



Request for Proposals
South Carolina Hospital Transformation Plan Program
June 2015

Introduction

Proviso 33.33 of the South Carolina SFY 2014-15 General Appropriations Act established the Hospital Transformation Plan Program within the SC Department of Health & Human Services (“SCDHHS”). The purpose of the Program is to support qualifying hospitals to transition to a more sustainable model of service delivery that meets the needs of their communities and reduces reliance on inpatient admissions, surgery, or high-tech diagnostics. Sixteen qualifying hospitals (“Target Hospitals”) were identified by SCDHHS for SFY 2014-15. A total of \$15 million in state funds were appropriated for the Program, which has been matched by Federal dollars for a total pool of \$40 million. In order to access program funding, Target Hospitals must partner with an “Advising Hospital” as defined by the program guidelines.

The SCDHHS recognizes that resources necessary to obtain the consulting assistance required for these transitions may be limited in the Target Hospitals. SCDHHS has engaged the South Carolina Office of Rural Health (“SCORH”), in partnership with the South Carolina Hospital Association (“SCHA”), to assist interested Target Hospitals with obtaining this support.

The sixteen Target Hospitals include the following:

Hospital	Inclusion Qualification	Physical Address
Abbeville Area Medical Center	Critical Access Hospital	Abbeville, SC
Allendale County Hospital	Critical Access Hospital	Fairfax, SC
Barnwell County Hospital (Southern Palmetto Hospital)	Small Rural Hospital	Barnwell, SC
Carolinas Hospital System – Marion	Small Rural Hospital	Mullins, SC
Chesterfield General Hospital	Small Rural Hospital	Cheraw, SC
Clarendon Memorial Hospital	Isolated Rural Hospital	Manning, SC
Coastal Carolina Hospital	Isolated Rural Hospital	Hardeeville, SC
Edgefield County Hospital	Critical Access Hospital	Edgefield, SC
Fairfield Memorial Hospital	Critical Access Hospital	Winnsboro, SC
Hampton Regional Medical Center	Small Rural Hospital	Varnville, SC
Kershaw County Medical Center	Non-Rural Hospital	Camden, SC
Lake City Community Hospital	Small Rural Hospital	Lake City, SC
Marlboro Park Hospital	Large Rural Hospital	Bennettsville, SC
Tuomey Regional Medical Center	Non-Rural Hospital	Sumter, SC
Wallace Thomson Hospital	Large Rural Hospital	Union, SC
Williamsburg Regional Hospital	Critical Access Hospital	Kingstree, SC



Project Description

The SCORH, through this RFP, is hereby soliciting individual consultants and professional firms (hereafter referred to generally as “contractors”) with rural health care experience and knowledge to provide consultations to Target Hospitals for the creation of Sustainability Plans. Target Hospitals must apply to SCORH to receive these consultations. Approximately 1-5 contractors will be selected to be able to respond to the Target Hospitals’ requests. Contractors chosen through the selection process are not guaranteed a final contract agreement.

Once the Target Hospitals’ requests are received, SCORH will contact the selected contractors to schedule a formal review process between the Target Hospital and contractors. Once the terms of engagement and scope of the request are confirmed, the selected contractors must engage in a contract or engagement letter that includes the Target Hospital and SCORH. SCORH will facilitate the engagement process by representing the Target Hospital in the negotiations with the selected contractor.

The purpose of this RFP is to identify the contractors that will be available for this project and to obtain fee schedules related to certain types or categories of work that will be needed by Target Hospitals. In order to be considered, interested contractors must respond to this RFP by addressing their abilities to provide the required services within the stated timelines and budget parameters.

Required Services

The engaged contractors must identify, at a minimum, one staff member who will be assigned to the project to serve as the primary point of contact for both SCORH and the Target Hospital. This “Project Director” will be responsible for overseeing the project’s activities and ensuring that activities are completed on time and according to the executed contract or engagement. The Project Director must also ensure invoices are accurate and reports are completed and submitted in a timely fashion.

Sustainability Planning

Contractors engaged for this task will assist with the creation of a “Sustainability Plan” for an identified Target Hospital. The Sustainability Plan will identify the organizational and financial initiatives and changes necessary to create a more sustainable model of service delivery in the Target Hospital and/or its service area. Sustainability Plans may include, but are not limited to, any or all of the following:

- An intensive, facility-specific plan for the Target Hospital to not only prevent imminent closure but also focus on transitioning the hospital into a sustainable business model;
- Recommendations for utilizing the transformation funding to offset transition costs;
- Recommendations for funding remaining transition costs with hospital or community resources;
- Recommendations for ensuring that appropriate and viable services are provided in the Target Hospital community, serving the best interests of the patients and caregivers;
- Recommendations for strategic partnerships and alliances where practical; and
- Where partnerships are not practical, recommendations for coordination with the surrounding health care community including safety-net providers and tertiary hospitals.

South Carolina Office of Rural Health

Responses to this portion of the RFP must include details regarding the contractors' proposed approach for creating Sustainability Plans including, but not limited to, identification of relevant stakeholders, the engagement of a Target Hospital's Board of Directors and/or County representatives (where applicable), relevant data and information required to complete Sustainability Plans; and what the responsibilities of the Target Hospital will be in the creation of the Plan. Sustainability Plans must be completed within 90 days of contract execution or engagement with the Target Hospital.

Timeline

This RFP was first made available on June 12, 2015. Proposals from contractors will be reviewed beginning June 22, 2015. All proposals must be submitted on or before August 31, 2015. Contractors must be available to complete the work through the end of the project period on June 30, 2016. Additional proposal review periods may be announced after August 31, 2015 by SCORH at its discretion.

Budget and Payment Parameters

Responses must include detailed fee schedules for the proposed work and may be based upon a fee per task, fees over a specified timeframe, or other reasonable basis. Preference will be given to fee structures providing more certainty and predictability to the overall cost to the Target Hospital. Costs must be inclusive of hourly consulting fees, travel expenses, and any administrative fees. Contracts will be executed in accordance with the proposed fee schedules and no payments will be made for any work exceeding the established fees and costs. The ceiling for any executed contracts, in the aggregate, under this RFP will be \$100,000 per Target Hospital.

Contractors providing services to a Target Hospital will direct invoices to SCORH for review upon completion of the related services. SCORH will forward all properly submitted invoice(s) to SCDHHS for further processing and payment pursuant to the Program guidelines. It is anticipated that SCDHHS will make payment within 90 days of the invoice date. Payment to contractors remains subject at all times to the availability of funds provided by SCDHHS and Target Hospital and SCORH shall not be liable for any amounts not paid by SCDHHS under the Program.

Form of Agreements

Contractors must sign a specific contract or engagement that includes the Target Hospital and SCORH for each matter undertaken. SCORH will be the exclusive representative of each Target Hospital in negotiating the terms of each contract or engagement. Each contract or engagement will include a 30 day termination clause for either party (i.e. either party may end the contract or engagement at any time given 30 days' notice to the other).

Contractors must, at the time of final invoice, provide a written report detailing all services rendered to the Target Hospital over the course of the project. Additional progress reports will be required pursuant to individual projects and will be delineated in the contract or engagement with each Target Hospital and SCORH. Copies and results of sustainability planning, recommendations made to the Target Hospital (if any), and any other required deliverables per the executed contract must be included.

South Carolina Office of Rural Health

Engaged contractors must complete activities in their proposal using their own qualified staff. Any needed sub-contractors must be identified and pre-approved by SCORH before engaging in work on the project.

Qualifications

Contractors responding to this RFP must be established, experienced entities in good standing both financially and operationally. Contractors located in South Carolina, or at minimum who have an extensive knowledge of the South Carolina health care market, will be given preference in the selection process. All contractors must be able to conduct business in South Carolina. Experience in rural hospital markets and/or new health care business models is preferred. Staff resumes and examples of completed past projects must be included to support the contractor's statements of qualifications. Any pre-existing relationships, potential conflicts of interest, or other limiting factors with respect to any of the Target Hospitals must be disclosed in the response. No attorneys-at-law will be engaged through this RFP.

Evaluation Criteria

Submitted proposals will be vetted by staff from SCORH and SCHA. Criteria for judging the proposals will include ability for contractors to conduct proposed activities, how effectively proposed activities will accomplish Program goals, proposed timelines for various tasks (if applicable), anticipated fees and costs, qualifications and experience of personnel proposed to execute project activities, and ability of the firm to provide detailed invoices and reports in a timely manner. References must be included and must be able to provide direct evidence of previous performance related to the activities described in this RFP.

Directions for Submission

Responses to this RFP must be directed to the South Carolina Office of Rural Health at the address provided below. Hard copy submissions must include five copies of the proposal and must be received at the office no later than 5pm on Monday, August 31, 2015 to be reviewed. Electronic (soft copy) submissions are preferred, in PDF format, and may be sent to merrell@scorh.net by 5pm on Monday, August 31, 2015.

Submissions must be no longer than 15 pages total. Questions regarding this RFP may be submitted by email only to merrell@scorh.net. Any questions received regarding this RFP and answers provided will be shared on the SCORH website at www.scorh.net.

South Carolina Hospital Transformation Plan Program
c/o South Carolina Office of Rural Health
Attn: Melinda A. Merrell
107 Saluda Pointe Drive
Lexington, South Carolina 29072

Thank you for your interest in the South Carolina Hospital Transformation Plan Program.