**UNIVERSITY OF CALIFORNIA**

**LOS ANGELES (UCLA) HEALTH**

**REQUEST FOR PROPOSAL**

**(Budget and Financial Decision Support System)**

**RFP NUMBER (7105)**

**DATE ISSUED: September 16, 2019**

**DUE DATE: September 30, 2019**

**REQUEST FOR PROPOSAL**

The Regents of the University of California on behalf of its UCLA Health is soliciting proposals for providing UCLA Health and its constituent hospitals with a comprehensive Labor productivity system

# UCLA HEALTH BACKGROUND

UCLA Health is among the most comprehensive and advanced healthcare systems in the world. It is comprised of the David Geffen School of Medicine, the [Ronald Reagan UCLA Medical Center](https://www.uclahealth.org/reagan/Pages/default.aspx), [UCLA Medical Center, Santa Monica](https://www.uclahealth.org/santa-monica/Pages/default.aspx), [Resnick Neuropsychiatric Hospital at UCLA](https://www.uclahealth.org/resnick/Pages/default.aspx), [Mattel Children's Hospital UCLA](https://www.uclahealth.org/mattel/Pages/default.aspx), the Faculty Practice Group (FPG), which includes the UCLA Medical Group with its wide-reaching system of primary-care and specialty-care offices throughout the Los Angeles region.

The UCLA Hospital System consists of the Ronald Reagan UCLA Medical Center, a 520-bed acute care hospital with outpatient services, Santa Monica UCLA & Orthopedic Hospital, a 266-bed acute care hospital with outpatient services, and Resnick Neuropsychiatric Hospital (RNPH), a 74-bed acute psychiatric hospital with outpatient services.

Our clinicians are world leaders in the diagnosis and treatment of complex illnesses, and our hospitals are among the best in the country. [Consistently ranked one of the top five hospitals in the nation and the best in the western United States by U.S. News & World Report](https://www.uclahealth.org/Pages/about/awards-and-achievements/ucla-rated-one-of-top-hospitals-in-the-u-s.aspx), UCLA Health is at the cutting edge of biomedical research. Our doctors and scientists are leaders in performing pioneering work across an astounding range of disciplines, from organ transplantation and cardiac surgery to neurosurgery and cancer treatment, bringing the latest discoveries to virtually every field of medicine.

The temporary labor program at the University of California Los Angeles Health aims to supplement and enhance the overall clinical and non-clinical staffing.

Additional information about UCLA Health is available at <https://www.uclahealth.org/Pages/Home.aspx>.

# SCOPE OF SERVICES

UCLA Health is seeking vendor(s) to perform process assessment on our labor management system, develop and implement a labor productivity module and business intelligence reporting in our current budget application, EPSi. The goal is to identify the appropriate use of labor resources, understand both internal and external benchmark data, communicate with stakeholders, and thereby develop a plan to reduce unnecessary labor cost and improve resource utilization in the hospitals.

Vendor(s) will perform an assessment of EPSi to evaluate the current state (both data, reports, and use of system functionality) and provide future state recommendations, gap analysis, and provide recommendations of best practices to labor productivity and labor management. Vendor(s) responsibility will includes but not limited to the following tasks:

* Perform an assessment of the EPSi application to evaluate current state, provide future state recommendations, gap analysis, and provide recommendations for best practices to improve financial management.
* Provide a review of labor data to determine fixed and variable classifications, and classify properly in the system.
* For variable units, determine volume (unit of service) data requirements for each cost center that corresponds to labor and develop process to capture hospital departments’ unit of service and perform data validation. Partner with finance and operations to obtain buy-in on the unit of service.
* Develop and implement a Labor Productivity module in EPSi.
* Leverage the productivity measure definition from Action OI to develop Unit of Services (UOS ) and internal benchmarking together within EPSi.
* Design and build web-based visualizations / dashboards using Tableau software to track departments’ labor productivity and compare performance against benchmark (industry and internal).
* Design and build visualizations / dashboards from historical and predictive data.
* Provide data analysis and consulting services on labor productivity issues.
* Perform an assessment on our current Labor flex reporting process and provide recommendations for optimization.
* Develop standard reporting for tracking labor productivity.

1. **REQUIRED VENDOR EXPERIENCE AND/OR BACKGROUND**

Successful applicant will demonstrate:

* + - Experience in hospital setting with subject matter expertise in labor performance improvement, designing and building labor productivity tools
    - Minimum 5 years’ experience with EPSi implementation and augmentation
    - Minimum 10 years healthcare financial information technology experience
    - Minimum 10 years’ experience working with / building data models to support visualizations
    - Minimum 10 years’ experience with data visualization and dashboard development tools
    - Minimum 5 years’ experience with SQL and a solid understanding of databases
    - Minimum 5 years’ experience with Tableau application
    - Strong facilitation skills and demonstrated ability to manage projects within complex organizations

1. **VENDOR REFERENCES**

Please include at least two (2) references where you have provided similar services for a client of similar size and complexity.

Please include the following information for each reference:

* Health System or Medical Center Name
* Size of Health System or Medical Center
* Contact and Position Held by Contact
* Contact Information (i.e., address, telephone number, and email address)
* Date Services Performed

1. **PROPOSED PROJECT TEAM**

Please provide an organization chart, list of resources and resumes of individuals who may be participating in this project if awarded to your company, including their role and/or responsibilities related to the awarded engagement.

# RESPONSE DUE DATE

Responses are due on Monday, September 30, 2019 at 3:00 PM Pacific Time (PT).

# VENDOR PRESENTATIONS

Qualified vendors will be invited to participate in vendor presentations with UCLA Health representatives. Each vendor will be given 1.5 hours maximum to present their proposed programs as it meets the objectives of this Request for Proposal (RFP) and to address any questions with the UCLA Health representatives. Presentations are tentatively scheduled on Monday, October 7, 2019. Invitations to participate in the vendor presentations will be made no later than Wednesday, October 2, 2019

Vendors should not make any travel arrangements until receipt of invitation to participate. UCLA Health will not be responsible for any costs associated with a vendor’s participation in these presentations and/or for any expenses incurred should a vendor not be invited to participate in the vendor presentations.

Vendor presentations will be held at:

UCLA Wilshire Center

10920 Wilshire Blvd., Suite 1700

Los Angeles, CA 90024

UCLA Health reserves the right to reschedule the vendor presentation dates and location.

# GENERAL INSTRUCTIONS

1. Failure to comply with the provisions outlined herein (General Instructions) will result in your proposal being non-qualified and rejected as non-responsive.
2. Vendors are required to submit acknowledgment of RFP receipt and provide their intent to participate. All acknowledgments must be received by September 18, 2019 and should be submitted by email to Don Parks (dparks@mednet.ucla.edu).
3. The respondent shall provide two (2) written copies and two (2) electronic copies (flash drive) of their response. One (1) written copy should be clearly marked as the “master copy”.



1. A cover letter should be included with response and should include a brief statement of respondent’s strengths as a managed services provider. The cover letter should identify the representative of the company that is duly authorized to commit and respond on behalf of the company. This person must sign the cover letter.
2. Responses should include a return of the original RFP with initials in the space provided (lower right hand corner of each page). Respondent’s initials will acknowledge respondent’s understanding and acceptance of the contents on that page.
3. Responses should be submitted in a sealed container, package, or envelope that will preserve contents until opened by an authorized UCLA Health representative. The RFP number should be clearly marked on the outside of the container, package, or envelope.
4. Overnight express mail, messenger, or any other delivery method that will ensure on-time delivery with proof of delivery should be used to send responses. UCLA Health does not assume responsibility for late receipt (delivery) of response or responses sent by the United States Postal Services.
5. Responses made by email or facsimile will not be accepted.
6. Responses should be sent to:

Don Parks

Director of Procurement & Strategic Sourcing, UCLA Health

10920 Wilshire Blvd., Suite 750

Los Angeles, CA 90024

Telephone Number: (310) 794-0113

1. Responses should be made in the same order as provided in the RFP. Additional information and/or documents may be attached at the end of the response. The RFP section and item numbers should be noted and referenced on any additional documents.
2. Deviations from the RFP expectations and requirements must be noted in respondent’s response. Respondents should be aware that any deviations to the minimum expectations and/or requirements as outlined in this RFP may result in disqualification.
3. Questions should be submitted in writing by email to:

Don Parks (dparks@mednet.ucla.edu)

1. Responses to questions will be made in writing to all potential respondents. UCLA Health does not assume responsibility for questions or responses received after the RFP question and response deadline that might prevent the respondent’s ability to provide a response within the established deadline.
2. All questions should be submitted to the designated UCLA Health representative. UCLA Health does not assume any responsibility for questions submitted to or answered by an unauthorized UCLA Health representative.
3. Potential respondents may not make contact with any member of the UCLA Health and may only contact the authorized UCLA Health staff as outlined in this RFP.

Failure to comply with this requirement may result in the disqualification of the vendor in further participation of this RFP.

# SCHEDULE OF EVENTS

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| Distribution of RFPhttp://purchasing.uclahealth.org/bidding-on-jobs | September 16, 2019 |
| RFP Receipt Acknowledgment and Intent to Participate | September 18, 2019 |
| Written RFP Questions Due | September 23, 2019 |
| Responses to Questions | September 25, 2019 |
| RFP Responses Due | September 30, 2019 |
| Vendor Presentations | October 7, 2019 |
| Selection of Awarded Vendor | October 10, 2019 |

UCLA Health reserves the right to change and/or modify this schedule. All vendor participants will be notified of any changes.

# BASIS FOR AWARD/SELECTION CRITERIA

* + It is the intent of UCLA Health to review and/or award the resulting contract(s) to the responsive and responsible company(ies) whose proposal(s) is determined to be the best overall value to UCLA Health. Factors considered as the criteria or basis of the award(s) include but is not limited to: cost, service level, vendor presentations, etc. UCLA Health reserves the right to award one or multiple agreements, not make an award, or cancel this RFP at any time.
  + UCLA Health may appoint a committee to perform the evaluation. Each proposal will be analyzed to determine overall responsiveness, best qualifications and best value for UCLA Health. The selection committee may select all, some or none of the awarded vendors for interviews and/or presentations. If UCLA Health elects to conduct interviews and/or presentations, awarded vendors may be interviewed and scored based upon the criteria referenced within RFP. UCLA Health may also request additional information of awarded vendors at any time prior to award. UCLA Health reserves the right to select one, or more, or none of the vendors for award and subsequent contract negotiations.
  + This contract will be reviewed and/or awarded to the responsible company whose RFP response is determined to be the best overall value to UCLA Health considering all factors in this RFP, and at the sole discretion of UCLA Health.
  + Other conditions or issues deemed appropriate by the UCLA Health staff as it relates to the particular services requested in the RFP.
  + A prequalification process will be used to identify vendors who will be invited to participate in vendor presentations. The prequalification process will include but not limited to the review of the vendor responses to determine their ability to meet the operational model, requirements, and expectations of UCLA Health as outlined in this RFP.
  + Utilization of services outline in this RFP is estimated only and used to solicit responses. It does not bind UCLA Health to order the same amount in the RFP. UCLA Health reserves the right to utilize services more or less than the time estimated in this RFP.
  + UCLA Health reserves the right to award contracts based on the RFP to a single provider or multiple providers, affiliated consortium of service partners or awarded vendors, or no providers/vendors at all.
  + All current service provider contracts remain in effect with UCLA Health remain in effect throughout the evaluation process and said providers may be considered in the RFP process.

1. **CONTRACT PERIOD**

UCLA Health anticipates that it will enter into an Agreement with Consultant for professional consulting services for a period of twelve (12) months. We anticipate a contract period beginning on or about October 10, 2019 and continuing through October 9, 2020.

# NOTE – UCLA Health contemplates that this is the first phase of an engagement. After developing the objectives of a collaboration (and subject to consultant’s successful execution of the initial scope of work) the second phase would be to design the structure; operational requirements; and financial models of agreed-upon initiatives. UCLA Health reserves the right to extend the awarded agreement to cover any future phases resulting from the outcomes of the original engagement or to competitively bid any additional work. Any additional phases with contracted vendor would be subject to negotiation and execution of a separate scope of work and shall be made part of the original agreement and its terms and conditions.

# SUPPLEMENTAL INFORMATION

* + Supplemental material, case studies, graphs, charts data, marketing literature, reference letters, certificates of accreditation and potential services beyond the stated scope of this RFP may be submitted with responses. Supplemental material should be submitted as exhibits to the responses and clearly marked as such.

# GENERAL TERMS AND CONDITIONS

* 1. Preparation Costs: UCLA Health is not responsible for any preparation costs incurred by respondent. Respondent is solely responsible for all costs in association with information, proposals, visitations, demonstration, and personnel furnished to comply with this RFP or any subsequent requests prior to issuance of an agreement.
  2. Term of Agreement: The term of any agreement arising from this RFP shall be considered a master services agreement (MSA) for three (3) years with two (2) one-year renewals. Work completed under the such MSA shall be supported and agreed upon utilizing a scope of services amendment. Any renewals must be agreed upon in writing by both parties.
  3. Cancellation of this RFP and/or Awarded Vendor Agreement: UCLA Health reserves the right to cancel any RFP or vendor award or any parts of any resulting contract when: (a) it is found that product quality, service or delivery is not in keeping with the provisions of this RFP and the awarded vendor(s) has not cured the deficiencies within five (5) days of written or verbal notification, or (b) an item or items or service(s) are no longer needed. Cancellation notification under this provision shall be given to the awarded vendor(s) in writing no later than thirty (30) days prior to the date the cancellation is effective. UCLA Health reserves the right to cancel with 30-day notice for cause or changing market conditions, or changing UCLA Health department(s) requirements, or changing requirements and/or savings identified through UCLA Health Value Analysis process, or identification of new technology/products, or due to mergers and/or affiliations of UCLA Health. (c) The product or service may be obtained through group purchasing activities with other institutions or firms. (d) The cancellation of the RFP or vendor award is determined to be in the best interest of University of California Health Systems.
  4. Unless otherwise stated herein or in any resulting MSA, any applicable University of California Terms and Conditions (copy attached) shall be made a part of any agreement arising from the award of this RFP.



# EXCEPTIONS AND AREAS OF NON-COMPLIANCE

Please indicate your compliance with the terms and conditions as set forth in this RFP.

100% Compliance – All terms and conditions of the RFP are accepted without any exceptions, limitations and/or exclusions.

Concession Requests – Acceptance with non-contingent concessions requested.

Non-Compliance – Acceptance contingent upon exceptions, limitations, and/or exclusions

Company

Signature Date

Name Title

* 1. All exceptions, limitations and/or exclusions should be provided as an exhibit to the response and should include but not limited to the following information:
     + RFP section number and description/requirement
     + Details regarding exception, limitation and/or exclusion
     + Suggested alternative, if applicable
  2. UCLA Health reserves the right to review all exceptions, limitations and/or exclusions to determine its appropriateness to the scope of services as outlined in this RFP and may determine as the result of its review to disqualify a respondent from further consideration.