



UNIVERSITY OF KENTUCKY

Purchasing Division

Written Questions and Answers

Consulting Services

RFP UK-2356-23

Proposal Due Date: 7/13/23

Today's Date: 6/13/23

No.	Question	Answer
1	Do the University and UKHC have a prioritization of functions that are most critical to its immediate needs? For instance, of the 22 service categories listed in the RFP are there any that are high importance in the short-term?	Not at this time. Not that we are aware of at this time.
2	Do the University and/or UKHC have any active performance improvement projects under the 22 service categories described within the RFP? If so, please share a high-level overview or focus area.	Unknown
3	We have followed UKHC's recently announced growth plans, including inpatient and ambulatory expansion in the Lexington-area and the new Markey Cancer Center. Does UKHC have an anticipated timeline or prioritization for these recently announced strategic projects?	Not Applicable
4	Section 4.6.D: Does UKHC allow hybrid or remote work utilizing web conferencing or have a preference for onsite work?	On-site and/or remote services could be used.
5	Section 5.0: Can UKHC provide the intended weight/score allocation for the given criteria?	We do not assign a weight/score to the criteria.

6	Section 8.0: How should we think about providing fixed pricing for services offered without more specificity around the defined scope?	This would be an hourly rate.
7	<p>Is this a new contract or a re-bid of an earlier contract? If it's a re-bid:</p> <p>How many projects were conducted through the previous contract?</p> <p>What is the total dollar value of the projects conducted through the previous contract?</p>	<p>Some consulting contracts came to term and per state law this needs to be bid.</p> <p>Unknown.</p> <p>Unknown.</p>
8	Does the University have a limit on how many firms it will pre-approve for each of the 22 categories listed in Section 2.1 of the RFP? If yes, what is the University's cap in terms of the number of firms it will include in its pool of pre-qualified firms?	No.
9	When the University has a project need, will it contact all of the firms on this contract (within the applicable service category in Section 2.1 of the RFP) and provide them with an opportunity to submit a proposal? If no, what selection process will be used when project needs arise?	Once contracts are established the using department would be encouraged to get quotes.
10	<p>Please provide more specificity about the types of services that would be sought through the following service categories:</p> <p>Category 8: Compliance</p> <p>Category 19: Regulatory Review and Impact Analysis</p>	We would need a review of the OIG's effectiveness of a Corporate Compliance program. Someone with experience on doing external reviews of cc programs.
11	Section 8.0 of the RFP states: "Offerors are to provide a fixed price for the services offered." Is "fixed price" referring to the hourly rates requested in Section 8.1 of the RFP? Please confirm or clarify what information bidders need to provide regarding pricing and/or hourly rates.	Yes.

12	Does UK anticipate on-demand services as they arise or is there a pre-determined cadence and amount of consulting support already identified?	Services will be requested as the need arises.
13	Will remote access be available for any consulting services requiring access to systems, folders, modules, etc.?	See answer to question #4.
14	Does UK anticipate needing local, on-site support, remote assistance, or both?	See answer to question #4.
15	Does UK have an estimated number of hours of support identified for each component?	Unknown.
16	What precipitated the need for this RFP? Did a contract(s) expire or is this cosourcing a new venture for UK?	See answer to question #7
17	Regarding instructions for 4.6, Criteria 2 – Services Defined: if there are areas we do not plan to propose on (as listed in the details on 7.1, Scope of Services) do you prefer we just skip those or list them out with “not proposing.” For example, for 1. Finance & Administration, if we do not plan to bid on public safety for example (as bulleted in 7.1), do we need to indicate that or just skip it and not address it at all.	List out as “not proposing”.
18	There is some overlap in areas in regards to expertise, team, experience, etc. When responding, for sake of brevity, may we reference previous responses with appropriate name/number guidance or would you prefer a complete separate response?	Yes.
19	8.0, Financial Summary – The first line asks for a fixed price but then asks for the enclosed Fee Schedule. Please confirm that you are expecting just an hourly Fee Schedule and no fixed price. Will individual projects executed under the agreement will be fixed price or based on the fee schedule?	Hourly rate. Fee schedule.
20	The RFP references UK Healthcare’s joint ventures; does this include the joint venture with King’s Daughters, Beyond Blue, and Eastern State Hospital (managed by UK HealthCare)?	Yes.

21	Does the Compliance Area include Clinical Trials/Human Subject Research Compliance?	Not specifically.
22	Other than EPIC, what other key systems and/or technologies are used where specialized technology skillsets would be required of the proposer?	SAP
23	What does University of Kentucky consider to be a reasonable variance to these rates and what would be considered unreasonable that would automatically disqualify a proposer's submission?	Unknown
24	The RFP provides the primary and secondary criteria used for evaluating proposals. Please clarify the relative importance of the evaluation criteria. How are evaluation criteria weighted when determining the final score?	See answer to question #5.
25	When the University has a project need, will it contact all of the firms on this contract (within the applicable category in the RFP) and provide them with an opportunity to submit a proposal? If no, what selection process will be used when project needs arise?	See answer to question #9.
26	When the University has a project need, how much advanced notice is typically provided the consultant before the project needs to commence?	Unknown.
27	Would you be open to meeting us for an exploratory call prior to proposal submission?	No.
28	Please define "retail specialists" as listed in Section 7.1.	Primarily retail pharmacy.
29	Are you able to provide a copy of the HIPAA/BAA amendment referenced in section 6.30?	Yes. See Attachment A.
30	Are you able to provide a copy of the University's Personal Information security and breach investigation procedures referenced in section 6.9 so that we may confirm our procedures are at least as stringent?	See attachments B, C, and D.

31	<p>Section 2.1 refers that consulting firms that include architects are excluded from this RFP does that imply that architecture firms should not participate. An architecture firm has a consulting practice as part of its services. This team is a group of strategists and operations experts that specialize in many of the categories listed in this same section. Will this firm be eligible to respond and be considered for this scope of work and if eligible, would it have any impact on their future response to architecture project RFP's.?</p>	<p>If an architecture firm has a division that specializes in any of the categories listed in the RFP you may respond to those categories.</p> <p>Responding to this RFP will have no impact on your ability to respond to other RFP's.</p>
32	<p>Section 7.0 , item 16 under facility planning and programming refers to develop or modify enhancements to master facility plan , is this related to facility planning or operational planning ?</p>	<p>Facility planning.</p>
33	<p>Our company with partners plan to respond to multiple section of the RFP. We are clear that each response that contains different rates requires a separate fee proposal. However, for the technical response, can we submit one response with all of the initial questions answered and then detailed response per section or does each section require an individual response?</p>	<p>Yes.</p>
34	<p>2.1 In relationship to a firm's submittal, if we are responding to several categories in our technical proposal, we can submit in one proposal but must clearly delineate each category? Or if we are submitting for multiple categories, we must submit separate technical proposals for each category? The financial proposal instructions are clear.</p>	<p>See answer to question #33.</p>
35	<p>2.1 Does UK require 3 references for every specific area or just 3 general references</p>	<p>Three general references.</p>

36	7.1.6 How do you currently manage labor?	We are unsure of your question.
37	7.1.6 What benchmarking tools do you use?	Varies depending on project.
38	7.1.6 Are university-employed physicians and advanced practice providers (APPs) to be part of this analysis?	Yes.
39	7.1.9 Historically, are your acquisitions and joint ventures more related to physicians (surgery center) or non-physician businesses (home health company)?	Varies depending on the opportunity.
40	7.1.9 What benchmarking tools do you use?	See answer to question #37.
41	7.1.9 Are university-employed physicians and advanced practice providers (APPs) to be part of this analysis?	See answer to question #38.
42	7.1.13 When was the last time the University of Kentucky developed a Strategic Plan? Is there Plan that is actively being utilized today and when is it anticipated that it may need to be updated/re-done?	2021/2022 Yes. Unknown.
43	7.1.13 Does the University of Kentucky have defined Service Lines? If so what are they?	Not at this time.
44	7.1.13 Is there a leadership/management structure in place for Service Lines?	Not at this time.
45	7.1.17 "Staff orientation and training" is listed as a potential consulting service to be included under the Transition and Move Management sub-category. Is there a business need for consulting services to develop a Train the Trainer model to support UK in the facilitation and delivery of onsite training? Does UK have a dedicated / internal education department or team that will be deployed to deliver training to team members?	Unknown.

46	7.1.17 "Equipment testing" is listed as a potential consulting service to be included under the Transition and Move Management sub-category. Is it fair to assume that the equipment vendor(s) and construction management firms will be responsible for equipment testing, but UK is looking for consulting services to coordinate scheduling for these activities?	Coordinating all the testing whether it is by vendor, biomed etc. Not the actual testing.
47	7.1.17 "Culture change analysis, planning, and intervention" is listed as a potential consulting service to be included under the Transition and Move Management sub-category. Does this translate to Change Management and Communication Planning to support the people side of change to prepare for the transition (awareness, engagement, etc.)	Yes.
48	8.2 Our firm's policy for travel is the following: Airfare - lowest coach cost which is consistent with UK. Hotel - lowest published rate which is consistent with UK. Meals - we cap at \$25 per meal, \$75 for the day and of course no alcohol. As we are located in Indianapolis, we would drive and reimburse employees at IRS designated mileage rates. Is our mileage policy consistent with UK?	Yes.
49	Does there need to be one organization leading if partnering with another organization or can they differ based upon the category of work?	Can differ based upon category of work.
50	If firms work with competing healthcare systems in the state of Kentucky, does that need to be disclosed?	No.
51	Does the signature need to be ink or can it be docu signed?	It can be docu signed.
52	For the printed proposal copies, can you elaborate on what an "original" copy entails?	Complete printed copy of the proposal signed by offeror.
53	Is there a page limit for the response?	No.
54	Does the University provide CEU's for on-going staff training of University practices & transfer of knowledge to UK Staff?	In some instances.

55	(RFP Section 4.8, Criteria 4, Item A.) In this section of the RFP, Offerors are required to provide contact information for three or more references. Due to privacy concerns and NDAs our company has in place with our clients, may Offerors provide contact information for references during down select?	Include the information that you can in your proposal.
56	(RFP Section 4.5, Criteria 1, Item B.) In this section of the RFP, Offerors are required to submit resumes or bios for all proposed key personnel as well as “... <i>written assurance that the key individuals listed and identified will perform the work and will not be substituted with other personnel without the University’s prior approval.</i> ” Since project timing and specific personnel availability is undetermined at the time of proposal submission, our company does not assign a project team until contract award. Because of our company’s policy: (1) May Offerors submit sample resumes for key personnel other than the Account team? and (2) May Offerors provide the “ <i>written assurance</i> ” at contract award when the project team is assigned and finalized with UK?	Include as much as you can in your proposal. Yes.
57	Is there interest in cost reduction consulting?	Unknown
58	Would an AP Audit be included in these consulting services?	Possible.
59	Have you done an AP Audit recently?	Yes.
60	Would you accept a cost savings contingency agreement? --No fee, vendor paid a % of savings	Could be included as an alternate proposal.

61	<p>For Criteria 1 – Offeror Qualifications Part G: <i>“Has your firm or any affiliated company of the firm been engaged by the University for its operations over the past ten (10) years? If so, describe the nature of the engagement (i.e., scope of services, duration of engagement, etc.) and related outcomes.”</i> Does “affiliated company” in this context only refer to companies with a shared ownership with our firm or does it include third-party vendors? It is possible the University has used the same vendors as we have but it will be difficult for us to confirm.</p>	<p>List any work your company has done for the University of Kentucky.</p>
62	<p>For Criteria 2 – Services Defined Part E: can you describe what specific aspects of the accounts receivable process you want explained in detail? We generally accommodate our clients’ preferences regarding payment mechanics.</p>	<p>Describe your standard invoicing policy.</p>
63	<p>For Criteria 2 - Services Defined part F: for “the ideas/methodologies for cost savings”, are you asking for the menu of approaches we apply to minimize the cost of individual projects? Or are you asking for perspectives on how to identify where the University could reduce costs?</p>	<p>Both.</p>
64	<p>Is it acceptable to attach an appendix with extra materials to the proposal?</p>	<p>Yes</p>
65	<p>For successful contractors, what process will the University use to identify and invite appropriate contractors to propose on individual projects?</p>	<p>See answer to question #9.</p>
66	<p>We intend to respond in multiple categories. In regards to references (Section 4.8 – Criteria 4, Item A), should we be providing 3(+) references for EACH category? Or 3(+) total for the entire submission?</p>	<p>See answer to question #35.</p>

67	Can you confirm the hard copy/USB drive requirement?	The University of Kentucky requires the hard copies/USB drives as outlined in the RFP. We do not accept electronic submissions.
68	Is this a new initiative? If not, please provide the names of the current vendor(s) providing the services. Please confirm if we can get the proposals or pricing of the incumbent(s).	No. You may contact UK Open Records at openrecords@uky.edu to get this information.
69	Are there any pain points or issues with the current vendor(s)?	See answer to question #7.
70	Can you please let us know the previous spending on this contract?	Unknown.
71	Ref – “Describe the proposed project staffing/organization and internal controls to be used during the course of an engagement. Provide resumes or bio information for the key personnel who will be assigned to a potential consultant contract, including their experience in specific components of consulting for the category(s) for which you are submitting a response. Include a historical sampling of engagements in which each key person has been involved along with the duration of each engagement. Include a written assurance that the key individuals listed and identified will perform the work and will not be substituted with other personnel without the University’s prior approval.” Please clarify if we need to include detailed resumes for the key management staff or technical staff.	It is offerors decision on how they reply. The RFP contains what the University is requesting.
72	Please confirm if either a local office or a local representative, or both, are required. If yes, how often the local representative is expected to be onsite, and for how much time?	Unknown at this time.
73	How many requirements are anticipated to be released annually?	Unknown at this time.
74	How many employees currently work under (or will be anticipated to work under) this contract?	Unknown at this time.

75	Can you please provide the current rate card university is using?	You may contact UK Open Records at openrecords@uky.edu to get this information.
76	Please confirm if a vendor bid on one category only, it won't be evaluated against its capability to provide the services	Each response will be evaluated on the information submitted.
77	Ref –“ Successful Offeror(s) shall have experience with large university systems that incorporate both research and teaching environments and health delivery systems that incorporate both ambulatory and hospital environments (preferably those affiliated with public institutions, including academic medical centers, although not required), and shall have significant depth of experience in consulting for the category(s) for which they respond” please confirm if the state requirement is mandatory or preferred	Preferred.
78	Is there any mandatory DBE goal under this solicitation? If yes, please confirm the goal %	No
79	Ref – “The Offeror shall demonstrate past successful relationships with other university/hospital clients for which the Offeror has rendered services similar to those included in this RFP and for which your firm is responding. Three (3) or more references are required. Briefly describe the type of service provided in addition to the reference information. Provision of the required references shall constitute the Offeror’s consent for the University to initiate contact with the references specifically to discuss services rendered to them by the Offeror.” Please clarify if all three references need to be of university or if there is any preference given to university clients. Also, please confirm if we can use education domain references in place of university.	See answer to question #71.

80	Related to Section 4.6 C: We intend to respond for some categories with a business partner. In a business partner situation, will both companies will be awarded as qualified consultants?	The University would only contract with the lead offeror.
81	We plan to respond to the various categories or items of the RFP for which we have subject matter expertise. We do not plan to respond to those items for which we do not have subject matter expertise. Question: can we respond to sub-component of one area but not the whole area. For example, we are planning to respond to most possible components for Item 1. Finance & Administration?	Yes.
82	Kindly advise the intent of this RFP? Is UK trying to develop a short list of future potential advisors for each category? If so, do you anticipate 2 or 3 firms on a short list, or a longer list of say 5 to 8? The answers to these questions will help us with our fee estimates and hourly rates.	To develop a list of contracted vendors for University departments to use. Unknown.
83	Item 11 – Real Estate Advisory Services. The RFP notes you are seeking “Advisory service related to... valuation/financing of these transactions”. Our question relates to the valuation/financing verbiage. Is UK asking that the advisor provide appraisal services and also advice on financing of the real estate transactions, or are those 2 distinct services?	Two distinct services.
84	Is this a new initiative? If not, please provide the names of the current vendor(s) providing the services.	See response to Question 7.
85	Can you please let us know the previous spending of this contract?	See response to Question 70.
86	Please confirm if we can get the proposals or pricing of the incumbent(s).	See response to Question 68.

87	Are there any pain points or issues with the current vendor(s)?	See response to Question 7.
88	Please confirm the anticipated number of awards.	Unknown
89	Are you able to provide the names of the current contract vendors under UK-1347-14 and UK-1857-18?	You may contact UK Open Records at UKOpenRecords@uky.edu to request this information.
90	Could you please provide any information regarding how much these contracts have been used and for what services or categories?	See response to Question #7.
91	How will the resulting contracts be offered to E&I members? Will they be posted on E&I's contract webpage?	If E&I chooses to adopt any of the contracts they will issue a contract and offer it to their members.