REQUEST FOR PROPOSAL (RFP) # H17-0008

TITLE: Consulting Services to Further Advance Operational and Financial Performance Objectives.

GENERAL DESCRIPTION: Consulting services to assess and develop financial, operational, and professional development practices.

DATE ISSUED: February 23, 2017

VENDOR QUESTIONS DUE DATE: March 08, 2017 by 2 p.m. CST

RESPONSE/PROPOSAL DUE DATE: March 17, 2017 by 2 p.m. CST

Responses to this proposal shall be delivered after 8:00 AM (CST) but no later than 2:00 PM (CST) to:

Cook County Health and Hospitals System
C/O John H. Stroger Jr., Hospital of Cook County
1969 West Ogden Ave., lower level Room # 250A
Chicago, IL 60612
Attention: Supply Chain Management Department

Please note that it takes approximately 20 minutes to pass security and walk to room 250A.

Delivery of proposals must include the Proposal Acknowledgement Form included at the end of this document.

PREPROPOSAL CONFERENCE:

Date and Time: March 06, 2017 @ 10 am CST
Location: 1969 West Ogden, Chicago Il, 60612
John H. Stroger Jr. Hospital, 5th Floor Conference Room 5305

All questions regarding this RFP should be directed to purchasing@cookcountyhhs.org AND ofranceschini@cookcountyhhs.org as instructed in Section 10.1 of this RFP.

The RFP and related Addenda will be posted at the http://www.cookcountyhhs.org website under the “Doing Business with CCHHS” tab.
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<td>25</td>
</tr>
</tbody>
</table>
1. Background
The Cook County Health and Hospitals System ("CCHHS" or "System") is a unit within Cook County government. The CCHHS provides a full continuum of health care services through its seven operating entities, referred to as System Affiliates. System Affiliates provide a broad range of services from specialty and primary care to emergency, acute, outpatient, rehabilitation and preventative care. CCHHS services are offered without regard to a patient’s economic status or ability to pay.

The System operates John H. Stroger, Jr. Hospital of Cook County, which is a tertiary, acute care hospital and Provident Hospital of Cook County, a community acute care hospital. The System also operates: 1. the Ambulatory and Community Health Network, a system of fifteen (15) clinics offering primary care and specialty services in medically underserved areas and schools; 2. the Cook County Department of Public Health, the certified local public health department for most parts of suburban Cook County, which provides limited clinical services, as well as communicable disease control, environmental health and prevention and education services; 3. Cermak Health Services of Cook County, a health facility operated within the confines of the Cook County Department of Corrections which provides health screening, primary and specialty care for detainees; 4. Ruth M. Rothstein Core Center, a comprehensive care center for HIV and other infectious diseases; and 5. Oak Forest Health Center of Cook County. The System also operates CountyCare, a Medicaid health plan for low-income adults established under the Affordable Care Act. CountyCare provides Medicaid coverage and services to children, seniors, and persons with disabilities.

2. Purpose
CCHHS seeks to identify the most competitive Proposer(s) to assess and develop operational and financial performance models along with a performance measuring methodology for the identified four (4) in-scope areas.

3. Business Goals and Objectives
CCHHS intends to award one thirty-six (36) month contract with two (2) one-year extension options.

Through the provision of services identified in this RFP, CCHHS expects to meet the following business goals and objectives:

a. Improve the Patient Experience;
b. Deliver high quality care;
c. Improve service response times;
d. Effectively manage the revenue cycle;
e. Increase patient retention rates;
f. Increase patient volumes;
g. Streamline and increase service lines;
h. Establish a Medical Governance Committee to oversee quality and service lines performance;
i. Align operational performance with financial performance and industry best practices;
j. Advance efforts to achieve reliability goals.
4. Schedule
CCHHS anticipates the following schedule.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Estimated Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP posted to the website</td>
<td>2/23/17</td>
</tr>
<tr>
<td>Pre-Proposal conference</td>
<td>3/06/17 @ 10 am CST</td>
</tr>
<tr>
<td>Vendor Questions Due Date</td>
<td>3/08/17 by 2 pm CST</td>
</tr>
<tr>
<td>CCHHS response to Vendor Questions – Tentative</td>
<td>3/13/17</td>
</tr>
<tr>
<td>Proposal Due Date</td>
<td>3/17/17</td>
</tr>
<tr>
<td>Evaluation of Proposals -Tentative</td>
<td>Week of 3/27/17</td>
</tr>
<tr>
<td>Presentations/Site Visits - Tentative (optional)</td>
<td>Week of 4/6/17</td>
</tr>
<tr>
<td>Decision Notifications – Tentative</td>
<td>4/10/17</td>
</tr>
</tbody>
</table>

5. Current State
CCHHS has been streamlining its operational and financial performance programs with assistance by various partners in the industry. This initiative started at Provident, Logan, Oak Forest, Core and Near South and addressed, federal reimbursements, operational strategy, a patient support center, referrals and specialty network development, productivity/quality Performance, behavioral health, advance nurse professional development, academic and other affiliations. CCHHS is now prepared to move to the next phase of this program.

In addition, CCHHS is currently undergoing an assessment of Quality, Safety and Reliability by Press Ganey HPI. Outcomes of said assessment will be available by the time this contract is awarded. In addition, CCHHS collects Patient Experience survey data also through and engagement with Press Ganey. This data will be available for the Selected Proposer.

Information about CCHHS rankings and profile can be found at https://www.medicare.gov/hospitalcompare

Proposers may visit http://www.cookcountyhhs.org/wp-content/uploads/2011/12/1.-Feb-26-Strategic-Planning-Presentation-02-26-16.pdf for a copy of the CCHHS Strategic Planning Framework 2017-2019 for insight into key initiatives and goals to build a high quality, safe, reliable, patient-centered, integrated health system that maximizes resources to ensure the greatest benefit for the patients and communities served.

Visit www.CookCountyhhs.org, Clinical Services page for details on CCHHS services and its Top Eight Centers of Excellence. On the CCHHS website visit the Locations page for a complete list of System locations. Under the Locations page notice the Outpatient Clinics and see the services provided and physicians available at each Clinic.

CCHHS uses a variety of technology tools including but not limited to Cerner, Siemens, ABC Pharmacy, EnterpriseRX, RXworks, Emdeon, Experian Health, Oracle (currently in the process of migrating from Lawson and JD Edwards to Oracle), Pyxis, GHX, and many other systems and manual process that contribute to the day to day operation.

Stroger has 464 licensed beds, Provident has 112 licensed beds with approximately 2,000 nurses and 800 physicians distributed across Cook County. CCHHS annual number of ED visits is approximately 162,000 and the average length of stay is 4.15 days at Stroger and 3.39 at Provident. Average daily census is approximately 322 Stroger and 8 at Provident

Below is the Cook County Health and Hospitals System Organizational Structure and note that over 80% of the workforce is unionized.
6. Scope of Work

6.1 Scope Overview

The intent of this RFP is continue CCHHS’ efforts to streamline its operational and financial performance model, by expanding said efforts to the following sites (in-scope sites):

1. John H. Stroger, Jr. Hospital of Cook County  
   1969 W Ogden Ave, Chicago

2. Austin Health Center  
   4800 W Chicago Ave, Chicago

3. Dr. Jorge Prieto Health Center  
   2424 S Pulaski Ave, Chicago

4. Robbins Health Center  
   13450 S Kedzie Ave, Robbins

Thus, Proposers may submit a proposal for one or more of the following scope categories to assess and develop:

1. Operational performance (Access, Throughput, Satisfaction). This scope should at minimum address:
   a. Assessment of scheduling practices, current staffing and benchmarking, capacity, flow, and other operational practices;
   b. Development and/or update of existing policies and procedures where applicable;
c. Proposers may also submit staff qualifications to fulfill current operational gaps as follows;
   i. Interim Director Behavioral Health. A Job Description for this role is attached to the RFP PDF file.
2. Federal reimbursement expertise in Medicaid including Illinois specific expertise.
   a. This scope should also address specific experience with respect to coding and billing expertise for physician and behavior health.
   b. Assessment of flow from eligibility to reimbursement, current lines of business (Clinical service line portfolio), and recommendations to streamline, improve revenue cycle performance and if appropriate, increase lines of business.
   c. Potential negotiation activities with respect to reimbursement rates with the State of IL.
   d. Development and/or update of existing policies and procedures where applicable.
3. Medical staff professional development.
   a. This should include but is not limited to, an assessment and plan to have the appropriate physician disciplines to serve CCHHS populations, factoring in forward looking health trends for CCHHS patients and current physician staffing and expected retirements.
   b. Plan for Physician Group Creation.
   c. Developed and/or update to existing policies and procedures where applicable.
5. Roadmap to get NCQA Certification for Primary Care Medical Home.
   a. This should also include approach to assist clinics meet pay for performance measures and alignment with HEDIS.
6. Assistance in developing and implementing partnerships with community entities that may include FQHCs and non for profits.

For each proposed scope categories above, Proposer must provide a succinct description of their approach as required in the sections below.

6.2 Work Plan and Task List
Limit this response to the work plan, task list and related timeline. For each proposed scope category, Proposers should provide detailed scope tasks/activities, organized in phases including, but not limited to project management activities, key resources, milestones, and estimated hours per key activity. Microsoft (MS) Project plans are acceptable as attachments but this section requires an easy to read format (do not insert long “black lines” for the last pages of MS project plans). Proposers must explain which key tasks can occur simultaneously/parallel.

The selected Proposer is responsible for accurately estimating effort and presenting a comprehensive plan reflecting experience, and careful assessment of the requirements and related attachments. Negligence to read the details is not a justification for a change order.

6.3 Project Management
Proposers must provide:
a. The proposed project management (PM) approach;
b. Recommended project management documentation and/or technologies;
c. Proposed weekly (or other frequency) reporting process and format;
d. Proposed deliverable acceptance process;
e. Proposed project structure (org chart) including a Project Steering Committee.

Please do not provide extensive PM theory. The Evaluation Committee is looking for strategic knowledge (“copy and paste” does not demonstrate knowledge), critical management steps, and tactics to successfully complete the project while effectively monitoring costs and scope.

Proposed may provide proposed status reports and/or PM dashboard screenshots highlighting critical PM components, however additional PM documents and/or screenshots should be included in the appendix.

6.4 Assessment/Validate Approach
Proposers should provide a detailed description of its team’s approach to assess the current state. CCHHS expects this section to include at minimum:

a. Scope category for which this is applicable (if proposing on more than one);
b. Assessment/analysis of current state process and practices, and validation of requirements;
c. Key activities during this phase including but not limited to interviews, review of existing documentation, procedures, and identification of baseline data;
d. Recommended target participating groups (internal and/or external);
e. CCHHS Responsibilities for each of the above;
f. Expected Deliverables in the following format:

<table>
<thead>
<tr>
<th>Key Activity</th>
<th>Deliverables¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
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</tbody>
</table>

6.5 Fit Gap Analysis and Program Design
Proposers must provide a succinct description of their team’s approach to identify the gaps between the current process, and the target/future state. CCHHS expects this section to include at minimum:

a. Design approach, including development of key documentation that should be reviewed and approved by CCHHS;
b. Approach to conduct the fit gap analysis;
c. Approach to align baseline data with benchmarks/targets;
d. Steps to review targets and action plans;
e. Approach to ensure that all key stakeholders are involved and able to validate assumptions;
f. Approach to align the proposed program with applicable federal and state processes and industry best practices;
g. Recommended target participating groups (internal and/or external);
h. Strategies to drive and incentivize participation in a union environment;
i. CCHHS responsibilities for each of the above;
j. Expected Deliverables in the following format:

<table>
<thead>
<tr>
<th>Key Activity</th>
<th>Deliverables²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
</tr>
</tbody>
</table>

¹ Development of Deliverables is the responsibility of the Selected Proposer unless otherwise noted.
² Ibid
6.6 Implementation Approach
The Proposers must provide a clear approach that demonstrates strong expertise and presents a well throughout strategy to successfully implement the defined program. As applicable to the scope(s) proposed by Proposers, this section should describe:

a. Steps to setup and monitor the program;
b. Timeline to achieve implementation objectives and milestones;
c. Proposed activities at the various locations per proposed scope;
d. Control and traceability reporting to ensure the targets are being met in alignment with applicable regulations or established best practices and benchmarks. Propose must clearly describe the approach to set the baseline and target benchmarks for each scope.
   i. Identify all proposed data sources and
   ii. Describe the measuring methodology;
e. Documentation that will be streamlined during the implementation (policies, procedures, schedules, training manuals, bylaws, etc.);
f. Recommended target participating groups (internal and/or external), including but not limited to participation from clinical staff/physicians;
g. CCHHS Responsibilities for each of the above and types of number of resources required from CCHHS during implementation;
h. Expected Deliverables in the following format (two tables):

<table>
<thead>
<tr>
<th>Key Activity</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
</tr>
</tbody>
</table>

6.7 Knowledge Transfer and Training
Proposers should provide a detailed description of their approach to knowledge transfer and development of organization competency to ensure program sustainability post-consulting engagement.

6.8 Contract Performance Reviews
The selected Proposer will be required to meet with the identified business users and Supply Chain Management on a quarterly basis to review the requirements listed below. Proposers should provide sample reports, or screenshots of systems, to demonstrate capacity and ability to capture these metrics and measure contract performance. Proposers must at minimum describe the approach to track, monitor and report:

a. Status of contract goals and objectives;
b. Performance of each facility in-scope;
c. Program performance per site and per scope (Access, Throughput, Satisfaction, revenue, expenses, invoicing, and profitability) – as applicable per scope;
d. Other agreed upon and recommended reporting metrics;
e. Proposers must provide screenshots or sample templates and reports to demonstrate capability. If available provide access to, or screenshots of, management dashboards to demonstrate transparency and visibility of information available.

3 Ibid
6.9 Key Personnel
Proposers must identify the proposed key personnel responsible for performing the work required under each identified scope of work subsection. At minimum, proposers must provide:

a. A summary table with the following information:
   i. Propose Scope Category;
   ii. Proposed key personnel title and role;
   iii. Proposed name if available at the time of submission;
   iv. Required/minimum qualifications;
   v. Commitment Level (dedicated, part time);
   vi. Proposed work location for each resource (back office/facility);

b. Provide a chronological resume or bio for proposed key personnel only.

The System Director of Supply Chain Management reserves the right to reject any key personnel proposed if it is determined not to be in CCHHS’ best interest. The evaluation of proposals includes the qualifications of the personnel proposed; therefore, proposers must name key personnel and/or minimum qualifications for the proposed position as part of their response. Key Personnel must not be replaced during the contract without the approval of the System Director of Supply Chain Management.

6.10 Principal Contact
The Proposer shall identify a principal contact person, and a backup contact person, who shall act as a liaison between the Parties. Contact information shall include full name, email, phone, cell phone.

6.11 CCHHS Data
For each of the following statements, Proposers must acknowledge, accept and/or provide additional information.

<table>
<thead>
<tr>
<th>ID</th>
<th>CCHHS Statement/Questions</th>
<th>Proposer’s Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Data ownership - If awarded, all CCHHS Data shall be the exclusive property of CCHHS. The selected Proposer will treat CCHHS Data as Confidential Information.</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Proposer’s deliverables are considered “works made for hire” or otherwise assigned to or owned by CCHHS. Specifically, the Proposer must address intellectual property ownership individually with respect to each of the following: a. Project plans; b. Documentation; c. Training materials; d. Other Deliverables.</td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Does the Proposer intend to impose upon CCHHS any additional terms and conditions, such as acceptable use policies, terms of service, etc.? If the response is affirmative, provide a copy of the additional terms and conditions in the appendix.</td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Do any additional terms limit the Proposer’s liabilities or CCHHS’s remedies?</td>
<td></td>
</tr>
</tbody>
</table>
7. Required Proposal Content

This RFP provides potential Proposers with sufficient information to enable them to prepare and submit proposals. CCHHS is supplying a base of information to ensure uniformity of responses. It must be noted, however, that the guidelines should not be considered so rigid as to stifle the creativity of any Proposer responding.

This RFP also contains the instructions governing the submittal of a Proposal and the materials to be included therein, which must be met to be eligible for consideration. All Proposals must be complete as to the information requested in this RFP in order to be considered responsive and eligible for award. Proposers providing insufficient details will be deemed non-responsive.

CCHHS expects all responses to reflect exceptional quality, reasonable cost and overall outstanding service.

Any page of a Proposal that Proposer asserts to contain confidential proprietary information such as trade secrets shall be clearly marked “CONFIDENTIAL PROPRIETARY INFORMATION” at the top of the page. Additionally, the specific portions of the page that are asserted to contain a trade secret must be noted as such. **However, note that ONLY pages that are legitimately confidential should be marked Confidential. CCHHS will return proposals that mark all pages Confidential.**

Further, the Proposer is hereby warned that any part of its Proposal or any other material marked as confidential, proprietary, or trade secret, can only be protected to the extent permitted by Illinois Statutes.

Proposals shall not contain claims or statements to which the Proposer is not prepared to commit contractually. The information contained in the Proposal shall be organized as described in this section.

7.1 Executive Summary/Cover Letter

**Please limit this section to three pages or less, including:**

a. Brief description of the proposer’s capability to provide the described services;
b. Point or Contact (name, email, phone) for this RFP;
c. Organizational structure;
d. Key team members and Partners (subcontractors) and respective services alignment (what work will each key member and subcontractor perform under this contract);
e. Signature by authorized representative.
7.2 Response to Scope of Work
Provide a narrative detailing your proposed Solution for meeting each specification listed in Section 6. Please provide the following information for each Scope of Work numbered section with a heading.

7.3 Qualifications of the Proposer

7.3.1 Proposer’s Profile and Track Record
Proposer must include a description of the organization’s track record as follows:

<table>
<thead>
<tr>
<th>Company Profile (Prime only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.  Legal Name</td>
</tr>
<tr>
<td>b.  Assumed Names if any</td>
</tr>
<tr>
<td>c.  Legal Structure (e.g. sole proprietor, partnership, corporation, joint venture)</td>
</tr>
<tr>
<td>d.  If a subsidiary, provide the same information about the Parent Company as required in this table format.</td>
</tr>
<tr>
<td>e.  Date and State where formed.</td>
</tr>
<tr>
<td>f.  Proposer’s principals/officers including President, Chairman, Vice Presidents, Secretary, Chief Operating Officer, Chief Financial Officer, and related contact information.</td>
</tr>
<tr>
<td>g.  Point of contact for this RFP including contact information</td>
</tr>
<tr>
<td>h.  Proposer Business background and description of current operations</td>
</tr>
<tr>
<td>i.  Number of employees</td>
</tr>
<tr>
<td>j.  Number of years in business</td>
</tr>
<tr>
<td>k.  Total number of years providing the proposed services</td>
</tr>
<tr>
<td>l.  Is Proposer a licensed business to perform the work in scope? If so, please specify relevant certifications.</td>
</tr>
<tr>
<td>m.  Proposer’s Federal Employee Identification Number (or Social Security Number, if a sole proprietorship)</td>
</tr>
<tr>
<td>n.  Is proposer authorized to conduct business in Illinois? Please provide Registration Number issued by the Illinois Secretary of State, and attach Cook County Assumed Business Name Certificate, if applicable. Also, provide a copy of the Certificate of Good Standing. If not authorized, please explain.</td>
</tr>
<tr>
<td>o.  Describe any merger or acquisition discussions in which the proposer is involved.</td>
</tr>
<tr>
<td>p.  List any contracts that the Proposer has entered into during the past ten (10) years with Cook County, any Cook County Department, or CCHHS.</td>
</tr>
</tbody>
</table>
7.3.2 References
Proposers must provide:

a. List of all previous and existing clients and related services.
b. At least three (3) relevant references in the required table format below, from clients that used similar services from your firm. If partners/subcontractors plan to perform a major part of the scope, they should also provide three (3) references in alignment with their proposed project role. CCHHS plan to call references, please alert your clients.

<table>
<thead>
<tr>
<th>Name of the organization</th>
<th>Name of the contact person (title, email and phone number. Email must be from an organization, not a personal email)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project dollar value</td>
<td></td>
</tr>
<tr>
<td>Prime or subcontractor?</td>
<td></td>
</tr>
<tr>
<td>Contract Period</td>
<td></td>
</tr>
<tr>
<td>Project Scope</td>
<td></td>
</tr>
<tr>
<td>Medical Transportation or other? If other, describe.</td>
<td></td>
</tr>
</tbody>
</table>

7.4 Subcontracting or teaming and MBE/WBE Participation
The proposer may be comprised of one or more firms as to assure the overall success of the project. The proposer must present a team chart that clearly identifies each team member and specify each person’s role in the project (this should be more detailed than the information provided in the executive summary). For each subcontractor, provide the name of the firm(s), brief company background, level of participation, MBE or WBE if applicable, the type of services each resource, from each firm, will provide.

The Economic Disclosure Statement Forms (EDS) should be submitted in a separate envelop along with the Pricing proposal.

Consistent with Cook County, Illinois Code of Ordinances (Article IV, Division 8, Section 34-267), CCHHS has established a goal that MBE/WBE firms retained as subcontractors receive a minimum 25% MBE and 10% WBE of this procurement.

The proposer shall make good faith efforts to utilize MBE/WBE certified firms as subcontractors. In the event that the proposer does not meet the MBE/WBE participation goal stated by CCHHS for this procurement, the proposer must nonetheless demonstrate that it undertook good faith efforts to satisfy the participation goal. Evidence of such efforts may include, but shall not be limited to, documentation demonstrating that the proposer made attempts to identify, contact, and solicit viable MBE/WBE firms for the services required, that certain MBE/WBE firms did not respond or declined to submit proposals for the work, or any other documentation that helps demonstrate good faith efforts. Failure by the proposer to provide the required documentation or otherwise demonstrate good faith efforts will be taken into consideration by CCHHS in its evaluation of the proposer’s responsibility and responsiveness.
7.5 Financial Status
   a. Provide the audited financial statements for the last three fiscal years. Include the letter of opinion, balance sheet, schedules, and related auditor’s notes. Summary format and links to online financials are allowed. If applicable, submit the financial report of your parent company.
   b. State whether the proposer or its parent company has ever filed for bankruptcy or any form of Reorganization under the Bankruptcy Code, and, if so, the date and case number of the filing.
   c. State whether the proposer or its parent company has ever received any sanctions or is currently under investigation by any regulatory or governmental body.

7.6 Conflict of Interest

Provide information regarding any real or potential conflict of interest. Failure to address any potential conflict of interest upfront may be cause for rejection of the proposal.

If no conflicts of interest are identified, simply state “[Company X] has no conflict of interest.”

7.7 Insurance Requirements

Prior to Contract award, the selected proposer will be required to submit evidence of insurance in the appropriate amounts. However, with its Proposal, the proposer is required to provide a statement on their company letterhead stating their agreement, or objections if any, to meet all insurance requirements stated below. Proposers may also submit current certificates of insurance evidencing compliance with this insurance provision.

The standard Insurance Requirements captured in the sample Contract General Conditions (GC-03) are replaced by the following:

Workers’ Compensation Insurance.

Workers’ Compensation shall be in accordance with the laws of the State of Illinois or any other applicable jurisdiction. The Workers’ Compensation policy shall also include the following provisions:

   a. Employers’ Liability coverage with a limits of:
      - $1,000,000 each Accident;
      - $1,000,000 each Employee; and
      - $1,000,000 Policy Limit for Disease.
   b. Broad form all states coverage

Commercial General Liability Insurance.

The Commercial General Liability shall be on an occurrence form basis to cover bodily injury and property damage including loss of use. General Liability limits shall not be less than

$1,000,000 per occurrence and $5,000,000 aggregate combined single limit for bodily injury and property damage. The General Liability policy shall include, without limitation the following coverages:

   a. All premises and operations;
   b. Broad Form Blanket Contractual Liability;
   c. Products/Completed Operations;
   d. Broad Form Property Damage Liability; and
   e. Cross liability.

Comprehensive Automobile Liability Insurance.
Comprehensive Automobile Liability to cover all owned, non-owned and hired automobiles, trucks and trailers. The Comprehensive Automobile Liability limits shall not be less than the following:

- **Liability - All Autos: Bodily Injury & Property Damage** – $1,000,000 per Occurrence; and
- **Uninsured/Motorists: Per Illinois Requirements.**

### Umbrella/Excess Liability Insurance.

- $2,000,000 each occurrence for all liability; and
- $2,000,000 in the aggregate per policy year separately with respect to products and completed

### Professional Liability Insurance.

- $1,000,000.00 each occurrence; and
- $3,000,000.00 in the aggregate.

### Additional Insured.

CCHHS, its officials, employees and agents shall be named as additional insureds under the Commercial General Liability policy.

### Qualification of Insurers.

All insurance companies providing coverage shall be licensed or approved by the Department of Insurance, State of Illinois, and shall have a financial rating no lower than (A-) VII as listed in A.M. Best’s Key Rating Guide, current edition or interim report. Companies with ratings lower than (A-) VII will be acceptable only upon written consent of the CCHHS Legal Department.

### Subcontractor Insurance Requirements.

Contractor shall require that Providers who become Subcontractors to the Selected Proposer perform such functions as utilization review or credentialing hereunder, carry professional liability insurance in an amount of

- $1,000,000 per each occurrence and
- $3,000,000 in the aggregate.

### Additional requirements

Additional Insured

The required insurance policies, with the exception of the Workers Compensation and Professional Liability, must name CCHHS, its officials, employees, and agents as additional insureds with respect to operations performed on a primary and non-contributory basis. Any insurance or self-insurance maintained by CCHHS shall be excess of the Selected Proposer’s insurance and shall not contribute with it. The full policy limits and scope of protection shall apply to CCHHS as an additional insured even if they exceed the minimum insurance limits specified above.

### Qualification of Insurers

All insurance companies providing coverage shall be licensed or approved by the Department of Insurance, State of Illinois, and shall have a financial rating no lower than (A-) VII as listed in A.M. Best’s Key Rating Guide, current edition or interim report. Companies with ratings lower than (A-) VII will be acceptable only upon consent of the Cook County Department of Risk Management. The insurance limits required herein may be satisfied by a combination of primary, umbrella, and/or excess liability insurance policies.

### Insurance Notices
Contractor shall notify the Supply Chain Management with thirty (30) days advance written notice if insurance will be cancelled, materially reduced or non-renewed. The Selected Proposer shall secure replacement coverage to comply with the stated insurance requirements and provide new certificates of insurance to SCM.

Prior to the date on which the Selected Proposer commences performance of its part of the work, the Selected Proposer shall furnish to SCM certificates of insurance maintained by the Selected Proposer. The receipt of any certificate of insurance does not constitute agreement by CCHHS that the insurance requirements have been fully met or that the insurance policies indicated on the certificate of insurance are in compliance with insurance required above.

In no event shall any failure of CCHHS to receive certificates of insurance required hereof or to demand receipt of such Certificates of Insurance be construed as a waiver of the Selected Proposer’s obligations to obtain insurance pursuant to these insurance requirements.

**Waiver of Subrogation Endorsements**

All insurance policies must contain a Waiver of Subrogation Endorsement in favor of CCHHS.

7.8 Contract

Sample Contract **CCHHS Terms & Conditions** are available in the [Doing Business with CCHHS](#) website.

Execution of the Contract is not required at the time the qualifications are submitted. However if the proposer disagrees with any Contract provisions, or is proposing alternate language, it shall include the language for consideration by submitting the proposed redlines on the sample Contract General Terms and Conditions document.

CCHHS will not consider any exceptions or proposed alternate language to the Contract General Terms and Conditions if the proposer does not include these objections or alternate language with the proposal.

CCHHS shall not be deemed to have accepted any requested exceptions by electing to engage a proposer in negotiations of a possible Contract.

7.9 Legal Actions

Provide a list of any pending litigation in which the proposer may experience significant financial settlement and include a brief description of the reason for legal action.
If no Legal actions are identified, simply state “[Company X] has no pending legal actions in which our firm will experience any significant impact to this Contract.”

History of Legal Actions for the last 36 months:

<table>
<thead>
<tr>
<th>Action</th>
<th>Date</th>
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7.9.1 Confidentiality of Information

The Selected Proposer may have access to confidential information, including Protected Health Information (PHI) to perform the functions, activities, or services for, or on behalf of, CCHHS as specified in this RFP. The Proposer must acknowledge that if awarded there is a high likelihood that the Selected Proposer may have access to PHI, in paper or electronic form, and thus, it shall sign a Business Associate Agreement with CCHHS. As a Business Associate, the Selected Proposer will agree to comply with all federal and state confidentiality and security laws and regulations, including HIPAA, HITECH, the Medicaid Confidentiality Regulations, as defined herein, and all other applicable rules and regulations. The Proposer must commit to require all staff, including drivers, Attendants, and other personnel, and Subcontractors to complete HIPAA training upon hire, and no less frequently than annually thereafter. CCHHS reserves the right to review and accept the training program prior to implementation, or require the Selected Proposer to use HIPAA materials or training sessions supplied by CCHHS.

7.10 Economic Disclosure Statement

Execute and submit the Economic Disclosure Statement (“EDS”).


**UPDATE:** Cook County’s Office of Contract Compliance keep its forms up to date in its website, thus Proposer may visit [https://www.cookcountyil.gov/service/contract-documents](https://www.cookcountyil.gov/service/contract-documents) to ensure that the latest EDS forms 1, 2, and 3, Affidavit of Joint Venture, and MWBE Reciprocal Certification Affidavit are the latest versions are submitted. Similarly, the Board of Ethics maintains its most up to date Vendor Familial Relationship Disclosure Provision (VFRD) Form in its website: [https://www.cookcountyil.gov/service/board-ethics-ordinances-regulations-and-guides](https://www.cookcountyil.gov/service/board-ethics-ordinances-regulations-and-guides).

**The EDS must be submitted with the pricing proposal in a separate envelope.**

7.11 Pricing Proposal

Proposers must submit pricing proposals in a separate sealed envelope clearly marked with the RFP number and the label “Pricing Proposal.” Proposers are required to submit one (1) paper copy (original) and one (1) electronic copy (in excel and emailed to the email addresses specified on the cover page). **The required excel file format is attached to the RFP PDF file.**

The pricing proposal must include any supplemental options or schedules offered by the proposer. All pricing information must be submitted in the required MS Excel form to facilitate analysis and **must include all assumptions.** Proposers should include elements or references to the pricing proposal only in this section and separate the pricing proposal according to the Instructions above.

CCHHS makes no guarantee that the services or products identified in this RFP will be required. The proposer must provide sufficient pricing details to permit CCHHS to understand the basis for the proposal.

CCHHS is neither obligated to purchase the full quantities proposed by the proposer, nor to enter into an agreement with any one proposer.
7.12 Addenda
Since all Addenda become a part of the Proposal, all Addenda must be signed by an authorized Proposer representative and returned with the Proposal. Failure to sign and return any and all Addenda acknowledgements shall be grounds for rejection of the Proposal.

Addenda issued prior to the Proposal due date shall be made available via CCHHS website: http://www.cookcountyhhs.org/about-cchhs/doing-business-with-cchhs/bids-rfp/

8. Evaluation and Selection Process

8.1 Evaluation Process
Proposals will be evaluated by a RFP Evaluation Committee that may invite one or more proposers to make presentations and/or demonstrations.

The evaluation committee, at its option, may request that all or a shortlisted group of proposers engage in proactive pricing feedback, submit clarifications, schedule a site visit of their premises (as appropriate), provide additional references, respond to questions, or consider alternative approaches.

8.2 Right to Inspect
CCHHS reserves the right to inspect and investigate thoroughly the establishment, facilities, equipment, business reputation, and other qualification of the proposer and any proposed subcontractors and to reject any proposal regardless of price if it shall be administratively determined that in CCHHS’s sole discretion the proposer is deficient in any of the essentials necessary to assure acceptable standards of performance. CCHHS reserves the right to continue this inspection procedure throughout the life of the Contract that may arise from this RFP.

8.3 Consideration for Contract
Any proposed contract including all negotiations shall be subject to review and approval of CCHHS management, CCHHS Legal and CCHHS’s Board of System Board. Proposed Contracts are also subject to review by the Cook County Office of Contract Compliance.

Following finalization of Contract documents to the satisfaction of CCHHS executive management, CCHHS shall secure appropriate reviews and may approve the proposed Contract for execution in its sole discretion. The identity of the successful proposer shall be posted on the website.

9. Evaluation Criteria

9.1 Responsiveness of Proposal
Proposals will be reviewed for compliance with and adherence to all submittal requirements requested in this RFP. Proposals which are incomplete and missing key components necessary to fully evaluate the Proposal may, at the discretion of the System Director of Supply Chain Management or designee, be rejected from further consideration due to “Non-Responsiveness” and rated Non-Responsive. However, Proposals not meeting the following requirements will be eliminated and shall not be further evaluated:

a. Proposer is not owned in full or part, by a Medicaid Health plan operating in Cook County, IL or the parent or affiliate of such a plan.

b. Proposer must be licensed in the state of Illinois to do business.
9.2 Technical Proposal
Proposals will be reviewed and selected based on the following criteria.

A. Ability to achieve CCHHS’s business goals, objectives, and Scope of Work described in this RFP, by providing a succinct and feasible description of the proposed implementation approach.

B. Qualifications and experience of the proposed key personnel as evidenced by relevant experience.

C. Qualifications and experience of the proposer to successfully perform and provide the services described in this RFP, as evidenced by the successful provision of similar services in large complex healthcare organizations and in compliance with all applicable laws.

9.3 Reasonableness of Overall Price
Price will be evaluated separately for overall reasonableness and competitiveness.

9.4 Other Qualitative Criteria
The System Director of Supply Chain Management may, at his own discretion reject a proposal from further consideration due to “Non-Responsiveness,” if a proposal does not completely address the following:

1. MWBE Utilization Plan (EDS forms);
2. Financial Status;
3. Conflict Interest;
4. Insurance Requirements;
5. Contract Terms and Conditions (objections and/or suggested alternate language);
6. Legal Actions;
7. Addenda acknowledgement (See Addenda Section)

10. Instructions to Proposers
These instructions to proposers contain important information and should be reviewed carefully prior to submitting the Required Proposal Content. Failure to adhere to the procedures set forth in these instructions, failure to provide positive acknowledgement that the proposers will provide all services and products or failure to provide acceptable alternatives to the specified requirements may lead to disqualification of the submitted proposal.

10.1 Questions and Inquiries
Questions regarding this RFP will be submitted in writing to the contact(s) email listed on the cover page of this RFP no later than the date stated in the Schedule.

Question must be submitted in the following format, in MS Excel, and the subject of the email should reference the RFP #, Title and Proposer’s Name.

<table>
<thead>
<tr>
<th>ID</th>
<th>Vendor Name</th>
<th>RFP Section</th>
<th>Question</th>
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Should any proposer have questions concerning conditions and specifications, or find discrepancies in or omissions in the specifications, or be in doubt as to their meaning, they should notify the Supply Chain Management Office via the email provided on the cover sheet no later than the date stated on the Schedule and obtain clarification prior to submitting a Proposal. Such inquiries must reference the proposal due date and CCHHS RFP number.

10.2 Pre-proposal Conference (if Applicable)
CCHHS will hold a Pre-Proposal conference call on the date, time, and location indicated on the cover page. Representatives of CCHHS will be present to answer any questions regarding the goods or services requested or proposal procedures. If a mandatory pre-proposal conference is required, the proposer must sign the pre-proposal conference or site inspection sheet and include a copy of this sign-in sheet in the response to the RFP.

10.3 Number of Copies
Proposers are required to submit one (1) original hard copy, five (5) paper copies and one (1) electronic copy (emailed to the email address on the cover page) and no later than the time and date indicated in the RFP.

NOTE: the paper copy of the pricing proposal and EDS must be submitted separate from the rest of the response.

Each submission must then be separated as follows:

1. Six (6) technical hard copies in one package - excluding Pricing and EDS forms;
2. One (1) Pricing and EDS hard copies in a separate envelop;
3. One (1) complete electronic response package (including excel pricing file and EDS) emailed to the email addresses on the cover page. The technical response must be a single file (do not submit a file per section). The email must clearly indicate the RFP Number and Title.

Please see the Proposal Receipt Acknowledgement form at the end of this file for the form required at delivery time.

DO NOT USE EXPENSIVE PAPER OR MARKETING GRAPHICS THAT MAY DISTORT ELECTRONIC PAGES. PLEASE USE STANDARD PAPER.

10.4 Format
Hardcopies of the proposals should be submitted in 3-ring binders only (except pricing which may be submitted in a separate envelop). Material should be organized following the order of the Required Proposal Content Section separated by labeled tabs. Expensive paper and bindings are discouraged since no materials will be returned. Numbered titles and pages are required.

CCHHS reserves the right to waive minor variances.

10.5 Time for submission
Proposals shall be submitted no later than the date and time indicated on the cover page of this RFP. Late submittals will not be considered.

10.6 Packaging and Labeling
The outside wrapping/envelope shall clearly indicate the RFP title, proposer’s Name, proposers address, and point of contact information. The Price Proposal and EDS shall be submitted in a separate sealed envelope. The envelope shall clearly identify the content as “Price Proposal”. All other submission requirements shall be included with the Technical Proposal.
10.7 Timely delivery of Proposals
The proposal(s) must be either delivered by hand or sent to CCHHS through U.S. Mail or other available courier services to the address shown on the cover sheet of this RFP. Include the RFP number on any package delivered or sent to CCHHS and on any correspondence related to the Proposal. If using an express delivery service, the package must be delivered to the designated building and drop box. Packages delivered by express mail services to other locations might not be re-delivered in time to be considered. CCHHS assumes no responsibility for any Proposal not so received.

10.8 Availability of Documents
CCHHS publishes competitive bid, RFP, and other procurement notices, as well as award information, at http://www.cookcountyhhs.org under the “Doing Business with CCHHS” tab. Proposers intending to respond to any posted solicitation are encouraged to visit the web site above to ensure that they have received a complete and current set of documents.

10.9 Alteration/Modification of Original Documents
The proposer certifies that no alterations or modifications have been made to the original content of this Bid/RFP or other procurement documents (either text or graphics and whether transmitted electronically or hard copy in preparing this proposal). Any alternates or exceptions (whether to products, services, terms, conditions, or other procurement document subject matter) are apparent and clearly noted in the offered proposal. Proposer understands that failure to comply with this requirement may result in the proposal being disqualified and, if determined to be a deliberate attempt to misrepresent the proposal, may be considered as sufficient basis to suspend or debar the submitting party from consideration from future competitive procurement opportunities.

10.10 Cost of Proposer Response
All costs and expenses in responding to this RFP shall be borne solely by the proposer regardless of whether the proposer’s Proposal is eliminated or whether CCHHS selects to cancel the RFP or declines to pursue a Contract for any reason. The cost of attending any presentation or demonstration is solely the proposer’s responsibility.

10.11 Proposer’s Responsibility for Services Proposed
The proposer must thoroughly examined and read the entire RFP document. Failure of proposers fully to acquaint themselves with existing conditions or the amount of work involved will not be a basis for requesting extra compensation after the award of a Contract.

10.12 RFP Interpretation
Interpretation of the wording of this document shall be the responsibility of CCHHS and that interpretation shall be final.

10.13 Specifications and Special Conditions
The specifications in this document provide sufficient information for proposers to devise a plan and provide pricing. Minor variations from those specifications will be considered as long as proposers identify any instance in which their services specifications differ from those set forth in the proposal documents.

10.14 Errors and Omissions
The proposer is expected to comply with the true intent of this RFP taken as a whole and shall not avail itself of any errors or omission to the detriment of the services or CCHHS. Should the proposer suspect any error, omission, or discrepancy in the specifications or instructions, the proposer shall immediately notify CCHHS in writing, and CCHHS will issue written corrections or clarifications. The proposer is responsible for the contents of its Proposals and for satisfying the requirements set forth in the RFP. Proposer will not be allowed to benefit from errors in the
document that could have been reasonably discovered by the proposer in the process of putting the proposal together.

10.15 Proposal Material
The Proposal material submitted in response to the RFP becomes the property of CCHHS upon delivery to the Supply Chain Management Office and may become part of a Contract.

10.16 Confidentiality and Response Cost and Ownership
All information submitted in response to this RFP shall be confidential until CCHHS has executed a Contract with the successful proposer or has terminated the RFP process and determined that it will not reissue the RFP in the near future. Following such actions, the contents of Proposals submitted in response to this RFP may be disclosed in response to requests made pursuant to the provisions of the Illinois Freedom of Information Act (“FOIA”). If a proposer wishes to preserve the confidentiality of specific proprietary information set forth in its Proposal, it must request that the information be withheld by specifically identifying such information as proprietary in its Proposal. CCHHS shall have the right to determine whether it shall withhold information upon receipt of a FOIA request, and if it does so pursuant to a proposer request, the proposer requesting confidential treatment of the information shall bear the costs of asserting that there is a proper exemption justifying the withholding of such information as proprietary in any court proceeding which may result. This notwithstanding, proposer is on notice that the CCHHS is subject to the FOIA and that any documents submitted to the CCHHS by the proposer may be released pursuant to a request under the FOIA.

10.17 Awards
CCHHS may, at its discretion evaluate all responsive Proposals. CCHHS reserves the right to make the award on an all or partial basis or split the award to multiple proposers based on the lowest responsible proposers meeting the specifications, terms and conditions. If a split award impacts the outcome of the project it must be so stated in the proposal.

10.18 CCHHS Rights
CCHHS reserves the right to reject any and all offers, to waive any informality in the offers and, unless otherwise specified by the proposer, to accept any item in the offer. CCHHS also reserves the right to accept or reject all or part of your Proposal, in any combination that is in the best interest of CCHHS.

10.19 Cancellation of RFP; Requests for New or Updated Proposals
CCHHS, in its sole discretion, may cancel the RFP at any time and may elect to reissue the RFP later. CCHHS may also issue an Addendum modifying the RFP and may request supplemental information or updated or new Proposals.

11. Definitions
The following definitions shall apply to this RFP:

"Addendum” or “Addenda” shall refer to a one or more documents posted to the website by which modifies this Request for Proposal or provides additional information.

“Attendant” is a Contractor employee, other than the driver, who accompanies the rider during the ride when prior approved by CCHHS.

“Behavioral Health Consortium” is a network of six community-based behavioral health providers providing services to CountyCare Enrollees.
"Board" or "System Board" shall refer to the Board of Directors of the Cook County Health and Hospitals System.

"Chapter T-200, Handbook for Providers of Transportation Services" means the Illinois Department of Healthcare and Family Services handbook of policies and procedures, as updated from time to time.

"Contract" shall mean a properly executed Contract that has been negotiated between CCHHS and a proposer for some or all of the Deliverables described in this RFP.

"Contractor(s)" and "Selected Proposer" shall mean the individuals, businesses, or entities that have submitted a Proposal and have negotiated a Contract that has been properly executed on behalf of the Contractor and CCHHS.

"County" shall mean the County of Cook, Illinois, a body politic and corporate.

"County MCCN Contract" means the State of Illinois contract between the Department of HealthCare and Family Services and Cook County for furnishing health services by a County Managed Care Community Network that was signed by both parties to the contract June 30, 2014.

"Covered Services" means those benefits and services listed in Appendix E of this RFP that CCHHS and CountyCare have identified as appropriate for Non-Emergency Medical Transportation services. At CCHHS or CountyCare discretion, the list of Covered Services may be changed from time to time.

"Covered Services Provider" means the person or entity authorized by CCHHS or CountyCare to provide Covered Services to Riders.

"Deliverables" shall refer to the items, supplies, equipment, or services that will be provided pursuant to any Contract entered into as a result of this RFP.

"Encounter Claims" means claims, with all details and in a format consistent with HFS requirements, which are submitted to CountyCare for each ride provided to Riders who are CountyCare Enrollees and to CCHHS for each ride provided to CCHHS Patients who do not have coverage for Non-Emergency Medical Transportation.

"General Conditions" shall mean the terms and conditions posted to the CCHHS website.

"Party" or "Parties" means the Cook County Health and Hospitals System and Contractor.

"Patient" means an individual receiving services at CCHHS locations or from CCHHS Covered Services Providers.

"Procurement Director" or "System SCM Director" shall mean the System Director of Supply Chain Management who serves as chief procurement officer for the CCHHS.

"Proposal" shall mean the document(s) submitted by proposer(s) in response to this RFP that constitute a proposer's offer to enter into contract with the CCHHS under terms consistent with this RFP, subject to the negotiation of a Contract and approval by the Board.

"Proposer(s)" shall mean the individuals or business entities, if any, submitting a Proposal in response to this RFP.

"Request for Proposals" or "RFP" shall refer to this solicitation of Proposals by CCHHS that may lead to the negotiation of a Contract and the recommendation that the CCHHS authorize a Contract with a proposer.

"Subcontractor" means any person or entity that has an agreement with Contractor to provide services related to this RFP.
Appendix A – Proposal Receipt Acknowledgement Form

Proposal Receipt Acknowledgement Form

This acknowledgement of receipt should be signed by a representative of Supply Chain Management located at Stroger Hospital, 1969 W. Ogden Avenue, lower level (LL) Room 250A, Chicago IL, 60612.

The outside wrapping shall clearly indicate the RFP Number and Title, Proposer’s Name, Proposers Address, and Point of Contact information. **Prefill the first two lines prior to submission.**

<table>
<thead>
<tr>
<th>Solicitation Number and Title:</th>
<th></th>
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<tbody>
<tr>
<td>Vendor Name:</td>
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<tr>
<td>Accepted By:</td>
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<tr>
<td>Date:</td>
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<tr>
<td>Time (if time machine is not available, hand write the time):</td>
<td>A.M</td>
</tr>
</tbody>
</table>

Proposals shall be submitted no later than the date and time indicated on the cover page of the RFP. **Late submittals will not be considered.**

Proposers must cut this sheet in two. SMC will time-stamp top and bottom sections. SCM will keep one section and the proposer will keep the other section.

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