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Dear Valued Providers,

Thank you for your partnership with the Bright Horizons® Back-Up Care Advantage Program® (BUCA®).

In order to better support the partnership between you and the Bright Horizons’ Back-Up Care Advantage Program®, I am pleased to announce some internal restructuring of the provider relations team.

This change will allow us to specialize our support. While historically, we have assigned managers and specialists by geographical region, recent growth has created a need for active exchange between our organizations. This change will facilitate that interaction.

Effective July 1, 2013, each of our partners will have a designated manager for dedicated strategic support. Your manager will specialize in either center or in-home care and will continue to partner with you in areas such as program compliance, growth, quality initiatives, and utilization. A key difference in this model is that your manager will be responsible for all locations by brand rather than geography. For example, if Provider 123 has multiple locations, all will connect to a single point of contact. This will facilitate consistent messaging, group training, and the ability to work with peers comfortably.

Provider relations specialists will continue to assist with billing questions, administrative needs, general questions, and support. However, in order to increase coverage and create operational efficiencies for Bright Horizons, these individuals will now also function as pooled resources. To simplify your points of contact, we have established a centralized access email and phone number:

**Provider Relations General Line (no scheduling):** 866-312-4332 ext 2005

**Provider Relations General E-mail (no scheduling):** providers@brighthorizons.com

I’d also like to take a moment to introduce your expanding Provider Relations Team:

<table>
<thead>
<tr>
<th>LeAnna Stortz, Director of Provider Network Management</th>
<th>Bonnie Nugent, Sr. Manager, Provider Relations</th>
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<tbody>
<tr>
<td>Penny Salazar, In-Home Provider Relations Manager</td>
<td>Carl Fallon, In-Home Provider Relations Manager</td>
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<td>Jaime Gonzales, In-Home Provider Relations Specialist</td>
<td>Mike Iannaccone, In-Home Provider Relations Specialist</td>
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<td>Nancy Tremblay, Sr. In-Home Provider Relations Specialist</td>
<td>Jenni Holmes, Center Provider Relations Manager</td>
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<td>Natalie Phillips, Center Provider Relations Specialist</td>
<td>Jacqui Lopez, Operations Manager</td>
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<td>Jeannie Jackson, Compliance Manager</td>
<td>Maria Nuanez, Operations Specialist</td>
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<td>Tracy Cutler, Recruitment Manager</td>
<td>Tracy Berg, Recruitment Specialist</td>
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I am very excited about this new support model and am confident that you will quickly see the benefits.

All of the changes are in response to the growth of the BUCA program, and recognition that we, as your provider relations team, must grow and change at a pace that differentiates us from the rest. We value your partnership and commitment to serve our families in times of need.

Please don’t hesitate to contact me at 720-644-2049!

Sincerely,

LeAnna Stortz

LeAnna Stortz, Director of Provider Network Management
leanna.stortz@brighthorizons.com
CAREGIVER RECOGNITION

Bright Horizons Back-Up Care Advantage Program® Announces…
the Caregiver Recognition Program!

Caregivers are an important part of the BUCA program and we value the contribution they make serving our clients each and every day. On an average day there are hundreds of caregivers providing thousands of hours of care through our program — more than half a million hours of care in 2012.

Bright Horizons’ new Caregiver Recognition Program gives us an opportunity to acknowledge the outstanding service caregivers provide for our clients. The Caregiver Recognition Program includes two components: quarterly recognition for the top five caregivers and an annual award for Caregiver of the Year.

Caregiver of the Year

Beginning in January of 2014, we will honor one caregiver annually as our Caregiver of the Year. This caregiver will be chosen based on the following criteria:

- Total number of care hours provided: must have provided a minimum of 1200 hours of care in preceding year
- Client-satisfaction rating: must have received a minimum of 20 returned evaluations with an average client satisfaction rating of 4.8 or higher
- Complaint reports: no more than 2% of care hours provided may have resulted in a client complaint. Additionally, the caregivers on-time score must be 100%.

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AGENCY SPOTLIGHT

SPOTLIGHT ON: BEST PRACTICES IN BACK-UP CARE
College Nannies & Tutors, Lake Norman

The cornerstone of the Back-up Care Advantage Program is what we refer to as the 4 Ps: Prompt, Professional, Personable, and Professional. The following testimonial was received by the Back-Up Care Advantage Program and embodies all of these principles.

Recently, I used Ingersoll Rand’s Back-Up Care Advantage Program for the first time and was very impressed! My husband was traveling and I would not be able to be home in time to pick up my son from daycare so the option of having someone come into our home for the day was a perfect option.

Registration through the Bright Horizons website was easy and once that was complete, I called to make my reservation for the date I needed in-home care. Bright Horizons was very thorough in collecting information on what I needed from a caregiver and within 24 hours a caregiver was confirmed. Prior to coming to our house, our caregiver reached out to me by phone so that I was able to ask her questions about her child care experience and also so I could tell her a little bit about my son.

The day of, our caretaker arrived early and was always available when I touched base with her throughout the day and when I got home that evening my son was his giggling, happy self so I knew he had a good day.

As a new mom of a four-month-old son, I get extremely nervous about any new person I leave him with. The Bright Horizons team from start to finish was extremely professional and went over the top to make me comfortable. This is an extremely valuable benefit offered through our company and I highly recommend it. I will definitely be using this program again!

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– Michelle Nuckles, Davidson, NC
PLACING SAFELY

Summer is here! Children love to be outside in the warm weather, and nothing is more appealing than a neighborhood playground. But in recent years, public playground injuries requiring emergency treatment have been estimated at more than 200,000 annually. To stay safe, caregivers need to be aware and alert.

Equally important, not all playground equipment is appropriate for all children. Caregivers should look for, and abide by, posted signs indicating the appropriate age for users. Toddlers and preschool-age children will require more attentive supervision than older children. But supervision alone is not enough to prevent possible injury.

Additional playground safety tips:

- Check for and stay away from broken equipment.
- Look for playgrounds with impact-absorbing surfaces; avoid those with hard surfaces such as asphalt, concrete, grass, dirt, or gravel.
- Dress children properly. Remove necklaces, scarves, or clothing with drawstrings that can get caught on equipment and pose a strangulation hazard. Shoes should be closed toe and securely fastened.
- Touch-test exposed equipment surfaces (slides, swings) to be sure they’re not too hot.
- Ensure correct use of equipment. Use the stairs to access slides, stay seated on swings.
- Do not place a child on your lap on the swings or slide. The weight of an adult can crush a child if the child becomes trapped between the adult and the piece of equipment.
- Watch for and stop dangerous horseplay such as throwing things, jumping from heights, etc.

By following these guidelines, caregivers and children can enjoy a trip to the neighborhood playground and avoid a trip to the emergency room.

MILDLY ILL POLICY

As a Bright Horizons Back-Up Care Advantage Program caregiver, you may occasionally be called upon to provide care to a mildly ill recipient. A mild illness is defined as one that is temporary and non-progressive in nature.

Please review the following FAQs about mildly ill care.

Diarrhea: Children ages newborn to six months who have diarrhea, including the rotavirus, are eligible to receive care if they have been deemed mildly ill via a physician visit. Children age six months of age and up who have diarrhea, including the rotavirus, are eligible to receive care if they have been deemed mildly ill via a phone consultation between a physician and their parents or guardians.

Vomiting: Children under 5 years of age who have not vomited for three hours are considered mildly ill and may be cared for. Children older than 5 years of age who have not vomited for two hours are considered mildly ill and may be cared for.

Temperature: Children and adults with temperatures lower than 103˚ are considered mildly ill and may be cared for. Those with temperatures 103˚ or greater are considered more than mildly ill and may not be cared for.

Stomach aches: Children and adults in severe pain (those who cry from pain, lie curled up, or walk bent over from the pain), are considered more than mildly ill and may not be cared for.

Contagious Ailments: Children and adults with a contagious condition may not be cared for until they have either been treated (e.g., on antibiotics for at least 24 hours) or are past the contagious period. Contagious conditions include pink eye, head lice, strep throat, and the flu.

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Children naturally like to collect things. They also like to create crafts. Clever caregivers can do both. Next time you’re out strolling around the block or “hiking” to the neighborhood park, affix a piece of tape, sticky side up, to the child’s wrist. While out walking, children can be on the lookout for “treasures” (small pebbles, feathers, shells, ferns, etc.) and attach them to the tape. Once you get home, work together to complete this fashionable summer keepsake.

*Suggested for children ages 5 and older

**Supply List**
- Wide masking tape, colored duct or electrical tape
- Plastic wrap
- Hole punch
- String

**Bracelet How-To**
1. Cut a piece of wide masking or colorful electrical tape to fit around the wrist, plus 1/2 inch more.
2. Wrap tape around child’s wrist, tacky side up, overlapping ends to secure.
3. Press collected items onto tape. Later, with sticky side up, fold both ends under a few times.
4. Lay plastic wrap over sticky part of bracelet, and trim excess. With a small hole punch make a hole through ends; tie a 5-inch piece of string through each hole.

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**CAREGIVER RECOGNITION**

*Continued from page 3*

**Quarterly Recognition**
Each quarter, Bright Horizons will recognize the top 5 caregivers based on the following criteria:

- Total number of care hours provided: must have provided a minimum of 250 hours in the previous quarter
- Overall client-satisfaction rating: must have a rating of 4.8 or higher out of a possible 5
- Each of the caregivers chosen will be announced quarterly and receive a Bright Horizons Exemplary Service Award and a gift.

The Caregiver of the Year will be announced in late January for the previous year. The recipient will receive a Bright Horizons Exemplary Service plaque, a $250 Visa gift card and a Bright Horizons microfleece jacket.

**Congratulations to the Bright Horizons Exemplary Service Award winners for the first quarter of 2013**

**Christy Nimchan** – Moms Best Friend – Houston
712.5 Hours – Satisfaction Score=5.0

**Petrinella Brown-Smith** – Tender Loving Nannies – NYC
695.5 Hours – Satisfaction Score=5.0

**Wendy Guardado** – Creative Family Care Inc – CA
636.75 Hours – Satisfaction Score=5.0

**Mollie Murillo** – College Nannies & Tutors – Danville/LaMorinda
627.25 Hours – Satisfaction Score=5.0

**Faduma Hasan** – Staffing Solutions For Families – VA
536.75 Hours – Satisfaction Score=5.0
When we reached out to Michelle, she immediately commented on the Back-Up Care Advantage Program’s start-to-finish organization. The flexibility of the program impressed her, she said, as did the definitively un-cookie-cutter-like approach, and the unique understanding that no two family’s needs are the same.

Jennifer Torres, Ingersoll Rand’s corporate appeals administrator for human resources, has been pleased with the Back-up Care Advantage Program and responses like Michelle’s. Overall, employees who have used the benefit have offered very positive feedback. That’s important, she says, because companies can say anything about a benefit, but what counts is what happens when it’s actually put to the test.

Such words speak to the best practices that the Back-Up Care Advantage Program takes to heart. Michelle received an introductory phone call giving her the chance to connect with the caregiver and ask questions. That initial phone call also enabled the caregiver to inquire about the child, and clarify things such as driving directions to her home. Communication with Michelle throughout the day assured her that the care was going well. Most important, it was clear the caregiver engaged the dependent, illustrated by the happy giggling baby Michelle came home to.

Shawna Castoria, owner and managing director of College Nannies & Tutors Lake Norman, loves the relationship between the Back-Up Care Advantage Program and College Nannies & Tutors, and attribute’s her agency’s success to strict procedures around hiring, training, protocols, and best practices. As an example, she points to guidelines and scripts caregivers are required to follow when providing care through the Back-Up Care Advantage Program. Additionally, the night before care is to take place, all caregivers receive a call from a College Nannies & Tutors staff member to go over policy and procedure. There’s also an incentive program based on the evaluations they receive from Bright Horizons.

Caregivers are also experienced and committed. Amelia Holt, the woman who cared for Michelle’s son, has been a nanny for six years. She attends the University of North Carolina and brings to her job important caregiver qualities such as confidence, organization, quick thinking, and flexibility. She loves being a nanny, she says. She does the job with her whole heart and takes care of the children as if they were her own. She always asks the parents what the children enjoy doing and will either bring an activity with her or will come up with a creative way to play with them when she arrives.

We would like to recognize and thank College Nannies & Tutors, Lake Norman for being such a great Back-Up Care Advantage Program partner. The good work you do is appreciated by our clients, their employees, and all of your colleagues at Bright Horizons.

“Childhood is the small town we all come from.” Garrison Keillor

MILDLY ILL

Medications
Caregivers may provide medication reminders but they may not dispense prescription or over-the-counter medication, including ointments and nebulizers, directly to any care recipient in their care.

Q & A about Medications
Are non-specialized caregivers eligible to care for recipients with an EpiPen? Yes. Emergency EpiPen use falls within the protections of ADA. By law, Bright Horizons is required to provide a reasonable accommodation when care is requested. Because use of an EpiPen does not require any specific training or medical expertise, non-specialized caregivers may be used in cases where an EpiPen may be needed (click here for instructions on how to use the EpiPen.)

Can caregivers help with changing bandages? No. Specialized care is required for dispensing medication or medical treatment. Because such services require a higher level of care, they must be requested at the time of reservation and require an extra fee.*

*In-home care professionals that can dispense medication and/or perform certain medical procedures including wound care are Registered Nurses (RNs) or Licensed Practical Nurses (LPNs) as defined by state regulations.