



**HUBFirst, LLC Response to
SP-20-0115 for
Statewide Contact Tracing Management
System**

**State of Arkansas
Arkansas Department of
Health
Response Packet**

Redacted Copy

Submitted to:

Brandi Schroeder
Arkansas Department of Health
4815 West Markham Street
Little Rock, AR 72205
(501) 682-4169
Brandi.Schroeder@dfa.arkansas.gov

Submitted by:

Diana Day
HUBFirst, LLC
11701 I-30 Ste 205
Little Rock, AR 72209
(585) 667-2906
Diana.Day@hubfirst.com

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About HUBFirst, LLC

HUBFirst, LLC (HUBFirst) is a federally certified HUBZone joint venture that focuses on prompt, effective, and top performing call center and back-office operations. HUBFirst was created from the joint venture between Mid-South Adjustment Co., Inc. (Mid-South) and Coast Professional, Inc. (Coast) to bring high quality services to clients across the United States. The joint venture brings more than 300 years of combined management experience in the implementation and operation of federal government contracts. HUBFirst is dedicated to the respectful treatment of individuals through transparent, compliant, deliberate, and effective communication. The synergies between the two companies offer clients decades of large-scale government contract experience with qualifying small business spend, a vast network of employees, and unparalleled standards of quality and performance.

Redacted Copy

This document contains redacted sections in accordance with the Solicitation requirements. The information redacted is of confidential and proprietary nature as it encompasses “Files that, if disclosed would give advantage to competitors or bidders” as described in the State of Arkansas Freedom of Information Act regulations.

PROPOSAL SIGNATURE PAGE

HUBFirst has provided a signed and completed Proposal Signature Page on the following page.

PROPOSAL SIGNATURE PAGE

PROSPECTIVE CONTRACTOR INFORMATION					
Company:	HUBFirst, LLC				
Address:	11701 I-30 Suite 205	AR Vendor # (if known)			
City:	Little Rock	State:	AR	Zip Code:	72209
Business Designation:	<input type="checkbox"/> Individual	<input type="checkbox"/> Sole Proprietorship	<input type="checkbox"/> Public Service Corp		
	<input type="checkbox"/> Partnership	<input checked="" type="checkbox"/> Corporation	<input type="checkbox"/> Nonprofit		
Minority and Women-Owned Designation*:	<input checked="" type="checkbox"/> Not Applicable	<input type="checkbox"/> American Indian	<input type="checkbox"/> Service-Disabled Veteran		
	<input type="checkbox"/> African American	<input type="checkbox"/> Hispanic American	<input type="checkbox"/> Women-Owned		
	<input type="checkbox"/> Asian American	<input type="checkbox"/> Pacific Islander American			
	AR Certification #: _____ * See <i>Minority and Women-Owned Business Policy</i>				
PROSPECTIVE CONTRACTOR CONTACT INFORMATION					
Contact Person:	Diana Day	Title:	National Account Executive		
Phone:	(585) 667-2906	Alternate Phone:	(318) 307-9856		
Email:	Diana.Day@hubfirst.com				
CONFIRMATION OF REDACTED COPY					
<input checked="" type="checkbox"/> YES, a redacted copy of submission documents is enclosed.					
<input type="checkbox"/> NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested.					
ILLEGAL IMMIGRANT CONFIRMATION					
By signing and submitting a response to this <i>Solicitation</i> , a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants. If selected, the Prospective Contractor certifies that they will not employ or contract with illegal immigrants during the aggregate term of a contract.					
ISRAEL BOYCOTT RESTRICTION CONFIRMATION					
By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel, and if selected, will not boycott Israel during the aggregate term of the contract.					
<input checked="" type="checkbox"/> Prospective Contractor does not and will not boycott Israel.					

An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Solicitation* will cause the Prospective Contractor's proposal to be rejected.

DocuSigned by:
Authorized Signature: Nathan Sullivan **Title:** President of HUBFirst member Mid-South Adjustment Co., Inc.
348456DDDEEE486...

DocuSigned by:
Printed/Typed Name: Nathan Sullivan **Date:** 06/18/2020
Authorized Signature: Jonathan Prince **Title:** Chief Operating Officer of HUBFirst member Coast Professional, Inc.
265E166AA408454...

Printed/Typed Name: Jonathan Prince **Date:** 06/18/2020

INFORMATION FOR EVALUATION

- Prospective Contractors should provide a response to each item/question in this section. Prospective Contractors may expand the space under each item/question to provide a complete response.
- Prospective Contractors may also use a separate form. If using a separate form, Prospective Contractors shall clearly and distinctly identify the section and item (i.e., E.1.A).
- Responses for each item must be limited to three hundred (300) words. Prospective Contractors should not include additional information if not pertinent to the itemized request.

HUBFirst has read, understands, and agrees to comply.

E.1 Experience and Qualifications

A. Describe previous or current engagements performed by your organization within the last three (3) years of similar size and scope to those described in the Solicitation that demonstrate your organization’s capability to perform all services required in the Solicitation. For each engagement referenced, provide the entity name, contact information (including contact name and email address), contract term dates, and geographic area serviced.

HUBFirst members have extensive experience in large scale government engagements that have similar size and scope to those described in the Solicitation. We have provided a description of current engagements in the table below that demonstrate our capacity to perform all services required in the Solicitation.

Name & type of Entity Contract Duration Dates	Geographic Area & System Size	Brief System Description	Reference
<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

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Name & type of Entity Contract Duration Dates	Geographic Area & System Size	Brief System Description	Reference
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

B. Include experience implementing and operating contact tracing systems.

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

C. Include the size of the system installation, a brief description of the solution provided, and the methodology employed.

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

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D. Include experience staffing and managing a call center utilizing remote staff with outbound unsolicited call experience specifically for health care related phone-based education.

HUBFirst member entities have more than 80 years of combined experience providing empathic and compassionate call center services on behalf of our clients. We are experts at educating the public in matters related to both healthcare and personal finances. To effectively perform our work, we focus on:

- Active listening techniques
- Building rapport and trust
- Treating people with respect
- Understanding the emotions a person is experiencing

This unique combination of skills is especially valuable in the field of contact tracing, as infected persons frequently have concerns regarding loss of income and how to approach their financial matters while attending to personal health issues.

Healthcare Phone-Based Education Experience

HUBFirst member Mid-South is unrivaled in its experience providing health-care related phone calls in the State of Arkansas. Headquartered in Little Rock, Mid-South currently provides comprehensive office services for more than 700 private physician practices, 12 hospitals, and the entire University of Arkansas for Medical Science (UAMS). In the past two years, Mid-South have averaged 1,088,000 communications with patients in Arkansas.

Government Phone-Based Education Experience

HUBFirst members also provide call center services on behalf of FSA. In this role, we answer in-depth questions related to loans, borrowing considerations, and responsible repayment options. Our average conversation is over 30 minutes in length during which we actively listen to fears and concerns, compassionately explain program benefits, document relevant case details, and help the person plan for restoring their autonomy. 91.2% of our efforts are unsolicited outbound communications to individuals.

Work from Home (WFH) Capabilities

As a result of COVID-19, we have transitioned our workforce into a work-from-home model. Prior to this, our contracts did not allow for a remote workforce, but with agile technology resources, we transitioned our call center staff to WFH status within five (5) business days, where required by government decree.

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E. Include experience providing phone-based education about government agency program topics.

We are experts in detailed and government agency program education via telephone. Many of the individuals we work with on the Federal Student Aid project enter the Loan Rehabilitation Program which has stringent and time-sensitive administrative requirements. These requirements include:

- Multiple follow up communications
- A seven (7) minute scripted disclosure statement
- An average telephone handle time greater than 30 minutes, and
- Extensive financial paperwork.

Our experience providing these services uniquely mirrors ADH expectations as it illustrates our ability to implement complex government contracts, speak with individuals about difficult topics, and communicate phone-based education about government agency program topics. We understand how to communicate with people on difficult topics in an empathetic and caring manner.

Affordable Care Act

The Affordable Care Act mandated that all not-for-profit hospitals abide by specific regulations to protect certain socio-economic classes from extraordinary collection actions taken to recoup unpaid debts. HUBFirst member Mid-South, operating on behalf of these charitable hospitals, provides government mandated education for individuals on programs that would relieve up to the full amount of their debts based on their income and household size. Agents are required to review documentation with the patients to ascertain federal poverty levels and apply multipliers to determine an individual's level of relief. Once an initial assessment of financial hardship is established, agents assist with the application process to document the financial status of the household.

F. Include experience providing report documentation for phone-based interviews.

Healthcare Related Documentation

501(r) regulations require, along with phone-based interviews with the patient, that applications and documentation be submitted to determine an individual's level of financial hardship. These can be likened to personal financial statements in terms of detail in that they require a full disclosure of household incomes for all individuals, indebtedness, and dependents. These applications, on average, take 30 minutes to assist in completing. All documentation is submitted to our office for final review prior to assigning a poverty level and associated reduction in indebtedness.

University of Arkansas for Medical Sciences (UAMS)

As the exclusive partner to UAMS, HUBFirst member Mid-South provides support for patients seeking medical care. Phone interview functions include answering patient questions about healthcare services, verifying insurance, qualifying recipients for Medicaid, establishing payment agreements, and documenting financial hardships for income-sensitive repayment plans. All activities are documented according to client contract specifications.

Louisiana Office of Public Health

All contacts are documented in the system of record for OPH. We follow OPH documented call scripts in our communications with patients. Our calls on this contract are recorded for another form of documentation as necessary.

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Department of Education, Federal Student Aid

For our FSA Contract, the Loan Rehabilitation Program requires 30+ minute conversations that cover financial statements, program disclosure and benefits, payment arrangements, and at least two forms of follow up paperwork. Tracking is accomplished by automated and manual entry into our contact system. Not only does HUBFirst record calls (where allowed by law), our employees are required to notate all communications in a detailed fashion.

Quality Assurance

We utilize an independent Compliance Department to monitor our call center operations. The Compliance Department reviews a statistically significant sample size of calls per month to ensure our efforts are meeting our standards and our client requirements.

G. Include experience managing staffing levels for onsite and remote staff where workload fluctuations were constant.

MAXIMUS Federal Services, Inc.

HUBFirst performs as a subcontracting partner for MAXIMUS on the Debt Management and Collection System contract. Hired to assist with peak season call volume overflow anticipated in the fall, this project partner required HUBFirst to provide call support services for three (3) distinct projects. Our workforce of remote agents exceeds all goals and objectives and has been affected by workload fluctuations. We have adopted the policies and procedures of this client, including a Voluntary Time Off schedule which is used to manage cyclical call fluctuations.

Department of Education, Federal Student Aid

Due to increasing work fluctuations in 2019, our team hired more than 400 employees for this contract. Not historically permitted to work remotely, the entire team was transitioned to WFH status in March 2020 and will remain in that capacity for as long as the client requires it. Traditionally an outbound call team, this team has shifted to a nearly 100% inbound call model as a result of COVID-19. We have witnessed no reductions in key performance indicators.

Our contract with the Department of Education has inbound call volume increases, approximately 2-3 times greater than average, during January and March. We adjust our staffing model to manage the increased call volume through daily review of our Average Speed of Answer (ASA) and answer rate. [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

We'll use our experience managing significant increases in call volumes to provide the State with flexible contact tracing services.

HUBFirst, LLC Response to Statewide Contact Tracing Management System for Arkansas Department of Health

E.2 Call Center Capabilities

A. Discuss your organization's capabilities in providing overall operation and management of a call center for ADH that utilizes remote staff.

HUBFirst LLC (HUBFirst) is a joint venture between Mid-South Adjustment Co., Inc. (Protégé) and Coast Professional, Inc. (Mentor) as a result of the companies' Mentor-Protégé Agreement (MPA) established in accordance with Small Business Administration (SBA) standards. HUBFirst is a federally certified HUBZone joint venture that focuses on prompt, effective, and top performing call center and back-office operations. The joint venture brings more than 300 years of combined management experience in the implementation and operation of Federal government contracts including three (3) separate Department of Education, Federal Student Aid contracts. HUBFirst is dedicated to the respectful treatment of people through transparent, compliant, deliberate, and effective communication.

HUBFirst member entities are experts in both brick and mortar and remote call center solutions. Due to the highly sensitive nature of our work and personally identifiable information (PII), most of our clients prefer for the work to be performed in the office. During periods in which we have been asked to work remotely, our staff has successfully deployed its entire workforce in less than five (5) business days.

HUBFirst member entities have managed more than 1,000 concurrent employees for call center-based government contracts. We have the technology to offer employees a WFH model that ensures quality, timeliness, and security in call center operation requirements.

HUBFirst member entities currently manage calls for more than 730,000 cases for the US Department of Education Office of Federal Student Aid. In 2019, we conducted more than 12 million phone calls with individuals.

B. Discuss training methods your organization employs for all call center workers whether onsite or remote.

When HUBFirst adds a client, assigned teams are briefed on the client-specific call center program needs and expectations. To ensure continuity for all contact centers and remote agents, we utilize MindFlash, an online learning management solution (LMS). This software enables our employees to:

- Access training materials from any computer or mobile device
- Enjoy a remote-friendly platform
- Create engaging, interactive courses that enable content delivery in a variety of methods (slides, videos, quizzes)
- Visualize their success with trainee status reporting, quiz results and other course information

Mindflash enables us to scale our training efforts across business lines, standardize the learning process, and improve the efficiency of training staff. Additionally, due to its personalized nature we can better allocate training time toward individual improvement, ensure all staff have appropriate training, and tailor our efforts to the learning style of individual agents.

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In February 2020, our training program received a Training Top 125 Award from Training Magazine. The Training Top 125 Awards recognize organizations with the most successful learning and development programs in the world. The Top 125 rankings are calculated based on corporate training overall, including the number of training hours per employee program, total training budget, and innovative learning goals.

Annual Training

All HUBFirst employees must participate in and pass regular training courses on key subjects related to call center operations and client requirements. This includes, but is not limited to, annual training on Health Insurance Portability and Accountability Act (HIPAA) and cyber security. These courses are updated as appropriate and tracked to ensure all staff maintain a thorough understanding of these topics.

Additionally, staff attend weekly floor meetings where we discuss regulatory changes, communication techniques, company reminders, and celebrate successful milestones including compliance awards and company prosperity.

E.3 Contact Tracing Capabilities

A. Discuss training methods your organization employs for in-person, home visit Contact Tracing.

Contact tracing staff will be trained to comply with all ADH preferred coursework. For similar projects, our staff has received training from the Association of State and Territorial Health Officials (*Making Contact: A Training for COVID-19 Contact Tracers*) and Johns Hopkins University (*COVID-19 Contact Tracing*) and HUBFirst will utilize similar training methods for ADH.

Case outreach in the form of In-person home visits are only conducted if specifically required by contract and are typically reserved for contacts who have been asked to self-monitor but are not reporting or in cases where the infected person has died or is unable to communicate with the contract tracer on the telephone due to extenuating circumstances such as rapid disease progression. We suggest utilizing mailed correspondence or certified mail as a substitute to in home visits to limit the additional exposure of COVID-19 to contact tracers.

If a home visit is conducted, tracers request the following information:

- a. All members of the household who have lived with the patient since the onset of illness
- b. Names of all visitors who may have encountered the patient since the onset of illness
- c. The names, dates, and locations of any places, persons, or health facilities visited by the patient since the onset of illness
- d. In the event of death, the names of all persons who might have assisted in the burial preparations
- e. Anyone who may have exposed to the patient that does not fall into the categories listed above

We will work with ADH to determine the training needs for in-person, home visits for contact tracers.

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B. Discuss training methods your organization employs to ensure all workers have full knowledge of HIPAA requirements.

Employees of HUBFirst are required to undergo training in HIPAA during the onboarding training process as well as complete a yearly HIPAA training refresher course. This course requires employees to demonstrate their knowledge and compliance with HIPAA to ensure the protection of PHI.

HUBFirst member entities comply with all requirements of HIPAA. HUBFirst makes compliance and security as much of a priority as contract performance. Our rigorous employment training, along with our stringent physical and network security protocols, create the largest buffer between our clients and a potential compliance breach. Our main compliance management areas include:

- Change management
- Compliance officer oversight
- Employee training and ongoing testing
- Legal counsel
- Network security testing
- New hire screening
- Physical and network security policies

All employees begin with an in-depth training process covering multiple information protection regulations including HIPAA. Employees participate in a minimum of a 14-day training followed by an agent mentoring period to acclimate them into our call center. This period allows new agents to see how the laws are applied in real world situations.

Our HIPAA training covers areas of comprehension such as:

- Best Practices
- Breach notifications
- Complaints
- Covered entities and Business Associate Agreements
- HIPAA Privacy Rules
- Penalties
- PHI and ePHI definitions
- Required / Permitted disclosures
- Safeguards – Administrative, Physical, and Technical
- Security incidents
- Security Rule
- Third party communication

We also train employees on the Health Information Technology for Economic and Clinical Health Act (HITECH) act which effectively expanded the scope of liability of HIPAA.

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C. Discuss management and oversight processes your organization employs to ensure full HIPAA compliance.

HUBFirst members are HIPAA compliant. We understand the necessity to protect personal health information (PHI) and have put safeguards in place to ensure our continued compliance with HIPAA. This includes, but is not limited to:

- **Administrative Safeguards:** Designed to develop processes to ensure the continued protection of PHI including establishing appropriate security measures, identifying roles and responsibilities, creating and implementing training, and ensuring staff are evaluated in their understanding.
- **Physical Safeguards:** We ensure that PHI is kept in a controlled environment at all times by requiring badge access to facilities, ensuring there is appropriate surveillance of the area, properly destroying PHI, and limiting access to information on a business-need basis.
- **Policies and Procedures:** We utilize policies and procedures designed to ensure staff understand how to properly handle PHI, reduce the amount of PHI that is written down, and control PHI provided to us.
- **Risk Analysis and Management:** We undergo a yearly audit of our security measures which tests for HIPAA compliance, establish appropriate Business Associate Agreements with clients, and maintain appropriate security protections for data entrusted to us.
- **Technical Safeguards:** We have established an advanced and secure database system that utilizes role-based access to ensure that only the required individuals have access to PHI.

D. Describe processes your organization uses to rapidly disseminate and implement programmatic and operational changes to all personnel.

HUBFirst has established an agile communication process to provide employees with timely information regarding programmatic and operational changes. This is accomplished through weekly floor meetings and conference calls, emails to all employees, team meetings, compliance memos, and our payroll system. We have recently enabled text messaging to our employees to quickly circulate important information directly to employees. Depending on the nature of the change, HUBFirst will utilize the appropriate method of information transmission to ensure that all employees understand programmatic and operational changes. Additionally, when a process changes, HUBFirst ensures that appropriate policies, procedures, and work instructions are updated and that any call script changes occur in an expedited manner.

E. Describe your organization's capabilities in communicating with individuals who speak languages other than English. Include all languages your organization is able to provide.

HUBFirst will utilize both our employees and third-party interpretation services to provide services to those that speak languages other than English. Our anticipated interpretation service providers can communicate in more than 240 languages and provides an average connection time of 8.3 seconds for Spanish speaking calls and 16.1 second connection time on average for other languages. Using this type of service is more cost-effective than hiring additional non-English speaking employees. HUBFirst will start the process of establishing a contract with the interpretation service once identified as an apparent successful vendor for ADH.

HUBFirst, LLC Response to Statewide Contact Tracing Management System for Arkansas Department of Health

E.4 Community Health Care

A. Describe your organization’s experience and capabilities in training and collaborating with community-based health care programs and initiatives.

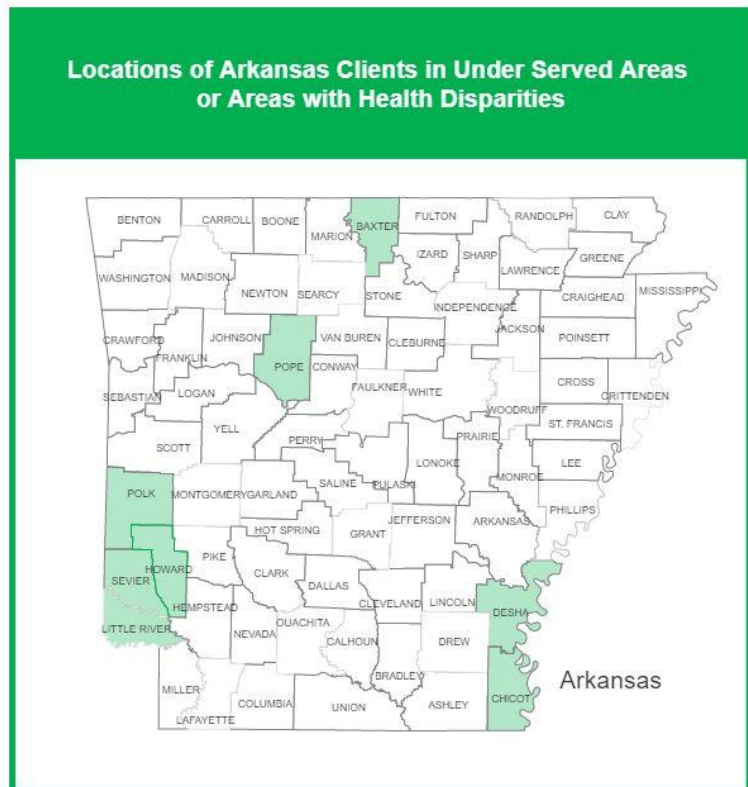
Since the enactment of the Affordable Care Act (ACA) in 2010, HUBFirst member Mid-South has assisted its clients in complying with the requirements governing not-for-profit hospitals. These guidelines require hospitals to widely publicize their financial assistance policy onsite as well as in all correspondence sent on behalf of the hospitals. Acting as an extended business office on behalf of our clients, we ensured that all correspondence includes all disclosures required by the ACA.

In addition, certain requirements of the Affordable Care Act mandated specific time frames 501(c) 3 hospitals must adhere to prior to taking any extraordinary collection action against any consumers. Working with our clients, we implemented workflows to comply with both notification and application periods defined in the 501(r) regulations.

B. Describe your organization’s experience and capabilities working with and providing services for the underserved and populations or groups with health disparities

HUBFirst member Mid-South has served the State of Arkansas for more than 38 years and, in that time, has developed extensive experience in reaching individuals in underserved and rural areas of the state. We serve more than 700 physician practices throughout Arkansas and have a comprehensive understanding of each geographic area and its related population. Through our vocation as both client agent and collection agent, our agency has a thorough understanding of treatment as it pertains to individuals with health disparities as well as the chronically ill.

HUBFirst member Mid-South is uniquely qualified to assist ADH with contact tracing to all areas of Arkansas, including those in underserved areas or where residents may experience health disparities. This map illustrates those areas in which we currently provide patient services on behalf of rural healthcare organizations and county-based hospitals. Many of the patients in these areas are agricultural workers with lack of access to primary care physicians (PCPs) and the areas are marked by a local population which earns incomes far below the federal poverty guidelines.



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E.5 Data Management and Security

A. Discuss strategies and practices your organization proposes to complete employee technology verification and vetting to ensure potential hires possess adequate technology infrastructure (phones, computers, etc.), phone access, and internet access. If your organization intends to provide necessary technology infrastructure to contact tracers, please describe how your organization will accomplish this.

HUBFirst has employees that are currently working from home with the necessary technological infrastructure in place to begin providing services to target the ADH contract start goal of July 1, 2020. For new hires, HUBFirst will require an employee technology access survey to determine which employees have the appropriate environment to work from home successfully. Our remote employees will need reliable broadband internet access and a dedicated, private workplace, free from distractions or noises which would interfere with calls. HUBFirst will provide all employees with the required hardware and software. A typical agent hardware set up includes:

- Thin Client Desktop computer with keyboard and mouse
- Monitor
- Telephone
- Wired headset with microphone and quick disconnect
- Two-factor authentication software
- Software licenses

When recruiting and hiring for contact tracing and case interview positions, we review candidates for:

- Strong computer skills
- Contact tracing or similar work experience
- Ability to pass our training program
- Strong interpersonal communication skills
- Reliable, high-speed internet access, typically featuring
 - A wired connection
 - 20 Mbps download speed
 - 5 Mbps upload speed
- Quality of character and independent thinkers
- Work environment free from distraction
- High school diploma or college education

For Louisiana Office of Public Health, we transitioned available staff to the contract and utilized the State’s pool of applicants to hire additional staff.

Technology Infrastructure*

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

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■ [REDACTED]

**Proposed*

B. Discuss your organization's strategies for providing redundancy, fault tolerance, and an uptime of 99.9% annual website availability.

HUBFirst will utilize secure servers to transition workloads to different servers in the instance of an outage. These servers are in different geographic zones to ensure appropriate disaster recovery redundancy. We house our website from within our hardened servers to securely protect patient information.

Information Technology Staff

We employ an in-house IT staff to address daily issues and provide timely and dedicated support to our clients. Our Information Technology Resources are organized by three separate verticals:

- **Infrastructure and Security:** The Infrastructure and Security team is responsible for the administration of information technology assets, networks, and systems; the management and support for our network of computers; and IT infrastructure and environment maintenance.
- **Application Development and Support:** Our Application Development team works on our CRM environment, applications, and data. They are responsible for the management of company, client, and patient data; completion of system updates; building of data infrastructure; and the management of company and client reports.
- **Information Security:** Our Information Security Team monitors all information security efforts. The responsibility of the Information Security Team is the management of company information security audits; the upkeep of information security documentation including disaster recovery/business continuity plans; responses to perceived or actual threat of potential data security issues; and the prevention, mitigation, and control of information security concerns.

Environmental Security Controls

Network components are housed in an environmentally controlled data center. The following environmental controls have been implemented to protect the system resources:

- Air Conditioning (AC) unit, including redundant AC
- Fire extinguishers
- Moisture detectors are installed
- Plumbing lines are located under the raised floor
- Raised floors
- Smoke detectors
- Uninterruptible Power System (UPS)

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C. Describe the processes employed by your organization to ensure Contract Tracing personnel can capture and transmit protected health information (PHI).

HUBFirst will utilize our call center CRM system to capture and transmit protected health information (PHI). This system is customizable through programable elements that allow our application development team to create tailored functionality to adapt to contact tracing-specific requirements. The system is HIPAA compliant and protects PHI throughout the operational lifecycle.

In addition to PHI security at the system level, HUBFirst provides employees with PHI handling training and processes that ensure human interaction with PHI is compliant. We discourage employees from writing any PHI down and require that any PHI is disposed of securely in one of our many secure shred bins. This hard copy documentation is routinely securely disposed of through our shred vendor who provides an attestation of destruction at every pickup.

D. Describe your organization's level of understanding and experience working with the privacy and security practices and processes as defined by the National Institute of Standards and Technology (NIST) and Health Information Technology for Economic and Clinical Health (HITECH).

FISMA / NIST 800-53 Compliant

As a contractor for the Department of Education, Federal Student Aid, HUBFirst member Coast is required to obtain an Authority to Operate (ATO), and follow the Federal Information Security Management Act of 2002 (FISMA, 44 U.S.C. § 3541, et seq.), a federal law intended to strengthen information security systems and refine the transmission of electronic data. This law extends beyond the systems managed by the federal government to cover any third-party service providers who aid in the management of government data.

FISMA compliance is obtained by an agency submitting to a process in which the company's complete IT structure, equipment and security controls are recorded and assessed. Once FISMA compliance is achieved, regulations require frequent monitoring to maintain compliance. Although our contractual obligations to the Department of Education were the catalyst for Coast to pursue compliance, all business lines benefit from working with a FISMA compliant agency due to the advanced security practices enforced.

Health Information Technology for Economic and Clinical Health Act (HITECH)

We are experts in the management of Protected Health Information (PHI) and the PHI requirements of HIPAA and HITECH. Our operations protect electronic protected health information (ePHI) as required under HIPAA and HITECH. We sign and implement Business Associate Agreements (BAA) with covered entities as required to perform our services. We have implemented significant information security standards to ensure the protection of ePHI in our interactions with patients, and in our collection system whether in transit or at rest. Our security posture is enhanced by our written breach policy and process to manage data breaches in an immediate and encompassing action.

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E.6 Implementation

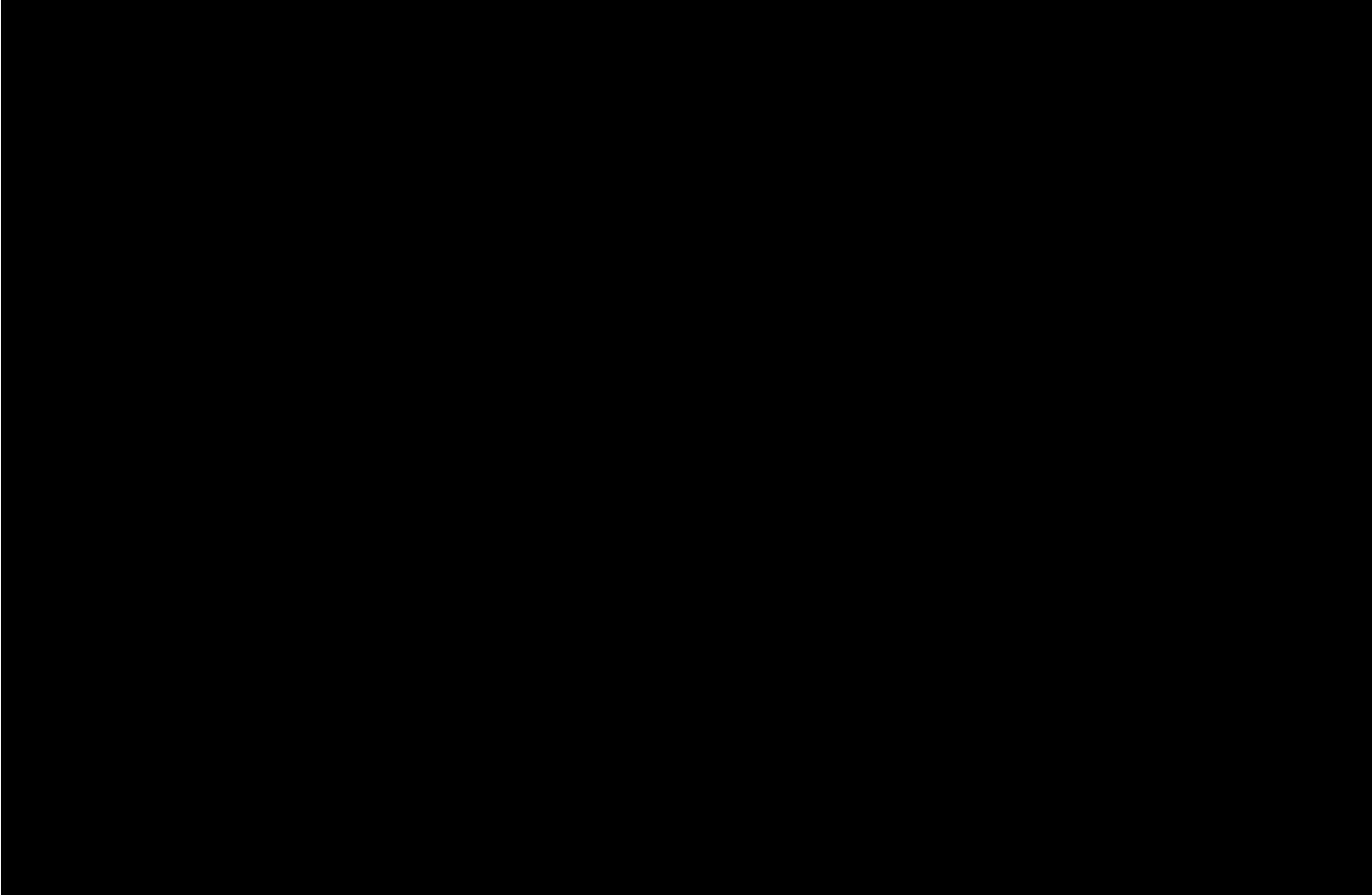
A. Discuss your organization’s plan for completing implementation by July 1, 2020. Include a timetable of implementation activities your organization proposes for implementation and the activities expected to be completed by ADH.

HUBFirst recommends a phased implementation strategy. Immediately upon award notification, our team will schedule planning sessions with ADH to:

- Outline the strategies for successful contact tracing initiative in Arkansas
- Conduct an in-depth project analysis and list all deliverables
- Quickly begin working on milestone tasks

We are committed to meeting the goals of ADH and the target contract implementation date of July 1, 2020. This date is aggressive but can be accomplished with all parties engaged in a decisive dialogue.

Implementation Plan (proposed)



HUBFirst, LLC Response to Statewide Contact Tracing Management System for Arkansas Department of Health

HUBFirst designates Diana Day, National Account Executive, as the primary point of contact and contract administrator for ADH. Ms. Day may be reached by phone or email. After contract execution and project implementation, Ms. Day will remain involved to ensure that your expectations are not only met but exceeded.

Diana Day, National Account Executive (Russellville, OH)

Ms. Day has completed the Johns Hopkins University COVID-19 Contact Tracing course and additionally brings with her two decades of call center management expertise. Ms. Day has worked in the service of government clients for nearly 20 years, having previously served as the client services manager for a Fortune 500 company and as a national account executive for one of the country's government call center ARM agencies. Upon contract implementation, Ms. Day will remain the designated contact person for all communications regarding our collection services and contract performance. An honors graduate of Ohio University, Ms. Day holds bachelor's degrees in psychology and business.



Diana Day
National Account Executive
11701 I-30 Ste 205
Little Rock, AR 72209
(585) 667-2906
Diana.Day@hubfirst.com



CONTRACT AND GRANT DISCLOSURE FORM

HUBFirst has provided a completed Contract and Grant Disclosure Form on the following pages.

CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR:

SUBCONTRACTOR NAME:

 Yes No

N/A

TAXPAYER ID NAME: HUBFirst, LLC

IS THIS FOR:

 Goods? Services? Both?

YOUR LAST NAME: Sullivan

FIRST NAME: Nathan

M.I.:

ADDRESS: 11701 I-30 Ste 205

CITY: Little Rock

STATE: AR

ZIP CODE: 72209

COUNTRY: United States

AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:**F O R I N D I V I D U A L S ***Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse *is* a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (√)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Relation
General Assembly							
Constitutional Officer							
State Board or Commission Member							
State Employee							

 None of the above applies**F O R A N E N T I T Y (B U S I N E S S) ***

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (√)		Name of Position of Job Held [senator, representative, name of board/commission, data entry, etc.]	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?		
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%)	Position of Control
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								

 None of the above applies

Contract and Grant Disclosure and Certification Form

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:

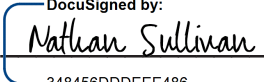
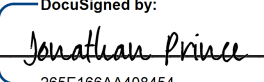
1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.

2. I will include the following language as a part of any agreement with a subcontractor:

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.

3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.

Signature	<small>DocuSigned by:</small>  <small>348456DDDEEE486...</small>	<small>DocuSigned by:</small>  <small>265E166AA408454...</small>	<small>Nathan Sullivan, President of HUBFirst member Mid-South Adjustment Co., Inc. Jonathan Prince, Chief Operating Officer of HUBFirst member Coast Professional, Inc.</small> Title _____	Date	06/18/2020
Vendor Contact Person	Diana Day		Title National Account Executive	Phone No.	(585) 667-2906

Agency use only

Agency Number _____	Agency Name _____	Agency Contact Person _____	Contact Phone No. _____	Contract or Grant No. _____
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OFFICIAL PROPOSAL PRICE SHEET
SP-20-0115 Statewide Contact Tracing Management System

TABLE A: TOTAL MONTHLY COST (to be used in determining low-cost)

Required Number of Contact Tracers	All Inclusive Monthly Price
700	\$ 3,678,998.50
350	\$1,871,166.68

In Table A, enter the all-inclusive monthly price to provide these services utilizing 350 paid contact tracers and the price to provide these services utilizing 700 paid contact tracers.

TABLE B: COST BREAKDOWN (not to be used in determining low-cost)

Description	Price
Average hourly rate for remote contact workers	\$23.46
Average hourly rate for contact workers required to make home visit	\$27.96
Equipment costs (thin client, keyboard, mouse, monitor, telephone, headset, DUO two factor authentication, Microsoft Office licensing)	\$1.84
Skip tracing, voice analytics & recording to ensure contract compliance and locate patients with incorrect information	\$0.28
Database namespace, system licensing, software	\$0.13
IT resources - including 2 helpdesk resources, and 1 infrastructure / programmer for system/equipment needs	\$0.51

For Table B, list an itemized breakdown of all costs included in the all-inclusive monthly price, **including a description of the cost as well as the cost itself (extend the table as needed)**. Table B should include, without limitation, the hourly rate for remote contact workers and the hourly rate for contact workers who are required to make a home visit.

Recruiting, interviewing and onboarding - 2 dedicated HR resources per 350 tracers	\$0.34
Compliance and quality assurance - 4 dedicated employees per 350 contact tracers, internal and external audits to ensure compliance with requirements	\$0.54
Operations support - 1 dedicated Senior Director, 2 Directors, per 350 contact tracers to provide management and program oversight	\$0.74
Assumptions: Supervisor to contact tracer ratio: 1:15 Manager to contact tracer ratio: 1:30	