

## NHCC RFP 004-2021 Turnaround Specialist: Questions and Answers

1. The RFP notes that the plan should address the calculation and benchmarking of real time key performance indicators and data warehousing. Does NHCC have any existing data warehousing infrastructure or is the vendor selected anticipated to implement a solution?  
*Information will be provided upon acceptance of an award.*
2. What is the structure of the affiliation with Northwell and what services are provided under the agreement?  
*NHCC has no affiliation with Northwell.*
3. Does NHCC have targets by year for financial performance and improvements to be made that NHCC is currently working toward?  
*Targets are included in annual budgets and are monitored for achievement.*
4. What timeline is the anticipated strategic plan intended to return NHCC to financial sustainability?  
*NHCC is accepting all timeframe proposals; ideally as soon as possible.*
5. To what degree has NHCC engaged counsel with corporate restructuring experience to support their transformation initiative?  
*NHCC is a Public Benefit Corporation, created by New York State, a corporate restructuring is not under consideration.*
6. Does NHCC anticipate that the consultant selected will also provide implementation support for the initiative?  
*That has not been determined; all proposals will be evaluated and considered.*
7. The RFP notes that the assessment includes the development of a strategic plan to increase revenues. Does this refer to the development of an external market assessment in which to develop revenues through volume growth?  
*That has not been determined; all proposals will be evaluated and considered.*
8. The RFP notes that the assessment should address the development of position control and workforce efficiency systems. Does NHCC currently have a workforce governance structure that manages position control and productivity?  
*NHCC is a NYS Public Benefit Corporation and is within the jurisdiction of the Nassau County Civil Service Commission. In addition, the workforce is represented by the Civil Service Employees Association, Nassau Local 830.*

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9. Regarding the assessment of physician compensation structure, what level in the physician organization does NHCC currently measure efficiency and quality targets?  
*Physicians are generally part of our Faculty Practice Plan (FPP. Supplemental compensation is provided as part of FPP quarterly distributions which are based on professional payments received and distributed based on a Relative Value Unit (RVU) formula.*
10. Are there any organizational or functional exclusions to the assessment of NHCC operations? *No*
11. Is the deliverable for this engagement a strategic plan? Can you please expand on what you are looking for in this strategic plan?  
*Yes, NHCC is seeking a strategic plan; all proposals will be considered.  
Recommendations for operational changes will be a component of the strategic plan.*
12. Can you please confirm the following areas are in-scope for this evaluation:
- Revenue cycle
  - Pharmacy
  - Workforce Management
  - Physician Compensation
  - Quality, safety, and patient experience
  - Supply Chain
  - Corporate Services
  - Clinical operations
  - Market analysis/research
- Yes, all listed areas should be considered to be in scope.*
13. The RFP mentions “key metrics”. Can you please define which key metrics are available now and what other metrics are desired in the future?  
*Industry benchmarks for comparable facilities.*
14. Can you please advise what technology platforms are used for EMR, billing and labor.  
*EMR: Allscripts  
Billing: Eagle/Cerner Sorian  
Labor: Lawson payroll and HR*
15. Receivables – can you please advise if any outsource/third party arrangements exist to assist with billing/collections.  
*Yes. Various vendors for denial challenges, collections and workers’ compensation billing.*

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16. Are the Community Health Partners and FQHC clinics, and A. Holly Patterson Extended Care Facility (AHP) included in the Scope of Service? If so, please provide as much information as possible, including numbers, designation or affiliation, locations, size by visits/revenues, etc.  
*The Federally Qualified Health Centers may be included in the review to the extent that relates to NHCC operations.*
17. Do NUMC and AHP share the same license or are they licensed separately?  
*Separately.*
18. Please provide number of Physicians, their specialties, method and individual assigned to administers and track these contracts.  
*Administrator by service are employed. Information regarding physicians by specialty will be provided.*
19. Who does the professional billing for Physicians, Clinics, and AHP? Is billing centralized and what are their IT platforms?  
*Third party vendor ("EMD")*
20. Are any other services centralized?  
*No.*
21. Can you provide an Organizational Chart – Leadership names and span of control and list any open leadership positions for NHHC, NUMC, HAP and Clinics?  
*Information will be provided upon acceptance.*
22. Our organization is a privately held organization and, as such, our financial information is not public. Can I share our standard NDA with you for execution?  
*No. NHCC is a public benefit corporation and requires transparency.*
23. Does NHCC expect that any of the scope of services proposed would include implementation under the RFP?  
*Yes.*
24. Are Tables of Organization for Nassau Health Care Corporation ("NHCC") available, so that we may plan to structure the Work Plan request of the RFP? In addition, please designate whether separate entities are operationally independent in terms of back office operations or whether the back office is consolidated across all the entities/operations.  
*NHCC is one corporation consisting of NUMC, an acute care full service hospital and AHP, a nursing home. Certain functions are performed for each facility, due to the nature of operations and separate campuses.*
25. Does NHCC currently utilize a 13-week and twelve-month cash flow forecast?  
*Yes; monthly based cash projection for multiple years.*

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26. Are the most recent YTD monthly financial statements available, including profit and loss statements?

*Yes.*

27. Are the most recent KPI reports for management on the operations available?

*General financials are available.*

28. Can you please provide summary information on the nature of the partnerships/affiliations with Northwell Health, Long Island FQHC, Inc. and the Health Sciences Center of the State University of New York at Stony Brook?

*Northwell Health is contracted to provide certain clinical services; Long Island FQHC is provided with some staff from NHCC; SUNY Stony Brook currently has no affiliation.*

29. Does the scope of services include implementation of improvements identified in the assessment/analysis?

*Yes.*

30. Is there an anticipated term for this proposal and if there is an implementation phase can you please provide the terms broken out by each phase (i.e., Phase 1 Assessment - 2 to 3 months and Phase 2 -Implementation 6 to 12 months)?

*All proposals will be considered.*

31. Will this be funded directly by NHCC, or is there a separate funding process through DOH/NY State?

*Directly by NHCC.*

32. Has the funding for this engagement, assessment, and implementation, been identified?

*Yes.*

33. Who are the primary secured lenders and the respective outstanding balances in the capital structure for NHCC? What is the collateral for each loan? Are all assets and properties encumbered?

*Bonds are guaranteed by Nassau County.*

34. What labor unions contract with NHCC?

*Civil Service Employees Association, Inc., Local 1000, AFSCME, AFL-CIO, Nassau Local 830.*

35. Are any essential back office functions outsourced (i.e., denials review/appeal process, coding, and documentation in-house)?

*No, but supplemented with vendors.*

36. Do the EMR systems communicate with outside physician clinics or other third parties such as the Long Island FQHCs?

*No.*

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37. Are any third-party entities utilized?

*Physician Billing – yes*

*Payor enrollment – no*

*Health Benefit Claims – no*

38. Do you receive RVU data at the individual physician level?

*Yes.*

39. How many employed physicians are on staff?

*Approximately 300.*

40. Do you have many professional services agreements for any specific departments?

*Yes: Anesthesia, Orthopedics and Prosthetics.*

41. What are the primary compensation models for physicians?

*Base salary for Administration, Teaching and Supervision, as well as the Faculty Practice Plan.*

42. Are NHCC's contracts organized in a Contract Management System? If not, is there another form of comprehensive tracking of contracts?

*Contracts are monitored by the Legal Department.*

43. Regarding Section II Contents of Proposals, C. Background, # 6 - Our firm is not required to have an audit performed and does not disclose financial information publicly. Will that have an adverse effect on us during the RFP process – or even exclude us altogether at the outs

*Yes. NHCC is a public benefit corporation and requires transparency.*

44. Will work papers and data room files recently provided to other consultants be made available to the selected turnaround specialist?

*To be determined.*

45. Does NHCC anticipate that the consultant selected will also provide implementation support for the initiative?

*Yes*

46. Are there any organizational or functional exclusions to the assessment of NHCC operations?

*No.*

47. In reference to the above titled RFP, would you please confirm the Proposer does not need to be licensed and authorized to do business in the State of New York and/or Nassau County.

*The Proposer need not be a New York entity, but it **does** need to be licensed and authorized to do business in New York.*

48. Will you accept electronic submissions?

*No.*

49. The RFP states that “*organizations outside of the New York/Tristate Area looking to have a footprint on Long Island are welcome to apply and are encouraged to outline opportunities for collaboration with NHCC as part of their plan.*” Does this mean that NHCC is looking specifically for a healthcare provider, or other entity that would be engaged to be an ongoing collaborator/partner with NHCC?

*No.*

50. Improvements in clinical quality and patient experience, recruitment of physicians, and other strategies including financial performance (e.g. revenue cycle) and marketing and communications frequently require investments before the financial return is realized. Does NHCC have a dedicated reserve or estimate of funds available to invest, realizing return on those investments may lag?

*Yes.*

51. A recent publicly available report (<https://nifa.ny.gov/docs/Alvarez%20&%20Marsal%20Report.pdf>) proposed to the NHCC governing body multiple alternative strategies to improve long-term financial stability for the health system. Has the governing body chosen one of the proposed strategies from that report?

*No.*

52. Do you have any contract pharmacy arrangements?

*Yes; all proposals concerning pharmacy will be considered.*

53. Have you engaged other consultants over the past three years to identify cost reduction/revenue enhancement strategies for the areas identified in the RFP, and, if so, have you been able to execute on these recommendations? If engaged, will you provide those reports? Please highlight any significant performance improvement initiatives currently in progress at NHCC? What is the view of the barriers to success in terms of initiatives that were tried and failed? What worked in the past to achieve at least 30% of targeted outcomes?

*Reports concerning prior initiatives will be provided on acceptance of award.*

54. Can you share most recent quality scores or other patient satisfaction results for inpatient, ambulatory and SNFs?

*Public ratings are available online.*

55. Are there a set of core services that are deemed to be top priority for NUMC to maintain?

*The selected vendor will be expected to evaluate the services and identify to NHCC the core services.*

56. Has the Board identified specific areas requiring close review related to performance?

*To be discussed after an award has been accepted.*

57. Are there services the medical center currently does not provide that the Board is interested in exploring?  
*No.*
58. Have you assessed and ensured maximized leveraging of opportunities to expand FQHC and to maximize 340b, DSH and any other subsidy programs?  
*Yes; nevertheless, proposals are requested for further consideration of revenue generating programs.*
59. Have any payers or the state approached NUMC yet about how participation in the renewal 1115 Medicaid waiver may work and what the opportunities and expectations of NUMC may be?  
*Yes, and proposals are requested for further consideration of revenue generating programs.*
60. The initial RFP issued in January 2020 was issued on behalf of NIFA while the new RFP appears to be issued by Nassau Health Care Corporation. Does the change in issuing entity reflect any material changes in NHCC oversight or project leadership?  
*That RFP was not issued by NHCC.*
61. Is there a specific MWBE participation target or is it anticipated that the default 20% will apply?  
*NHCC always strives for MWBE initiatives and participation.*
62. What timeline is the anticipated strategic plan intended to return NHCC to financial sustainability?  
*NHCC is seeking to return to sustainability as soon as possible.*
63. The RFP notes that the assessment includes the development of a strategic plan to increase revenues. Does this refer to the development of an external market assessment in which to develop revenues through volume growth?  
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64. The RFP notes that the assessment should address the development of position control and workforce efficiency systems. Does NHCC currently have a workforce governance structure that manages position control and productivity?  
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