

# REQUEST FOR PROPOSAL

## CONSULTING SERVICES

Tuesday, June 13, 2006

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- I. Point of contact: Jeanne Leeck, Administrator  
Sauk County Health Care Center  
S4555 Hwy CH  
Reedsburg, Wisconsin 53959  
(608) 524-7500  
jleeck@co.sauk.wi.us
- II. Proposal Due Date: Original and six (6) sealed copies of the proposal must be received and date stamped no later than 4:30 p.m., Central Standard Time, Friday, July 14, 2006. Faxes are not acceptable. Proposals or amendments received by Sauk County after that time will not be considered. Public Opening of RFP's will be conducted by the Administrator at noon, Monday, July 17, 2006 at the Sauk County Health Care Center, S4555 Hwy CH, Reedsburg, Wisconsin, 53959.

III. **ALL PROPOSALS MUST BE ADDRESSED TO:**

**Administrator  
Sauk County Health Care Center  
S4555 Hwy CH  
Reedsburg, Wisconsin 53959**

The words "**HCC ORGANIZATIONAL ANALYSIS 2006**" must be marked on the opaque, sealed envelope.

PART ONE  
INTRODUCTION AND GENERAL INFORMATION

1.0 INTRODUCTION

1.1 This document constitutes a request for competitive, sealed proposals from qualified firms to serve as consultant(s) for information gathering, analysis and evaluation of possible recommendations for guidance on an organizational structure for the successful continuation of high quality and economically efficient Nursing Home care and related services to area citizens.

2.0 ORGANIZATION

2.1 This document, referred to as a Request for Proposal (RFP), has been divided into the following parts for the convenience of the vendor:

- 2.1.1 Part One - Introduction and General Information
- 2.1.2 Part Two - Specifications
- 2.1.3 Part Three - General Requirements - Contract Standard Terms and Conditions
- 2.1.4 Part Four - Proposal Submission Information
- 2.1.5 Part Five - Cost Proposal / Signature Page

3.0 DEFINITIONS

3.1 For the purpose of this RFP the vendor will be referred to as Vendor and Sauk County will be referred to as County.

4.0 BACKGROUND INFORMATION

4.1 Sauk County is one of 72 units of county government in the State of Wisconsin and is a municipal corporation existing pursuant to the authority of Chapter 59 of the Wisconsin Statutes. Sauk County encompasses 840 square miles including 22 towns, 14 villages, and 3 cities. The County has an estimated population of 59,266. County operations include a skilled nursing facility, a human services department, a law enforcement agency, a state circuit court system, a highway department, a tax administration and collection effort, and other government related functions.

PART TWO  
SCOPE OF WORK  
PROFESSIONAL CONSULTING SERVICES

1.0 SPECIFICATIONS AND SERVICES TO BE PROVIDED:

1.1 Scope of Work to be Performed.

Sauk County desires a health care and human services management and consulting firm to complete an analysis of the current organizational / staffing system for a cost effective provision of high quality care and services to the elderly and disabled of Sauk County. This should include a financial analysis and benchmarking along with management, staffing and clinical system analysis specifically as it relates to an appropriate business model, resulting in organizational efficiencies. Consistent with this effort is the desire to ascertain appropriate changes to the business model particularly as it relates to alignment of personnel and staffing to ensure that best practices are incorporated into daily operations.

- 1.1.1 Complete an in depth organizational analysis of the existing structure of the Sauk County Health Care Center that provides not only reorganization options but depth in the form of detailed reports reflecting position descriptions, recommendations for staffing levels, and a road map to address future needs.
- 1.1.2 Assessment of department processes for improved effectiveness and efficiencies. The goal is to create an organizational climate of empowerment and accountability.
- 1.1.3 Assess levels of management oversight of facility operations.
- 1.1.4 Evaluate present staffing structure for appropriateness and efficiency of operations. Make recommendations regarding best practices that uphold regulatory requirements for Medicare and Medicaid reimbursement. Additionally, information regarding technological models that address staffing needs based on census and acuity.
- 1.1.5 Analyze key clinical systems for efficiency and effectiveness.
- 1.1.6 Possible changes in operation including use of contracted services versus in house employees.
- 1.1.7 Identification of methods to control employee turnover.

1.1.7.1 Include a recommendation of strategies to manage employee satisfaction to include a team management approach focused on empowering employees in relation to patient care.

1.2 Timeline. This consultancy should begin in August of 2006 and be completed no later than October 01, 2006. The selected vendor is expected to begin activities immediately upon award of contract. All deliverables are due no later than October 01, 2006.

1.3 Organizational Summary

The Sauk County Health Care Center (SCHCC), a government owned and operated, not-for-profit, Skilled Nursing Home, is located in Reedsburg, Wisconsin.

The Sauk County Health Care Center began its existence in 1871 when 125 acres of land was first purchased with the primary intention of providing food and shelter for the poor citizens of Sauk County who had no other resources. Over many years, this initial purpose for existence continually grew, adapted and changed to include such duties as caring for the incurably insane, the developmentally disabled, the chemically addicted and the chronically ill. In 1970, with the opening of the newest portion of the building, the facility's name was officially changed to Sauk County Health Care Center. In 1985 the related county farming enterprise was closed and in 1987 a distinct part unit servicing adults with developmental disabilities was opened. Currently, Sauk County operates a 143 licensed bed Skilled Nursing Facility located on Hwy CH, in the rural township of Reedsburg, WI. The County is in the process of closing an 8 bed distinct part unit for the Developmentally Disabled, with a date of closure set at October 1, 2006 or sooner. An organizational chart is included as Addendum A. The SCHCC employs approximately 200 employees. The modern mission of the facility is:

*To provide Sauk County Citizens with high quality, skilled, professional, compassionate and individualized nursing, rehabilitative and supportive care and services in a modern, safe and comfortable and pleasant environment that stresses maximizing personal independence, observing and respecting the rights of individuals served, encouraging participation of family and friends and striving for achieving progressive methods and economic efficiency.*

To date, Sauk County Health Care Center operations are overseen by a five member, subcommittee of the full Sauk County Board. A related, nonprofit fundraising benefit foundation exists.

The Oversight Committee is working with a seven member Continuum of Care Planning Committee whose mission is to develop recommendations concerning

services to be provided, potential site, number of beds, and other related information to the Board of Supervisors as the County seeks to continue to provide skilled nursing as part of services to the elderly and disabled in the long term continuum of care.

#### 1.4 Reports to be Issued

- 1.4.1 A report detailing immediate changes to the organizational structure and staffing of the institution to provide for efficient and effective service provision. Multiple options should be offered as appropriate. The report should include the detail as listed in section 1.1.
- 1.4.2 An executive summary highlighting key recommendations.
- 1.4.3 A report regarding possible long term organizational structures that would be considered as the design of a new facility is anticipated.
- 1.4.4 Printing of the reports listed shall be the responsibility of the consultant. The proposer shall provide one original signed copy of each report as listed with the report.
- 1.4.5 Broadly stated, the Consultant will be expected to offer advice regarding areas where efficiencies can be gained, expenses minimized and revenues advanced within the constraints of sound business practices. These will be in compliance with State and Federal Nursing Home Regulations and Medicare and Medical assistance requirements.
- 1.4.6 The consultant will be expected to present a final oral report to the Health Care Center Committee and Continuum of Care Planning Committee regarding recommendations and outcomes.
- 1.4.7 An electronic copy of the report in PDF format.

SAUK COUNTY  
PART THREE - GENERAL REQUIREMENTS  
STANDARD TERMS AND CONDITIONS  
(REQUESTS FOR PROPOSAL)

- 1.0 SPECIFICATIONS: The specifications in this request are the minimum acceptable. Sauk County shall be the sole judge or equivalency. Contractors are cautioned to avoid bidding alternates to the specifications which may result in rejection of their proposal.
- 2.0 DEVIATIONS AND EXCEPTIONS: Deviations and exceptions from terms, conditions, or specifications shall be described fully, on the contractor's letterhead, signed, and attached to the request. In the absence of such statement, the proposal shall be accepted as in strict compliance with all terms, conditions, and specifications and the contractors shall be held liable.
- 3.0 ACCEPTANCE-REJECTION: Sauk County reserves the right to accept or reject any or all proposals, to waive any technicality in any proposal submitted, and to accept any part of a proposal as deemed to be in the best interests of Sauk County.
- 3.1 Proposals MUST be date stamped by Administrator, Sauk County Health Care Center, S4555 Hwy CH, Reedsburg, Wisconsin 53959, on or before the date and time that the proposal is due. Proposals dated and time stamped in another office will be rejected. Receipt of a proposal by the mail system does not constitute receipt of a proposal by the Administrator.
- 3.2 Proposals shall be submitted on company letterhead and signed by an officer of the company. Mark sealed envelope "**HCC ORGANIZATIONAL ANALYSIS 2006.**"
- 4.0 TAXES: Sauk County and its agencies are exempt from payment of all federal tax and Wisconsin state and local taxes on its purchases except Wisconsin excise tax on alcoholic beverages which is excepted by State Statutes.
- 5.0 ENTIRE AGREEMENT: These Standard Terms and Conditions shall apply to any contract or order awarded as a result of this request except where special requirements are stated elsewhere in the request; in such cases, the special requirements shall apply. Further, the written contract shall constitute the entire agreement and no other terms and conditions in any document, acceptance, or acknowledgment shall be effective or binding unless expressly agreed to in writing by the contracting authority.
- 6.0 APPLICABLE LAW: The contractor shall at all times comply with and observe all federal and state laws, local laws, ordinances, and regulations which are in effect during the period of this contract and which in any manner affect the work of its conduct. The Sauk County Circuit Court shall be the court of exclusive jurisdiction for any litigation between the parties arising out of the performance of this contract. This contract shall be interpreted in accordance with the laws of the State of Wisconsin. It is understood that

requirements of Wis. Stat. § 59.52(29) do not apply to this solicitation as the contract awarded will not involve "public work" as defined by Wisconsin law.

- 7.0 ASSIGNMENT: No right or duty in whole or in part of the contractor under this contract may be assigned or delegated without the prior written consent of Sauk County.
- 8.0 SUBCONTRACTORS: If subcontractors are planned to be used, this should be clearly explained in the proposal. Sauk County reserves the right to reject any subcontractor. However, the prime contractor will be responsible for contract performance whether or not subcontractors are used.
- 9.0 ARBITRATION/APPEALS PROCESS: Notice of intent to protest and protests of any award made must be made in writing and filed with Sauk County Clerk, Sauk County West Square Building, 505 Broadway, Baraboo, Wisconsin 53913, within five (5) calendar days after discussion and recommendation of award. The provisions of Chapter 68 of the Wisconsin Statutes shall apply.
  - 9.1 Any dispute arising after award as to performance, quality and/or quantity shall be subject to arbitration as provided under Chapter 788 of the Wisconsin Statutes.
  - 9.2 Sauk County reserves the right to have claims, disputes, or other matters in question decided by litigation. If Sauk County waives its right to litigation, then the arbitration provisions shall apply.
- 10.0 NONDISCRIMINATION: In connection with the performance of work under this contract, the contractor agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, handicap, sex, physical condition, developmental disability as defined in s. 51.01(5), Wis. Stats., sexual orientation or national origin. This provision shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.
  - 10.1 Failure to comply with the conditions of this clause may result in the contractor becoming declared an "ineligible" contractor, termination of the contract, or withholding of payment.
- 11.0 SAFETY REQUIREMENTS: All materials, equipment, and supplies provided to Sauk County must comply fully with all safety requirements as set forth by the Wisconsin Administrative Code, Rules of the Industrial Commission on Safety, and all applicable OSHA Standards.
- 12.0 HOLD HARMLESS: Contractor agrees to indemnify, hold harmless, and defend Sauk County, its officers, agents and employees from any and all liability including claims, demands, losses, costs, expenses and damages of every kind arising out of or in connection with services provided pursuant to this contract where such liability is

founded upon or grows out of acts or omissions of any agents or employees of the contractor.

- 13.0 **INSURANCE RESPONSIBILITY:** The contractor performing services for Sauk County shall comply with the insurance requirements contained herein.
  - 13.1 Provide own insurance, countersigned by an insurer licensed to do business in the State of Wisconsin, covering the period of the agreement/contract indicating that Contractor is insured under professional liability insurance in an amount not less than minimum amounts reasonably necessary and sufficient within the profession.
  - 13.2 Provide insurance certificates indicating required coverage, countersigned by an insurer licensed to do business in Wisconsin, covering the period of the agreement/contract. The insurance certificate is required to be presented prior to the issuance of the purchase order or before commencement of the contract.
- 14.0 **CANCELLATION:** Sauk County reserves the right to cancel any contract in whole or in part without penalty due to non-appropriation of funds, or for failure of the contractor to comply with the terms, conditions, and specifications of this contract.
- 15.0 **AUDIT:** During the term of the contract, the contractor shall, upon the request of the Sauk County Controller, make available at reasonable times and places, such information as may be required for the purpose of auditing submitted bills for the service provided under the contract.
- 16.0 **INDEPENDENT CONTRACTOR STATUS:** None of the officers, employees, or agents of the contractor are employees of Sauk County for any purpose, including but not limited to compensation, fringe benefits, or insurance coverage.
- 17.0 **PUBLIC RECORDS ACCESS:** It is the intention of the county to maintain an open and public process in the solicitation, submission, review, and approval of procurement activities.
  - 17.1 Bid/proposal openings are public unless otherwise specified. Records may not be available for public inspection prior to issuance of the notice of intent to award or the award of the contract.
- 18.0 **PROPRIETARY INFORMATION:** Any restrictions on the use of data contained within a request, must be clearly stated in the proposal itself. Proprietary information submitted in response to a request will be handled in accordance with applicable Sauk County procurement regulations and the Wisconsin public records law. Proprietary restrictions normally are not accepted. However, when accepted, it is the Contractor's responsibility to defend the determination in the event of an appeal or litigation.
  - 18.1 Data contained in a proposal, all documentation provided therein, and innovations developed as a result of the contracted commodities or services cannot be



copyrighted or patented. All data, documentation, and innovations become the property of the Sauk County.

- 18.2 Any material submitted by the proposer in response to this request that the proposer considers confidential and proprietary information and which qualifies as a trade secret, as provided in s. 19.36(5), Wis. Stats., or material which can be kept confidential under the Wisconsin public records law, must be identified. Proposal prices cannot be held confidential.
- 19.0 DISCLOSURE: If a public official (s. 19.42, Wis. Stats.), a member of the public official's immediate family, or any organization in which a public official or a member of the official's immediate family owns or controls a ten percent (10%) interest, is a party to this agreement, and if this agreement involves payment of more than three thousand dollars (\$3,000.00) within a twelve (12) month period, this contract is voidable by the county unless appropriate disclosure is made according to s. 19.45(6), Wis. Stats., before signing the contract.
- 20.0 MATERIAL SAFETY DATA SHEET: If any item(s) on an order(s) resulting from this award(s) is a hazardous chemical, as defined under 29 CFR 1910.1200, provide one (1) copy of Material Safety Data Sheet for each item with the shipped container(s) and one (1) copy with the invoice(s).
- 21.0 TERMINATION FOR CONVENIENCE: Sauk County reserves the right to terminate this contract for convenience upon 60 days notice.
- 22.0 TERMINATION FOR DEFAULT: Sauk County reserves the right to terminate the contract for default if, after twenty days written notice to cure default, contractor fails to satisfactorily cure the default.

PART FOUR  
PROPOSAL SUBMISSION INFORMATION

1.0 SUBMISSION OF PROPOSALS

- 1.1 Proposals must be signed, sealed, and returned (with all necessary attachments) to the address on the first page of this request, by the proposal receipt date and time so specified.
  - 1.1.1 In addition to the original proposal, the proposer should include one (1) original and six (6) copies of his/her proposal.
  - 1.1.2 The proposer shall not submit a proposal by fax machine because only sealed proposals are acceptable in response to this RFP.
- 1.2 The proposer must respond to the RFP by submitting all data required herein in order for his/her proposal to be evaluated and considered for award. Failure to submit such data shall be deemed sufficient cause for disqualification of the proposal from further consideration for award.
- 1.3 To facilitate the evaluation process, the contractor is encouraged to organize his/her proposal into distinctive sections that correspond with the individual evaluation categories described herein.
  - 1.3.1 Each distinctive section should be titled with each individual evaluation category and all material related to that category should be included therein.
  - 1.3.2 A letter constituting a signed acknowledgment of the original RFP and all signed amendments should be placed at the beginning of the contractor's proposal.

2.0 CLARIFICATION OF REQUIREMENTS

- 2.1 Proposers are strongly encouraged to read the "General Requirements" carefully prior to the submission of a proposal.
- 2.2 Any and all questions regarding specifications, requirements, competitive procurement process, etc., must be directed to the contact person as indicated on the first page of this RFP.
- 2.3 Proposers are cautioned not to contact the officers or employees of the County concerning this procurement during the competitive procurement and evaluation processes.

- 2.4 The proposer is advised that the only official position of Sauk County is that position which is stated in writing and issued by the contact person. No other means of communication, whether oral or written, shall be construed as a formal or official response or statement.

### 3.0 SUBMISSION REQUIREMENTS

- 3.1 A title page, showing the name of the individual/firm submitting this information and proposing to perform the work on this project.
  - 3.1.1 List the name, title and telephone number and e-mail addresses of that principal who will serve as the point of contact. Such an individual must be empowered to speak for the individual/firm on policy and contractual matters and should be familiar with the programs and procedures of the individual/firm.
- 3.2 Provide a comprehensive resume of the individual who will be assigned primary responsibility to serve as project manager on this project. Changes in the person listed here will not be allowed without permission from Sauk County, which shall not be unreasonably denied.
- 3.3 Resumes of other key personnel who will be assigned to this engagement.
- 3.4 A table of contents, including a clear and complete identification of the materials submitted by section and page number, if applicable.
- 3.5 A letter of transmittal including the following:
  - 3.5.1 A brief statement of understanding of the services to be provided.
  - 3.5.2 A commitment to perform the work if awarded the contract.
  - 3.5.3 A statement indicating the period for which the proposal is a firm and irrevocable offer.
  - 3.5.4 A statement detailing how the tasks described in Part Two, Section 1.1 will be accomplished.
- 3.6 A profile of the firm, detailing the experience of the firm and the experience and qualifications of the persons who will primarily be responsible for the work.
- 3.7 List projects of similar scope and size which demonstrate the individual/firm's competence to perform the work required on this project. Provide the name and telephone number of a contact person from at least three of these previous projects, if available.

- 3.8 A list of additional references. Of particular interest are nonprofit long-term care and/or rehabilitation facilities.
- 3.9 Any additional information not specifically requested that the proposer considers essential to this proposal.

#### 4.0 EVALUATION PROCESS

- 4.1 After determining that a proposal satisfies the mandatory requirements stated in the Request for Proposal, the comparative assessment of the relative benefits and deficiencies of the proposal in relationship to the published evaluation criteria shall be made by using subjective judgment. The award of a contract resulting from this Request for Proposal shall be based on the lowest and best proposal received in accordance with the submission requirements.
- 4.2 After an initial screening process, a technical question and answer conference or interview may be conducted with selected firms, to clarify or verify the contractor's proposal and to develop a comprehensive assessment of the proposal. Only firms which Sauk County determines to meet its criteria will be invited to the conference and interview.
- 4.3 Sauk County reserves the right to consider historic information, whether gained from the contractor's proposal, question and answer conferences, references, or any other source, in the evaluation process.
- 4.4 The Contractor is cautioned that it is the contractor's sole responsibility to submit information and that Sauk County is under no obligation to solicit such information if it is not included with the contractor's proposal. Failure of the Contractor to submit such information may cause an adverse impact on the evaluation of the Contractor's proposal.
- 4.5 Sauk County reserves the right to negotiate the terms and conditions, including the price, as proposed in a Contractor's proposal. In addition, as part of such negotiations, Sauk County reserves the right to require supporting cost, pricing and other data from the Contractor in order to determine the reasonableness and acceptability of the proposal.
- 4.6 Submission of a proposal constitutes acceptance by the individual/firm of the conditions contained in this RFP.
- 4.7 There is no expressed or implied obligation for Sauk County to reimburse responding firms for any expenses incurred in preparing proposals in response to this request.

#### 5.0 CONTRACT AWARD

5.1 Any award of a contract resulting from this RFP will be made only by written authorization from the Sauk County Health Care Center Administrator.

## 6.0 COST

6.1 The contractor must provide individual/firm cost proposal data for the services required from this contract. (Cost Proposal / Signature Form).

6.2 In the evaluation of the contractor's proposal, Sauk County reserves the right consider the value of money and any other economic impact factors as deemed appropriate and in the best interests of Sauk County.

## 7.0 REPUTATION AND RELIABILITY

7.1 Reputation and reliability of the proposer's organization are considered in the evaluation process. Therefore, the proposer is advised to submit any information which documents successful and reliable experience in past performance related to the requirements of this RFP.

7.2 The qualifications of the personnel proposed by the contractor to perform the requirements of this RFP will be considered in the evaluation. Therefore, the contractor should submit information related to the experience and qualifications of the staff proposed.

## 8.0 PROPOSED METHOD OF PERFORMANCE:

8.1 The Contractor will be expected to be extremely responsive to the programmatic needs of Sauk County. The Contractor should detail specifically how they intend to carry out the responsibilities of the contract including the Contractor's ability to work with governmental clients.

PART FIVE  
COST PROPOSAL/SIGNATURE FORM

The submission of a proposal shall be considered as a representation that the proposer has carefully investigated all conditions, has full knowledge of the scope, nature and quality of work required.

The proper submission of this form by the proposer will be considered as the proposer's offer to enter into a contract in accordance with the provisions herein set forth.

If your proposal is accepted and a contract issued, then this Request for Proposal and all documents attached hereto including any amendments, the Contractor's price proposals and any other written offers/clarifications made by the Contractor and accepted by the County, will be incorporated into the entire contract between the County and the Contractor, and it shall contain all the terms and conditions agreed on by the parties hereto, and no other agreement regarding the subject matter of this proposal shall be deemed to exist or bind any of the parties hereto.

Acceptance will take place only upon award by the County, execution of this document by the proper County officials, and delivery of the fully-executed contract to the successful proposer. The contract may only be amended by written agreement by the Contractor and Sauk County.

**ATTACH YOUR COST PROPOSAL TO THIS FORM AND RETURN THE ORIGINAL AND SIX COPIES IN ACCORDANCE WITH THE INSTRUCTIONS AS NOTED IN THE REQUEST FOR PROPOSAL.**

CONTRACTOR(To be signed by the person authorized to legally bind your firm to this contract)

All proposal conditions and prices submitted shall remain firm for 90 calendar days following opening.

Proposer's Firm \_\_\_\_\_ Telephone No. ( ) \_\_\_\_\_

Address \_\_\_\_\_ Fax No. ( ) \_\_\_\_\_

City & State \_\_\_\_\_ E-mail \_\_\_\_\_

Web Site \_\_\_\_\_

BY: \_\_\_\_\_ Name: \_\_\_\_\_

**(Manual Signature Required)** **(Typed or Printed)**

TITLE: \_\_\_\_\_ Date: \_\_\_\_\_

**COST PROPOSAL FOR SAUK COUNTY CONSULTING SERVICES  
REQUEST FOR PROPOSAL**

**SCHEDULE OF PROFESSIONAL FEES AND EXPENSES**

NOTE: The proposer guarantees these rates from \_\_\_\_\_ to \_\_\_\_\_.

	Hours	Standard Hourly Rates	Quoted Hourly Rates	Total
Partner	_____	\$ _____	\$ _____	\$ _____
Managers	_____	\$ _____	\$ _____	\$ _____
Supervisory Staff	_____	\$ _____	\$ _____	\$ _____
Staff	_____	\$ _____	\$ _____	\$ _____
Other(specify) _____	_____	\$ _____	\$ _____	\$ _____
Subtotal				\$ _____
Out-of -pocket expenses:				
Meals and Lodging:				\$ _____
Transportation:				\$ _____
Other (Specify): _____				\$ _____
Total compensation proposal for consulting services				\$ _____

Attach the Cost Proposal/Signature Form to this document.