

1. Qualification and Experience

a. Identify the legal structure of the firm or consortium of firms making the proposal. Identify the organizational structure for the project, the management approach and how each partner and major subcontractor (\$1 million or more) in the structure fits into the overall team. All members of the offeror's team, including major subcontractors known to the proposer must be identified at the time a proposal is submitted for the Conceptual Stage. Include the status of the Virginia license of each partner, proposer, contractor, and major subcontractor. Identified team members, including major subcontractors (over \$5 million), may not be substituted or replaced once a project is approved and comprehensive agreement executed without the written approval of the responsible Agency.

Health Advocate, Inc. Corporate Structure

Health Advocate, Inc. is an advocacy and assistance service company founded to specifically address many of the issues Americans encounter while accessing the healthcare and health insurance systems. Nationwide, we enable group sponsors of all sizes and their respective employees and members to more easily navigate the complexities of the healthcare world and help them to make informed choices and decisions for themselves and their families. We save our customers considerable time and money resulting in a strong "return on investment" in both medical cost and productivity savings.

Health Advocate is a privately held corporation. We do not have any subsidiaries, nor have there been any mergers, acquisitions, or divestitures over our history. Health Advocate's five founders still control the majority of the company's stock; no ownership changes are anticipated in the next year or for the foreseeable future.

Organizational Structure and Management Approach

Account Management/Executive Oversight

Health Advocate leverages active executive oversight to ensure the highest level of service throughout our organization. The company's executives remain closely involved with our operations and account management teams to set standards for quality from the top down.

Abbie Leibowitz, M.D., F.A.A.P, Health Advocate's Executive Vice President and Chief Medical Officer, will have ultimate responsibility for the Commonwealth's account, with authority over all services performed.

Dr. Leibowitz is a nationally recognized leader in the healthcare industry and an authority on managed care, clinical management, quality assurance and medical data and information systems. He is a popular speaker, has appeared frequently on national and regional television and radio, and is the author of numerous professional and popular articles.

Before co-founding Health Advocate, Leibowitz was EVP for Digital Health Strategy and business development for Medscape, Inc. and a member of the company's board of directors. For the four years prior to October 2000, Leibowitz served as Chief Medical Officer for Aetna U.S. Healthcare. Leibowitz joined U.S. Healthcare in 1987 and served in a number of senior-level positions within the company.

Before joining U.S. Healthcare, Leibowitz spent 12 years in private pediatric practice in suburban Philadelphia. He built and managed a seven-physician pediatric group serving a diverse urban/suburban population of over 25,000 patients. The practice served as a teaching site for medical students and pediatric residents.

Leibowitz received his medical degree from Temple University Medical School and his bachelor's degree from the same institution. He completed his postgraduate training at Children's Hospital of Pittsburgh. He is board certified by the American Board of Pediatrics, a fellow of the American Academy of Pediatrics and a member of the Philadelphia Pediatric Society. He is an affiliate of the Department of Pediatrics of the Children's Hospital of Philadelphia. He is a member of numerous professional and industry organizations and committees including the Partnership for Quality Education, the American Academy of Pediatrics' Section on Computers and Technology and the Section on Ambulatory Care and Practice Management.

Dr. Leibowitz will direct the ongoing efforts of others on the account support team, including:

Karen Lange

Karen Lange, Vice President of Sales, will have direct responsibility for the Commonwealth's account. She will coordinate activities with the other members of our implementation team. Once the account is up and functioning, Karen will continue her involvement with the Commonwealth, supporting employee education, coordinating utilization reporting, and troubleshooting any issues that may arise to see that they are quickly addressed. Karen will direct the ongoing efforts of others on her account support team to provide reinforcing educational and communication opportunities for the Commonwealth.

Karen joined Health Advocate in 2003 with more than 13 years of experience in the healthcare industry. As Vice President of Sales, Karen is responsible for sales activities in Maryland, Virginia, Washington, DC and Delaware. Prior to joining Health Advocate, Karen was director of sales for Coventry Health Care, responsible for new group sales as well as oversight of all sales activities including strategy, planning and broker relations. She was employed by Aetna U.S. Healthcare, Inc. where she first served as vice president/district manager of the Baltimore and Delaware markets and then as general manager of the Baltimore market, representing over 300,000 members. Karen's sales career began with U.S. Healthcare, culminating with her last position as new business sales manager for Southern New Jersey.

Tara Kelly - Senior Vice President of Operations

Tara Kelly is responsible for all aspects of Health Advocate's call center's operations. As director of service operations, she is responsible for implementing new clients, developing reporting systems and overseeing the National Accounts Service Unit.

Tara has over 20 years of healthcare experience including senior roles managing call center operations, claims processing units and other customer support functions, for such companies as CIGNA, Aetna U.S. Healthcare and SmithKline Beecham Clinical Laboratories. She directs activities across the call center for all clients and is responsible for assigning designated management staff to specific functions to meet each client's needs. Her role is to focus attention on our largest clients as we work through the installation, implementation, and operation of their programs.

Thomas A. Wolk, M.D. – Senior Medical Director and Vice President of Clinical Operations

Dr. Wolk brings more than 25 years of clinical and administrative experience to Health Advocate. As senior medical director and vice president of clinical operations, he is responsible for managing and directing the company's clinical program. He will direct the nurses and medical directors working on the Commonwealth program.

Before joining Health Advocate in 2004, he held a number of administrative appointments at Phoenixville Hospital while that hospital was affiliated with the University of Pennsylvania Health System, including chairman of the department of pediatrics, president of the medical staff, member of the Board of Directors, and finally chief medical officer. Previously, he was the medical director for Aetna U.S. Healthcare's 10-county Southeastern Pennsylvania Region. Earlier in his career he was an attending physician at Phoenixville Medical Associates and Clinical Care Associate/UPHS, a large multi-specialty pediatric group practice in Chester County.

Dr. Wolk trained at the Children's Hospital of Philadelphia where he became Assistant Chief Resident. He earned his medical degree from the University of Vermont College of Medicine and is certified by the American Board of Pediatrics.

Deborah Cook-Altonji, R.N., MSN, CCM, SPHR - Supervisor

Deborah Cook-Altonji has 28 years of healthcare experience including sales, marketing, software development, case management and training, and currently supervises clinical staff for Health Advocate's call center staff.

Deborah has led teams in both operations and clinical departments in national health insurance plans. Her tenure includes work at Children's Hospital of Philadelphia (CHOP), Aetna, Magellan, Bio-Pharm Clinical Services, MeDecision, Kinetic Concepts and more.

Deborah is also certified as a senior professional in human resources (SPHR). She has presented nationally on various healthcare topics and has also published in several

healthcare journals. She has taught nursing students at the diploma, undergraduate and graduate levels and is currently an adjunct faculty member for Immaculata University.

Carol Fischer - Director of Communications

With 18 years of communication experience in the healthcare industry, Carol Fischer is skilled in working with multiple vendors to create coordinated multimedia communications programs. As director of communications, Carol will be responsible for the development of employee communications materials and website integration for the Commonwealth's account.

Prior to joining Health Advocate, she was employed by Aetna U.S. Healthcare for 13 years in marketing and corporate communication. In addition to her experience at Aetna U.S. Healthcare, Carol launched a successful consulting business providing project management, marketing and freelance writing.

Eric Weaver - Vice President of Information Services

Eric Weaver is responsible for all aspects of the company's infrastructure support. He is engaged in new client applications ensuring that Health Advocate's systems are ready to support the program. His responsibilities include selecting and managing the operations of our integrated telephone, computer, and database technologies.

Eric is an experienced IT executive with more than twenty years of management experience covering a wide range of information and Internet-based solutions. Prior to coming to Health Advocate, Eric was the Vice President and CTO at TargetRx, a venture-backed information services company serving the pharmaceutical industry. Earlier in his career he held a similar position at InteliHealth, a subsidiary of Aetna U.S. Healthcare.

Michael Bartunek - Information Systems Manager

Michael Bartunek is a seasoned information systems professional with over 20 years of experience creating IT solutions that improve customer service and solve user's problems. Bartunek joined Health Advocate in 2004 to lead the implementation of the company's integrated technology platform. He is also responsible for client reporting. He brings an extensive background in software design, programming languages, desktop support, and computer ergonomics. Additionally, Mike has worked in a number of hardware environments and multiple computer platforms and is familiar with the needs of a varied health information and customer support workforce for useable solutions that are easy to learn and maintain.

Prior to joining Health Advocate, Bartunek was employed by Aetna US Healthcare as a Project Manager. He was part of a team responsible for developing patient information and claim intake systems. Bartunek began his IT career as an application programmer at Unisys. During his 14 years with Unisys, he was promoted to increasing levels of responsibility. Other work experience includes a successful programming and project management consulting business.

Wendi Thomas, Vice President of Member Education

As the Vice President of Member Education, Wendi Thomas is responsible for the team of people that work with our plan sponsors to support ongoing subscriber communication efforts throughout the year. Before joining Health Advocate, Wendi spent 12 years with Aetna U.S. Healthcare and 5 years at Axis Healthcare. At Aetna, she held various sales management positions, including District Manager of the company's large suburban Philadelphia region. Wendi has had extensive experience in creating and implementing training programs that focus on educating employees about their benefits. While at Axis Healthcare, Wendi was responsible for education/training of employees on various topics in support of the company's products.

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b. Describe the experience of the firm or consortium of firms making the proposal and key principals involved in the proposed project including experience with projects of comparable size and complexity. Describe the length of time in business, business experience, public sector experience and other engagements of the firm or consortium of firms. Describe the past safety performance record and current safety capabilities of the firm or consortium of firms. Describe the past technical performance history on recent projects of comparable size and complexity, including disclosure of any legal claims, of the firm or consortium of firms. Include the identity of any firms that will provide design, construction and completion guarantees and warranties and a description of such guarantees and warranties.

Health Advocate was founded in 2001 (originally under the name MMG Corp.) by five former healthcare executives, who combined have over a century of experience in the healthcare industry. Following a year of concept development and discussions with employers, healthcare and benefits consultants, and consumer groups, Health Advocate was incorporated as a Delaware corporation in the spring of 2001.

The company's founders perceived that U.S. employers face a huge challenge in attempting to sponsor quality and affordable healthcare benefit programs for their employees, and anticipated that these troubling trends would continue into the future due to several factors.

Rising Costs

With the steep and steady rise of the cost of care over the past several years, employers have had to endure double-digit year-over-year increases in premiums, as well as sustaining the hidden costs related to lost productivity, redundant health care claim payments, and healthcare consumers who "get lost" in the healthcare maze. Managing these programs also has become increasingly complicated due to additional federal privacy requirements and cutbacks in human resources staffing.

Consumer-Driven Healthcare

Due to some of these increases in cost, more responsibility is placed on employees to be responsible "consumers" of healthcare. However, most consumers are not sufficiently equipped to navigate the healthcare system on their own. In fact, as more and more healthcare programs move to a "self-service" model there is increasing evidence that consumers are more frustrated and less capable of dealing with the maze-like world of insurance and healthcare.

Redundancies and Inefficiencies

Without a central support system to help navigate their healthcare, patients are often "ping-ponged" among providers, in many cases receiving duplicate tests and procedures or incorrect diagnoses. The unfortunate result is an enormous negative impact on the cost and quality of care, as well as the patient's confidence in the system.

Demographics

As the 65-year and older population nearly doubles, many more patients will need intensive support to navigate the complexities of the healthcare system for needed care.

The company's founders believed that these factors provided a compelling case for the role of advocacy in helping to ensure that employers get the most value from their benefit programs and that their employees receive the necessary support to effectively negotiate their healthcare options.

Health Advocate's experience over the past seven years has borne out these trends. We began serving commercial members on January 1, 2002. We currently serve 3,500 clients across the country. Our client base includes large and small insured and self-insured employers, governmental bodies, municipal employees, unions and union health and welfare trusts, affinity groups, non-profit and charitable organizations, schools, school boards and universities, health plans, third party administrators and other plan sponsors in virtually every field.

We have experienced rapid growth as the marketplace responds to the services we offer. In 2006, we were recognized by the Philadelphia 100[®] project conducted by the Entrepreneurs' Forum of Greater Philadelphia, Philadelphia Business Journal and Wharton Small Business Development Center as the fifth fastest growing company in the region, and appeared on the list again in 2007. We were also recognized by Inc. 500 magazine as one of the fastest growing private companies in the nation, ranking within the top two percent.

In an era of increasing emphasis on consumerism's role in healthcare, health advocacy is a popular topic; typing the words "Health Advocate" into a Google search returns more than four million "hits." Some are individual doctors and nurses who will work for clients for a fee. Others are agencies and associations who in some sense serve as advocates but provide a somewhat limited scope of services.

However, recognizing our experience serving the unique needs of some of the nation's largest employers, Health Advocate has few true competitors, in the sense that no one provides quite the same array of services we offer on the scale of our model. Our strongest competitive advantage is our experience working with every aspect of the medical care system over almost seven years and hundreds of thousands of cases.

Further, since we are independent of carriers, providers and employers, we provide a unique opportunity to help members without any competing priorities or objectives. While many health plans are re-configuring their customer service and patient management departments as "health advocates," Health Advocate is truly independent of any conflicting interest. The trusted, confidential relationship that develops between members and Personal Health Advocates gives our information credibility, helping members to more readily accept the answers we provide, even if on occasion they are not the answers the members were hoping to receive. We help members understand that we

have no agenda but to advocate for the right answer and help facilitate the best possible outcome.

Our Personal Health Advocates help members navigate the healthcare system based on their needs, and within the specific parameters of their benefit designs and provider networks. We help members understand their health conditions, access quality care, and maximize their benefits. However, unlike insurance companies, Health Advocate is in a unique position to help members on a broader level, regardless of whether their needs are covered through their health plan. Personal Health Advocates research and leverage all available resources, including community health, social and educational services, to help members when their needs fall outside the services covered by their medical benefits.

Some of the unique factors that further distinguish Health Advocate include:

Broad Client Base. The marketplace truly tells the best story of the value of our program. Since launching the company, Health Advocate has grown to serve more than 12 million Americans nationwide and more than 3,500 client organizations, representing large and small employers, unions, associations, health plans, third party administrators, governmental bodies, and other clients of all sizes and types.

Proven Record. Our results on behalf of clients and members demonstrate that Health Advocate provides an extremely valuable service that saves money for both clients and their employees by helping members to better navigate the healthcare system, avoiding unnecessary and costly “ping-ponging” among healthcare providers.

Seasoned Management Team. The five executives who founded Health Advocate in 2001 previously ran the nation’s largest health insurance company. We have unequaled experience in the healthcare and insurance industries and have recruited other senior executives with broad operational, administrative, and clinical expertise as the company has grown.

Service-focused Values. In a world where people are often too busy to take the extra time to help others, we recognize that taking the time and making an investment in people pays enormous dividends for our clients. Our goal is to help members obtain the most benefit from their healthcare benefits by providing a very personal experience.

Compassionate, Knowledgeable Staff. Health Advocate’s diverse team of healthcare professionals provides a highly personalized service, remaining extremely sensitive to the realization that we serve individuals who often come to us for help and support with very challenging concerns.

Focus on Quality Care. We work to ensure that employees receive quality care and have the resources they need to free them from the stress of dealing with the healthcare system, so that they can remain engaged in family life and fully productive on the job.

Focus on the Entire Family. The Health Advocate service covers the entire family including the employee, spouse and children as well as the employee’s parents and parents-in-law. This “extended family” feature is especially valuable as elder care issues pervade the workplace.

State-of-the-art Systems. As we have grown to become the nation’s leading advocacy and assistance company, we have continued to add resources to support our staff as they serve our clients and members. Health Advocate’s state-of-the art telephone and computer systems, as well as a proprietary knowledgebase of information, allow us to provide informed and timely service.

Widespread Public Recognition. Health Advocate has been widely recognized as an innovator by the national media. We have been featured on the CBS Evening News, NBC TV-10, and National Public Radio, as well as in the Wall Street Journal, The New York Times, The Washington Post, The Philadelphia Inquirer, Crain’s New York Business, BusinessWeek, and dozens of other publications across the country. In all, Health Advocate has been featured in more than 300 published articles since 2002.

c. For each firm or major subcontractor (\$1 million or more) that will be utilized in the project, provide a statement listing all of the firm’s prior projects and clients for the past 3 years with contact information for such clients (names/addresses /telephone numbers). If a firm has worked on more than ten (10) projects during this period, it may limit its prior project list to ten (10), but shall first include all projects similar in scope and size to the proposed project and, second, it shall include as many of its most recent projects as possible. Each firm or major subcontractor shall be required to submit all performance evaluation reports or other documents in its possession evaluating the firm’s performance during the preceding three years in terms of cost, quality, schedule, safety and other matters relevant to the successful project development, operation, and completion.

Client Experience

Health Advocate provides health advocacy services to over 3,500 clients from all sizes, in every type of industry.

[REDACTED]

[REDACTED]



Health's Advocate's services are highly flexible and comprehensive. All of our clients utilize our suite of extensive clinical, claims and benefit support services. Further, we always welcome the opportunity to learn about our clients' unique health care initiatives and tailor our program accordingly. We recognize that many employers deploy a range of approaches to healthcare management, both directly and through plan administrators and health insurance carriers. Our involvement supports members who are engaged in care management programs, simplifies their use of these resources, increases their compliance and persistence with these efforts, improves overall program effectiveness, and helps reduce medical costs.

As we interact with members, we look for opportunities to help them maximize the resources that are made available to them. Regardless of why a caller has reached out to us, we may recognize the need to connect them to another resource that supports the employer's initiative(s). Some recent examples of such synergy are as follows:

1) Although a client's Musculoskeletal and Chronic Pain program (MSCP) was implemented through a separate disease management company, Health Advocate reviewed the program draft and was able to provide consultative assistance with the program, leveraging the expertise of our Chief Medical Officer, Abbie Leibowitz, who has created and executed disease management programs in his previous roles as Chief Medical Officer for U.S. Healthcare and Aetna. Before the client rolled out the MSCP, our Personal Health Advocates were trained on this ongoing initiative. The Personal Health Advocates are aware of the program's goals and protocols, and whenever appropriate, they heighten member awareness of the program. Whenever we receive a call from a member who is seeking help with pain, has claim issues related to pain or who is inquiring about providers for pain, we introduce the MSCP through a verbal introduction and a warm transfer to the disease management company.

2) A client had wellness centers in many of their properties, and they maintained a schedule of classes based upon a variety of health-related topics. Health Advocate received each monthly class schedule and helped to promote the classes when talking with members who might benefit from an upcoming class. The client also had a Bariatric Surgery Protocol Management Program in place, and Health Advocate helped to guide members to the first step in the protocol as appropriate.

Member Experience

Health Advocate's successful experiences with clients are truly due to our successful relationships with members. Our Personal Health Advocates help members understand their health conditions, access quality care, and maximize their benefits, being sensitive to each member's circumstances, feelings and level of understanding.

Our Personal Advocates' efficiency and compassion in resolving issues earns regular praise from members. Some examples include the following:

- "...I cannot thank you enough for your help. You have been so courteous, prompt and efficient throughout this whole process. Dealing with you...has been a refreshing change from the usual...I spent five months going in circles with the hospital, doctor's office and insurance company. I was beyond frustrated and beginning to feel hopeless. Your service was invaluable to our family."
- "...When I placed an initial call to your firm to help resolve billing issues and negotiate more favorable payment terms [Personal Health Advocate] happened to answer. From the first minute of our conversation, I was made to feel at ease as a result of her calm, professional inquiries. Having been an executive in various primary and reinsurance claim departments for over forty years I was so impressed by the fact that [Personal Health Advocate] kept every promise she made. Her responses were timely and to the point. She kept me informed. If something could not be accomplished, she made certain that I knew why. Working with considerate medical providers she was able to save me a considerable amount of money through her dealings with the providers...In every communication, I was made to feel that my situation was the only one she was dealing with. I know the opposite is true. The point I am trying to make is that [Personal Health Advocate] LISTENED to me and truly became my personal ADVOCATE."
- "I would like to thank you so much for your service. After getting the royal runaround from [an insurance carrier], I contacted management in our benefits office for assistance. They referred me to your service. I am thrilled by the hard work and follow up that [Personal Health Advocate] has provided. The countless hours and frustration she has saved me is about priceless."
- "...All it took was one phone call...I never had to think twice about it!"
- "You're really delivering a level of responsiveness far exceeding current norms."
- "Let it be known that I had a fantastic experience last week when [Personal Health Advocate] solved a problem in 1 hour and 56 minutes that I and all my doctors' assistants could not get done in 6 months!!! [Personal Health Advocate] had me stay on the line and not only listen, but participate as she moved up through the layers of insurance company bureaucracy and mine fields. She requested to speak to supervisor after supervisor...to get to the root of my problem...Please give her credit for doing a great job for me. I will certainly use her assistance again. I will recommend that other employees use this benefit in the future."
- "I called Health Advocate, explained my dilemma to [Personal Health Advocate] and she did the rest, reassuring me that she'd call back shortly (which she did). Before the day was out, [Personal Health Advocate] had gotten the approval I

needed. She did this with the kindness, efficiency and pride in her job that restores one's faith in personal values.”

- “I would like to bring to your attention the wonderful customer service I have had in the past from [Personal Health Advocate]. She has always gotten back to me right away with a email or a phone call whether she has my issue resolved for me or not. She has gone out of her way to assist me in a very timely manner. Not having time myself in my business it helps so much. I would like to say thank you so much to Health Advocate and [Personal Health Advocate] for your concern and outstanding customer service.”
- “...I can't tell you how impressed I am with Health Advocate and the service you gave me. Your information and help have been wonderful. Thanks so much. I really and truly appreciate it, and cannot remember the last time someone gave me such professional, helpful, kind, balanced and FAST service. You're great.”

[Redacted]

[Redacted]

[Redacted]

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[REDACTED]

[REDACTED]

[REDACTED]

d. Provide the names, addresses, and telephone numbers of persons within the firm or consortium of firms who may be contacted for further information.

For further information, please contact:

Karen Lange
Vice President of Sales
3043 Walton Rd, Suite 150
Plymouth Meeting, PA 19462
302-345-7292

Abbie Leibowitz, M.D.
Chief Medical Officer, EVP
3043 Walton Rd, Suite 150
Plymouth Meeting, PA 19462
610-397-6961

e. Provide a current or most recently audited financial statement of the firm or firms and each partner with an equity interest of twenty percent or greater.

As a privately held corporation, Health Advocate considers our financial statements to be confidential, but would be happy to share these documents with the Commonwealth before entering an agreement for services.

f. Identify any persons known to the proposer who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to The Virginia State and Local Government Conflict of Interest Act, Chapter 31 (§ 2.2-3100 et seq.) of Title 2.2.

Not applicable. There are no Health Advocate personnel who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to The Virginia State and Local Government Conflict of Interest Act, Chapter 31 (§ 2.2-3100 et seq.) of Title 2.2.

g. Identify proposed plan for obtaining sufficient numbers of qualified workers in all trades or crafts required for the project.

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

h. Provide information on any training programs, including but not limited to apprenticeship programs registered with the U.S. Department of Labor or a State Apprenticeship Council, in place for employees of the firm and employees of any member of a consortium of firms.

[REDACTED]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

i. Provide information on the level of commitment by the firm or consortium of firms to use Department of Minority Business Enterprise certified firms in developing and implementing the project.

[REDACTED]

j. For each firm or major subcontractor that will perform construction and/or design activities, provide the following information:

(1) A sworn certification by an authorized representative of the firm attesting to the fact that the firm is not currently debarred or suspended by any federal, state or local government entity.

Health Advocate has provided such certification as an attachment to this proposal submission.

(2) A completed qualification statement on a form developed by the Commonwealth that reviews all relevant information regarding technical qualifications and capabilities, firm resources and business integrity of the firm, including but not limited to, bonding capacities, insurance coverage and firm equipment. This statement shall also include a mandatory disclosure by the firm for the past three years any of the following conduct:

- (A) bankruptcy filings**
- (B) liquidated damages**
- (C) fines, assessments or penalties**
- (D) judgments or awards in contract disputes**
- (E) contract defaults, contract terminations**
- (F) license revocations, suspensions, other disciplinary actions**
- (G) prior debarments or suspensions by a governmental entity**
- (H) denials of prequalification, findings of non-responsibility**
- (I) safety past performance data, including fatality incidents, “Experience Modification Rating,” “Total Recordable Injury Rate” and “Total Lost Workday Incidence Rate”**
- (J) violations of any federal, state or local criminal or civil law**
- (K) criminal indictments or investigations**
- (L) legal claims filed by or against the firm**

Health Advocate agrees to complete the qualification statement upon receiving a copy of the Commonwealth’s form.

k. Worker Safety Programs: Describe worker safety training programs, job-site safety programs, accident prevention programs, written safety and health plans, including incident investigation and reporting procedures.

Health Advocate’s employees work from our state-of-the-art facility in Plymouth Meeting, Pennsylvania, where all applicable consideration has been taken regarding safety and comfort. We comply with all applicable local, state and national regulations regarding worksite safety. While ours is a call center environment, we continuously emphasize job-site safety and investigate any incidents. We have established written safety rules, which are incorporated in our employee training program and are part of our employee manual.

Health Advocate is dedicated to the physical and mental health of our workforce, and provides numerous amenities and programs to that end, including a relaxation room, fully equipped lunch and kitchen areas, subsidized vending machines, a voluntary comprehensive wellness program that includes a health risk assessment, personalized wellness coaching, online tracking tools, and more, as well as employer-sponsored weight management programs. We will also be sponsoring fitness and smoking cessation programs over the next several months.

I. Virginia Code 22.1-296.1C provides: “Prior to awarding a contract for the provision of services that require the contractor or his employees to have direct contact with students, the school board shall require the contractor and, when relevant, any employee who will have direct contact with students, to provide certification that (i) he has not been convicted of a felony or any offense involving the sexual molestation or physical or sexual abuse or rape of a child; and (ii) whether he has been convicted of a crime of moral turpitude.” Identify the proposed plan for complying with the intent of Va. Code §22.1-296.1C (whether or not the statute applies to the client Agency) if the contractor or its employees or subcontractors, will have direct contact with students.

Not applicable. Health Advocate does not have any employees who meet the description, nor do we have direct contact with students. We do perform background checks on all call center/operations employees prior to hiring.

2. Project Characteristics

a. Provide a description of the project, including the conceptual design. Describe the proposed project in sufficient detail so that type and intent of the project, the location, and the communities that may be affected are clearly identified.

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted text block]

[REDACTED]

[REDACTED]

b. Identify and fully describe any work to be performed by the public entity.

Health Advocate anticipates working collaboratively with the Commonwealth to ensure the success of your program. Key elements required include your participation in a comprehensive member communication strategy as well as census data, summary plan descriptions for your applicable health plans and key contact information.

Health Advocate requires a key Commonwealth contact to be available for regular implementation conference calls and timely submission of eligibility and benefits data.

c. Include a list of all federal, state and local permits and approvals required for the project and a schedule for obtaining such permits and approvals.

Not applicable.

All of Health Advocate’s services are provided in a manner that completely protects the privacy of an individual’s health information and is consistent with HIPAA and all rules and regulations applicable to this setting. We have implemented extensive administrative and technological security processes to ensure compliance with all applicable HIPAA regulations. Additionally, our physical security systems, data integrity and privacy protections, disaster recovery program, and work processes have been extensively reviewed and approved by several of our largest clients [REDACTED] over the past year.

d. Identify any anticipated adverse social, economic and environmental impacts of the project. Specify the strategies or actions to mitigate known impacts of the project.

Health Advocate does not anticipate ANY adverse social, economic or environmental impacts from our services.

Our unique benefit - helping people to facilitate their needs within the healthcare system – provides significant benefits to our clients, often serving as a recruitment and retention tool for all clients, regardless of communities or demographics.

Indicate if environmental and archaeological assessments have been completed.

Not applicable. Health Advocate is committed to protecting the environment and respects the Commonwealth's mission around this important issue, but given the nature of our services, no environmental impact is anticipated.

However, Health Advocate is committed to protecting the environment and conserving energy and natural resources. Our commitment is expressed through the following corporate policy objectives:

- Conserve natural resources by reusing and recycling materials, purchasing recycled materials, and using recyclable packaging and other materials.
- Conduct periodic waste assessments and update policies as needed to achieve maximum waste reduction.
- Ensure the responsible use of energy throughout our business, including conserving energy, improving energy efficiency, and giving preference to renewable over non-renewable energy sources when feasible.
- Every employee is expected to follow our policy and to report any environmental, health, or safety concern to management. Managers are expected to take prompt action.

Further, due to our rapid growth, Health Advocate has moved twice in five years; both times, our search for new space included environmental considerations, i.e., energy efficiency, recycling and waste reduction and removal.

e. Identify the projected positive social, economic and environmental impacts of the project.

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[REDACTED]

f. Identify the proposed schedule for the work on the project, including the estimated time for completion.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted text block]

g. Identify contingency plans for addressing public needs in the event that all or some of the project is not completed according to projected schedule.

In the project proposed, Health Advocate will be able to complete the rollout and implementation of our program according to the projected schedule. There should be no need, in a program of this type, for concern that any delays would affect public needs.

h. Propose allocation of risk and liability for work completed beyond the agreement's completion date, and assurances for timely completion of the project.

[REDACTED]

i. State assumptions related to ownership, legal liability, law enforcement and operation of the project and the existence of any restrictions on the public entity's use of the project.

Health Advocate has not made any assumptions relating to ownership, legal liability, law enforcement and operation of the project that relate to the existence of any restrictions on the public entity's use of our services.

j. Provide information relative to phased or partial openings of the proposed project prior to completion of the entire work.

Health Advocate is prepared to work with the Commonwealth on a phased-in approach to our services across a population of employees, if desired.

k. List any other assumptions relied on for the project to be successful.

Ongoing communication is key to the success of Health Advocate's program.

Health Advocate has designed a comprehensive communications program to help support the introduction and ongoing reinforcement of our program. We provide a range of communication materials, available in both print and electronic formats.

[REDACTED]

Health Advocate has developed several methods for reminding members about this unique benefit, including reminder postcards, awareness posters, and "take one" cards for distribution by managers and supervisors, all of which are included in our standard communications strategy.

We would welcome the opportunity to work closely with the Commonwealth to design a communications strategy appropriate to your population that will create enthusiasm and drive participation.

1. List any contingencies that must occur for the project to be successful.

In order for Health Advocate’s program to be rolled out to the targeted population, the Commonwealth will have to commit a project team to the effort. Once the contract is signed, this team will work with their Health Advocate counterparts to plan the implementation, design and distribute communication materials, and exchange census and benefit files. Together we will also arrange for ongoing project assessment discussions as the program becomes operational.

3. Project Financing

a. Provide a preliminary estimate and estimating methodology of the cost of the work by phase, segment, or both.

[REDACTED]

b. Submit a plan for the development, financing and operation of the project showing the anticipated schedule on which funds will be required. Describe the anticipated costs of and proposed sources and uses for such funds, including any anticipated debt service costs. The operational plan should include appropriate staffing levels and associated costs. Include any supporting due diligence studies, analyses or reports.

[REDACTED]

c. Include a list and discussion of assumptions underlying all major elements of the plan. Assumptions should include all fees associated with financing given the recommended financing approach. In addition, complete disclosure of interest rate assumptions should be included. Any ongoing operational fees, if applicable, should also be disclosed as well as any assumptions with regard to increases in such fees.

[REDACTED]

d. Identify the proposed risk factors and methods for dealing with these factors.

[REDACTED]

e. Identify any local, state or federal resources that the proposer contemplates requesting for the project. Describe the total commitment, if any, expected from governmental sources and the timing of any anticipated commitment. Such disclosure should include any direct or indirect guarantees or pledges of the Commonwealth's credit or revenue.

[REDACTED]

f. Identify the amounts and the terms and conditions for any revenue sources.

[REDACTED]

g. Identify any aspect of the project that could disqualify the project from obtaining tax-exempt financing.

[REDACTED]

4. Project Benefit and Compatibility

a. Identify community benefits, including the economic impact the project will have on the Commonwealth and local community in terms of amount of tax revenue to be generated for the Commonwealth and political subdivisions, the number jobs generated for Virginia residents and level of pay and fringe benefits of such jobs, the training opportunities for apprenticeships and other training programs generated by the project and the number and value of subcontracts generated for Virginia subcontractors.

Health Advocate's program of independent advocacy and assistance should increase on the job productivity by Commonwealth employees, reduce medical costs and improve medical outcomes. Each of these considerations will reduce the Commonwealth's work-related and medical benefit costs, generating, in effect, additional revenue which can be put to good use in any number of ways to benefit the Commonwealth and its citizens.

b. Identify any anticipated public support or opposition, as well as any anticipated government support or opposition, for the project;

Our more than seven years experience now serving more than 12 million people has made it clear that our program will be benefit state employees and their families. The reception our program has received as it has been put in place by more than 3,500 employers across the nation has been overwhelmingly positive. We would expect the same response from Commonwealth employees and retirees.

c. Explain the strategy and plan that will be carried out to involve and inform the general public, business community, local governments, and governmental agencies in areas affected by the project;

Health Advocate will work closely with the Commonwealth's communications project team to design an effective communication strategy to roll out our program. The communications model we follow encompasses not only an initial promotional blitz, but also continuing multimedia reinforcement.

d. Describe the compatibility of the project with local, regional, and state economic development efforts.

To the extent that Health Advocate's program supports the Commonwealth's employees and retirees as they attempt to deal with the medical care system, it is totally compatible with local, regional, and state economic development efforts.

e. Describe the compatibility with the local comprehensive plan, local infrastructure development plans, and any capital improvements budget or other local spending plan.

To the extent that Health Advocate's program supports the Commonwealth's employees and retirees as they attempt to deal with the medical care system, it will enhance local development and infrastructure efforts.

f. Provide a statement setting forth participation efforts to be undertaken in connection with this project with regard to the following types of businesses: (i) minority-owned businesses; (ii) woman-owned businesses; and (iii) small businesses.

