

## Attachment 5 - BIDDER INFORMATION QUESTIONNAIRE

23057 Administrative Services (Statewide)

### Solicitation Specific Questions

Bidder Name

Maxim Healthcare Services

Instructions: Answer all questions below providing your response in Column C. Questions may have a drop-down menu from which to select your response.  
 NOTE TO BIDDER: FAILURE TO ANSWER THE QUESTIONS WILL DELAY THE EVALUATION OF YOUR BID AND MAY RESULT IN REJECTION OF YOUR BID.

#### QUALITY CONTROL AND ASSURANCE PROCEDURES

NOTE: Please enter "N/A" for any questions that are not applicable to the Lots being bid.

#	Question	Response
1	What is your firm's selection, screening and hiring processes for temporary workers.	<p>Maxim prefers at least one year of experience for our healthcare personnel. Maxim adheres to comprehensive level of standards for hiring and maintains rigorous conditions of employment. Candidates for employment are required to meet the following requirements prior to employment:</p> <ul style="list-style-type: none"> <li>▶ Completed application/interview</li> <li>▶ License/Certification verification</li> <li>▶ Criminal background check</li> <li>▶ Reference checks</li> <li>▶ Supporting I-9 documentation</li> </ul> <p>Employee files are audited and updated regularly, and prior to assignment, credentials are verified as current.</p> <p>Throughout the hiring process, Maxim reviews the expiration dates on the following documents for each candidate:</p> <ul style="list-style-type: none"> <li>▶ Professional licenses</li> <li>▶ Professional certificates</li> <li>▶ Health certificates</li> <li>▶ CPR card (if applicable)</li> <li>▶ Valid picture ID</li> </ul> <p>Candidates who apply to Maxim are screened prior to hire. As part of this qualifications process, applicants are tested for competency according to the discipline and specialty of the position they are seeking. Maxim's standards require healthcare professional candidates to be fully trained in the positions they seek through Maxim.</p>

2	What are your testing, training and orientation programs for temporary workers?	<p>All healthcare professionals are screened, interviewed, and credentialed prior to employment. As part of this screening process, candidates for employment are tested for competency according to discipline and specialty. The tests are administered according to the employee's level of expertise, licensure and/or certification requirements. Additionally, employees will be expected to maintain their skill levels and will be tested annually upon employment. This ensures Maxim Employees continue to meet the qualifications and skill levels our clients demand. Orientation - Maxim provides orientation for all new caregivers during their initial stages of employment. Orientation is tailored per profession and geared towards familiarizing employees with Maxim's policies and procedures; as well as any customer specific orientation topics as applicable. Employees must complete orientation in order to be eligible for assignment. A copy of the employee's Orientation Checklist is signed by a member of management and placed in their employee file.</p> <p>In-Service Training and Continuing Education - Maxim's Learning and Development team partners with the company's Clinical Center of Excellence to provide a robust training platform for our caregivers. Maxim is proud to offer a comprehensive library of clinical and home care specific courses, many of which are approved for continuing education hours. Segments of our employee training are based on our center core competency, which is the delivery of optimal customer service and patient care. Training is provided on a mandatory and by-request basis to meet the needs of any Maxim caregiver who require or desire training in job skills. Topics for in-service and continuing education training include a variety of topics and can be administered through MyMaximConnect (MMC) our online training portal or through independent training organizations and portals.</p> <p>Compliance Training - Maxim's Commitment to Compliance is demonstrated through our robust compliance program. In 2011, Maxim implemented mandatory compliance training for all Maxim employees, caregivers, and medical contract labor staff. Compliance training is required as a new employee as well as on an annual basis to maintain employment with Maxim. Maxim's Compliance and Ethics Department was awarded a best practice for its Compliance Education and Training program by the Health Ethics Trust in 2014, an industry leading Compliance and Ethics program assessor and Certification organization.</p>
	Continuation of Question #2	<p>Maxim's employees are required to participate in annual compliance training programs through MaxCompliance, including General Compliance training, Clinical Compliance training (if applicable to job role), Billing, Coding, and Reimbursement Compliance Training (if applicable to job role), Management Compliance Training (if applicable to job role), and the Code of Conduct. Maxim's Clinical Compliance Trainings are accredited for continuing nursing education by the Maryland Nursing Association and approved by the American Nurses Credentialing Center's Commissions on Accreditation. Annual completion of compliance training is required to maintain employment with Maxim and to provide services and care to our clients and patients. Our MaxCompliance program emphasizes the importance of proper education and continual training of our employees. The intent of our MaxCompliance program is to provide guidance regarding compliance, ethics, and conduct to all involved with any Maxim department, division, or subsidiary. The program is documented through the Compliance Program Plan and the Code of Conduct.</p>

<p>3</p>	<p>What type of background checks do you conduct for screening temporary workers (nature of the checks, kinds of records reviewed, number of years covered by the background check, etc.)?</p>	<p>Maxim complies with Local, State and Federal regulations for conducting background checks required from many of our customers. As part of Maxim’s routine screening process, we conduct thorough background investigations on all current employees and applicants including, independent contractors, interns and temporary employees. Dependent on the Background Check Requirement, responsibility for these processes may be shared between Maxim’s Headquarters HR Department as well as each local office Credentialing Coordinator and/or his/her designate.</p> <p>The background investigation is conducted within the guidelines of our policies and applicable federal, state, and local laws. Applicants then complete a “Background Check Disclosure and Authorization form” giving Maxim permission to order the following reports.</p> <p>If any background investigation yields positive results, the office will submit the findings to an Employee Relations Representative for review and determination of eligibility for hire. Maxim re-runs criminal background checks, NSOPR, and NPDB screens on all employees every three years in order to make sure there is continued compliance with Maxim’s background check policy. In addition, the Maxim offices may conduct additional reports and services as determined necessary for individuals job function:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Consumer Credit Reports</li> <li><input type="checkbox"/> Motor Vehicle Reports</li> <li><input type="checkbox"/> Professional License Verifications</li> <li><input type="checkbox"/> Education Verifications</li> <li><input type="checkbox"/> Employment Verifications</li> </ul> <p>The type and extent of each background investigation is determined by the nature of the position to be filled by the candidate. In order to provide fair and consistent criteria, the same type of background investigations will be ordered for candidates performing the same function. The Maxim office has a designated individual to process background investigation orders, receive results, and communicate the results to candidates.</p>
<p>4</p>	<p>Continuation of Question #3</p>	<p>Maxim also conducts background investigations on our headquarter employees, office management, and other internal employees. Furthermore, Maxim reserves the right to conduct background investigations on any employee during the term of their employment with Maxim for the following reasons:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Investigation regarding a criminal offense</li> <li><input type="checkbox"/> Investigation regarding sexual harassment or abuse</li> <li><input type="checkbox"/> Any other legitimate reason having an impact on patient care or business operations.</li> </ul> <p>Once hired by Maxim, background investigations are conducted on the following basis:</p> <p>Monthly screening required:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Office of the Inspector General’s (OIG) List of Excluded Individuals/Entities (LEIE) Exclusion report</li> <li><input type="checkbox"/> Excluded Parties List System (EPLS)</li> <li><input type="checkbox"/> State-specific screening checks</li> </ul> <p>Annual screening required:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Excluded Parties List System at <a href="http://www.sam.gov">www.sam.gov</a>.</li> <li><input type="checkbox"/> Office of the Inspector General’s (OIG) List of Excluded Individuals/Entities (LEIE) Exclusion report at <a href="http://oig.hhs.gov/fraud/exclusions.html">http://oig.hhs.gov/fraud/exclusions.html</a></li> </ul> <p>Every three years:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> National Sex Offender Public Registry</li> <li><input type="checkbox"/> Criminal Background Check</li> <li><input type="checkbox"/> National Practitioner’s Data Bank</li> </ul>
<p>4</p>	<p>Do you agree to perform the background checks as identified in the Solicitation as requested?</p>	<p>Yes, Maxim agree to following the background checks of the solicitation and already has the necessary processes and procedures in place to do so.</p>

5	<p>How do you track individual resource performance? How does your firm reward good job performance by your temporary workers? Conversely, what types of disciplinary action does your firm use?</p>	<p>Maxim strives to provide continuity of care for our customers. An important component to this principle is retaining quality healthcare professionals. Therefore, Maxim has developed a comprehensive employee retention program with the goals of maintaining and enhancing employee engagement, optimizing contract fill rate, and mitigating high attrition risks. An overview of the incentives offered to our employees under this program is detailed in the table below.</p> <p>Incentive What Is It?</p> <p>Attendance Integrity Incentive: Incentive that rewards team members for consistent, reliable, and timely attendance.</p> <p>Continuity of Care &amp; Assignment Commitment Incentive: Incentive designed to mitigate attrition and care disruption risks.</p> <p>Employee Recognition Awards. Bonus paid for outstanding service: Employee recognized for special contributions as they occur for a project or task, generally accomplished in a short period.</p> <p>Inflation-Based Salary and Ancillary Costs Adjustment: Annual salary adjustments based on federal and state inflationary factors/practices to support employee cost-of-living viability.</p> <p>Merit-Based Annual and Spot Performance Bonuses: Performance-related incentive program designed to recognize personnel who continuously provide care above performance standards based on measurable criteria.</p> <p>Professional Development and Enrichment Program: Cost for professional development, enrichment, and educational activities offered by Maxim, in addition to any required training.</p> <p>When an employee violates or does not meet company standards, Maxim management and operational personnel, in coordination with Maxim's Human Resources department, will determine the appropriate action according to our Corrective Action Policy. The four levels of Maxim's Corrective Action Policy include; Initial warnings, Final warnings, Administrative Leave and termination. Performance Improvement Plans are also an option. Offenses can range widely, but in general they may include: attendance problems, dishonesty, fraud or forgery, harassment, HIPAA violations, Job Abandonment (No Call/No Show), Patient Abandonment, Patient Care Complaints, Substance Abuse Policy Violations, Tardiness, Theft, Unsatisfactory Performance, and any other Violations of Company Policy. Once an offense is identified, Maxim's personnel, in coordination with Maxim's Human Resources department, will determine the appropriate level of corrective action, dependent on the specific offense and circumstances.</p>
	<p>Continuation of Question #5</p>	<p>Any disciplinary concerns regarding the performance of Maxim's assigned caregiver should be immediately reported to the Account Manager or his/her authorized representative who is available around-the-clock. Your locally assigned Maxim office will provide a phone number or number to contact. In cases where Maxim has been notified of OGS's wish to dismiss a caregiver, Maxim will then notify the staff by phone or in person to inform that that his assignment at the location has ended. If an employee is released from assignment, Maxim will coordinate with our alternate pool of caregiver to find a replacement employee who meets the qualifications and requirements of the position.</p>
6	<p>Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.</p>	<p>Yes, Maxim has a policies in place for quality assurance, customer satisfaction and performance measurement</p>
7	<p>What process do you follow to ensure the proposed resumes meet your client's request?</p>	<p>Maxim holds in depth conversations with the client about the specific credentials and requirements our candidates need. We ensure each resume proposed fits the specific reqs of the client.</p>
8	<p>How do you schedule engagements?</p>	<p>Whether it be an engagement with the client or candidate we will always schedule via phone call. If multiple attempts are made via phone with no response we will reach out via email client that all members of our office can see in case the internal employee responsible is out of the office.</p>
9	<p>Do you have an electronic system for scheduling? If yes, please describe.</p>	<p>Maxim has multiple programs for scheduling all of which are electronic. Offices will be using Clearview or Vision. Both have the capabilities of scheduling, making sure candidates are in compliance with requirements and credentials, holding client contact information, and saving notes for each candidate and client that all members of our office can see in case the internal employee responsible is out of the office.</p>
10	<p>What processes do you use to ensure seamless service by subcontractors to NYS?</p>	<p>Maxim is not proposing the use of subcontractors for this engagement. However, in the event that subcontractors were utilized, Maxim's corporate departments would thoroughly vet all proposed subcontractors to ensure that they could meet and maintain Maxim's policies and procedures for temporary workers. Additionally, our NYS OGS Account Manager would oversee subcontractor relations.</p>
11	<p>How do you maintain and track unallowed and preferred candidate lists for your clients?</p>	<p>As listed above both of our programs allow us to keep notes, as well as certain features that will not allow us to book candidates for assignments with clients is the client has requested them to be placed as a "do not return" status.</p>

12	What is your escalation and resolution policy (in case an issue or emergency arises)?	When any incidents or grievances are reported we have a certain chain of command that is followed depending on each case. Each case is assigned to a certain team within our organization that ensures the fastest follow up/resolution possible. We offer a 24/7 on call service for emergency situations which ensures that all issues will be addressed when they happen no matter the hour.
13	What is your process for providing a replacement if a Temp is rejected by the client? Please include details such as the time it takes to replace, and the training plan for the new Temp.	<p>In the event an employee replacement is required, OGS's Maxim representative will be available 24/7 to manage this process and assign a replacement employee as soon as possible. Our Accounts Manager will utilize our pool of eligible candidates to backfill any absences. OGS benefits from having the ability to directly discuss any staffing matters with a representative per our no voicemail policy. Continuity of care and service is an essential part of Maxim's commitment. OGS can be assured that replacement personnel will be provided in the event of unforeseen circumstances. All replacement personnel will be provided in accordance with the contract requirements and will go through our training and orientation program as detailed in question 2. Additional facility specific training may be provided if required by OGS.</p> <p>The need to provide replacement personnel is infrequent because of the pre-qualifications a candidate must undergo in order to be placed at OGS location and accept the assignment.</p>
14	Does your company have a formal, published quality assurance program (measuring retention, job matching, performance of Temps on the job, etc.)? If yes, please provide details of the program and attach program documentation. If no, describe in detail the process your company intends to employ to ensure that NYS receives the best service and candidates possible.	In order for our employees to remain in compliance and active with Maxim we require evaluations from our internal recruiters/supervisors as well as supervisors at our clients' location.
15	Does your firm check websites such as Department of Health, Office of Professional Medical Conduct, etc. for licensure and/or accreditation information when hiring/providing candidates for Health Occupations? If yes, please provide the website address(es) you check. If no, please describe how you validate credentials for these professions.	Our offices use the DOH, Office of Professions, and Certiphi to ensure that the candidate is legally able to work.
16	What is your current fill ratio?	94% (2017 HC staffing is not tracked)
17	What is your current turnover rate for your temporary workers?	71.35% (staffing March 2017)
18	What type of programs do you have to limit absenteeism and turnover?	We have corrective actions programs and employee in services that ensure our employees are knowledgeable on our absenteeism policies and other issues. This ensures minimal call outs and minimal turnover.
19	What is your current absenteeism rate for your temporary staff?	2% (2017 HC staffing is not tracked)
20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	We have corrective actions programs and employee in services that ensure our employees are knowledgeable on our absenteeism policies and other issues. This ensures minimal call outs and minimal turnover.
21	Do you subcontract any of your work to support excessive workloads, either via independent contractors or through other firms? Please describe your policies, your company's process and criteria for selection of subcontractors/suppliers (if applicable).	Maxim thus far has had the capacity to handle our needs without the use of subcontracting. However we are able to do so if needed and would make a good faith effort to subcontract out excessive work loads.

22	What are your recruitment policies?	<p>Maxim employs a comprehensive, six-part recruitment process that enables us to quickly provide OGS with pre-screened candidates who match both your skill and cultural requirements. Instead of relying on a stack of resumes, Maxim uses an integrated and multi-channel strategy to build lasting relationships with healthcare professionals and pinpoint the candidates best suited to OGS's positions. Our involvement continues even after we place the caregiver at your work site. In most instances, we personally accompany the employee on their first day of the engagement to ensure they are properly oriented and to address any questions or concerns. We also follow up with each employee throughout the engagement to evaluate their performance and proactively mitigate any issues.</p> <p>The six steps of our recruitment process are detailed below:</p> <p><b>Source:</b> The first step in Maxim's recruiting process involves sourcing high quality healthcare professionals available to work on customer assignments. The sourcing process begins with a thorough evaluation of OGS's technical and cultural requirements for a best-fit candidate, including licensure, certification, and skills competencies as well as workplace culture, environment, and personality fit. Recruiters use this information to develop a customized sourcing strategy. We look first to our proprietary database of existing and available healthcare professionals. This system provides fast access to qualified candidates through electronic employer-to-customer matching services based on a position or patient's specific requirements and candidate availability, qualification and experience. We then engage our inactive candidates to assess availability and interest. All of our active and inactive candidates have been prescreened so they can be placed as quickly as possible when OGS's needs arise.</p> <p>To bolster our sourcing strategy, our dedicated recruiters also leverage the following:</p> <ul style="list-style-type: none"> <li>• Online job board advertising</li> <li>• Targeted direct mail campaigns</li> <li>• Email marketing</li> <li>• Search engine advertising</li> <li>• Local advertising</li> <li>• Strategic telephone outreach</li> </ul> <p>We personally connect with local healthcare professionals through career fairs and tradeshow, professional associations, online newsletters, and social media marketing. Our recruiters are deeply entrenched in their local communities and their people. They use these connections to elicit referrals and network with local organizations with relevant medical talent pools.</p>
	Continuation of Question #22	<p><b>Select:</b> Candidates must have successfully completed the prescreening process and a proprietary, customized needs-based assessment to be considered for OGS's position(s). At this time, we will provide OGS with a customized candidate profile. You may then elect to personally interview the candidate to evaluate their fit for your organization or patient.</p> <p><b>Orient:</b> Maxim provides orientation for new medical professionals during their initial stages of employment. Orientation is tailored per profession and geared towards familiarizing employees with Maxim's policies and procedures as well as OGS-specific information. Employees must complete orientation to be eligible for assignment.</p> <p><b>Start:</b> We aim to prepare our employees for their assignment so they can be productive from day one. Prior to the employee's first day, we review the specific information about the assignment such as directions, parking, dress code, expectations, and administrative items. When feasible, Maxim's recruiter or local office manager will walk the employee onto the job site on the first day. Following the employee's first day, Maxim follows up with the employee to answer any questions, address any potential changes, and ensure commitment to the assignment.</p> <p><b>Service:</b> Maxim's job does not end once we make a placement. We remain engaged with our employees throughout the assignment, checking in to ensure they are satisfied with their assignment and to address and correct any issues in real time. We also take this time to determine the employee's interest in further assignments to help encourage retention. Maxim will also contact OGS to verify that the assignment is going smoothly and to help plan for any upcoming personnel needs.</p> <p><b>Screen:</b> To ensure we provide OGS with the most capable and qualified healthcare professionals, we require all of our candidates to undergo an extensive screening process prior to hire. Candidates are required to complete the following steps:</p> <ul style="list-style-type: none"> <li>• Completed Application/Interview</li> <li>• Credentialing (Licensure/Certifications)</li> <li>• Competency Testing / Skills Checklist</li> <li>• Criminal Background Check</li> <li>• Reference Checks</li> <li>• Supporting I-9 Employment Verification and Eligibility Documentation</li> <li>• Specific Requirements Per Customer, including Drug Screening, Personal Medical/Health Examination and TB Testing</li> </ul> <p>In addition, candidates are tested for competency according to the discipline and specialty of the position they are seeking. Maxim's standards require healthcare professional candidates to be fully trained in the positions they seek through Maxim.</p>
23	Describe your implementation plan for initiating this program at NYS if awarded a contract. Include your company's plan for taking on a large volume of requests during the first phase of the contract. Such a plan may include transferring candidates from other contractors to your company's internal resource pool, partnering with additional subcontractors to meet NYS's needs and implementing the program.	<p>Maxim is a current provider of services to NYS OGS and if awarded will continue to follow our existing program.</p>