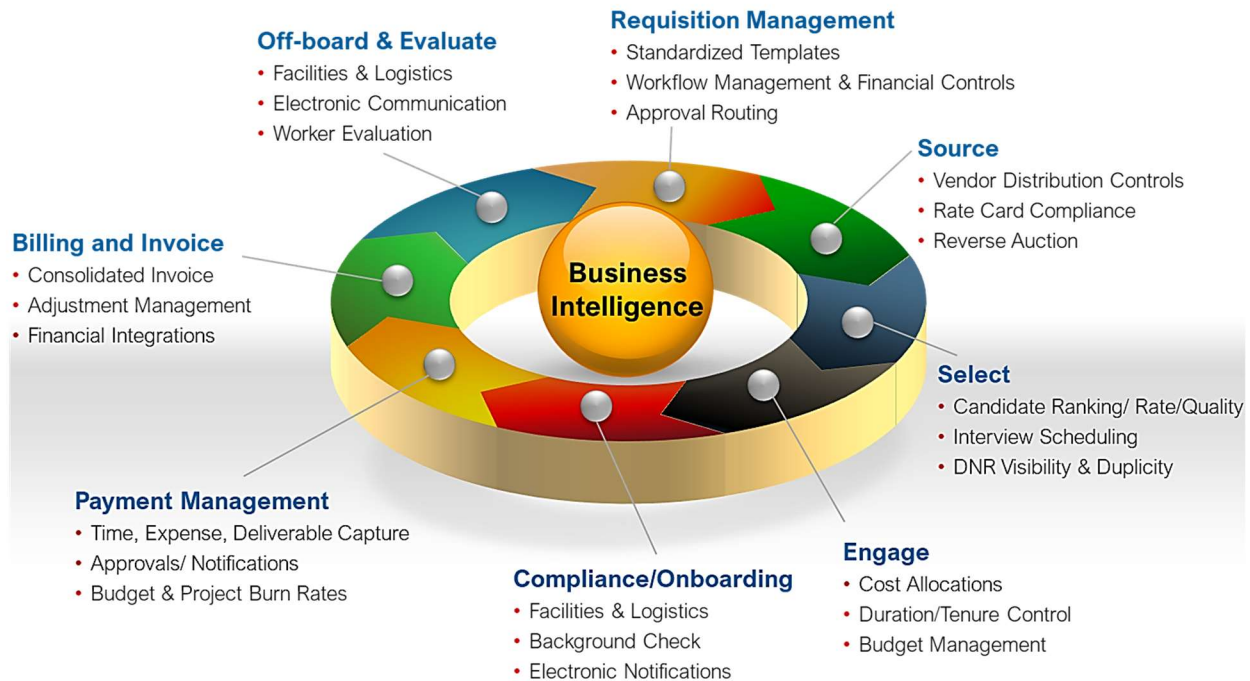


Figure 17: PeopleFluent VMS manages day-to-day processes

The PeopleFluent VMS is a single solution that manages both contingent labor as well as a wide variety of service categories, including statement of work (SOW) projects, independent contractors, and indirect services. More than 200 clients and approximately 1.5 million users currently access the system, which has 7,000+ suppliers and \$4 billion of spend flowing through each year. Designed to make contingent hiring more intuitive for both procurement and hiring managers, and with robust capabilities for sourcing, procuring, engaging, managing, and on/off-boarding non-employee workers, PeopleFluent will enable you to:

Create requisition – PeopleFluent can import a job template library during implementation. In addition, job templates can be created from scratch, modified, saved, and re-used. Requisitions can be routed to an approver or submitted directly to suppliers.

Distribute requisition – PeopleFluent can be configured distribute requisitions to all suppliers, specific suppliers, or tiered suppliers depending on a client’s preferences and business rules.

Select candidate – PeopleFluent can rank and score candidates based upon criteria provided during the creation of the requisition. This makes it easy for hiring managers to efficiently review large numbers of candidates and quickly focus on those who are best suited for the role.

Compliance/Onboarding – PeopleFluent can manage on-boarding by displaying who is responsible for each on-boarding activity and by providing a repository for all on-boarding documentation specific to each engaged contingent worker.

Payment management – PeopleFluent can manage all aspects of time and expense tracking including allocating a worker’s time and expenses to an appropriate cost center, project code, or A/P code. In addition, PeopleFluent can integrate with existing ERP systems such as SAP, Oracle, and Peoplesoft. PeopleFluent can also provide consolidated invoicing for each supplier during an accounting period.

Offboard and evaluate – PeopleFluent provides automated reminders to complete off-boarding activities such as collecting company assets, disabling system accounts and security badges, and distributing satisfaction surveys to hiring managers to track supplier performance.

Reporting PeopleFluent can report on any data captured within the solution. Fortunately, the VMS also comes with more than 120 standard reports that would cover 95% of the information that any user might be seeking. Since our reporting engine is built on Business Objects (an industry standard), it is easy to build custom ad-hoc reports as desired.

The standard reports are built around the primary themes of our value proposition: cost savings, supplier performance/quality management, process efficiency, and risk mitigation. There are additional reports built around adoption/compliance and program efficacy. We are including an electronic copy of some sample reports along with this proposal.

6.B.2 Ability of the System to Filter Reports by Agency, Requisitioner, Resources and Subcontractors

PeopleFluent allows users to filter reports by agency, requisitioner, resource and subcontractor. A list of sample reports is in Attachment 7.

6.B.3 Ability of the System to Generate and Deliver Reports Electronically

PeopleFluent’s reporting database is a copy of production data that is updated in near real-time. The database serves as a repository for all contract data, available for analysis, data mining, and SLA reporting. All contract data remains available to the Commonwealth, because PeopleFluent does not archive the data. All requirements, candidate information, projects, engagements, and time sheets are stored within the VMS solution.

PeopleFluent reports can be delivered in several formats, including Microsoft Excel, Adobe PDF, and comma separated values (CSV). Moreover, PeopleFluent reporting capabilities are user-friendly, easy to create, share, and distribute. Reporting capabilities include:

- Portal interface to share and present data
- Easy modifications to report result set
- User-based calculations and aggregations
- Printer-friendly reports
- Advanced graphical presentation in 2D and 3D format
- Advanced filtering and sorting
- Prompted reports for specified results

6.B.4 Availability of Real-time Data

People Fluent’s VMS allows for reports to be run at any time and provide management with a real-time snapshot of contract performance. AM(s) will run reports daily. 6.B.8. A list of standard reports is available in Attachment 6. Sample reports are available in Attachment 7.

6.B.5 Enhanced Reporting Capabilities

The PeopleFluent VMS includes a business intelligence platform which clients can access on an unlimited basis at no extra charge. Reports are run from a data warehouse that is replicated continually, which means the data being reported on is virtually real-time.

The reporting tool is easy to use, with drag-and-drop capability as well as easy to understand field labels. PeopleFluent has joined all the tables logically and has included numerous time differential calculations (e.g. Time to Fill and Positions Remaining Open) to:

- Help users generate accurate and usable metrics for measuring recruiting efficiency.
- Assist users to drill down to relevant metrics by building filters, sort, calculations and prompts into

reports.

PeopleFluent also provides a data dictionary to help users understand the details of all standard data elements in the VMS, as well as how the standard data elements relate to each other. The data dictionary explains every individual data point in the solution and is updated/published to the online PeopleFluent Customer Community after each release. PeopleFluent also provides companion documents for custom fields upon client request.

The solution's robust reporting capabilities provide a powerful tool for evaluating supplier responsiveness, efficiency, effectiveness, and quality. Clients use this information to more proactively manage their agreements with suppliers, including rate and requisition tier access negotiation based on a supplier's performance and contracting specialty. Using VMS reporting, clients can complete a comprehensive evaluation of each supplier that covers the metrics associated with their performance and allows them to diagnose key areas of strength and weakness as a basis for developing action plans. All reports can be scheduled for delivery per a specific timeline (e.g. for purposes such as quarterly business reports and reviews) to a specified individual or audience, including:

Standard Reports - There are 120 standard reports that cover over 1,800 data points. The Vendor Scorecard is one of the most frequently used reports in the system and is often used in MSP QBRs; it is an excellent tool for measuring the quality of candidates that an organization is receiving from vendors because it tracks the number of candidates posted, how quickly they are posted, how often they are interviewed, rejected, and engaged, and the reason for disengagement.

Ad Hoc Reports - Any user with reporting permissions can take advantage of advanced editing capabilities to modify existing reports or create new reports for personal use or to be shared throughout the organization. There are no additional fees for this capability.

6.B.6 Frequency of Data/System Updates

PeopleFluent commits to a 99.5% uptime. When updates are pushed to the system, the updates are scheduled on Fridays between the hours of 11:00 p.m.-2:00 a.m.

6.B.7 Meet VMS Reporting Requirements

PeopleFluent VMS tracks over 1,800 variables to provide a holistic view of how an organization is performing. All standard and user-defined fields are completely reportable within the VMS and the data being reported is virtually "real time." The PeopleFluent VMS reporting tool is easy to use with its drag-and-drop capability along with easy to understand field labels. PeopleFluent has joined all of the tables logically and has included numerous time differential calculations (like time to fill and positions remaining open) to help generate accurate and usable metrics for recruiting efficiency and to assist users in drilling down to their pertinent metrics by building filters, sort, calculations and prompts into reports.

PeopleFluent comes with more than 120 standard reports that will cover 95% of the information that any user might be seeking. The standard reports are built around the primary themes of the value proposition: cost savings, supplier performance/quality management, process efficiency, and risk mitigation. There are additional reports built around adoption/compliance and program efficacy. Since the reporting engine is built on Business Objects (an industry standard), it is easy to build custom ad-hoc reports as desired. Custom reports will be specifically tailored to Commonwealth needs and requirements during the implementation period. During this time, PeopleFluent developers will work closely with the State to ensure these reporting requirements are set before the system goes live. Custom reports can be saved into public or private folders for later use.

6.B.8 Sample Reports

A list of PeopleFluent standard reports is available in Attachment 6 and sample reports are available in Attachment 7.

6.B.9 Timekeeping System for Audit, Chargeback, Capacity Management

The VMS will be used to capture time and expense data. The timekeeping process is in Figure 30.

Timekeeping and Invoicing Process
Contingent worker utilizes VMS: Contingent worker utilizes the VMS for time capture.
Approve time sheet: Commonwealth hiring manager approves the worker's time sheet. If the time sheet gets declined, the hiring manager notifies the MSP/supplier/contingent worker of declined time sheet. The contingent worker is directed to make corrections in the VMS.
Consolidate all time approved: Consolidated invoices are generated from extracting the approved time sheets data from the VMS. The invoicing process is performed by the Finance Department and overseen by controllers.
Generate invoice: A sample invoice is generated and prepared for distribution to the supplier and Commonwealth end user agency for review.
Approve payment voucher: The supplier and the Commonwealth end users review the invoice created by InGenesis and approves the payment voucher. If there are errors, suppliers are directed to provide information to the program management team or supplier to make corrections.
Submit invoice to Commonwealth end user agency: InGenesis then submits the verified, consolidated invoice to the Commonwealth. All invoices will match Commonwealth's desired format determined during contract implementation. The invoice is submitted to the Commonwealth.
Process invoice: The end user agency processes the invoice within the number of days dictated by the terms and conditions.
Submit payment to InGenesis according to payment terms: The Commonwealth's end user agency submits payment to InGenesis in accordance with the set payment terms.
Receive payment: InGenesis receives the payment from the Commonwealth end user agency and prepares for the distribution of fees.
Distribute administrative fee: InGenesis distributes the administrative fee to Commonwealth, if applicable.
Distribute payment to the supplier: InGenesis distributes payment to the supplier via ACH or wire transfer within 45 days of receiving the supplier's invoice.
Distribute payments according to payment terms: The suppliers distribute payments to their contingent workers in accordance with contract payment terms
Contingent worker receives payment: Suppliers pay their workers assigned to the Commonwealth.
Invoice adjustments (if needed): The Finance Department of invoices occur one week after InGenesis' submission to the client. Audits are conducted by reviewing credit and debit memos. If the supplier flags an error, they are responsible for submitting a Supplier Generated Time Adjustment Request. The onsite supervisor and project manager must sign off on the adjustment. The invoice is then re-submitted to the Finance Department with the adjustment identified as a supplemental charge.

Figure 18: Timekeeping and invoicing process.

- C. Right to Represent:** The selected Offeror must have the express consent of each candidate the selected Offeror submits in response to an agency requisition, either directly from the candidate or through a member of the selected Offeror's network who has the legal right to represent the candidate in matters of work assignment. Upon request by the agency, the selected Offeror must supply a completed **Appendix J, Right to Represent Acknowledgement** form as evidence of its right to represent a specific

candidate. The selected Offeror may use its own form as a substitute with written approval by the Commonwealth.

Candidates provided in response to agency requisitions for which it is determined that the selected Offeror did not have the right to represent will not be credited toward the selected Offeror's compliance with applicable performance metrics and SLAs concerning the number and timing of candidate submittals. Repeated instances of the selected Offeror providing candidates for which the selected Offeror does not have the express right to represent may result in the Commonwealth exercising its rights under the Contract, up to and including termination.

6.C Right to Represent

InGenesis acknowledges this requirement. To ensure InGenesis obtains a Right to Represent form from the candidate or supplier, the Right to Represent form will be included in the compliance checklist in the VMS.

PeopleFluent's Compliance Manager supports and manages onboarding and off-boarding tasks from start to end. An unlimited number of configurable tasks can be assigned to your various suppliers and candidates in the form of a workflow. Tasks can have corresponding email and dashboard alerts (which are configurable to time-based events) and can be monitored and evaluated using dashboard analytics. If you wish, you can turn off notifications for specific events or individuals. Each task can have its own characteristics, including due date, owner, task name, status, date conducted, date completed, expiration of requirement date, certification number, valid locations fields, pass/fail, comments, and alerts. The Compliance Manager will also enable you to manage required documentation, policies, and procedures. Forms and other documents can be stored within the Compliance Manager and delivered to intended recipients as part of workflow. Completed forms and other documentation can also be stored within the system and attached to the engagement record as part of a complete audit trail, including resumes, non-disclosure agreements, background checks, drug screen documents, security clearances, certifications, licensures, etc. Certifications with expiration dates are tracked and flagged as the expiration dates approach. Using the Compliance Manager, you can:

- Identify and track individual compliance requirements such as drug screens, background checks, badging, and other requirements.
- Identify when workers start and finish an assignment and create alerts at both points to determine which actions are required.
- Configure email and dashboard alerts for individual compliance issues.
- Automatically halt workflow until compliance items are completed or, if candidates are engaged, the system can prevent time entry until a compliance item is resolved.

Employment Restrictions. The Commonwealth requires that the selected Offeror agree and require that its subcontractors agree, that at the expiration or termination of the Contract, any non-compete or similar employment restrictions will not be enforced against any resources placed under this Contract and who desires to remain at the agency and are able to come to terms with a subcontractor of the selected Offeror, or directly with the Commonwealth, for continuing their placement.

6.D Employment Restrictions

InGenesis acknowledges this requirement. InGenesis' contractual terms and conditions with suppliers flow down from the master services level agreement InGenesis holds with the Commonwealth.

InGenesis' supplier contract will prohibit suppliers from using non-compete clauses that restrict the employment of contingent workers and would prevent workers from performing in the program with a different supplier or work for the Commonwealth.

- D. Insurance.** All healthcare resources (as applicable) must have and maintain throughout the term of the contract insurance coverage for their position description, which is dictated by law or generally accepted practices.

It is the responsibility of the selected Offeror to verify that all healthcare resources have the required insurance coverage at all times during the term of the contract and provide to the Commonwealth upon request.

6.E Insurance

InGenesis acknowledges this requirement. The Supplier Management Department requires suppliers to provide copies of their insurance certificates during the supplier onboarding process. Supplier certificates are monitored monthly. Suppliers with impending lapses are contacted and must submit updated certification documents to the supplier management portal.

- E. Continuing Education and Training.** The Commonwealth will reimburse the selected Offeror for off-site billable hours (up to 24 hours per contract year) for a licensed professional resource to attend continuing education training ("training"), if the training is required to maintain a license. The selected Offeror must notify the agency in writing (i.e. through the VMS, email, etc.) prior to the resource attending training and the request must include a justification of how the training applies to maintaining the resources license. If the agency approves the training and upon the resource successfully completing/passing the training, the selected Offeror may invoice (under the current PO) for reimbursement of the off-site billable hours. Proof of attendance and/or a certificate of completion must be submitted with the invoice.

The selected Offeror will keep track of all training hours and shall not exceed the 24-hour maximum per resource. Documentation of training and continuing education credits will be kept in a personnel file and a copy give to the agency supervisor.

The Commonwealth will not incur any additional costs for continuing education and training (i.e. fees to attend course, travel, etc.).

6.F Continuing Education and Training

InGenesis acknowledges this requirement. PeopleFluent provides a means to ensure worker licenses and certifications are current. All credentialing requirements are identified in the SOW and tracked in the compliance module. All credentialing requirements, such as background checks, educational requirements, and certifications are confirmed as submitted and supporting documents are uploaded to the VMS prior to the candidate's consideration by the client.

Suppliers can track an expiration date on a certification to reflect whether a worker's license or credential is effective. As the expiration dates approach, alerts are sent to users allowing them to proactively manage the impending expiration. These credentials can be tracked via reporting, which makes it easy to access records/dates during audits and surveys (e.g. during healthcare staffing Joint Commission surveys).

Suppliers will submit requests for continuing education training for workers prior to the worker attending training. Supporting documentation for the training expenses and proof of completed training will be uploaded to the VMS and provided to the Commonwealth with the invoice.

InGenesis will comply with all invoicing and continuing education requirements. The requirements will be documented in the program's supplier handbook. The supplier handbook is distributed to suppliers during onboarding.

F. Security. The selected Offeror will be responsible for ensuring that all personnel, equipment, tools, keys and supplies and materials comply with any and all rules, regulations, and procedures of each Commonwealth agency, building and facility. An agency will make available and explain its individual building or facility rules, regulations and procedures governing the entry and conduct of staff working inside the building/facility at the point of entry, including, but not limited to the following:

1. All personnel entering a Commonwealth building or facility will be subject to a search of their person and personal items. Such searches may be frisk searches, searches by metal detectors or searches by narcotics detection canines.
2. All equipment, tools, supplies and materials will be subject to search or inventory at any time. Tools and materials must be carefully controlled at all times and locked when not in use.
3. No person who appears to be under the influence of drugs or alcohol or who is otherwise impaired will be allowed entry into a Commonwealth building or facility.
4. Each agency reserves the right to deny entrance to anyone who is suspected of a breach of security or for failure to follow published rules, regulations or procedures.
5. All personnel must be in possession of a valid identification with a recent, clear photo in order to enter a Commonwealth building or facility.
6. All personnel who work inside a security perimeter must submit to a background investigation conducted by the specific agency (if applicable). The selected Offeror must submit the name, social security number, driver's license number, and date of birth for each and every individual to be deployed to a secure facility. The background investigations will be processed at no cost to the selected Offeror.

The Commonwealth, by and through the facility, reserves the right to immediately ban, either temporarily or permanently, any of the selected Offeror’s employees, agents or independent contractors and Subcontracting Entities from any and all facilities for any reason of security or for the good operational order of the facility. The selected Offeror and subcontractor will be notified in writing of such denial.

6.G Security

InGenesis acknowledges all security requirements. The account manager will review all security requirements with the contingent worker during the onboarding process discussed in Figure 32. The contingent worker will sign an attestation at the end of onboarding to confirm they are aware and understand all security and other applicable Commonwealth policies.

InGenesis’ AM will facilitate all onboarding activities including: orientation to the applicable client hiring manager, ID badges, parking, location, and creating the work order. In addition to InGenesis’ standard orientation process, the hiring manager may require the contingent worker to attend agency orientations prior to their performance start.

Contingent Worker Orientation	
InGenesis introduction	<ul style="list-style-type: none"> ▪ Verbal, electronic and/or hard copy information and internet link(s) provided
Introduction to the Commonwealth	<ul style="list-style-type: none"> ▪ Provide information on Commonwealth to new hires, including Commonwealth specific requirements such as dress code, timekeeping, hours and overtime, parking, badges, drug policies, and security requirements. AM helps schedule Commonwealth orientation requirements.
Standards, ethics and best practices training	<ul style="list-style-type: none"> ▪ Training on standard business conduct, policies and ethics ▪ Overview of disciplinary and supervisory expectations
Statement of work	<ul style="list-style-type: none"> ▪ Train new hires on position requirements, work site expectations, performance standards, and consequences of not maintaining qualification requirements/performance standards
VMS overview	<ul style="list-style-type: none"> ▪ Introduced to the VMS technology interface and navigation
Timekeeping and approval	<ul style="list-style-type: none"> ▪ Trained on how to enter hours and approve their time sheets. ▪ Trained on entering and reviewing expenses
Health, safety, and emergency orientation	<ul style="list-style-type: none"> ▪ Overview of general safety, fire prevention, and health and immunization requirements of the contract ▪ Health Insurance Portability and Accountability Act (HIPAA) requirements ▪ Overview of federal Occupational Safety and Health Administration (OSHA) and client-level requirements
Signed attestation	<ul style="list-style-type: none"> ▪ Contingent workers assigned to the contract are required to sign an attestation that they have completed orientation. ▪ Understand that the assignment servicing the Commonwealth does not create an employee/employer relationship between themselves and the Commonwealth

Figure 19: Standard contingent worker orientation

G. Commonwealth Responsibilities. The following items will be provided by the Commonwealth at the discretion of the agency and as deemed necessary by the position:

1. Workspace
2. Access to computers and internet
3. Email
4. Telephones
5. In-house agency specific training (as applicable) and shall include but not be limited to: confidentiality regulations, including Health Insurance Portability and Accountability Act (HIPAA) Privacy and Security, and Medical Assistance, etc.
This does not include any training held by Office of Administration.

6.H Commonwealth Responsibilities

InGenesis acknowledges this requirement.

H. Turnover: The selected Offeror must submit a turnover plan within 180 days prior to the end of the term of the Contract. At a minimum, the turnover plan must identify the critical tasks that need to occur to provide a seamless transition of functions between the selected Offeror as the incumbent contractor and the new contractor with minimal disruption to operations.

The turnover plan must include, at a minimum:

1. The strategy for transferring system responsibility to agency staff;
2. Areas that require continued support by the selected Offeror;
3. Timeline that will be applied to the turnover plan;
4. Roles and responsibilities;
5. Breakdown of activities that will be performed in the turnover phase;
6. Knowledge transfer process;
7. Training activities; and
8. Technical tools and technical staff training.

The selected Offeror must execute the turnover plan upon the Commonwealth's request.

6.I Turnover

InGenesis acknowledges this requirement. The program sponsor will work with the Implementation Department to create a comprehensive turnover plan to the Commonwealth no later than 180 days prior to the end of the contract term.

I. Emergency Preparedness. To support continuity of operations during an emergency, including a pandemic, the Commonwealth needs a strategy for maintaining operations for an extended period of time. One part of this strategy is to ensure that essential contracts that provide critical business services to the Commonwealth have planned for such an emergency and put contingencies in place to provide needed goods and services.

1. Describe how you anticipate such a crisis will impact your operations.

2. Describe your emergency response continuity of operations plan. Please attach a copy of your plan, or at a minimum, summarize how your plan addresses the following aspects of pandemic preparedness:
 - a. Employee training (describe your organization's training plan, and how frequently your plan will be shared with employees);
 - b. Identified essential business functions and key employees (within your organization) necessary to carry them out;
 - c. Contingency plans for:
 - i. How your organization will handle staffing issues when a portion of key employees are incapacitated due to illness; and.
 - ii. How employees in your organization will carry out the essential functions if contagion control measures prevent them from coming to the primary workplace.
 - d. How your organization will communicate with staff and suppliers when primary communications systems are overloaded or otherwise fail, including key contacts, chain of communications (including suppliers), etc. and;
 - e. How and when your emergency plan will be tested, and if the plan will be tested by a third-party.

6.J Emergency Preparedness

InGenesis takes a systemic, proactive approach when planning for emergencies and pandemic events, emphasizing employee education and response coordination. Being well prepared on these two fronts allows us to successfully implement our response plan and surge activation as soon as an extreme emergency or pandemic event occurs. An efficient, effective response is critical to meeting emergency healthcare needs and saving human lives. To ensure that confident and accurate actions are taken by our onsite medical resource staff during a pandemic event, our response plan includes provisions for fair compensation for emergency services performed.

Advance preparation allows us to put our Emergency Preparedness Plan into action as soon as an emergency or pandemic begins to unfold. The time savings this efficiency provides is critical to meeting the Commonwealth's healthcare needs and potentially saving human lives during times of crisis. However, we are also sensitive to the personal needs of our medical resource staff. They may be personally conflicted as to whether they should assist in the event of a pandemic or other emergency versus attending to their own needs, as well as those of their family members.

InGenesis has taken the following steps to provide rapid response in the event of a pandemic illness or other emergency:

- Developed a comprehensive Emergency Preparedness Plan, a specific Pandemic Response Plan, and preparedness policies and procedures
- Proactively planned for an effective surge staffing response
- Established an Emergency Preparedness Team, which meets regularly
- Instituted a comprehensive system to continually review, refine and update our Emergency Preparedness Plan

InGenesis has taken these pre-emptive steps ahead of time to ensure the continuity of contracted medical staffing services to the Commonwealth during an emergency – including pandemics. Whether short-term or extended in nature, the Commonwealth can feel confident that InGenesis will continue to provide essential business services during times of uncertainty and/or crisis.

6.J.1 Describe How You Anticipate Crisis Will Impact Your Operations

Emergency situations, including pandemic health events, may increase in the number of patients requiring health care. Medical professionals may also become incapacitated or unable to continue providing services. This could be due to many factors, including: (1) spread of infection or (2) a significant disruption of critical infrastructure, including: public health, transportation, commerce, utilities and communications.

We are aware of the potential for significant delays between initiating acquisition of necessary personnel and having personnel available on site and ready to perform their critical job functions. Emergency events may require urgent surge activation of highly qualified medical providers who require advance credentialing. Because of concerns that short staffing during a pandemic/emergency may necessitate utilizing medical resource staff in areas they are not accustomed to working, we will secure access to an ample backup pool of providers before an emergency arises.

As demonstrated below, our targeted Emergency Response Plan is comprehensive and addresses the unique procedures that should be followed in the event of a natural disaster, biohazard event or widespread pandemic illness that affects Commonwealth facilities and medical resource staff who perform job duties at these locations.

6.J.2 Emergency Response Continuity of Operations Plan

[Redacted]

[Redacted]

[Redacted]



[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

6.J.2.a [Redacted]

[Redacted text block]

- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]

[Redacted text block]

6.J.2.b Identified Essential Business Functions and Key Employees

[Redacted text block]

[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

[Redacted text block]

[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

[Redacted text block]

6.J.2.c Contingency Plans

[Redacted]

[Redacted]

6.J.2.d

[Redacted]

- [Redacted]

- [Redacted]

- [Redacted]

[Redacted]

[Redacted]

6.J.2.e

I-7. Additional Contract Terms.

Commonwealth Procurement Code, 62 Pa.C.S. § 520:

In accordance with Section 520 of the Commonwealth Procurement Code, 62 Pa.C.S. § 520 (“Code”), and the Department’s Statewide Contract for Supplies Manufactured and Services Performed by Persons with Disabilities, UniqueSource Products & Services (UniqueSource), a non-profit organization that markets and sells supplies and services on behalf of other non-profit organizations that employ persons with disabilities, has requested the Department of General Services to consider including Healthcare Staffing Services in the list of supplies and services carved out for UniqueSource.

If the Department determines that UniqueSource has the capability and capacity to provide Healthcare Staffing Services at Department-established fair market prices, and meets the other applicable requirements of Section 520, the Department would add Healthcare Staffing Services to the approved carve-out for UniqueSource. In the event that Healthcare Staffing Services are added to the carve-out for UniqueSource, the Commonwealth would utilize UniqueSource to meet agency healthcare staffing requests before utilizing the contractor awarded a contract resulting from this RFP. Below is a list of positions included in this RFP that may be subject to this provision:

- Administration Assistant
- Fiscal Assistant
- Certified Nursing Assistant
- Medical Records Clerk
- Medical Records Technician
- Certified Medical Coder
- Dental Hygienist (Non-Direct Care)
- Dental Hygienist (Direct Care)
- RN Case Manager (Non-Direct Care)
- Claims Reviewer - RN
- Pharmacy Tech

The Commonwealth will give the awarded contractor 90 days' notice in the event that Healthcare Staffing Services are added to the carve-out list for UniqueSource. If UniqueSource is unable or unwilling to fill the request via the ordering process outlined in the RFP, the agency may then go to the awarded contractor to complete the request. Resources placed in a position by the awarded contractor before the positions are added to the carve-out list for UniqueSource will remain in their current positions to ensure continuity of service. UniqueSource will have the opportunity to fill any positions that come open after the positions are added to the carve-out list.

I-7 Additional Contract Terms

InGenesis acknowledges this requirement.

I-8. Objections and Additions to Standard Contract Terms and Conditions. The Offeror will identify which, if any, of the terms and conditions contained in the **Buyer Attachments** section that it would like to negotiate and what additional terms and conditions the Offeror would like to add to the standard contract terms and conditions. The Offeror's failure to make a submission under this paragraph will result in its waiving its right to do so later, but the Issuing Office may consider late objections and requests for additions if to do so, in the Issuing Office's sole discretion, would be in the best interest of the Commonwealth. The Issuing Office may, in its sole discretion, accept or reject any requested changes to the standard contract terms and conditions. The Offeror shall not request changes to the other provisions of the RFP, nor shall the Offeror request to completely substitute its own terms and conditions for this RFP. All terms and conditions must appear in one integrated contract. The Issuing Office will not accept references to the Offeror's, or any other, online guides or online terms and conditions contained in any proposal.

Regardless of any objections set out in its proposal, the Offeror must submit its proposal, including the cost proposal, on the basis of the terms and conditions set out in the **Terms and Conditions** contained in the **Buyer Attachment** section. The Issuing Office will reject any proposal that is conditioned on the negotiation of the terms and conditions set out in the **Terms and Conditions** contained in the **Buyer Attachment** section or to other provisions of the RFP. **However, the Commonwealth is willing to negotiate the Service Level Agreements, located in the Buyer Attachments. An Offeror may propose its changes to the service level agreements as part of the proposal submission.**

I-8 Objections and Additions to Standard Contract Terms and Conditions

InGenesis does not have any objections or additions to the standard terms and conditions.

Attachment 1: MHM Solutions, Inc. Commonwealth of Pennsylvania Experience

MHM Solutions, Inc. is proud to be the current contractor for providing temporary medical staffing for the Commonwealth of Pennsylvania (the Commonwealth). Its partnership with the Commonwealth to provide temporary medical staffing for the Pennsylvania Department of General Services (DGS) started in 2014. Over the past four years, MHM has developed a strong, stable, and effective working partnership with the Commonwealth, DGS, and the other stakeholders in the staffing program. Today, MHM has over 120 experienced and dedicated professionals working in Commonwealth facilities, hospitals and centers or locations throughout the Commonwealth. The strength and stability of our current program, as well as our continuously expanding corporate resources to support the Commonwealth again serve as the ideal platform for ensuring the medical staffing program moves forward in a positive direction under the next contract term.

8.A MHM Company History

MHM has been providing medical staffing and management services in healthcare settings since the company was founded in 1981. We were initially founded as a company providing contracted staffing and management of acute care psychiatric programs to medical/surgical hospitals through contractual arrangements. MHM also bought or leased seven free-standing psychiatric hospitals.

In the mid-1990's MHM's focus shifted to government contracting and long-term care. By 1996, the company was providing personnel to deliver ancillary healthcare services to more than 1,000 nursing homes in 14 states, including a Medicaid contract with the State of Georgia to provide onsite mental health services to over 300 nursing homes throughout Georgia.

In 1997, MHM received its first correctional behavioral health contract when the Tennessee Department of Corrections (DOC) awarded MHM a contract to provide psychiatry and psychology staff throughout the Tennessee prison system. Later that same year, the Georgia DOC awarded MHM a similar contract to provide psychiatrists and psychologists throughout the Georgia prison system, a contract that has expanded in scope during the 19 years of service to include numerous behavioral health positions and dental positions. Since then, MHM has become widely viewed as the national leader in correctional mental health services.

In 2011, MHM partnered with Centene Corporation to form Centurion, LLC, a correctional medical company. Centene Corporation is a *Fortune* 100 managed care provider and the nation's largest provider of managed care services to state Medicaid agencies, including the Commonwealth. Through joint ownership of Centurion, both companies infused their service offerings and management systems, combining MHM's success in corrections with Centene's managed care resources. This combination allows correctional agencies to receive the same level of managed care services as that proven effective in large state Medicaid programs and other managed care markets, combined with MHM's strong management systems and long-term approach to client relations.



The MHM-Centene partnership in Centurion has proved highly successful, and today, Centurion holds contracts with seven state departments of corrections for comprehensive inmate healthcare services: Florida, Minnesota, Mississippi, New Hampshire, New Mexico, Tennessee, and Vermont. Centurion also provides comprehensive healthcare services to detainees of Pima County, Arizona's adult and juvenile

detention facilities located in Tucson, Arizona. Additionally, on August 22, 2018, Volusia County, FL announced the recommendation of award to Centurion for inmate medical services for the Volusia County Division of Corrections (VDCD) at the Volusia County Branch Jail and the Volusia County Corrections Facility, slated to begin on January 1, 2019. The company also provide staffing services to the state psychiatric hospital agencies in Georgia and California. In total, we provide over 6,000 employees to provide services on site at hundreds of locations in 16 states.

The relationship between MHM and Centene Corporation proved so successful that, earlier this year, the companies decided to formally merge, with MHM becoming part of the Centene corporate structure. This merger will allow the expansion of Centene's vast corporate resources beyond the Centurion entity into other traditional MHM contracts, including the partnership with the Commonwealth.

8.B MHM's Presence in Pennsylvania

MHM has more than 15 years of history in the Commonwealth, dating back to 2003, and our resources in Pennsylvania extend beyond the Medical Staffing program. Some highlights of our history and resources in Pennsylvania include:

- MHM has been providing services for the Pennsylvania DOC (PADOC) since 2003, when we were awarded a contract to provide mental health services to an average daily population of 50,000 inmates across 25 facilities in the state.
- MHM has been providing comprehensive mental health services at the Philadelphia Department of Prisons (PDP), a large urban jail system across five sites to an average daily population of 5,500 inmates.
- MHM shares a corporate structure with Pennsylvania Health & Wellness, which serves Medicaid recipients enrolled in the HealthChoices program in three geographic regions (Southeast, Southwest, and Lehigh Capital). The program covers low-income children and families, individuals with disabilities, as well as those newly eligible under the Affordable Care Act expansion throughout the Commonwealth.
- MHM maintains two regional offices in Pennsylvania, one supports its program operations for the PADOC, the other houses its team for our PDP operations.
- MHM has more than 30 full-time recruiters strategically based throughout the US to support the recruiting needs of our over 6,000 company positions in 16 states, including three full-time recruiters dedicated to Pennsylvania programs.

8.C Quality Standards and Compliance

MHM currently meets or exceeds the standards of care established by accrediting agencies as well as applicable regulatory requirements, including but not limited to those established by:

- The National Commission on Correctional Health Care
- The American Correctional Association
- The Joint Commission
- The Drug Enforcement Agency
- The Immigration and Customs Enforcement
- The Occupational Safety and Health Administration

MHM's healthcare services, staff training, policies, procedures, and other clinical infrastructure are developed to comply with community standards of care, NCCHC and ACA accreditation standards, and federal regulations. They are then tailored as needed to state and local regulations.

MHM has an excellent record in achieving and maintaining accreditation by NCCHC, ACA, and other accrediting and licensing bodies such as The Joint Commission, Medical Association of Georgia (MAG), and departments of health. Our track record for accreditation and compliance, along with the clinical

infrastructure and other resources described in this proposal, demonstrate our ability to maintain the standards of such organizations.

MHM supports many clients in obtaining or assisting them in obtaining NCCHC or ACA accreditation. It currently supports 11 client agencies with maintaining NCCHC and/or ACA accreditation. The number of current accredited facilities represented by these clients is approximately 103. (*MHM has been assisting the Minnesota Department of Corrections in pursuing ACA accreditation. So far, 8 of 11 facilities have been awarded accreditation and the remaining 3 are pending.)

MHM and Centurion Client Agency	Number of Accredited Facilities	Accrediting Agency
DeKalb County Jail	1	ACA and NCCHC
Florida	48	ACA
Maryland DPSC	9	ACA and NCCHC
Minnesota DOC	8*	ACA
Mississippi DOC	3	NCCHC
New Mexico	7	ACA
Pennsylvania DOC	26	ACA
Philadelphia Department of Prisons	5	NCCHC
Pima County Department of Behavioral Health	1	NCCHC
Tennessee DOC	10	ACA
Vermont DOC	7	NCCHC

Figure 20:MHM clients with accredited facilities.

8.C.1 Mechanisms for Ensuring Regulatory and Accreditation Compliance

MHM ensures compliance with ACA and NCCHC standards through the following mechanisms:

- Annual and as needed updates in policies, procedures, practice guidelines and nursing protocols that reflect Commonwealth requirements, community standards, and ACA and NCCHC standards
- Ongoing supervisory oversight that includes spot checks of staff compliance with required standard, including direct feedback and corrective actions, as needed
- CQI audits and reports that provide aggregate feedback on compliance with ACA and NCCHC standards and contract performance expectations along with any required corrective action planning
- Annual peer reviews that give clinical staff the opportunity to give and receive peer-based feedback regarding compliance with established performance standards
- External monitoring that audits healthcare delivery performance and provides additional opportunities to identify and correct any shortcomings in healthcare staff performance
- Annual Contract Compliance Review and Report by our corporate Clinical Operations Team that includes compliance measures for current ACA and NCCHC standards of care

8.D Staffing Client Reference Story

MHM provides medical staffing and management (including dental staffing) to an average daily population of 2,800 inmates in our partnership with the New Hampshire DOC (NHDOC). The partnership began between NHDOC and MHM in January of 2008 to provide inpatient and outpatient psychiatric services. The following year, MHM were selected to provide the medical and dental professionals in a

separate contract – both contracts the company still holds today. MHM’s continued growth and success in correctional healthcare allows it to offer more expertise and resources to the NHDOC year over year. In 2018, the medical and dental contract was awarded a new four-year contract term, with an expansion of responsibilities and new positions, under Centurion. This enables the same level of care and expertise with the full scope of resources available under the Centene umbrella.

With \$2.7M in average annual revenue, MHM staffs approximately 60 full-time equivalent employees, located in six facilities and a regional office in Concord. These services include a fully implemented CQI and best practice evidence-based program. MHM actively participates on multiple community committees, governmental, and licensing bodies. Below are some contract accomplishments with the NHDOC:

- Implementing an electronic health record over the last two years. Our staff worked with NHDOC to develop processes to adjust TechCare to the NHDOC's needs, and to leverage its capabilities for better patient outcomes.
- Developed and implemented a Medication-assisted Treatment (MAT) program.
- Revised the Utilization Management (UM) Guidelines and processes (utilizing Centurion support).
- Instituted a Prescription Drug Monitoring Program (PDMP) Process to be able to prescribe opiates appropriately in a correctional setting under new NH Board of Medicine rules.
- Wrote guidelines for high priority/cost diseases such as psoriasis, foreign body ingestion, sleep apnea.
- Supported the NHDOC in managing the most significant challenge to correctional healthcare budgets in the past decade, the introduction of new generation antiviral medications for Hepatitis C. Our pharmacy staff supported NHDOC’s Pharmacy and Therapeutics committee during this period in making the most cost-effective medications available as the pricing environment rapidly changed. Corporate’s Clinical Operations supported our Chief Medical Officer in developing clinical guidelines that targeted these treatments to the appropriate patients.
- Collaborated with the Chaplain and mental health services to write a policy for hospice services and implement the program.
- Participated in a multidisciplinary polypharmacy initiative, most visibly and recently focused on gabapentin, but also has targeting ibuprofen, Excedrin migraine, and Proton Pump Inhibitors.
- Implemented a Quality Improvement program with a focused QI position.
- Saved NHDOC \$3.3 million since fiscal year 2017 to present through the work of the Nurse Case Manager performing Medicaid applications for inpatient services.
- Worked with the Nursing services to implement a Team Care pilot to improve management of Chronic Care Clinics. We started with clinically-informed scheduling, then will move to population-based care and case management.
- Piloted a Scribe program to help Provider of the Day efficiency.

- Established a Chronic Pain Clinic program working closely with NHDOC clinical staff. We expect to continue to support this program in an upcoming revision of the model and guidelines.
- Participated in the NHDOC Pharmacy and Therapeutics Committee. Our pharmacy staff have assisted in the reduction of pharmacy expenditures by 14% since 2009.
- Implemented twice-a-day (BID) medication administration in all facilities.

Dental Services:

- Revised treatment guidelines for removable prosthetics, endodontic procedures and dental care.
- Trained staff in use of the dental portion of the EMR and implemented standardized use of electronic dental chart and treatment planning along with uniform use of progress notes to allow easier review of patient dental treatment history.
- Proposed extensive changes to existing dental portion of EMR to facilitate more efficient and accurate charting of inmate/patient dental needs. Will continue to work with NHDOC to advocate for implementation of proposed changes.
- Performed peer reviews of charts.
- Reinforced and monitored use of dental classifications to prioritize access to treatment by urgency of need.
- Ensured compliance with state radiological health requirements.
- Ensured compliance with NH Dental Board and CDC recommendations for infection control.
- Performed in-house staff training for infection control procedures.
- Increased dental staffing at Northern Correctional Facility in Berlin resulting in more timely delivery of services and increased number of patients with treatment plans and ability to address treatment needs prior to emergent issues arising.
- In the process of hiring more staff to continue to increase delivery of services to the Northern Correctional Facility dental clinic.
- Increased delivery of oral surgery services in the men's clinic in Concord.
- Increased dental hygiene hours in the men's clinic in Concord.

Attachment 2: Key Personnel Resumes

Jennie Darrow



EDUCATION/CERTIFICATIONS

Seton Hall University , South Orange, NJ B.S., Psychology	1996
International Association of Outsourcing Professional Certified Outsourcing Professional (COP)	2016

SIGNIFICANT PROFESSIONAL EXPERIENCE

A dynamic and results-driven integrated operations director with a demonstrated track record of leveraging people, processes, and technology to deliver exceptional service. Offers expertise in key areas, including contingent workforce outsourcing, ID management, independent contractor solutions and SOWs, employee engagement, client relationship management, process optimization, vendor management, and human resources. Implements excellent communication skills to lead and develop teams across the globe. Proven aptitude for implementing innovative and effective solutions to reduce costs, improve profitability, and exceed objectives.

InGenesis, Inc. San Antonio, TX **2018- Present**

Executive Director, MSP Program Management

Reporting directly into the President of the Total Talent Solutions division, responsible for leadership and oversight over MSP practice spanning multiple industries including entertainment, state government and academic health. Develop and implement strategies to optimize revenue, profitability, client and supplier satisfaction and program compliance. Drive consultation regarding contingent workforce solutions both internally and externally.

- Designed and developed MSP delivery RACI (Responsible, Accountable, Consult, Informed) to be adopted as standard practice for the development of new delivery model workflow.
- Reengineered Quarterly Business Review format to deliver more strategic insights and recommendations to customers.
- Identified multiple opportunities for process efficiencies on program delivery which will directly impact program profitability.

Kelly Services Inc. (KELLYOCG) Troy, MI **2017-2018**

Integrated Operations Lead, Consumer and Retail Brands Vertical

Administered client portfolio totaling more than \$100,000,000 in annual spend, with direct P&L responsibility. Managed team of four operations managers and 35 indirect reports. Established operational direction, including supplier strategy, bill and pay rate analysis and benchmarking, technology enablement, and process optimization. Cultivated client stakeholder relationships by building trust and credibility through service delivery excellence.

- Designed and implemented aggressive cost-saving strategy for large food and beverage company, setting KellyOCG up to achieve over \$2,000,000 in 2018 hard dollar savings.
- Guided team to capture \$1,300,000 in rogue spend, resulting in over \$50,000 in GP.
- Performed deep financial analysis and developed cost strategy to reduce direct cost to P&L by over \$500,000.
- Implemented delivery model redesign to support integrated operations team for large consumer customer, resulting in savings of over \$70,000 in administrative cost.
- Optimized operations, resulting in selection of two out of seven programs companywide as flagship internal reference programs for operational excellence.
- Served as core member of team to design, develop, and deliver training to entire organization on full product suite of company solutions, with concentration on providing more thorough consultation to customer base and consequently generating more GP across programs.
- Selected as project lead for talent review team that re-engineered process for identifying top talent within business unit (recognized by global HR and adopted across organization as new global standard).

Senior Director of Operations, Life Sciences Vertical

2015-2017

Managed client portfolio totaling more than \$300,000,000 in annual spend, with direct P&L responsibility. Led team consisting of three directors, one global director, and 24 indirect reports based across the U.S., Puerto Rico, Israel, Germany, and the United Kingdom. Strategized and designed complex cost-saving and diversity programs across clients, with focus on immediate as well as short- and long-term results. Provided contract development and consultation to ensure business terms aligned with operational delivery. Developed staff.

- Consulted with clients on industry trends and offered recommendations on driving program maturity using internal Talent Supply Chain Analytics portal.
- Achieved compliance rates of 90% or higher for SLAs and KPIs on programs; achieved or outperformed budget on all programs not in remediation.
- Rehabilitated multi-country, global implementation operational issues for Israel-based manufacturer of generic drugs, formalized executive dashboard, revamped operations team, and cultivated trust with client.
- Created three-year supplier diversity spend management strategy to support client critical initiative to achieve World Class Status of over 20%.

Director of Operations, Life Sciences Vertical

2013-2015

Managed client portfolio totaling more than \$175,000,000 in annual spend, with direct P&L responsibility. Led team consisting of 15-20 reports based across the U.S. and Puerto Rico. Served as SME on team providing consultation and direction for new customer implementations that included program design, technology configuration, supplier negotiations, and training sessions to large audiences. Extensively used persuasive ability across all levels of customer organization. Hired, trained, and developed staff.

- Functioned as core team member directly involved in design, development, and implementation of \$90,000,000 MSP program for major pharmaceutical company. Conducted implementation consisting of 15+ locations, 40 supplier contracts, nine technology integrations, KellyOCG's largest multi-country ID management program, and a complex intern program.
- Oversaw operational direction of account portfolio, including rate compliance, supplier strategy, technology integrations, SLA/KPI adherence, and overall program health.

Director of Services Procurement Operations

2011-2013

Designed operational framework for service delivery of independent contractor, SOWs, and identity management products, including development of complex responsibility matrix, implementation guidelines, operational work instructions/SOPs, and metrics for measurement. Established many fundamental framework elements still in use today to deliver these services.

- Served as operations SME on core implementation team responsible for more than ten implementations over two years.
- Built and trained central support team of 12 reports from ground up.
- Won Golden Circle Award in 2011.

Senior Operations Manager

2009-2011

- Appointed to role by SVP of Client Relationships. Acted as core team member responsible for design, development, and implementation of large, complex MSP program across 30+ sites in the U.S. Implemented and developed strong collaborative and persuasive skills across highly matrixed organization both internally and externally. Applied innovative problem resolution and creative solution design as prototype systems and methods in industry and company. Introduced and developed many best practices currently widely used throughout the company.
- Selected to travel to Belgium, Germany, and U.K. sites to perform operational health assessments and make improvement recommendations to senior leadership.

Operations Manager

2007-2009

- Played key role in user acceptance testing and development of Ariba PunchOut addition to Fieldglass VMS
- Provided subject matter expertise and consultation to deploy operations in countries across Europe.
- Planned, created content for, and delivered annual supplier summit meetings attended by 100+ individuals each year.

REFERENCES

Name:	Kyle Barton, C.P.M	Name:	Sara Saathoff
Company:	Supply Chain Alliance, The University of Texas System	Company:	UT Southwestern Medical Center
Email:	kdbarton@mdanderson.org	Email:	sara.saathoff@utsouthwestern.edu
Phone Number:	713-745-8339	Phone Number:	214-633-4646
Business Relationship:	Manager, Contracts	Business Relationship:	Assistant Vice President, HR Strategic Initiatives

Name: Susan Calderone
Company: MD Anderson Cancer Center
Email: sjcaldero@mdanderson.org
Phone Number: 713-563-1115
Business Relationship: Human Resources Specialist

NANA PERRY



EDUCATION/CERTIFICATIONS

Project Management Professional Certification	2017
Catholic University of America <i>Washington D.C.</i> Master of Social Work	May 2000
James Madison University <i>Harrisonburg, VA</i> Bachelor of Science, Psychology (Cum Laude Graduate)	July 1997
Licensed Independent Clinical Social Worker (LICSW) License #LC50077714, Washington D.C.	Active, Issued April 2003

SIGNIFICANT PROFESSIONAL EXPERIENCE

Branch Manager/Director of National Government Accounts February 2012 to Present
InGenesis, Inc. Washington, DC Metro Region

- Responsible for ensuring all work under task orders meet staffing, security and credentialing requirements.
- Serve as principal on-site liaison to the customer and personally support all program management and administrative requests in a highly responsive, positive manner.
- Regularly interact and build rapport with key customers, troubleshoot issues, and ensure client satisfaction.
- Perform human resource (HR) functions including, recruiting, interviewing, on-boarding, coaching, performance reviews and employee relations; serve as HR liaison between contract employee and corporate headquarters.
- Liaise with billing department to ensure invoices are properly verified and/or corrected.
- Oversee and manage subcontractor relationships.

Program Manager August 2008 to February 2012
Guardianship Assistance Program, Probate Division Washington, DC
District of Columbia Superior Court

- Manage daily operations of a new program that monitors well-being of 1,400 adults with court appointed guardians.
- Supervise deputy staff and large field training program for social work students including interviewing and selecting candidates, training volunteers, and evaluating performance.
- Negotiate and mediate disagreements/conflicts between service providers, clientele, and family members.
- Lead special projects to collect and analyze client data to better inform court of population trends and needs.
- Communicate program progress by preparing monthly written reports, contributing to agency dashboard, writing annual reports, and making periodic verbal presentations providing status updates.
- Organize and host monthly orientation classes and an annual education conference bringing together various community partners
- Research best practices and relevant statues collaborate with community experts and provide technical assistance.
- Develop relationships as agency liaison with local government agencies, hospitals, long-term care facilities and universities.
- Member of division leadership team developing policies and practice standards.

Program Manager May 2007 to June 2008
Contractor through J&E Associates, Inc Okinawa, Japan
Marine Corp Base Camp Butler

- Manage daily administrative and clinical operations of a home visitation, child abuse and neglect, and domestic violence prevention program serving on average, 60, active duty Marine and Navy families with children under the age of six.
- Supervise two overseas program sites consisting of registered nurses, licensed social workers and administrative personnel.

- Establish new supportive services including an information brief for single active duty pregnant women, a class for new and expectant fathers, and a biweekly support group for pregnant mothers.
- Create and maintain diplomatic relationships with essential personnel in the military community increasing program visibility and presence.
- Conduct hospital rounds introducing program services to women and their families admitted to labor and delivery ward of Okinawa Naval Hospital.
- Develop service partnerships with other military providers including the Women, Infant, Children Overseas (WICO) program and the Educational Developmental Intervention Service (EDIS).
- Participate in biweekly multidisciplinary Family Advocacy Program Case Review Committee (CRC) to examine allegations of child abuse and neglect, spouse abuse, sibling abuse or elder abuse and neglect; provide opinion on if incidents rise to suspected or substantiated level; determine risk assessment level; and make treatment recommendations for abuse victims and perpetrators.

Program Specialist V

July 2006 to April 2007

Center for Program Coordination

Austin, TX

Texas Department of Family and Protective Services

- Serve as project management team liaison to department managers.
- Review status of special assignments including mandated reform initiatives, legislative requests, and change management plans.
- Use project management tools to develop work plans and schedules, work flow processes, status reports, and risk and benefits analysis.
- Assess project issues; assist with problem solving and identify areas of success or concern requiring elevation to the executive team. Investigate employee misconduct; interview front-line staff and supervisors to prepare findings for report to the executive office.
- Review, track and analyze legislative bills including a proposed employee wellness program and increased caseworker qualification standards.
- Write position papers, prepared special reports, and research subjects requiring additional information including caseworker safety, child death reviews, and workforce retention and satisfaction.
- Edit, coordinate, and organize several reporting sources to prepare the bi-annual agency reform initiatives progress report for the Texas Legislature.

Senior Program Manager

April 2004 to June 2006

Clinical Supervisor

October 2003 to March 2004

Catholic Charities of the Archdiocese of Washington

Washington, DC

Family Services Coordinator

June 2000 to September 2001

Community Social Worker

October 2001 to October 2003

Edgewood/Brookland Family Support Collaborative

Washington, DC

REFERENCES

Name: Anne Meister

Company: DC Superior Court

Email: anne.meister@dcsc.gov

Phone Number: 202-879-9460

Business Relationship: Former Manager/Supervisor

Name: Stacey Erd

Company: Stepping Stones

Email: Stacey_Erd@yahoo.com

Phone Number: 301-251-0567

Business Relationship: Former Manager/Supervisor

Scott E. Artley



EDUCATION / CERTIFICATIONS

USAF

Command Non-Commissioned Officer (NCO) Academy • Personnel Management, Human Resources • Supervisor Training
NCO Preparatory Course • Security Specialist Course • OJT Supervisors' Course • OJT Familiarization Course

EDS

Growth for Leaders • Diversity Awareness Workshop • Interpersonal Skills • Project Management • Management Essentials
Foundations of Leadership • Behavioral Interviewing • Quality Awareness

Additional

Criticism and Discipline Skills for Managers • Fred Pryor's Fundamentals of Supervision • ITIL Foundations v3
• Introduction to MS Exchange, Microsoft CBT • MS Exchange Up and Running, Microsoft CBT • Microsoft Access for
Win95 Beginner/Intermediate

SIGNIFICANT PROFESSIONAL EXPERIENCE

Well-qualified, experienced manager with more than 20 years of leadership success in recruiting, customer service, and high-traffic call-center environments. Comfortable directing and training teams of up to 250 staff members in fast-paced atmosphere while providing individualized development and performance reviews to achieve maximum productivity and quality service. As United States Air Force veteran, has valuable personnel- and program-development experience in both USAF and Air National Guard. *Areas of Expertise include:*

- Team Leadership
- Business Development
- Sales Planning
- Account Management
- Client Satisfaction
- Relationship Building
- Staff Training & Mentoring
- Performance Evaluation

InGenesis, Inc. San Antonio, TX

May 2018-Present

Program Manager

Responsible for developing relationships with portfolio of assigned customers and vendors, while connecting with key business executives and stakeholders. Liaison between customers and cross-functional internal / external teams to ensure the timely and successful delivery of our solutions according to the client needs. Ensure vendors are meeting or exceeding client deadlines, manage onsite needs for employees including badging, orientations, counseling/coaching, timesheet issues, system use training and terminations. Monitor internal processes and collaborate with operations departments including Payroll, Credentialing, Recruiting, Contracts and Human Resources. Ensure the timely and successful delivery of InGenesis solutions according to customer needs and objectives including training and educating end users.

Optimal Solutions and Technologies (OST), Inc. Mechanicsburg, PA

May 2016-May 2018

Account Manager

Supervise daily IT staff augmentation operations involving large-scale vendor-management system implementation, including related talent acquisition and client and vendor relations, for major government contract. Serve as main point of contact for government client's portfolio of client agencies. Thoroughly screen potential technical personnel to present qualified candidates to staffing agencies' hiring managers; maintain open lines of communication with agencies regarding client requirements, candidates' qualifications, contractual compliance, and delivery and quality of service. Assist hiring managers in creating and submitting job requisitions, managing interview schedules, and conducting thorough background checks. Perform onboarding with and obtain security credentials for selected candidates. Serve as liaison between contractors and client managers in timesheet, billing, and payment procedures. Develop relationships with staffing agencies to ensure fulfillment of client objectives according to established timelines, service level agreements, and standards of quality.

- Responsible for all creating Business Intelligence AD-HOC reports for clients
- Member of the OST Data Analytics STAT team

Randstad Technologies Mechanicsburg, PA
Director

February 2011-March 2016

Reviewed each staffing engagement to ensure contract compliance, achievement of established service levels, complete client satisfaction, and proper documentation. Retained and optimized existing accounts and developed new business by fostering close working relationships and loyalty with clients' C-level decision-makers as well as leading regular formal quality review meetings with clients. Prepared pricing and Statements of Work in conjunction with internal teams and national practice director. Supervised, trained, and mentored team of 8 service delivery managers (SDMs) in industry best practices as well as client-specific protocols. Reviewed expenses and revenue of each engagement with respective SDM; designed, implemented, and analyzed retention programs for SDMs and engagement staff; and contributed to staff performance evaluations. Worked with SDMs to fill clients' staffing requirements, identify and research clients' issues, and determine action plans for prompt and effective issue resolution. Assisted and monitored account executives and branch managers in execution of revenue-growth strategies. Shared organization-wide successes and changes across all branches and served as TSS resource to branch management.

- Was responsible for maintaining the Work Force Management system used by Randstad in 2011-2012

Pennsylvania Air National Guard Middletown, PA
Personnel Management Specialist (2007-2011)

October 2001-February 2011

Directed administration of reenlistments/extension programs and separations/retirements programs; educated enlisted personnel about available programs. Provided career guidance. Assisted personnel and families with special needs. Managed, reviewed, and updated database of personnel records. Created and maintained organizational charts.

Security Forces Supervisor (2001-2007)

Oversaw all law-enforcement and security protocols for installation and directly supervised team of 10 military police officers and contract security guards.

- Directed all security initiatives for classified location during Operation Enduring Freedom/Iraqi Freedom.

Bath Saver, Inc Lewisberry, PA
Customer Service Manager

August 2004-October 2006

Supervised team of 3 supervisors and 20 appointment-setters in reaching or exceeding monthly sales objective of \$2-\$4 million. Conducted regular performance evaluations to highlight employees' strengths and give constructive feedback. Prepared and analyzed statistical reports to identify areas of high productivity as well as areas in need of improvement. Administered salary for department.

York Technical Institute York, PA
Telemarketing Supervisor

May 2004-August 2004

Managed and administered salary for team of up to 18 call-center appointment setters and 1 database administrator. Oversaw and assessed employees' performance and productivity; recognized staff achievements and identified areas in need of improvement. Monitored productivity metrics and coached employees toward reaching and exceeding established organizational goals.

REFERENCES

Name: Brad Trout
Company: Self Employed
Email: bradtrout@heart4helpingseniors.com
Phone Number: 610-213-9497
Business Relationship: Former Manager

Name: Tonya Gilmore
Company: Hershey Medical Center
Email: tonyagilmore@epix.net
Phone Number: 717-514-5260
Business Relationship: Former Co-worker

REBECCA A SCHMITT



EDUCATION/CERTIFICATIONS

Kutztown University-Pennsylvania/College of Liberal Arts Kutztown, PA
Bachelor of Social Work

May 2013

SIGNIFICANT PROFESSIONAL EXPERIENCE

Summary of Qualifications

- Excellent communication skills
- Outstanding skills in promoting customer and client relations
- Outgoing and friendly
- Ability to use effective problem-solving skills
- Willingness to learn
- FBI, State Police and Child Abuse Clearances
- Experience working in a team setting
- Knowledge of community resources
- Proficient in Microsoft Office products (Word, Excel, PowerPoint, Outlook)

InGenesis, Inc., Harrisburg, PA
Assistant Program Manager

September 2015-Present

- Assist in the day to day management of the MSP contingent workforce program supporting more than 350 contingent workers
- Address worker issues
- Capture data on worker productivity, scheduled interviews and identifying vacancies
- Approve worker time sheets and expense reports
- Communicate with client hiring managers and contingent workers daily
- Manage workload within the required internal and client timeframes

Pennsylvania Department of Human Services,
Office of Long-Term Living, Harrisburg, PA
Nursing Home Transition Program Specialist

September 2013-July 2015

- State-wide program development of Nursing Home Transition (NHT) of the Money Follows the Person initiative.
- Program oversight for specialized services grant and Other Related Conditions for participants in nursing homes.
- Provides consultative services and technical assistance, training and guidance to AAA staff and NHT partners on statewide programs, including NHT
- Develop operation manuals, program directives, instructions and requirements. Answers written inquires and funding requests.
- Assists nursing home transition and diversion and HCBS partners implement Department initiatives.
- Collect and analyze data on program outcomes and track expenditures for NHT program and grant programs.
- Usage of Information Systems and Data such as but not limited to CIS, HCSIS, Promise, SAMS to obtain statistical data, review NHT funding requests and access to participants files.
- Grant oversight with Pennsylvania Housing Finance Agency (PHFA) on the Home Modification and Assistive Technology Initiative, Regional Housing Coordinators Initiative, Tenant Based Rental Assistance Program and housing pilot programs for participants transitioning to the community.
- Develop and maintain collaborative and cooperative relationships among statewide organizations including the Department of Aging and Public Welfare, community partners, Housing and Finance Authority.
- Oversees and assists with all housing initiatives for the Office of Long-Term Living.

VOLUNTEER WORK/ACTIVITIES

- Morning Star Pregnancy Center-Harrisburg, PA- Summer 2010 to Fall 2012
- Aaron's Acres Camp-Harrisburg, PA- Summer 2013
- Active Member of Social Welfare Club at Kutztown University
- National Honors Society
- Dean's List Kutztown University
- Server for 12 year at the Country Club of Harrisburg- Summer 2006 to Present

REFERENCES

Anthony Hightower

Program Specialist

Department of Human Services, Bureau of Financial Management and Program Support

c-ahightow@pa.gov

(717) 585-2717 (cell)

Toni Hoffecker

Human Services Program Representative

Department of Human Services, Bureau of Financial Management and Program Support

(717) 772-7764

thoffecker@pa.gov

Sean Munchel



EDUCATION/CERTIFICATIONS

Lasell College, Newton, MA
Master of Science in Communication

December 2019 (Expected)

Millersville University of Pennsylvania, Millersville, PA
Bachelor of Arts in English

December 2016

SIGNIFICANT PROFESSIONAL EXPERIENCE

InGenesis, Inc. San Antonio, TX
Program Support Specialist (Harrisburg, PA)

December 2016-Present

- Assist the program manager on a large state government healthcare contract with the management of all daily operations
- Serve as primary point of contact via telephone and email for more than 400 contingent workers and State end users
- Provide help desk and troubleshooting for the vendor management system (VMS), such as resetting passwords and creating new user profiles
- Create vendor confirmations for all new contingent workers and maintain contact with client end users to ensure purchase orders are received by the established deadline(s)
- Update monthly fill rate report to track all new hires, engagements, resignations and terminations

Pennsylvania Department of Human Services Harrisburg, PA
Limited Term Clerk

July 2016-November 2016

- Electronically enrolled new providers in Pennsylvania Medicaid
- Revalidated existing provider service locations and updated any information as needed
- Conducted screening reviews for all applications submitted through the electronic portal, including checks on provider credentials
- Performed daily checks in the electronic portal to determine which provider service locations required site visits

Trinity High School Camp Hill, PA
Summer Maintenance Employee

June 2008-August 2012

- Cleaned and prepared the entire building and its surrounding premises for a new academic year
- Used and maintained professional cleaning equipment and supplies, including floor buffers, industrial vacuums and power washers
- Oversaw a small team of employees to ensure that all work was done properly and efficiently to meet approaching deadlines

REFERENCES

Name: Tamera Ehler
Company: Harley Davidson
Email: 310tamara@gmail.com
Phone Number: 717-712-5176
Business Relationship: Former supervisor

Name: Barbara Bardole
Company: Pennsylvania Department of Human Services
Email: bbardole@pa.gov
Phone Number:
Business Relationship: Former supervisor

Brandon Aguilar



EDUCATION/CERTIFICATIONS

Project Management Academy

35 PDU/CONTACT HOURS FOR PMP EXAM COURSE

Southwest College of Real Estate

60 hours of Real Estate Principles • 30 hours of Marketing • 30 hours of Law of Contracts

Reagan County High School

Graduate 2003

SIGNIFICANT PROFESSIONAL EXPERIENCE

High-energy operations and project management professional responsible for delivery of all HR programs including talent assessment, performance, management, employee relations, recruiting, retention, coaching, learning & development, succession planning, and compensation and benefits for multiple key accounts possessing exceptional interpersonal, communication and relationship building skills. Demonstrated ability to quickly produce hard-hitting results in commercial/government new business sectors through rapid learning, team building and a fundamental commitment to customer service that exceeds expectations.

InGenesis, Inc. San Antonio, TX**September 2012-Present***Senior Manager, Operations and Talent Acquisition*

- Assisted with staffing program/processes, held training behavioral interview techniques & retention. Ran full lifecycle recruiting for field and overhead roles using direct sourcing, internet mining and creative staffing results.
- Managed the implementation of the first full-service Talent Mgmt. program consisting of online strategic recruitment and implemented a fully automated HR / MSP / VMS systems alongside our clients.
- Managed complex employee relations issues. Provided coaching and consultation to staff on HR policies and benefits.
- Manage a Team of several Account Specialist, Employee Engagement Specialist and Talent Acquisition Specialists and Program Support Specialist.
- Worked closely with client / vendors during implementations and ongoing services.

South Texas Regional Medical Center Jourdanon, TX**October 2010-September 2012***ER Admission / Transfer Coordinator*

- Work with the Nursing staff and House Supervisors to find rooms for patients who needed to be changed from out-patient to in-patient status; collect personal information for billing purposes and collections as patients are discharged.
- Call patients and pre-register after receiving. Physicians orders, obtain patient information for billing purposes, billing authorization & verification, medical coding, and customer service.

REFERENCES

Jean Whitehead, RN, CCM
Division Director Intense Medical Case
Management Unit
Department of Human Services, Office of
Medical Assistance Programs
(717) 772-6777
c-jwhitehe@pa.gov

Carl Negley
Owner/President
Medvolution, Inc.
(210) 259-5836
carl@mdvo.co

CHRISTINA GUAJARDO



EDUCATION/CERTIFICATIONS

University of Texas San Antonio *San Antonio, TX*
 Bachelor of Arts

SIGNIFICANT PROFESSIONAL EXPERIENCE

InGenesis, Inc. San Antonio, TX **January 2018-Present**
Associate Director of Operations

Coach and lead the 24/7 InGenesis Attendance Center and a team of account specialists that manage contracts across the U.S. Ensure all guidelines of contracts are being met and employees have support from all departments within the company. Contract guidelines include but are not limited to employee replacements, initial fills, and temporary replacements. Work with Human Resources to ensure all laws have been interpreted properly, regulations, statues, rules, and policies have been followed with each employee and individual contract.

Operations Manager/Program Manager (ICE) **February 2012-January 2018**

Served as the program manager for the Department of Homeland Security contract. Responsibilities include providing oversight to more than 700 healthcare employees out in the field. Program oversight also includes employee HR concerns/resolutions, retention, JACO healthcare credentialing file compliant, subcontract management, pre-security screenings, employee interviews, 24-hour call center, employee leave of absence, invoices to the client, employee retention, employee replacements, initial fills, and temporary replacements. Additional duties include providing weekly reporting to ensure all deliverable are met on time and within budget.

H-E-B, San Antonio, TX **June 2008-November 2011**

Regional Operations Manager (40 Locations)

Coach and motivate H-E-B Employee's in SA West Region and Gulf Coast. Responsible for training all employees within the region. Manage each employee on attendants, sales goals, cash shortages, etc. Work with Human Resources and Loss Prevention to ensure all laws have been interpreted properly. Responsible for creating schedules, reviewing the current statistical analysis to ensure the stores reach profitability. Make sound decisions relative to personnel placement, promotions, assignment, retention, discipline, and termination. H-E-B is ranked 15 in Fortune 500 companies and averages about 20 billion in total revenue.

Partner Program Benefits Manager **November 2006-June 2008**

Create a benefits program and a call center from the ground up that would cater to 87,000 employees in H-E-B. Create shipping and receiving process for the store and the corporate office. Started a marketing campaign that would reach 70,000 H-E-B employees to inform them of the new benefits program that was available to them. Primary contact for vendors in the designated category. Negotiated to reduce prices and stayed on top of market trends and research

Sprint **January 2001-November 2006**

Government Account Executive

U.I.S.D, Laredo, TX **August 1998-December 2000**

Substitute Teacher

PROFESSIONAL DEVELOPMENT

<i>Management Development 1, 2 & 3</i>	H-E-B Training
<i>Leadership Training for Managers</i>	H-E-B Training
<i>Selecting Great Employees</i>	H-E-B Training
<i>Diversity for Management</i>	H-E-B Training
<i>Leader as Coach</i>	H-E-B Training
<i>Fair Labor Standard Act & Family and Medical Leave Act</i>	H-E-B Training

COMMUNITY OUTREACH

Diabetes Association Community Board Chair 2014 and 2015
Red Cross/ Volunteer
Habitat for Humanity / Volunteer
Feast of Sharing/ Volunteer and Coordinator
Animal Shelter /Volunteer

REFERENCES

Name: Will Hileman
Company: CFO for Farm Bureau Bank
Email: whileman@satx.rr.com
Phone Number: 210-667-6260
Business Relationship: Formally V.P. at H-E-B

Name: Tim Tillman
Company: Director of Sales and Distribution Metro PCS
Email: ttillman@metropcs.com
Phone Number: 210-836-5583
Business Relationship: Formally Director at H-E-B

Name: Dr. Severita Sanchez, PhD
Company: Executive Director at Children Advocacy Center
Email: severita.sanchez@sbcglobal.com
Phone Number: 956-740-4303
Business Relationship: Personal Friend and Mentor

Lindy L. Music



MHM Solutions, Inc.
The Public-Private Partner for Healthcare

SENIOR-LEVEL MANAGEMENT: Regional Manager – Executive Director – Program Manager

Accomplished executive leader with more than 30 years of success driving new business initiatives, exceeding profitability targets, and improving operational efficiencies. Diverse management profile and career marked by highly visible leadership roles within healthcare, staffing and service industries. Possess a broad suite of operations, finance, sales/marketing, and strategic planning expertise.

- Experienced in directing multisite operations, restructuring business models, and positioning start up and mature operations for sustained growth.
- Characterized as an intuitive strategist and catalyst for change, known for introducing process improvements and turnaround solutions that generate multimillion dollar growth.
- Strong leadership and team building qualified; employ an interactive, motivational, and decisive management style to encourage team buy-in and collaboration toward the achievement of critical corporate objectives.

PROFESSIONAL EXPERIENCE

MHM SOLUTIONS – Division of MHM Services, Inc. – Privately Held– Pennsylvania Staffing Contract – May 2014 - Current

Commonwealth of PA Medical Professional Contractor (107 different job descriptions)

Program Manager: Recruited to join organization to oversee new business line for the corporation. Responsible for all oversight of program and developing new business line for the company.

Key Achievements:

- Developed strong relationships with end-user in OMHSAS, OMAP, DHS and ODP to expand the use of positions in their facilities.
- Contract has grown from an anticipated \$14 million to a run rate of \$35 million.
- Worked with DGS to develop strong relationship and find ways to enhance the value of contract. Eliminated off contract bids and services, allowing DGS to use discounted rates of Lot 2 contract.
- Joined COSTARS to offer Commonwealth contract pricing to non- state agencies.
- Worked with DHS / DGS to add additional positions needed by the Commonwealth to the contract, over 35 positions added during the contract term.
- Aggressively worked to increase gross profit. The GP% has grown from an anticipated 9-10% to over 16%.
- Due to inability to secure consistent recruiting staff, additional responsibility was given to assist with recruiting. Personally responsible for recruiting 42% of new hires, growing program from 114 to 225 resources overall.
- Established agreements with Locum providers and subcontractor agencies to assist with filling requisition to provide ongoing care.
- Instrumental in the growth of new Competency Evaluation program started by OMHSAS. Previous contractor conducted 31 per year; MHM has conducted over 800 in 4 years.

GLOBAL EMPIRE, LLC – Privately Held – Harrisburg, Pennsylvania – December 2012 – May 2014
Global Healthcare Group LLC, GHG Home Care LLC (Home Health Services), Healthbridge Therapy LLC (International Therapy), GHG LLC (Travel Nurse and Allied professionals, government medical staffing), 10 year old company purchased by new owner in 2011. Noor Associates Inc. (Clerical Placements), Search Point NY (Executive Recruiting).

Director of Finance / Regional Director of Home Care Services: Recruited to a senior executive operational position to oversee all aspects of 3 companies, one with 4 divisions for annual revenue of \$ 17 million. Oversee all aspects of

financial department – billing, AP, AR and in-house payroll. Over compliance department. Supervise, mentor, coach and train 4 division heads and 21 staff members to strategically enhance business development, expense control, unsurpassed customer service and improve profit margins.

Key Achievements:

Restructured entire home care division after previous management failed audit by the Department of Health. Redesigned policies, procedures, hiring, on boarding, compliance, admissions, supervision, customer service and improved quality of care. Rebranded company with new name. Logo and image to the central Pennsylvania market. Successfully completed deficiency free survey.

- Completed all necessary paperwork, policies and procedures to submit application to open GHG Home Health LLC with the Department of Health for a Medicare certified licensed agency.
- Increased GHG Home care revenue by 23% for 2013.
- Transitioned Noor Associates and Search Point NY under Global Empire umbrella for all back office, HR, and Compliance functions in a two week period when PEO contract ended.
- Reduced costs and realigned responsibilities for more efficient operations with a 17% savings.
- Evaluated and identified key strengths of personnel to restructure positions, and develop strong performance. Interviewed qualified candidates with strengths to heighten the organizations quality of care. Trained, mentored and provided ongoing support for successful division teams.

LINKS2CARE– A LOVING CARE AGENCY – Executive Director, Harrisburg, Pennsylvania – 2010 – 2012
Leading provider of Home Care Services for the pediatric patient

Executive Director: Hold executive and P&L accountability for business operations of a \$6 million agency; coordinate all aspects of finance, administration, HR, new business development, service quality and regulatory compliance. Supervise, mentor, coach and train 8 direct reports and 100 field staff. Formulate and deploy short and long term strategies to increase profit, revamp internal procedures and institute best practices and performance management systems to drive continuous process improvement.

Key Achievements:

- Consistently surpassed corporate expectations for financial performance, generating \$5.6 million+ revenue, 32.19 gross profit, and 19.6% EBITDA.
- Credited with facilitating smooth and profitable transition from family owned business to a corporate culture and environment.
- Led successful completion of CHAP onsite survey

ASERACRAE HOSPICE – Executive Director, Harrisburg, Pennsylvania – 2009 – 2010
One of the nation’s premier providers of hospice and palliative care services

Executive Director: Provide decisive leadership and direction for all Agency Operations with a focus on restoring profitability to an underperforming branch and building a high quality, patient focused delivery system. Created aggressive marketing and growth strategy: identified and pursued revenue opportunities. Motivated teams, and established practical action plans. Orchestrated turnaround solutions and established superior patient care, financial stewardship and performance improvement as the forefront of operations management. Managed team of 45 employees.

Key Achievements:

- Acknowledged for transforming 3 years of losses into profitability, fueling 16% increase in net profit in 1 year while capturing corporate recognition as fastest growing agency out of 69 branches in 2009.
- Grew census from 58 to 86 within 4 months, driving significant increase in revenue flow.
- Cultivated strategic alliance with Golden Living Centers, doubling hospice referral through collaborative of care meeting.
- Recognized as “Manager of the Year” for 2009

SHS STAFFING SOLUTIONS - President, Harrisburg, Pennsylvania – 2001 – 2009

Provides professional, clerical, administrative, light industrial temps, as well as direct hire division for multiple industries.

President: Recruited as a senior executive change agent to transform 30-year old privately held firm into a world class provider of contingent staffing solutions. Managed full P&L, daily operations, and 50+ employees while serving as visionary for organizational expansion and improvement. Focused efforts on improving and streamlining processes, lowering Workers Compensation, implementing Safety Programs, and driving sales in Central Pennsylvania market. Oversaw finance and administration, new business development, sales and marketing, employee recruitment and training as well as client projects. Formulated business plan and growth strategy, defining offerings and delivery models, establishing partnerships, and developing operational infrastructure. Forged long-term, mutually profitable client relationships.

Key Achievements:

- Propelled explosive corporate growth from \$4.1 to \$18 million from 2001 to 2006.
- Drove corporate expansion from 2 branches offices and 7 employees to 7 locations with 50 full time staff.
- Produced 28% margins in light industrial unskilled labor by negotiating contract with outlying company to bus employees to client location.
- Built and expanded client base from 1 VOP with Power Logistics to include top tier clients such as Ames True Temper, Starbucks, Exel Logistics and RRD Logistics.
- Pioneered and instituted Student Exchange Program to fill lower paying assignments and generate profitability on low margin accounts.
- Headed corporate acquisition of Restart Temps and successful launch of new line of business, EVENTS by SHS, targeting the hospitality services sector.
- Developed new Direct Hire Division in 2008, generating \$175,000+ in placements and contracts services, with a 29% average contract margin and average weekly billing of \$15,000 over a 6-week period.

EARLIER CAREER HISTORY:

Regional Director, AppleOne Employment Services (1998- 2001)

Administrator, Kelly Assisted Living Inc. (1995-1998)

Regional Director, Medical Personnel Pool (Prior to 1995)

EDUCATION

Allied Health Sciences / Degree in Radiologic Technology
Pennsylvania State University
Ultrasound, Maryland Institute of Ultrasound Technology
John Hopkins University

REFERENCES

Tina L. Long | Bureau Director
Department of Human Services | Bureau of Financial Operations
Room 402 Health and Welfare Building | 625 Forster Street | Harrisburg, PA 17120
Phone: 717.772.2231
Email: tilong@pa.gov

Philip E. Mader | Director /Department of Public Welfare | Bureau of Community & Hospital Operations
Office of Mental Health and Substance Abuse Services
PA Department of Human Services, OMHSAS Bureau of Community and Hospital Operations
Commonwealth Tower – 12th Floor / 303 Walnut Street / Harrisburg, PA 17101
Phone: 717.783.8335 Cell: 717-773-3220
Email: sufortran@pa.gov

Elizabeth Lenhart | Commodity Manager | Professional Services
Department of General Services | Bureau of Procurement
555 Walnut Street | Harrisburg, PA 17101-1914
Phone: 717.783.8578 | Fax: 717.214.9505
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Lori A. Micheals | Procurement Manager | LI Prcmnt, Cntrs and Prop Mgmt
Bureau of Administrative Services /Department of Labor & Industry
651 Boas Street | Room 218 | Harrisburg, PA 17121
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Lucas D. Malishchak, DBA | A/Director of the Psychology Office
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Attachment 3: Implementation Milestone Timeline

Please see Attachments 3A and 3B for the MSP and VMS implementation milestone timelines.



Attachment 4: Implementation Work Breakdown Structure

Workstream	Task Name	Duration	Dependency	Due Date	Ext. Due Date	Owner	Status	Comments
Pre-Implementation & Contract								
Sales	Contract executed, hand-off to Project Manager							
Sales	Notifies Marketing of Award					Sales		
Marketing	Notifies Stakeholders of Award					Marketing		
Project Management	Provides MSA, RASCI, and Customer Profile to all Stakeholders					PM		
Project Management	Schedule Discovery Workshop and provide Discovery Workshop Schedule					PM		
Project Management	Conduct Internal Kick-off (Implementation, Finance, Payroll, Contracts, SR, and program management team)					PM		
Discovery								
Project Management	Lead Discovery Workshop					PM		
Project Management	Document Future State and Requirements at Discovery Workshop. Create Process Flows (future state)					Imp Spec		
Project Management	Lead Internal debrief					PM		
Project Management	Provide Customer with draft communications, future state processes, and project plan					PM		
Project Management	Provide <supplier management> with on-boarding docs					PM		
Supplier Relations	Begins creation of Supplier MSA					Sup Rela		
Customer	Approve RASCI and Scope Documents					Customer		
Customer	Review and Approve communications, future state processes and project plan					Customer		
Customer	Release Program Communication					Customer		
Supplier Relations	Work with Suppliers to provide census data					Sup Rela		



Requirements and Design								
Project Management	Create Configuration Workbook					Imp Spec		
IMP	Configure test site					Imp Spec		
Project Management	Update Program Guide					Imp Spec		
Project Management	Initial configuration testing					PM		
IMP	Create Test Scripts for UAT					Imp Spec		
Project Management	Facilitate UAT (Customer, program management team, Supplier Relations to participate)					PM		
IG Finance,A/P	Invoice Testing (With VMS)					IG A/P		
Project Management	Update QRG for program management team					Imp Spec		
Customer	Sign-off on UAT					Customer		
IMP	Build Production Environment					PM		
MSP Program Management Team	Create User Training Materials					MSP Program Management Team		
MSP Program Management Team	Review and approve Updated Program Guide					MSP Program Management Team		
Supplier Relations	Supplier Adoption					Sup Rela		
Supplier Relations	Send out VMS EUA					VMS		
IMP	Invite Suppliers into System					VMS		
Deploy								
Project Management	Facilitate Go/No Go meeting with core team and Customer					PM		
Project Management	Load Data for production					Imp Spec		
IG Finance	Create set-up in Paycom					Payroll		
IG Finance	Load workers into Paycom					Payroll		
IG HR	Create set-up in Healthsource					IG HR		
IG HR	Load workers into Healthsource					IG HR		



Customer/Supplier Relations	Release Training Communication					Customer		
Supplier Relations	Release Training Communication					Sup Rela		
MSP Program Management Team	Conduct Customer Training (w/Project Management)					MSP Program Management Team		
Supplier Relations	Conduct Supplier Training (w/Project Management)					Sup Rela		
Customer	Release Go Live Communications					Customer		
Supplier Relations	Release Supplier Go Live Communications					Sup Rela		
IMP	Provide Logins for Users/Suppliers/Workers					VMS		
Go Live								
Post Go Live								
Project Management	Upload Worker Gap File					Imp Spec		
IG A/P	Process invoicing (receive payment and pay suppliers)					IG A/P		
MSP Program Management Team	Conduct daily operations					MSP Program Management Team		
Project Management	Go/No Go Meeting/Hand-off to MSP Program Management Team (after 2 Invoices)					PM		
Project Management	Create/send Lessons Learned Survey (Implementation, Customer, MSP Program Management Team, Supplier Relations, Finance, A/P, Contracts)					PM		
Project Management	Conduct Lessons Learned					PM		
Project Management	Incorporate Lessons Learned into processes					PM		
Project Management	Close project					PM		

Attachment 5: Implementation RACI

Task #	Task	VMS	Client	MSP
Governance				
1	Management of implementation	R	C	A, R
2	Constructing and maintaining project work plans	R	C	A, R
3	Maintain and update project governance documents.	I	C	A, R
4	Manage project risks and issue resolution	R	R	A, R
5	Manage scope creep; track scope change requests	R, C	R	A, R
6	Standardize governance methodologies, templates, tools	C	C	A, R
7	Gets client sign off at each defined milestone	R	R	A, R
Supplier Engagement				
8	Identify and select suppliers for supply chain	I	A	A, R
9	Responsible for contract negotiation and execution, as applicable	I	A	A, R
10	Identify and document the supplier process and service level requirements	I	C	A, R
11	Obtain supplier onboarding documentation	C	C	A, R
12	Onboard supplier to VMS. Load supplier information and permission settings	A, R	C	R
13	Manage supplier communications	I	C	A, R
Business Process and Design				
14	Define business requirements	I	R	A, R
15	Define technical requirements needed to support the business requirements	A, R	A, R	A, R
16	Identify, define, and document business process and technical design	R	C	A, R
17	Configure test and training environments	R	I	A, R
18	Design testing plan for solution validation	R	I	A, R
19	Coordinate and facilitate the solution validation activities	R	R	A, R
20	Design invoice testing	A, R	C	R
21	Coordinate and facilitate invoice testing	R	R	A, R
22	Identify stakeholders	C	R	A
23	Identify reporting requirements	C	R	A
24	Design and create reporting for client	C	C	A, R
Data Exchange				
25	Identify data requirements	C	A	R
26	Develop data collection requirements	R	C	A, R
27	Manage data collection and validation with suppliers	C	A, R	A, R
28	Maintain and update configuration workbook	C	I	A, R
29	Perform quality analysis for data files (pre-loading)	R	C	A, R

30	Production environment configuration	R	I	A, R
31	Perform production environment data loads	C	I	A, R
32	Manage data quality assurance after conversion	R	I	A, R
System Integration				
33	Maintain integration project plan	A, R	R	C
34	Identify necessary data requirements for integration	A, R	R	C
35	Develop and communicate technical specification requirements for integrations	A, R	R	C
36	Document business processes and technology design workflows for integration	A, R	R	C
37	Maintain and update integration spec documents	A, R	R	C
38	Set up connectivity and transfer data for test environment	A, R	A, R	C
39	Design test scenarios for integration	A, R	A, R	C
40	Coordinate and facilitate integration testing	A, R	A, R	C
Change Management and Training				
41	Develop communication plan and timeline	I	R	A, R
42	Develop communications	I	A	R
43	Facilitate the approval of communications	I	A, R	I
44	Distribute communications	I	A, R	C
45	Determine training for stakeholders and create timeline for training	C	A, R	R
46	Develop client-specific, MSP, end user, and supplier training	C	C	A, R
47	Distribute invitations to stakeholders, end users, and suppliers for program introduction	C	C	A, R
48	Distribute invitations to stakeholders, MSP, end users, and suppliers for program training	C	C	A, R
49	Deliver client-specific MSP, end users, and supplier training	C	C	A, R
50	Deliver VMS supplier administration training	A, R	I	I
51	Perform final validation of readiness for client, VMS, and MSP	R	A	R
52	Provide "go live" support	A, R	A, R	A, R

Attachment 6: List of Sample Reports

VMS Standard Report Summary

The following reports comprise the VMS Standard Report Library. These reports are organized in seven subfolders under the \VMS * Standard Reports public folder within the Business Intelligence platform.

Table 1: Report Formats (* Standard Reports)

Report ID	Report Name	Report Description
VMT01	VMS Report Template	Provides a template for a VMS report that includes a neatly formatted header (including logo) and footer. This report can be used as a starting point for new ad-hoc reports to that a consistent look and feel can be maintained across your collection of reports. PROMPT(S): none
VMT02	VMS Report Cover Sheet	Use this report as a cover sheet for one or more other reports. When run, this report will prompt for a Title and Subtitle, which will display on the page. PROMPT(S): Report Title, Report Subtitle
VMT03	VMS Report Template with Cover Sheet	This report is a template for a VMS report that provides a neatly formatted header (including logo) and footer. This template also includes a separate cover sheet which appears as a separate tab in the document. This report can be used as a starting point for new ad-hoc reports to that a consistent look and feel can be maintained across your collection of reports. PROMPT(S): none

Table 2: Requisition Reports (* Standard Reports\ 10 – Requisitions)

Report ID	Report Name	Report Description
VSR01	Requisition Overview	Provides an aggregate view of the current status for all reqs created within a certain date range. It includes a list of top contributors of created requisitions by location, manager and requisition class as well as a detailed breakdown of created requisitions by status for all locations, managers and requisition classes as well. PROMPT(S): Req Created Date Range, Manager(s), Location(s) and Root Req Class(es)
VSR02	Requisition Overview – Created Last Month	Provides an aggregate view of the current status for all reqs created during the last calendar month. It includes a list of top contributors of created requisitions by location, manager and requisition class as well as a detailed breakdown of created requisitions by status for all locations, managers and requisition classes as well. PROMPT(S): Manager(s), Location(s) and Root Req Class(es)
VSR03	Requisition Overview with Region	Provides an aggregate view of the current status for all reqs created within a certain date range. It includes a list of top contributors of created requisitions by location, manager and requisition class as well as a detailed breakdown of created requisitions by status for all regions, managers and requisition classes as well. PROMPT(S): Req Created Date Range, Region(s), Manager(s) and Root Req Class(es)
VSR10	Requisition Summary	Provides a summary of key req information for all reqs created within a specified date range. Includes graphs for Reqs by Status and Reqs by Days to Status. PROMPT(S): Req Created Date Range, Status(es), Location(s), Manager(s)

Report ID	Report Name	Report Description
VSR11	Requisition Summary (with Budget)	Provides a summary of key req information for all reqs created within a specified date range, including estimated budget information, if available. Includes graphs for Req by Status and Req by Estimated Budget. PROMPT(S): Req Created Date Range, Status(es), Location(s), Manager(s)
VSR12	Active Requisition Summary	Provides a summary of key req information for active requisitions (defines as in Pending Approval, Open or Interviews Occurring statuses). Includes graphs for Req by Active Status and Req by Days to Start. PROMPT(S): Location(s), Manager(s)
VSR13	Requisition Summary – Created Last Week	Provides a summary of key req information for requisitions created during the previous calendar week. Includes graphs for Req by Days to Start and Req by Length (in weeks). PROMPT(S): Location(s), Manager(s)
VSR20	Requisition Detail	Provides detailed information on selected requisitions including key attributes, approval and status history, as well as a candidate submittal summary by vendor. PROMPT(S): Status(es), Location(s), Manager(s)
VSR21	Requisition Detail – Req ID(s)	Provides detailed information on selected requisitions including key attributes, approval and status history, as well as a candidate submittal summary by vendor. PROMPT(S): Req ID(s)
VSR30	Active Requisitions List	Provides a list of active requisitions and associated attributes, including custom fields, if applicable. Can select which statuses are considered “active.” PROMPT(S): Status(es)
VSR31	Requisitions List – by Req Created Date	Provides a list of requisitions and associated attributes based on selected criteria. PROMPT(S): Req Created Date range, Status(es), Manager(s)
VSR32	Requisitions List – by Req Opened Date	Provides a list of requisitions and associated attributes based on selected criteria. PROMPT(S): Req Opened Date range, Status(es), Manager(s)

Table 3: Candidate Reports (\ * Standard Reports\ 20 – Candidates)

Report ID	Report Name	Report Description
VCR01	Candidate Overview	Provides an aggregate view of the current status for all candidates submitted within a certain date range. It includes a list of top contributors of submitted candidates by vendor, manager and requisition class as well as a detailed breakdown of submitted candidates by status for all vendors, managers and requisition classes as well. PROMPT(S): Candidate Submitted Date Range, Vendor(s), Manager(s) and Root Req Class(es)
VCR02	Candidate Overview – Submitted Last Month	Provides an aggregate view of the current status for all candidates submitted within the last calendar month. It includes a list of top contributors of submitted candidates by vendor, manager and requisition class as well as a detailed breakdown of submitted candidates by status for all vendors, managers and requisition classes as well. PROMPT(S): Vendor(s), Manager(s) and Root Req Class(es)
VCR10	Engaged Candidate Summary	Provides a summary of key information for engaged candidates. Includes graphs for Candidates by Engagement Length and Candidates by Weeks Remaining. PROMPT(S): Vendor(s), Manager(s)
VCR20	Candidate Detail	Provides detailed information on selected candidates including key attributes, employment info and required skills and candidate skill match information. PROMPT(S): Candidate ID(s)
VCR30	Submitted Candidates List	Provides a list of key candidate information (including candidate custom fields) for candidates submitted during a specified period of time. PROMPT(S): Candidate Submittal Date Range, Vendor(s)
VCR31	Submitted Candidates List – Req ID(s)	Provides a list of key candidate information (including candidate custom fields) for candidates submitted against specific Req ID(s). PROMPT(S): Req ID(s)
VCR35	Candidate Interview List	Provides a list of candidates and key information for candidates having an interview scheduled during a specified time period. PROMPT(S): Candidate Interview Date Range
VCR40	Candidate Certifications List	Provides a list of candidate certification information for candidates associated with the selected vendor(s). PROMPT(S): Vendor(s)
VCR41	Candidate Certifications List - Achieved (All)	Provides a list of certification information for all certifications achieved by candidates within a specified time period for the candidates of selected vendors. PROMPT(S): Certification Achieved Date Range, Vendor(s)
VCR42	Candidate Certifications List – Achieved (Specific)	Provides a list of certification information for specific certifications achieved by candidates within a specified time period for the candidates of selected vendors. PROMPT(S): Certification Name(s), Certification Achieved Date Range, Vendor(s)

Report ID	Report Name	Report Description
VCR43	Candidate Certifications List – Expiring (All)	Provides a list of certification information for all candidate certifications that expire within a specified time period for the candidates of selected vendors. PROMPT(S): Certification Achieved Date Range, Vendor(s)
VCR44	Candidate Certifications List – Expiring (Specific)	Provides a list of certification information for specified candidate certifications that expire within a specified time period for the candidates of selected vendors. PROMPT(S): Certification Achieved Date Range, Certification Name(s), Vendor(s)

Table 4: Engagement Reports (\ * Standard Reports\ 30 – Engagements)

Report ID	Report Name	Report Description
VSE01	Engagement Overview	Provides an aggregate view of the current status for all engagements created within a certain date range. It includes a list of top contributors of created engagements by manager, vendor and requisition class as well as a detailed breakdown of created engagements by status for all managers, vendors and root requisition classes as well. PROMPT(S): Engagement Created Date Range, Manager(s), Vendor(s) and Root Req Class(es)
VSE02	Engagement Overview with Region	Provides an aggregate view of the current status for all engagements created within a certain date range. It includes a list of top contributors of created engagements by region, vendor and requisition class as well as a detailed breakdown of created engagements by status for all regions, vendors and root requisition classes as well. PROMPT(S): Engagement Created Date Range, Region(s), Vendor(s) and Root Req Class(es)
VSE10	Active Engagement Summary	Provides a summary of key engagement information for all currently active engagements. Includes graphs for Engagements by Length (in weeks) and Engagements by Estimated Budget. PROMPT(S): Manager(s), Vendor(s)
VSE11	Engagement Summary – Active Between	Provides a summary of key engagement information for all engagements active between a specified date range. Includes graphs for Engagements by Length (in weeks) and Engagements by Estimated Budget. PROMPT(S): Engagement Active Between Date Range, Manager(s), Vendor(s)
VSE12	Engagement Summary – Starting Between	Provides a summary of key engagement information for all engagements with an engagement start date between a specified date range. Includes graphs for Engagements by Length (in weeks) and Engagements by Estimated Budget. PROMPT(S): Engagement Start Date Range, Manager(s), Vendor(s)
VSE13	Engagement Summary – Ending Between	Provides a summary of key engagement information for all engagements with an engagement through date between a specified date range. Includes graphs for Engagements by Length (in weeks) and Engagements by Estimated Budget. PROMPT(S): Engagement End Date Range, Manager(s), Vendor(s)
VSE14	Engagement Summary – Created Last Week	Provides a summary of key engagement information for all engagements created during the last calendar week. Includes graphs for Engagements by Time to Fill (in days) and Engagements by Length (in weeks). PROMPT(S): none

Report ID	Report Name	Report Description
VSE15	Engagement – Days Engaged	Alternative to Delivered Report 5000c. Provides details of engagement information, calculating the number of calendar days each worker was engaged during the prior month. PROMPT(S): Client Region Name(s), Report Beginning Date (Engt Through Date), Report End Date (Engt Start Date)
VSE20	Engagement Detail	Provides detailed information on selected engagements including key attributes of the engagement and candidate, the active billing rules of the engagement, an engagement extension summary and the most recent status change history. PROMPT(S): Status(es), Manager(s), Vendor(s)
VSE21	Engagement Detail – Req ID(s)	Provides detailed information on engagements for the specified requisition id(s), including key attributes of the engagement and candidate, the active billing rules of the engagement, an engagement extension summary and the most recent status change history. PROMPT(S): Req ID(s)
VSE30	Active Engagements List	Provides a list of active engagements including comprehensive engagement attribute information (including engagement custom fields). PROMPT(S): Vendor(s), Manager(s)
VSE31	Active Engagement Logistics List	Provides a list of active engagements with the engagement logistics information attached to the engagement. PROMPT(S): Vendor(s), Manager(s)
VSE35	Disengagements List	Provides a list of engagements with an engagement through date between a specified date range. Includes engagement, candidate, manager and vendor information. PROMPT(S): Engagement Through Date Range, Vendor(s), Manager(s)
VSE36	Disengagements List – Ending Next Week	Provides a list of engagements scheduled to end in the next calendar week (based on the engagement through date). Includes engagement, candidate, and manager and vendor information. PROMPT(S): Vendor(s), Manager(s)
VSE40	New Engagements List	Provides a list of engagements starting between a specified date range, including comprehensive engagement attribute information (including engagement custom fields). PROMPT(S): Engagement Start Date Range, Vendor(s), Manager(s)
VSE41	New Engagements List – Starting Next Week	Provides a list of engagements starting in the next calendar week (based on current date) and includes comprehensive engagement attribute information (including engagement custom fields). PROMPT(S): Vendor(s), Manager(s)
VSE42	New Engagements List – by Engt Created Date	Provides a list of engagements created within the specified date range and includes comprehensive engagement attribute information (including engagement custom fields). PROMPT(S): Engagement Created Date Range, Vendor(s), Manager(s)

Table 5: Time, Expense, and Financial Reports (\ * Standard Reports\ 40 – Time, Expense & Financial)

Report ID	Report Name	Report Description
VTE01	Timesheet Overview	Provides an aggregate view of the current status for all timesheets submitted within a certain date range. It includes a list of top contributors of submitted timesheets (by count of timesheets) by manager, vendor and requisition class as well as a detailed breakdown of submitted timesheets by status for all managers, vendors and root requisition classes as well. PROMPT(S): Timesheet Submitted Date Range, Manager(s), Vendor(s) and Root Req Class(es)
VTE02	Timesheet Spend Overview	Provides an aggregate view of the timesheet spend by current status for all timesheets submitted within a certain date range. It includes a list of top contributors of submitted timesheets (by total spend of timesheets) by manager, vendor and requisition class as well as a detailed breakdown of submitted timesheets by status for all managers, vendors and root requisition classes as well. PROMPT(S): Timesheet Submitted Date Range, Manager(s), Vendor(s) and Root Req Class(es)
VTE03	Timesheet Spend Overview with Region	Provides an aggregate view of the timesheet spend by current status for all timesheets submitted within a certain date range. It includes a list of top contributors of submitted timesheets (by total spend of timesheets) by region, vendor and requisition class as well as a detailed breakdown of submitted timesheets by status for all regions, vendors and root requisition classes as well. PROMPT(S): Timesheet Submitted Date Range, Region(s), Vendor(s) and Root Req Class(es)
VTE10	Timesheet Summary by Approved Date	Provides a summary of timesheet information for all timesheets having a timesheet approved date within the specified date range. Includes graphs for Timesheets by Days to Submit and Timesheets by Days to Approve. PROMPT(S): Timesheet Approved Date Range, Manager(s), Vendor(s)
VTE11	Timesheet Summary by Submitted Date	Provides a summary of timesheet information for all timesheets submitted within the specified date range. Includes graphs for Timesheets by Status and Timesheets by Days to Submit. PROMPT(S): Timesheet Submitted Date Range, Manager(s), Vendor(s)
VTE12	Timesheet Summary by Week End Date	Provides a summary of timesheet information for all timesheets with a week ending date within the specified date range. Includes graphs for Timesheets by Status and Timesheets by Days to Submit. PROMPT(S): Timesheet Week Ending Date Range, Manager(s), Vendor(s)
VTE20	Timesheet Detail	Provides a view of timesheet detail for all timesheets submitted between the dates entered by the user for the purpose of timesheet review and approval. PROMPT(S): Timesheet Submitted Date Range, Manager(s), Vendor(s)
VTE21	Timesheet Detail – TS ID(s)	Provides a view of timesheet detail for a specific timesheet(s) for the purpose of timesheet review and approval. PROMPT(S): TS ID(s)

Report ID	Report Name	Report Description
VTE22	Timesheet Detail – Cand ID(s)	Provides a view of timesheet detail for timesheets with TS End Date(s) between the range entered by the user and the selected Cand ID(s). PROMPT(S): TS End Date Range, Cand ID(s)
VTE25	Current Missing Timesheets	Provides a visual summary of all candidates with timesheets missing for any of the 8 most recent timesheet period end dates. Estimates the missing spend amount based on either the average approved timesheet spend (if candidate has any approved timesheets) or the calculated expected weekly hours multiplied by the current client rate. If either "days per week" or "hours per day" values are missing, the report will estimate the number of hours per week to multiply by the client rate, based upon 8 hours per day and 5 days per week. PROMPT(S): Vendor(s), Manager(s)
VTE30	Submitted Timesheets List	Provides a list of timesheets submitted within a specified date range, including comprehensive timesheet attribute information. PROMPT(S): Timesheet Submitted Date Range, Vendor(s), Manager(s)
VTE31	Approved Timesheets List	Provides a list of timesheets approved within a specified date range, including comprehensive timesheet attribute information. PROMPT(S): Timesheet Approved Date Range, Vendor(s), Manager(s)
VTE32	Approved Timesheets List – by Week Ending Date	Provides a list of approved timesheets having a week ending date within a specified date range, including comprehensive timesheet attribute information. PROMPT(S): Timesheet Week Ending Date Range, Vendor(s), Manager(s)
VTE40	Expense Overview	Provides an aggregate view of the current status for all expense items submitted within a certain date range. It includes a list of top contributors of submitted expense items (by count of items) by vendor, manager and requisition class as well as a detailed breakdown of submitted timesheets by status for all vendor, manager and root requisition classes as well. PROMPT(S): Timesheet Submitted Date Range, Vendor(s), Manager(s) and Root Req Class(es)
VTE50	Expense Summary by Approved Date	Provides a summary of expense information for all expense items approved within a specified date range. Includes graphs for expense items by Time to Submit, expense items by Time to Vendor Acceptance, and expense items by Time to Client Approval. PROMPT(S): Expense Approval Date, Manager(s), Vendor(s)
VTE51	Expense Summary by Submitted Date	Provides a summary of expense information for all expense items submitted within a specified date range. Includes graphs for expense items by Status and Top 3 expense items (by amount). PROMPT(S): Expense Submittal Date, Manager(s), Vendor(s)
VTE60	Expense Detail	Provides a view of expense detail for all expenses submitted between the date range entered by the user for the purpose of expense report review and approval. PROMPT(S): Expense Submitted Date Rate, Manager(s), Vendor(s)

Report ID	Report Name	Report Description
VTE61	Expense Detail – Cand ID(s)	Provides a view of expense detail for expense items submitted within the Exp Date Range entered by the user and for selected Cand ID(s). This version provides Dates for Exp Submittal, Acceptance/Approval and Rejection. PROMPT(S): Expense Submitted Date Range, Cand ID(s)
VTE70	Approved Expenses List	Provides a list of expense items approved within a specified date range, including comprehensive expense information. PROMPT(S): Expense Approved Date Range, Vendor(s), Manager(s)
VTE71	Submitted Expenses List	Provides a list of expense items submitted within a specified date range, including comprehensive expense information. PROMPT(S): Expense Submitted Date Range, Vendor(s), Manager(s)
VTE80	Engagement Spend Analysis	Provides an analysis of spend for all timesheets and expenses approved within a specified date range. Includes breakout by Vendor, Manager, and Root Req Class. PROMPT(S): Timesheet / Expense Approved Date Range; Vendor(s); Manager(s); Req Class(es)
VTE81	Engagement Spend by Vendor	Provides a summary of timesheet and expense information, sectioned by vendor, for all timesheets and expenses approved within a specified date range. PROMPT(S): Timesheet / Expense Approved Date Range; Vendor(s)
VTE82	Engagement Spend by Manager	Provides a summary of timesheet and expense information, sectioned by manager, for timesheets and expenses approved within a specified date range. PROMPT(S): Timesheet / Expense Approved Date Range; Manager(s)
VTE83	Engagement Spend by Diversity Category	Provides a summary of engagement spend (timesheet and expense) information by vendor grouped by vendor diversity category for spend approved within a specified date range. Includes graphs for spend by vendor type (diverse / not diverse) and spend by diversity type (minority owned, woman owned, both minority and woman owned). PROMPT(S): Spend Approved Date Range, Vendor(s)

Table 6: Management and Compliance Reports (\ * Standard Reports\ 50 – Management & Compliance)

Report ID	Report Name	Report Description
VMC01	Vendor Scorecard	Provides a comprehensive view of the selected vendor's performance during a specified time period, including: reqs received and candidates submitted; candidate submittal quality; engaged candidate quality; candidate, timesheet and expense submittal efficiency; and comparative rate analysis. PROMPT(S): Vendor Performance Date Range; Vendor
VMC02	Vendor Scorecard Companion	Provides a convenient view of the raw data used in preparation of the Vendor Scorecard. Use this report to research results presented for a particular vendor via the Vendor Scorecard by selecting the same vendor and performance period on this report. PROMPT(S): Vendor Performance Date Range; Vendor
VMC03	Vendor Scorecard – Last Month	Provides a comprehensive view of the selected vendor's performance during the last calendar month, including: reqs received and candidates submitted; candidate submittal quality; engaged candidate quality; candidate, timesheet and expense submittal efficiency; and comparative rate analysis. PROMPT(S): Vendor
VMC10	Vendor Specialization	Provides an overview of the total number of candidates, broken out by current status, submitted within a specified date range for the specified vendor(s). Includes a summary of the most active requisition classes for the selected vendor(s) based on the number of candidates submitted and the number of those candidates ultimately engaged. PROMPT(S): Candidate Submittal Date Range, Vendor(s)
VMC11	Requisition Class Specialization	Provides an overview of the total number of candidates, broken out by current status, submitted within a specified date range for the specified requisition class(es). Includes a summary of the most active vendors based on the number of candidates submitted and the number of those candidates ultimately engaged against the selected requisition class(es). PROMPT(S): Candidate Submittal Date Range, Level 1 Requisition Class(es)
VMC15	Year-to-Date Diverse Vendor Analysis	For all active Vendors - what is the ratio of diverse to non-diverse vendors for candidate submittal, engagements, and spend for the current year to date. Provides a year-to-date analysis of active diverse vendors compared to non-diverse vendors, including comparison of candidate submittals, engagements and total spend. Also includes a summary of year-to-date data for all diverse vendors. PROMPT(S): none
VMC20	Requisition Cycle Time Summary	Provides a summary of requisitions filled within a specified date range and shows the total time to fill and time by four key process stages (req created to vendor received; vendor received to candidate submitted; candidate submitted to candidate selected; and candidate selected to candidate engaged) for the candidates engaged for each requisition. Includes summary graphs for time to fill and average days in each process stage. PROMPT(S): Requisition Filled date range; Manager(s); and Vendor(s)

Report ID	Report Name	Report Description
VMC21	Requisition Cycle Time Summary with Req Class	Provides a summary of requisitions filled within a specified date range and shows the total time to fill and time by four key process stages (req created to vendor received; vendor received to candidate submitted; candidate submitted to candidate selected; and candidate selected to candidate engaged) for the candidates engaged for each requisition. Includes summary graphs for time to fill and average days in each process stage. PROMPT(S): Requisition Filled date range; Manager(s); and Root Req Class(es)
VMC30	Budget Audit Summary – Currently Active	Provides an audit summary of all currently active engagements, analyzing the actual spend to date against the overall budget for the engagement as well as against the estimated run-rate by week based on the overall budget. Identifies engagements over budget, over the estimated run rate, on target and under budget. PROMPT(S): none
VMC31	Budget Audit Summary – Active Between	Provides an audit summary of all engagements active between the specified date range, analyzing the actual spend to date against the overall budget for the engagement as well as against the estimated run-rate by week based on the overall budget. Identifies engagements (including graphs) that are over budget, over the estimated run rate, on target and under budget. PROMPT(S): Engagement Active Date Range
VMC40	Candidate Length of Stay Audit Summary	Provides a summary of candidates either over or at risk (within 10%) of being over a specified length of stay threshold, based upon the Engagement Start Date compared to the current date. Includes graphs for Candidates by % Over Threshold and Candidates Over Threshold by Engagement Weeks Remaining. PROMPT(S): Length of Stay Threshold (in weeks)
VMC41	Candidate Conversion Summary	Provides a summary of candidates with a disengagement status of Hired out of all candidated disengaged within a specified date range. Includes graphs for Candidates by Disengaged Status (hired vs. other) and for Candidates by Length of Engagement (in months) before conversion. PROMPT(S): Engagement End Date Range
VMC50	Rate Analysis - Req Classes	Provides an aggregate view of the rates by requisition class for all candidates submitted or actively engaged within a specified date range. Includes a list of top contributors of lowest level and parent req classes as well as a detailed breakdown of all rates by req classes. PROMPT(S): Candidate Submittal / Engagement Date Range; Vendor(s)
VMC51	Rate Analysis – Vendors	Provides an aggregate view of the rates by vendor for all candidates submitted or actively engaged within a specified date range. Includes a summary of top vendors (based on candidate volume) as well as a detailed breakdown of all rates by vendors. PROMPT(S): Candidate Submittal / Engagement Date Range; Vendor(s)

Table 7: Project / Fixed Bid Reports (\ * Standard Reports\ 60 – Project / Fixed Bid)

Report ID	Report Name	Report Description
VPR01	Project Requisition Summary	Provides a summary of key information for project requisitions currently in the specified status for the selected locations and approval process users. Includes graphs for Project Requisitions by Project Length and Project Requisitions by Estimated Project Budget. PROMPT(S): Project Requisition Status(es), Approval Process User(s)
VPR10	Project Requisition Detail	Provides detailed information on selected project requisitions including key attributes of the project requisition, project contacts, dates, approval history and proposal summary. PROMPT(S): Project Requisition Status(es), Location(s)
VPR11	Project Requisition Detail – Req ID(s)	Provides detailed information on selected project requisitions including key attributes of the project requisition, project contacts, dates, approval history and proposal summary. PROMPT(S): Project Requisition ID(s)
VPR20	Project Engagement Summary	Provides a summary of key information for project engagements currently in the specified status for the selected location(s) and vendor(s). Includes graphs for Project Engagements by Project Length and Project Engagements by Estimated Project Budget. PROMPT(S): Project Engagement Status(es), Vendor(s)
VPR30	Project Engagement Detail	Provides detailed information on selected project engagements including key attributes of the project engagement, approval history, milestone payment schedule and project invoice summary. PROMPT(S): Project Engagement Status(es), Location(s), Vendor(s)
VPR31	Project Engagement Detail – Req ID(s)	Provides detailed information on selected project engagements including key attributes of the project engagement, approval history, milestone payment schedule and project invoice summary. PROMPT(S): Project Requisition ID(s)

Table 8: Configuration Data Reports (\ * Standard Reports\ 70 – Configuration Data)

Report ID	Report Name	Report Description
VCD01	Active User Overview	Provides summary counts of active users broken out by application authority level as well as reporting user type and data access level by application authority level. PROMPT(S): none
VCD02	Active User Summary	Provides a summary of key information on active users defined in the system. Includes graphs for Users by Authority Level and Users by Reporting User Level and Data Visibility setting (All Data access or Affiliated Only data access) PROMPT(S): none
VCD10	User List	Provides a list of comprehensive attributes and information (including user custom fields) for users having the selected status(es) and authority level(s). PROMPT(S): User Status(es), Authority Level(s)
VCD15	Location List	Provides a list of comprehensive attributes and information for all active locations configured in the system. PROMPT(S): none
VCD20	Projects List	Provides a list of comprehensive attributes and information for all active top level (level 0) projects configured in the system. PROMPT(S): none
VCD21	Projects List – 2 Levels	Provides a list of comprehensive attributes and information for all active top level (level 0) and second level (level 1) projects configured in the system. PROMPT(S): none
VCD22	Projects List - 3 Levels	Provides a list of comprehensive attributes and information for all active top (level 0), second (level 1) and third level (level 2) projects configured in the system. PROMPT(S): none
VCD25	Requisition Class List- 2 Levels	Provides a list of comprehensive attributes and information for all active top level (level 0) and second level (level 1) requisition classes configured in the system. PROMPT(S): none
VCD26	Requisition Class List – 3 Levels	Provides a list of comprehensive attributes and information for all active top level (level 0), second (level 1) and third level (level 2) requisition classes configured in the system. PROMPT(S): none
VCD27	Requisition Class List – 4 Levels	Provides a list of comprehensive attributes and information for all active top level (level 0), second (level 1), third (level 2) and fourth level (level 3) requisition classes configured in the system. PROMPT(S): none
VCD30	Cost Center List	Provides a list of comprehensive attributes and information for all active cost centers configured in the system. PROMPT(S): none

Attachment 7: Sample Reports

Manager Dashboard

Refreshed: Friday, April 7, 2017 4:04:38 PM

Manager(s): All Managers

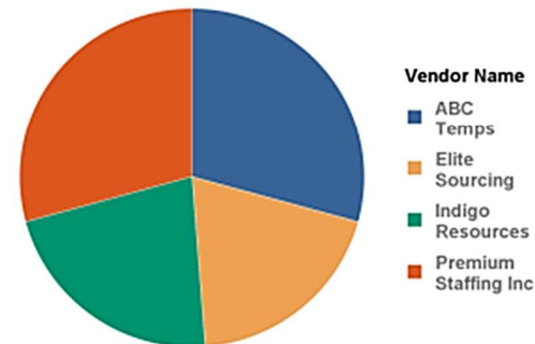
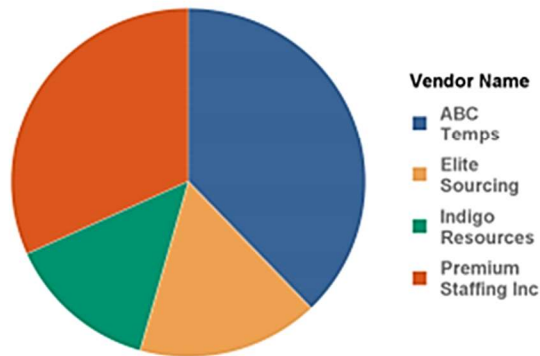
Vendor(s): All Vendors

Dashboard Stats		
Total Engagement Count	Total Spend	Total Requisition Count
41	\$837,884	77

Engagement Length by Weeks			Timesheet Count by Status			Requisition Count By Status		
< 4 weeks	2	5%	Timesheets Submitted	159	27%	Closed/cancelled	5	6%
4 - 26 weeks	19	46%	Timesheets Approved	427	71%	Filled	40	52%
26 - 52 weeks	18	44%	Timesheets Rejected	12	2%	Interviews occurring	15	19%
> 52 weeks	2	5%				Open	17	22%

Current Engagement Spend by Vendor		
ABC Temps	\$316,789	38%
Elite Sourcing	\$139,016	17%
Indigo Resources	\$115,800	14%
Premium Staffing Inc	\$266,279	32%

Current Engagement Count by Vendor		
ABC Temps	12	29%
Elite Sourcing	8	20%
Indigo Resources	9	22%
Premium Staffing Inc	12	29%



Vendor Scorecard

Refreshed: Friday, April 7, 2017 11:32:58 AM

Period: 4/7/2016 12:00:00 AM - 4/7/2017 12:00:00 AM

Vendor: ABC Temps

Active Engagement Stats

New Engagements This Period	26
Disengagements This Period	20
Current Active Engagements	12

Current Engagement Roll-off Summary

< 0 days	2	17%
0 - 30 days		
30 - 90 days	3	25%
> 90 days	7	58%

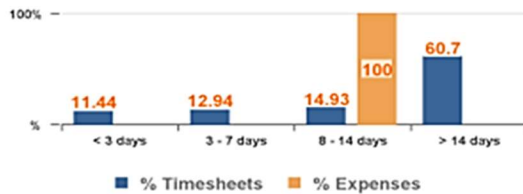
Approved Spend This Period	\$320,014
Base Client Rate Spend	\$319,090 100%
Non-Base Rate Spend	\$924 0%

Vendor Efficiency

Candidate Submittal Responsiveness



Time & Expense Submittal Responsiveness



Candidate Submittal Activity

Reqs Received (this period)	48
Reqs Rejected (this period)	
Total Openings	74
Reqs with No Submittal	47 98%
Openings with No Submittal	49 66%
Reqs With Submittal	1 2%
Openings With Submittal	25 34%
Cand Submitted (this period)*	98 56 / 77 **
Cand Decision Made	39 40%
Cand Decision Pending	59 60%

Submittals / Req Ratio 1.8 : 1

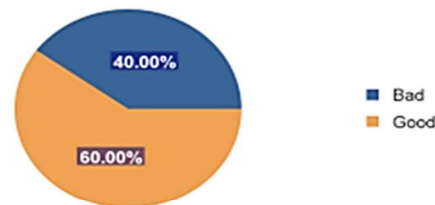
Submittals / Opening Ratio 1.3 : 1

* includes submits for reqs received prior to current period
 ** total reqs/openings with candidate submittals this period

Candidate Quality - Engaged

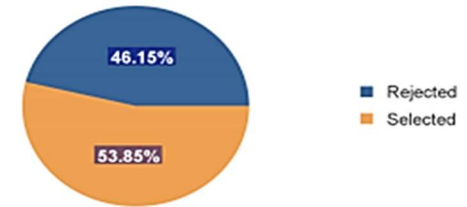
False Starts: 0 Candidates Hired: 2

Engaged Candidate Quality

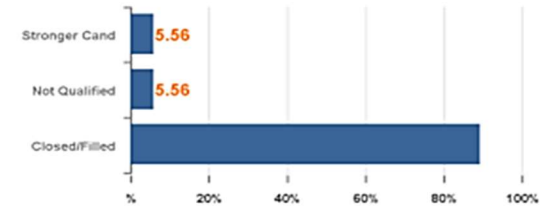


Candidate Quality - Submitted

Candidate Submittals



Rejected Reasons (In Percent)



Submittal and Rejection Reasons Breakdown

Rejected	Closed/Filled	16
	Not Qualified	1
	Stronger Cand	1
Rejected	Total:	18
	Grand Total:	18

Vendor Rate Analysis

Vendor Submitted Rate Comparison

	at / below	above
to All Vendor Submittal Avg	62%	40%
to Final Engaged Avg	73%	27%
> 10% below NTE	60%	40%

Missing Rate Information Summary

Reqs with No NTE Rate	0	0%
Candidates with No Rate	4	4%

Vendor Scoreboard

Refreshed: Tuesday, December 12, 2017 8:32:15 AM

Date Range: 1/1/2017 12:00:00 AM - 12/12/2017 12:00:00 AM

Vendor(s): All Vendors

ABC Temps		Approved to Spend:	% of Program Spent:	% Program Remaining:	New Engagements:	Disengagements:
		\$425,524.52	38.69%	61.31%	32	19
		Number of Requisitions Received:	Total Number of Submittals:	Requisitions with No Submittals:	Requisitions with Submittals:	Average Candidates Submitted to Reqs with Submittals:
		160	57	35.63%	64.38%	1.77
		Candidates Selected:	Candidates Interviewed:	Bad Disengagements:	Selected Candidates / Count of Submittals:	
		21	3	7	20.79%	
1	2	3				
Elite Sourcing		Approved to Spend:	% of Program Spent:	% Program Remaining:	New Engagements:	Disengagements:
		\$186,521.08	16.96%	83.04%	17	10
		Number of Requisitions Received:	Total Number of Submittals:	Requisitions with No Submittals:	Requisitions with Submittals:	Average Candidates Submitted to Reqs with Submittals:
		159	46	28.93%	71.07%	1.76
		Candidates Selected:	Candidates Interviewed:	Bad Disengagements:	Selected Candidates / Count of Submittals:	
		12	0	2	14.81%	
1	1	3				

Year-to-Date Vendor Diversity Analysis

Refreshed: Friday, April 7, 2017 11:35:22 AM

Top Diverse Vendors in Spend		
Top 2 Diverse Vendors	Spend	%
Indigo Resources	\$51,184	68%
Elite Sourcing	\$23,916	32%
Sum of Top Vendors	\$75,100	
All Other Diverse Vendors	\$0	

- Non-Diverse
- Diverse - Both
- Diverse - Minority Owned

Top Diverse Vendors in Engagements		
Top 2 Diverse Vendors	Count	%
Indigo Resources	10	53%
Elite Sourcing	9	47%
Sum of Top Vendors	19	
All Other Diverse Vendors	0	

Year-to-Date Candidate Submittals

Submittal Count

Diversity Type Breakdown (In Percent)

Type	Non-Diverse (%)	Diverse (%)
Both	46.34	53.66
Minority Owned	53.66	46.34

Year-to-Date Candidate Engagements

Engagement Count

Diversity Type Breakdown (In Percent)

Type	Non-Diverse (%)	Diverse (%)
Minority Owned	52.63	47.37
Both	47.37	52.63

Year-to-Date Candidate Spend

Candidate Spend

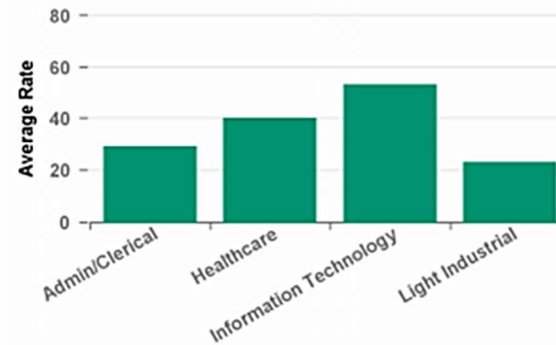
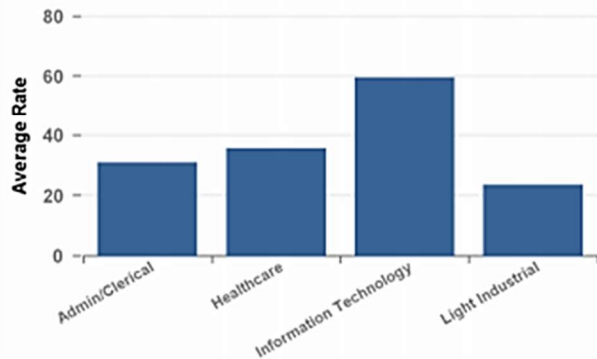
Diversity Type Breakdown (In Percent)

Type	Non-Diverse (%)	Diverse (%)
Both	31.85	68.15
Minority Owned	68.15	31.85

Rate Analysis - Requisition Class Detail

Refreshed: Friday, April 7, 2017 11:38:40 AM

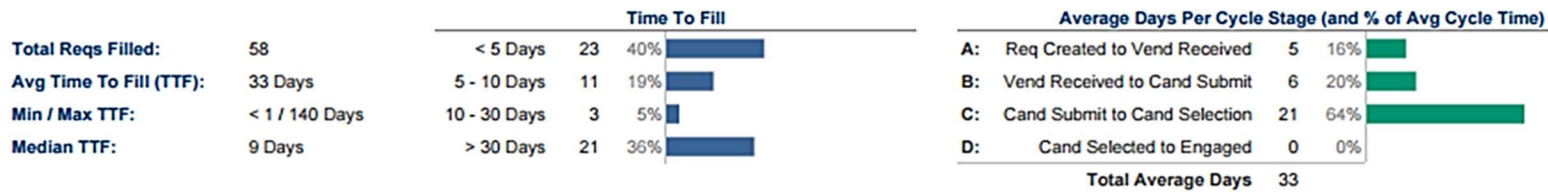
Requisition Class	Total Cands	Candidates Submitted *					Candidates Engaged				
		# Cands	Minimum Rate	Maximum Rate	Median Rate	Average Rate	# Cands	Minimum Rate	Maximum Rate	Median Rate	Average Rate
(all requisition classes)	309	306	\$11.56	\$98.00	\$36.40	\$38.82	56	\$0.00	\$84.00	\$36.40	\$39.08
Administrative Assistant	12	12	\$11.56	\$36.77	\$15.76	\$19.26	3	\$15.76	\$49.00	\$35.00	\$33.25
Business Analyst	21	21	\$23.80	\$72.80	\$50.00	\$52.29	6	\$42.00	\$72.80	\$63.00	\$60.27
Certified Nursing Assistant	27	27	\$18.20	\$77.00	\$36.40	\$43.27	6	\$0.00	\$67.20	\$35.00	\$28.93
Claims Adjuster	12	12	\$19.60	\$58.80	\$35.00	\$36.75	2	\$23.80	\$42.00	\$32.90	\$32.90
Customer Service Rep	12	12	\$14.00	\$56.00	\$21.00	\$29.17	1	\$21.00	\$21.00	\$21.00	\$21.00
Forklift Operator	7	7	\$14.00	\$24.00	\$20.00	\$19.57	0				
Insurance Billing Specialist	14	14	\$30.80	\$56.00	\$39.20	\$41.10	3	\$32.20	\$44.80	\$35.00	\$37.33
Medical Assistant	15	15	\$14.00	\$35.00	\$21.00	\$22.59	3	\$18.20	\$21.00	\$18.20	\$19.13
Medical Receptionist	16	16	\$14.00	\$32.00	\$18.20	\$19.25	3	\$16.80	\$35.00	\$18.00	\$23.27
Network Support Analyst	27	26	\$37.80	\$98.00	\$53.20	\$57.35	3	\$47.60	\$75.00	\$63.00	\$61.87
Palletizer	9	9	\$14.00	\$28.00	\$17.50	\$18.74	1	\$28.00	\$28.00	\$28.00	\$28.00
Physical Therapist	9	9	\$39.20	\$56.00	\$47.60	\$46.87	2	\$40.00	\$42.00	\$41.00	\$41.00
Programmer	14	14	\$30.00	\$62.00	\$47.50	\$48.07	2	\$45.00	\$70.00	\$57.50	\$57.50
RN	27	27	\$25.00	\$65.00	\$35.00	\$37.63	5	\$0.00	\$62.00	\$30.00	\$32.40
RN- Per Diem	28	26	\$28.00	\$70.00	\$38.50	\$43.08	8	\$0.00	\$84.00	\$45.50	\$46.73
RN-Travel	28	28	\$26.00	\$67.00	\$39.50	\$42.68	3	\$30.00	\$42.00	\$35.00	\$35.67
Software Engineer	13	13	\$39.20	\$78.00	\$45.00	\$51.93	2	\$39.20	\$70.00	\$54.60	\$54.60
Sorter	9	9	\$16.80	\$23.80	\$21.00	\$21.31	2	\$16.80	\$21.00	\$18.90	\$18.90
Warehouse Material Handler	9	9	\$19.50	\$69.00	\$27.00	\$31.00	1	\$27.00	\$27.00	\$27.00	\$27.00



Requisition Cycle Time Summary

Refreshed: Friday, April 7, 2017 1:16:30 PM

Reqs Filled Between: 1/1/2015 12:00:00 AM - 4/7/2017 12:00:00 AM
 Manager(s): All Managers
 Vendor(s): All Vendors



Req ID	Req Title	Cand ID	Candidate Name	Manager	Vendor	Req Crtd Dt	Cand Eng Dt	Total Cand Cnt	Total TTF	Days To ...			
										A	B	C	D
Sorted by Total TTF (descending)													
37866	Certified Nursing Assistant (CNA)	30503	Hall, Debra	Ramchandani, Taylor	ABC Temps	01 Sep 16	19 Jan 17	6	140	4	13	123	< 1
37868	RN- Per Diem	30435	Dans, Juanna	Ramchandani, Taylor	ABC Temps	01 Sep 16	19 Jan 17	11	140	4	5	131	< 1
37887	Network Support Analyst	30431	Peterson, Lauren	Moore, John	Indigo Resources	05 Sep 16	19 Jan 17	12	136	4	1	131	< 1
37867	RN	30485	Nelson, Ronald D	Ramchandani, Taylor	ABC Temps	01 Sep 16	02 Dec 16	6	92	4	13	75	< 1
37867	RN	30488	Jones, Elijah	Ramchandani, Taylor	Elite Sourcing	01 Sep 16	02 Dec 16	6	92	4	13	75	< 1
37876	Palletizer	30634	Riley, Susan	Hampsey, Seth	Elite Sourcing	01 Sep 16	02 Dec 16	1	92	4	88	< 1	< 1
37880	Insurance Billing Specialist	30635	Ross, Lisa	Hampsey, Seth	Premium Staffing Inc	01 Sep 16	02 Dec 16	1	92	7	85	< 1	< 1
37881	Administrative Assistant	30419	Stewart, James	Hampsey, Seth	ABC Temps	01 Sep 16	02 Dec 16	2	92	4	3	85	< 1
37868	RN- Per Diem	30436	Varnadore, Evan	Ramchandani, Taylor	ABC Temps	01 Sep 16	01 Dec 16	11	91	4	5	82	< 1
37870	Business Analyst	30501	Spaulding, Thomas	Ramchandani, Taylor	ABC Temps	01 Sep 16	01 Dec 16	7	91	4	13	74	< 1
38250	Medical Receptionist	30757	Ortiz, Carmen	Ramchandani, Taylor	Premium Staffing Inc	05 Dec 16	06 Mar 17	10	91	43	< 1	48	< 1
37867	RN	30517	Josephson, Eric	Ramchandani, Taylor	Indigo Resources	01 Sep 16	27 Nov 16	6	87	4	13	70	< 1
38235	RN- Per Diem	30726	Leroy, Karen	Ramchandani, Taylor	ABC Temps	19 Dec 16	06 Mar 17	6	77	29	< 1	48	< 1

Candidate Compliance Items List

Refreshed: Friday, April 7, 2017 1:24:46 PM

Cand ID	Candidate	Job Title	Compliance Item Name	Compliance Item Due Date	Compliance Item Status
30618	Klein, Jackie	Warehouse Material Handler	Drug Screen	Engagement Start Date	Complete
30618	Klein, Jackie	Warehouse Material Handler	Orientation Sign-Off	Engagement Through Date	Complete
30618	Klein, Jackie	Warehouse Material Handler	Reference Checks	Engagement Start Date	Complete
30618	Klein, Jackie	Warehouse Material Handler	Safety Incident	Optional	Incomplete
30618	Klein, Jackie	Warehouse Material Handler	Security Badge Request Form	Engagement Start Date	Complete
30618	Klein, Jackie	Warehouse Material Handler	Security Badge Returned Off boarding	Engagement Through Date	Incomplete
30641	Grout, Autumn	Software Engineer	Advanced Background Check	Engagement Start Date	Complete
30641	Grout, Autumn	Software Engineer	Drug Screen	Engagement Start Date	Complete
30641	Grout, Autumn	Software Engineer	Laptop assigned at Onboarding	Engagement Start Date	Complete
30641	Grout, Autumn	Software Engineer	Orientation Sign-Off	Engagement Through Date	Complete
30641	Grout, Autumn	Software Engineer	Reference Checks	Engagement Start Date	Complete
30641	Grout, Autumn	Software Engineer	Security Badge Request Form	Engagement Start Date	Complete
30641	Grout, Autumn	Software Engineer	Security Badge Returned Off boarding	Engagement Through Date	Incomplete
30662	Ross, Lisa	Programmer	Advanced Background Check	Engagement Start Date	Complete
30662	Ross, Lisa	Programmer	Drug Screen	Engagement Start Date	Complete
30662	Ross, Lisa	Programmer	Laptop assigned at Onboarding	Engagement Start Date	Complete
30662	Ross, Lisa	Programmer	Orientation Sign-Off	Engagement Through Date	Complete
30662	Ross, Lisa	Programmer	Reference Checks	Engagement Start Date	Complete
30662	Ross, Lisa	Programmer	Security Badge Request Form	Engagement Start Date	Complete
30662	Ross, Lisa	Programmer	Security Badge Returned Off boarding	Engagement Through Date	Incomplete
30663	Jones, Kim	Programmer	Advanced Background Check	Engagement Start Date	Complete
30663	Jones, Kim	Programmer	Drug Screen	Engagement Start Date	Complete
30663	Jones, Kim	Programmer	Laptop assigned at Onboarding	Engagement Start Date	Complete
30663	Jones, Kim	Programmer	Orientation Sign-Off	Engagement Through Date	Complete
30663	Jones, Kim	Programmer	Reference Checks	Engagement Start Date	Complete
30663	Jones, Kim	Programmer	Security Badge Request Form	Engagement Start Date	Complete
30663	Jones, Kim	Programmer	Security Badge Returned Off boarding	Engagement Through Date	Incomplete
30664	Wilks, Joseph	Software Engineer	Advanced Background Check	Engagement Start Date	Complete
30664	Wilks, Joseph	Software Engineer	Drug Screen	Engagement Start Date	Complete
30664	Wilks, Joseph	Software Engineer	Laptop assigned at Onboarding	Engagement Start Date	Complete

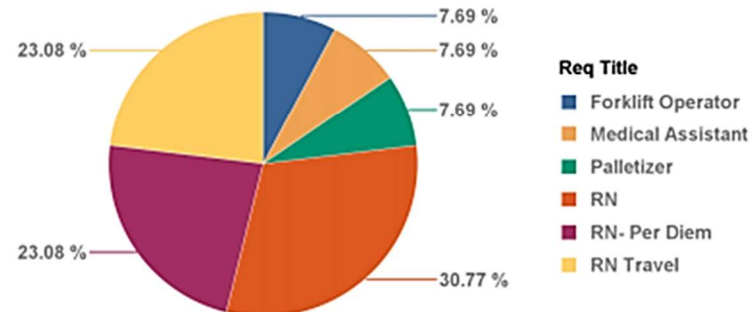
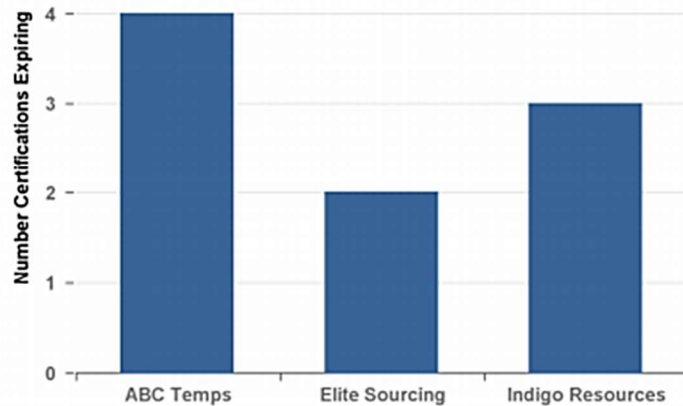
Candidate Compliance Certification Items List - Expiring (All)

Refreshed: Friday, April 7, 2017 1:54:24 PM

Expiration Date: 4/7/2017 12:00:00 AM - 4/7/2018 12:00:00 AM

Vendor(s): ABC Temps; Elite Sourcing; Indigo Resources

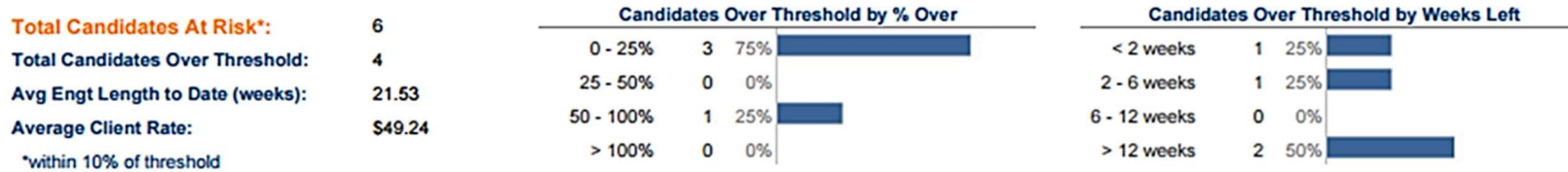
Cand ID	Candidate	Vendor	Job Title	Compliance Item Name	Expiration Date	Days to Expire
30834	Hargett, Pamela	Indigo Resources	Palletizer	OSHA Forklift Certification	1/19/18	287
30833	Jones, Lincoln	Indigo Resources	Forklift Operator	OSHA Forklift Certification	1/20/18	288
30726	Leroy, Karen	ABC Temps	RN- Per Diem	ACLS Certification	1/28/18	296
30726	Leroy, Karen	ABC Temps	RN- Per Diem	Healthcare License Verification	1/7/18	275
30596	Murphey, Amanda	Indigo Resources	RN Travel	BLS	10/8/17	184
30596	Murphey, Amanda	Indigo Resources	RN Travel	Healthcare License Verification	4/26/17	19
30777	Silver, Lauren	ABC Temps	Medical Assistant	BLS	3/1/18	328
30577	Thompson, May	ABC Temps	RN	ACLS Certification	1/22/18	290
30577	Thompson, May	ABC Temps	RN	BLS	11/27/17	234
30577	Thompson, May	ABC Temps	RN	Healthcare License Verification	10/15/17	191
30577	Thompson, May	ABC Temps	RN	OSHA Mandatory Assessments	11/27/17	234
30582	Williams, D'Andrew	Elite Sourcing	RN- Per Diem	ACLS Certification	3/21/18	348
30582	Williams, D'Andrew	Elite Sourcing	RN- Per Diem	BLS	11/27/17	234
30573	Wilmer, Sally	ABC Temps	RN Travel	ACLS Certification	12/7/17	244
30573	Wilmer, Sally	ABC Temps	RN Travel	BLS	11/4/17	211



Candidate Length of Stay Audit Summary

Refreshed: Friday, April 7, 2017 1:58:29 PM

Engagement Threshold (in weeks): 20 Weeks



Candidates At Risk

Sort Order: Weeks To Date, Candidate Name

Cand ID	Candidate Name	Req Title	Vendor Name	Manager Name	Client Rate	Start Date	Weeks To Date	End Date	Weeks Left
30663	Jones, Kim	Programmer	Premium Staffing Inc	Moore, John	\$50.40	23 Nov 16	19.29	20 Apr 17	2
30670	Langston, Heather	Software Engineer	Premium Staffing Inc	Ramchandani, Taylor	\$42.00	23 Nov 16	19.29	20 Apr 17	2
30669	Price, Andrew	Programmer	Premium Staffing Inc	Ramchandani, Taylor	\$55.00	23 Nov 16	19.29	20 Apr 17	2
30662	Ross, Lisa	Programmer	Premium Staffing Inc	Moore, John	\$58.80	23 Nov 16	19.29	20 Apr 17	2
30668	Terry, Lisa	Programmer	Premium Staffing Inc	Ramchandani, Taylor	\$65.00	23 Nov 16	19.29	20 Apr 17	2
30664	Wilks, Joseph	Software Engineer	Premium Staffing Inc	Moore, John	\$46.20	23 Nov 16	19.29	20 Apr 17	2

Candidates Over Threshold

Sort Order: Weeks To Date, Candidate Name

Cand ID	Candidate Name	Req Title	Vendor Name	Manager Name	Client Rate	Start Date	Weeks To Date	End Date	Weeks Left
30641	Grout, Autumn	Software Engineer	ABC Temps	Ramchandani, Taylor	\$63.00	24 Aug 16	32.29	23 Mar 17	-2
30560	Jasper, Cory	Administrative Assistant	Elite Sourcing	Moore, John	\$35.00	24 Oct 16	23.57	23 Oct 17	28.57
30761	Bailey, Monica	Medical Receptionist	Indigo Resources	Ramchandani, Taylor	\$35.00	05 Nov 16	21.86	04 May 17	4
30762	Harrison, Tonya	Physical Therapist	ABC Temps	Ramchandani, Taylor	\$42.00	05 Nov 16	21.86	03 Jul 17	12.57

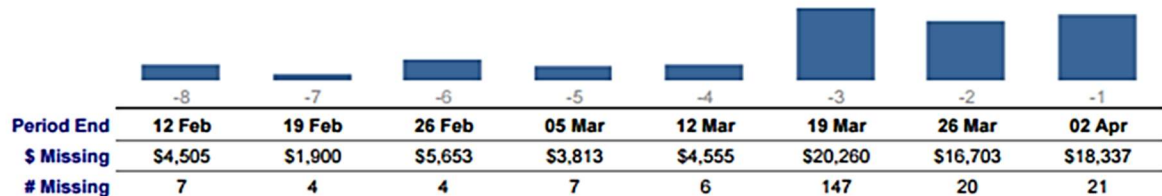
Current Missing Timesheets

Refreshed: Friday, April 7, 2017 3:59:52 PM

Vendor(s): All Vendors

Manager(s): All Managers

Total Expected TS Cnt: 244
 # Missing (%): 91 (37.3%)
 Est \$ Missing: \$75,725
 # Candidates: 36



Missing Spend Estimation Method: Avg Approved TS Spend Client Weekly Hours * Max Client Rate Est Weekly Hours * Max Client Rate sort order: Vendor, Missing Cnt, Candidate Name

Cand ID	Candidate Name	Vendor Name	Manager	Engt Start	Engt End	Miss Cnt	Est. Spend Missing	Timesheet Period End Date							
								12 Feb	19 Feb	26 Feb	05 Mar	12 Mar	19 Mar	26 Mar	02 Apr
30762	Harrison, Tonya	ABC Temps	Ramchandani, Taylor	05 Nov 16	03 Jul 17	3	\$504	♦			♦			♦	
30577	Thompson, May	ABC Temps	Moore, John	01 Jan 17	23 May 17	3	\$702	♦				♦			♦
30573	Wilmer, Sally	ABC Temps	Moore, John	23 Feb 17	22 Jun 17	3	\$3,240			♦	♦		♦		
30550	Jones, Jenny	ABC Temps	Moore, John	25 Dec 16	22 Nov 17	2	\$896		♦		♦				
30777	Silver, Lauren	ABC Temps	Ramchandani, Taylor	16 Jan 17	31 Aug 17	2	\$1,456			♦					♦
30823	Barry, Jason	ABC Temps	Taylor, Jessica	07 Feb 17	22 Aug 17	1	\$1,008							♦	
30824	Green, Ashley	ABC Temps	Taylor, Jessica	27 Feb 17	27 Dec 17	1	\$762						♦		
30641	Grout, Autumn	ABC Temps	Ramchandani, Taylor	24 Aug 16	23 Mar 17	1	\$756							♦	
30778	Jeffereson, Hannah	ABC Temps	Ramchandani, Taylor	01 Mar 17	31 Mar 17	1	\$720					♦			
30825	Knowles, Anthony	ABC Temps	Taylor, Jessica	01 Mar 17	17 Oct 17	1	\$648						♦		
30726	Leroy, Karen	ABC Temps	Ramchandani, Taylor	14 Mar 17	24 Jan 18	1	\$1,109						♦		
30560	Jasper, Cory	Elite Sourcing	Moore, John	24 Oct 16	23 Oct 17	2	\$764				♦		♦		
30618	Klein, Jackie	Elite Sourcing	Moore, John	10 Jan 17	10 Sep 17	2	\$144	♦						♦	
30828	Michaels, Charlene	Elite Sourcing	Taylor, Jessica	24 Feb 17	15 Aug 17	2	\$303					♦		♦	
30582	Williams, D'Andrew	Elite Sourcing	Moore, John	24 Jan 17	23 Aug 17	2	\$3,024	♦				♦			
30827	Burton, Heidi	Elite Sourcing	Taylor, Jessica	29 Mar 17	02 Nov 17	1	\$952								♦

**APPENDIX C
SUBCONTRACTOR LIST**

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(List all subcontractors who are included in your subcontracting plan. Refer to I-2, D of the technical submittal.)	(Identify by first/last name the person who will fulfill this position.)	(Provide the primary contact person's email address.)	(Insert address)	(List the types of postion this subcontractor will provided (i.e. Nurses, Medical Professionals, Ancillary, etc.)	(List the number of years the subcontract has been providing healthcare staffing services)	(List any certifications and/or professional memberships (i.e. TJC, QIO, ACA, ICF ID, etc.) for this subcontractor.)	(List any SDB/SB certifications, if applicable)
Advantage On Call	Oliver Tsay	otsay@advantageoncall.com	17592 E. 17th St Tustin, CA 92780	Nursing, Allied Healthcare, Pharmacy, Advanced	12 Years	Joint Commision Certified	
ATC Healthcare	Ed Humeidan	ehumeidan@atchealthcare.com	8600 West Chester Pike, Upper Darby, PA 19082	Nursing	36 Years		
Cell Staff	Rami Isa	rami@cellstaff.com	1715 N. Westshore Blvd Suite 410 Tampa, FL 33607	Therapy, Allied, Behavioral Health, and Government	4 Years		
Cross Country Staffing, Inc	Mark Sacco	msacco@crosscountry.com	35 Village Rd Middleton, MA 01949	Nursing	16 Years	Joint Commision Certified, Accreditation with Distinction by the American	
Delta-T Group	Martin Schratz	610-527-0830	950 Haverford Road Suite 200 Bryn Mawr, PA 19010	Nursing in education, social service, behavioral health, and disability sector.	29 Years		
Favorite Healthcare Staffing - Cherry Hill	Maria Kirchenbauer	856-321-0905; Harrisburg@favoritestaffing.com	1800 Linglestown Rd Suite 309 Harrisburg, PA 17110	Nursing	37 Years	Joint Commission Certified	
GH Resources	Amy Moulton	contracts@ghresources.com	2250 Hickory Road Suite 240 Plymouth Meeting, PA	Nursing	25 Years		
Loyal Source	Leigh Pace	407-306-8441; info@loyalsource.com	12612 Challenger Parkway, Suite 365 Orlando, Florida 32826	Nursing	40 Years		
Jackson Coker	Sandy Garrett	(678) 277-3000; connect@jacksoncoker.com	3000 Old Alabama Rd Alpharetta, GA 30022	Nursing	12 Years		

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Addecco/Solient	Amanda Elgan	678-837-1263; info@soliant.com, Amanda.Elgan@soliant.com	1979 Lakeside Parkway, Suite 800 Atlanta, GA 30084	Nursing	2 Years		
Aya Healthcare Inc	Kelly Von Hagen	bidnotices@ayahealthcare.com	5930 Cornerstone Ct W #300, San Diego, CA 92121	Nursing	9 Years	Joint Commission Certified	
Maxim Healthcare Services	William Butz	allentown2@maxhealth.com	1550 Pond Rd., Suite 160, Allentown, PA 18104	Nursing	30 Years		
Med Search Int	Marina Sheyfer	marina@medsearchint.com	23 Vreeland Rd # 110, Florham Park, NJ 07932	Temporary Staffing	16 Years		
Prostat Healthcare, Inc	Jessica Galan	866-736-7306; info@prostathealthcare.com	313 W Liberty St, Lancaster, PA 17603	Nursing	10 Years		
RCM Health Care Services	Jodi Furman	(215) 557-0057 800-928-5561; info@stafftodayinc.com; lilian@stafftodayinc.com	Eight Penn Center 1628 John F. Kennedy Blvd. Suite 401	Nursing	43 Years	Joint Commission Certified	
Staff Today, Inc	Aby Lilian Mamboleo		2225 Sycamore Street Harrisburg, PA 17111	Nursing	10 Years		
Star Nursing	Gary Shafer	(844) 556-0222	1515 Market Street Ste 1200 Philadelphia, PA 19102	Nursing	20 Years	Joint Commission Certified	
Tech Observer	Amit Krishnatry	201-489-7705; staffing@tech-observer.com, amit@tech-observer.com	40 Eisenhower Dr Suite 201 Paramus, NJ 07652	Nursing	13 Years		
Execu Search	Daniel Myers	(908) 947-3030; dmyers@execu-search.com	200 Somerset Corporate Blvd. Suite 1003 Bridgewater, NJ 08807	Nursing	33 Years		
At Work Medical	Jahrae Patterson	(717) 307-9515	545 Division Street Harrisburg, PA 17110	Nursing	25 Years		
Critical Access Network	T. Ann Boldin, MHA, CEO	aboldin@criticalan.com; (919)902- 9813 direct	1727 Edenhurst Ave Cary, NC 27513	Nursing	3 Years		

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Noor Associates	Jake Elliott, Chief of Staff	212-729-8384	295 Madison Ave New York, NY 10017	Nursing	5 Years		
JFC Healthcare Staffing	Tiffany Sawyer	717-761-8095	1520 Market Street, Camp Hill	Nursing	43 Years	Member of American Staffing Association	
American Personnel Managers	Pat Gingrich, CEO	717-303-0229	3607 Rosemont Ave, Camp Hill	Health Care – Service Capabilities	25 Years	WBE, PA UCP, PA ITQ, Small Business Federal Certified	Small Diverse Business
Abel Personnel, Inc	Deb Able, CEO	717-761-8111	1520 Market Street, Camp Hill	Nursing	49 Years	Governors Award, SBE	
123 Pediatric Home Healthcare Corp	Lisa Washington	lisa.washington@123phhc.com	6309 Hallwood Drive Verona, Pennsylvania 15147	Nursing	3 Years	Allegheny County as a Minority/Woman Disadvantaged SBE. PA Dept of GS Minority/Woman Disadvantaged SBE. U.S. Small Business Administration Economically Disadvantaged Woman Owned SBE	Small Business Certified
Absolute Staffing & Consulting Solutions	Abigail Wade	awade@asc1.com	532 Baltimore Blvd.Suite 305 Westminster, MD 21157	Nursing	12 Years	SBE, VBA, WBE, MBE	Small Business Certified
Advance Sourcing Concepts, LLC	Judith Bernhard	jbernhard@ascpeople.com	3000 McKnight E Dr, Pittsburgh, PA 15237	Nursing	13 Years	WBE, ASA, DBE, EEO, SBE, SBA WOSB	Small Business Certified
Crownhills Enterprises, Inc	Olu Akerele	olu@crownhillsenterprises.com	11025 Brewers Dr, Perry Hall, MD 21128	Nursing	9 Years	Minority & Disadvantage Women Owned	Small Business Certified
CRW & Associates, LLC	Charlisa Watson	cwatson@crwassociatestoday.com	4601 Presidents Dr Lanham, MD 20706	Nursing	10 Years	Top 100 MBE, VIP, SB, WBE, SDVOSB	Small Business Certified, SDVOSB
Federal Hearings & Appeals Svcs, Inc	Keith Saunders	ksaunders@fhas.com	2926, 117 W Main St, Plymouth, PA 18651	Nursing	19 Years	URAC, ISO 9001:2015, VOSB, Small Diverse Business,	Small Business Certified

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Fox Medical Case Managment PC	Edie Foster	edie@foxcasemanagement.com	1152 Mae St Hummelstown, PA 17036	Nursing	7 Years	WBE, MBE	Small Business Certified
Tq Consultants, LLC	Edwin Quinn	edwin@tqconsultants.net	111 John Robert Thomas Dr Exton, PA 19341	Occupational Health Services	25 Years		
Grace Care Consulting, LLC	Christopher Dodd	chris@gracecareconsulting.com	71 Jennifer Dr Mount Union, PA 17066	Nursing	7 Years	SDVOSB, CSF Certified	Small Business Certified, SDVOSB
Holisticare Hospice, LLC	Kathleen Horton	kathleen@holisticarehospice.org	685 Kromer Ave Berwyn, PA 19312	Nursing	6 Years	WBE, ACHC, NAIPC	Small Business Certified
Home Care Advantage, Inc	Michael Gehosky	m.gehosky@hcadvantageinc.com	1480 Indian Springs Rd, Indiana, PA 15701	Health care professionals in home or hospitals.	9 Years	SDVOSB, CHAP Seal of Accreditation	
Home Star Care, Inc (Brightstar Care)	Diana V. Mendez-Hohmann	diana.hohmann@brightstarcare.com	6258 Route 209, STE 2 Stroudsburg, PA 18360	Nursing	10 Years	Joint Commision Certified, MBE	Small Business Certified
Horizon Health Care Consultants, LTD	Barbara Manjardi	horizon@horizonhcc.com	3000 Valley Forge Circle Suite 3200 King of Prussia, PA 19406	Nursing	14 Years	WBE, SBE	Small Business Certified
Juzsolutions, LLC	Dane A. Donaldson	dane@juzsolutions.com	11037 Spyglass Hill Ct Bowie, MD 20721	Nursing	3 Years	SDVOSB, MBE, SBE, CBBC, MDOT	Small Business Certified, SDVOSB
Maintenance Matrix	Charles Breslin	chasbres@comcast.net	200 South Broad Street The Bellevue, Suite 430 Philadelphia, PA 19102	Save on maintenance spending	8 Years	SDVOSB	Small Business Certified, SDVOSB
Patterson Transportation	Karen Patterson	pattersontrans@yahoo.com	8630 Forrest Ave Philadelphia, PA 19150	Oil Service Company	59 Years	ISO 14001 2004 ISO 9001: 2000, SBE, WBE, MBE	Small Business Certified
Penn Home Health Care, LLC	Fiona Hew-wing	info@pennhhc.com	405 Avenue of The States, Chester, Pennsylvania 19013	Nursing	2 Years	ACHC, SBE, MBE	Small Business Certified
Plexsum Staffing Solutions, Inc	Eric Tallyen	eric@plexsum.com	549 Lanceshire Lane State College, Pa 16803	Nursing	3 Years	SDVOSB, Joint Commission Certified	Small Business Certified
Professional Management Enterprises	Haskell Portee	dportee@pme-indy.com	9245 North Meridian Street, Indianapolis, IN 46260	Nursing	12 Years		

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Syndicus Incorporated	Courtney McNees	courtney.mcnees@syndicusinc.com	275 Cape St. John Rd. Annapolis, MD 21401	Health IT	11 Years	EHNAC, MSO	Small Business Certified
TDY Medical Staffing, Inc	Kevin Treiber	kevin@tdymedical.com	293 Sherwood Dr Morrisville, PA 19067	Nursing	10 Years	SDVOSB, VIP	Small Business Certified
The Well Workplace, LLC	Jeanne Sherwood	jpsherwood@welladvantage.com	7543 Main St Sykesville, MD 21784	Health Wellness	14 Years	WBE, SBE	Small Business Certified
TLR Insurance, Inc	Tracy Roberts	tracy@tlrinsurance.com	651 Lombard Rd Red Lion, PA 17356	Clerical Staffing	11 Years	MBE, SBE	Small Business Certified
Tolero Solutions	Scott Span	scott.span@tolerosolutions.com	14825 Fireside Dr Silver Spring, MD 20905	Business Consulting	7 Years		
Tracey K. Brannigan Consulting, LLC	Tracey K. Brannigan	tracey@tkbconsultinginc.com	164 Laurie Dr Pittsburgh, PA 15235	Business Consulting	4 Years	DBE/WBE,SBE	Small Business Certified



Organizations that have achieved
The Gold Seal of Approval® from
The Joint Commission®


The cover of the Quality Report, featuring a collage of healthcare images: a surgeon in green scrubs, a group of healthcare professionals, a doctor with a patient, and a patient in a hospital bed. A dark blue horizontal band across the middle contains the text "Quality Report" and the Gold Seal of Approval logo. The bottom left corner features the logo for "The Joint Commission".

Quality Report



Advantage On Call

HCO ID: 474925
 2515 Camino Del Rio South, Suite 100
 San Diego, CA, 92108
 (619) 491-0300
www.advantageoncall.com

Core Certification Programs				
View Certification History				
 Health Care Staffing	Certification Decision Certification	Effective Date 3/15/2018	Last Full Survey Date 3/14/2018	Last On-Site Survey Date 3/14/2018

Sites	
Advantage On Call 1050 E. Flamingo Rd. Ste. R-281 Las Vegas, NV, 89119	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Advantage On Call 10552 Success Lane Suite F Dayton, OH, 45458	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Advantage On Call 17592 17th Street Tustin, CA, 92780	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Advantage On Call 2515 Camino Del Rio South, Suite 100 San Diego, CA, 92108	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing



Organizations that have achieved
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The Joint Commission®

The cover of the Quality Report, featuring a collage of healthcare images. On the left is a large photo of a male surgeon in green scrubs and a hairnet. To the right is a grid of smaller photos showing healthcare professionals interacting with patients and each other. A dark blue horizontal band across the middle contains the text "Quality Report" in white, followed by the Gold Seal of Approval logo. At the bottom left of the cover is the logo for "The Joint Commission".



Organizations that have achieved
The Gold Seal of Approval® from
The Joint Commission®

A collage of healthcare-related images. On the left, a large image of a male surgeon in green scrubs and a surgical cap. To the right, a grid of smaller images showing healthcare professionals interacting with patients, including a doctor with a child and a nurse with a patient in bed. The collage is set against a background of blue geometric shapes.

Quality Report



Quality Report



Cross Country Staffing

HCO ID: 403677
 6551 Park of Commerce Boulevard, Suite 200
 Boca Raton, FL, 33487
 (561) 998-2232
www.crosscountrystaffing.com

Core Certification Programs

[View Certification History](#)

 Health Care Staffing	Certification Decision	Effective Date	Last Full Survey Date	Last On-Site Survey Date
	Certification	6/14/2017	6/22/2017	6/22/2017

Sites

Assignment America, LLC (Cross Country Staffing) **Certification Programs**
 DBA: Medical Staffing Network/Allied Health Group (515) • Health Care Staffing
 200 East Joppa Road Suite LL102
 Towson, MD, 21286

Assignment America, LLC (Cross Country Staffing) **Certification Programs**
 DBA: Medical Staffing Network/Allied Health Group (537) • Health Care Staffing
 1111 Howe Avenue, Suite 555
 Sacramento, CA, 95825

Assignment America, LLC (Cross Country Staffing) **Certification Programs**
 DBA: Medical Staffing Network (538) • Health Care Staffing
 17592 E. 17th Street, Suite 250
 Tustin, CA, 92780

Assignment America, LLC (Cross Country Staffing) **Certification Programs**
 DBA: Medical Staffing Network (539) • Health Care Staffing
 1050 E. Flamingo Road, #R281
 Las Vegas, NV, 89119

Assignment America, LLC (Cross Country Staffing) **Certification Programs**
 DBA: Medical Staffing Network (511) • Health Care Staffing
 25 Braintree Hill Park, Suite 200
 Braintree, MA, 02184

<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (469) 439 N. McLean Blvd, Suite 100 Wichita, KS, 67203</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (371) 1881 Western Ave Suite 150 Albany, NY, 12203</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (457) 1057 West Main Street Decatur, IL, 62522</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (462) 4013 Northwest Expressway, Suite 400 Oklahoma City, OK, 73116</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (463) 13057 West Center Road, Suite 24 Omaha, NE, 68144</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (292) 1325 4th Avenue, Suite 1430 Seattle, WA, 98101</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (309) 4206 Avenue U, Unit B Brooklyn, NY, 11234</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (139) 4401 Rockside Road Suite 201 Independence, OH, 44131</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing

<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (129) 100 North Bennett Street, Suite 3 Forsyth, GA, 31029</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (130) 101 Rice Bent Way, Suite 3 Columbia, SC, 29229</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Gr -150,151, 213, 306 215 Shuman Blvd., Suite 405 Naperville, IL, 60563</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (142) 1335 Dublin Road, Suite 204D Columbus, OH, 43214</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (146) 1326 Freeport Road, Suite 170 Pittsburgh, PA, 15238</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (166) 190 Brodhead Road Suite 105 Bethlehem, PA, 18017</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (186) 1891 Santa Barbara Drive, Suite 204 Lancaster, PA, 17601</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (191) 205 Tennyson Avenue, Suite B Altoona, PA, 16602</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing

<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (196) 7680 Universal Blvd, Suite 180 Orlando, FL, 32818</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (205) 5950 Airport Highway, Unit 12 Toledo, OH, 43615</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (206) 200 Abington Executive Park, Suite 202 Clarks Summit, PA, 18411</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (209) 924 Park Ave SW, Suite 5 Albuquerque, NM, 87102</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (221) 334 Underhill Ave, Building 5 (C and D) Yorktown Heights, NY, 10598</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (240) 310 E 4500 South, Suite 108 Salt Lake City, UT, 84107</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (242) 2036 South Eagle Road Meridian, ID, 83642</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (249) 738 Smithtown Bypass, Suite 201 Smithtown, NY, 11787</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing


<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (259) 4408 Peach Street, Suite 202 Erie, PA, 16509</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (260) 95 Canal Landing Blvd, #11 Rochester, NY, 14626</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (264) 4 Cityplace Drive, Suite 300 Saint Louis, MO, 63141</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (519) 1970 Broadway, Suite 1250 Oakland, CA, 94612</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America LLC(Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (265) 100 E. Kimberly Road Suite 301 Davenport, IA, 52806</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC DBA: Medical Staffing Network (533) 1301 West Long Lake Road, Suite 245 Troy, MI, 48098</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (105) 350 Missouri Avenue, Suite 104 Jeffersonville, IN, 47130</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (103) 18590 NW 67th Avenue, # 230 Hialeah, FL, 33015</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p style="text-align: center;">Certification Programs</p>	

<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (291) 5100 SW Macadam Ave, Suite 240 Portland, OR, 97239</p>	<ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (353) 1700 Iowa Avenue, Suite 210 Riverside, CA, 92507</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (517) 19-02 Whitestone Expressway #401 Whitestone, NY, 11357</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (408) 1001 South Monaco Parkway, Suite 260 Denver, CO, 80224</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (121) 5333 Westheimer, Suite 880 Houston, TX, 77056</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (521) 2740 Van Ness, Suite 210 San Francisco, CA, 94109</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (526) 130 N. Brand Blvd., Suite 304 Glendale, CA, 91203</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (128) 14681 Midway Road, Suite 100 Addison, TX, 75001</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing

<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (122) 85 NE Loop 410, Suite 404 San Antonio, TX, 78216</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (156) 1360 Energy Park Drive, Suite 342 Saint Paul, MN, 55108</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (532) 9000 West Chester Street, Suite 220 Milwaukee, WI, 53214</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (180) 15851 South US 27, Suite 72 Lansing, MI, 48906</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (531) 3805 West Chester Pike, Suite 200 Newtown Square, PA, 19073</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (131) 1648 North Market Drive, Suite A Raleigh, NC, 27609</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (530) 201 N. Illinois Street # 1600 Indianapolis, IN, 46204</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
<p>Assignment America, LLC (Cross Country Staffing) DBA: Medical Staffing Network/Allied Health Group (529) 9095 Rio San Diego # 165 San Diego, CA, 92108</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing

Cross Country Staffing (Travel LLC, Local LLC) DBA: Medical Staffing Network Travel, Assignment America Internl 6551 Park of Commerce Blvd., Suite 200 Boca Raton, FL, 33487	Certification Programs <ul style="list-style-type: none">• Health Care Staffing
Cross Country Staffing (Travel LLC, Local LLC) DBA: Cross Country TravCorps 6551 Park of Commerce Blvd., Suite 200 Boca Raton, FL, 33487	Certification Programs <ul style="list-style-type: none">• Health Care Staffing
Cross Country Staffing (Travel LLC, Local LLC) DBA: MedStaff Healthcare Solutions 6551 Park of Commerce Blvd., Suite 200 Boca Raton, FL, 33487	Certification Programs <ul style="list-style-type: none">• Health Care Staffing
Mediscan Diagnostics Services LLC (Branch 801) 21820 Burbank Blvd, Suite 310A Woodland Hills, CA, 91367	Certification Programs <ul style="list-style-type: none">• Health Care Staffing

Quality Report




Favorite Healthcare Staffing, Inc.

HCO ID: 404517
 7255 West 98th Terrace, Building 5, Suite 150
 Overland Park, KS, 66212
 (913) 383-9733
www.favoritestaffing.com

Core Certification Programs

[View Certification History](#)

 Health Care Staffing	Certification Decision	Effective Date	Last Full Survey Date	Last On-Site Survey Date
	Certification	11/19/2016	11/17/2016	11/17/2016

Sites

Favorite Healthcare Staffing, Inc - Austin 2100 Northland Drive, Room 110 Austin, TX, 78756	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc - Dallas 1701 North Collins Blvd Suite 214 Richardson, TX, 75080	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Providence 10 Weybosset Street, Suite 401 Providence, RI, 02903	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Albany 531 Moe Road, Suite 3 Clifton Park, NY, 12065	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Atlanta 5881 Glenridge Drive, Suite 245 Atlanta, GA, 30328	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Baltimore 1966 Greenspring Drive, Suite 102 Timonium, MD, 21093	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Boston 333 Washington St., 8th Floor Boston, MA, 02108	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Buffalo	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing

4955 N Bailey Avenue, Suite 205 Buffalo, NY, 14226	
Favorite Healthcare Staffing, Inc. - Carolinas 7520 E. Independence Blvd., Suite 180 Charlotte, NC, 28227	Certification Programs • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Central Chicago 3701 Algonquin Road, Suite 850 Rolling Meadows, IL, 60008	Certification Programs • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Cherry Hill One Mall Drive, Suite 425 Cherry Hill, NJ, 08002	Certification Programs • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Chicago 4747 Lincoln Mall Drive, Suite 270 Matteson, IL, 60443	Certification Programs • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Cincinnati 2734 Chancellor Drive, Suite 102 Crestview Hills, KY, 41017	Certification Programs • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Cleveland 4401 Rockside Road, Suite 110 Independence, OH, 44131	Certification Programs • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Colorado 7050 W. 120th Avenue, Suite 20 Broomfield, CO, 80020	Certification Programs • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Corporate 7255 W. 98th Terrace, Building 5 Ste 150 Overland Park, KS, 66212	Certification Programs • Health Care Staffing
Favorite Healthcare Staffing, Inc. - East Washington 7401 W. Hood Place, Suite 212 Kennewick, WA, 99336	Certification Programs • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Fairview Heights 1921 W. Highway 50 Fairview Heights, IL, 62208	Certification Programs • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Harrisburg 1800 Linglestown Road, Suite 309 Harrisburg, PA, 17110	Certification Programs • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Houston 1515 Hermann Drive, Suite 264 Houston, TX, 77004	Certification Programs • Health Care Staffing

Favorite Healthcare Staffing, Inc. - Indianapolis 7168 Graham Road Suite 165 Indianapolis, IN, 46250	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Iowa 7534 Hickman Road Windsor Heights, IA, 50324	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Kansas City 7111 W 98th Terrace, Suite 150 Overland Park, KS, 66212	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Milwaukee 2505 North 124th Street, Suite 101 Brookfield, WI, 53005	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Nashville 5217 Maryland Way, Suite 303 Nashville, TN, 37207	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - New York 330 West 38th Street, Suite 807 New York, NY, 10018	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - North Jersey 3799 Route 46, Suite 200 Parsippany, NJ, 07054	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Oklahoma 7249 S. Western Avenue, Suite 200A Oklahoma City, OK, 73139	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Phoenix 14301 N 87th Street, Suite 314 Scottsdale, AZ, 85260	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Pittsburgh 875 Greentree Road, Building 2, Sute G3 Pittsburgh, PA, 15220	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Portland 825 NE Multnomah, Suite 285 Portland, OR, 97232	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Raleigh Durham 2000 Regency Parkway, Suite 145 Cary, NC, 27518	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
	Certification Programs


Favorite Healthcare Staffing, Inc. - Rockford 7210 E. State Street, Suite 204 Rockford, IL, 61108	<ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - San Antonio 4334 North Loop 1604, Suite 104 San Antonio, TX, 78249	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Seattle 16040 Christensen Road, Suite 103 Tukwila, WA, 98188	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Springfield 7 South Main Street, Suite 203 West Hartford, CT, 06107	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - St. Louis 301 Sovereign Court Suite 104 Ballwin, MO, 63011	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - St. Paul 1700 W. Highway 36, Suite 880 Roseville, MN, 55113	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Tacoma 2115 South 56 St., Suite 401 Tacoma, WA, 98409	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Tucson 268 East River Road, Suite 150 Tucson, AZ, 85704	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Virginia 681 Hloaks Road, Suite F Richmond, VA, 23225	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc. - Worcester 490 Shrewsbury St., 2nd Floor, Suite H Worcester, MA, 01604	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing
Favorite Healthcare Staffing, Inc.- Florida 324 South Hyde Park, Suite 360 Tampa, FL, 33606	Certification Programs <ul style="list-style-type: none"> • Health Care Staffing



Organizations that have achieved
The Gold Seal of Approval® from
The Joint Commission®

The cover of the Quality Report, featuring a collage of healthcare images. On the left is a large photo of a male surgeon in green scrubs and a hairnet. To the right is a grid of smaller photos showing healthcare professionals interacting with patients, including a doctor with a child and a nurse with an elderly patient. A dark blue horizontal band across the middle contains the text "Quality Report" in white, followed by the Gold Seal of Approval logo. At the bottom left of the cover is the logo for "The Joint Commission".


Quality Report



Aya Healthcare, Inc.
 HCO ID: 431304
 5930 Comerstone Court West Suite 300
 San Diego, CA, 92121
 (866) 687-7390
www.ayahealthcare.com

Core Certification Programs

[View Certification History](#)

 Health Care Staffing	Certification Decision <u>Certification</u>	Effective Date 6/14/2018	Last Full Survey Date 6/13/2018	Last On-Site Survey Date 6/13/2018

Sites

<p>Aya Healthcare, Inc. 5930 Comerstone Court West, Suite 300 San Diego, CA, 92121</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
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Organizations that have achieved
The Gold Seal of Approval® from
The Joint Commission®

The cover of the Quality Report, featuring a collage of healthcare images. On the left is a large photo of a male surgeon in green scrubs and a hairnet. To the right is a grid of smaller photos showing healthcare professionals interacting with patients and each other. Below the collage is a dark blue horizontal band with the text "Quality Report" in white, followed by the Gold Seal of Approval logo. At the bottom left of the cover is the logo for "The Joint Commission".

Quality Report



RCM Health Care Services

HCO ID: 413587
 575 8th Avenue, 6th Floor
 New York, NY, 10018
 (212) 221-1544
www.rcmhealthcare.com

Core Certification Programs

[View Certification History](#)

 Health Care Staffing	Certification Decision	Effective Date	Last Full Survey Date	Last On-Site Survey Date
	Certification	6/23/2017	6/22/2017	6/22/2017

Sites

MAIN SITE-RCM Health Care Main Office
 575 Eighth Avenue, 6th Floor
 New York, NY, 10018

Certification Programs

- Health Care Staffing

RCM Health Care Services - Hawaii Office
 94-450 Mokuola Street Suite 100
 Waipahu, HI, 96797

Certification Programs

- Health Care Staffing

RCM Health Care Services- Philadelphia Office
 8 Penn Center- 1628 JFK BLVD Suite 401
 Philadelphia, PA, 19103

Certification Programs

- Health Care Staffing

RCM Healthcare Services - San Diego Office
 5333 Mission Center Rd. Suite 310
 San Diego, CA, 92108

Certification Programs

- Health Care Staffing




Organizations that have achieved
The Gold Seal of Approval® from
The Joint Commission®

The cover of the Quality Report, featuring a collage of healthcare images: a surgeon in green scrubs, a group of healthcare professionals, a doctor with a patient, and a patient in a hospital bed. A blue banner at the bottom contains the text "Quality Report" and the Gold Seal of Approval logo. The Joint Commission logo is at the bottom left of the page.

Quality Report

The logo for The Joint Commission, featuring a stylized 'J' and 'C' and the text "The Joint Commission".

Quality Report



Star Nursing, Inc.
 HCO ID: 436143
 5000 Windplay Drive, Suite 3 Office # 205
 El Dorado Hills, CA, 95762
 (877) 687-7399
www.stamursing.com

Core Certification Programs

[View Certification History](#)

 Health Care Staffing	Certification Decision	Effective Date	Last Full Survey Date	Last On-Site Survey Date
	Certification	10/3/2017	10/2/2017	10/2/2017

Sites

<p>Star Nursing, Inc. 5000 Windplay Drive, Suite 3 Office # 205 El Dorado Hills, CA, 95762</p>	<p>Certification Programs</p> <ul style="list-style-type: none"> • Health Care Staffing
---	---



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	AMERICAN PERSONNEL MANAGERS &
SAP Number:	137157
Doing Business As:	CONSULTANTS INC
Other Names:	
Keywords:	
Web site:	www.amerijob.com
Small Business Expiration Date:	10/31/2019
SDB Certification Expiration Date:	10/31/2019
COSTARS Participant:	Yes

Supplier Classifications

- Small Business
- Woman Business Enterprise
- Non-Stocking Supplier

Contacts

Contact Type	Contact Details	Phone
CORPORATE	PATRICIA GINGIRCH Title: PRESIDENT/CEO Email: patg@apmci.com	717-303-0229
FULFILLMENT	PATRICIA GINGRICH Title: PRESIDENT/CEO Email: patg@apmci.com	717-303-0229
OTHER	KATRINA BAKER Title: ADMINISTRATIVE ASSISTENT Email: training@apmci.com	717-303-0229
OTHER	PATRICIA GINGRICH Title: PRESIDENT/CEO Email: patg@apmci.com	717-303-0229
REMITTO	PATRICIA GINGRICH Title: PRESIDENT/CEO Email: patg@apmci.com	717-303-0229
SB MAIN	PATRICIA GINGRICH Email: patg@apmci.com	717-303-0229 Fax: 717-000-0000
SB SECONDARY	Email: amerijob13@aol.com	

Addresses

Address Name	Address Details
FULFILLMENT	3607 ROSEMONT AVE SUITE 101 CAMP HILL, PENNSYLVANIA 17011
PHYSICAL	3607 ROSEMONT AVE SUITE 101 CAMP HILL, PENNSYLVANIA 17011
REMITTO	3607 ROSEMONT AVE SUITE 101 CAMP HILL, PENNSYLVANIA 17011
SB PRIMARY	3607 ROSEMONT AVENUE SUITE 101 CAMP HILL, PENNSYLVANIA 17011

Counties

- Cumberland County

Invitation to Qualify (ITQ)

ITQ	Description
80100000-ITQ-15	IT - Consulting Services - IT Project Management
81110000-ITQ-22	IT - Help Desk & LAN Support
86000000-ITQ-83	Training Services - Personnel - Data Collection/Analysis
86000000-ITQ-86	Training Services - Personnel - Organizational Development
86000000-ITQ-87	Training Services - Personnel - Specialized Professional Skills Development Training

UNSPSC Codes

Code	Description
26120000	Electrical wire and cable and harness 26121500 Electrical wire 26121700 Wiring harness
39110000	Lighting Fixtures and Accessories 39111500 Interior lighting fixtures and accessories 39111504
	Stage or projection or studio lighting system 39111505 Recessed lighting 39111508 Track lighting
39111515	Downlighting fixtures 39111520 Halogen lighting fixtures 39111528 Undercabinet fixture
39111600	Exterior lighting fixtures and accessories 39111605 Landscape lighting 39111700
	Emergency lighting and accessories 43223300
	Datacom and network connectivity installation devices and equipment 43223301
	Datacom cross connect system and accessories 43223303 Datacom patch cord 43223305
	Network cable management panel assembly 43223306 Network system cabinet or enclosure 43223307



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	123 PEDIATRIC HOME HEALTHCARE CORPORATIO
SAP Number:	528280
Doing Business As:	
Other Names:	
Keywords:	
Web site:	WWW.123PHHC.COM
Small Business Expiration Date:	08/31/2019
SDB Certification Expiration Date:	08/31/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Minority Business Enterprise
- Woman Business Enterprise
- Non-Stocking Supplier

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: LISA.WASHINGTON@123PHHC.COM	
SB MAIN	LISA WASHINGTON Email: CHAD.WASHINGTON@123PHHC.COM	412-377-9102 Fax: 412-795-1262
SB SECONDARY	Email: LISA.WASHINGTON@123PHHC.COM	

Addresses

Address Name	Address Details
SB PRIMARY	6309 HALLWOOD DRIVE VERONA, PENNSYLVANIA 15147-2526

Counties

- Allegheny County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
72110000	Residential building construction services
72111000	Single family dwelling construction services
72111006	Single family home new construction service
72111008	Single family new town home or garden home construction service
72111100	Multiple unit dwelling construction services
72111101	New apartment building construction service
72111111	General residential construction contractor service
85100000	Comprehensive health services
85101508	Mobile healthcare centers or services
85101600	Healthcare provider support persons
85101601	Nursing services
85101605	Home health assistants
85101700	Health administration services



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	ABSOLUTE STAFFING & CONSULTING SOLUTIONS
SAP Number:	519340
Doing Business As:	
Other Names:	
Keywords:	
Web site:	
Small Business Expiration Date:	11/30/2019
SDB Certification Expiration Date:	11/30/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Veteran Business Enterprise
- Woman Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: THUFF@ASCS1.COM	
SB MAIN	ABIGAIL WADE Email: awade@ascs1.com	410-848-9480
SB SECONDARY	Email: lclark@ascs1.com	

Addresses

Address Name	Address Details
SB PRIMARY	532 BALTIMORE BLVD SUITE 305 WESTMINSTER, MARYLAND 21157

Counties

No Records found

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
80101600	Project management
80111600	Temporary personnel services
80111601	Temporary personnel services
80111604	Temporary clerical or administrative assistance
80111606	Temporary technician staffing needs
80111609	Temporary medical staffing needs
80111610	Temporary information technology systems or database administrators
80111620	Temporary information technology networking specialists
80111620	Temporary human resources services
80111700	Personnel recruitment
80111701	Staff recruiting services
80111711	Staff recruiting services
80111712	Permanent information technology software developers
80111713	Permanent information technology networking specialists



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	ADVANCE SOURCING CONCEPTS LLC
SAP Number:	321030
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.ascpeople.com
Small Business Expiration Date:	11/30/2019
SDB Certification Expiration Date:	11/30/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Woman Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: jbernhard@ascpeople.com	
SB MAIN	JUDITH BERNHARD Email: jbernhard@ascpeople.com	412-415-5083 Fax: 412-415-5085
SB SECONDARY	Email: dfaiello@ascpeople.com	

Addresses

Address Name	Address Details
SB PRIMARY	3000 MCKNIGHT EAST DR PITTSBURGH, PENNSYLVANIA 15237-0000

Counties

- Allegheny County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
80100000	Management advisory services 80101500
	Business and corporate management consultation services 80101506 Organizational structure consultation
80101511	Human resources consulting service 80101600 Project management 80101604
	Project administration or planning 80110000 Human resources services 80111500
	Human resource development 80111501 Management development 80111502
	Compensation or benefits planning 80111504 Labor training or development 80111505
	Human resources productivity audits 80111506 Personnel relocation 80111507 Outplacement services
80111509	Job evaluation service 80111510 Job description development and writing service 80111600
	Temporary personnel services 80111601 Temporary clerical or administrative assistance 80111602

Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	CROWNHILLS ENTERPRISES INC
SAP Number:	388188
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.crownhillsenterprises.com
Small Business Expiration Date:	03/31/2020
SDB Certification Expiration Date:	03/31/2020
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Minority Business Enterprise
- Woman Business Enterprise

Contacts

Contact Type	Contact Details	Phone
SB MAIN	OLU AKERELE Email: olu@crownhillsenterprises.com	410-630-1376 Fax: 443-927-7490
SB SECONDARY	Email: olayinka@crownhillsenterprises.com	

Addresses

Address Name	Address Details
SB PRIMARY	P.O BOX 204 WHITE MARSH, MARYLAND 21162-9998

Counties

No Records found

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
32130000	Electronic hardware and component parts and accessories 42130000
Medical apparel and textiles 42141601	Patient care admission kits 42142523 Hypodermic needle
42142525	Irrigation needles 42170000 Mobile medical services products 42171600
Mobile medical services extricating and immobilizing and transporting products	42172100
Mobile medical services resuscitation products 42190000	Medical facility products 42191500
Medical facility materials handling and distribution equipment	42191611
Nurse communication modules or systems 42192210	Wheelchairs 43210000
Computer Equipment and Accessories 43211500	Computers 43222500 Network security equipment
43222600	Network service equipment 43222634 Network management or monitoring device 43232102



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	CRW AND ASSOCIATES LLC
SAP Number:	534783
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.crwassociatestoday.com
Small Business Expiration Date:	05/31/2020
SDB Certification Expiration Date:	05/31/2020
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Minority Business Enterprise
- Woman Business Enterprise
- Service-Disabled Veteran Business Enterprise

Contacts

Contact Type	Contact Details	Phone
SB MAIN	CHARLISA WATSON Email: cwatson@crwassociatestoday.com	240-428-4345
SB SECONDARY	Email: sanderson@crwassociatestoday.com	

Addresses

Address Name	Address Details
SB PRIMARY	4601 PRESIDENTS DR LANHAM, MARYLAND 20706

Counties

No Records found

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
4320000	Components for information technology or broadcasting or telecommunications 71161400
Well construction management services 72100000	Building and facility maintenance and repair services
72101500	Building maintenance and repair services 72120000
Nonresidential building construction services 72121100	
Commercial and office building construction services 72121403	Hospital construction service 80100000
Management advisory services 80101500	Business and corporate management consultation services
80101504	Strategic planning consultation services 80101701
Factory management services 80111500	
Human resource development 80111501	Management development 80111606
Temporary medical staffing needs 80111608	Temporary information technology software developers



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	FEDERAL HEARINGS & APPEALS SVCS INC
SAP Number:	136475
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.fhas.com
Small Business Expiration Date:	11/30/2019
SDB Certification Expiration Date:	11/30/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Veteran Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: jsinnott@fhas.com	
SB MAIN	KEITH SAUNDERS OR NAOMI BASES Email: ksaunders@fhas.com	570-779-5122 Fax: 570-719-0306
SB SECONDARY	Email: nbases@fhas.com	

Addresses

Address Name	Address Details
SB PRIMARY	117 W. MAIN STREET PLYMOUTH, PENNSYLVANIA 18651

Counties

- Luzerne County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
80100000	Management advisory services 80101500
	Business and corporate management consultation services 80101506 Organizational structure consultation
80101508	Business intelligence consulting services 80101600 Project management 80101604
	Project administration or planning 80111501 Management development 80111600
	Temporary personnel services 80111606 Temporary medical staffing needs 80111607
	Temporary legal staffing needs 80111702 Reference or background check services 80111709
	Permanent medical staff needs 80120000 Legal services 80121600 Business law services 80121609
	Legal Research Services 80121611 Healthcare claim law services 80121704 Contract law services
80121705	Employee benefits law services 80130000 Real estate services 80160000



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	FOX MEDICAL CASE MANAGEMENT PC
SAP Number:	385927
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.foxcasemanagement.com
Small Business Expiration Date:	11/30/2019
SDB Certification Expiration Date:	11/30/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Minority Business Enterprise
- Woman Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: ifax@foxcasemanagement.com	
SB MAIN	EDIE FOSTER Email: edie@foxcasemanagement.com	443-340-5189 Fax: 886-764-3898
SB SECONDARY	Email: john@foxcasemanagement.com	

Addresses

Address Name	Address Details
SB PRIMARY	1152 MAE STREET SUITE 122 HUMMELSTOWN, PENNSYLVANIA 17036-9185

Counties

- Dauphin County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
82110000	Writing and translations
82111804	Written translation services
85101601	Nursing services
90121702	Interpreters



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	GRACE CARE CONSULTING, LLC
SAP Number:	507485
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.gracecareconsulting.com
Small Business Expiration Date:	11/30/2019
SDB Certification Expiration Date:	11/30/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Service-Disabled Veteran Business Enterprise
- Stocking Supplier
- Non-Stocking Supplier

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: BRANDEE@GRACECARECONSULTING.COM	
SB MAIN	CHRISTOPHER DODD Email: Brandee@gracecareconsulting.com	888-960-5216
SB SECONDARY	Email: chris@gracecareconsulting.com	

Addresses

Address Name	Address Details
SB PRIMARY	71 JENNIFER DRIVE MOUNT UNION, PENNSYLVANIA 17066

Counties

- Mifflin County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
85100000	Comprehensive health services 85101600 Healthcare provider support persons 85101601
Nursing services 85101700	Health administration services 85121501
Primary care physician home visits services 85121502	Primary care physician consultation services
85121700	Healthcare provider specialist services 85122200
Individual health screening and assessment services 85122201	Individual health assessment



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	HOLISTICARE HOSPICE LLC
SAP Number:	388929
Doing Business As:	
Other Names:	
Keywords:	
Web site:	Holisticarehospice.org
Small Business Expiration Date:	08/31/2020
SDB Certification Expiration Date:	08/31/2020
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Woman Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: kathleen@holisticarehospice.org	
SB MAIN	KATHLEEN HORTON Email: kathleen@holisticarehospice.org	610-995-0100 Fax: 610-995-0400
SB SECONDARY	Email: mhorton42@comcast.net	

Addresses

Address Name	Address Details
SB PRIMARY	685 KROMER AVE BERWYN, PENNSYLVANIA 19312-1392

Counties

- Chester County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
85101601	Nursing services
85101706	Traditional healthcare services
85121700	
Healthcare provider specialist services	85171600 Hospice care
85171601	Hospice administration service



Organizations that have achieved
The Gold Seal of Approval® from
The Joint Commission®

The cover of the Quality Report features a collage of healthcare-related images. On the left is a large photo of a male surgeon in green scrubs and a hairnet. To the right is a grid of smaller photos showing healthcare professionals interacting with patients and each other. Below the collage is a dark blue horizontal band with the text "Quality Report" in white. To the right of the text is a smaller version of the Gold Seal of Approval logo. At the bottom left of the cover is the logo for "The Joint Commission".

Quality Report

HomeCare Advantage



DBA: Home Care Advantage
 HCO ID: 97904
 165 Burnside Street
 Cranston, RI, 02910
 (401) 781-3400
HomeCareAdvantage.com

Summary of Quality Information

Accreditation Programs

[View Accreditation History](#)

Home Care	Accreditation Decision	Effective Date	Last Full Survey Date	Last On-Site Survey Date
	Accredited	4/8/2017	4/7/2017	4/7/2017

Sites

HomeCare Advantage

165 Burnside St, Cranston, RI
 Cranston, RI, 02910

Available Services

- Home Health Aides
- Home Health, Non-Hospice Services
- Medical Social Services
- Occupational Therapy
- Physical Therapy
- Skilled Nursing Services
- Speech Language Pathology

National Patient Safety Goals and National Quality Improvement Goals

Show Keys

Symbol Key

- This organization achieved the best possible results
- This organization's performance is above the target range/value
- This organization's performance is similar to the target range/value
- This organization's performance is below the target range/value
- This measure is not applicable for this organization
- Not displayed

Measures Footnote Key

1. The measure or measure set was not reported.
2. The measure set does not have an overall result.
3. The number is not enough for comparison purposes.
4. The measure meets the Privacy Disclosure Threshold rule.
5. The organization scored above 90% but was below most other organizations.
6. The measure results are not statistically valid.
7. The measure results are based on a sample of patients.
8. The number of months with measure data is below the reporting requirement.
9. The measure results are temporarily suppressed pending resubmission of updated data.
10. Test Measure: a measure being evaluated for reliability of the individual data elements or awaiting National Quality Forum Endorsement.
11. There were no eligible patients that met the denominator criteria.

The Joint Commission only reports measures endorsed by the [National Quality Forum](#).

* This information can also be viewed at [Hospital Compare](#).

** Indicates per 1000 hours of patient care.

*** The measure was not in effect for this quarter.

— Null value or data not displayed.

Home Care

[2017 National Patient Safety Goals](#)

Nationwide Comparison: 

Statewide Comparison: 

[New Changes to Quarterly Measure](#)

[Download Quarterly Measure Results](#)

The Joint Commission only reports measures endorsed by the [National Quality Forum](#).

* State results are not calculated for the National Patient Safety Goals.



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	HOME STAR CARE INC
SAP Number:	514121
Doing Business As:	BRIGHTSTAR CARE OF STROUDSBURG
Other Names:	
Keywords:	
Web site:	
Small Business Expiration Date:	07/31/2019
SDB Certification Expiration Date:	07/31/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Minority Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: DIANA.HOHMANN@BRIGHTSTARCARE.COM	
SB MAIN	DIANA V. MENDEZ-HOHMANN Email: diana.hohmann@brightstarcare.com	570-223-2248 Fax: 570-980-2278

Addresses

Address Name	Address Details
SB PRIMARY	6258 RT 209 SUITE 2 STROUDSBURG, PENNSYLVANIA 18360-7159

Counties

- Monroe County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
85101508	Mobile healthcare centers or services
85101600	Healthcare provider support persons
85101601	
Nursing services	85121700 Healthcare provider specialist services
85121900	Pharmacists
91111900	
Personal care services	



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	HORIZON HEALTH CARE CONSULTANTS LTD
SAP Number:	327895
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.horizonhcc.com
Small Business Expiration Date:	11/30/2019
SDB Certification Expiration Date:	11/30/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Woman Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: HORIZON@horizonhcc.com	
SB MAIN	BARBARA MANJARDI Email: HORIZON@horizonhcc.com	610-783-6925 Fax: 610-783-7274
SB SECONDARY	Email: pmcginley@horizonhcc.com	

Addresses

Address Name	Address Details
SB PRIMARY	3000 VALLEY FORGE CIRCLE SUITE 3200 KING OF PRUSSIA, PENNSYLVANIA 19406

Counties

- Montgomery County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
84131605	Workmens insurance 85101601 Nursing services



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	JUZSOLUTIONS LLC
SAP Number:	532609
Doing Business As:	
Other Names:	
Keywords:	
Web site:	
Small Business Expiration Date:	02/29/2020
SDB Certification Expiration Date:	02/29/2020
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Service-Disabled Veteran Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: DANE@JUZSOLUTIONS.COM	
SB MAIN	DANE A DONALDSON Email: dane@juzsolutions.com	240-544-5463

Addresses

Address Name	Address Details
SB PRIMARY	16701 MELFORD BLVD SUITE 400 BOWIE, MARYLAND 20715

Counties

No Records found

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
43211501	Computer servers
43221500	Call management systems or accessories
43222500	Network security equipment
43222501	Firewall network security equipment
43222610	Network service concentrators or hubs
43231501	Network switches
43231602	Helpdesk or call center software
43232202	Enterprise resource planning ERP software
43232300	Document management software
43232303	Data management and query software
43232307	Customer relationship management CRM software
43232605	Data mining software
43232800	Analytical or scientific software
43232900	Network management software
80101500	Management advisory services
80101507	Business and corporate management consultation services



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	MAINTENANCE MATRIX
SAP Number:	397396
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.maintenancematrix.com
Small Business Expiration Date:	09/30/2019
SDB Certification Expiration Date:	09/30/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Service-Disabled Veteran Business Enterprise
- Stocking Supplier
- Non-Stocking Supplier

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: cbreslin@maintenancematrix.com	
SB MAIN	CHARLES BRESLIN Email: chasbres@comcast.net	215-750-8513 Fax: 215-545-9121
SB SECONDARY	Email: charlesb@maintenancematrix.com	

Addresses

Address Name	Address Details
SB PRIMARY	200 S BROAD ST SUITE 430 PHILADELPHIA , PENNSYLVANIA 19102

Counties

- Philadelphia County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
41100000	Laboratory and scientific equipment
42120000	Veterinary equipment and supplies
42200000	Medical diagnostic imaging and nuclear medicine products
42201700	Medical ultrasound and doppler and echo imaging products
42201708	Medical ultrasound or doppler or echocardiograph gels or transmission pads or lotions
42201712	Medical ultrasound or doppler or pulse echocardiograph or echocardiograph units for general diagnostic use
42201718	Medical ultrasound ophthalmic scanners
42201800	Medical diagnostic x ray products
42201806	Medical radiology and fluoroscopy RF units
42201822	



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	PATTERSON TRANSPORTATION
SAP Number:	318876
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.pattersontransportation.com
Small Business Expiration Date:	05/31/2020
SDB Certification Expiration Date:	05/31/2020
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Minority Business Enterprise
- Woman Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: pattersontrans@yahoo.com	
SB MAIN	KAREN PATTERSON Email: pattersontrans@yahoo.com	267-335-4408 Fax: 215-247-3267

Addresses

Address Name	Address Details
SB PRIMARY	8630 FORREST AVE PHILADELPHIA, PENNSYLVANIA 19150

Counties

- Philadelphia County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
78100000	Mail and cargo transport
78101604	Vehicle transport services
78102202	Post office box services
78102205	Letter or small parcel local delivery services
78110000	Passenger transport
78111500	
	Passenger air transportation
78111800	Passenger road transportation
78111802	Scheduled bus services
85101600	Healthcare provider support persons
85101601	Nursing services
85121600	
	Medical doctor specialist services



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	PENN HOME HEALTH CARE LLC
SAP Number:	533414
Doing Business As:	
Other Names:	
Keywords:	
Web site:	
Small Business Expiration Date:	02/29/2020
SDB Certification Expiration Date:	02/29/2020
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Minority Business Enterprise

Contacts

Contact Type	Contact Details	Phone
SB MAIN	FIONA HEW-WING Email: info@pennhhc.com	484-483-9413 Fax: 484-766-3192

Addresses

Address Name	Address Details
SB PRIMARY	405 AVENUE OF THE STATES CHESTER, PENNSYLVANIA 19013

Counties

- Delaware County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
85101601	Nursing services
85121700	Healthcare provider specialist services
85122101	Physical therapy services
85122102	Occupational therapy services
85122108	Speech or language therapy
91110000	Domestic and personal assistance
91111600	Household assistance and care
91111601	Housekeeping services
91111900	Personal care services
93141506	Social welfare services

[Back to Search](#) [Print](#)



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	PLEXSUM STAFFING SOLUTIONS, INC.
SAP Number:	523394
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.plexsum.com
Small Business Expiration Date:	11/30/2019
SDB Certification Expiration Date:	11/30/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Service-Disabled Veteran Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: ERIC@PLEXSUM.COM	
SB MAIN	ERIC TALLYEN Email: eric@plexsum.com	814-861-3285 Fax: 814-954-5943
SB SECONDARY	Email: tina@plexsum.com	

Addresses

Address Name	Address Details
SB PRIMARY	549 LANCESHIRE LANE STATE COLLEGE, PENNSYLVANIA 16803

Counties

- Centre County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
85100000	Comprehensive health services
85101500	Healthcare centers
85101501	Emergency or surgical hospital services
85101502	Private specialized clinic services
85101503	Medical office services
85101504	Psychiatric hospital services
85101505	Respiratory hospital services
85101508	Mobile healthcare centers or services
85101509	Gynecological or obstetrical hospital services
85101600	Healthcare provider support persons
85101601	Nursing services
85101603	Personal care services in specialized institutions
85101604	Physicians personnel assistance services
85101706	Traditional healthcare services
85111510	Vaccination services
85120000	Medical practice
85121500	Primary care practitioner services
85121501	Primary care physician home visits services
85121502	Primary care physician consultation services
85121504	

Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	SYNDICUS INCORPORATED
SAP Number:	506408
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.syndicusinc.com
Small Business Expiration Date:	09/30/2019
SDB Certification Expiration Date:	09/30/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Veteran Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	COURTNEY MCNEES Email: COURTNEY.MCNEES@SYNDICUSINC.COM	978-726-5660
CORPORATE	KAYSIE WASYLINK Title: ACCOUNT EXECUTIVE Email: kaysie.wasylink@syndicusinc.com	412-512-1393
FULFILLMENT	MICHAEL MCNEES Title: PRESIDENT & CEO Email: michael.mcnees@syndicusinc.com	443-822-2479
OTHER	MICHAEL MCNEES Title: PRESIDENT & CEO Email: michael.mcnees@syndicusinc.com	443-822-2479
REMITTO	MICHAEL MCNEES Email: michael.mcnees@syndicusinc.com	443-822-2479
SB MAIN	COURTNEY MCNEES Email: courtney.mcnees@syndicusinc.com	443-822-2479 Fax: 888-800-1524
SB SECONDARY	Email: michael.mcnees@syndicusinc.com	

Addresses

Address Name	Address Details
FULFILLMENT	360 HAWKNEST ROAD STATE COLLEGE, PENNSYLVANIA 16801
PHYSICAL	360 HAWKNEST ROAD STATE COLLEGE, PENNSYLVANIA 16801
REMITTO	P.O. BOX 744318 ATLANTA, GEORGIA 30374
SB PRIMARY	360 HAWKNEST ROAD STATE COLLEGE, PENNSYLVANIA 16801

Counties

- Centre County

Invitation to Qualify (ITQ)

ITQ	Description
80100000-ITQ-15	IT - Consulting Services - IT Project Management
81110000-ITQ-14	IT - Consulting Services - IT General
81110000-ITQ-16	IT - Consulting Services - IT Security
81110000-ITQ-22	IT - Help Desk & LAN Support
86100000-ITQ-24	IT - Training - Classroom/Non-Classroom

UNSPSC Codes

Code	Description
43191600	Personal communications device accessories or parts 43201556
Small computer system interconnect SCSI adapters 43202206	Storage drive or input device components
43210000	Computer Equipment and Accessories 43211500 Computers 43211501 Computer servers
43211502	High end computer servers 43211503 Notebook computers 43211504
Personal digital assistant PDAs or organizers 43211506	Thin client computers 43211507
Desktop computers 43211508	Personal computers 43211509 Tablet computers 43211510
Mainframe console or dumb terminals 43211512	Mainframe computers 43211700
Computer data input devices 43222500	Network security equipment 43222501
Firewall network security equipment 43222600	Network service equipment 43222605 Network gateway



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	TDY MEDICAL STAFFING INC
SAP Number:	325252
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.tdymedical.com
Small Business Expiration Date:	01/31/2020
SDB Certification Expiration Date:	01/31/2020
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Service-Disabled Veteran Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: kevin@tdymedical.com	
SB MAIN	KEVIN TREIBER Email: kevin@tdymedical.com	215-736-5147 Fax: 215-839-3442

Addresses

Address Name	Address Details
SB PRIMARY	293 SHERWOOD DRIVE YARDLEY, PENNSYLVANIA 19067

Counties

- Bucks County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
43233506	Map creation software 72101510 Plumbing system maintenance or repair 72152300
Carpentry services 72152500	Floor laying services 80111600 Temporary personnel services 80111601
Temporary clerical or administrative assistance 80111604	Temporary technician staffing needs 80111605
Temporary financial staffing needs 80111606	Temporary medical staffing needs 80111607
Temporary legal staffing needs 80111611	Temporary warehouse staff 80111620
Temporary human resources services 80111624	Temporary Travel Staffing 80111700
Personnel recruitment 80111701	Staff recruiting services 80141800 Mailing services 80160000
Business administration services 80161500	Management support services 80161501
Office administration or secretarial services 80161503	Keyboard entry services 80161504



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	THE WELL WORKPLACE LLC
SAP Number:	392760
Doing Business As:	DBA WELLADVANTAGE
Other Names:	
Keywords:	
Web site:	www.welladvantage.com
Small Business Expiration Date:	08/31/2019
SDB Certification Expiration Date:	08/31/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Woman Business Enterprise

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: jsherwood@welladvantage.com	
SB MAIN	JEANNE SHERWOOD Email: jpsherwood@welladvantage.com	410-795-7579 Fax: 410-795-7785
SB SECONDARY	Email: billing@welladvantage.com	

Addresses

Address Name	Address Details
SB PRIMARY	7543 MAIN STREET SECOND FLOOR SYKESVILLE, MARYLAND 21784-7389

Counties

No Records found

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
85100000	Comprehensive health services
85101500	Healthcare centers
85101502	
	Private specialized clinic services
85101508	Mobile healthcare centers or services
85101600	
	Healthcare provider support persons
85101601	Nursing services
85101700	Health administration services
85111604	Heart disease prevention or control services
85121800	Medical laboratories
85122200	
	Individual health screening and assessment services
85122201	Individual health assessment
85150000	
	Food and nutrition services
85151601	Nutrition programming services
85151607	Diet control or programs
93131700	Health programs



Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	TLR INSURANCE INC
SAP Number:	307825
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.tlrbsi.com
Small Business Expiration Date:	09/30/2019
SDB Certification Expiration Date:	09/30/2019
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Minority Business Enterprise
- Non-Stocking Supplier

Contacts

Contact Type	Contact Details	Phone
CORPORATE	Email: tracy@tlrinsurance.com	
SB MAIN	TRACY ROBERTS Email: debra@tlrbsi.com	717-202-1028 Fax: 866-283-1730
SB SECONDARY	Email: Tracy@tlrbsi.com	

Addresses

Address Name	Address Details
SB PRIMARY	651 LOMBARD STREET SUITE 279 RED LION, PENNSYLVANIA 17356

Counties

- York County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
80100000	Management advisory services 80101500
	Business and corporate management consultation services 80101501
	New business start up consultation services 80101504 Strategic planning consultation services 80101505
	Corporate objectives or policy development 80101506 Organizational structure consultation 80101507
	Information technology consultation services 80101508 Business intelligence consulting services
80101600	Project management 80101601 Feasibility studies or screening of project ideas 80101602
	Regional or location studies for projects 80101603 Economic or financial evaluation of projects 80101604

Supplier Search

Supplier Details

Data missing or incorrect ? [Click here for information on correcting.](#)

Name:	TRACEY K. BRANNIGAN
SAP Number:	392716
Doing Business As:	
Other Names:	
Keywords:	
Web site:	www.tkbconsultinginc.com
Small Business Expiration Date:	05/31/2020
SDB Certification Expiration Date:	05/31/2020
COSTARS Participant:	No

Supplier Classifications

- Small Business
- Woman Business Enterprise

Contacts

Contact Type	Contact Details	Phone
SB MAIN	TRACEY K.BRANNIGAN Email: tracey@tkbconsultinginc.com	412-303-5484 Fax: 412-372-0259
SB SECONDARY	Email: traceyk@aol.com	

Addresses

Address Name	Address Details
SB PRIMARY	164 LAURIE DRIVE PITTSBURGH, PENNSYLVANIA 15235-4046

Counties

- Allegheny County

Invitation to Qualify (ITQ)

No Records found

UNSPSC Codes

Code	Description
80100000	Management advisory services
80101500	Business and corporate management consultation services
80101506	
Organizational structure consultation	80101600
Project management	80101604
Project administration or planning	80111501
Management development	80121609
Legal Research Services	80130000
Real estate services	80141801
Mailing list compilation services	80160000
Business administration services	80161500
Management support services	85101601
Nursing services	

[Back to Search](#)

[Print](#)



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[Redacted]



[Redacted text]

[Redacted text]

February 4, 2019

To: Jennifer L. Habowski, CPPB
Complex Procurement Consultant
Department of General Services
Telephone: (717) 703-2937
Email: jhabowski@pa.gov

From: Dr. Veronica Muzquiz-Edward
Chief Executive Officer
Telephone: (210) 366-0033
Email: edwardsv@ingenesis.com

RE: DGS-RFP-6100046986 Proposal Clarification - Follow-up Clarification

Thank you for the clarification. We respectfully submit the attached, clarified BAFO SDB/SB Participation Submittal for your consideration. Based on your email, our submittal now excludes the MSP fee from the calculation. We also respectfully submit the following response to your request for information on how InGenesis intends to meet its SDB/SB subcontracting commitments in view of the solution described in our technical proposal.

As the largest diversity/woman owned healthcare staffing company in the United States, InGenesis has a keen understanding and appreciation for the standards and requirements applicable to diversity supplier utilization. In fact, when we designed the proposed MSP program for the Commonwealth, we confirmed that our approach met program requirements from three organizations that champion efforts to promote diversity supplier utilization: (1) our team ensured our program aligned with some of the largest certifying agencies (e.g.: NMSDC and WBENC); (2) we confirmed we were compliant with Pennsylvania's SDB/SB diversity supplier guidelines; and (3) we aligned our diversity solution with same and/or similar practices of members of the Billion Dollar Roundtable.

You correctly highlight that InGenesis proposes to engage MHM as a preferred vendor for select positions within its awarded Lot 2 business and to also potentially include other qualified non-SDB staffing firms in our network of suppliers. These efforts are consistent with our commitment to SDB utilization in the attached worksheet. Upon award we may recommend and engage non-SDB suppliers through one or more of the SDB certified companies that is already staffing in the MSP program today, indeed, one of these firms we proposed to employ our current employees.

To clarify, InGenesis will enter into an industry standard MSP Tier 1 supplier agreement with approved SDB companies. The Tier 1 agreement includes flow-down requirements from our Pennsylvania contract and allows approved SDB companies to: (1) perform Tier 1 substantive staffing and personnel management services directly for InGenesis and/or (2) subcontract services to pre-approved Tier 2 non-SDB participants such as MHM. For program consistency, approved Tier 1 SDB companies that subcontract to a Tier 2 supplier will be held responsible for Pennsylvania contractual flow-down program requirements, and InGenesis will additionally monitor subcontractor payment settlements, reporting, and other standard staffing management services for ongoing compliance. All Tier 1 and Tier 2 suppliers will submit candidates directly to InGenesis through the VMS, however, InGenesis will only contract with, pay and/or settle directly with SDB suppliers. In the event the Commonwealth identifies a



business reason for deviating from this operating model, InGenesis would collaborate with contracting to waive requirements as needed.

Respectfully, this is an innovative diversity solution platform. This solution offers greater business continuity with a valuable incumbent supplier (MHM) and offers SDBs elevated opportunities for success within our proposed MSP.

We hope this clarifies the business relationships that enable InGenesis to achieve the SDB commitment described in the attached worksheet. If you need any further information from us, please do not hesitate to reach out for further clarification.

Best regards,

A handwritten signature in black ink, appearing to read "Veronica Edwards".

Dr. Veronica Muzquiz Edwards
CEO

February 11, 2019

To: Jennifer L. Habowski, CPPB
Complex Procurement Consultant
Department of General Services
Telephone: (717) 703-2937
Email: jhabowski@pa.gov

From: Dr. Veronica Muzquiz-Edward
Chief Executive Officer
Telephone: (210) 366-0033
Email: edwardsv@ingenesis.com

RE: DGS-RFP-6100046986 Proposal Clarification - Follow-up Clarification

Dear Ms. Habowski,

Thank you for your request for BAFO clarifications. We appreciate your diligence and hope that the details provided here fully clarify the issues you identified. Inside this BAFO process we are open to an in-person or Skype dialogue to demonstrate for you, with diagramming and discussion, exactly how we are fully aware of what is required and what we are committing to within our response. InGenesis stands behind our formal responses in both Technical and Small Diverse Business contribution. Below, we address the items outlined in your most recent request for clarification.

Full Service Model

Please clarify if InGenesis is proposing an alternate staffing solution to its original technical proposal by stating Tier 1 is now assigned to SDB subcontractors and all staffing requests will flow through a Tier 1 SDB supplier before flowing to MHM, now indicated as a Tier 2 supplier in InGenesis BAFO response?

InGenesis is not proposing an alternate staffing solution to its original technical proposal. Our BAFO revisions are based on the requirements of the RFP and InGenesis' original technical submittal.

The Terminology Challenge

"Tier" and "tiering" are used in our proposal and BAFO clarifications in two different contexts. We recognize that using the same terminology to describe different aspects of our solution may have contributed to some unintended confusion. In the first context, our proposal uses "tier" to describe features of our sourcing methodology, i.e., the way in which new requisitions are distributed to suppliers through the VMS. In the second context, our BAFO clarification uses "tier" to distinguish subcontracting agreement relationships.

Better Terminology

To avoid this going forward, we will use the terms “Tier 1” and “Tier 2” here exclusively in the first context, i.e., to describe how suppliers receive requisitions in the VMS. In the second context, we will use the terms “direct subcontractor” and “indirect subcontractor” in place of “Tier 1” and “Tier 2” (respectively) to describe a supplier’s subcontracting agreement relationship.

Different Status for Different Contexts: Sourcing Methodology vs. Subcontracting Relationships

As explained further below, a supplier’s status in the first context is not directly tied to their status in the second context. For example, Tier 1 suppliers may have a direct or indirect subcontracting relationship with InGenesis; likewise, a direct subcontractor may have a Tier 1 or Tier 2 status in our sourcing methodology. While such outcomes could initially appear inconsistent, a closer look at the business considerations at play reveals that these are rightfully two different issues: what is important in determining a supplier’s Tier 1/Tier 2 status for sourcing purposes is quite different from what is important in determining whether a supplier should be engaged directly as indirectly as a subcontractor.

Clarifying the Treatment of Tier 1 / Tier 2 Suppliers in our Sourcing Methodology

In tiering suppliers for sourcing purposes, the primary consideration is supplier performance. The proposal states, “Tiering suppliers allows InGenesis to optimize the supply chain and creates a competitive environment that can generate cost saving opportunities.” Tier 1 suppliers receive requisitions first and have a brief exclusive period in which to submit candidates. This sourcing strategy promotes and rewards higher performing suppliers with Tier 1 status. To determine Tier 1 and Tier 2 status, InGenesis engages the process outlined in our proposal: “The Supplier Management Department reviews the suppliers in metrics such as: rate compliance, response rate, hires v. submissions, time-to-fill, and worker turnover. The Supplier Management Department will advise suppliers of their performance and their standing in the program.”

Tier 1 suppliers do not manage Tier 2 suppliers. The tiering distinction is only relevant to the way in which requisitions are routed through the VMS. The proposal states, “Requisitions will automatically be distributed to the second tier of suppliers if the first tier [] are not able to timely provide qualified candidates.” For example, the proposal explains that for Short-Term Assignments, “The requisition is released to tier two suppliers if tier one suppliers cannot fill the requisitions within 24 hours.”

The request for clarifications noted that for Medical and Therapy Professionals, the proposal states that “MHM will be *supported by* tier two suppliers using a vendor neutral sourcing model.” (Emphasis added.) That statement does not mean that MHM will *manage* the Tier 2 suppliers; instead, the proposal explains, “MHM will have the first opportunity to fulfill orders for medical and therapy professionals before requisitions are automatically distributed to the second tier of suppliers.” Therefore, MHM can be a Tier 1 supplier even though it has an indirect subcontracting relationship with InGenesis.

Clarifying the Relationship Between Direct and Indirect Subcontractors

In determining the best subcontracting agreement relationships for the program, InGenesis has prioritized SDB utilization. To that end, we clarified that InGenesis will engage SDBs directly through direct subcontracting relationships, while non-SDBs will be engaged and controlled through indirect subcontracting relationships.

Our prior clarification response discussed this approach, but our choice of terminology may have led to some unnecessary confusion. Using better terminology in our prior response would have helped. Therefore, we have presented our prior response again below, but have now replaced “Tier 1” and “Tier 2” with “direct subcontractor” and “indirect subcontractor” in the context of subcontracting agreement relationships:

InGenesis will enter into an industry standard MSP [direct subcontractor] supplier agreement with approved SDB companies. The [direct subcontractor] agreement includes flow-down requirements from our Pennsylvania contract and allows approved SDB companies to: (1) perform substantive staffing and personnel management services directly for InGenesis and/or (2) subcontract services to pre-approved [indirect subcontractor] non-SDB participants such as MHM. For program consistency, approved [direct subcontractor] SDB companies that subcontract to [an indirect subcontractor] will be held responsible for Pennsylvania contractual flow-down program requirements, and InGenesis will additionally monitor [for both direct and indirect subcontractors], payment settlements, reporting, and other standard staffing management services for ongoing compliance. All [direct and indirect subcontractors] will submit candidates directly to InGenesis through the VMS, however, InGenesis will only contract with, pay and/or settle directly with SDB suppliers. In the event the Commonwealth identifies a business reason for deviating from this operating model, InGenesis would collaborate with contracting to waive requirements as needed.

For the reasons noted above, the Tier 1 / Tier 2 status of supplier (and specifically the Tier 1 status of MHM) is not dependent upon whether a supplier is subcontracting directly with InGenesis as subcontracting indirectly with InGenesis through an SDB. As noted in the clarification “All [direct and indirect subcontractor] suppliers will submit candidates directly to InGenesis through the VMS...” Our reasoning for identifying MHM as a Tier 1 supplier in our technical response is mainly to provide a respected supplier with demonstrated high performance immediate visibility on orders coming in so that orders can be fulfilled more quickly, especially with existing personal, which helps to avoid challenges in the transition.

SDB and SB Minimum Performance Requirement

If MHM is no longer a Tier 1 supplier (as originally proposed), but instead is a Tier 2 supplier (based on the BAFO response) and all staffing requests flow through a Tier 1 SDB, how does InGenesis propose to meet the following Small Diverse Business and Small Business requirement outlined in the SDBSB submittal, Item D(2) – Contract Requirements?

InGenesis recognizes and will enforce the requirement that “All SDB and SB subcontractors utilized by the selected offeror to meet their total general annual percentage of SDB and SB commitments must perform at least 50% of the work subcontracted to them.” This requirement can be feasibly met while MHM remains a Tier 1 supplier engaged as an indirect subcontractor, with staffing requests flowing to MHM directly via the VMS.

The proposal explains that, “since InGenesis cannot participate as a staffing vendor, we propose to transition all InGenesis workers to Innovative Gateway Talent, the staffing firm currently supporting the InGenesis MSP today and certified as an SDB...” InGenesis’ incumbent personnel currently provide more than half of the services across Lots 1-3. By transitioning these workers to the SDB, the SDB can meet the requirement that it perform 50% of the services subcontracted to it, even while it subcontracts a significant amount of work to MHM and other non-SDBs providing services as indirect subcontractors.

We note that the historical utilization figures provided in the solicitation might incorrectly lead one to conclude that MHM provides more than half of the services across Lots 1-3. However, those historical figures predate the August 2018 transition of approximately 70 workers from MHM to InGenesis. With those additional workers transitioning to the SDB, it will provide more than 50% of the services.

If at any point the numbers vary or expand beyond expectation, we will rely on our additional SDB subcontractors, beyond Innovative Gateway Talent. The proposal explains that InGenesis is committed to ongoing efforts to help SDBs succeed in the program: “InGenesis’ supplier development program will strengthen SDB supplier capabilities through outreach, resource sharing, best practice discussions and more.” We will continue to monitor, audit, and communicate with the Commonwealth and our subcontractors in order to remain compliant.

Prime Contractor Responsibilities

Please confirm your understanding of the Prime Contractor Responsibilities outlined in number 16 of the JAGGAER Description section which states, “*The selected Offeror must assume responsibility for all services offered in its proposal whether it produces them itself or by subcontract. Further, the Issuing Office will consider the selected Offeror to be the sole point of contact with regard to all contractual matters.*”

InGenesis agrees that, if selected, we will remain responsible for all the administrative tasks that are required of the selected Offeror. We confirm our understanding of the Prime Contractor Responsibilities, i.e., “The selected Offeror must assume responsibility for all services offered in its proposal whether it produces them itself or by subcontract,” and that “Further, the Issuing Office will consider the selected Offeror to be the sole point of contact with regard to all contractual matters.”

Cost

1. Due to the number of SDB clarifications, it is important to clarify, at this time, if the revised pricing submitted by InGenesis in its original BAFO cost submittal is based on the requirements outlined in the RFP or the alternate staffing solution as identified in Question #1 above?

We confirm that the revised pricing submitted by InGenesis in its original BAFO cost submittal is based on the requirements outlined in the RFP and the solution described in our original proposal. As noted above, we are not proposing an alternate staffing solution.

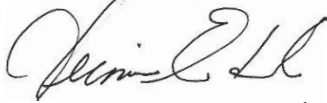
2. The Commonwealth would also like to clarify InGenesis' understanding that the pricing submitted in response to this RFP must be in accordance with the cost submittal and standard contract terms and conditions in V.2. The initial term of the contract is 3 years and pricing shall remain firm for the initial term of the contract and any renewal will be under the same terms, covenants and conditions.

We confirm that InGenesis understands that the pricing submitted in response to this RFP must be in accordance with the cost submittal and standard contract terms and conditions in V.2. We recognize that the initial term of the contract is 3 years and pricing shall remain firm for the initial term of the contract, and any renewal will be under the same terms, covenants and conditions.

In addition, InGenesis must agree to remove the following Contract pricing language from its technical proposal as the language conditions the pricing in InGenesis' cost submittal.

We agree to remove from our technical proposal all language quoted in the request for clarification regarding contract pricing, namely all of Section 3.C.10 on p. 46 of the proposal.

Best regards,



Dr. Veronica Muzquiz Edwards
CEO

February 20, 2019

To: Kerry L. Kirkland
Deputy Secretary
Diversity, Inclusion and Small Business Opportunities
PA Department of General Services
Telephone: (717) 705-5865
Email: kerkirklan@pa.gov

From: Dr. Veronica Muzquiz-Edwards
Chief Executive Officer
Telephone: (210) 366-0033
Email: edwardsv@ingenesis.com

RE: RFP # 6100046986, Healthcare Staffing Services – BAFO Clarification

Dear Mr. Kirkland,

InGenesis respectfully submits the following response to your letter dated February 19, 2018, seeking additional clarification of InGenesis' Small Diverse Business (SDB) commitment.

InGenesis is fully committed to complying with the terms of RFP 6100046986 and supports the Bureau of Diversity, Inclusion and Small Business Opportunities (BDISBO) in its goal to increase opportunities for SDB and Small Business (SB) subcontractors in Commonwealth contracting. Our proposal reflects our commitment to compliance and our efforts to maximize opportunities for SDB and SB subcontractor participation in healthcare staffing services for the Commonwealth.

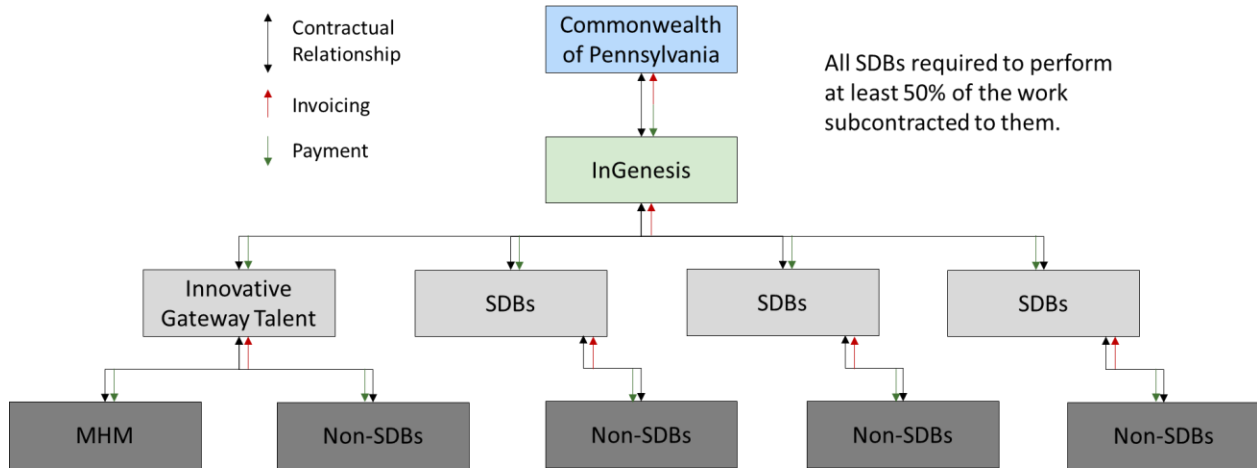
Your letter states that:

“BDISBO is requesting InGenesis provide a visual depiction of the following:

- 1) How SDBs will be utilized by InGenesis for this contract, including subcontracting relationships and the various roles SDBs will play in providing staffing and any other services to the Commonwealth; and*
- 2) The route of payment of fees to MHM, Innovative Gateway Talent, and other subcontractors and suppliers used by InGenesis to provide services to the Commonwealth.*

The following graphic addresses both items above.

SUBCONTRACTING AND PAYMENT MODEL

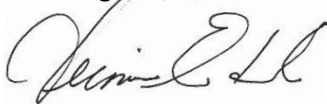


InGenesis understands that it is responsible for all services offered in its proposal whether it produces them itself or by subcontract. As noted in our prior clarification, we propose to “only contract with, pay and/or settle directly with SDB suppliers,” which are identified in light gray boxes above. These are the “direct subcontractors” described in our prior response. The “indirect subcontractors” are shown in dark gray boxes, and include all non-SDB suppliers.

InGenesis identified Innovative Gateway Talent and MHM in connection with our approach to transitioning the current workforce. The proposal explained: “InGenesis offers a streamlined approach to transitioning existing workers. First, all workers employed by MHM will remain with MHM. Second, since InGenesis cannot participate as a staffing vendor, we propose to transition all InGenesis workers to Innovative Gateway Talent, the SDB-DGS, NMSDC and WBENC certified staffing firm currently supporting the program today.”

InGenesis respectfully requests an opportunity to discuss this with the Commonwealth directly. Direct dialog creates a better opportunity to fully address any lingering questions and expedite resolution on this subject.

Best regards,



Dr. Veronica Muzquiz Edwards
CEO

February 20, 2019

To: Kerry L. Kirkland
Deputy Secretary
Diversity, Inclusion and Small Business Opportunities
PA Department of General Services
Telephone: (717) 705-5865
Email: kerkirklan@pa.gov

From: Dr. Veronica Muzquiz-Edwards
Chief Executive Officer
Telephone: (210) 366-0033
Email: edwardsv@ingenesis.com

RE: RFP # 6100046986, Healthcare Staffing Services – BAFO Clarification

Dear Mr. Kirkland,

Due to the weather closures today, we were unable to contact your office to request an extension to the deadline provided in your letter dated February 19, 2019. With more time, we can develop additional visual depictions and provide more detailed information to share with the Bureau of Diversity, Inclusion, and Small Business Opportunities (BDISBO). We kindly ask that we be permitted until Friday, February 22, 2019 to supplement the response we shared today.

In that response we respectfully requested that we schedule a time for constructive dialogue. Perhaps a recorded web conference would enable us to provide verbal answers that carry the same weight as a written response, while also creating a venue more conducive to fully exploring and addressing questions raised by BDISBO.

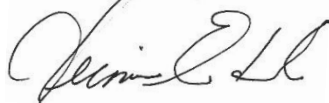
Please also know that we would be willing to revise our Small Diverse Business (SDB) subcontracting commitment to a lower percentage if that adjustment would help allay confusion and make the Commonwealth and BDISBO more comfortable with that part of the proposal. That being said, we fully believe the solution we have outlined is compliant and feasible, and offers the best opportunity to maximize SDB participation within a high quality solution.

Lastly, we would like to share the following visual depiction, which illustrates how InGenesis and Innovative Gateway Talent will work with MHM. While this is not an exhaustive summary of all the different roles and responsibilities of every subcontractor in the program, but it offers insight into an important relationship.

Responsibilities in Managing MHM	InGenesis	Innovative Gateway Talent
Contracts with MHM <i>(negotiate, revise, execute)</i>		X
Onboards MHM <i>(collect supplier registration information, certificate of insurance, onboarding forms, etc.)</i>		X
Trains and Orients MHM <i>(share information on program processes and requirements)</i>		X
Primary Point of Contact for MHM <i>(technical support, issue resolution, account management)</i>		X
Distribute VMS Requisitions to MHM <i>(VMS configured to automatically distribute based on tiering)</i>	X	
Review/Shortlist MHM's Candidates in VMS <i>(Shortlisted candidates are automatically communicated to COPA hiring managers)</i>	X	
Manage MHM's Service Delivery <i>(employee issues, ongoing compliance, attendance and time entry, etc.)</i>		X
Generate VMS Reporting on MHM's Performance <i>(automatically generated by InGenesis for all suppliers; reporting for indirect subcontractors shared with direct subcontractor managing the supplier)</i>	X	
Submit Invoice to InGenesis for MHM's Services		X
Pay MHM for its Services		X
Billing and Payment Reconciliation for MHM's Services		X

Again, we respectfully request within this BAFO process that we have an opportunity for presentation and dialogue so that InGenesis may fully articulate and demonstrate the intricacies of this solution.

Best regards,



Dr. Veronica Muzquiz Edwards
CEO

From: Franks, Rosie <rfranks@ingenesis.com>

Sent: Monday, January 28, 2019 5:04 PM

To: Parker, Montez; edwardsv

Cc: Burwell, Curtis; Anderson, Kheea; compliance.ingenesis.com; Habowski, Jennifer

Subject:[External] RE: DGS-RFP-6100046986 Proposal Clarification.

Attachments: 6100046986 - InGenesis BAFO SDB and SB Participation Clarification

ATTENTION: This email message is from an external sender. Do not open links or attachments from unknown sources. To report suspicious email, forward the message as an attachment to CWOPA_SPAM@pa.gov.

Good Afternoon Montez,

Thank you for the opportunity to clarify our SDB commitment. We understand your request seeks to understand how it could be possible to commit 100% of the contract value to subcontractors.

The 100% commitment is possible because we propose a supplier-funded payment model for the MSP services, similar to how the program is structured today. The supplier-funded payment model works as follows:

- * A rate card is developed with hourly bill rates for each type of assignment and the bill rates are inclusive of the MSP fee (this is what we have in place today)
- * Suppliers invoice InGenesis for every hour of service performed in accordance with the rate card
- * InGenesis aggregates supplier invoices and sends a consolidated invoice to the Commonwealth
- * The Commonwealth pays InGenesis the aggregate invoice amount
- * InGenesis distributes all payments to the suppliers based on their invoiced amounts
- * Each supplier will pay InGenesis the proposed MSP fee identified for MSP administration; this amount will be netted against their remittances
- * 100% of the dollars paid to InGenesis by the Commonwealth should be recorded as revenue by our subcontractors, and the MSP fees paid to InGenesis should be recorded as an expense/cost by our subcontractors

Based on the process above, our 100% SDB commitment is feasible. We respectfully request that you clarify whether this approach to calculating our SDBSB commitments should be adjusted in view of the attached communication from DGS. If the Commonwealth would like us to take a different approach we would happily oblige. For example, if you would like InGenesis to deduct all MSP fees from our SDBSB commitments – even though these fees are included in the invoices due to our subcontractors– we would revise our BAFO SDB and SB Participation Submittal due this Friday to reflect an SDB subcontracting commitment of 98.1%.

Please let us know if you have any additional questions. We would be happy to provide additional information as needed.

Respectfully,

Rosie Y. Franks

Sr. Director, Compliance & Supply Chain Optimization

10231 Kotzebue Street

San Antonio, TX 78217

O.(210) 366-0033 ext. 202

rfranks@ingenesis.com

www.InGenesis.com

InGenesis, one of the fastest growing and most successful privately owned staffing firms in the nation, provides leading edge talent acquisition and workforce solutions.

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this message and then delete it from your system.

May 22, 2019

To: Jennifer Habowski
Bureau of Procurement
PA Department of General Services
Telephone: (717) 703-2937
Email: jhabowski@pa.gov

From: Dr. Veronica Muzquiz-Edwards
Chief Executive Officer
Telephone: (210) 366-0033
Email: edwardsv@ingenesis.com

RE: RFP # 6100046986, Healthcare Staffing Services – Clarification

Dear Ms. Habowski,

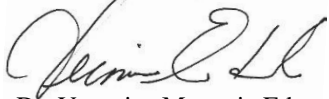
Thank you for the opportunity to clarify our response to JAGGAER question 1.15. InGenesis respectfully submits the following clarification, which acknowledges that the Commonwealth of Pennsylvania's Executive Order 2016-03 is applicable to InGenesis and its suppliers.

InGenesis understands that contracted resources with disabilities may require accommodations, including accessibility, assistive technology, or other means to perform job functions. InGenesis agrees that InGenesis and its suppliers are responsible for acquiring and paying for any such accommodations and that the Commonwealth is not responsible for such accommodations.

Executive Order 2016-03 establishes an "Employment First" policy and increases competitive integrated employment for Pennsylvanians with a disability. InGenesis shares the Commonwealth's belief that Pennsylvanians with a disability are valued members of society and deserve to have the opportunity work. InGenesis recognizes that there is dignity in work and that it can increase the hiring of Pennsylvanians with a disability and reduce their unemployment rate. InGenesis will support the objectives of the Governor's Executive Order by adopting the "Employment First" policy and promoting improved competitive integrated employment outcomes for Pennsylvanians with a disability.

InGenesis understands and will comply with Executive Order 2016-03, and InGenesis will require every subcontractor to make legally binding commitments to do the same. Furthermore, InGenesis will encourage participation and employment of Pennsylvanians with a disability through the enclosed accessibility plan, which describes how we will adhere to the Executive Order.

Best regards,



Dr. Veronica Muzquiz Edwards
CEO

Accessibility Plan

Policy Commitment

InGenesis is an equal opportunity employer. InGenesis will not discriminate based on disability status and will provide equal employment opportunity to all persons. Moreover, InGenesis is committed to supporting the “Employment First” policies of its clients, which recognize that competitive integrated employment is the first consideration and preferred outcome for working age persons with a disability.

InGenesis complies with all applicable state and federal laws that address disability in the workplace, including the Americans with Disabilities Act (ADA) of 1990. It is InGenesis’ policy not to discriminate against any qualified employee or applicant with regard to any terms or conditions of employment because of such individual’s disability or perceived disability so long as the employee can perform the essential functions of the job.

Consistent with this policy of nondiscrimination, InGenesis will provide reasonable accommodations to a qualified individual with a disability, who has made the company aware of his or her disability, provided that such accommodation does not constitute an undue hardship on the company. Employees with a disability who believe they need assistive devices or other accommodations are encouraged to come forward and request such assistance. *Approved reasonable accommodations are at no cost to the employee.*

Equal Employment Practices

The company is also committed to not discriminating against any qualified employees or applicants because they are related to or associated with a person with a disability. The company will follow all state and local laws that provides individuals with disabilities greater protection than the ADA for those employees who work in that jurisdiction. An employee or job applicant who has questions regarding this policy or believes that he or she has been discriminated against based on a disability should notify the Human Resources Department. All such inquiries or complaints will be treated as confidential to the greatest extent permissible.

This policy is neither exhaustive nor exclusive. The company is committed to taking all other actions necessary to ensure equal employment opportunity for persons with disabilities in accordance with the ADA and all other applicable federal, state, and local laws.

Accessible Information and Communications

InGenesis will meet the communication needs of individuals with disabilities by providing accessible formats and communication supports. Upon request, InGenesis will timely provide, at



no cost, accessible formats and communication support to individuals with a disability, including but not limited to: documents available in large print, text transcript of audio and visual information, and read-aloud services for written information to be communicated directly to individuals requesting such services.

Accessible Employment Opportunities

InGenesis is committed to removing barriers to employment and providing accessibility throughout the employment process. InGenesis will create and maintain a workplace that is accessible to all individuals and enables employees to achieve their full potential.

InGenesis will provide candidates with the opportunity to conduct interviews via telephone or GapJumper instead of in-person or video conferencing to avoid any possibility of bias against perceptible disabilities.

To further encourage employment opportunities for qualified individuals with disabilities, InGenesis will work with local and national organizations that support individuals with a disability to increase access to InGenesis job opportunities.

DOMESTIC WORKFORCE UTILIZATION CERTIFICATION

To the extent permitted by the laws and treaties of the United States, each proposal will be scored for its commitment to use the domestic workforce in the fulfillment of the contract. Maximum consideration will be given to those offerors who will perform the contracted direct labor exclusively within the geographical boundaries of the United States or within the geographical boundaries of a country that is a party to the World Trade Organization Government Procurement Agreement. Those who propose to perform a portion of the direct labor outside of the United States and not within the geographical boundaries of a party to the World Trade Organization Government Procurement Agreement will receive a correspondingly smaller score for this criterion. In order to be eligible for any consideration for this criterion, offerors must complete and sign the following certification. This certification will be included as a contractual obligation when the contract is executed. Failure to complete and sign this certification will result in no consideration being given to the offeror for this criterion.

I, Dr. Veronica Edwards, CEO [title] of InGenesis, Inc [name of Contractor] a Texas [place of incorporation] corporation or other legal entity, ("Contractor") located at 10231 Kotzebue St. San Antonio, Texas 78217 [address], having a Social Security or Federal Identification Number of [REDACTED], do hereby certify and represent to the Commonwealth of Pennsylvania ("Commonwealth") (Check **one** of the boxes below):

All of the direct labor performed within the scope of services under the contract will be performed exclusively within the geographical boundaries of the United States or one of the following countries that is a party to the World Trade Organization Government Procurement Agreement: Armenia, Aruba, Austria, Belgium, Bulgaria, Canada, Chinese Taipei, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hong Kong, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Latvia, Liechtenstein, Lithuania, Luxemburg, Malta, the Netherlands, Norway, Poland, Portugal, Romania, Singapore, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, and the United Kingdom

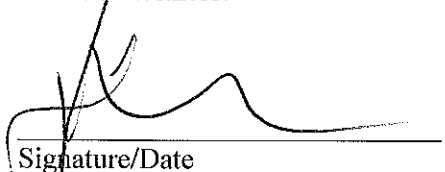
OR

_____ percent (____%) [Contractor must specify the percentage] of the direct labor performed within the scope of services under the contract will be performed within the geographical boundaries of the United States or within the geographical boundaries of one of the countries listed above that is a party to the World Trade Organization Government Procurement Agreement. Please identify the direct labor performed under the contract that will be performed outside the United States and not within the geographical boundaries of a party to the World Trade Organization Government Procurement Agreement and identify the country where the direct labor will be performed: _____

[Use additional sheets if necessary]

The Department of General Services [or other purchasing agency] shall treat any misstatement as fraudulent concealment of the true facts punishable under Section 4904 of the *Pennsylvania Crimes Code*, Title 18, of Pa. Consolidated Statutes.

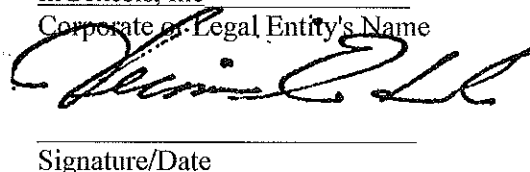
Attest of Witness:



Signature/Date

Justin Harris, General Counsel
Printed Name/Title

InGenesis, Inc
Corporate or Legal Entity's Name



Signature/Date

Dr. Veronica Edwards, CEO
Printed Name/Title

IRAN FREE PROCUREMENT CERTIFICATION FORM

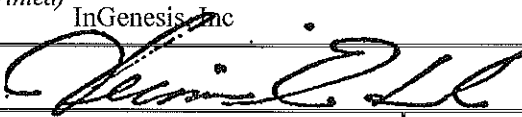
(Pennsylvania's Procurement Code Sections 3501-3506, 62 Pa.C.S. §§ 3501-3506)

To be eligible for an award of a contract with a Commonwealth entity for goods or services worth at least \$1,000,000 or more, a vendor must either: a) certify it is **not** on the current list of persons engaged in investment activities in Iran created by the Pennsylvania Department of General Services ("DGS") pursuant to Section 3503 of the Procurement Code **and** is eligible to contract with the Commonwealth under Sections 3501-3506 of the Procurement Code; or b) demonstrate it has received an exception from the certification requirement for that solicitation or contract pursuant to Section 3503(e).

To comply with this requirement, please insert your vendor or financial institution name and complete **one** of the options below. Please note: Pennsylvania law establishes penalties for providing false certifications, including civil penalties equal to the greater of \$250,000 or twice the amount of the contract for which the false certification was made; contract termination; and three-year ineligibility to bid on contracts. (Section 3503 of the Procurement Code.)

OPTION #1 - CERTIFICATION

I, the official named below, certify I am duly authorized to execute this certification on behalf of the vendor/financial institution identified below, and the vendor/financial institution identified below is **not** on the current list of persons engaged in investment activities in Iran created by DGS **and** is eligible to contract with the Commonwealth of Pennsylvania Sections 3501-3506 of the Procurement Code.

<i>Vendor Name/Financial Institution (Printed)</i>	
InGenesis, Inc	
<i>By (Authorized Signature)</i>	
	
<i>Printed Name and Title of Person Signing</i> v	<i>Date Executed</i>
Dr. Veronica Edwards, CEO	November 7, 2018

OPTION #2 – EXEMPTION

Pursuant to Procurement Code Section 3503(e), DGS may permit a vendor/financial institution engaged in investment activities in Iran, on a case-by-case basis, to enter into a contract for goods and services.

If you have obtained a written exemption from the certification requirement, please fill out the information below, and attach the written documentation demonstrating the exemption approval.

<i>Vendor Name/Financial Institution (Printed)</i>	
<i>By (Authorized Signature)</i>	
<i>Printed Name and Title of Person Signing</i>	<i>Date Executed</i>



LOBBYING CERTIFICATION FORM

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure of Lobbying Activities, which can be found at:

<http://www.whitehouse.gov/sites/default/files/omb/assets/omb/grants/sflllin.pdf>

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed under *Section 1352, Title 31, U. S. Code*. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for such failure.

SIGNATURE: _____

TITLE: Dr. Veronica Edwards, CEO DATE: November 7, 2018

Trade Secret/Confidential Proprietary Information Notice

Instructions:

The Commonwealth may not assert on behalf of a third party an exception to the public release of materials containing information believed to be exempt from public disclosure, including trade secrets or confidential proprietary information, unless the materials are accompanied, at the time they are submitted, by this form or a document containing similar information. In addition, in order to protect the safety and security of individuals, infrastructure, and information technology systems, the Commonwealth requires third parties to designate as confidential any information submitted by the third parties that, if disclosed, would be reasonably likely to jeopardize safety or security.

It is the responsibility of the party submitting this form to ensure that all statements and assertions made below are legally defensible and accurate. The Commonwealth will not provide a submitting party any advice with regard to Pennsylvania's *Right-to-Know Law*, [65 P.S. §§ 67.101—67.3104](#), or laws relating to trade secret or confidential proprietary information.

Name of submitting party:

InGenesis, Inc

Contact information for submitting party:

Attn: Justin Harris, General Counsel
InGenesis, Inc.
10231 Kotzebue Street San Antonio, Texas 78217

Please provide a brief overview of the materials that you are submitting (e.g. bid proposal, quote, grant application, statement of work, technical schematics):

Bid Proposal materials for RFP #610046986: Healthcare Staffing Services detailing our medical staffing services, business plan and operations.

Please provide a brief explanation of why the materials are being submitted to the Commonwealth (e.g. response to bid, RFP or RFQ #12345, application for grant XYZ being offered by the Department of Health, documents required to be submitted under law ABC):

InGenesis, Inc. submits it's Technical Submittal, Additional Documents and Cost Submittal in response to bid RFP #6100046986 Healthcare Staffing Services issued by the Commonwealth of Pennsylvania, Department of General Services.

Please indicate if any information has been included that you believe is exempt from public disclosure by checking the appropriate box below: (Note: Financial information submitted in response to an RFP or IFB to demonstrate economic capability is exempt from public disclosure in accordance with Section 708(b)(26) of the Right-to-Know Law, 65 P.S. 67.708(b)(26)).

- No information has been included that I believe is exempt from public disclosure.
- Information has been included that I believe is exempt from public disclosure.

Please provide a list detailing which portions of the material being submitted you believe are exempt from public disclosure. This includes trade secret, confidential or proprietary information, or information that if disclosed would be reasonably likely to jeopardize the safety or security of an individual, infrastructure, or information technology system. Please provide an explanation of why you think those materials constitute a trade secret, confidential or proprietary information, or why disclosure of those materials would be reasonably likely to jeopardize safety or security. Also, please mark the submitted material in such a way to allow a reviewer to easily distinguish between the parts referenced below. (You may attach additional pages if needed)

Note: Without substantial justification, the following information will not be considered a trade secret or confidential proprietary information:

- Any information submitted as part of a vendor’s cost response.
- Information submitted as part of a vendor’s technical response or statement of work that does not implicate safety and security, or pertain to specific business practices or product specification.
- Information submitted as part of a vendor’s technical or small diverse business and small business response that is otherwise publicly available or otherwise easily obtained.
- Information detailing the name, quantity, and price paid for any product or service being purchased by the Commonwealth.

<u>Page Number</u>	<u>Description</u>	<u>Explanation</u>
<u>i-iv, 23-27, 30-39</u>	Business Relationships, Trade Secret Business Practices	The pages describe trade secret and confidential business practices, including specific recruitment and credentialing processes, strategies, assignments and resources.
<u>2-14, 16-21, 101-118</u>	Key Personnel, Clients, Contracts, Employee Information, Business Relationships	The pages describe trade secret and confidential business practices, including the identity, location, revenue, other details of business clients and partners specific recruitment and credentialing processes, strategies, assignments and resources.
<u>41-50, 52-53 56-68,</u>	Business Relationships, Trade Secret Business Practices	The pages describe trade secret and confidential business practices, including specific recruitment and credentialing processes, strategies, assignments and resources.
<u>70-71, 73-74, 76. 78-86</u>	Trade Secret Business Practices	The pages describe trade secret and confidential business practices, including specific recruitment and credentialing processes, strategies, assignments and resources.
<u>88-93, 98, 119-145</u>	Trade Secret Business Practices	The pages describe trade secret and confidential business practices, including specific recruitment and credentialing processes, strategies, assignments and resources.

Acknowledgment

The undersigned party hereby agrees that it has read and completed this form, and has marked the material being submitted in accordance with the instructions above. The undersigned party acknowledges that the Commonwealth is not liable for the use or disclosure of trade secret, confidential or proprietary information, or information that if disclosed would be reasonably likely to jeopardize the safety or security of an individual, infrastructure or information technology system, where that data or information has not been clearly marked as such, and which was not accompanied by a specific explanation included with this form.

The undersigned agrees to defend any action seeking release of the materials it believes to be trade secret, confidential or proprietary, or would be reasonably likely to result in a safety or security risk if disclosed. The undersigned also agrees to indemnify and hold harmless the Commonwealth, its agents and employees, from any judgments awarded against the Commonwealth in favor of the party requesting the materials, and any and all costs connected with that defense. This indemnification survives so long as the Commonwealth has possession of the submitted material, and will apply to all costs unless and until the undersigned provides a written statement or similar notice to the Commonwealth stating that it no longer wishes to exempt the submitted material from public disclosure.

The undersigned acknowledges that the Commonwealth is required to keep all records for at least as long as specified in its published records retention schedule.

The undersigned acknowledges that the Commonwealth reserves the right to reject the undersigned's claim that the information is trade secret, confidential, proprietary or is reasonably likely to result in a safety or security risk if disclosed, if the Commonwealth determines that the undersigned has not met the burden of establishing that the information constitutes a trade secret, confidential, or is otherwise exempt. The undersigned also acknowledges that if only a certain part of the submitted material is found to constitute a trade secret, is confidential or proprietary, or is otherwise exempt, the remainder of the submitted material will become public; only the protected information will be removed and remain nonpublic.

If being submitted electronically, the undersigned agrees that the mark below is a valid electronic signature.



Signature

CEO
Title

November 7, 2018
Date