

**Competitive Sealed Proposal for
Inclusion, Diversity and Equity Strategy and Execution Partner**

**Event # 432
Bid Specifications**

The MetroHealth System

July 30, 2020

I. INTRODUCTION & STATEMENT OF PURPOSE

About The MetroHealth System

The MetroHealth System (“MetroHealth”), Cuyahoga County’s public health system, is honoring its commitment to create a healthier community by building a new hospital on its main campus in Cleveland. The building and 25 acres of green space around it are catalyzing the revitalization of MetroHealth’s West Side neighborhood.

MetroHealth broke ground on its new hospital in 2019. The project is being financed with nearly \$1 billion the system borrowed on its own credit after dramatically improving its finances. In the past five years, MetroHealth’s operating revenue has increased by 40 percent and its number of employees by 21 percent. Today, its staff of nearly 8,000 provides care at MetroHealth’s four hospitals, four emergency departments, more than 20 health centers, and 40 additional sites throughout Cuyahoga County. In the past year, MetroHealth has served 300,000 patients at more than 1.4 million visits in its hospitals and health centers, 75 percent of whom are uninsured or covered by Medicare or Medicaid.

MetroHealth is home to Cuyahoga County’s most experienced Level I Adult Trauma Center, verified since 1992, and Ohio’s only adult and pediatric trauma and burn center.

As an academic medical center, MetroHealth is committed to teaching and research. Each active staff physician holds a faculty appointment at Case Western Reserve University School of Medicine. MetroHealth’s main campus hospital also houses a Cleveland Metropolitan School District high school of science and health.

For more information, visit metrohealth.org.

Statement of Purpose & Engagement Objective

MetroHealth is seeking a partner to guide and implement a sustainable MetroHealth inclusion, diversity and equity vision and strategy that will benefit employees, patients and our community, specifically focused on eradicating systemic racism and bias.

MetroHealth believes a focus on the following four pillars will guide the System towards sustainability equity:

- **The patient experience.** We know that Black and other minority patients have not had equivalent experiences to non-minority patients. We need to find out why and to ensure everyone who walks into any MetroHealth location receives the same respectful and compassionate care we’d expect for our families.
- **Mission and values.** As MetroHealth works to become more diverse, we must work even harder to be more inclusive. Everyone brings different experiences and perspectives to the table. Ensuring that Black and other minority employees,

physicians, and patients have a seat at the table and a voice to be heard makes MetroHealth stronger.

- **HR systems and policies.** MetroHealth must examine how we hire, promote and reward employees with an eye to seeing if we give micro-advantages to some and impose micro-inequities on others based on their unique characteristics of diversity.
- **The employee experience.** MetroHealth will strive to have every employee feel the same sense of inclusion and belonging. Our culture, policies, processes, actions, and behaviors must reflect our STAR-IQ values. Whatever gets in the way of that, must change!

II. BID SPECIFICATIONS

Relevant Experience: Please list your organization's regional and nationwide experience in providing racial equity & inclusion services in connection with strategic planning and industry trends for hospitals, health systems or health care organizations from January 1, 2014, to the present. Please focus on experience with public hospitals and other nonprofit health care organizations. Include any relevant work advising health care disruptors.

Additionally, describe your organization's proven track record of measurement and sustainability practices in successfully implementing an inclusion, diversity and equity strategy.

Timeline / Critical Dates: To begin work in September 2020

Scope of Work: In collaboration with MH Inclusion and Diversity leadership, provide phased workplan for executing an IDE vision and strategy. This work will raise awareness to ensure MH employees conduct business in an equitable and ethical manner throughout all interactions with all employees, patients, vendors and community members throughout the enterprise.

This workplan will address the identified system goals:

- **Improve Black and other minority representation at senior levels of the organization**
- **Improve leadership representation of underrepresented groups**
- **Focus on hiring, retention, and promotion at all levels for Black and other minorities**
- **Enhance hiring, retention, and promotion of diverse candidates for Medical Staff**

- **Create a stronger sense of inclusion and belonging for our Black and other minority staff in particular, and all employees in general**
- **Eliminate or substantially reduce health disparities among our patients**
- **Support regional efforts to reduce mental and physical health disparities**
- **Promote economic equity and participation in all our activities**
- **Establish a range of anti-bias and anti-racism educational programs for all employees**

Required Components / Feature:

As part of the deliverable MetroHealth is expecting actionable options based in the local market and specifically focused on the three to five-year future.

That workplan should include but not limited to:

- Review of current IDE strategy and vision
- Create a phased master workplan (components should include: assessment, root cause analysis, education, content development, process and policy reviews) based on industry best practice processes.
- Co-create, structure and formulate body of knowledge and resources that could include training, content and materials
- Include level involvement of the roles of MH and vendor in execution of newly created workplan leveraging most appropriate resource (consider: efficiency, timeliness, expertise, capability, fiscal responsibility, etc.) MetroHealth is open to leveraging outside support to ensure appropriate execution of plan.
- Ensure long-term sustainability structures throughout workplan that focuses on developing capabilities, accountabilities and metrics
- Translate assessment learnings/feedback to actionable tactics for improvement
- Share industry best practices, provide coaching and assistance in updating specific HR policies and processes, as needed
- Ensure integration with current rewards and recognition/culture-shaping strategy

Expected Contract Term: The expected term of this agreement is a 1-year initial period or as long as the engagement requires. MetroHealth may decide to keep the selected firm engaged in a consultative

nature after the core engagement regarding the racial equity & inclusion services review is complete.

Expected Deliverables:

- Results of this work will impact: the employee experience; the patient experience; our HR systems, policies and processes; and our culture and values.
- Develop master implementation plan for sustainable IDE culture by promoting system equity via continued evaluations and assessments
- Short-term workplan to assess and begin education and training to creating an equitable culture
- Long-term workplan of strategies and tactics for preserving and evolving the structure and process of an equitable culture.
- Include: consulting and coaching throughout the project

Training Requirements:

Include feasibility and process recommendations to educate and engage 8,000 employees within workplan

Service Level Commitments:

It is expected that the selected firm will work in a transparent, responsive and collaborative manner with MetroHealth internal project lead and senior leaders, while providing custom analysis and value-added support that enhances the speed and quality of the end product.

Kickoff for workplan design is expected as soon as possible

Performance Reporting Requirements:

Daily, weekly, monthly touch bases.

Staffing:

Please submit biography/credentials of key personnel who will be working on our engagement.

Contact:

Please provide a key contact person at your firm who will be assigned to this project and responsible for engagement success.

Proposed Fees / Pricing Proposal:

Please provide your firm's estimated all-in fees and expenses to facilitate the services proposed.

Pricing information should also be entered on the Lines tab within the Supplier Portal.

- Subcontracts:** Do you plan to subcontract any portion of the Products or Services associated with this bid Event (including shipping)? If yes, please describe.
- Offshoring:** Will you or any subcontractor perform any services provided under this engagement outside of the United States. If yes, please describe.
- Protected Health Information (PHI):** Does your company create, store, view, maintain or transmit Protected Health Information (PHI) or Personally Identifiable Information (PII) as part of performing obligations under this engagement?
- Conflicts of Interest:** As a public entity, MetroHealth is subject to Ohio Ethics Laws. Accordingly, as part of our bid process, MetroHealth requests information about relationships and interests you or certain of your employees (“Key Individuals”) have with MetroHealth so we can avoid conflicts of interest. Key Individuals include (as applicable): owners, board members, senior leaders, clinicians and anyone involved in decision-making for the potential transaction.
- Please ask anyone who qualifies as a Key Individual at your company if they or any immediate family members have either (1) a relationship with MetroHealth or a MetroHealth affiliate serving in the capacity as a Key Individual (e.g., employed as a Key Individual at MetroHealth, member of the MetroHealth Foundation Board of Trustees); or (2) any financial interest that involves MetroHealth or a MetroHealth affiliate (e.g., shared intellectual property (licenses, patents, royalty arrangements), research collaborations, ownership interests, etc.).
- In your response to this CSP, please indicate whether your company or any of its Key Individuals and their respective families is a MetroHealth Key Individual or has any financial interest involving MetroHealth or one of its affiliates. If yes, please provide a list with the name and title of each Key Individual and a description of the relationship or financial interest with MetroHealth (e.g., “Jane Doe, President – Spouse, John Doe, serves as a Director on the MetroHealth Foundation”). If neither your company nor any Key Individual or Key Individual’s family member has any relationship or financial interest involving MetroHealth, please state “none.”

- Business Conflicts:** Describe any potential business conflicts relevant to MetroHealth. Does your organization currently serve any other hospital, health system, or physician group in the areas that MetroHealth serves? If yes, how would your firm manage potential business conflicts over time?
- References:** Please provide three (3) similar client references illustrating successfully provided services within the last five (5) years.
- Master Purchase Agreement:** Please ensure that you review the Master Purchase Agreement attached to this CSP. You are asked to request any edits to the MPA as part of your RFP submission. Unless edits are requested at the time of your proposal, MetroHealth will assume the terms of the MPA are acceptable.
- Certificate of Insurance:** Please attach a current certificate of insurance that aligns with the insurance requirements stated within the Master Purchase Agreement.
- W-9 Form:** Please confirm your W-9 Form is on file with MetroHealth.
- Supplier Diversity** When you registered within MetroHealth's Supplier Portal, you should have identified whether your organization is a diverse or local enterprise. Regardless of any diversity code presented upon registration, please address your organization's commitment to diversity, including applicable details on your workforce and utilization of diverse business partners.
- Value Added Services:** What do you believe sets your organization's services apart from your competition and what unique value-added services could you provide to MetroHealth? Please provide any additional information that makes you particularly qualified to handle this engagement for MetroHealth.

III. EVALUTION CRITERIA

MetroHealth will use the following criteria when evaluating Proposals for this bid:

Factor/Criteria	Relative Weighting
Relevant Experience	20%
Team / Key Staff	10%
Approach / Proposed Scope of Work	20%
Proposed Fee	20%
Supplier Diversity	5%
Overall Quality of Proposal	25%
	100%

IV. ATTACHMENTS

The following list of documents are incorporated into this CSP as attachments and should be addressed within your Proposal:

- A. Bid Instructions
- B. MetroHealth Master Purchase Agreement