



King's
Daughters

Request for Proposal

KD-0118-24

Proposal Due Date – 09/19/2023

Healthcare Strategic Planning & Design

REQUEST FOR PROPOSAL (RFP)

ATTENTION: This is not an order. Read all instructions, terms and conditions carefully.

PROPOSAL NO.:	KD-0118-24 08/22/23	RETURN ORIGINAL COPY OF PROPOSAL TO:
Issue Date:		KING'S DAUGHTERS MEDICAL CENTER
Title:	Healthcare Strategic Planning & Design	OHIO (KDOH)
Purchasing Officer:	Becky Pyles	SUPPLY CHAIN MANAGEMENT
Email/Phone:	Becky.pyles@kdmc.kdhs.us 606-408-9655	2301 LEXINGTON AVENUE
		SUITE 310
		ASHLAND, KY 41101

IMPORTANT: PROPOSALS MUST BE RECEIVED BY: 09/19/2023 by 3 PM EASTERN STANDARD TIME

NOTICE OF REQUIREMENTS

1. King's Daughters Medical Center Ohio (KDOH)'s terms and conditions can be found in Attachment A of this RFP.
2. Contracts resulting from this RFP must be governed by and in accordance with the laws of the Commonwealth of Kentucky.
3. Any agreement or collusion among Offerors or prospective Offerors, which restrains, tends to restrain, or is reasonably calculated to restrain competition by agreement to bid at a fixed price or to refrain from offering, or otherwise, is prohibited.
4. Any person who violates any provisions of KRS 45A.325 shall be guilty of a felony and shall be punished by a fine of not less than five thousand dollars nor more than ten thousand dollars, or be imprisoned not less than one year nor more than five years, or both such fine and imprisonment. Any firm, corporation, or association who violates any of the provisions of KRS 45A.325 shall, upon conviction, be fined not less than ten thousand dollars or more than twenty thousand dollars.

AUTHENTICATION OF BID AND STATEMENT OF NON-COLLUSION AND NON-CONFLICT OF INTEREST

I hereby swear (or affirm) under the penalty for false swearing as provided by KRS 523.040:

1. That I am the Offeror (if the Offeror is an individual), a partner, (if the Offeror is a partnership), or an officer or employee of the bidding corporation having authority to sign on its behalf (if the Offeror is a corporation);
2. That the attached proposal has been arrived at by the Offeror independently and has been submitted without collusion with, and without any agreement, understanding or planned common course of action with, any other Contractor of materials, supplies, equipment or services described in the RFP, designed to limit independent bidding or competition;
3. That the contents of the proposal have not been communicated by the Offeror or its employees or agents to any person not an employee or agent of the Offeror or its surety on any bond furnished with the proposal and will not be communicated to any such person prior to the official closing of the RFP;
4. That the Offeror is legally entitled to enter into contracts with King's Daughters Medical Center Ohio (KDOH) and is not in violation of any prohibited conflict of interest, including, but not limited to, those prohibited by the provisions of KRS 45A.330 to .340, and 164.390;
5. That the Offeror, and its affiliates, are duly registered with the Kentucky Department of Revenue to collect and remit the sale and use tax imposed by Chapter 139 to the extent required by Kentucky law and will remain registered for the duration of any contract award;
6. That I have fully informed myself regarding the accuracy of the statement made above.

SWORN STATEMENT OF COMPLIANCE WITH CAMPAIGN FINANCE LAWS

In accordance with KRS45A.110 (2), the undersigned hereby swears under penalty of perjury that he/she has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky and that the award of a contract to a bidder will not violate any provision of the campaign finance laws of the Commonwealth of Kentucky.

CONTRACTOR REPORT OF PRIOR VIOLATIONS OF KRS CHAPTERS 136, 139, 141, 337, 338, 341 & 342

The contractor by signing and submitting a proposal agrees as required by 45A.485 to submit final determinations of any violations of the provisions of KRS Chapters 136, 139, 141, 337, 338, 341 and 342 that have occurred in the previous five (5) years prior to the award of a contract and agrees to remain in continuous compliance with the provisions of the statutes during the duration of any contract that may be established. Final determinations of violations of these statutes must be provided to King's Daughters Medical Center Ohio (KDOH) by the successful contractor prior to the award of a contract.

CERTIFICATION OF NON-SEGREGATED FACILITIES

The contractor, by submitting a proposal, certifies that he/she is in compliance with the Code of Federal Regulations, No. 41 CFR 60-1.8(b) that prohibits the maintaining of segregated facilities.

SIGNATURE REQUIRED: This proposal cannot be considered valid unless signed and dated by an authorized agent of the Offeror. Type or print the signatory's name, title, address, phone number and fax number in the spaces provided. Offers signed by an agent are to be accompanied by evidence of his/her authority unless such evidence has been previously furnished to the issuing office.

DELIVERY TIME:	NAME OF COMPANY:	DUNS #
PROPOSAL FIRM THROUGH:	ADDRESS:	Phone/Fax:
PAYMENT TERMS:	CITY, STATE & ZIP CODE:	E-MAIL:
SHIPPING TERMS: F. O. B. DESTINATION PREPAID AND ALLOWED	TYPED OR PRINTED NAME:	WEB ADDRESS:
FEDERAL EMPLOYER ID NO.:	SIGNATURE:	DATE:

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1.0 DEFINITIONS

The term "addenda" means written or graphic instructions issued by King's Daughters Medical Center Ohio (KDOH) prior to the receipt of proposals that modify or interpret the RFP documents by additions, deletions, clarifications and/or corrections.

The term "competitive negotiations" means the method authorized in the Kentucky Revised Statutes, Chapter 45A.085.

The terms "offer" or "proposal" mean the Offeror's/Offerors' response to this RFP.

The term "Offeror" means the entity or contractor group submitting the proposal.

The term "contractor" means the entity receiving a contract award.

The term "purchasing agency" means King's Daughters Medical Center Ohio (KDOH), 2301 Lexington Avenue, Suite 310, Ashland KY 41101.

The term "purchasing official" means King's Daughters Medical Center Ohio (KDOH) appointed contracting representative.

The term "responsible Offeror" means a person, company or corporation that has the capability in all respects to perform fully the contract requirements and the integrity and reliability that will assure good faith performance. In determining whether an Offeror is responsible, King's Daughters Medical Center Ohio (KDOH) may evaluate various factors including (but not limited to): financial resources; experience; organization; technical qualifications; available resources; record of performance; integrity; judgment; ability to perform successfully under the terms and conditions of the contract; adversarial relationship between the Offeror and King's Daughters Medical Center Ohio (KDOH) that is so serious and compelling that it may negatively impact the work performed under this RFP; or any other cause determined to be so serious and compelling as to affect the responsibility of the Offeror.

The term "solicitation" means RFP.

The term "Medical Center" means King's Daughters Medical Center Ohio (KDOH).

The term "IST" means Information Systems Technology.

2.0 GENERAL OVERVIEW

2.1 Intent and Scope

This Request for Proposal (RFP) is issued to solicit proposals from qualified, experienced, financially sound and responsible Offerors for delivery of strategic planning and design services for King's Daughters Medical Center Ohio (KDOH) located in Portsmouth, OH. The successful Offeror shall be responsible for providing services that include goals, strategic objectives and service line priorities.

In addition, the successful Offeror will work with the KDOH stakeholder group and architect to define a phased plan for applicable facility alteration recommendations utilizing expertise, contract and administrative support as appropriate. It is King's Daughters Medical Center Ohio (KDOH)'s expectation of the successful Offeror to be resourceful, transparent and able to achieve the greatest quality, value and service for King's Daughters Medical Center Ohio (KDOH) related to these services, and to work as a strategic business partner.

The successful Offeror will develop and define future strategic planning concepts as well as future clinical and support services. The successful Offeror will develop final recommendations based on data analytics and benchmarking to support future volume targets. Recommendations for clinical and support services as well as planning concepts for future services. Successful Offeror will submit a plan for renovations and expansions to include implementation phasing.

The successful Offeror will agree to provide the maximum degree of support to King's Daughters Medical Center Ohio (KDOH) in providing services and will respond to requests from King's Daughters Medical Center Ohio (KDOH) promptly and responsively.

King's Daughters Medical Center Ohio (KDOH) has ten inpatient beds, two Emergency Department beds and ten Urgent Care beds. The Emergency/Urgent Care Departments see 85 – 100 patients per day. KDOH procedural areas have 23 peri-op beds, 4 operating rooms, 3 procedural endoscopy rooms, one procedural urology room and perform 20 – 35 procedures per day. KDOH also offers a full service Radiology Department. KDOH also offers a diagnostic sleep lab, outpatient laboratory service, inpatient pharmacy services and outpatient addition recovery services.

The Scope is further detailed in Section 7.1.

3.0 PROPOSAL REQUIREMENTS

3.1 Key Event Dates

Release of RFP	08/22/2023
Deadline for Written Questions	3 p.m. Eastern Time on 09/05/2023
RFP Proposals Due	3 p.m. Eastern Time on 09/19/2023

3.2 Offeror Communication

To ensure that RFP documentation and subsequent information (modifications, clarifications, addenda, Written Questions and Answers, etc.) are directed to the appropriate persons within the Offeror’s firm, each Offeror who intends to participate in this RFP is to provide the following information to the purchasing officer. Prompt, thorough compliance is in the best interest of the Offeror. Failure to comply may result in incomplete or delayed communication of addenda or other vital information. Contact information is the responsibility of the Offeror. Without the prompt information, any communication shortfall shall reside with the Offeror.

- Name of primary contact
- Mailing address of primary contact
- Telephone number of primary contact
- Fax number of primary contact
- E-mail address of primary contact
- Additional contact persons with same information provided as primary contact

This information shall be sent via email to:

Becky Pyles
 Purchasing Division
 King’s Daughters Medical Center Ohio (KDOH)
 2301 Lexington Avenue, Suite 310
 Ashland, KY 41101
 Phone: (606) 408-9655
 E-mail: becky.pyles@kdmc.kdhs.us

All communication with King’s Daughters Medical Center Ohio (KDOH) regarding this RFP shall only be directed to the purchasing officer listed above.

3.3 Offeror Presentations

All Offerors whose proposals are judged acceptable for award may be required to make a presentation to the evaluation committee.

3.4 Preparation of Offers

The Offeror is expected to follow all specifications, terms, conditions and instructions in this RFP.

The Offeror will furnish all information required by this solicitation.

Proposals should be prepared simply and economically, providing a description of the Offeror's capabilities to satisfy the requirements of the solicitation. Emphasis should be on completeness and clarity of content. All documentation submitted with the proposal should be bound in the single volume except as otherwise specified.

An electronic version of the RFP, in .PDF format only, is available through King's Daughters Medical Center Ohio (KDOH), Purchasing Division web site: www.uky.edu/purchasing/bidlist.htm

3.5 Proposed Deviations from the RFP

The stated requirements appearing elsewhere in this RFP shall become a part of the terms and conditions of any resulting contract. Any deviations therefrom must be specifically defined in accordance with the transmittal letter, Section 4.3 (d). If accepted by King's Daughters Medical Center Ohio (KDOH), the deviations shall become part of the contract, but such deviations must not be in conflict with the basic nature of this RFP.

Note: Offerors shall not submit their standard terms and conditions as exceptions to King's Daughters Medical Center Ohio (KDOH)'s General Terms and Conditions. Each exception to King's Daughters Medical Center Ohio (KDOH)'s General Terms and Conditions shall be individually addressed.

3.6 Proposal Submission and Deadline

Offeror must provide the following materials prior to 3 p.m. (Eastern Standard Time) on the date specified in Section 3.1 and addressed to the purchasing officer listed in Section 3.2:

- **Technical Proposal:** One (1) copy on electronic storage devices (CD or USB) (1 copy per storage device) each clearly marked with the proposal number and name, firm name and what is included (Technical Proposal) and seven (7) printed original copies.
- **Financial Proposal:** One (1) copy on electronic storage devices (CD or USB) (1 copy per storage device) each clearly marked with the proposal number and name, firm name and what is included (Financial Proposal) and seven (7) printed original copies.

Note: Proposals received after the closing date and time will not be considered. In addition, proposals received via fax or e-mail are not acceptable.

King's Daughters Medical Center Ohio (KDOH) accepts deliveries of RFPs Monday through Friday from 8 a.m. to 3 p.m. Eastern Standard Time. However, RFPs must be received by 3 p.m. Eastern Standard Time on the date specified on the RFP in order to be considered.

Proposals shall be enclosed in sealed envelopes to the above referenced address and shall show on the face of the envelope: the closing time and date specified, the solicitation number and the name and address of the Offeror. The technical proposal shall be submitted in a sealed envelope and the financial proposal shall be submitted in a sealed envelope under separate cover. Both sealed envelopes shall have identical information on the cover, with the addition that one will state "Technical Information," and the other, "Financial Proposal."

Note: In accordance with the Kentucky Revised Statute 45A.085, there will be no public opening.

3.7 Modification or Withdrawal of Offer

An offer and/or modification of offer received at the office designated in the solicitation after the exact hour and date specified for receipt will not be considered.

An offer may be modified or withdrawn by written notice before the exact hour and date specified for receipt of offers. An offer also may be withdrawn in person by an Offeror or an authorized representative, provided the identity of the person is made known and the person signs a receipt for the offer, but only if the withdrawal is made prior to the exact hour and date set for receipt of offers.

3.8 Acceptance or Rejection and Award of Proposal

King's Daughters Medical Center Ohio (KDOH) reserves the right to accept or reject any or all proposals (or parts of proposals), to waive any informalities or technicalities, to clarify any ambiguities in proposals and (unless otherwise specified) to accept any item in the proposal. In case of error in extension or prices or other errors in calculation, the unit price shall govern. Further, King's Daughters Medical Center Ohio (KDOH) reserves the right to make a single award, split awards, multiple awards or no award, whichever is in the best interest of King's Daughters Medical Center Ohio (KDOH).

3.9 Rejection

Grounds for the rejection of proposals include (but shall not be limited to):

- Failure of a proposal to conform to the essential requirements of the RFP.
- Imposition of conditions that would significantly modify the terms and conditions of the solicitation or limit the Offeror's liability to King's Daughters Medical Center Ohio (KDOH) on the contract awarded on the basis of such solicitation.
- Failure of the Offeror to sign King's Daughters Medical Center Ohio (KDOH) RFP. This includes the Authentication of Proposal and Statement of Non-Collusion and Non-Conflict of Interest statements.
- Receipt of proposal after the closing date and time specified in the RFP.

3.10 Addenda

Any addenda or instructions issued by the purchasing agency prior to the time for receiving proposals shall become a part of this RFP. Such addenda shall be acknowledged in the proposal. No instructions or changes shall be binding unless documented by a proper and duly issued addendum.

3.11 Disclosure of Offeror's Response

The RFP specifies the format, required information and general content of proposals submitted in response to this RFP. The purchasing agency will not disclose any portions of the proposals prior to contract award to anyone outside the Purchasing Division, King's Daughters Medical Center Ohio (KDOH)'s administrative staff, representatives of the state or federal government (if required) and the members of the committee evaluating the proposals. After a contract is awarded in whole or in part, King's Daughters Medical Center Ohio (KDOH) shall have the right to duplicate, use or disclose all proposal data submitted by Offerors in response to this RFP as a matter of public record.

Any submitted proposal shall remain valid six (6) months after the proposal due date.

King's Daughters Medical Center Ohio (KDOH) shall have the right to use all system ideas, or adaptations of those ideas, contained in any proposal received in response to this RFP. Selection or rejection of the proposal will not affect this right.

3.12 Restrictions on Communications with Medical Center Staff

From the issue date of this RFP until a contractor is selected and a contract award is made, Offerors are not allowed to communicate about the subject of the RFP with any Medical Center administrator, faculty, staff or members of the board of trustees except: the purchasing office representative, any Medical Center purchasing official representing King's Daughters Medical Center Ohio (KDOH) administration, others authorized in writing by the purchasing office and Medical Center representatives during Offeror presentations. If violation of this provision occurs, King's Daughters Medical Center Ohio (KDOH) reserves the right to reject the Offeror's proposal.

3.13 Cost of Preparing Proposal

Costs for developing the proposals and any subsequent activities prior to contract award are solely the responsibility of the Offerors. King's Daughters Medical Center Ohio (KDOH) will provide no reimbursement for such costs.

3.14 Disposition of Proposals

All proposals become the property of King's Daughters Medical Center Ohio (KDOH). The successful proposal will be incorporated into the resulting contract by reference.

3.15 Alternate Proposals

Offerors may submit alternate proposals. If more than one proposal is submitted, all must be complete (separate) and comply with the instructions set forth within this document. Each proposal will be evaluated on its own merits.

3.16 Questions

All questions should be submitted by either e-mail to the purchasing officer listed in Section 3.2 no later than the date listed in Section 3.1.

3.17 Section Titles in the RFP

Section titles used herein are for the purpose of facilitating ease of reference only and shall not be construed to infer the construction of contractual language.

3.18 No Contingent Fees

No person or selling agency shall be employed or retained or given anything of monetary value to solicit or secure this contract, except bona fide employees of the Offeror or bona fide established commercial or selling agencies maintained by the Offeror for the purpose of securing business. For breach or violation of this provision, King's Daughters Medical Center Ohio (KDOH) shall have the right to reject the proposal, annul the contract without liability, or, at its discretion, deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee or other benefit.

3.19 Proposal Addenda and Rules for Withdrawal

Prior to the date specified for receipt of offers, a submitted proposal may be withdrawn by submitting a written request for its withdrawal to King's Daughters Medical Center Ohio (KDOH) purchasing office, signed by the Offeror. Unless requested by King's Daughters Medical Center Ohio (KDOH), King's Daughters Medical Center Ohio (KDOH) will not accept revisions or alterations to proposals after the proposal due date.

4.0 PROPOSAL FORMAT AND CONTENT

4.1 Proposal Information and Criteria

The following list specifies the items to be addressed in the proposal. Offerors should read it carefully and address it completely and in the order listed to facilitate King's Daughters Medical Center Ohio (KDOH)'s review of the proposal.

Proposals shall be organized into the sections identified below. The content of each section is detailed in the following pages. It is strongly suggested that Offerors use the same numbers for the following content that are used in the RFP.

- Signed Authentication of Proposal and Statement of Non-Collusion and Non-Conflict of Interest Form
- Transmittal Letter
- Executive Summary and Proposal Overview
- Criteria 1 - Offeror Qualifications
- Criteria 2 - Services Defined
- Criteria 3 - Financial Proposal
- Criteria 4 - Evidence of Successful Performance and Implementation Schedule
- Criteria 5 - Other Additional Information

4.2 Signed Authentication of Proposal and Statements of Non-Collusion and Non-Conflict of Interest Form

The Offeror will sign and return the proposal cover sheet and print or type their name, firm, address, telephone number and date. The person signing the offer must initial erasures or other changes. An offer signed by an agent is to be accompanied by evidence of their authority unless such evidence has been previously furnished to the purchasing agency. The signer shall further certify that the proposal is made without collusion with any other person, persons, company or parties submitting a proposal; that it is in all respects fair and in good faith without collusion or fraud; and that the signer is authorized to bind the principal Offeror.

4.3 Transmittal Letter

The Transmittal Letter accompanying the RFP shall be in the form of a standard business letter and shall be signed by an individual authorized to legally bind the Offeror. It shall include:

- A statement referencing all addenda and written questions, the answers and any clarifications to this RFP issued by King's Daughters Medical Center Ohio (KDOH) and received by the Offeror (If no addenda have been received, a statement to that effect should be included.).
- A statement that the Offeror's proposal shall remain valid for six (6) months after the closing date of the receipt of the proposals.
- A statement that the Offeror will accept financial responsibility for all travel expenses incurred for oral presentations (if required) and candidate interviews.
- A statement that summarizes any deviations or exceptions to the RFP requirements and includes a detailed justification for the deviation or exception.
- A statement that identifies the confidential information as described in Section 6.23.

4.4 Executive Summary and Proposal Overview

The Executive Summary and Proposal Overview shall condense and highlight the contents of the technical proposal in such a way as to provide the evaluation committee with a broad understanding of the entire proposal.

As part of the Executive Summary and Proposal Overview, Offeror shall submit with their response a summarized profile describing the demographic nature of their company or organization:

- When was your organization established and/or incorporated?
- Indicate whether your organization is classified as local, regional, national, or international.
- Describe the size of your company in terms of number of employees, gross sales, etc.
- Is your company certified as small business, minority-owned, women-owned, veteran-owned, disabled-owned, or similar classification?
- Include other demographic information that you feel may be applicable to the Request for Proposal submission.

4.5 Criteria 1 - Offeror Qualifications

The purpose of the Offeror Qualifications section is to determine the ability of the Offeror to respond to this RFP. Offerors must describe and offer evidence of their ability to meet each of the qualifications listed below.

1. Provide a brief narrative describing the history of the company, identify the number of Employees in the company, and the Ownership.
2. Provide an organizational chart of the company indicating lines of authority for personnel involved in performance of this potential contract and relationships of this staff to other programs or functions of the company. This chart must also show lines of authority to the next senior level of management.
3. Provide resumes for the key personnel who will be assigned to this project.
4. Provide information explaining if personnel assigned to this account would be salaried or would work on commission.
5. Provide the company's turnover rate for the employees who perform the enrollment and customer service functions.
6. Provide information demonstrating that the Offeror is licensed to do business in the State of Kentucky and Ohio and list all states in which Offeror is licensed to do business.
7. Provide the national and/or standard rating of the company if one exists. Provide the company's rating for each of the last five (5) years.
8. Provide certified audited financial statements including a full set of footnotes as follows:
 - a. For the past three (3) fiscal years, include at a minimum, income statements, balance sheets, and statements of changes in financial position of cash flows. If three (3) years

of financial statements are not available, information shall be provided to the fullest extent possible or the reasons why, if they are not available.

- b. For a privately held company when certified audited financial statements are not prepared, provide a written statement from the company's certified public accountant stating the financial condition, debt-to-asset ratio for the past three (3) years and any pending actions that may affect the company's financial condition.
9. Provide information regarding bankruptcy filings, loan defaults, pending liens, claims or lawsuits against the Offeror. If the Offeror has not experienced any of these situations, so indicate.
10. Provide information regarding any contracts that were terminated for default in the last five years including the other parties' name, address, and phone number. Termination for default is defined as notice to stop performance due to the Offeror's non-performance or poor performance. King's Daughters Medical Center Ohio (KDOH) will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the past experience. If the Offeror has experienced no such termination for default in the past five years, so indicate.
11. Provide information regarding the security measures in place designed to protect the integrity and privacy of the data stored in the Offeror's computing systems.
12. Provide information regarding any security breaches of Offeror's computer systems/network in the past five years.
13. Provide information regarding accommodations that Offeror can provide for enrollment and customer service needs of non-English speaking employees or employees with various disabilities.
14. Provide information regarding the Offeror ability to comply with current and future HIPAA regulations.
15. Provide certification documentation for EPIC Patient Accounting System.

4.6 Criteria 2 – Services Defined

1. Provide an overall description of the proposed healthcare planning and strategic services. Provide a narrative detailing your approach to this project. Discuss how your firm will perform the proposed services described in this RFP and the anticipated level of effort for the work.
2. Provide an explanation regarding how the KDOH stakeholders and the successful Offeror will coordinate all activities. Describe what level of support will be required from the stakeholders throughout the term of the contract.
3. Describe creative methods Offeror has developed/implemented to assist clients with planning and design services. Include your firm's capabilities and pricing for design, implementation and calculation of effectiveness and ROI.

4. Describe any coalitions or special arrangements you may have or participate in that can benefit King's Daughters Medical Center Ohio (KDOH).
5. Describe the process and metrics you use to determine the impact a benefit design change will have on utilization.
6. Provide the process the Offeror uses to provide optimal performance for the term of the contract.
7. Provide a list of each service line your organization provides or can provide in detail. Provide the range of limits that are available, if applicable. Please include criteria used to evaluate service partners (if applicable) (i.e. national in scope, length of service, reputation, etc.)
8. Provide the address, telephone and fax number of the office that will administer King's Daughters Medical Center Ohio (KDOH) planning and design services program.
9. Provide the process utilized by the company to select and train the individuals who will perform this work.
10. Provide the following information regarding the enrollment staff:
 - a. Are they employees or independent contractors?
 - b. What is their average tenure in the business?
 - c. How many would be dedicated to the King's Daughters Medical Center Ohio (KDOH) for this service?
11. Describe your approach to monitoring the performance of your company.
12. Provide a description of what the Offeror views as the greatest threat to the successful completion of the work as described in this RFP and the Offeror's approach to minimizing this threat.

4.7 Criteria 3 – Financial Proposal

The Financial Summary Form shall contain the complete financial offer made to King's Daughters Medical Center Ohio (KDOH). All financial information must be submitted in a sealed envelope under separate cover.

King's Daughters Medical Center Ohio (KDOH) will not be responsible for any travel costs of the Offeror should the need arise for onsite services.

4.8 Criteria 4 – Evidence of Successful Performance and Implementation Schedule

1. Provide a list of institutions similar in size and scope of King's Daughters Medical Center Ohio (KDOH), and large healthcare providers, also include a list of companies, for whom the Offeror has conducted or is currently conducting business. Please provide the following for each entity:
 - a. Institution/Company name

- b. Services and products provided
- c. Group size
- d. Contact names
- e. Addresses
- f. Telephone numbers

King's Daughters Medical Center Ohio (KDOH) specifically requests references where the Contractor has provided the service in order to verify the level of service provided. King's Daughters Medical Center Ohio (KDOH) reserves the right to use this information in the evaluation for this criteria.

2. Provide a statement that the Offeror has the resources available to assure implementation of strategic planning and design services.

4.9 Criteria 5 – Other Additional Information

Please provide any additional information that the Offeror feels should be considered when evaluating their proposal.

The Offeror may present any creative approaches that might be appropriate. The Offeror may also provide supporting documentation that would be pertinent to this RFP.

5.0 EVALUATION CRITERIA PROCESS

A committee of Medical Center officials appointed by the Executive Director of Supply Chain will evaluate proposals and make a recommendation to the Executive Director of Supply Chain. The evaluation will be based upon the information provided in the proposal, additional information requested by King's Daughters Medical Center Ohio (KDOH) for clarification, information obtained from references and independent sources and oral presentations (if requested).

The evaluation of responsive proposals shall then be completed by an evaluation team, which will determine the ranking of proposals. Proposals will be evaluated strictly in accordance with the requirements set forth in this solicitation, including any addenda that are issued. King's Daughters Medical Center Ohio (KDOH) will award the contract to the responsible Offeror whose proposal is determined to be the most advantageous to King's Daughters Medical Center Ohio (KDOH), taking into consideration the evaluation factors set forth in this RFP.

The evaluation of proposals will include consideration of responses to the list of criteria in Section 4.0. Offerors must specifically address all criteria in their response. Any deviations or exceptions to the specifications or requirements must be described and justified in a transmittal letter. Failure to list such exceptions or deviations in the transmittal letter may be considered sufficient reason to reject the proposal.

The relative importance of the criteria is defined below:

Primary Criteria

- Offeror Qualifications
- Services Defined
- Financial Proposal
- Evidence of Successful Performance and Implementation

Secondary Criteria

- Other Additional Services

King's Daughters Medical Center Ohio (KDOH) will evaluate proposals as submitted and may not notify Offerors of deficiencies in their responses.

Proposals must contain responses to each of the criteria, listed in Section 4 even if the Offeror's response cannot satisfy those criteria. A proposal may be rejected if it is conditional or incomplete in the judgment of King's Daughters Medical Center Ohio (KDOH).

6.0 SPECIAL CONDITIONS

6.1 Contract Term

The contract resulting from this RFP shall be effective for two (2) years.

6.2 Effective Date

The effective date of the contract shall be the date upon which the parties execute it and all appropriate approvals, including that of the Commonwealth of Kentucky Government Contracts Review Committee, have been received.

6.3 Competitive Negotiation

It is the intent of the RFP to enter into competitive negotiation as authorized by KRS 45A.085.

King's Daughters Medical Center Ohio (KDOH) will review all proposals properly submitted. However, King's Daughters Medical Center Ohio (KDOH) reserves the right to request necessary modifications, reject all proposals, reject any proposal that does not meet mandatory requirement(s) or cancel this RFP, according to the best interests of King's Daughters Medical Center Ohio (KDOH).

Offeror(s) selected to participate in negotiations may be given an opportunity to submit a Best and Final Offer to the purchasing agency. All information-received prior to the cut-off time will be considered part of the Offeror's Best and Final Offer.

King's Daughters Medical Center Ohio (KDOH) also reserves the right to waive minor technicalities or irregularities in proposals providing such action is in the best interest of King's Daughters Medical Center Ohio (KDOH). Such waiver shall in no way modify the RFP requirements or excuse the Offeror from full compliance with the RFP specifications and other contract requirements if the Offeror is awarded the contract.

6.4 Appearance Before Committee

Any, all or no Offerors may be requested to appear before the evaluation committee to explain their proposal and/or to respond to questions from the committee concerning the proposal. Offerors are prohibited from electronically recording these meetings. The committee reserves the right to request additional information.

6.5 Additions, Deletions or Contract Changes

King's Daughters Medical Center Ohio (KDOH) reserves the right to add, delete, or change related items or services to the contract established from this RFP. No modification or change of any provision in the resulting contract shall be made unless such modification is mutually agreed to in writing by the contractor and the Chief Procurement Officer and incorporated as a written

modification to the contract. Memoranda of understanding and correspondence shall not be interpreted as a modification to the contract.

6.6 Contractor Cooperation in Related Efforts

King's Daughters Medical Center Ohio (KDOH) reserves the right to undertake or award other contracts for additional or related work to other entities. The contractor shall fully cooperate with such other contractors and Medical Center employees and carefully fit its work to such additional work. The contractor shall not commit or permit any act which will interfere with the performance of work by any other contractor or by Medical Center employees. This clause shall be included in the contracts of all contractors with whom this contractor will be required to cooperate. King's Daughters Medical Center Ohio (KDOH) shall equitably enforce this clause to all contractors to prevent the imposition of unreasonable burdens on any contractor.

6.7 Entire Agreement

The RFP shall be incorporated into any resulting contract. The resulting contract, including the RFP and those portions of the Offeror's response accepted by King's Daughters Medical Center Ohio (KDOH), shall be the entire agreement between the parties.

6.8 Governing Law

The contractor shall conform to and observe all laws, ordinances, rules and regulations of the United States of America, Commonwealth of Kentucky and all other local governments, public authorities, boards or offices relating to the property or the improvements upon same (or the use thereof) and will not permit the same to be used for any illegal or immoral purposes, business or occupation. The resulting contract shall be governed by Kentucky law and any claim relating to this contract shall only be brought in the Boyd County Circuit Court in accordance with KRS 45A.245.

6.9 Kentucky's Personal Information Security and Breach Investigation Procedures and Practices Act

To the extent Company receives Personal Information as defined by and in accordance with Kentucky's Personal Information Security and Breach Investigation Procedures and Practices Act, KRS 61.931, 61.932 and 61.933 (the "Act"), Company shall secure and protect the Personal Information by, without limitation: (i) complying with all requirements applicable to non-affiliated third parties set forth in the Act; (ii) utilizing security and breach investigation procedures that are appropriate to the nature of the Personal Information disclosed, at least as stringent as King's Daughters Medical Center Ohio (KDOH)'s and reasonably designed to protect the Personal Information from unauthorized access, use, modification, disclosure, manipulation, or destruction; (iii) notifying King's Daughters Medical Center Ohio (KDOH) of a security breach relating to Personal Information in the possession of Company or its agents or subcontractors within seventy-two (72) hours of discovery of an actual or suspected breach unless the exception set forth in KRS 61.932(2)(b)2 applies and Company abides by the requirements set forth in that exception; (iv) cooperating with King's Daughters Medical Center Ohio (KDOH) in complying with the response, mitigation, correction, investigation, and notification requirements of the Act, (v) paying all costs of notification, investigation and mitigation in the event of a security breach of Personal Information

suffered by Company; and (vi) at King's Daughters Medical Center Ohio (KDOH)'s discretion and direction, handling all administrative functions associated with notification, investigation and mitigation.

6.10 Termination for Convenience

The King's Daughters Medical Center Ohio (KDOH), Purchasing Division, reserves the right to terminate the resulting contract without cause with a thirty (30) day written notice. Upon receipt by the contractor of a "notice of termination," the contractor shall discontinue all services with respect to the applicable contract. The cost of any agreed upon services provided by the contractor will be calculated at the agreed upon rate prior to a "notice of termination" and a fixed fee contract will be pro-rated (as appropriate).

6.11 Termination for Non-Performance

Default

King's Daughters Medical Center Ohio (KDOH) may terminate the resulting contract for non-performance, as determined by King's Daughters Medical Center Ohio (KDOH), for such causes as:

- Failing to provide satisfactory quality of service, including, failure to maintain adequate personnel, whether arising from labor disputes, or otherwise any substantial change in ownership or proprietorship of the Contractor, which in the opinion of King's Daughters Medical Center Ohio (KDOH) is not in its best interest, or failure to comply with the terms of this contract;
- Failing to keep or perform, within the time period set forth herein, or violation of, any of the covenants, conditions, provisions or agreements herein contained;
- Adjudicating as a voluntarily bankrupt, making a transfer in fraud of its creditors, filing a petition under any section from time to time, or under any similar law or statute of the United States or any state thereof, or if an order for relief shall be entered against the Contractor in any proceeding filed by or against contractor thereunder. In the event of any such involuntary bankruptcy proceeding being instituted against the Contractor, the fact of such an involuntary petition being filed shall not be considered an event of default until sixty (60) days after filing of said petition in order that Contractor might during that sixty (60) day period have the opportunity to seek dismissal of the involuntary petition or otherwise cure said potential default; or
- Making a general assignment for the benefit of its creditors, or taking the benefit of any insolvency act, or if a permanent receiver or trustee in bankruptcy shall be appointed for the Contractor.

Demand for Assurances

In the event King's Daughters Medical Center Ohio (KDOH) has reason to believe Contractor will be unable to perform under the Contract, it may make a demand for reasonable assurances that Contractor will be able to timely perform all obligations under the Contract. If Contractor is unable

to provide such adequate assurances, then such failure shall be an event of default and grounds for termination of the Contract.

Notification

King's Daughters Medical Center Ohio (KDOH) will provide ten (10) calendar days written notice of default. Unless arrangements are made to correct the non-performance issues to King's Daughters Medical Center Ohio (KDOH)'s satisfaction within ten (10) calendar days, King's Daughters Medical Center Ohio (KDOH) may terminate the contract by giving forty-five (45) days notice, by registered or certified mail, of its intent to cancel this contract.

6.12 Funding Out

King's Daughters Medical Center Ohio (KDOH) may terminate this contract if funds are not appropriated or are not otherwise available for the purpose of making payments without incurring any obligation for payment after the date of termination, regardless of the terms of the contract. King's Daughters Medical Center Ohio (KDOH) shall provide the contractor thirty (30) calendar days' written notice of termination under this provision.

6.13 Prime Contractor Responsibility

Any contracts that may result from the RFP shall specify that the contractor(s) is/are solely responsible for fulfillment of the contract with King's Daughters Medical Center Ohio (KDOH).

6.14 Assignment and Subcontracting

The Contractor(s) may not assign or delegate its rights and obligations under any contract in whole or in part without the prior written consent of King's Daughters Medical Center Ohio (KDOH). Any attempted assignment or subcontracting shall be void.

6.15 Permits, Licenses, Taxes

The contractor shall procure all necessary permits and licenses and abide by all applicable laws, regulations and ordinances of all federal, state and local governments in which work under this contract is performed.

The contractor must furnish certification of authority to conduct business in the Commonwealth of Kentucky as a condition of contract award. Such registration is obtained from the Secretary of State, who will also provide the certification thereof. However, the contractor need not be registered as a prerequisite for responding to the RFP.

The contractor shall pay any sales, use, personal property and other tax arising out of this contract and the transaction contemplated hereby. Any other taxes levied upon this contract, the transaction or the equipment or services delivered pursuant hereto shall be the responsibility of the contractor.

The contractor will be required to accept liability for payment of all payroll taxes or deductions required by local and federal law including (but not limited to) old age pension, social security or annuities.

6.16 Attorneys' Fees

In the event that either party deems it necessary to take legal action to enforce any provision of the contract and in the event that King's Daughters Medical Center Ohio (KDOH) prevails, the contractor agrees to pay all expenses of such action including attorneys' fees and costs at all stages of litigation.

6.17 Royalties, Patents, Copyrights and Trademarks

The Contractor shall pay all applicable royalties and license fees. If a particular process, products or device is specified in the contract documents and it is known to be subject to patent rights or copyrights, the existence of such rights shall be disclosed in the contract documents and the Contractor is responsible for payment of all associated royalties. To the fullest extent permitted by law the Contractor shall indemnify, hold King's Daughters Medical Center Ohio (KDOH) harmless, and defend all suits, claims, losses, damages or liability resulting from any infringement of patent, copyright, and trademark rights resulting from the incorporation in the Work or device specified in the Contract Documents.

Unless provided otherwise in the contract, the Contractor shall not use King's Daughters Medical Center Ohio (KDOH)'s name nor any of its trademarks or copyrights, although it may state that it has a Contract with King's Daughters Medical Center Ohio (KDOH).

6.18 Indemnification

The contractor shall indemnify, hold and save harmless King's Daughters Medical Center Ohio (KDOH), its affiliates and subsidiaries and their officers, agents and employees from losses, claims, suits, actions, expenses, damages, costs (including court costs and attorneys' fees of King's Daughters Medical Center Ohio (KDOH)'s attorneys), all liability of any nature or kind arising out of or relating to the Contractor's response to this RFP or its performance or failure to perform under the contract awarded from this RFP. This clause shall survive termination for as long as necessary to protect King's Daughters Medical Center Ohio (KDOH).

6.19 Insurance

The successful Contractor shall procure and maintain, at its expense, the following minimum insurance coverages insuring all services, work activities and contractual obligations undertaken in this contract. These insurance policies must be with insurers acceptable to King's Daughters Medical Center Ohio (KDOH).

COVERAGES	LIMITS
Workers' Compensation	Statutory Requirements (Kentucky)

Commercial General Liability including operations/completed operations, products and contractual liability (including defense and investigation costs), and this contract	\$1,000,000 each occurrence (BI & PD combined) \$2,000,000 Products and Completed Operations Aggregate
Business Automobile Liability covering owned, leased, or non-owned autos	\$1,000,000 each occurrence (BI & PD combined)
Professional Liability	\$2,000,000 each occurrence/aggregate

The successful contractor agrees to furnish Certificates of Insurance for the above described coverages and limits to King’s Daughters Medical Center Ohio (KDOH), Purchasing Division. King’s Daughters Medical Center Ohio (KDOH), its trustees and employees must be added as additional insured on the Commercial General Liability policy with regard to the scope of this solicitation. Any deductibles or self-insured retention in the above-described policies must be paid and are the sole responsibility of the contractor. Coverage is to be primary and non-contributory with other coverage (if any) purchased by King’s Daughters Medical Center Ohio (KDOH). All of these required policies must include a Waiver of Subrogation (except Workers’ Compensation) in favor of King’s Daughters Medical Center Ohio (KDOH), its trustees and employees.

6.20 Method of Award

It is the intent of King’s Daughters Medical Center Ohio (KDOH) to award a contract to the qualified Offeror whose offer, conforming to the conditions and requirements of the RFP, is determined to be the most advantageous to King’s Daughters Medical Center Ohio (KDOH), cost and other factors considered.

Notwithstanding the above, this RFP does not commit King’s Daughters Medical Center Ohio (KDOH) to award a contract from this solicitation. King’s Daughters Medical Center Ohio (KDOH) reserves the right to reject any or all offers and to waive formalities and minor irregularities in the proposal received.

6.21 Reciprocal Preference

In accordance with KRS 45A.494, a resident Offeror of the Commonwealth of Kentucky shall be given a preference against a nonresident Offeror. In evaluating proposals, King’s Daughters Medical Center Ohio (KDOH) will apply a reciprocal preference against an Offeror submitting a proposal from a state that grants residency preference equal to the preference given by the state of the nonresident Offeror. Residency and non-residency shall be defined in accordance with KRS 45A.494(2) and 45A.494(3), respectively. Any Offeror claiming Kentucky residency status shall submit with its proposal a notarized affidavit affirming that it meets the criteria as set forth in the above reference statute.

6.22 Reports and Auditing

Contractor shall provide a weekly report to King's Daughters Medical Center Ohio (KDOH) of all product(s) and/or service(s) based on an Excel template. The template will require basic information to include, but not limited to: patient's name, social security number, date of birth, account number, known payers, account balance and dates of service for those patients.

Report headers shall also be completed with the Contractor's name, contract number, and reporting period.

Reports can be submitted via email to the Category Specialist or other Purchasing Officer responsible for the resultant contract based by the deadline(s) listed herein.

King's Daughters Medical Center Ohio (KDOH), or its duly authorized representatives, shall also have access to any books, documents, papers, records or other evidence which are directly pertinent to this contract for the purpose of financial audit or program review.

In the event that successful Contractor(s) does not meet the reporting requirements based on the terms and conditions herein, the contract is subject to cancellation or termination.

6.23 Confidentiality

King's Daughters Medical Center Ohio (KDOH) recognizes an Offeror's possible interest in preserving selected information and data included in the proposal; however, King's Daughters Medical Center Ohio (KDOH) must treat such information and data as required by the Kentucky Open Records Act, KRS 61.870, et seq.

Information areas which normally might be considered proprietary, and therefore confidential, shall be limited to individual personnel data, customer references, formulae and company financial audits which, if disclosed, would permit an unfair advantage to competitors. If a proposal contains information in these areas and the Offeror declares them to be proprietary in nature and not available for public disclosure, the Offeror shall declare in the Transmittal Letter the inclusion of proprietary information and shall noticeably label as confidential or proprietary each sheet containing such information. Proposals containing information declared by the Offeror to be proprietary or confidential, either wholly or in part, outside the areas listed above may be deemed non-responsive and may be rejected.

King's Daughters Medical Center Ohio (KDOH)'s General Counsel shall review each Offeror's information claimed to be confidential and, in consultation with the Offeror (if needed), make a final determination as to whether or not the confidential or proprietary nature of the information or data complies with the Kentucky Open Records Act.

6.24 Conflict of Interest

This Request for Proposal and resulting Contract are subject to provisions of the Kentucky Revised Statutes regarding conflict of interest and King's Daughters Medical Center Ohio (KDOH) Ethical Principles and Code of Conduct. When submitting and signing a proposal, an Offeror is certifying that no actual, apparent or potential conflict of interest exists between the interests of King's Daughters Medical Center Ohio (KDOH) and the interests of the Offeror. A conflict of interest

(whether contractual, financial, organizational or otherwise) exists when any individual, contractor or subcontractor has a direct or indirect interest because of a financial or pecuniary interest, gift or other activities or relationships with other persons (including business, familial or household relationships) and is thus unable to render or is impeded from rendering impartial assistance or advice, has impaired objectivity in performing the proposed work or has an unfair competitive advantage.

Questions concerning this section or interpretation of this section should be directed to King's Daughters Medical Center Ohio (KDOH) purchasing officer identified in this RFP.

6.25 Personal Service Contract Policies

Pursuant to the Kentucky Model Procurement Code (Code), the Government Contract Review Committee (GCRC) of the Kentucky General Assembly may establish policies that govern personal service contracts. Under the Code, a personal service contract is an agreement whereby an individual, firm, partnership or corporation is to perform certain services requiring professional skill or professional judgment for a specified period of time at an agreed upon price.

A. Professional Service Rate Schedules:

The GCRC has established rate schedules for certain professional services and may impact any contract established under the Code. These rate schedules are located on the GCRC website at www.lrc.ky.gov/statcomm/Contracts/homepage.htm.

B. Invoicing of Personal Service Contracts:

The Kentucky Model Procurement Code was recently amended to establish conditions for invoicing for fees for personal service contracts. It states, "No payment shall be made on any personal service contract unless the individual, firm, partnership, or corporation awarded the personal service contract submits its invoice on a form established by the committee." The Government Contract Review Committee has adopted a personal service contract invoice form that must be submitted as a condition of payment. A copy of the form is located on the GCRC website at https://www.uky.edu/hr/sites/www.uky.edu.hr/files/webform/eforms/Personal-Service-Contract-Invoice-Form_0.pdf

6.26 Copyright Ownership and Title to Designs and Copy

The contractor and Medical Center intend this RFP to result in a contract for services, and both consider the products and results of the services to be rendered by the contractor hereunder to be a work made for hire. The contractor acknowledges and agrees that the work and all rights therein, including (without limitation) copyright, belongs to and shall be the sole and exclusive property of King's Daughters Medical Center Ohio (KDOH). For any work that is not considered a work made for hire under applicable law, title and copyright ownership shall be assigned to King's Daughters Medical Center Ohio (KDOH).

Title to all dies, type, cuts, artwork, negatives, positives, color separations, progressive proofs, plates, copy and any other requirement not stated herein required for completion of the finished product for use in connection with any Medical Center job shall be the property of and owned by King's Daughters Medical Center Ohio (KDOH). Such items shall be returned to the appropriate

department upon completion and/or delivery of work unless otherwise authorized by King's Daughters Medical Center Ohio (KDOH). In the event that time of return is not specified, the contractor shall return all such items to the appropriate Medical Center department within one week of delivery.

6.27 Medical Center Brand Standards

The contractor must adhere to all King's Daughters Medical Center Ohio (KDOH) Brand Standards. Medical Center Brand Standards are maintained by King's Daughters Medical Center Ohio (KDOH) Marketing Department. Non-adherence to the standards can have a penalty up to and including contract cancellation. Only the Marketing Director or designee can approve exceptions to King's Daughters Medical Center Ohio (KDOH) standards.

Contractor warrants that its products or services provided hereunder will be in compliance with all applicable Federal disabilities laws and regulations, including without limitation the accessibility requirements of Section 255 of the Federal Telecommunications Act of 1996 (47 U.S.C. § 255) and Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d), and its implementing regulations set forth at Title 36, Code of Federal Regulations, Part 1194. For purposes of clarity, updated regulations under Section 508 standards now incorporate WCAG 2.0, and for purposes of this agreement WCAG 2.0 Level AA compliance is expressly included. Contractor agrees to promptly respond to, resolve and remediate any complaint regarding accessibility of products or services in a timely manner and provide an updated version to King's Daughters Medical Center Ohio (KDOH) at no cost. If deficiencies are identified, King's Daughters Medical Center Ohio (KDOH) reserves the right to request from Contractor, a timeline by which accessibility standards will be incorporated into the products or services provided by Contractor and shall provide such a timeline within a commercially reasonable duration of time. Failure to comply with these requirements shall constitute a material breach of this Agreement and shall be grounds for termination of this Agreement.

Where any customized web services are provided, Contractor represents that it has reviewed King's Daughters Medical Center Ohio (KDOH)'s Web Policy and all products or services will comply with its published standards.

Contractor will provide King's Daughters Medical Center Ohio (KDOH) with a current Voluntary Product Accessibility Template (VPAT) for any deliverable(s). If none is available, Vendor will provide sufficient information to reasonably assure King's Daughters Medical Center Ohio (KDOH) that the products or services are fully compliant with current requirements.

6.28 Printing Statutes

The purchase of printing services for all state agencies is governed by Chapter 57 of the Kentucky Revised Statutes. Specifically, all printing must be awarded to the lowest responsive bidder and approved by the Governor of Kentucky. In compliance with these statutes, all printing must be provided by a contract established by the Purchasing Division.

6.29 Payment Terms

King's Daughters Medical Center Ohio (KDOH) adheres to a strategic approach regarding payables management based on risk minimization, processing costs, and industry best practices. As such, suppliers and individuals doing business with King's Daughters Medical Center Ohio (KDOH) will be paid based on the following protocol:

- a. King's Daughters Medical Center Ohio (KDOH) utilizes Wells Fargo as its primary form of ACH/Credit Card Payments. By enrolling in Wells Fargo credit card payments, the supplier receives an email from Wells Fargo with credit card information and the remittance. If the vendor enrolls in ACH payments via Wells Fargo, the payment will be deposited and a remittance email from Wells Fargo will be sent. ACH forms can be provided by the Accounts Payable department at 606-408-9692.
- b. Payments by check. Payment terms for check payments are Net-40.
- c. Vendors receiving ACH direct payments will be approved by the Accounting Department and the Accounts Payable Supervisor. Payment Terms for ACH are Net-40.

7.0 SCOPE OF SERVICES

7.1 Detailed Services Defined

Offeror is expected to develop a strategic plan with a future vision and renovations of the Ohio campus.

Offeror shall evaluate current processes, facility conditions and workflow.

Offeror is expected to develop future processes and workflow and well as renovations needed to the facility.

Offeror is expected to customize a plan in support of future volumes and targets.

The agreement should include the following key objectives:

- Define initial goals, strategic objectives and service line priorities.
- Analyze patient care and performance data to define future patient volumes.
- Review existing facility conditions and current workflow.
- Define future strategic and facility planning concepts.
- Define future clinical and support services.
- Work with the KDOH stakeholder group and architect to define a phased plan for applicable facility alteration recommendations.
- Develop a final recommendations report considering the following:

1. Original objectives and future vision for the campus.
2. Data analytics and future volume targets.
3. Benchmarking facilities to support future volume targets.
4. Recommendations for clinical and support services.
5. Planning concepts in support of future services.
6. Implementation phasing.
7. Conceptual planning square footages (renovations and/or expansions).

8.0 FINANCIAL OFFER SUMMARY

The successful Offeror shall provide the services listed above based on a set fee.

The Offeror may provide pricing for additional services which may or may not be necessary to King's Daughters Medical Center Ohio (KDOH)'s needs. King's Daughters Medical Center Ohio (KDOH) reserves the right to accept or deny the additional services.