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9.9 Contractor Personnel

RFP Reference: 13.

HMS understands that AHCCCS requires that we maintain sufficient staffing levels throughout the contract term. We strive for excellence, continuity, and sustainability when selecting and implementing a Project team. If a Project team member needs to exit contract operations, HMS can apply the expansive staffing capabilities of our HR function to commit qualified and experienced full-time key personnel for the full term of the contract. Our practice across all government contracts is to immediately notify clients of a change in key personnel, providing the reason for that departure and the action plan to fill the position. We will use this process for AHCCCS. Additionally, HMS cross-trains account management staff across our regions to ensure adequate and experienced staff are readily available to provide support on an interim basis, should there be a need to do so.

Our HR department recruits, hires, and trains more than 40 new employees per month. HR staff also facilitate a large volume of internal promotions and transfers. In the event of any change, AHCCCS will have an opportunity to review and approve the résumés of proposed key personnel replacements.

The AHCCCS Project team is supported by the full breadth and depth of the HMS organization, including the talents of our hundreds of healthcare professionals nationwide. If a Project team member is unavailable to fulfill his/her responsibilities in support of this engagement, we will quickly and efficiently realign our staffing resources to continue to meet the needs of the AHCCCS project. AHCCCS can be assured that HMS is deploying the latest and most effective approaches guaranteed to achieve its goals and allocate the right resources to the engagement.

Key Personnel Replacements

RFP Reference: 13.

> After contract award, the Contractor shall forward to AHCCCS a copy of the resume of any replacements of key personnel assigned to this contract. For personnel replacement purposes, the Contractor shall provide a training plan to AHCCCS. The training plan shall show the replacement is fully trained to assume the program responsibilities.

Depending on the proposed replacement staff for key personnel, we will provide a customized and specific training plan for supporting this contract with AHCCCS. We first look at the opportunity to meet contract requirements using existing HMS staff that know our products and services, have familiarity with AHCCCS contract requirements, and can be made available. Should we determine the need to hire externally, all staff are required to participate in a series of training on HMS products and services.

The training plan that will be developed can be customized to insure full knowledge transfer. Additionally, we often include more tenured staff to provide an oversight and mentoring role when new staff assignments are made. We provide details regarding our staff identification, onboarding, and training process below.

PERFORMANCE DRIVEN REPLACEMENT

RFP Reference: 13.

> In the event of unsatisfactory performance (to be determined solely by AHCCCS) by a Contractor employee, the Contractor, upon request by AHCCCS, shall submit for AHCCCS approval of the professional resume of a proposed replacement employee within ten (10) days of receipt of the request from AHCCCS.

On the rare occasion when a client requests replacement of an HMS employee, we take several steps to insure we fully understand the deficiencies identified and can provide a proposed replacement staff member within ten days of the request by AHCCS. HMS will prioritize locating a permanent staff replacement, and will provide additional resources to support AHCCCS and contract requirements when a permanent staff member takes longer to identify.

MAINTAINING STAFFING LEVELS

RFP Reference: 13.

> The Contractor shall maintain sufficient staff to satisfactorily perform the contract requirements and have in place a contingency staffing and training plan in the event of an unexpected or sudden loss of employees assigned to this contract.

HMS FAST-TRACK RECRUITMENT APPROACH

To hire and onboard qualified, experienced staff as quickly as possible, HMS will employ our new "fast-track" rapid recruitment process. This process leverages a combination of internal and external recruitment experts and multiple advertising and outreach avenues, including online resources, employee referrals, newspaper ads, such professional organizations as the American Health Information Management Association (AHIMA) and American Academy of Professional Coders (AAPC), and career fairs. Additionally, we leverage Monster.com and CareerBuilder.com and their strategic partnerships with Interactive One, the leading operator of the largest diverse online resources, and iHispano, the premier Hispanic career site. To reach military veterans, we forward job postings to VetJobs, and to reach those who are currently unemployed, we forward the postings to America's JobExchange, which in turn sends them to all appropriate state employment boards. In reaching out so broadly to the segments of the job-seeking public most likely to contain appropriately qualified candidates, we ensure that we access the best possible candidates.

HMS's employee selection procedures and standards use a combination of interviews and skills tests to validate a candidate's stated experience and expertise and to determine his/her "fit" with both the position in question as well as HMS's corporate culture and values. We use a hiring database throughout the recruitment/interview/selection process to track the activities and store the documentation associated with every person who applies for a position in our company. This database allows us to follow up on candidates and gain position approval quickly, and it ensures that our job descriptions, candidate reviews, and position requirements are uniform.

For medical personnel and executive-level staff, we supplement these recruiting efforts with external recruiters who specialize in geographic regions and healthcare services. Our recruiting efforts for Clinical and Coding staff are conducted by skilled healthcare recruiters who understand the importance of coding review experience. This focused, experienced, dedicated recruiting effort ensures that a steady stream of

qualified nurses and certified coders is readily available to adequately support our audit activities for Arizona.

When an offer has been made and accepted by the candidate, we conduct a thorough background check that includes the following:

- Social Security validation
- Prior employment verification for the last seven years represented on the candidate's résumé
- County criminal check, including district courts, for criminal records in all counties in which the person has resided, worked, or attended school in the past seven years
- National criminal history
- Educational verification
- Global Watch Alert
- Healthcare Sanctions, a comprehensive database search of disciplinary actions taken by state, federal, and more than 800 licensing and certification agencies in all 50 states

As part of our rapid recruitment efforts, we have identified qualifications and requirements that we expect viable candidates to possess to be considered for a position with HMS for this engagement.

Customized Training for AHCCCS's Project

HMS relies on comprehensive, ongoing training of Project staff as a key component of our service approach. We maintain a dedicated Training department, staffed by qualified instructors who understand both healthcare recovery and cost containment operations. These service specialists are committed to ensuring that all trainees develop the knowledge required to deliver excellence. Our trainers are Subject Matter Experts (SMEs) in HMS's services, the industry, and successful training techniques. They also work to acquire an in-depth understanding of unique client needs so the training they provide is contract specific, as applicable.

Under the new contract, HMS ensures that all of our staff—from new employees to experienced professionals—are equipped to deliver high-quality service to AHCCCS. We will customize the training curriculum designed for this engagement, emphasizing best practices and knowledge acquisition at every stage, to ensure that our staff remain up to date on any changes to Arizona's Medicaid program, processes, or policies.

Since our founding, HMS has worked to ensure that we appropriately train all employees to fulfill their contract responsibilities. We have years of experience in creating effective training programs, supported by Policy and Procedure manuals and operational documents that are comprehensive and accurate. This training encompasses tasks associated with all of the services requested by the State so that every member of the Project team:

- Understands privacy and confidentiality, including HIPAA regulations as they relate to the post-payment review process

- Schedules and receives training from AHCCCS as an integral part of project training for services directly related to the State's PMMIS programs and systems
- Understands and adheres to the requirements of the contractual relationship with AHCCCS
- Follows applicable Arizona and federal laws without exception
- Understands the responsibilities of his/her position related to the integrated suite of cost containment and program integrity services that we propose to deliver to AHCCCS
- Is knowledgeable regarding the operation of Arizona's Medicaid program
- Is knowledgeable regarding the Arizona Medicaid State Plan and Provider Reimbursement Policy and Policy Updates
- Receives training by AHCCCS to its level of satisfaction

To maintain the level of knowledge required to produce outstanding results for AHCCCS, we will work collaboratively to customize both the project-specific training that our experienced staff receive and the introductory training modules that we tailor for new staff who will be working with the State.

HMS's training program is dynamic and flexible; it is comprehensive, covering the broad information base that a new employee requires, and it is modular, for rapid update and retraining of employees when new policies are introduced and when policies change. Training efforts focus on the following:

- Knowledge training
- Skills training and practice
- Testing to ensure skills/knowledge mastery
- Performance feedback
- Individual coaching
- Mentoring program

Because we believe so strongly in ongoing training of all staff regardless of location, our training services have recently expanded to enable staff around the country to participate in training. In addition, remote staff view demonstrations and receive hands-on training over the Internet using our WebEx training capabilities. Live training sessions, videoconferencing, and WebEx demonstrations are all important pieces of HMS's training delivery strategy.

HMS will extend training sessions to designated AHCCCS staff, health plans, and program contractors, as appropriate, to ensure that they have the information and training required to access and operate HMS's proprietary tools and systems related to this engagement.

HMS can provide training on how to maximize the value of our online tools, such as how to access and generate claims status and recovery reports through eCenter, how to determine the status of cases relating to improper payment identification and recovery, and how to use our systems.

We provide training at an introductory or more advanced level at which we explain in detail how to maximize the value of our technology resources and how they benefit all program stakeholders. All

training will be conducted by experienced trainers who understand the material as well as the HMS services provided to AHCCCS.

Training Tasks Related to Specific Services

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TRAINING TOOLS

HMS employs a variety of training tools to ensure that staff are fully prepared to complete contract-related activities accurately, and on time. These include the HMS Online Learning Center, the HMS Knowledge Warehouse, and Training Manuals.

HMS's Online Learning Center. HMS's Training department maintains an Online Learning Center dedicated to news and information about our professional Training programs (**Figure 9.9-1**). The site, accessible by all employees, provides training materials; announcements of updates of requirements, procedures, and materials; and a calendar of upcoming sessions and allows trainees to submit requests, comments, and suggestions about training. The Online Learning Center hosts our monthly training newsletter, InSight, which is distributed both electronically and in hard copy to all employees. InSight describes the latest news about programs in development, new releases, and upcoming sessions as well as recent individual milestones and achievements.

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HMS's Knowledge Warehouse. HMS maintains a Knowledge Warehouse that is accessible by all employees. This repository of training and reference materials contains information covering a broad range of topics—from general orientation to Medicaid programs and claim processing to comprehensive over/underpayment identification, audit, and recovery processes. Client-specific processes and procedures, as well as advanced materials on specific projects, are also available. Users may search the database using a variety of intuitive search criteria. HMS's Training department maintains and enhances the database, which has links to external websites and other operational databases within HMS's knowledge network, on an ongoing basis. We extend all relevant training to our staff to ensure that HMS's entire Project team is working from a common knowledge base, which provides consistency throughout the entire contract project scope.

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Training Manuals and Operational Document Development. HMS will continue to work with AHCCCS to create a Quality plan that serves as the master control document that we use to manage all contracts. The Quality plan serves as a contract management tool, containing all of the data and information necessary to ensure HMS's full understanding of and timely compliance with every requirement of the procurement. It details everything from data exchange protocols and record layouts to reporting and invoicing procedures. In addition to the Quality plan, we create and continually update a variety of manuals and operational documents, which range in subjects from operating protocols to how to perform functional, job, or contract requirements (**Figures 9.9-2 and 9.9-3**). All training documents are considered "living" since they are routinely updated and maintained online for ease of access. In the new contract, we will update these documents and submit any changes needed for AHCCCS approval.

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Staff Rotation and Cross-Training for Greater Performance

To ensure maximum performance, HMS has a staff rotation and cross-training plan in place that ensures that all functions can be adequately performed throughout the next contract term. The job rotation/cross-training protocols that we employ ensure continued, optimal performance of revenue collection functions during vacations and other staff absences.

HMS policy requires that employees give ample notice of vacations. When an employee takes one or more weeks of vacation, HMS plans "job appreciation" time—a formal opportunity for staff members to take on the duties of other staff members. For example, to ensure adequate coverage of duties for our project with AHCCCS, in a team member's absence, we will reallocate tasks among the other staff members. We also may use voluntary overtime and hire temporary staff to ensure that we continue to complete all tasks in a timely manner. After an absent team member returns to work, we continue to share duties for another week. Likewise, when an employee is absent for a day or two, several co-workers generally share the responsibility for completing the employee's tasks. "Job appreciation time" has enabled multiple employees to become familiar with these duties.

HMS ensures that all Project team members who assume a management role on the team are cross-trained so they can share or exchange, to some degree, roles and responsibilities, including oversight responsibility for such tasks as provider relations and claims follow-up. If a critical timeframe needs to be met while training coordinators are out of the office due to illness or vacation, this cross-training methodology allows for flexibility and assurance that project objectives are met. HMS sees significant benefits to job rotation and cross-training. Employees gain insight and appreciation into each other's work when they must fulfill their co-workers' duties for a set time. Furthermore, they gain a better understanding of how individual jobs contribute to the overall mission of the project. Processes and procedures also improve when people perform new tasks. They bring a fresh perspective—and are often able to analyze the workflow and suggest improvements. These "side benefits" result in a more motivated and productive work force that is better able to serve AHCCCS.

Work Schedule and Project Personnel Contact Information

RFP Reference: 13.

> The Contractor shall provide a current work schedule to include office telephone numbers and fax numbers of personnel working on AHCCCS cases. It will also provide cell phone numbers of local managers.

Our qualified and experienced Phoenix-based team has Arizona-specific knowledge and has established successful relationships with AHCCCS, providers, and other project stakeholders. We understand AHCCCS's operational and fiscal environments, Medicaid policies and programs, eligibility services, and provider considerations, and we will continue to leverage this expertise when administering cost containment and recoupment services in the forthcoming contract term.

Per the RFP, we provide the office telephone and fax numbers, as well as the cell phone number for each of our Phoenix-based managers, all of whom currently work on our AHCCCS contract and will continue to do so.

SUBCONTRACTS

Offeror shall clearly list any proposed subcontractors and the subcontractor's proposed responsibilities in the Offer.

ADMINISTRATIVE SUPPORT SUBCONTRACTORS

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