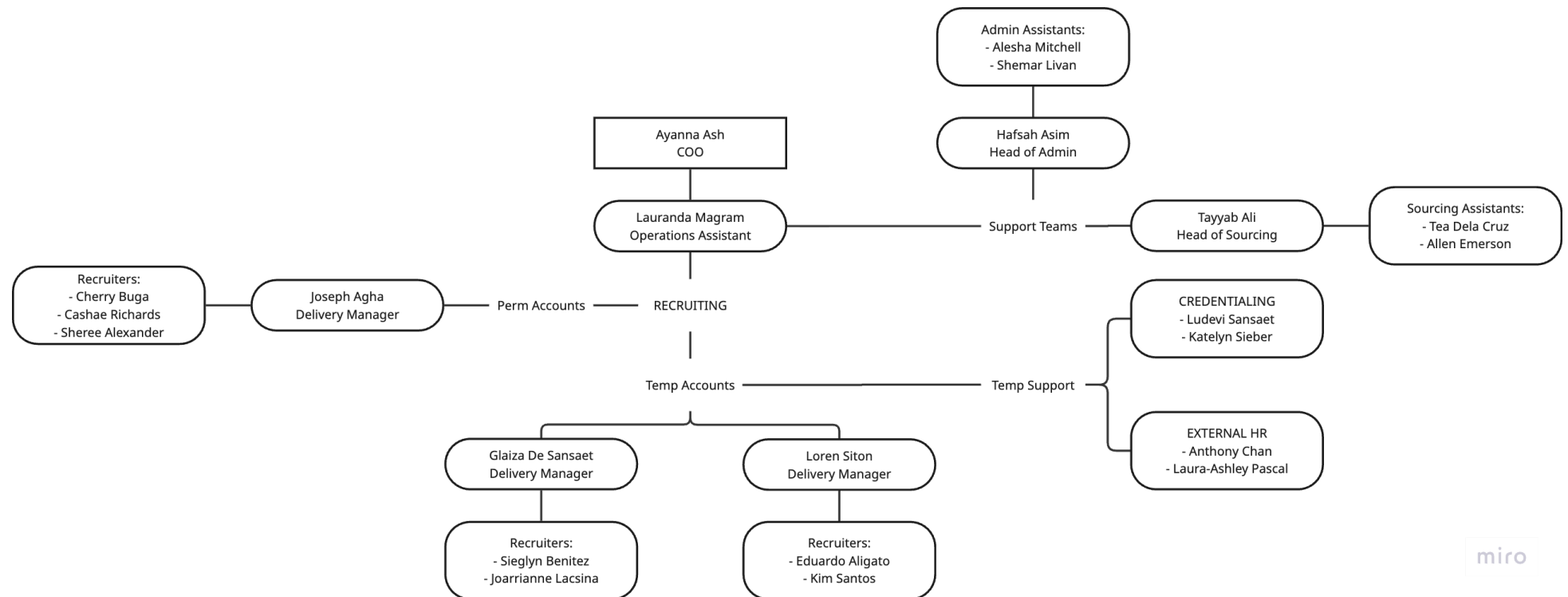




GLHS Operations Breakdown





1. Recruiting Team: Recruiters (RECs)

Recruiters own the candidate-facing relationship in the initial pipeline stages, moving individuals from new intakes to vetted candidates ready for management review.

- Intake Management & Outreach: Call and qualify real-time, new, and follow-up candidate intakes assigned to them on Monday mornings. Document voicemail outreaches (sending Email Template 05 and updating Crelate to "Waiting for Reply"), manage unresponsive candidate flows (15 attempts across 1 month), and accurately log "Not Qualified" or "Not Interested" candidates.
- Structured Pre-Screening (Digital Interview):
 - Pre-Call: Review candidate resumes, research qualifications, prepare targeted questions, and invite the candidate to connect on LinkedIn (Email Template 25).
 - During-Call: Pre-qualify clinical background, verify licenses, assess salary expectations/availability, discuss the Right-to-Represent (RTR) protocol, and complete the proper Crelate Digital Interview (DI) or Mini-DI (for Allied Health) forms.
 - Post-Call: Draft complete "Submission Details" notes on Crelate, send the candidate a post-DI handoff email (Email Template 100), and duplicate their profile on Monday.com.
- RDM Coordination: Tag the assigned Recruitment Delivery Manager (RDM) on Monday Board 4, submit the finalized DI notes, and update Crelate and Monday.com to "Internal Submission" to hand off the candidate.
- Interview Support: Call submitted candidates exactly two hours prior to their scheduled client interviews to remind them of the details, resolve any last-minute issues, and ensure they are prepared.
- Ongoing Pipeline Follow-up: Call active candidates every 48 hours to help the credentialing or HR teams collect missing background or medical documents.
- Database Management: Put forward strong, qualified candidates for Business Development campaigns by logging them as a Most Valuable Candidate (MVC) in Google Chat.

2. Recruiting Team: Recruitment Delivery Managers (RDMs)

RDMs act as the primary liaison between the internal recruiting team and external client facilities, managing submittals, client relationships, contract offers, and final placements.

- Submittal Vetting & Client Presentation: Review the REC's internal submissions (candidate resume, call notes, DI details) for client matching. If a candidate is fit, request client-side name clearances and formally submit the candidate's verified package to the client, updating statuses to "Candidate Submitted". If unfit, return the file to the recruiter under "Clearance on Hold".
- Client Follow-ups & Sourcing Requisitions: Follow up actively with client facilities on all submittals. Request, update, or close job orders on the Master Jobs Board (managing "Priority Jobs" or "Passive Jobs" that have been open for over 6 months).

- Interview & Offer Management: Coordinate, schedule, and send invitations for phone, virtual, or in-person client interviews. Send candidates the "Interview Tips Document", debrief both the candidate and client post-interview, and actively negotiate salary/contract terms when an offer is extended.
- Contract Execution: Share the formal employment agreements with hired candidates and ensure they are returned with a valid signature. Upload the fully signed offer to Crelate and update Monday.com to "Offer Signed".
- Onboarding & Credentialing Push: Request background checks from the credentialing team immediately upon contract signature. Actively follow up with the candidate to fast-track any delayed background check forms or missing credentials before their start date.
- Day-One & Placement Operations: Confirm the candidate's start date with the client, update Crelate to "Placed", issue email template 300, send a Google Review Request (Email Template 99) on their first day, and schedule future 30-60-90 day candidate check-in tasks.
- Account Onboarding: Review newly won client contracts passed over by the Business Development (BD) team. Verify that the BDR provided a signed client agreement and sufficient parameters to build the account, jobs, and point-of-contact profiles before requesting setup from the Admin team.
- Compliance Alerts: Notify the client engagement manager immediately if a candidate is found to have a "Red Flag" (such as a sanctioned/suspended state license or criminal record) to halt the submission or representation.

3. Sourcing Team

The Sourcing Team runs upstream lead generation, data mining, and outreach strategies to feed both the recruitment and business development funnels.

- Bulk Database Sourcing (Warm/Cold Imports): Scrape and import candidate records (Indeed, ZipRecruiter, DocCafe, LinkedIn, etc.) into Crelate and populate Monday Board 4 for recruiter assignment.
- Strategic Sourcing Promotion: Work under the direction of the Sourcing Outreach Specialist to strategically post, update, and promote open GLHS job listings across Indeed, LinkedIn Recruiter, and other specialty boards to drive organic inbound traffic.
- Outreach & Campaigns: Execute strategic email campaigns and text blasts to targeted candidate pools, and coordinate the "Text blast follow-ups" in the dedicated Sourcing Assignments channel to pass active leads to recruiters.
- B2B Lead Generation (Company & Contact Sourcing): Identify high-value business development prospects using tools like Apify (scraping Indeed, Glassdoor, LinkedIn) and ZoomInfo. Sourcing specialists extract qualifying leads using strict criteria:
 - Companies: Employee size of 50 to 1,000 with a minimum of \$5 million in annual revenue. Target facilities include Rural Clinics, Multispecialty Groups, Urgent Care Centers, Hospitals, FQHCs, and State Veterans Homes. Exclude staffing/recruiting, veterinary, and non-provider government entities.



- Contacts: Extract HR decision-makers, Executive Leadership (CEO, COO, Chief of People Officer), and Healthcare Managers (Director of Nursing, Medical Director, Administrator).
- Business Development Support: Provide operational research during BD's active sourcing phase to align candidate availability and regional talent pools with prospective client proposals.

4. Admin Team

The Admin Team manages the operational backbone of the company, ensuring database cleanliness, task tracking, and logistical routing of jobs and assignments.

- REC Assignments: Distribute intakes, weekly follow-up candidate assignments, and inactive intakes to recruiters equally using the monthly tracking spreadsheet.
- Intake Tracker Audits: Log all new applications in Crelate and update the central Intake Count Tracker accordingly to monitor daily and weekly team productivity.
- Crelate & Board Setup: Configure the database by building client accounts, contact profiles, and job listings upon receiving RDM-approved information from newly closed BD deals.
- Job Listing Management: Execute programmatic job board postings and perform system updates or closeout transitions for jobs in Crelate when requested by the RDMs.
- Operational Task Automation: Help manage general administrative Crelate activity workflows, such as setting up and scheduling Right-to-Represent (RTR) follow-up task notifications.

5. Credentialing Team

The Credentialing Specialist enforces healthcare compliance, verifying that every temporary or permanent practitioner represents GLHS under the highest clinical safety standards.

- Profile Import & Package Distribution: Monitor Monday Board 7 for "New Credentialing Requests," extract resumes from Crelate, and import them into Job Diva. Distribute the location-correct credentialing packet (General NY State, General Non-NY, or Saint Albans Veterans Home packet) to the candidate.
- Mandatory Security & Fraud Cleanses: Run federal OIG Exclusion Searches, download PDF results, and upload them to the candidate's HR folder in Job Diva. Add candidates to cFirst to run the "Standard Criminal Service Package" background checks and "10 Pane Drug Tests" once officially hired.
- Skills & Clinical Assessments: Enroll candidates in Skill Survey to collect a minimum of two professional supervisor references. Add clinical candidates to the Relias platform for mandatory compliance exams (Color Vision, HIPAA, Sexual Harassment) and clinical/specialty skills assessments.
- Rigorous Document Verification:
 - State Licenses: Verify active status on state board websites (Nursys for Registered Nurses; OP.NYSED for NY State; NJ MyLicense for New Jersey) and upload PDF verification sheets indicating no disciplinary actions are present. Validate physical

license certificates for matching name, certificate number, logo, and expiration date.

- Education: Verify academic credentials by contacting school registrars with candidate-signed authorization forms, masking SSNs for security.
- Health Clearances: Verify negative TB assessments (baseline tests or annual TB risk questionnaires), lab reports proving immunity titers (Measles, Mumps, Rubella, Varicella), physicals, unexpired CPR eCards, Hepatitis B vaccines (or signed declination forms), and annual Influenza vaccinations.
- Tracker Synchronization & Handoff: Update Monday Board 8 by checking boxes next to verified items. Change candidate status to "Credentialing Completed" and promptly email the cleared package to the assigned RDM and the HR specialist to initiate onboarding.
- Recruiter Escalation: Identify and pin missing documents, send systematic follow-ups (Email Templates 03A and 03B), and notify recruiters immediately if a candidate fails to upload files within 24 hours or if a "Red Flag" emerges during verification.

6. HR Team (HR Onboarding Specialists)

The HR Onboarding Specialist owns the transition of a cleared candidate into a paid employee, managing legal hiring documents, orientation logistics, and payroll setups.

- Intake Forwarding: Monitor the main HR email inbox for direct applications and candidate inquiries, package their details, and route them to Sourcing or REC channels.
- Onboarding Portal Setup: Initiate the onboarding process in Paychex Flex immediately upon receiving a "Request to Onboard" from Credentialing or RDMs.
- Document Distribution & Auditing: Send candidate onboarding packets via Paychex Flex, and strictly verify all returned employee tax forms, direct deposit routing details, I-9 documents, and identification clearances.
- 1099 Contractor Enrollment: Manage contractor onboarding (such as the IPRO IV process) by enrolling them as 1099 workers, ensuring submission of W9 forms, and registering secure direct deposit pathways.
- GLHS Orientation & Remote Verification: Schedule the candidate for remote physical ID verification (List A or List B/C documents) and organize their mandatory GLHS onboarding orientation session.