



HANYS
Solutions



Emergency
Staffing
Services



Overview

The purpose of this plan is to provide a turn-key staffing solution in times of crisis. Hospitals can easily opt into the Emergency Staffing Services (ESS) program to meet critical staffing challenges during a crisis. This plan is being offered to all HANYS' Members through the Adaptive Workforce Solution's Emergency Staffing Services program. This program offers the following benefits and aligns with the guidelines set forth by the DOH. The ESS will provide the following:

- Provide an automated system of managing contract labor recruitment, on-boarding and payment process for healthcare providers deployed during a crisis.
- Competitive pricing plan to prevent extreme inflation during times of crisis/staffing shortages.
- Established staffing contracts in place with a network of staffing providers to ensure healthcare provider surge needs are met during crisis.
- AdaptiveWFS will become the single point of contact and will manage all communication with staffing agencies to secure staff as needed.
- Streamlined credentialing and onboarding process to ensure appropriate onboarding and credentialing standards are met according to hospital, joint commission, and New York State codes, rules, and regulations.
- Centralize and simplify timekeeping and invoicing for all contract labor processed under this program.
- Team of experienced staffing and dedicated account management specialists to simplify and centralize communication and workflows between hospitals and contract workers.

As the preferred workforce solutions partner for HANYS' Solutions, Adaptive Workforce Solutions (AdaptiveWFS) is uniquely qualified to provide these Emergency Staffing Services for HANYS' Members drawing on over 40 years of combined experience in providing strategic workforce solutions for contracting healthcare providers. Listed below are some of the key differentiators of AdaptiveWFS:

- AdaptiveWFS is NOT a staffing company and NOT a technology company. We are a neutral workforce solution company who will advocate for you in the contract labor market. Each new client is unique and so are their staffing needs. We customize a solution of people, process, and technology that results in an efficient process to meet your staffing goals.
- We offer a creative way to hire staff. Through our Payroll Service, hospitals can refer a non-agency hire to us and we assume the responsibility of their payroll, benefits. The hire can then be contracted by the hospital at significantly lower rates than offered through a staffing agency.
- Bill Rate Schedule. AdaptiveWFS has designed an emergency staffing rate schedule that gives hospitals control over the level of the emergency staffing need and the bill rates that apply to that level since there are many types of staffing surges both big and small. In addition, since the rates are pre-set, they can be promoted directly to the provider.
- AdaptiveWFS can expand these Emergency Staffing Services to include clinical and non-clinical positions.
- There is no cost to the hospital for the set-up, the service, or the technology.

Emergency Staffing Services – Sourcing Clinicians

Sourcing Healthcare Providers

AdaptiveWFS will supply healthcare providers through a network of specialized staffing companies that provide clinicians both at the local and nation level. These clinicians are part of a large data base of healthcare professionals who can effectively prepare for and respond to emergencies that impact the public's health. Our Emergency Staffing Services can quickly source a multitude of healthcare providers through a vast network of staffing companies. We will work directly with each hospital to identify any need in any specialty and source for those positions. Below we have included but are not limited to some of the more commonly staffed positions in a surge:

Registered Nurse

Level 1: Med/Surg, Psych, Clinics, Ortho, Rehab, SNF, Sub-acute

Level 2: Peds, Tele, PCU, Oncology

Level 3: ER, ICU, PICU, NICU, PACU

Level 4: CVICU, CVOR, OR, L&D

LPN

CNA

Allied and Therapy

Allied: OR Tech, Sterile Process Tech (SPT), Radiology, Respiratory Tech (RT), Medical Technician (MLT), Med Technologist (MT)

Therapy: Physical Therapist – PT, Occupational Therapist – OT, Speech Language Pathologist

Physicians/ Advanced Practitioner (Locum Tenens)

Level 1: Primary Care, Internal Medicine, Urgent Care

Level 2: Psychiatry, Hospitalist, CRNA

Level 3: Pediatrics, Critical Care, Cardiology, Anesthesiologist, Gastroenterology, OB/GYN

Level 4: Surgery, Cardiology, Radiology, Pulmonary CC, Neurology, Emergency Medicine

Pricing Plan

The Pricing Schedule for specialties in high demand during any type of emergency staffing are listed in the Emergency Staffing Services Agreement as Exhibit C. This pricing model is designed so that healthcare providers are paid at the same rate for the same position and staffing vendors cannot change the rate to increase their margins. Since rates are pre-set, open positions can be promoted directly to the healthcare provider. The pricing plan accounts for both big and small staffing surges providing options for bill rates that match the emergency staffing level which will be determined by the hospital.

Advantages of this Rate Schedule:

- Hospitals have control over rates based on emergency staffing level
- Supplier mark-up is capped at 55%
- Pay package goes to the provider instead of the staffing company
- Rates cannot be adjusted by the staffing company
- Every supplier is offering the same rates for the same positions
- Positions can be promoted directly to the healthcare provider since rates are pre-determined

Emergency Staffing Services

In the event of an emergency, AdaptiveWFS will act as the supply chain for staffing resources. We will be prepared with a team to respond in whatever capacity necessary to assist HANYS' Members with the rapid deployment of healthcare providers through an organized, measured, and prepared staffing plan. The utmost concern for healthcare organizations when an emergency occurs is keeping staffing production at its highest level. Should a temporary supplemental labor force be needed for targeted situations or specific time frames, AdaptiveWFS can provide additional temporary healthcare providers through a strategic and streamlined approach utilizing proven workforce management techniques. This plan accommodates small staffing surges such as labor strikes or large staffing surges such as a pandemic.

Staffing Crisis Communication Plan

A staffing crisis communication plan is a policy-driven approach to providing HANYS' Member hospitals with information that is delivered in a clear concise and controlled manner. It is key to a successful emergency preparedness plan. The plan includes the ability to respond promptly, accurately, and confidently to all parties involved in the sourcing, onboarding, and credentialing of healthcare providers during an emergency. Many different audiences must be reached with information to be disseminated to meet the specific interests and needs of NY Hospitals. This communication plan is specifically designed for crisis staffing. Here is how it works:

Centralized Staffing Command Team

In the event of a disaster or emergency a Centralized Staffing Command Team will be established at the AdaptiveWFS corporate office with a dedicated account management team that will manage the project from start to finish. The purpose of the Staffing Command Team is to help command center staff to expedite coordination and onboarding of healthcare providers between the hospitals and staffing vendors. It works by establishing a centralized resource center for HANYS' Member hospitals to identify and order urgent staffing needs and to coordinate and deploy healthcare staffing resources in an expedient and organized manner.

The Staffing Command Team will also serve as a clearing house to ensure all healthcare staff meet the credentialing, compliance and screening requirements set forth in accordance with the CMS Emergency Preparedness guidelines and other NY State requirements or guidelines, prior to them starting their contract at a specific facility.

Rapidly Post Positions to the Staffing Network

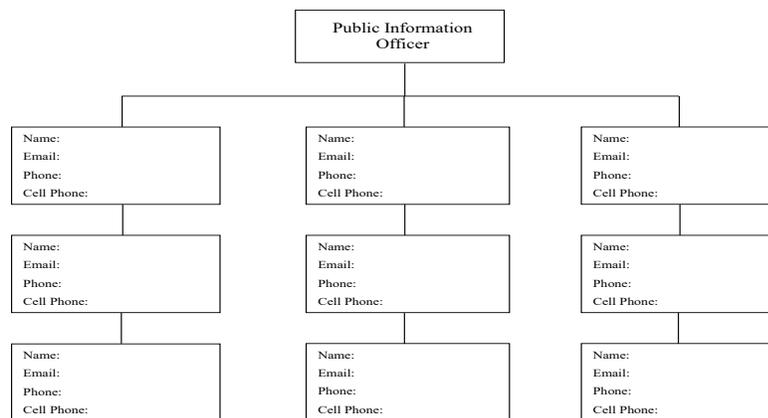
AdaptiveWFS has a Contingency Rapid Deployment Plan (CRDP) in place in the event a staffing emergency arises. The CRDP includes following:

- Ability to post healthcare staffing needs through an automated state of the art software system.
- Temporary Worker Rosters are provided daily detailing up to the minute confirmed temporary workers by unit, shift, and facility.
- Established and detailed reporting instructions for temporary workers assigned to work by HANYS' facilities. Reporting instructions are created in advance and provided at time of contract acceptance and includes; where to report, location, parking, site map, and contact information.
- Organized Security procedures and policies are sent out to ensure healthcare providers have proper PPE and other security measures that need to take place prior to starting an assignment.
- Coordinated plan to quickly and accurately orient and train temporary replacement workers.
- Administrative Support - Additional staff to assist with invoicing, payment, credentialing, and the management of temporary workers.

Emergency Staffing Phone Tree

The use of a phone tree to identify people to contact for supplemental staff is essential in times of crisis. The purpose of the phone tree is to share contact information with your crisis communication teams. We have identified the following best practices when creating a phone tree.

- Only key personnel that have been identified for the staffing project should be included.
- Limit the number of people each person must call.
- Leave a message for unavailable contacts and then continue down the phone tree until a contact has been reached.
- The last person called should report back to a designated person with the Centralized Staffing Command Team to signal the end of the calling process.
- Keep the message short and concise. Only the facts should be given, and each caller should avoid speculation. Confidentiality should be stressed.
- Update the phone tree regularly to ensure accuracy and inclusion of all appropriate staff.
- Follow up communication with email to crisis Centralized Staffing Command Team.



Recruitment, Screening, and Credentialing

The key to maintaining day-to-day operations during an emergency or any form of labor unrest such as a strike, is to adopt a business continuity plan that includes emergency strategies for security relating to onboarding and badges, supplemental staffing plan, and a proactive solution to address these disruptions. AdaptiveWFS takes a focused approach by developing a strong relationship with a dedicated, trusted supplier pool. Upon notice of an emergency staffing surge, AdaptiveWFS will immediately post and call to action our tiered network of Joint Commission certified healthcare staffing partners to narrow the supply pool to qualified and credentialed healthcare providers capable of rapid deployment.

The Staffing Resource Pool consists of the following:

- **Local Supplier Network** – Specialized in placing local clinicians throughout the state of New York.
- **Travel Suppliers** – Specialized in placing clinicians nationally.
- **Rapid Response Supplier** – Specialized in placing clinicians that can be deployed within 24 – 48 hours.

Compliance

Staffing Crisis-Related Compliance Requirements

To expedite the onboarding process, we recommend standardizing and modifying credentialing requirements:

- Primary Source Verification upon start date
- Backgrounds – within 6 months or pending upon start
- Drug Screen – within 6 months or pending upon start
- BLS & ACLS – AHA exception letter accepted if expired within the last 120 days
- License Verification – Any state licensure accepted
- References – Received or pending upon start
- Skills Checklist
- Immunizations & Current TB –pending start, must be received within 14 days of start of assignment

Logistics

During a crisis, successfully deploying the Healthcare Provider (HCP) to their work location is time critical. Once the HCP has met the compliance requirements, they need to report to the facility in a timely fashion and be ready to work. During times of surge staffing like COVID-19, traveling to the facility and having the proper personal protective equipment can become an obstacle for the HCP, staffing vendor, and the facility. Proper PPE supplies are the responsibility of the receiving facility and AdaptiveWFS will work closely with each hospital to be sure that these needs are met for the HCP.

State of the Art Technology

A critical part of our Emergency Staffing Services is state of the art, web-based technology that will automate and streamline the credentialing, onboarding, and posting of all critical staffing needs to the approved vendor network. Our Vendor Management Software (VMS) provides for a cost effective, mission critical technology solution that gives HANYS’ hospital members and AdaptiveWFS real-time visibility and control across the entire contract labor workforce.

Vendor Management Software (VMS)

The technology tool is a customizable software that tracks and documents the entire contractor life cycle – from start to finish. Since the VMS is web-based, it is accessible by the AdaptiveWFS team, staffing vendors, and other designated users and there are no technology costs or hardware/software maintenance issues. AdaptiveWFS practices vendor neutrality which allows all approved vendors to receive open orders at the same time through the VMS. This practice is fair and transparent and promotes true competition.

All steps for onboarding contract workers are interrelated and coordinated using the Adaptive Workforce Solutions third-party VMS.

Stages of Contract Labor Life Cycle:

1. Requisition Management
2. Sourcing
3. Selection
4. Engagement
5. Compliance
6. Onboarding
7. Billing, Invoicing and Reporting
8. Payment Management
9. Off-boarding



Emergency Staffing Resource Deployment Plan

The deployment plan is broken down into two areas: 1) the type of staff needed to address the surge capacity to cover a large influx in census and, 2) the process of onboarding contracted clinicians.

To cover these two areas means bringing in a diverse set of clinicians with specialized skills covering all areas of patient care. However, a competent response is not just about the skills of an individual, it is also about the safe and professional deployment of teams and their operational support. The CMS regulations require organizations to take a "comprehensive, consistent, flexible, and dynamic regulatory approach to emergency preparedness and implement a response that incorporates the lessons learned from the past, combined with the proven best practices of the present into an emergency operations program" (CMS "Final Rule"). Our deployment plan incorporates the following best practices.

Deployment Plan

- Review each hospital's Emergency Operations Plan (EOP) to make sure it fits within the local, regional, and state emergency management programs.
- Work with each hospital's Emergency Operations Committees (EOC) and training coordinator to confirm emergency hospital contract staff are trained and tested regarding the EOP, their role, and their responsibilities.
- Review Clinical Staffing Plan to increase staffing in the Emergency Department, Intensive Care Units (ICUs) and other areas affected to address increased demand due to patient surge.
- Review the emergency credentialing policy for each hospital.
- Ensure that a process is in place for granting temporary privileges to medical staff.

Joining the Emergency Preparedness Clinical Staffing Program – A Constant State of Readiness

By joining this Emergency Staffing Services program, AdaptiveWFS will prepare your hospital now for any type of surge staffing whether it is a low-level crisis or a high-level crisis. The Emergency Staffing Services will be administered by Adaptive Workforce Solutions and can be incorporated into your overall emergency preparedness plan and other NY DOH staffing guidelines.

This program is optional and open to all HANYS' Members and will go live on December 15, 2020. To opt-in to the Emergency Staffing Services program, simply download and sign the Emergency Staffing Services Agreement located here:

https://info.adaptivewfs.com/en-us/emergency_staffing_plan_agreement_hanys

Once the agreement is signed and returned as indicated, an AdaptiveWFS representative will contact you to discuss next steps in gathering all the information necessary to put the program in place now so you can respond quickly in an emergency staffing surge.

The Adaptive Workforce Solutions Management Team for the NY Emergency Staffing Services Program:

- [Julie O'Keefe, Executive Vice President](#) – Julie will manage the overall operations of the Emergency Staffing Services program.
- [Beth Delricco, Vice President of Client Services](#) – Beth will manage client and vendor staffing relations and be the point contact.
- Adaptive has an email dedicated exclusively to emergency staffing for HANYS' Members: NYemergencystaffing@adaptivewfs.com

Closing

This is a comprehensive Emergency Staffing Services program that will be administered, at no cost to the hospital, by Adaptive Workforce Solutions for HANYS' Member hospitals who opt-in to the program. Being ready now avoids future staffing chaos. Staffing surges come in all sizes so when the need hits, AdaptiveWFS immediately jumps into action to begin filling open needs. As an extension of your hiring team, we are completely focused on filling your staffing needs by sourcing through our strong vendor partner network while you focus on other priorities. Our extensive knowledge of the staffing market, the supply, the demand, and the infrastructure that is needed to automate and efficiently manage the contract labor lifecycle gives you the staffing advantages needed in any type of staffing surge.

