User Reference Guide to Contract Labor – All Portfolios

Last Updated Jan/2019
Table of contents

1.0 Program Overview

2.0 Program Governance Team
   Contacts
   Role Definitions
   CLM Team Bios

3.0 Process for Requesting Contract Labor

4.0 Finding and Securing the Right Candidate

5.0 Compliance and Onboarding

6.0 Time Management

7.0 Managing Existing Assignments

8.0 Contract Terms
   General Terms
   Guaranteed Hours
   Penalties
   Right to Hire
   Orientation

9.0 Rates

10.0 Resource Documents
1.0 PROGRAM OVERVIEW

Vizient Contract Labor Management (CLM) was established in 2002 and is the nation's industry leader in vendor-neutral contract labor management since its inception. CLM, formerly known as MedAssets Workforce Solutions, was acquired by Vizient in February 2016 with services, leadership and staff fully intact.

CLM is organized within Vizient’s Advisory and Analytics functional area. CLM is part of a broader business unit known as Workforce Optimization, providing not only contract labor management but also Labor Cost Consulting to reduce member healthcare organization's total labor spend on a sustainable basis.

Vizient CLM is the nation's largest and longest running vendor-neutral contract labor management company providing both Vendor Management System (VMS) and MSP services with access to over 94 percent of nurses working through staffing vendors across the country. CLM provides vendor contracts that cover the entire spectrum of contract labor needs that CHLA requires (Nursing, Allied Health, Non-Clinical, Locum Tenens, Interim Management, Permanent Placement, International, Rapid Response/Disaster and Strike Action). Highlights of our CLM program include:

- Over 12 million productive hours and 700,000 job requisitions are staffed through our program annually
- Managing over $750 million in annual contract labor spend, Vizient CLM is able to successfully negotiate the best sustainable rates and contract terms for our members in the industry
- Our CLM program is 100% vendor funded with NO out-of-pocket expenses incurred by members

Vizient CLM’s overarching mission is to drive bottom line savings and operational efficiencies to member hospitals/health systems while at the same time ensuring high fill rates, quality staff and vendor compliance to contract terms that protect and serve the health system. Our four foundational pillars drive this savings and value to our members: Strategic Sourcing, Market Management, Technology/Analytics/Reporting, and Dedicated MSP Services.

- Our Strategic Sourcing experts: analyze your market's unique contract labor factors, providing you with rate analysis and recommendations that ensure you pay competitive rates that safeguard quality and patient safety while ensuring your organization does not pay more than necessary; establish robust vendor panels through a rigorous vetting process that ensures vendors can deliver on fill rates and contractual promises; establish a vendor-neutral structure that incentivizes vendor competition for your business.
- Our Market Management (account management) team: provides you with dedicated trusted advisor, consultative services and program oversight throughout the lifetime of our relationship; provides you with insights into your contract labor usage and market dynamics that impact your operations and contract labor spend and usage; serves as project managers in any large scale staffing initiatives (ex: EMR conversions, strike action); cascade best practices to you from our extensive experience locally, regionally and nationally.
- Our Technology/Analytics/Reporting platform: proprietary, web-based SaaS application provides full cycle management of contingent labor; increasing transparency and visibility to spend and utilization and supporting custom reporting and analytics to provide members with strategic information to guide decision making.
- Our Dedicated MSP Services: minimize and simplify the time member staff spend on the procurement and management of contract labor staff, utilize best practices customized to each member’s unique systems and processes to ensure high fill rates, short time to fill, high quality staff, and exceptional vendor performance.
2.0 PROGRAM GOVERNANCE TEAM

General Program Contact Information

UCLASTaffing@vizientinc.com | 855.822.1105

Timekeeping

Optimizertimesheets@vizientinc.com

Optimizer Help Desk

Optimizer@vizientinc.com | 877.668.2376

Market Management

Colin Walsh
Sr. Market Manager
colin.walsh@vizientinc.com
424.634.0473

Managed Services - Staffing

Candace Butler
Staffing Manager, Managed Service Program
Candace.butler@vizientinc.com
972.830.7873

Cindy Thomas
Staffing Specialist, Managed Service Program
UCLASTaffing@vizientinc.com
855.822.1105

Susie Valera
Staffing Specialist, Managed Service Program
UCLASTaffing@vizientinc.com
855.822.1105

Managed Services – Credentialing

Farheen Badruddin
Compliance Manager, Managed Service Program
Farheen.Badruddin@vizientinc.com
972.868.7514

Open Position
Credential Specialist, Managed Service Program
UCLASTaffing@vizientinc.com
855.822.1105
Role Definitions

- **Executive Champion**
  - Supports compliance across the organization
  - Be present for member business reviews
  - Is engaged for key decision making
  - Communicates the strategic goals of the organization to Vizient
  - Participates in regular cadence to review program status and key performance indicators
  - Provides approval on critical rate III and IV requests

- **Program Coordinator**
  - Engages in weekly, bi-weekly or monthly cadence (varies as program matures) to discuss program status
  - Serves as a resource for questions regarding the member’s policies, procedures, and requirements
  - Acts as the point of escalation for member stakeholders if there are any concerns or issues with the program
  - Provides approval on critical rate I and II requests
  - Facilitates access to any appropriate systems
  - Identifies additional key stakeholders and contacts as needed

- **Market Management**
  - Provides overall program management at member-level
  - Delivers facility level consultation and coaching toward full program value
  - Works across all parts of the member organization to ensure program compliance and health
  - Drives vendor engagement

- **Managed Services**
  - Manages daily procurement activities, including job request entry, candidate tracking, credential validation
  - Provides communication and updates to member staffing office and/or hiring managers on open requisitions, pending candidates, pending credentials, upcoming ending assignments, upcoming credential expirations
Introducing the UCLA Health Vizient Team

Colin Walsh is the Sr. Market Manager for Vizient’s Contract Labor Management California Region. His role is to be your day-to-day partner from your transition to Vizient throughout the lifetime of the program. Colin has 10.5 years of healthcare consulting and staffing experience and has been with Vizient for the past 3 years with their workforce solutions team. Colin currently resides in Santa Monica, CA.

Candace Butler serves as the Staffing Manager for Vizient’s Managed Services Program. Candace joined the Vizient CLM Team in spring of 2015. In addition to providing staffing services to members, Candace also provides guidance, training and mentorship to her team. Prior to joining Vizient, Candace held various roles in healthcare for over 20 years including management, training, curriculum development and design, pharmacy, medical billing, and health care information technology. Candace obtained her Bachelors of Science degree in Business Administration/Organizational Management from Texas College.

Farheen Badruddon serves as the Compliance Manager for Vizient’s Managed Services Program. Farheen joined the Vizient CLM Team in January of 2017 after completing her Masters in Healthcare Administration. In addition to providing compliance services to members, Farheen also provides guidance, training and mentorship to her team. Prior to joining Vizient, Farheen held various healthcare related positions including emergency room scribe and process design for a new medical clinic start up.

Cindy Thomas will serve as UCLA HEALTH’s dedicated Staffing Specialist. She has over 3 years of experience in recruiting and onboarding. Cindy attended University of Texas at San Antonio pursuing a major in Public Health. Since joining Vizient, she has sought to learn all aspects of the CLM process to better service our members. Prior to working at Vizient, she was program coordinator of a prominent non-profit organization that focused on building health equity in Silicon Valley through their unique roles as a funder, provider, and advocate.

Susie Varela will serve as UCLA HEALTH's dedicated Staffing Specialist. She has over 5 years’ of experience in non-clinical and healthcare recruiting. Susie attended Arizona State University and graduated with a Bachelor’s Degree in English Literature. Since joining Vizient, she has sought to learn all aspects of the CLM process to better service our members. Susie hopes to use her prior experience in recruiting to further the success and growth on Vizient’s Managed Services Program.
3.0 PROCESS FOR REQUESTING CONTRACT LABOR

All contingent labor request will be submitted and tracked utilizing the link provided below. As the hiring manager, you will provide all the pertinent details related to the position you’re requesting along with all UCLA Health justification requirements. Once your request has been submitted, the web-based form will be routed to the CNO or Executive Director indicated in the details of the form for their approval of the position. Once approved by UCLA Health leadership the need will automatically be sent to the Vizient MSP team for distribution to the UCLA Health vendor panel.

https://form.jotform.com/VizientCLM/UCLASTaffing

For any questions or help with JotForm please reach out to UCLAStaffing@vizientinc.com or 855.822.1105
4.0 FINDING AND SECURING THE RIGHT CANDIDATE

Vizient MSP Staffing Specialist will strive to obtain a solid understanding of any specific requirements that you may have for the position. UCLA Health has provided standard specifications for roles throughout the organization, but we know that each facility and department may have unique preferences regarding experience, skills, and competencies. Our goal is to find the best candidates for your needs. After we collect information on a job role for a department, each subsequent job request will start with that information. Job requests are distributed to UCLA’s customized vendor panel at pre-contracted rates through our proprietary application, Contract Labor “Optimizer”. The vendor panel submits candidates through the application as well. Once a candidate is identified as meeting your requirements, their profile will be emailed to you through the UCLAStaffing@vizientinc.com email box. Please reply to the email and complete the response form included in the body of the email to communicate back next steps to the Vizient MSP Team.

- Please respond within 48 hours or less regarding any candidate profiles, this is essential to secure high-level talent quickly! FASTER IS BETTER!
- Information on why you are declining a candidate allows us and our vendor partners to improve the type of candidates we present to you.

Sample Email

Please see the attached resume for your <Position Name> position. If you wish to complete a phone interview with this candidate, please contact them directly or provide your availability for scheduling assistance. Once you have made a decision on next step, please click “reply” to this email and complete the feedback information below. It is essential that you communicate the next step within 24-48 hours to move forward with your candidate of choice. If you have any questions, please let me know!

☐ I’d like to make an offer
   Shift:
   Start Date:
   Approve Time off:

☐ I’d like to schedule an interview
   Preferred day/time:
   Additional day/time:
   Additional day/time:

☐ I’m declining this candidate because
   ☐ Not a good fit for my unit
   ☐ Clinical Reason
   ☐ Cannot accommodate schedule requests
   ☐ No longer have a need, please close this order
   ☐ Other (please add a comment)

☐ I left several unanswered voice mails
5.0 COMPLIANCE AND ONBOARDING

Once you select your candidate, an offer is issued through Optimizer. We will confirm final details and a targeted start date with the vendor and book the candidate. The vendor will upload all required compliance documents in Optimizer which we will validate to meet UCLA Health’s contractual requirements. Optimizer serves as a virtual employee file for the resource while they are on assignment at UCLA Health. Vizient MSP will monitor expiring credentials and notify you in advance if an updated document is not provided.

For all non-daily registry staff - Vizient MSP will start the initial onboarding requirements of requesting the employee ID, setting up badging, and coordinating of parking and scrub ordering. Daily registry will maintain their current practices for compliance and onboarding.

6.0 TIME MANAGEMENT

All resources will track their time through Vizient’s Time Management Tool. Each week, the hiring manager will be provided a timesheet report from TMT/Optimizer to approve for the contract labor candidates working in their department via e-mail. This will be sent via e-mail from Vizient’s timekeeping team.

Managers will approve the time or propose edits and respond to the Vizient timekeeping team via e-mail. Once feedback is provided from the manager on the candidate’s time, it will be entered into Optimizer and sent to the agency for approval. If the vendor has any dispute with the time conveyed from Optimizer, Vizient CLM will provide you with a report indicating the revised time. If you do not agree with the changes, please notify Vizient CLM immediately. Any denials of vendor revisions must be done within 3 days of receipt of the report.

Once a timesheet is approved by both the UCLA Manager and the agency, the timesheet will move within Optimizer to a consolidated invoice made up of all timesheets from the past week for approval by the dedicated Invoice Approver the following Monday.
7.0 MANAGING EXISTING ASSIGNMENTS

Contingent labor assignments booked prior to January 12th would remain on current UCLA direct agreements until their assignment ended. All new assignments, or extensions, booked from January 12th forward would go through the Vizient MSP technology and process.

If you have any concerns that develop regarding a resource that is actively on assignment at UCLA, please contact Vizient MSP immediately so that we can work with you, the vendor and the resource to correct the problem or, if necessary, cancel the assignment.

Extensions. Vizient MSP will notify you via email if you have a resource on assignment whose end date is approaching. Managers are encouraged to discuss assignment extensions with the resource directly and notify Vizient of the outcome by completing an extension request via JotForm. Once the request has been completed and approved by the CNO or Executive Director then Vizient will proceed with the extension.
8.0 CONTRACT TERMS

Vizient CLM has negotiated standardized contract terms for all UCLA Health Vendors. Below is a summary of some of the key terms you should be familiar with as a manager.

8.1 General Terms

- **Float Policy:** At any time during assignment, staff may be reassigned to a different department, unit or facility (within 50-mile radius) if the staff satisfies the requisite Job Specifications.

- **Cancelling shift during assignment:** You can cancel a resource from a shift, with two or more hours’ notice, up to once every two weeks of the assignment without penalty or the guaranteed minimum hour requirement being applied. The resource or agency can cancel a shift with two or more hours’ notice up to once every two weeks of the assignment without penalty or the guaranteed minimum hour requirement being applied. If a resource cancels more frequently than once per two weeks of the assignment, you may choose to have them work make-up shifts, extend the assignment, or terminate the assignment without penalty. If a make-up shift, assignment extension or immediate termination is not possible, you can also choose to subtract the hours the resource was absent from the minimum guaranteed hours for that week.

- **Excess / Incremental Time:** UCLA Health is not responsible for excess or incremental time resulting from a resource reporting early or working late except as requested and approved in writing by the supervisor.

- **Termination for Misconduct:** In the event that you choose to end an assignment early due to the misconduct by the resource, including but not limited to, not meeting requirements, being unable to perform job duties, engaging in unprofessional conduct, and/or being insubordinate, you will not be billed for that shift and the assignment can be terminated immediately without cost or penalty. Please contact Vizient immediately if this occurs.

8.2 Guaranteed Minimum Hours

- **Per Diem:** 2 hours unless cancelled at least 2 hours prior to start of shift

- **Travel/Local Long Term:** Default is 72 hours per two-week period or 36 hours for the first or final week of the assignment if the assignment is an odd number of weeks. At your discretion, you can request a 48-hour minimum per week in which case you would not pay overtime multiplier unless resource exceeds 48 hours.
8.3 Penalties

- **Per Diem**
  - **Late Show (no advanced notice)** – In the event that a resource is late for a scheduled shift, the vendor is subject to a penalty payable to UCLA Health of the base bill rate multiplied by the number of hours the resource was late.
  
  - **No Call/No Show** – In the event that a resource that is scheduled for a shift does not report for the shift and does not notify UCLA Health that they will not report, the vendor is subject to a penalty payable to UCLA Health of the base bill rate multiplied by the number of hours in the scheduled shift.
  
  - **Late Cancellation** – If UCLA Health notifies the vendor less than 2 hours prior to the shift that the resource will not be needed, UCLA Health is subject to a penalty payable to the vendor of two hours at the base bill rate.

- **Traveler / Local Long Term**
  
  - **Late Show (no advanced notice)** – In the event that a resource is late for a scheduled shift, the vendor is subject to a penalty payable to UCLA Health of the base bill rate multiplied by the number of hours the resource was late.
  
  - **No Call/No Show** – In the event that a resource that is scheduled for a shift does not report for the shift and does not notify UCLA Health that they will not report, the vendor is subject to a penalty payable to UCLA Health of the base bill rate multiplied by the number of hours in the scheduled shift.
  
  - **Cancellation by you of booked assignment**: You may terminate a booked assignment without cost or penalty by notifying Vizient at least two weeks prior to start date or reassigning the resource to another assignment within UCLA Health at a comparable bill rate for which they are qualified. If the termination occurs with less than two weeks’ notice prior to start date and/or resource cannot be reassigned, UCLA Health will incur a penalty payable to the vendor of bill rate multiplied by fifteen (15) hours per week remaining in the assignment up to a maximum of thirty (30) hours.
o **Cancellation by vendor/resource of a booked assignment:** The vendor/resource can terminate an assignment without cost or penalty by notifying Vizient at least two weeks prior to the start date of the assignment and/or providing a substitute resource of comparable skill level and qualifications at least one week prior to the first shift of the terminated assignment or within one week of the last shift worked by a departing resource. In the event that the vendor does not meet one of the two exceptions listed above, they will be subject to a penalty payable to UCLA Health of the bill rate multiplied by fifteen (15) hours per week remaining on the assignment up to a maximum of thirty (30) hours.

### 8.4 Right to hire

- **Clinical Per Diem** – UCLA Health may hire any resource for any employment relationship, with no cost or obligation to the resource or UCLA Health once the resource has worked a minimum of 108 hours.

- **Clinical Travel / Local Long Term** – UCLA Health may hire any resource (except Rehab and Pharmacy staff) for any employment relationship with no cost or obligation to the resource or UCLA Health once the resource has completed their current assignment. Rehab and Pharmacy staff require 936 hours worked at minimum prior to conversion.

- **Non-Clinical** – UCLA Health may hire any resource for any employment relationship, with no cost or obligation to the resource or UCLA Health once the below conditions are met:

<table>
<thead>
<tr>
<th>Positions w/ Salaries ≤100,000.00</th>
<th>Positions w/ Salaries ≥100,001.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hours Worked</td>
<td>Conversion Fee</td>
</tr>
<tr>
<td>0-120</td>
<td>15%</td>
</tr>
<tr>
<td>121-480</td>
<td>9%</td>
</tr>
<tr>
<td>481+</td>
<td>No Fee</td>
</tr>
<tr>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### 8.5 Orientation

- All clinical contract labor resources receive 8 hours of free orientation followed by 24 hours at a reduced rate of 70% of the bill rate.
9.0 RATES

Vizient CLM Rates are negotiated with our vendors up front based on specification provided and approved by your executive sponsor. These base rates are set as a part of a comprehensive strategic sourcing process that strives to normalize and compress vendor margin without negatively impacting resource pay rates. The results are sustainable rates that drive value for UCLA Health while maintaining high fill rates and quality resources. When you receive a confirmation email after submitting your job request, it will include the rate. If you have any question, please email us.

A separate document will be provided on UCLA’s intranet site with your approved clinical (nursing and allied health) and non-clinical temporary staffing vendor panel and base rates.