UCHealth Greeley Hospital

Request for Proposal

Physician Hospitalist Services

Issue Date: June 27, 2017

Due Date: July 11, 2017

For Information, contact:
Marilyn Schock, President
**Introduction:** UCH Health Greeley Hospital ("HOSPITAL"), is requesting written proposals for the provision of Physician Hospitalist services on an exclusive basis, as described in this RFP.

HOSPITAL will be a 53-bed general acute care facility in Greeley, Colorado, including an ICU, Medical Surgical unit, Women’s and Children’s unit and full service Emergency Department with Level III Trauma designation. Services will also include high level imaging services, a full service lab, therapy services, and all other general acute ancillary services. The anticipated daily hospitalist patient load is 23. HOSPITAL is scheduled to open in or around December 2018.

**Timetable:** Responses to this RFP are due by July 11, 2017. Responses received after that time will not be evaluated. A Group may amend its response to the RFP with HOSPITAL’s approval.

It is anticipated that the independent review panel’s recommendation will be made to HOSPITAL Senior Management by July 28, 2017. It is anticipated that the independent review panel’s recommendation will be made to the HOSPITAL Board of Directors governing body at the Board’s first meeting. It is further anticipated that HOSPITAL’s governing body will make its final selection within one month after said Board meeting.

A formal exclusive contract (the “Exclusive Contract”) with the Group selected by HOSPITAL (the “Successful Group”) will be signed within three months after the HOSPITAL’s final selection and approval by the HOSPITAL Senior Management team, subject to approval by the Board of Directors at their first Board meeting. The effective date of the contract will be established by the HOSPITAL and communicated to the Successful Group. If the Successful Group has not executed the Exclusive Contract within 90 calendar days of the presentation of the Exclusive Contract, HOSPITAL may commence negotiations with the runner-up Group.

**Proposal Delivery:** Responses to the RFP should be sent via mail or express delivery service to UCH Health, Attn: Marilyn Schock, President of Greeley Hospital, 2315 E. Harmony Road, Suite 200. Fort Collins, CO 80528.

If possible, an electronic copy should also be sent to: tanya.forsyth@uchealth.org. The electronic copy will suffice for purposes of meeting the deadline, but should be followed by a signed paper document. Receipt of all documents will be acknowledged by email. Failure to furnish all information may disqualify a Group.

**Confidentiality:** All proposals will be treated as confidential and will not be disclosed by HOSPITAL or its agents, attorneys or consultants to any competing Group or third parties, except as may be required by law.

**Review and Selection Process:** The proposals will be objectively reviewed by a panel consisting of senior executives, including but not limited to, the President, Chief Medical Officer, Chief Quality Officer, and Director of Medical Staff services. Proposals will be initially screened to ensure that the basic requirements of this RFP are met. The review panel may contact Groups with follow up questions or requests for clarification. The review panel will interview references and may interview Group representatives.
Any Group that does not meet the Basic Performance Requirements and Other Exclusive Contract Requirements described below may be eliminated from the RFP process, and will be notified of such elimination.

The review panel will forward a report and its recommendations to HOSPITAL Senior Management and to the HOSPITAL’s Board of Directors. The HOSPITAL’s Board of Directors will be required to approve the final selection.

**Information Requests:** Questions are encouraged and should be addressed to Marilyn Schock. Email is preferred (Marilyn.Schock@uchealth.org). There are no plans to hold a “bidders conference”.

**Selection Goals:** The goals of the RFP are to identify the Group that is most qualified to deliver Physician Hospitalist services under this RFP in a manner that ensures:

- Performance-based accountability and measurement.
- Emphasis on clinical quality, the practice of evidence-based medicine, and the development of collaborative medical staff relationships.
- Customer-focus (customers include: patients, community, physicians, payors, and the hospitals).
- Competitive and fair rates for professional services provided by the Group.

**Selection Information:** The review panel will use the following information in evaluating the proposals:

- Responses to the RFP.
- Interviews with references.
- Interviews with other knowledgeable members of the local health care community.
- Interviews and personal contact with representatives of the Groups.

**Selection Criteria:** The review panel will be looking for the following structural attributes in evaluating the proposals:

- Perceived ability to attract and retain physicians who share the desire to provide services in a manner consistent with the Selection Goals outlined above and the proposed terms of the Exclusive Contract.
- Group culture and norms that support performance oriented objectives.
- Management and leadership competence.
- Ability to represent and deliver on the UCHealth Vision, Mission, Values, and Strategic Initiatives
- Ability to lead quality, safety and patient experience outcomes based on the UCHealth performance dashboard.
- Consistent provider and mid-level Coverage / Staffing

**Reserved Rights:** While HOSPITAL has every intention to award an exclusive contract for Hospitalist Physician services as a result of the RFP processes, issuance of this RFP does not constitute a binding commitment to such a contract. Upon a determination that such actions would be in HOSPITAL’s best interests, HOSPITAL, in its sole discretion, reserves the right to:

- Waive any formality;
- Cancel or terminate this RFP;
- reject any or all proposals received in response to this RFP;
- Update the requirements under this RFP, so long as all Groups are provided a reasonable opportunity to amend or update their responses; and
- Waive any undesirable, inconsequential, or inconsistent provision of this RFP, which would not have a significant impact on any Group’s response.

**Basic Performance Requirements:** Responding Groups must agree to all of the following basic performance requirements, which will be incorporated into the Exclusive Contract:

1. The Successful Group will provide all Hospitalist Physician services at the HOSPITAL. HOSPITAL will grant the Successful Group the exclusive right to provide such services, subject to approval of HOSPITAL’s governing body.
2. The Successful Group will agree to work collaboratively with HOSPITAL administration and other members of the medical staff to provide the best of patient care.
3. The Successful Group may also engage qualified contract physicians, with HOSPITAL’s written consent.
4. All physicians providing services under the Exclusive Contract must be members of Hospital’s medical staff, have appropriate clinical privileges, and be board certified or board eligible pursuant to the HOSPITAL medical staff bylaws.
5. Physicians affiliated with the Successful Group will be expected to actively participate in the ongoing activities of HOSPITAL, including membership on medical staff committees, participation in the development of clinical guidelines and pathways,
training, patient satisfaction surveys and other quality improvement efforts. Physicians of the Successful Group will also be expected to actively participate in HOSPITAL’s system-wide quality improvement initiatives.

6. The Successful Group will arrange and participate in ongoing quality review and improvement programs. Quality review programs will either be developed in collaboration with HOSPITAL, or will be approved by HOSPITAL.

7. The Successful Group will staff in a manner that ensures clinical quality, cost-effective care, and patient satisfaction. The Successful Group will maintain staffing and workload statistics and will consult with HOSPITAL administration on a regular basis on these issues.

8. The Successful Group will maintain a customer concern tracking and follow-up system in conjunction with HOSPITAL.

9. The Successful Group and its affiliated Physicians will participate in and cooperate with HOSPITAL’s risk management program.

10. The Successful Group will have a formal written policy and practice for addressing physicians who may have clinical quality problems, physicians who have health concerns that may impact patient care, and physicians who engage in disruptive behavior.

11. The Successful Group will make its personnel available for consultation on issues of program and staff organization and equipment, information technology and facility design issues.

12. The Successful Group will agree to develop formal written contracts with all of HOSPITAL’s major payors no later than six months after being awarded the contract. If payor contracts are not finalized in a timely manner, the Successful Group must agree to participate in binding arbitration to finalize any payor contracts with any of HOSPITAL’s major payors willing to do so.

13. The Successful Group agrees to maintain a reasonable and competitive professional fee schedule.

14. The Successful Group will maintain a compliance program to ensure that documentation, coding, and billing is accurate and unbiased. The Successful Group will also actively participate in UCHealth’s compliance program and adhere to the UCHealth Code of Conduct.

15. The Successful Group will name a medical director, who will be the Group’s principal representative to HOSPITAL and medical staff, and will be primarily responsible for ensuring the terms of the Exclusive Contract are carried out.
16. The Successful Group will maintain professional liability insurance, as defined by the HOSPITAL’s governing body from time to time. In no case will the minimum amount be less than $1 million per occurrence/ $3 million annual aggregate.

17. The Successful Group and its physicians will participate in Medicare and Medicaid and will not be suspended or excluded from these or other federal programs.

18. The Successful Group will provide assurance that it will comply with the privacy, security and other requirements of the Health Insurance Portability and Accountability Act (HIPAA).

19. The Successful Group will utilize HOSPITAL’s electronic health record for all medical record documentation.

**Other Exclusive Contract Requirements:** The Exclusive Contract will include certain additional important elements to meet the HOSPITAL’s business objectives, including but not limited to the following provisions:

1. The Successful Group will be expected to meet certain service performance standards, including standards around Patient Experience, Quality, Safety Metrics, and Value Metrics, which will be finalized subsequent to the selection of the Successful Group.

2. The term of the Exclusive Contract will not exceed 5 years, and HOSPITAL will have the right to terminate the Exclusive Contract at any time with 90-days’ notice. The anticipated contract effective date is December 2018. The Exclusive Contract may be automatically renewed for successive 3-year terms, subject to the same termination provisions.

3. Before HOSPITAL renews the Exclusive Contract, and on an annual basis, the HOSPITAL will formally assess the Successful Group’s performance in accordance with the standards under the Exclusive Contract.

4. Upon termination or expiration of the Exclusive Contract, each of the Successful Group’s physicians and allied health practitioners will voluntarily relinquish his/her medical staff membership, privileges or scope of practice, as applicable.

If there are any questions about the requirements listed above, please contact Marilyn Schock, President prior to submitting a proposal.
Proposal Elements:

1. Submit a signed cover letter from an individual with legal authority to commit the Group to perform the services specified in the RFP, and identify all materials enclosed with the proposal. Include a statement that the Group’s proposal is valid up to December 31, 2017. Finally, the cover letter must acknowledge that the Group has read this RFP, understands it, and agrees to be bound by its requirements.

2. Submit an executive summary of the proposal clearly identifying the Group’s qualifications to meet the requirements detailed in this RFP. In this summary, the Group may describe those features that the Group believes distinguish it from other groups.

3. Provide the name and legal form of your Group. Enclose a Certificate of Good Standing from the Colorado Secretary of State or explain why a certificate cannot be obtained at this time. Indicate the principal contact, including his/her postal address, email address, and telephone number. If your Group has a web site, please list the URL.

4. List the members, partners, shareholders, directors, officers, managers and employees of your Group, relevant to providing services under the exclusive agreement. Please provide a summary list of all physicians who you anticipate would provide clinical services under the Exclusive Contract. Include key education, residency and fellowship training, clinical experience and special expertise elements for each physician.

5. Provide a general description of the Group’s experience in successfully providing services of a similar nature at other hospitals and/or health systems.

6. Describe in detail how you would intend to staff the HOSPITAL. Include whether and how you would use existing members of your Group or new recruits. Indicate whether you would cross staff with other facilities. Indicate your planned 24/7/365 on-site and on-call staffing.

7. Explain your recruiting strategy for new physicians. Please indicate if you have a preference, if any, for experienced physicians or those just completing their training. Outline the key characteristics you are looking for in new members of your Group.

8. Describe, in general, how physicians are compensated in your Group. Explain especially how incentive arrangements are structured. Describe the relationship of incentives to your Group’s goals and HOSPITAL’s goals, as outlined in this document.

9. Describe any Group policies or commitments to clinical and practice management research and teaching. Describe your Group’s actual activities in this area. Include your plans for in-service education to other clinicians and staff.

10. Describe the role of any physician extenders in your Group, such as physician assistants or registered nurses. (HOSPITAL reserves the right to approve the use of such extenders or directly provide these services.)
11. Describe in detail how you propose to meet HOSPITAL’s goals in the areas of clinical quality measurement and assurance, clinical quality improvement, and the development of clinical guidelines, pathways, best practices, etc. Please include those measurement instruments you currently use, sample reports, retrospective review processes, a list of clinical quality indicators and so on. Attach, if available, one or two summary reports of clinical improvement activities that you believe would demonstrate your commitment and competence in this area.


13. Describe governance of and decision making within your Group. Include how your Group processes issues such as workload, pricing, discipline, hiring, etc.

14. Describe the qualifications, experience and other criteria used by the Group to make decisions to hire and retain physicians who will provide services at the hospital under the Exclusive Contract.

15. Describe how your Group currently measures patient satisfaction. Please include any measurement instruments and your most current patient satisfaction report, if any. If you would propose a different approach for HOSPITAL, please describe it in detail.

16. Describe how you currently track and manage patient complaints. Explain how your Group uses this information.

17. Describe how you currently measure referring clinician satisfaction and manage physician communication and concerns.

18. Describe any common approach your Group has to working with physicians who have ordered a patient test that your clinician believes may be inappropriate or sub-optimal.

19. Describe your policy and/or practice, if any, for dealing with disruptive physician behavior.

20. Describe your policy and/or practice, if any, for dealing with a physician with a health concern that may impact his/her ability to provide high quality patient care.

21. Describe how you would manage a physician who appears to have clinical quality problems.

22. Describe in detail your current insurance coverage. Provide a certificate of your current professional liability insurance.

23. Describe your current risk management program. If you don’t currently have such a program, or plan to enhance your program, please describe your future program.
24. Describe your Group’s current medical staff leadership positions, involvement on medical staff committees, hospital committees, quality or service improvement groups, and any other activities, which demonstrate commitment to your current hospital and its medical staff. Describe how you would propose participation at HOSPITAL.

25. List all third party payors with whom you have current contracts.

26. Describe whether you bill through your own Group or use a third party billing service. If using a third party billing service, please indicate whether any of those services are provided/performed in another country. Please indicate whether you would change your billing practices for HOSPITAL if requested.

27. Attach your current fee schedule for non-contracted, non-governmental payors. Indicate the date you last changed this fee schedule.

28. Attach your compliance plan for assuring appropriate documentation, coding and billing. If you don’t currently have such a plan, describe how you will meet this requirement.

29. Describe any policies you have on low/no-pay patients, collections, extended payment plans, etc.

30. If possible, identify the individual you would designate as Medical Director. If you have identified this individual, attach his/her resume and/or describe in detail his/her management and leadership capability, experience, and training.

References: Please list at least five references that could comment in detail on the performance attributes of your Group. Include at least two client physicians, one hospital administrator, and two current or former hospital medical directors or chiefs of staff. Explain how each individual is familiar with the work of your Group. List the name, postal address, telephone number, and, if available, the e-mail address of each reference. Please contact them to give your permission for a candid interview.