



**Potomac Healthcare
Solutions®**

Submitted June 2, 2020

To:

LONGWOOD UNIVERSITY
Ms. Cathryn B. Mobley, CPA, VCCO, VCO
Director of Material Management
Lancaster Hall, Room 215-B
Farmville, VA 23909

By:

Potomac Healthcare Solutions, LLC



1549 Old Bridge Road
Suite 201
Woodbridge, VA 22192

Office: (703) 436-9143
Mobile: (703) 447-0605

**A Proposal to Provide
A STRATEGIC HEALTHCARE
PARTNERSHIP**

for

Longwood University

Technical Proposal

In response to:

RFP #214-20-014



**LONGWOOD
UNIVERSITY**



June 2, 2020

Ms. Cathryn B. Mobley, CPA, VCCO, VCO
Director of Material Management
Longwood University
Lancaster Hall, Room 215-B
Farmville, VA 23909

Dear Ms. Mobley:

Potomac Healthcare Solutions, LLC, a Virginia SWaM, is pleased to present the enclosed proposal in response to RFP #214-20-014 for Strategic Healthcare Partnership, Longwood University. We have carefully reviewed the requirements and, having attended the Pre-Proposal Conference, are confident that our approach not only meets all the requirements of the solicitation, but also provides the University with an enhanced ability to provide high-quality, responsive health care services to its students.

Our management approach meets all the requirements of the solicitation and our staffing levels for the University Health Center mirror the planned staffing for academic year 2019-20 along with the additions required by the RFP. The enclosed proposal documents include:

- RFP Cover Sheet
- Technical Proposal (detailed description of the response to the Statement of Needs)
- Offeror Data Sheet
- Price Proposal
- Small Business Contracting Plan

We acknowledge receipt of the RFP addendums and agree to all required Terms and Conditions. I am authorized to negotiate and sign the contract. I can be reached by direct line at (703) 436-9143 or via email at tburden@potomachealthcare.com. We look forward to hearing from you and to the opportunity to provide these important services to the University.

Sincerely,

A handwritten signature in black ink that reads "T W Burden". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Thomas W. Burden
Co-CEO



Potomac Healthcare
Solutions™

1549 Old Bridge Road
Suite 201
Woodbridge, Virginia 22192-2737

www.potomachealthcare.com
Tel: (703) 436-9009
Fax: (703) 542-1722

June 2, 2020

Solicitation #LU214-20-014
Longwood University
Strategic Healthcare Partnership

Potomac Healthcare Solutions is pleased to submit our proposal for the Strategic Healthcare Partnership as outlined in the subject RFP.

Included herein are:

- Tab 1 The completed RFP inside cover sheet and all addenda acknowledgements, signed and filled out as required;
- Tab 2 Offeror Data Sheet; Attachment C to the RFP
- Tab 3 A written narrative (technical proposal) to include:
 - a. A complete and detailed description of Potomac Healthcare Solutions qualifications, experience; methodology and plan for providing the goods and services described in the RFP;
 - b. A detailed description of Potomac Healthcare Solutions strategic visioning processes and working/partnering philosophies and approach;
 - c. Names, qualifications and experience of personnel to be assigned to the contract.
- Tab 4 Price Proposal (Section XI of the RFP)
- Tab 5 Small Business Subcontracting Plan



A Service Disabled Veteran Owned Small Business

REQUEST FOR PROPOSALS (RFP)

Issue Date: April 7, 2020
Title: Strategic Healthcare Partnership

RFP#LU214-20-014
Commodity Code: 94848, 95856

Issuing Agency: COMMONWEALTH OF VIRGINIA
Longwood University
Materiel Management & Purchasing
201 High Street, Lancaster Hall, Room 215B
Farmville, Virginia 23909

MANDATORY PRE-PROPOSAL CONFERENCE
Monday, April 27, 2020 at 9:00 a.m.
via Zoom Meeting ONLY (see page 3 for
Zoom Meeting Registration Information)

Location Where Work Will Be Performed: Longwood University, Farmville, Virginia 23909

Period Of Contract: Ten (10) years from date of award.

Electronically Submitted Proposals Will Be Received Until: May 19, 2020 at 2:00 p.m. Local Time For Furnishing The Goods/Services Described Herein. **ONE (1) HARD COPY OF PROPOSALS MUST BE MAILED DIRECTLY TO ISSUING AGENCY SHOWN ABOVE.**

All Inquiries For Information Should Be Directed To: Cathryn B. Mobley, Associate Vice President for Administration and Finance, using ATTACHMENT A – WRITTEN PRE-PROPOSAL QUESTION FORM emailed to materielmanagement@longwood.edu or faxed to (434) 395-2246. **Deadline for questions is 12:00 Noon on May 4, 2020. The University will not accept any questions after the deadline.**

In Compliance With This Request For Proposals And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Services In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiation.

State Corporation Commission (SCC) ID#: S035871-5 or statement describing why offeror is not required to have a SCC ID# must be furnished with your proposal.

eVA Member: ☒ Yes ☐ No

eVA Vendor ID#: VS0000093705

Check all that apply: Small Business ☒ SWaM
Woman-Owned Business ☐
Minority-Owned Business ☐

Note: Offeror shall be a registered eVA vendor on the date and time designated for receipt of proposals to be awarded this contract. See page 6 of the General Terms and Conditions paragraph X for registration information.

DSBSD Certificate Number 702462
Certification Date December / 7 / 2018
Expiration Date December / 7 / 2018

Name And Address Of Firm:

Potomac Healthcare Solutions, LLC

1549 Old Bridge Road, Suite 201

Woodbridge Zip Code 22192

E-mail: wjoseph@potomachealthcare.com

Phone: (703) 436-8143
(Toll Free, if available)

Date: May 29, 2020

By: Wm. A. Joseph

(Signature in Ink)

Name: William A. Joseph

(Please Print or Type)

Title: Principal and Co-CEO

Fax: (703) 542-1722
(Toll Free, if available)

May 4, 2020

ADDENDUM 1 TO ALL OFFERORS:

Reference Request for Proposals (RFP):	LU214-20-014
Commodity:	Strategic Healthcare Partnership
Dated:	April 7, 2020
For Delivery To:	Longwood University Materiel Management & Purchasing Farmville, Virginia 23909
Mandatory Pre-Proposal Conference (MPPC):	April 27, 2020 at 9:00 a.m. Local Time via Zoom Meeting
Questions Due Date:	May 4, 2020 at 12:00 Noon Local Time
Electronic Proposal Due Date:	<u>June 2, 2020 at 2:00 p.m. Local Time</u> <u>via Upload to a Folder at Box.com</u>

This Addendum 1 is being issued to answer questions asked during the MPPC and to extend the date for receipt of electronic proposals as noted above.

1. Reference ATTACHMENT E, LONGWOOD HEALTHCARE VOLUME DATA, Page 24, Paragraph UNIVERSITY HEALTH CENTER, 2nd Bullet: Can the spouses of Longwood faculty and staff use the University Health Center?

RESPONSE: Yes, the spouses of Longwood faculty and staff can seek treatment at the University Health Center (UHC), but the UHC does not offer treatment of pediatric patients. The UHC will also treat contractors' employees currently working for Longwood University.

2. Reference ATTACHMENT E, LONGWOOD HEALTHCARE VOLUME DATA, Page 24, Paragraph UNIVERSITY HEALTH CENTER, 2nd Bullet: Can you provide the employee demographics for the University?

RESPONSE: Attachment 1 to this Addendum 1 is a list showing the number of Longwood Employees by city, both in and outside of Virginia.

3. What are the current and future contractor reporting requirements?

RESPONSE: Attachment 2 to this Addendum 1 is a sample monthly report. The current contractor also submits monthly revenue reports that include provider direct hours and patients seen numbers. The revenue reports are then put in an overview as an annual report.

All other general terms, conditions, and specifications shall remain the same.



Note: A signed acknowledgement of this addendum must be submitted with your bid. Signature on this addendum does not substitute for your signature on the original bid document. The original bid document must be signed.

Very truly yours,

Cathryn B. Mobley

Cathryn B. Mobley, CPA, CUPO, VCCO, VCO
Associate Vice President for Administration and Finance

Potomac Healthcare Solutions, LLC

Name of Firm

Wm. A. Jagiel

Principal and Co-CEO

Signature/Title

May 29, 2020

Date

ATTACHMENT C – OFFEROR DATA SHEET (TO BE COMPLETED BY OFFEROR AND RETURNED WITH PROPOSAL)

- A. **Qualification of Offeror:** The Offeror must have the capability and capacity in all respects to fully satisfy all of the contractual requirements. Indicate below the length of time you have been in business providing the goods/services required herein.

9 Year(s) 3 Month(s)

- B. **References:** List three (3) contacts (preferably college or university, if available) for whom you have provided this type of goods/services that the University has your permission to contact.

1. Longwood University/Matt McGregor

Company/Name of Contact Person

Health and Fitness Center, 314, Longwood University, Farmville, VA 23909

Address

(434) 395-2355

Phone Number

July 1, 2015 to Present

Date(s) of Service

McGregorMC@longwood.edu

Email Address

2. FORSCOM Holistic Health and Fitness (H2F)/MAJ Christine Matthews, MSC

Company/Name of Contact Person

HQ, U.S. Army Forces Command, Fort Bragg, NC 28310

Address

(910) 570-7293

Phone Number

March 1, 2019 - February 28, 2021

Date(s) of Service

Christine.j.matthews.mil@mail.mil

Email Address

3. Defense Health Agency/Jennifer M. Vazquez

Company/Name of Contact Person

Defense Contracting Office, 8111 Gatehouse Road, 2nd Flr, Falls Church, VA 22042

Address

(703) 275-6379 O, (571) 286-0120 M

Phone Number

April 1, 2019 - March 31, 2022

Date(s) of Service

Jennifer.m.vazquez.civ@mail.mil

Email Address

ATTACHMENT C – OFFEROR DATA SHEET (TO BE COMPLETED BY OFFEROR AND RETURNED WITH PROPOSAL)

- A. **Qualification of Offeror:** The Offeror must have the capability and capacity in all respects to fully satisfy all of the contractual requirements. Indicate below the length of time you have been in business providing the goods/services required herein.

9 Year(s) 3 Month(s)

- B. **References:** List three (3) contacts (preferably college or university, if available) for whom you have provided this type of goods/services that the University has your permission to contact.

1. VA North Texas Health Care System, Ms. Teri Stewart, Chief, Outpatient Operation
Company/Name of Contact Person
Sam Rayburn Memorial Veterans Center, 1201 E. 9th Street, Bonham, TX 75418
Address
903-583-6759 October 1, 2019 - September 30, 2024
Phone Number Date(s) of Service
teri.stewart@va.gov
Email Address
2. _____
Company/Name of Contact Person

Address

Phone Number Date(s) of Service

Email Address
3. _____
Company/Name of Contact Person

Address

Phone Number Date(s) of Service

Email Address



1.0 Introduction

Potomac Healthcare Solutions, LLC, a proven Virginia SWaM-certified, Service Disabled Veteran-Owned small business, is pleased to provide this proposal for a Strategic Healthcare Partnership with Longwood University. As the operator of Longwood University's Health Center since July 2015, Potomac Healthcare has worked in a collaborative partnership with the University to consistently deliver excellence in all facets of its services making the following noteworthy accomplishments:

- Significantly improved access to care
- Enhanced on-site staffing with a respected full-time physician and professional nurse practitioners
- Stabilized nurse and clerical staffing
- Upgraded electronic practice management and medical records system with a sophisticated application, designed specifically for collegiate use
- Improved patient satisfaction
- Substantially increased third party insurance collections and introduced generous revenue sharing
- Implemented a no-cost prescription drug assistance program for patients who cannot afford their prescriptions
- Improved health center management and inter-organizational communications with full-time on-site healthcare executive

After thoroughly evaluating the Statement of Needs for this effort, Potomac Healthcare Solutions is pleased to offer the University a proven solution based on our Integrated System of Care (ISOC)©, a proprietary model our management team has used with great success in a wide range of prior contracts for private and public sector client organizations.

For this Longwood requirement, the main feature of our ISOC is a purpose-built continuum of student/patient-focused healthcare services that horizontally and vertically integrates all of the required services under the direction of a single management structure. Our solution, described below, builds on the Potomac's successes described above while expanding to include the unique services needed to support the Department of Athletics, Club Sports, Intramural Sports, and other Health and Wellness services such as mental health, eating disorders, and student preventive, primary, specialty, and ancillary healthcare.

1.1 Company Background

In addition to operating Longwood's University Health Center, Potomac Healthcare offers extensive experience in the management of primary care programs, as well as programs in support of human performance programs. Since 2013, Potomac has continuously provided the Department of Defense a wide range of human performance support services under a series of national contracts using healthcare and ancillary professionals experienced in intercollegiate and professional sports services.



We specialize in tailoring our services to accommodate the unique requirements of each client while adhering closely to the highest standards for clinical services. Our programs can be adapted to conform to any special guidelines or standards applicable to the population served, and we enjoy an unblemished track record of 100% program accreditation by such respected bodies as The Joint Commission, NCQA (formerly the National Center for Quality Assurance), COLA (for clinical laboratories), and the American Association for Ambulatory Health Care.

Under a recently completed contract, Potomac Healthcare Solutions served as the principal subcontractor to Booz Allen Hamilton for the US Special Operations Command's Preservation of the Force and Family (POTFF) Program. Using a multidisciplinary team of healthcare and fitness professionals, this comprehensive program addressed the Human Performance and Psychological Performance needs of the active duty warriors and their families to ensure readiness and resilience. We employ over 80 healthcare professionals for this program including:

- Clinical Psychologists
- Operational Psychologists
- Licensed Clinical Social Workers
- Physical Therapists
- Performance Dieticians
- Strength & Conditioning Specialists
- Certified Athletic Trainers
- Registered Nurse Case Managers
- Family Support Coordinators
- Peer Network Coordinators
- Psychological Technicians
- Data Analysts

On another relevant contract supporting the Air Force Reserve Guardian Angel Program, we presently provide embedded Strength & Conditioning Specialists and program management services to Pararescue personnel at units in Florida, Arizona, and Oregon.

We at Potomac Healthcare pride ourselves on blending seamlessly into the organizational culture of each client while transparently delivering uncompromised, evidenced-based clinical care. We are especially experienced in providing care to young adults by offering a comprehensive program that stresses personal responsibility, prevention, wellness, and health promotion.

At present, we employ over 140 healthcare workers at Army, Navy, Air Force, and Marine Corps installations throughout the United States. We have a robust internal recruiting, credentialing, and human resources system that functions as an efficient team. We have in place all of the administrative, fiscal, and operational resources needed to support a much larger workforce, and we are actively planning for growth.

As a result of the contracts described above, our recruiting and management staff understand the importance of identifying and recruiting professionals who possess the requisite physical



qualifications and mental attitude to operate successfully in a challenging, and sometimes harsh environment. We collaborate closely with our government clients, and we expend considerable effort toward finding the right match for each unit and each position. Consequently, our employees thrive in their roles and our turnover rate is surprisingly low. Our staff members have been repeatedly recognized by the Government for their contributions

We have proven our ability to consistently recruit and retain the required labor categories and we presently support five of the eight states listed in the schedule. We do not believe that we would be unable to fill any of these positions, although the lead times for obtaining security clearances are a recognized factor. Overall, we believe we should be able to achieve and maintain a fill rate in excess of 96-97%.

1.2 Company Qualifications

In this section, we are pleased to present a more detailed description of Potomac Healthcare Solutions' qualifications, experience, past performance on past contracts.

1.2.1 Past Performance

Potomac Healthcare Solutions is a Virginia SWaM Certified, CVE-Verified Service Disabled Veteran Owned Small Business (SDVOSB) owned equally and managed by two service-disabled and retired Navy Medical Service Corps Officers – Bill Joseph and Tom Burden. Formed in 2011, Potomac Healthcare has quickly become an award-winning government health services contractor with a solid reputation for excellence in delivering dependable and responsive service. Our corporate offices are located in Woodbridge, Virginia.

Since retiring in 1990 from their active duty roles in leading military treatment facilities, Mr. Joseph and Mr. Burden have been helping America's leading public and private sector organizations solve their healthcare challenges through sound management expertise and state-of-the-art technology. Prior to founding Potomac Healthcare Solutions, both worked together at two private sector firms, widely respected for their work in federal health services contracting – PHP Healthcare Corporation and CRAssociates, Inc (CRA). It was at these companies, that they gained significant directly relevant management experience in federal health services contracting including the following programs:

- **PRIMUS & NAVCARE Clinics** – nineteen freestanding primary care centers for DOD uniformed services beneficiaries, delivering over 9,000,000 visits between 1989 and 2009.
- **Community Based Outpatient Clinics**– More than 40 contracted Community Based Outpatient Clinics serving over 45,000 veteran beneficiaries across the United States from Rutland, Vermont to San Diego, California. Potomac's co-owner, Bill Joseph served as CRA's director of all CBOC programs.
- **Veterans Nursing Homes** – Five state-owned long-term care facilities providing nursing home care for military veterans in Mississippi, South Carolina, and Alabama.

- **Behavioral Healthcare Programs** – Inpatient and outpatient psychiatric and psychological care for uniformed services beneficiaries at DOD treatment facilities in Ft. Hood, and El Paso, TX. Current contract experience providing clinical psychologists, licensed clinical social workers, and peer counselors to active duty warfighters affected by conditions such as PTSD, anxiety and depression, domestic abuse and violence, and suicidal behaviors.
- **Occupational Health** – 20 years of experience providing board-certified occupational physicians, registered nurses, industrial hygienists, ergonomists, and other support staff to manage and operate on-site occupational healthcare for over 56,000 workers in 26 manufacturing plants throughout the United States.
- **Substance Abuse Treatment & Prevention** – Direct experience in managing a large regional inpatient substance abuse treatment program, managing nationwide substance abuse prevention program, and training and certification of substance abuse counselors. Current contract performance staffing substance abuse counseling services.

In 2011, the experience gained with these programs was applied to the formation of Potomac Healthcare Solutions, a private firm dedicated primarily to serving military families and veterans. Within four months of its formation, the Company was selected by the Army Medical Command for a five-year, \$19.6 million prime contract to manage and operate the Martin Army Community Hospital's Adult Primary Care Clinic in Ft. Benning, Georgia. Under this non-personal services contract, Potomac's staff of six credentialed physicians, four registered nurse practitioners and 41 RNs, LPNs, CNAs, and admin support personnel provided comprehensive care for 10,000 empaneled non-active duty TRICARE beneficiaries. A central element of this program was the requirement to operate a Patient Centered Medical Home (PCMH in conformance with the standards of the NCQA (formerly National Committee on Quality Assurance). A principal component of this contract was the requirement to implement and operate a population health improvement program that focused on delivering measurable improvements in 76 distinct NCQA indicators of Effectiveness of Care and Access to Care.

Potomac's performance on this program resulted in achieving NCQA's highest level of PCMH Recognition (Level 3) and helped earn the company SECAF's 2013 "Government Project of the Year Award." Following closely on the heels of its first contract, Potomac Healthcare Solutions was awarded other contracts for:

- **Healthcare staffing of federal treatment facilities** – nursing and ancillary healthcare support to Army and Navy facilities in the Southeastern, Western, and Pacific regions of the US, Operation and staffing of additional primary care clinics – on-campus university health care, and Operation and staffing of freestanding Community Based Outpatient Clinics for VA beneficiaries
- **Behavioral healthcare** – psychological care and psychotherapy by embedded cleared (Secret and Top Secret) clinical psychologists and licensed clinical social workers in



support of family advocacy programs, resiliency care, substance abuse care, for the US Special Operations Command's Preservation of the Force & Family Program

- **Human performance support** (athletic trainers, physical therapists, physical therapy assistants, strength & conditioning specialists, and sports psychologists & performance dietitians) for the Defense Health Agency – nationwide healthcare staffing of DOD treatment facilities including over 100 physicians, nurses, and ancillary healthcare workers
- **Occupational and Employee Health** for the private sector and state government

Potomac Healthcare Solutions' client list includes:

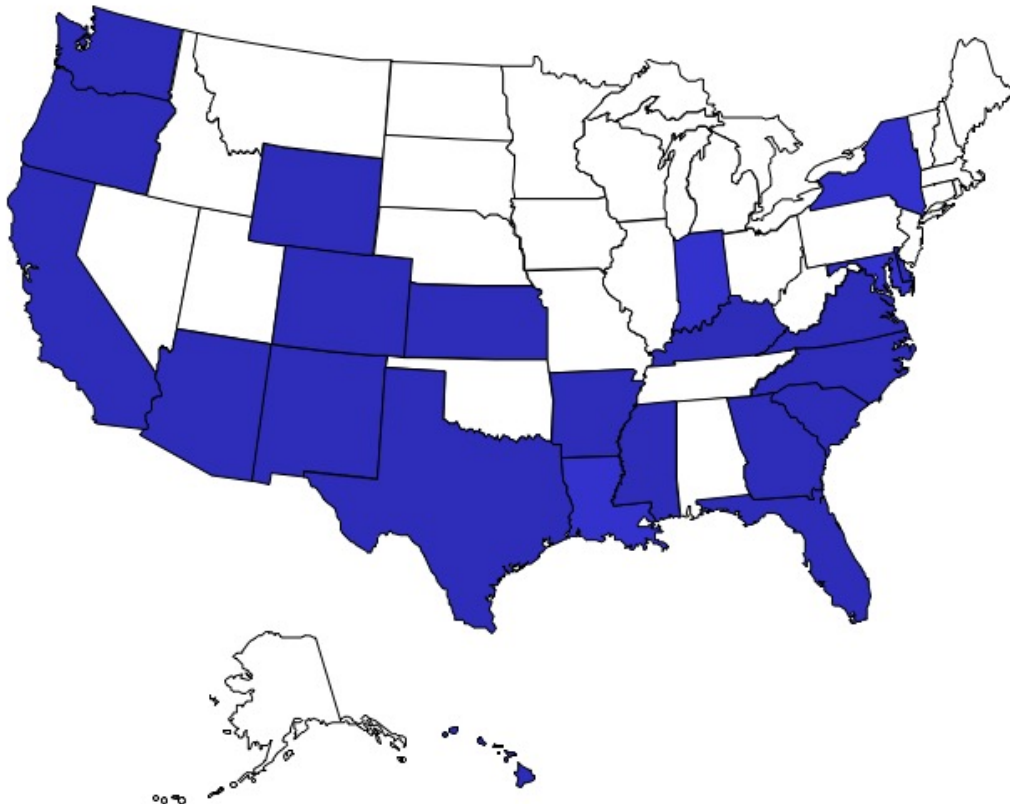
- Department of Veterans Affairs
- Defense Health Agency
- US Army
- US Navy
- US Air Force
- US Marine Corps
- US Special Operations Command
- Booz Allen Hamilton
- US Army Corps of Engineers
- Longwood University
- BAE Systems
- Haynes International
- National Institutes for Health (NIH)

Potomac has repeatedly been recognized for excellence, earning the following distinctions:

- 2012 Level 2 Patient Centered Home Recognition by NCQA
- 2013 Government Project of the Year Award by the Small Emerging Contractor Advisory Forum (SECAF)
- 2013 Level 3 Patient Centered Home Recognition by NCQA
- 2015 Inc. 500 List
- 2015 Trending 40 Fastest Growing Companies in the Washington DC Area
- 2016 Inc. 5000 List
- 2017 Certified in Healthcare Staffing Services by The Joint Commission
- 2019 Recertified in Healthcare Staffing Services by The Joint Commission

Potomac Healthcare Solutions has the ability to deliver direct clinical services throughout the United States. As shown in the map below, our service area covers 23 U.S. states. We have also provided services in Guam, South Korea, Japan, and the United Kingdom.

Potomac Healthcare Solutions Contract Operations



1.3 Relevant Experience

1.3.1 Longwood University

Under a current state-level 10-year contract awarded by the Commonwealth of Virginia, Potomac Healthcare staffs, manages, and operates the University Health Center for Longwood University in Farmville, VA. The population served includes about 5,400 students and 950 faculty and staff. From our on-campus facility, our staff of a full-time family practice physician, two-family nurse practitioners, and a psychiatric registered nurse practitioner, together with a support staff of registered and licensed vocational nurses and medical assistants provide walk-in and appointment based primary care. Since assuming responsibility for the University Health Center, the level of concern previously shared by students, parents and faculty has been eliminated. Students or faculty having a healthcare issues have their needs attended to with a same day appointment, allergy shots are routinely provided an after-hours nurse advice/sexual trauma hot line has been established. During the current COVID-19 pandemic, the Director of the Student Health Center has been meeting with University personnel as well as the Virginia Department of Health to ensure the safety of students, staff and faculty. The emergency planning by the Student Health Center has contributed to the overall well-being of all concerned. Metrics used for evaluation of performance include:

- Access to care- Number of patients seen annually has increased by 21% from 2,790 (2015/16) to 3,547 (2018/19);
- Patient Satisfaction- The number of student/parent complaints has decreased to zero in the current school year;
- Appointment waiting times- All patients are seen within 24 hours, most are seen the same day; and,
- Financial performance- Through third party billing, Potomac Healthcare Solutions has returned over \$500,000 to Longwood University.

1.3.2 Ft. Benning Adult Primary Care Clinic

One of our most relevant contracts is the Army's Ft. Benning, GA Adult Primary Care Clinic. For this 5-year program, we provided, as a prime contractor, full-service primary care to 10,000 adult patients under a \$19.6M fixed-price, non-personal services contract. We hired and employed six physicians, 5 mid-level practitioners, and 37 registered and licensed practical nurses along with medical assistants and clerical support staff. All staff completed primary source verification of their professional credentials and conformed to all DOD healthcare credentialing requirements. All staff members were subjected to background checks performed by the US Army. Our performance was measured mainly on access to care, patient satisfaction, and population health improvement using NCQA's HEDIS indicators. We started the contract on-time and maintained full staffing throughout. During this five-year contract, we delivered patient satisfaction in excess of 96%, maintained same-day appointments for well over 80% of

the enrolled patients, and achieved both Level 2 and Level 3 Recognition as a Patient Centered Medical Home under NCQA standards.

1.3.3 USSOCOM Preservation of the Force and Family

From 2013 to 2018, Potomac Healthcare Solutions served as the principal subcontractor to Booz Allen Hamilton for the US Special Operations Command's Preservation of the Force and Family (POTFF) Program.

Using a multidisciplinary team of healthcare and fitness professionals, this comprehensive program addresses the Human Performance and Psychological Performance needs of the active duty war fighters and their families to ensure readiness and resilience. As with the SRT2P program, the contract professionals are embedded directly with the CONUS and OCONUS operating units and train with them on a routine basis. Each contract employee possessed either a Secret or Top-Secret security clearance, which we administered through our full-time Facility Security Officer. Potomac Healthcare holds a Top-Secret Facility Security Clearance. We employed over 70 contract workers for this program including:

- Performance Dietitians
- Certified Athletic Trainers
- Strength & Conditioning Specialists
- Physical Therapists
- Clinical Psychologists
- Operational Psychologists
- Licensed Clinical Social Workers
- Registered Nurse Case Managers
- Family Support Coordinators
- Peer Network Coordinators
- Psychological Technicians
- Data Analysts

1.3.4 US Army Soldier Readiness Test and Training Program (SRT2P)

Potomac Healthcare is presently operating an Army pilot program under a task order issued through the Defense Health Agency MQS Staffing Contract. Under this SRT2P program, we are the prime contractor providing Performance Dietitians and Certified Athletic Trainers who are cleared at the Secret level and directly embedded with the battalions they support. Despite starting with no incumbent contract staff, we promptly recruited and credentialed all 54 staff members at 11 separate locations, and we have maintained full staffing throughout. As measured by the Military Treatment Facilities, in the first year of operation, our program has resulted in improving readiness for deployment by reducing body mass index issues by 50% issues and reducing extremity injuries by 50%.



1.3.5 USAF Reserve Guardian Angel Program

For the past five years, Potomac Healthcare has been supporting the US Air Force Reserve's Guardian Angel Program, providing strength and conditioning, athletic training, and physical therapy services for pararescue personnel. The principal focus is to promote and improve physical readiness through a team-based approach to building strength and agility, while minimizing injuries, and fostering timely recovery and resilience. Our program has recorded noticeable success in improving the readiness and resilience of these critical warriors who parachute to rescue downed aviators. Physical Therapist/Certified Athletic Trainer/Strength and Conditioning Coach Team took 308th Reserve Guardian Angel Squadron from 40% non-deployable/limited duty status to being 100% ready for deployment as of February of 2020.

1.3.6 VA Community Based Outpatient Clinic (CBOC), Granbury, TX

Under a five-year contract awarded to Potomac Healthcare's joint venture with Valor Healthcare, we are now providing turnkey primary care services to about 1700 veterans. Under this \$8M contract, we managed construction and outfitting of a 7,000 sq. ft. facility, fully equipped the clinic for primary care, hired the 11 staff members (1 physician, 1 nurse practitioner, 3 nurses, 3 medical assistants, and 3 clerical associates). On January 6th, we accomplished an on-time, startup with a 90-day construction period.

1.4 Understanding of the Requirement

We understand that the leadership of Longwood University wishes to establish a Strategic Healthcare Partnership to provide a range of comprehensive healthcare services to multiple stakeholders and constituencies on the Longwood campus. Working in close collaboration, the various components of the healthcare partnership we will support the Department of Athletics, Club Sports, Intramural Sports, and the Health and Wellness division to include mental health, eating disorders, and general care support for Longwood students, staff, faculty, and family members.

1.4.1 University Health Center

Having provided thousands of primary care visits to multiple population groups, including adolescents and young adults, Potomac Healthcare understands the unique health service needs of college students. Our services will be tailored to our patients' ages and clinical needs.

Extensive studies, including one by the American Public Health Association, have shown that stress, anxiety and depression are the top health concerns for college age students. Stress can create sleep problems, poor nutrition and can often impact academic performance. In the Fall 2013 publication of the National College Health Assessment by the American College Health Association, 89% of the respondents indicated that they had felt overwhelmed by all they had to do within the last 12 months and 30% felt so depressed that it was difficult to function.



Additionally, suicide is listed the leading cause of death among college students. At every appointment opportunity, we will explore with our patients their perceived level of stress and coping mechanisms. We will refer patients with any signs of stress or depression that is impacting their daily life to the counseling center and schedule a follow-up appointment to ensure treatment has commenced.

The same survey showed that the top diagnoses for which students sought medical services, besides anxiety and depression were:

- Allergies
- Back pain
- Sinus infection
- Strep throat
- Urinary tract infection
- Migraine
- Insomnia/sleep disorders
- Colds/Flu and Sore Throats

Other factors and risky behaviors that impact academics and are often causes for illness in students include:

- Roommate and relationship difficulties
- Sexual assault and relationship violence
- Over-commitment of extra-curricular activities
- Homesickness
- Poor nutrition and lack of exercise
- Binge drinking, which is often associated with accidents and assaultive behavior
- Prescription drug abuse, including performance-enhancing drugs such as Ritalin and Adderal

Our healthcare staff will place considerable emphasis on identifying and addressing risk factors with each student seen in the UHC, regardless of the reason for the clinic visit. They will review stress levels, diet and exercise habits and dispense information and guidance designed to motivate students to develop healthier lifestyle habits when appropriate.

Information will be electronically sent to students via the patient portal and/or provided in hard-copy format.

Potomac Healthcare will also provide group classes at the UHC and other campus locations. Topics for group classes will include:

- Fitness Challenge and developing a personal fitness plan
- Alcohol Awareness
- Nutrition and Weight Control

- Tobacco Cessation with techniques for quitting, avoiding weight gain and fighting the urge to smoke
- Stress Management
- Sexual Health
- Eating Disorders
- Asthma Training and Education

1.4.2 Department of Athletics

In support of Longwood's overall commitment to educational excellence, the Department of Athletics functions as an integral part of the University. The University currently sponsors fourteen sports (6 Men's and 8 Women's) offering opportunity to approximately 240 student athletes. The University is a member of the Big South Conference at DI Level, comprised of 11 institutions, and is an affiliate member of the Mid-American Conference for field hockey.

In compliance with the NCAA requirements, each student athlete must have personal medical insurance. The insurance policy can be held by the student-athletes, parents, guardians or through the school. But every student-athlete must have medical insurance to be allowed to participate in intercollegiate games, practices or any team workouts.

University Health Center administrative and billing staff will ensure each student athlete has the personal medical insurance active and in-place before being granted clearance to participate in athletic activities.

Potomac Healthcare Solutions works diligently to ensure the provision of educational resources deemed appropriate by the NCAA's Health Education Center. The Association publishes a series of educational resources and best practices for the promotion of health and safety of college athletes. Currently, these include:

- Cardiac Health
- Mental Health
- Sexual Assault and Interpersonal Violence
- Sickle Cell Trait
- Concussion
- Nutrition, Sleep, and Performance
- Doping and Substance Abuse
- Overuse Injuries and Periodization
- Skin Safety
- Athletics Health Care Administration
- Data-Driven Decisions
- Key Publications

Our Medical Director, along with our Sports Medicine Physician and the Athletic Trainer will work together to provide educational seminars in each of the above topics on a semester related schedule. Records of attendance will be kept and provided to the Athletic Department for review. (The schedule will be developed and shared once a return to Campus determination has been made.)



1.4.3 Orthopedic/Sports Medicine Coverage for Intercollegiate Sports Team

As an integral part of our healthcare partnership, Potomac Healthcare will provide a qualified Board Certified orthopedic sports medicine physician to evaluate and perform the medical needs of the Longwood intercollegiate sports teams. This practitioner will demonstrate expertise and experience in handling NCAA Division I student-athletes. More detailed requirements are listed in Paragraph IV.B of the Statement of Needs. Our specific plan to satisfy those requirements is described in following sections of our proposal. I don't know what you are asking here. I did not see "sections" identified.

1.4.4 Club Sports/Intramural Sports Health Services

Program services also require that the Strategic Healthcare Partner, in conjunction with the Longwood UHC, establish a healthcare protocol process for when students are injured during Club Sports and Intramural practices, games and tournaments to ensure they are evaluated and treated (when applicable) in a timely manner.

1.4.5 Student Health Center

We understand that the University has offered two options for the Health Center. Potomac Healthcare Solutions has selected Options 1 & 2 for purposes of our Proposal. Our concept of fully implementing is shown below.

Option 1&2 - Integrated System of Care (ISOC)©

Because the Statement of Needs calls for a broad scope of services across the four components described above, we have decided to offer Longwood University a single source solution built on Potomac's Integrated System of Care (ISOC)© model. Designed to conform to modern managed care concepts, our ISOC programs are characterized by:

- Overall program management by professional healthcare administrators
Centralized care management of a defined patient population by dedicated primary care physician and mid-level practitioners
- A holistic focus on wellness, health promotion, and outcomes management
Access to a full range of high quality, cost-effective primary, ancillary, and specialty care services
- A coordinated case management and referral management process built on evidence-based clinical protocols
- A state-of-the-art medical record and practice management system that contains accurate medical history, diagnoses, medications, treatment plans, immunization dates, allergies, radiology images, and laboratory and test results.
- By taking advantage of reimbursement changes made possible by the Affordable Care Act and to ensure the availability of prescription medications to students, faculty and staff

we have implemented PDA-USA. PDA-USA is a prescription drug assistance program that provides free prescription pharmaceuticals to virtually any patient, who is unable to afford their medications

- Specifically, our ISOC approach will include the following:
 - Continued operation of the University Health Center at the present location with augmented staffing and services
 - A dedicated Board-Certified Orthopedic Physician who is experienced and qualified in NCAA Division I programs
 - Dedicated sports medicine physician and certified athletic trainer coverage for all University sports programs including NCAA DI athletics, and Club and Intramural Sports
 - A full range of referral services for specialty and ancillary services not available on-site.
 - Centralized care management and coordination of referrals for specialty and ancillary care

1.5 Program Personnel

In preparing to satisfy the University's requirements, we have assembled a team of partner organizations and resources that will allow Potomac to satisfy all of the University's program requirements.

Below we are pleased to present the Potomac Healthcare Solutions personnel resources to be assigned to this contract including their names, positions, qualifications and experience.

William A. Joseph, CHE, Principal and Co-Owner. A recognized leader in the healthcare industry, Mr. Joseph has more than 40 years of experience in the management of complex healthcare operations within the government and private sectors. As a retired Navy Medical Service Corps Officer, Mr. Joseph has held numerous health care administration and operations positions culminating with a tour of duty as Commanding Officer, Naval Medical Clinics Command, Washington, DC, a network of ambulatory care clinics providing more than 200,000 outpatient visits per year.

Prior to forming Potomac Healthcare Solutions, he served as the Executive Vice President/Director of Veterans Services for CRAssociates, Inc., a privately held health care contractor, where he established the organization's program for Community Based Outpatient Clinics (CBOC) and grew the program to more than 25 CBOC's providing comprehensive primary care for more than 45,000 veterans in 12 states. At PHP Healthcare Corporation, Mr. Joseph held the position of Deputy Chief Operating Officer, Managed Care Division for this large publicly traded government and private sector contract services firm. Mr. Joseph received his Bachelor of Science from Southern Illinois University, Carbondale, IL and his Master of Science in Health Care Administration from The George Washington University, Washington, DC.



Thomas W. Burden, FACHE, Principal and Co-Owner. A thoroughly seasoned healthcare executive, Mr. Burden brings over 35 years of experience in the development, management, and operation of complex health care delivery systems, including 23 years in Navy Medicine, eight years with PHP Healthcare Corporation, and ten years with CRAssociates, Inc. A former Navy Medical Service Corps Officer, his military health care experience includes medical center, hospital, and clinic management, operational medicine, program management, healthcare recruiting, quality assurance, resource management, strategic planning, and managed health care. At both PHP Healthcare Corporation and CRAssociates, Inc. he successfully directed numerous programs for federal, state, and local government health services contracts, as well as a nationwide program for occupational healthcare for a Big-Three auto manufacturer.

Mr. Burden holds a Master of Health Administration degree from Baylor University and a Bachelor of Arts degree in Health Care Management and Business Administration/Economics from the University of LaVerne. He is a Fellow of the American College of Healthcare Executives and has held a faculty appointment at Baylor University and Wayland Baptist University.

Ronald Goforth, Vice President of Academic Medicine

Ron Goforth, a hands-on leader with 35 years' experience in healthcare, began his career in 1983 when he joined the Navy as a Hospital Corpsman. He spent the next 24 years supporting the Navy and Marine Corps units, developing a diversified resume that included training, primary care, administration, as well as casualty air evacuation. Upon his retirement Mr. Goforth transitioned to the civilian sector working as a contract manager for a staffing company providing oversight of contracts totaling over 4 million annually. He also worked as an instructor to Navy, Marine Corps and Special Operations personnel in advanced trauma procedures. Prior to coming to Potomac Healthcare Solutions Mr. Goforth worked as the Project Manager for the Marine Corps Post Deployment Health Program. Currently at Potomac Healthcare Solutions Mr. Goforth is focusing on clinical operations at our facility at Longwood University in Farmville VA. Mr. Goforth holds a Bachelor of Science in Healthcare Management from University of Mount Olive and a master's certificate in Project Management from Villanova University. He is a member of the American College of Healthcare Executives and the American College Health Association.

Dr. Robert Wade, D.O., FAAFP, Medical Director

Dr. Wade joined Potomac Healthcare in July 2018. He brings over 20 years of experience as a board-certified family practice physician. He received his Bachelor's Degree from Hampden Sidney College in 1991 and went on to receive his Doctor of Osteopathy (DO) from Philadelphia College of Osteopathic Medicine in 1996. After completing his residency at Medical College of Virginia in 1998 he attained Board Certification as a Fellow of the American Board of Family Physicians.



Dr. Curtis Alitz, MD, Board Certified Orthopedic Surgeon

Dr. Alitz began his career at the US Military Academy, West Point, NY graduating in 1978. After completing two years as an officer in the Army he was transferred to Duke University for medical school, obtaining his MD in 1985. He went on to further his career by completing a residency in orthopedic surgery at Dwight D. Eisenhower, Army Medical Center in 1999 which led to board certification in 2001. He then furthered his education by completing a fellowship foot and ankle surgery in 2005 at Duke University. During his career he has held many positions including Flight Surgeon, Special Operations Surgeon, General Orthopedic Surgeon with a sub-specialty in foot and ankle, Chief of Surgery, and Team Doctor for the US Military Academy.

As the Team Doctor from 2005-2019 for a NCAA Division I team he supported soccer, hockey, cross country, track and field, tennis, cheerleading, swimming, and softball. Dr. Alitz retired from the Army in May of 2018 and has since kept busy as a DoD employee, Team Physician, and volunteering with the American Red Cross.

Jeanne Strunk, RN, BSN, MSN, FNP-BC, WHNP-BC

Ms. Strunk has been with Potomac Healthcare Solutions since the inception of our current contract with Longwood University. She received her RN in 1981 and became a Women's Health Practitioner in 1995. Jeanne is Board Certified in both Family Practice and Women's Health. As an experienced Women's Health Practitioner, she has functioned as a Clinical Instructor (Obstetrics) for Longwood University School of Nursing and as a clinician for inpatient high risk obstetrics. She has also worked in community outreach programs for prenatal care and as a volunteer Nurse Practitioner for UVA's Remote Area Medicine Clinic. She is a member of the American College of Nurse Practitioners and the Virginia Council of Nurse Practitioners.

Harriet Vincent, FNP-BC, NP-C

Ms. Vincent completed her BSN at Mountain State University in 2007 and went on to complete her MSN at the University of Virginia in 2017. From 2007 until Mrs. Vincent joined us in September, 2018, she specialized in emergency medicine and in 2009 she became a Certified Emergency Nurse (CEN). She is a member of multiple organizations including the Emergency Nurses Association, American Nurses Association, Virginia Nurses Association and the American Association of Nurse Practitioners.

Dr Marshall Wigfall, PMH-NP/CNS, DNP

Dr. Wigfall is a Psychiatric Nurse Practitioner with more than 10 years of experience in her field. She holds a Bachelors Degree in both family studies and nursing from the University of Connecticut. She went on to complete her MSN at Virginia Commonwealth University in 2009 specializing in psychiatry. In 2018 she received her Doctorate of Nursing Practice from Radford University. She is a member of the American Association of Nurse Practitioners and the Virginia Council of Nurse Practitioners



Margaret Willoughby, Athletic Trainer

Miss Willoughby is a graduate of the University of Connecticut obtaining her BS in Business in 2011. She then obtained her MS in athletic Training and a Master's Certificate in Performing Arts Medicine from Shenandoah University in 2019. She has completed clinical internships at Shenandoah University, Randolph Macon Academy, and Shepherd University. She began working at Longwood University as the Athletic Trainer for club sports and the cheer team in August of 2019. She attained her VA Athletic Trainer license in June 2019 and is BOC certified.

Bethany Rothwell, RN

Ms. Bethany Rothwell started her career in medicine as an emergency room technician in 2009. In 2016 she graduated from the Centra College of Nursing, Lynchburg, VA as a Registered Nurse. She joined the Potomac Healthcare team in January of 2019.

Nicole Scarberry, LPN

Ms. Scarberry graduated from Southside Virginia Community College with her Associate of Science-Licensed Practical Nurse degree. Since graduating she has attained additional experience in family practiced.

Michelle Gallimore, LPN (Part Time)

Mrs. Gallimore has been in the medical field for 13 years. After graduating as a Certified Nursing Assistant in 2007 from Southside Virginia Community College she returned to Southside Virginia Community College graduating in 2010 with her Associates of Science-Licensed Practical Nurse. She is currently pursuing her RN at Centra School of Nursing.

Lori Vogt, Medical Assistant (Part Time)

Mrs. Vogt is a medical assistant with 35 years experience. She graduated from Union Technical Institute in 1983 and has since worked in many areas of patient care including collecting lab samples, health education, immunizations, and even as a Limited Radiology Technician.

Kendra Watkins, Certified Nursing Assistant, Phlebotomist

Miss Watkins graduated from Southside Virginia Community College in 2011 with her certification as Nursing Assistant and Phlebotomist. Before coming to Potomac Healthcare, she worked in nursing homes, rehabilitation centers, inpatient geriatrics, and as an in-home personal care assistant.

Sharon Franklin, Front Desk Clerk (Part Time)

Mrs. Franklin has been in medical administration in one capacity or another since 1987. Prior to coming to Potomac Healthcare as our Front Desk Clerk she worked as a Patient Services Representative, Patient Accounting Cashier, Surgical Services Purchasing Agent, and as a Medical Office Assistant.

Loree Brooks, Healthcare Reimbursement Manager



Loree Brooks joined the Longwood University Health Center in 2016 as the Healthcare Reimbursement Manager. Ms. Brooks has her certifications in Medical Billing, Physician Coding, Medical Assistant, Medical Transcription and has her Bachelor of Science in Healthcare Administration from the University of Phoenix. Ms. Brooks has a great understanding of insurance billing practices, insurance participation contracts negotiations, rate reimbursement, and credentialing. She is an active member of the AAPC Association and serves as a test moderator and mentor for new coders and students of medical coding and billing.

1.6 Management Approach

Our management team has a thorough understanding of the University's required services and has outlined below our detailed approach for providing those services. Potomac Healthcare's principals are committed to providing all required services in a cost-effective, high-quality manner and will seek accreditation of services by the appropriate credentialing organization for Student Health Services.

1.6.1 Analysis of Population and Demand for Services

As may become evident from a review of Potomac Healthcare's past performance, our company understands that the effective design of any primary care program begins with gaining a full understanding of the population's demographics and its associated utilization patterns, particularly against a defined benefit structure. During our service to Longwood University we have developed a complete understanding of the requirements for Longwood students, faculty and staff. We firmly believe that employing a comprehensive, stepwise approach to continuously measuring utilization against proven best practices and industry benchmarks will continue to result in the high-quality, patient focused health services program Longwood University, its students, staff, and faculty currently receive.

For purposes of preparing this proposal, we have thoroughly reviewed all information provided by the University, and we have also taken into consideration our extensive experience with the Longwood University Health Center and in managing comparable programs for diverse populations. The program description follows:

1.6.2 Staffing Plan

Description		FTE's	Annual Hours
Clinic Administrator - Ronald Goforth	12 month	1	1,880
Medical Director - Robert Wade, D.O.	12 month	1	1,880

Orthopedic Physician – Curtis Alitz, M.D.	10 month	0.5	1,326
Nurse Practitioner - Jeanne Strunk	10 month	1	1,560
Nurse Practitioner - Harriet Vincent	10 month	1	1,560
RN - Bethany Rothwell	10 month	1	1,560
LPN - Michelle Gallimore	10 month	0.5	784
LPN - Valerie Nash	10 month	0.5	784
LPN - Nicole Scarberry	10 month	1.0	1560
CMA-Lori Vogt	10 month	1	1,560
CNA-Kendra Watkins	12 month	1	1,880
Administrative Assistant - Sharon Franklin	10 month	0.5	784
Billing - Loree Brooks	12 month	1	1,880
Athletic Trainer- Margaret Willoughby	10 month	1	1,560
Psychiatric Nurse Practitioner- Marshall Wigfall	10 month	0.5	312

1.6.3 Student Health Services

Potomac Healthcare Solutions agrees with the seven major goals of the American College Health Association's General Statement of Ethical Principles and Guidelines:

- Educate the student body on appropriate self-care and wellness behaviors
- Provide appropriate clinical care to individual students
- Prevent the seasonal influenza virus from having a significant impact on the campus community
- Provide practical opportunities for Longwood students in the form of internships and clinical rotations
- Advise the student health advisory board and peer health educators
- Provide substance abuse and sexual misconduct prevention plans for students



- Ensure that all full time students attending the Farmville campus are in compliance with state mandated health requirements

Based on the above-referenced goals, Potomac Healthcare has also developed the following objectives for the University Health Center:

- Implement and operate a demand-based primary care appointment system that builds on Potomac's proven experience to accommodate requirements for routine, urgent, chronic, and preventative services while offering an optimal blend of open walk-in and scheduled care under an open access model
- Provide eligible students with acute care treatment and serve as the point of entry and referrals for services beyond the capacity of the center
- Provide care for presenting patients with an emphasis on prevention, wellness, continuity of care and health risk reduction
- Provide effective patient education and follow-up activities
- Recognize emotional and behavioral risk factors and illnesses and make appropriate referrals for care
- Provide Medical Quality Assessment and Quality Control Programs

1.6.4 On-Campus Services for Faculty/Staff

Potomac Healthcare Solutions will provide worksite employee health service to the University faculty and staff, which may include primary care, occupational health care and wellness programs.

Primary care services would include not only acute care for minor illnesses but could encompass treatment and management of chronic conditions. A sample list of conditions that would be treated in the UHC include:

- Sore throats/cold/sinus infections
- Abdominal complaints
- Sprains/strains/musculoskeletal complaints
- Allergies
- Urinary tract infections
- Lacerations, cuts and bruises
- Diabetes
- Hypertension
- Asthma

Occupational health services would include initial treatment for work-related injuries, as well as pre-employment exams and surveillance exams.

1.6.5 Clinical Office Visits for Acute Illness Treatment

Potomac Healthcare will provide acute care services to include conditions that are routine, minor acute, sudden onset or episodic. All acute services that our physician or mid-level practitioners treat in a traditional family practice will be delivered on-site. A sample list of conditions includes:

- Sore throats/ear infections
- Headache/migraine
- Non-specific abdominal pain
- Cold, cough, sinus infection, seasonal allergies
- Bronchitis
- Rashes/dermatitis
- Gastrointestinal disorders
- Acute urinary complaints/Urinary Tract Infections
- Musculoskeletal problems
- Conjunctivitis

1.6.6 First Aid Care

Our health care practitioners will be prepared and equipped to respond to minor medical emergencies during office hours, defined as those acute medical conditions of sudden onset, often having traumatic causation. Examples of such conditions that might be appropriately treated in the UHC include:

- Falls or injuries resulting in strains, sprains or abrasions
- Minor lacerations (small suturing)
- Insect stings
- Sunburn or other burns (first degree)
- Respiratory distress

Our providers will triage the injury and depending upon the severity, will provide on-site treatment or stabilize the patient for transfer to an appropriate local Emergency Department. Conditions requiring more complex care will be expeditiously referred to qualified caregivers. Patients presenting with serious medical conditions requiring care beyond the capabilities of the UHC will be promptly assessed and stabilized pending response from qualified emergency responders.

1.6.7 Sexual Health Exams

We understand the unique health implications of caring for a sexually active population. We also understand the value of a comprehensive approach to both prevention and treatment. Sexual health exams and education will be provided at no cost for both male and female students. Exams will include complete history-taking, physical examination (including pelvic and breast



exams for females), height, weight and appropriate blood and urine testing. These include pregnancy testing, STD and HIV testing.

Our medical staff will also provide counseling and education regarding contraceptive methods. We will utilize the new recommendations from both the American Academy of Pediatrics and the American College of Obstetricians and Gynecologists. Our providers will instruct on the safest and most appropriate methods of birth control. When a patient has decided on a method that the provider deems safe, the following procedures may be provided:

- Prescribe the brand and dosage of oral contraceptive suited for that patient
- Prescribe a starter supply of condoms and spermicide and instruct the patient on how to use them properly and how to purchase them over the counter
- Referral to a community gynecologist for Intrauterine Device (IUD) implants, which is recommended by the Academy as the preferred method of birth control for teenage girls.

Potomac Healthcare recognizes that some students and staff will visit the seeking counseling and/or referral for pregnancy termination. As this can be a politically charged issue, particularly with a publicly funded institution, we would prefer to meet with the University Contract Administrator and other university officials to develop the appropriate policies and procedures for making referrals for pregnancy terminations.

1.6.8 Medications and Diagnostic Testing

The UHC will maintain some commonly used Over the Counter (OTC's) medications for point of care treatment. The on-site providers will also write prescriptions for pharmaceuticals to be filled by the student at the local pharmacies.

Potomac Healthcare will operate an on-site laboratory classified as “waived” by the Clinical Laboratories Improvement Amendments and will conduct lab tests that are appropriate to support the services available to students. These may include:

- Urine & Blood Dipsticks
- Influenza A/B
- Strep A Dipstick (Rapid Strep)
- HIV-1 Antibody Fingerstick
- Dipstick Glucose
- Pregnancy Test
- Wet Prep/KOH

Other tests may be added as they become available, such as COVID-19 Testing

For tests that are not available on-site, Potomac Healthcare Solutions will perform venipuncture and send specimens to LabCorp for analysis and results. The cost of testing outside the UHC will be the patient's responsibility. Potomac Healthcare will contract with LabCorp for specimen



pick-up and direct reporting via the Electronic Medical Records system. As a CCHIT-Certified system, Pyramed is fully HIPAA compliant and provides the required HL-7 protocol interface for electronic transmission to and from offsite laboratories. Potomac Healthcare's Medical Director will serve as the Laboratory Director.

Potomac Healthcare has developed and maintained a CLIA-compliant laboratory procedures manual. Potomac Healthcare will procure and maintain all required medical laboratory supplies.

1.6.9 Immunizations

Potomac Healthcare has reviewed the vaccine requirements for the State of Virginia as published by the Virginia Department of Health and will ensure that the students are compliant as required by law. If a student is non-compliant the UHC will refer the student to their primary care manager or the VDH to update their vaccinations.

The UHC will stock influenza vaccine and will administer it to staff and students throughout the flu season. The UHC will hold a minimum of three flu clinics each flu season after hours at convenient locations around the campus.

We will also provide tuberculin testing using purified protein derivative (PPD) skin testing. Students/staff whose skin test results are positive will be referred for follow-up evaluation, to include x-ray. Potomac Healthcare providers will comply with all public health reporting requirements for the reporting of communicable diseases.

1.6.10 Allergy Clinics

Allergy shots will be administered as prescribed by the patient's allergist and may be increased during spring and fall allergy seasons. Serum for allergy shots must be provided by the student's physician and/or sent directly from the manufacturer and will be properly stored within the UHC. The UHC will not store serum over scheduled breaks.

1.6.11 Triage and Referrals

Services in the UHC will be provided by appointment, including the ability to schedule same-day appointments for urgent care. We recognize however, that some walk-ins may occur involving urgent medical needs.

All patients seeking a routine appointment over the phone the appointment clerk will schedule for the next available appointment. If the patient feels that the condition is urgent and wishes to be sooner, they will be referred to the nursing staff to be triaged by a Registered Nurse. The triage process will assess the urgency of the need for care and determine the necessity for same day appointments. Triage evaluation will be based on established, clinically sound protocols and Standard Operating Procedures (SOP). When the triage nurse determines that a patient's



condition is acute, the patient will be scheduled for a same-day appointment. Emergent conditions will be referred to the Emergency Department at the hospital. We will make every effort to accommodate patient requests for specific appointment dates and time.

Walk-in patients will be escorted to the treatment room, where vital signs will be taken. An RN will conduct triage, utilizing vital signs and presenting symptoms. The RN will assess the patient visually for signs of serious illness and will query the patient on the duration and severity of symptoms, circumstances surrounding the illness or injury, medications, and previous treatment attempts. Based on the history, visual assessment and vital signs, the nurse will assign a triage status and provide or schedule the patient for care. If triage evaluation results in an assessment for emergency care, the patient will be stabilized and transferred via EMS to the Emergency Room at the appropriate local hospital.

Wait times within the UHC will be minimal. Patients who arrive on time will be processed within 5 minutes and be seen by a provider within 15 minutes of their appointed time.

All symptoms or conditions within our defined scope of care will be evaluated and appropriately treated at each patient encounter. Services beyond the scope of care, such as chronic care services, will be referred to a primary care provider, specialty physician or ancillary provider in our Partner Network, Centra medical Group. Our Medical Director will make referral decisions strictly on the issue of medical appropriateness according to evidence-based medicine and best clinical practices.

1.7 Department of Athletics

The Department of Athletics is an integral part of the University's commitment to educational excellence. The University currently sponsors 14 sports (6 Men's and 8 Women's) offering opportunity to approximately 240 student athletes.

Orthopedic/Sports Medicine Coverage for Intercollegiate Sports Team
Potomac Healthcare Solutions will provide a Board Certified orthopedic and sports medicine physician to meet the medical needs of Longwood intercollegiate sports teams' members.

Potomac Healthcare Solutions will provide a sports medicine physician to attend all Home Non-Conference, Conference, and Conference Tournament Games for each of the following Longwood Athletic Events:

- Women's Soccer Games (8-10 games)
- Men's Soccer Games (8-10 games)
- Men's Basketball Games (15-18 games)
- Women's Basketball Games (15-18 games)

Additionally, we will ensure a sports medicine physician will be on-campus 5-10 hours a week (not including games) to evaluate student-athlete injuries and recovery progress.



Our current Health Center staff increase weekly on-campus hours required to evaluate/treat non-orthopedic healthcare cases for Longwood intercollegiate student-athletes. The staff of the University Health Center will provide pre- participation physical exams for applicable intercollegiate sports teams as requested by the University.



All medical professionals assigned to Longwood Athletics will be subject to University approval. All services rendered by Potomac Healthcare in connection with the physician clinics will be billed to the student-athlete or his or her insurance by the Partner for the benefit of the University. The University shall **retain 100% of amounts** collected as a result of such billing collected by the UHC.

Under an exclusive agreement, Potomac Healthcare Solutions has partnered with Centra Medical Group (CMG), a network of local family practices, primary care physicians, and medical and surgical specialists. With over 150 physicians, specialists and surgeons covering the greater Farmville and Lynchburg area, Centra Medical Group brings to the community a multitude of specialists including cardiologists, cardiothoracic surgeons, neurosurgeons, physiatrists, psychiatrists, therapists, radiologists, and orthopedists.

CMG has agreed to work with Potomac Healthcare Solutions to ensure Longwood Athletics patients are entered into their schedule within 24 hours for all patients requiring medical services outside the scope of the University Health Center. Additionally, we have arranged for a similar partnership with Blue Ridge Ear, Nose, Throat, and Plastic Surgery, of Lynchburg to deliver these additional services.

In case of non-University Health Center care, individual patients will be responsible for the payment of all associated charges and fees. If CMG is utilized, CMG will be responsible for all billings of third parties and collections. All funds billed and collected by CMG shall be retained by Centra Medical Group.

The table below demonstrates the system if network resources that Potomac Healthcare has assembled to meet the needs of this contract.

Potomac Healthcare Solutions Strategic Partnership Resources	Farmville										Lynchburg									
 	Campus Health Center	Athletic Dept	Centra Southside Hospital	Prince Edward Health Department	CMG Southside Urology Ctr	CMG Southside Surgery Ctr	CMG Stroobants Cardiovascular Ctr	CMG Southside Gastrointestinal Ctr	CMG Physical Medicine & Pain Management Ctr	CMG Southside Women's Ctr	Centra Rehabilitation Farmville	CMG Piedmont Psychiatric Ctr	CMG Wound Care & Hyperbaric Medicine Ctr	Centra Lynchburg General Hospital	Centra Virginia Baptist Hospital	CMG Neurology-Physical Therapy	CMG Neurosurgery Ctr	CMG Cardiopulmonary Rehabilitation	CMG Endocrinology Ctr	Blue Ridge Ear, Nose, Throat & Plastic Surgery
Primary Care																				
Primary Care Management	●																			
Diagnostic Testing	●																			
Preventive Care	●			●																
Communicable Disease	●			●																
Immunizations	●			●																
First Aid & Urgent Care	●		●																	
Emergency Care/Trauma			●											●						
Acute Care	●		●																	
Women's Health	●																			
Sexual Health	●			●											●					
Psychiatry	●											●								
Medications	●																			
Allergy Care	●																			
Triage and Referral Management	●																			
Nutritional Care	●		●																	

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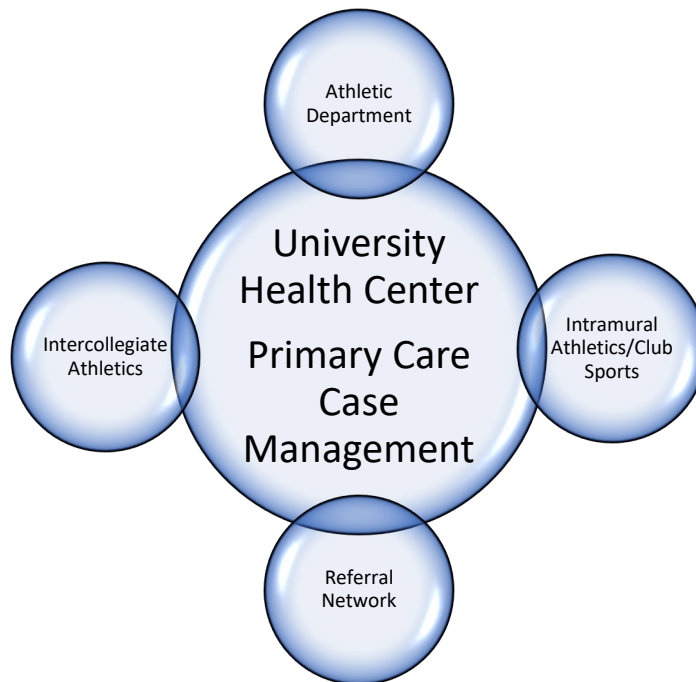
Club Sports/Intramural Sports																				
Orthopedic Physician	•	•																		
Sports Medicine	•	•																		
Pain Management	•	•														•				
Physical Therapy			•								•					•				

Potomac Healthcare will facilitate timely access to care within the Partner's network for Longwood intercollegiate athletics student-athletes in coordination with the Longwood University Health Center (UHC). As with other authorized beneficiaries, we will establish a process for student-athlete appointment scheduling and will work to facilitate quick access to providers and offer the ability to schedule student-athletes within twenty-four (24) hours of notice. We will provide student-athletes with a choice of follow-up care and understand student-athletes are not required to be seen at Healthcare Partner's owned or affiliated health care facilities. Services can include but not necessarily be limited to:

- Psychology
- Neurology
- Osteopathy
- Cardiology
- Infectious Disease
- OB-GYN
- ENT
- Radiology– The RFP calls for the delivery “On-Campus” of basic radiology and MRI services. Potomac Healthcare Solutions has evaluated and developed a cost proposal for the delivery of the required services which is included in the attached pricing documents. As can be seen, the total cost for the provision of those services and equipment is in excess of \$750,000. In addition, Virginia law requires that any organization considering a major capital acquisition such as a Magnetic Resonance Imaging (MRI) system first obtain a Certificate of Need from the local planning agency. With two existing MRIs in Farmville that are underutilized, it is unlikely that a Certificate would be issued for a third.

As a more realistic option, Potomac Healthcare in conjunction with Centra Medical Group (CMG), will provide basic Radiology Services and MRI services within ten minutes of Campus. In addition to basic GE digital radiology equipment, CMG provides MRI services using a Siemens “Open Bore, 1.5T. CMG is also capable of providing Computed Tomography through use of a GE digital unit. Both CT and basic radiology are available 24 hours per day while MRI is available from 7:30 AM – 4:00 PM daily.

As shown by the below graphic, the principal focus of all campus health services will rest with the University Health Center. This focus allows us to ensure complete and accurate documentation of all care activities, whether the locus of care delivery is in the health center itself, or one of the athletic venues. Using our Pryamed Electronic Medical Record/Practice Management System, we can record all care activities and dispositions, thereby ensuring a holistic approach to services. The Pryamed system will also ensure proper control of off-site referrals for specialty and ancillary services, and well as complete management and documentation of care provided outside the health center.



We understand that Potomac Healthcare Solutions will work with Longwood to educate its student-athletes about the health services provided by Potomac Healthcare Solutions and Centra Medical Group. Information shall be included on University's Department of Athletics' website and in University's Department of Athletics' student handbooks and/or other student information materials. Potomac Healthcare will arrange for a representative to speak with student-athletes at orientation or other events mutually agreed by the Parties regarding such services.

We will assign a designated representative that will be the primary point of contact to manage billing issues as it relates to student-athlete's primary health insurance and other insurance policies as needed. Our representative will navigate such issues through our billing system and can answer questions or concerns regarding such matters from the University medical staff

1.8 Club Sports/Intramural Sports Health Services

Potomac Healthcare Solutions will establish a healthcare protocol process for when students are injured during Club Sports and Intramural practices, games and tournaments to ensure they are evaluated and treated (when applicable) in a timely manner. University will work with Potomac Healthcare on educating all of the applicable students and teams on the process. Such activities may include, but not be limited to the following:

- Introduction and education with all coaches and team captains at the beginning of the school year
- Orientation with each team during first week of practice
- Mid-year follow-up meetings with each team
- Inclusion in e-mails with specific details to students, coaches and captains
- Coverage by a certified athletic trainer (ATC) or other healthcare professional of the Potomac Healthcare at high-impact athletic contests
 - ATC provide 24 hours/week clinic time for club sport athletes

1.9 Health Information and Referral Call Line (Fonemed)

Potomac Healthcare Solutions utilizes the services of Fonemed to provide Client access to the following After-Hours Services:

- Triage Assessment and Provision of General Health Information and Advice Services by Registered Nurses
- Telephone Health Information Library
- After hours Behavioral Health Support
- Sexual Violence Support

Utilizing Fonemed's proprietary software and licensed medical protocols, Registered Nurses, assist individuals in making informed healthcare choices. Nurses address callers' healthcare concerns and assess symptom presentations to recommend the most appropriate level of care in the most appropriate time frame.

After hours Behavioral Health - Supportive counseling to individuals coping with a mental illness, behavioral health issue and/or addiction. In times of crisis Fonemed will contact the proper authorities to ensure patient safety.

Sexual Violence - Students receive timely telehealth and medical forensic information including symptom based nurse advice health information, appropriate jurisdictional information and institutional protocols that empower them to make informed decisions about their care options and actions. The University receives real time encounter reports to support their compliance with Title IX.

1.10 Health Information and Self-Care

The clinical staff in the UHC will work to conduct a dynamic health education and wellness program. Our staff will use every clinical encounter, including sick visits, allergy clinics and immunization visits to provide health education and self-care tips to students. We believe that comprehensive patient education is crucial to long-term patient wellness. Patients who understand the nature of their condition and the treatment rationale will more likely comply with the recommended treatment regimen. Education also motivates patients to keep their healthy lifestyles or begin to make changes to prevent the occurrence of chronic conditions.

Our Director of the University Health Center will work with the Wellness Coordinator to plan, manage and execute ongoing clinic wellness activities and workshops, which may coincide with well-publicized events, such as the “Race for the Cure,” “Great American Smoke-Out” and “Red-Flag Campaign”. Health education materials would be available in the clinic and on the website to promote the events. A sample calendar is shown below:

Month	Theme
January	Weight Control and Physical Fitness
February	Teen Dating Violence Awareness Month
March	National Nutrition Month
April	Alcohol Awareness Month
May	Komen Central Virginia Race for the Cure/Mental Health Month
June	Clean Air Month – American Lung Association
September	World Suicide Prevention Day/Fruit and Veggies – More Matters Month
October	Red Flag Campaign
November	Great American Smoke-Out/Drowsy Driving Prevention Week
December	World AIDS Day

1.11 Medical Administrative Operations/Electronic Medical Record

Potomac Healthcare will utilize Pyramed, which is a system specifically designed for college health services and which complies with all HIPAA and FERPA requirements. Pyramed is CCHIT-certified and supports Meaningful Use. The hosted subscription solution provides seamless, secure connections for end users and contains multiple firewall isolation and encrypted data for complete data security. We have communicated closely with Pyramed representatives to better understand the capabilities of the software and its associated pricing. The Pyramed solution will include:

- Electronic Health Record
- Access to electronic patient history and findings
- Alerts on patient specific care items, referrals and follow-ups
- Capability to order and receive results for lab and radiology
- ePrescribing
- Practice Management (Billing Module)

- Imports Student Registration Information for demographics and eligibility
- Generates walk-out statements
- Processes claims for third party payment
- Reporting Dashboard
- Patient Portal
- Appointment scheduling by the patient
- Ability to update demographic and insurance data
- Complete intake forms prior to visit
- HIPAA secure messaging of required tests, exams or follow-ups
- Enables confidential communication between patients and provider
- Email and text-message appointment alerts
- Immunization Compliance Manager
- Tracks required immunization compliance
- Sends immunization registry to the state
- Sends compliance information to Registrar
- Provides compliance alert by individual and groups

1.12 Integration with Academic, Health and Social Activities with the University

We understand that the UHC is an integral part of the Office of Student Affairs, whose mission is to prepare citizen leaders by providing educational and co-curricular opportunities designed to challenge and support students as they learn and develop. Potomac Healthcare strongly supports the Office's Vision of optimizing individual potential, healthy choices, a passion for learning and a respect for differences. Student learning is infused into all programmatic efforts and daily interactions, including the operation and management of the Student Health and Wellness Center. Wellness is included as a key component in the Student Affairs Domains of Learning.

Our Site Director and healthcare team will possess all the required knowledge, skills and abilities to support the University and the Office of Student Affairs in its mission and vision. The Site Director and other team members will participate in academic, health and social activities with a goal of increasing understanding of student health issues and wellness as they pertain to all student affairs programs.

Potomac Healthcare recognizes that coordination among the separate service areas in the Health and Fitness Center, including the Counseling Center and Health Education is essential to facilitating access to health-related resources, ensuring continuity of care and optimizing wellness. The clinic staff in the UHC must facilitate, support and extend the services offered by the Counseling Center and the Health Education Specialist.

1.13 Clinical Rotations for BSN Students

If appropriate, we will offer clinical rotations in the UHC to students in the BSN program. As required by the Virginia Board of Nursing, the preceptor will be a staff Registered Nurse. The



RN will provide instruction and guidance to the students, assisting with patient interactions and providing real-time feedback on performance. A written evaluation will be completed by the RN at the end of the clinical rotation. We will work closely with the Longwood faculty member responsible for the clinical rotation course in developing and evaluating the program.

1.14 Student Wellness Programs and Activities

Potomac Healthcare will take great care in aligning its health education and wellness messages and materials with all of the University's wellness programs and activities. We understand the necessity of presenting consistent messages regarding health and wellness issues confronting today's college students.

1.15 Emergency/Crisis Response

The UHC medical team will be fully prepared to respond to medical emergencies in the facility. All clinical employees will hold a current certification in Basic Life Support and the Medical Director, Nurse Practitioner and Physician Assistant will be certified in Cardiac Life Support (ACLS). Our providers and nurses will be trained and tested in the operation of emergency life-support equipment provided in the UHC, including an automatic external defibrillator (AED).

Although it is understood that 911 will be contacted for all individual emergencies around campus, the medical team will work with campus security and the local emergency response squads to ensure proper procedures are followed and methods to improve response are identified.

The medical staff will be members of the University team that responds to campus, town or regional community health issues. These might include infectious disease outbreaks, acts of violence or other medical/social issues impacting the student community.

1.16 Health Team

Potomac Healthcare's performance record and reputation is built on its ability to provide high-quality, patient focused, cost-effective health care through the application of sound management principals, state-of-the-art technology and health care practices using skilled and effective clinicians, leaders and managers. To that end, we staff each project with highly-trained, personable practitioners supported by dedicated and experienced senior management in the corporate office.

As a service-oriented company, Potomac Healthcare is committed to working with Longwood University's Contract Administrator to design, implement and operate a health services delivery system that meets the specific needs of the University, its students and staff. We acknowledge that the Contract Administrator will participate in personnel decisions for the UHC.

The corporate management team at our headquarters in Woodbridge, VA will provide direction and support for the health center staff. Ronald Goforth, Vice-President of Academic Medicine at Potomac Healthcare, will serve as the corporate Project Manager and will assume corporate-level



management oversight responsibility for the project. Mr. Goforth will facilitate regular communication between our on-site clinical staff, the Contract Administrator and Potomac's corporate headquarters to ensure prompt response to local project needs and effective issue resolution. Our on-site medical team at Longwood will receive full support from Potomac's in-house resources, including:

- Human Resources
- Provider Credentialing
- Finance and Accounting
- Payroll
- Information Systems
- Quality Management

The UHC will be open Monday – Friday 8:00am – 5:00pm. We understand that hours decrease in the summer and we will work with the Contract Administrator in determining appropriate hours and staffing levels based on the demand to care for staff and faculty. The UHC will be closed on weekends and during University holidays.

The Medical Director will have overall responsibility for clinical services in the UHC. The Medical Director will hold a valid and unrestricted license in the Commonwealth of Virginia and will be skilled in primary care medicine. The Medical Director will serve as the Chair of the Quality Assessment and Improvement Committee.

Employee Appearance – All clinic personnel will be neat, clean, well groomed, appropriately attired and identified by nametag. The Site Director will be responsible for ensuring suitable employee appearance. Nurse Practitioners and Physician Assistants will be required to wear white coats. Potomac Healthcare will provide a monetary uniform allowance for purchase and upkeep of uniforms.

1.17 Recruitment

We will make job offers to the incumbent staff at the UHC, contingent upon their meeting our qualification requirements for licensing, education, etc. and also upon approval by the University's Contract Administrator. This approach greatly simplifies overall recruiting and credentialing, preserves continuity of patient care, conserves financial and human resources, establishes good will among staff members, and significantly reduces the time required for contract start-up. Should any of the staff not accept our job offer and/or there are vacant positions at the time of award, we are prepared to immediately launch a recruitment campaign.

Potomac Healthcare uses a proprietary software program called PotomacOneSource, developed internally from the ApplicantStack Platform. It automates many recruitment processes and links directly to our website, so we can hire more efficiently, cut costs, and improve business performance. Working from an online job requisition composed of each specific task order qualification requirement, Potomac OneSource helps us electronically post the job



announcement to a targeted set of job boards. From there, interested candidates can electronically input their application and resume, and provide all required contact information. The system prescreens and ranks interested candidates based on the criteria in the requisition, so our recruiters are able to focus their energies on the most promising candidates. Potomac OneSource also provides a large suite of reports, as well as direct integration into our HR information system for onboarding and skills inventory checklist qualifications.

Our recruitment campaigns are multi-faceted and designed to produce a number of eligible candidates for each position; our strategies include:

Internet-Based Advertising

Internet sourcing and advertising has become the primary vehicle for a successful recruitment campaign, and it has the shortest lead times to begin identifying candidates. Our primary general interest websites for all types of positions include Indeed.com, SimplyHired.com, Glassdoor.com and Craigslist. We also utilize profession-specific sites such as nursingjobs.com and healthcareers.com.

Professional Associations

Reaching out to professional associations is one of Potomac Healthcare's most successful avenues for reaching professionals such as mid-level providers and Registered Nurses. These association websites are frequently accessed by their members and therefore reach a targeted labor pool. Relevant professional associations include:

American Nurses Association
American Association of Nurse Practitioners
American Academy of Physician Assistants

Social Networks

In order to achieve maximum outreach potential, Potomac Healthcare will also utilize social-networking sites, including LinkedIn and Facebook. With over 300 million members, LinkedIn is recognized as the Internet's premier for job searches and is used extensively by recruiters and job seekers alike. LinkedIn allows its members to create personal profiles that serve as their electronic resumes, available to those searching for talent. Additionally, members create and/or join groups for discipline-specific purposes; these groups can be accessed for recruitment efforts as well.

Potomac Healthcare Solutions Website

We also intend to use our company website www.potomachealthcare.com as a direct means of communication with potential applicants. In addition to general employment announcements, we will post all available job openings on our "Careers" page. Candidates can easily click on a link that will connect them by email with our recruiting personnel for a quick follow-up.

Internal Database



We maintain a database of highly qualified personnel to support contract awards and will immediately reach out to potential candidates who reside in the regional area to assess interest in the positions.

Job Fairs and Conferences

We sometimes find job fairs and conferences to be an effective recruitment strategy, allowing us to take advantage of in-person interaction with potential candidates. This personal interaction allows us to maximize the potential of our recruiters. We participate in job fairs organized by professional and civic organizations, newspapers, military and/or veteran based organizations, and continuing education based conferences. An added advantage to attending job fairs and conferences is that it increases Potomac Healthcare's name recognition among prospective candidates and provides both an immediate and deferred source of applicants.

Credentialing

Potomac Healthcare will properly credential every healthcare provider performing services at the UHC, including incumbents, full and part-time positions and replacements. Incumbent information will be gathered to verify current licensing and educational requirements and to perform ongoing monitoring of credentials for timely renewals.

Day to day responsibility for our credentialing activities rests with our corporate Credentialing Coordinator, who reports directly to our Vice-President, Human Resources. She utilizes Potomac OneSource as a tool to automate primary source verification of credentials. Required documentation will include:

- Copy of license to practice in the Commonwealth of Virginia; all other current licenses to include dates of expiration and a list of non-current licenses with the reasons the licenses are not current;
- Current certification in ACLS/BCS;
- DEA Registration;
- Copy of Degrees and all post-graduate training certificates;
- CV/Resume that lists degrees, dates and places of internships/residencies as applicable, and employment history;
- Results of a recent physical examination, with vaccination record and
- Results of National Practitioner Data Base (NPDB) query.

We understand that we must allow time for evaluation of a candidate's credentials on any new hire, approval by the University and time for orientation and training activities prior to the contract commencement date. Our HR staff will submit completed credentialing information at least 15 days prior to the proposed start date.

1.18 Background Checks and Drug Testing

Potomac Healthcare will not employ any individual who:

- Has had his or her professional license suspended or revoked by a state licensing organization, notwithstanding that the individual holds a valid license from another state(s);
- Is the subject of a current or pending proceeding or appeal, which may result in the limitation, suspension, or revocation of the individual's licensure or clinical privileges;
- Has had his or her other clinical privileges limited, suspended, or revoked by any health care facility;
- Has been convicted of a felony.
- As described above, Potomac OneSource tracks and reports on credentials due for expiration, renewal, and update. It generates automatic reminder notes to employees with expiring documents at the 90-, 60- and 45-day point via email. From that point, reminders are sent every three days until the updating is complete. Summarized copies of all expiration notices will be sent to the Executive VP, Human Resources, and the Site Director. We have found that this lead-time allows ample opportunity to maintain all credentials in a current status and avoid interruption in services. All employees are required to notify their manager of any citations or licensing issues that may affect job performance.

As an experienced federal contractor with a Top-Secret Facility Security Clearance, Potomac Healthcare Solutions maintains a drug-free workplace that conforms to federal requirements. Accordingly, Potomac Healthcare utilizes LS Screening LLC to perform our background checks and drug screenings. The background checks are inclusive of:


- SSN Trace/Address History
- County Felony/Misdemeanor Criminal Search (county of residence)
- Multi-jurisdictional Criminal Database Search including National Sex Offender
- Credit Report (Employment Format)

The drug test is a 5-panel non DOT Screen. We also reserve the right to order mandatory drug testing on any employee who presents with reason to suspect the influence, legal or otherwise, of mind-altering substances.

1.19 Communication, Evaluation and Improvement

Promoting patient satisfaction at the UHC will be a daily responsibility of our on-site staff. We will require each and every one of our clinical and administrative personnel to present a positive image of Clinic operations in all contacts with patients. We believe that good patient relations contribute to good patient health. Providing responsive, accommodating services reduces anxiety in the healthcare setting and the patient feels more confident of the care received. Furthermore, satisfied patients are more likely to comply with the healthcare practitioners' directions and advice, and satisfied patients generally will be more cooperative, forthcoming, and take less time to treat.

With a leadership team that has delivered primary care for over 30 years, Potomac Healthcare takes pride in the quality of services we provide and constantly seeks input from patients to assess our performance in achieving “satisfied customers.” Comment Cards (sample from a current clinic operation is shown below), will provide all UHC users the opportunity to rate the care and services they receive at the Clinic.

	Adult Primary Care Clinic
	Date: _____
	Were you satisfied with the care you received today? Yes____ No____
	Comments:
	If you would like to be contacted: _____ Name/Phone Number

Comment Cards will be available in the waiting and treatment areas, and at the registration desk. Respondents will place the cards in a locked box in the waiting area. Cards include space for the user's name and address if he/she wishes a response from the clinic regarding comments or concerns. The Medical Director and Site Director will review all comments, complaints, and suggestions and initiate any needed corrective action.

The Site Director and/or Medical Director will handle any other complaints and work to resolve problems, keeping the Contract Administrator informed of complaints and resolutions, outcomes of satisfaction surveys and Comment Care summaries.

1.20 Communication Plan

We have carefully reviewed the information provided on Longwood University’s website concerning the operation of the Student Health and Wellness Center and we believe it to be well-organized and thorough in details. We will provide continual input to the web developers to keep all information up-to-date.

Additionally, we will provide a social media presence, utilizing primarily Twitter, Instagram and Snapchat to promote clinic activities and events. We will also maintain and update a Facebook account, although recent statistics on social media usage among college students indicate that Facebook is in sharp decline and is primarily used to stay in touch with older relatives. Potomac



Healthcare will take great care to align its messages and informational materials with those promoted by the University, in both substance and appearance. We will always use the University logo and design in producing written materials.

Potomac Healthcare welcomes the input of a Student Advisory Council composed of students, faculty and staff to assist us in creating a UHC that is truly responsive to the needs and wishes of Longwood University, should the University so desire.

1.21 Customer Satisfaction

At least semiannually, a formal Patient Satisfaction Survey will be conducted to obtain evaluative feedback and suggestions from clinic users. A standard questionnaire will address all general aspects of care provided in the UHC, including making an appointment, check-in, provider interactions and follow-up. Information from this survey will assist the clinic staff to see the clinic experience as the patient perceives it. Results of the survey will be shared with the Contract Administrator and will be used by our Quality Improvement Team to analyze and improve performance.

1.22 Metrics

The Pyramed system has full reporting capabilities including demographics, information by service and/or diagnosis type and by provider. Information can also be sorted by staff and by full and part-time student status. Besides standard reports, Pyramed's Report Writer provides users with access to all fields in the database to create customized reports, which can then be exported to Excel for easy access and readability. Using the standardized and ad hoc reporting capabilities of the system, Potomac Healthcare will, at a minimum, collect and prepare the following report types:

- Number of unique students seen in each clinical service per week, per month, per semester and for the calendar year;
- Number of clinical, administrative, health education, allergy and immunization-related visits in the UHC for week, per month, per semester and per calendar year
- Number of lab tests performed
- Number of referrals to outside providers, agencies or hospitals per week, per month, per semester and per calendar year

1.23 Reports

The Site Director will prepare a monthly progress report with delivery to the Associate Dean of Wellness, which will include:

- Specific accomplishments achieved
- Completed tasks and dates
- Challenges faced during the reporting period and proposed or completed resolutions
- Workload statistics (demographics, appointments requested/scheduled, patient encounters, referrals, and medical category) and student interactions

- Plans for the coming reporting period

Additionally, Potomac Healthcare will prepare an annual report of UHC operations including all the metrics cited above as well as a summary of events conducted, quality assurance evaluations, challenges and resolutions and plans for the coming year.

1.24 Quality Management Plan

In order to ensure the overall quality of all contract operations, Potomac Healthcare will operate a local Quality Management Program that is designed to meet the specific needs of this UHC contract. Among the intended products of the Quality Management Program are the following outcomes:

- An ongoing program that supports continuous monitoring and improvement of operational performance
- The ability to identify trends, problems, and issues in sufficient time to permit corrective actions before the level of service is degraded
- The ability to provide follow-up monitoring to ensure problem resolution
- The ability to receive and resolve service complaints
- The processes for communicating quality information to the appropriate personnel
- Training of UHC staff
- Compliance with contractual requirements, and
- Compliance with company policies and requirements.

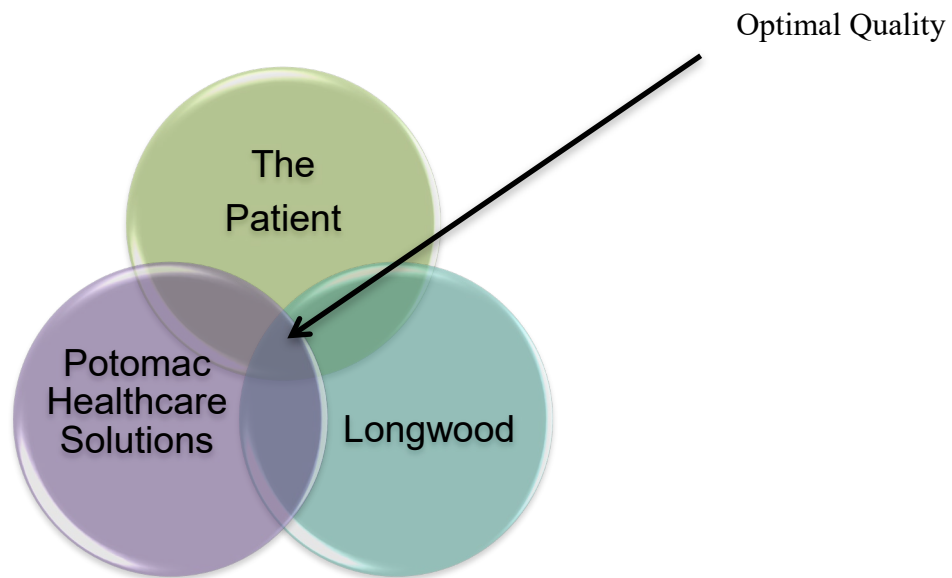
The Quality Management Program will be fully defined in a written Quality Management Plan that will contain all requirements for Performance Improvement and Quality Control. No later than 45 calendar days prior to commencement, we will provide a copy of the written plan to the University Contract Administrator.

1.25 Approach to Quality Management

There are three stakeholders in the contract model addressed by this solicitation: the Patient, Longwood University, and the Contractor. All three have a direct and vested interest in the overall quality of contract services delivered within the UHC. In order to ensure that the expectations and needs of all parties are properly met, Potomac Healthcare will establish and operate a three-fold approach to Quality Management that will:

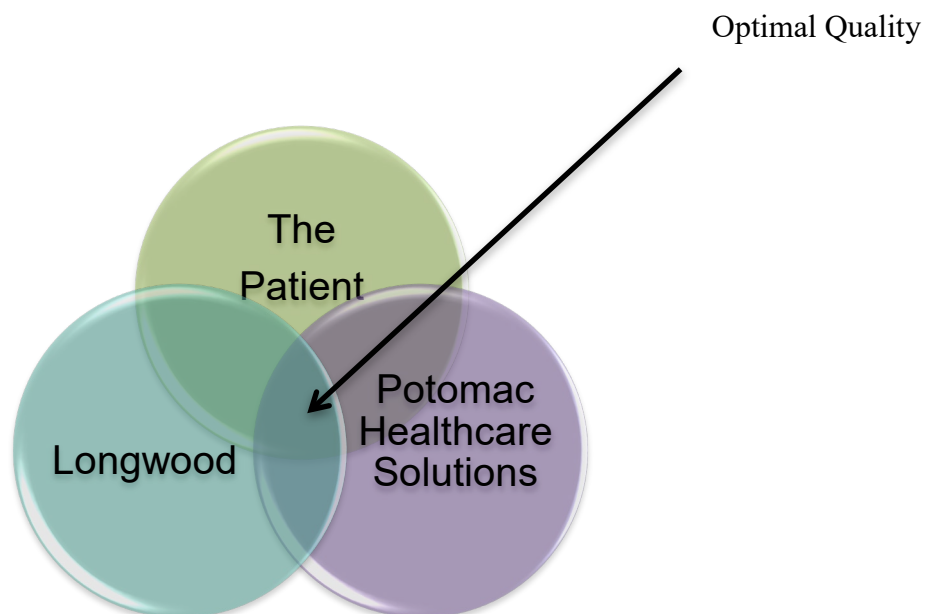
- Satisfy Longwood's contract requirements and specifications
- Ensure delivery of high-quality healthcare to the Patient, and
- Satisfy the Contractor's business performance expectations.

Initially, this interrelationship of the three parties may be presented as shown below in Exhibit I.
Exhibit: Initial Stakeholder Quality Relationships



Through an ongoing commitment by the three parties, however, it is possible to achieve a higher level of program quality by using a comprehensive Contractor-operated Quality Management Plan that establishes a roadmap to successful for all three sets of expectations. Over time, it is our goal to deliver results that more closely resemble the following Exhibit:

Exhibit : Desired Stakeholder Quality Relationships





*Longwood University
Strategic Healthcare Partnership
RFP #LU214-20-014*

1.26 Quality Management Plan

On the following pages, we describe the approach that Potomac Healthcare will take to establish and operate a Quality Management Plan that will serve as a useful tool for management to use to maximize qualitative results for all three parties.

1.26.1.1 Quality Management Plan Structure

The structure of our Quality Management Plan contains two elements: the Performance Improvement Plan (PIP), and the Quality Control Plan. The PI Plan is intended to address primarily the clinical and operational aspects of the contract services, and to satisfy the requirements of the AMA and The Joint Commission. The Quality Control Plan is focused on compliance with the contract.

1.26.1.2 Quality Management Responsibilities

Primary responsibility of management of the Quality Management Plan will rest with the Site Director, who will be responsible for its execution. Within the overall context of the Quality Management Plan, the Medical Director will be responsible for administration and operation of the Performance Improvement Plan. He/she will be assisted in this effort by one of the staff nurses designated as the Quality Management RN, who will be responsible for the day-to-day operations of the UHCs PI activities. In addition to being responsible for all Company requirements, the Site Director will be responsible for administration and operation of the Contract Quality Control Plan.

Taken together, these elements form a comprehensive approach to ensuring the delivery of high-quality, compliant, and businesslike program that fully satisfies the requirements of all three stakeholders –Longwood University, the Patient, and the Contractor.

1.26.1.3 Plan Characteristics

Within a healthcare organization, quality control begins with the development of a plan that meets the “5 C’s” of plan development:

- Complete - A sound Quality Control Plan will be an accurate and thorough representation of the needs of the existing project as they relate to the mission and goals of the parent organization. The QC Plan will be supported by a thorough and detailed documentation development process and will be established with the active involvement of all affected parties.
- Consistent – The QC Plan will be consistent with other plans developed and or required for Longwood University, The Joint Commission, or NCQA.
- Clear – The QC Plan will not contain any procedural or regulatory errors and will be constructed to ensure ease of modification to ensure compliance with changes to regulations and/or procedures.
- Correct – The QC Plan will not contain any procedural requirement designed to delay the treatment process or cause delay in evaluating and reporting outcomes.



- Comprehensible – The QC Plan will be written at a level that makes it understandable at all levels within the organization. Reliance on arcane and obtuse terminology will not be allowed.

Potomac Healthcare Solutions has developed a Quality Control Plan that establishes the program and procedures necessary to ensure contract start-up; overall contract performance; management of complaints; trend identification and performance improvement. Inherent in each phase of our quality control plan is the requirement for training through all levels of the organization.

1.26.2 Performance Improvement Plan (PIP)

Our Performance Improvement Plan is an ongoing program designated to objectively and systematically monitor and evaluate the quality and appropriateness of patient care, to pursue opportunities to improve patient care, and to resolve identified problems. Potomac Healthcare will use The Joint Commission Standards for Ambulatory Care for this contract.

With the guidance provided by Longwood University, Potomac Healthcare Solutions will:
Implement clinical guidelines consistent with current policy;

- Utilize HEDIS data to improve the delivery and quality of healthcare services;
- Establish an environment that facilitates an interdisciplinary proactive approach to improving safety and preventing adverse events;
- Ensure compliance with The Joint Commission Standards;
- Monitor and measure the Environment of Care
- Implement and evaluate Emergency Management
- Prevent and control facility acquired infections
- Capture, categorize, and secure vital healthcare information
- Ensure all supporting building systems provide for a safe environment
- Implement Provision of Care standards centered around the integrated and cyclical process that allows care to be delivered according to patient needs and the organization's scope of services.

The principal vehicle for execution of the Performance Improvement Plan will be the UHC Performance Improvement Committee to be chaired by the Medical Director. Other members of the committee will be the Site Director, a designated RN and a Physician Assistant/Nurse Practitioner. Other participants may be added as required. The Committee will meet monthly and produce written records of its activities.

1.26.3 Lines of Communication with the University

In order to minimize miscommunication and to protect both the Longwood University and the Company, official communication between Potomac Healthcare Solutions and the University must be conducted as follows:



University	Potomac Healthcare Solutions
Associate VP of Auxiliary Services	Potomac Healthcare Principals
Contract Administrator	Potomac Healthcare Principals or Site Director
Other University Personnel	Site Director or their authorized delegate

1.26.4 Problem Identification and Resolution

In order to provide proactive and responsive service to our client, Potomac Healthcare staff members will always be alert to identify problems that can adversely affect our performance of contract requirements. Any staff member who becomes aware of any actual or potential problem is required to notify the Site Director. Other than minor, easily correctable issues, all noteworthy problems or issues are to be documented in the Weekly Operations Report and traced as an open item until resolved to the satisfaction of all parties.

Solicitation #LU214-20-014

Commonwealth of Virginia

Longwood University

Student Health and Wellness Center (SHWC)

01 Jul 2021-30 Jun 2022 Budget

Potomac Healthcare Solutions

Proprietary

XI.A. Offeror shall submit a price proposal for all goods and services proposed for the ten (10) year contract period.

Rest of page redacted

Solicitation #LU214-20-014

01 Jul 2021-30 Jun 2022 Budget

Commonwealth of Virginia

Longwood University

Student Health and Wellness Center (SHWC)

Potomac Healthcare Solutions

Proprietary

Operational Hours

Academic Semesters

Summer and Winter

Break Periods and Holidays

M-F 8:15 am - 5:00 pm

M-F 8:15 am - 5:00 pm

Closed

does not close for lunch

Rest of page redacted

ATTACHMENT B – SMALL BUSINESS SUBCONTRACTING PLAN

Definitions

DSBSD: Department of Small Business and Supplier Diversity.

Small Business: “Small Business” means an independently owned and operated business which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. Note: This shall not exclude DSBSD-certified women- and minority-owned businesses when they have received DSBSD small business certification.

Women-Owned Business: Women-owned business means a business concern that is at least 51% owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, and both the management and daily business operations are controlled by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law.

Minority-Owned Business: Minority-owned business means a business concern that is at least 51% owned by one or more minority individuals or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.

All small businesses must be certified by DSBSD by the due date of the solicitation to participate in the SWaM program. Certification applications are available through DSBSD online at www.dmbe.virginia.gov (Customer Service).

Offeror's Name: Potomac Health Solutions, LLC

Preparer Name: William A. Joseph

Date: May 29, 2020

Instructions

- A. If you are certified by DSBSD as a small business, complete only Section A of this form. This shall not exclude DSBSD-certified women-owned and minority-owned businesses when they have received DSBSD small business certification.
- B. If you are not a DSBSD-certified small business, complete Section B of this form. For the offeror to receive credit for the small business subcontracting plan evaluation criteria, the offeror shall identify the portions of the contract that will be subcontracted to DSBSD-certified small business in this section. Points will be assigned based on each offeror's proposed subcontracting expenditures with DSBSD-certified small businesses for the initial contract period as indicated in Section B in relation to the offeror's total price.

Section A

If your firm is certified by DSBSD, are you certified as a (check only one below):

☒ Small Business
☐ Small and Women-owned Business
☐ Small and Minority-owned Business

Certification Number: 702462

Certification Date: December 7, 2018