

The Grady Memorial Hospital Corporation  
d/b/a

# GRADY HEALTH SYSTEM

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**Remarkable Service Exceptional Care**

**GRADY HEALTH SYSTEM**

**REQUEST FOR PROPOSAL  
(RFP)**

**FOR**

**Surgical, Clinic and Cancer Center  
Operational Planning**

**F2017032\_OP**

**Request for Proposal Posted: August 14, 2020  
Proposal Due: September 11, 2020 @ 2:00 p.m. EST**

## **SECTION 1: GRADY HEALTH SYSTEM BACKGROUND**

Grady Health System (“GHS”) is one of the Southeast’s largest public hospital systems. With a delivery system that includes affiliations with public health organizations, medical education programs, and community advocates, GHS provides quality, cost-effective, and customer focused health care to residents of metropolitan Atlanta and citizens of the State of Georgia. Grady Health System is comprised of Grady Memorial Hospital (953 licensed beds), Crestview Health and Rehabilitation Center (388 licensed long-term care beds), the Infectious Disease Center (HIV/AIDS), the Loughlin Radiation Oncology Center, the Maloof Imaging Center, six (6) community health centers, the Regional Perinatal Center, the State of Georgia Poison Control Center, the Georgia Cancer Center for Excellence, The Marcus Stroke and Neuroscience Center, Grady EMS-Atlanta’s 911 ambulance service, the region’s premiere Level I trauma center and nationally renowned emergency medicine and burn centers.

Grady Memorial Hospital opened in 1892 to provide medical care for the indigent and emergency health care for all residents of the Atlanta community. Grady is currently operated by the Grady Memorial Hospital Corporation d/b/a Grady Health System.

Medical care is provided under contract with Emory University and Morehouse Schools of Medicine. GHS also operates three (3) professional training programs in medical technology, radiation oncology, and radiation technology. GHS averages more than 25,000 inpatient visits and more than 600,000 outpatients annually, including over 95,000 emergency care visits (including psychiatric emergency).

## **SECTION 2: OVERVIEW, QUALIFICATIONS & EXPERTISE**

The Correll Pavilion at Grady, formerly called the Center for Advanced Surgical Services (CASS), is under construction with a planned opening September 2022. The Pavilion will house an ambulatory surgery center, endoscopy services, outpatient imaging, outpatient rehabilitation, surgery clinics and the cancer center. Currently, these services all reside within the main hospital, co-mingled with inpatient services, limiting efficiencies and growth, as well as hindering ease of patient access. To prepare for the new building and ensure improvement of operational efficiencies, Grady Health System is seeking assistance with operational planning for the services to be included in the Correll Pavilion. We anticipate this work to be completed between November 2020 and April 2021. Activation planning will build on this operational planning effort in a separate, subsequent work effort through 2021.

Planning to date for this facility has included market analysis, future volume estimates, facility programming with associated operating assumptions and development of a facility Gold Standard. NBBJ assisted Grady with programming, and the architect of record is HOK.

The services planned for the facility and the planned provider include:

- Pre-admission testing and an outpatient lab
- Registration and check-in
- Outpatient Pharmacy
- Ambulatory Surgery – 6 Operating Rooms with the ability to increase to 8
- Endoscopy – 4 procedure rooms
- Prep and recovery, PACU
- Central sterile processing
- Outpatient imaging – MRI, CT, fluoroscopy, diagnostic radiology, ultrasound
- Orthopedic surgery clinic
- Outpatient rehabilitation
- General surgery, oral maxiofacial surgery, ENT, gastroenterology, ophthalmology clinics
- Breast imaging, cancer center clinics, cancer center support, infusion, cancer pharmacy
- Security
- Facility support
- Parking
- Supply Chain

### **Vendor Registration**

All vendors are required to complete a Vendor Registration Application through the GHS electronic vendor registration process once awarded a contract and all representatives must register prior to visiting any location or department of the health system. All fees due are the responsibility of the awarded Vendor and their associates. The registration allows GHS to manage the vendors supplying critical services to the health system, profile of the vendors and all representatives that visit the health system. The electronic Vendor Registration Application can be completed on the GHS website at [www.gradyhealth.org/suppliers](http://www.gradyhealth.org/suppliers).

### **Qualifications & Expertise**

GHS requires the successful Offeror to exhibit the highest standards of integrity and work ethics (e.g. confidentiality, diligence and professionalism) and possess specialized experience in providing the proposed service.

Within all responses to this RFP the Offeror must provide the following details:

1. Provide a brief history of the organization with emphasis on any corporate reorganization that has occurred in the last three (3) years, office locations, and information documenting the company's financial position (i.e. financial statements, annual reports).
2. Indicate name and the business address of the entity, or individual that will be the party to the proposed contract and the Offeror's business telephone number and e-mail address.
3. Indicate the type of ownership (sole proprietorship, partnership, corporation, joint venture, or limited liability company—list state in which incorporated) and parent company, if any.
4. Provide the name, address, and telephone number of the point of contact that will serve as the authorized negotiator(s) for the Offeror. The authorized negotiator shall have the authority to act on behalf of the Offeror and make binding commitments for the Offeror and any sub-consultants concerning this RFP.
5. Please disclose any ownership and/or relationships with Grady Health System and /or the Grady Memorial Hospital Corporation d/b/a Grady Health System.
6. Disclose whether the proposing entity, or any shareholder, member, partner, officer or employee thereof, is presently a party to any pending litigation, or has received notice of any threatened litigation or claim directly or indirectly bearing on Grady Health System or The Fulton-DeKalb Hospital Authority.
7. Disclose the name and title of any of Grady Health System's and/or The Fulton-DeKalb Hospital Authority board members, officers, administration, employees, contracted employees or independent contractors that are employed by or affiliated with the Offeror's organization. This includes but is not limited to the Offeror's board members, committee members and advisors to the Offeror's organization, holding company or any owned subsidiary. This disclosure will apply to anyone affiliated with Grady Health System per its description in Section 1 above.
8. Please provide three (3) references of similar size and scope of implementation.

### **SECTION 3: PROPOSAL EVALUATION, SELECTION PROCESS, AND SCHEDULE**

**Questions Due: August 21, 2020 @ 2:00 p.m. EST**

**\*GHS response to questions posted to the GHS Website: August 27, 2020 @ 5:00 p.m. EST**

**Response Due Date: September 11, 2020 @ 2:00 p.m. EST.**

**\*Presentations and Interviews: Week of September 28**

**\*Award Recommendation: October 9, 2020**

**Vendor to start November 2020**

*\* Date(s) are subject to change*

### **SECTION 4: SPECIFICATIONS / DESCRIPTION**

#### **§ 4-A Scope of Services**

Through this planning effort, we seek to accomplish the following:

- 1. Review current workflows and programmed operating assumptions**, including throughput, room utilization and capacity against state-of-the-art benchmarks.
- 2. Confirm and/or refine operating principles and guidelines** for all services within the Correll Pavilion. The operating principles will set the overall direction for the facility, defining the optimal patient flow and developing a guide to ensure adherence to the plan. Patient flow includes access to the building by service, registration and check-in, clinical workflows, connectivity between services within the building and departure. In addition, this outpatient facility will stand alone. Work flows back to the main hospital will need to be confirmed by type (i.e., referrals, emergent, etc).
- 3. Recommend organizational structure and operating model** to support principles and guidelines of the Correll Pavilion. The operating model must consider/incorporate the academic teaching model across most of the clinical settings and how this will be optimized in the new building.
- 4. Establish staffing model** for services in this facility. Based on anticipated volumes, patient experience and service excellence goals, capture current staffing and develop a ramp up plan for staffing, as needed. Define the role of each staff member and, where necessary, develop job descriptions to ensure sustainability of the staffing plan. Identify areas in which technology will facilitate improved efficiencies and areas where warm hand-offs or other person-to-person connectivity is needed. This staffing model will provide the basis for recruitment planning and budgeting. The Grady staff will provide background to the current approach by service and will look to you for best practices in other successful settings.
- 5. Identify and define key adjustments to support services to achieve facility goals**, including information technology systems, security, facilities management, biomedical services, EVS and supply chain.
- 6. Identify key training plans and performance check models** to ensure sustainability of the patient experience program. Training plans will interface with existing programs in certain areas, for example EPIC and scheduling.
- 7. Support vendor management** for selection and implementation of systems or services that support the goals and objectives of the building.

- 8. Outline staging of implementation** and define the stages of planning and implementation to the facility's open. The next phases of planning will be activation and move planning.

**Recommended Approach**

Please provide the following within your recommended approach to this work.

1. Overall philosophy of planning and client engagement
2. Work Plan to accomplish the scope of work outlined
  - Include plan to address what is outlined
  - Identify gaps in the scope or recommendations you have based on other experience
3. Provide 3 examples of similar work you have completed within the past 5 years. Note: This project scope is limited to operational planning. If your firm offers activation and move planning, you may include examples of operational planning that led to activation and move planning with an overview of that work.
4. Provide the team for this project and the team member's role in examples of work provided in #3.
5. Identify if any aspect of the engagement will be subcontracted and to whom.
6. Identify your timeline and Grady resource requirements for the project. Include in your assumptions the number of participants, types of meetings, the number of meetings and whether meetings would be on site or via video conference, etc.
7. Provide the fee required for this scope of work, including considerations for increases or decreases to the fee as proposed. Identify exclusions.
8. Provide three references that worked with the proposed team.

**Expected Deliverables**

- Approved work flow design and flow chart for operations and patient movement
- Future operations planning and transition documents
- Staffing plan, phase from the opening to full operations
- Education and staff training plans
- Transition plan for IT, MEP, furniture and facility management
- Project schedule

**§ 4-C Term**

The Term of the agreement shall three (years) with two (2) one-year renewals.

## **SECTION 5: EVALUATION CRITERIA AND PROCESS**

The selection of the awardee to be engaged by GHS to accomplish the aforementioned scope of work will be based on the following criteria that are utilized by the Technical Evaluation Team. The Technical Evaluation Team is comprised of members of the GHS staff.

### **§ 5-A Technical Proposal/Demonstrating an Understanding of the Services/Products Requested/Technical Modules**

Proposals submitted must demonstrate the capability to comply with all requirements and specifications contained in this RFP. Failure to demonstrate the ability to meet specifications may result in non-consideration.

### **§ 5-B Previous Experience on Projects of a Similar Nature/References**

GHS will review and evaluate the information submitted related to the scope of services and similar sized projects your firm has successfully completed in the past. Particular attention will be paid to the capability, quality, timeliness, cost controls and references.

### **§ 5-C Management Plan/Implementation/On Going Support**

GHS will review and evaluate an overview of the proposed project management team and plan. In this overview, please identify the consultants and other key staff who would be assigned to the project and involved in providing goods/services as specified in the RFP. Provide biographical data on these individuals, the roles that each will play, and indicate which senior level staff member(s) will represent your firm at meetings with GHS. It is also requested that you provide biographies of other key members in your firm whom you regard as key to the firm's governance or to a relationship with GHS.

### **§ 5-D Cost Proposal**

GHS will review and evaluate the overall costs in the Proposal to determine if they are: (1) Realistic for the work to be performed; and (2) Consistent with various elements of the Offeror's scope of services/technical Proposal.

## **SECTION 6: REPRESENTATIONS AND INSTRUCTIONS**

### **§ 6-A-1 Response Guidelines**

The information required by this RFP is comprehensive and necessary for accurate Offeror selection. Please be concise with answers. Each applicable question must be answered. For questions deemed not applicable, please state “not applicable”. The response to this RFP must be submitted **with one (1) original hard copy and four (4) printed copies and five (5) USB drives. No faxed nor e-mail copies will be accepted.**

Proposals must be completed and returned in the same format. Your RFP response, in its entirety, will be included in the subsequent contract negotiated between GHS and the selected Offeror. All documents shall be submitted in a sealed container sufficient to protect and maintain the confidentiality of the contents and/or to indicate loss of confidentiality. Container must indicate this **RFP#2017032 OP** and the name of the company submitting the Proposal on the outside of the container. All responses to the RFP must be delivered to **Mukang Pederson, Senior Project Manager**. All forms in Appendices A, B and C must be signed by an officer of the firm having the authority to make such offers, verifying that the Proposal is valid and will remain valid.

Any cost incurred in the preparation and presentation of this response is to be absorbed by the Offeror. All documents submitted will become the property of GHS unless otherwise requested in writing by Offeror at the time of submission. Further, any materials submitted by Offeror that should be considered “**CONFIDENTIAL**” must be clearly marked as such. Submission of any materials, confidential or otherwise, will implicitly grant the right of use by the Corporation. All portions of the Proposal that are not designated as confidential will become part of the public record immediately following an award. Documents designated as confidential will be treated as such to the extent permitted by law, including but not limited to the Georgia Open Records Act.

### **§ 6-A-2 Submission Guidelines**

Offerors are forbidden to contact, directly or indirectly anyone other than **Mukang Pederson**. **Mukang Pederson** is the sole point of contact for this RFP during the RFP process. Contact with any person other than **Mukang Pederson** is grounds for disqualification from this process. Offerors are also strictly forbidden to attempt to influence, through internal or external third party sources the outcome of this RFP. Your submission to this RFP serves as your confirmation that you, your firm and anyone acting as an agent, representative or influencer on behalf of your firm has not engaged in any action that may be construed as an attempt to influence the outcome of this RFP.

Failure to comply with any of the above stated guidelines may result in immediate disqualification. If you have any questions regarding this RFP, email your questions/concerns to **Mukang Pederson, Senior Project Manager at [mpederson@gmh.edu](mailto:mpederson@gmh.edu)**

### **§6-A-3 RFP Terms and Conditions Posted on the Grady Website at the following address:**

**[www.gradyhealth.org/suppliers](http://www.gradyhealth.org/suppliers)**

Compliance with GHS terms and conditions are required for any Offeror selected to provide goods, equipment, or services by the awarding of any RFP.

**§ 6-A-4 RFP Completion Instructions:**

**Acceptance of Offerors Proposals:** GHS reserves the right to accept or reject any Proposal, change these specifications or waive any formalities. Should it be necessary to modify an application to fulfill the needs of GHS, GHS will retain exclusive rights of ownership and use of all design documents, programs, and documentation developed. The Proposals, as submitted, will be the basis for contract negotiations and will be included in any contract between GHS and the selected Offeror. Representations made within the Proposals will be binding on responding Offeror. Offerors responses should be written in a concise and forthright manner. Offerors may be excluded from further consideration for failure to fully comply with the specifications of this RFP, including the failure to return ALL required documents, as well as, not using the forms and files as included. GHS will not be responsible for any costs associated with Proposals as submitted.

**Offeror Selection:** GHS reserves the right to make an award based solely on the Proposals as submitted, or any other basis, or to negotiate further with one or more Offerors. The Offeror(s) selected will be chosen on the basis of greatest benefit to GHS, as determined by GHS, and not necessarily on the basis of the lowest price. Award of a contract, if any, resulting from this RFP, will be subject to the terms and conditions of GHS purchasing policies. Upon completion of the initial review and evaluation of the Proposals, selected Offerors may be invited to participate in oral presentations.

**Full Right of Selection and Rejection:** The right to reject in its entirety or to select an Offeror providing other than the lowest cost product is reserved. GHS reserves the right to select and award, at its option, the runner-up's Proposal in the event the selected offer for award or Offeror receiving the award, upon further review and solely in the opinion of GHS, fails to meet all qualifications or specifications or proves to be a selection not in the best interest of GHS.

**Proposal Open Record:** If a request to inspect the Proposal, or any portion thereof, is made by a third party, GHS will endeavor to treat all materials requested to be kept confidential and non-disclosed to the extent provided by the Georgia Open Records Act. The Offeror understands that GHS may be subject to the provisions of such Act together with the Uniform Trade Secrets Act. GHS will endeavor to inform the Offeror of any third party request for disclosure of such information pursuant to the Georgia Open Records Act or as may be otherwise made to GHS.

If the Offeror requests that such information be held confidential and not disclosed by GHS, the Offeror will assume the defense of such position, up to and including litigation, and will indemnify, save and hold harmless GHS, its officers and employees, from any expense, fees, costs or liability associated with such third party request or such litigation. If the Offeror does consider the Proposal or any portion thereof to contain confidential information, it shall submit a letter on the Offeror's letterhead signed by the owner or Chief Executive Officer, requesting that GHS treat the Proposal confidential and private information to the extent possible under Georgia law. Otherwise, the Offeror agrees that its' submission may be deemed as public information.

**Regulatory and Ethical Compliance:** No Proposal shall be accepted from, and no contract will be awarded to, any person, firm or corporation that, within the past five years, has been found in non-compliance with Georgia statutes or the standards and rules set by the Ethics Commission of the State of Georgia. (<http://www.ethics.state.ga.us>).

Prior to any contract award, GHS will verify that the prospective Offeror's company, officers and/or principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from transactions by any Federal department or agency. This will be verified through the Office of Inspector General (OIG). If the Offeror and/or its principles appear on the OIG list, GHS reserves the right to reject the Offeror's Proposal and refuse award of a contract.

**Notice of Award:** The notice of award is issued by the Strategic Planning Department. Unsuccessful Offerors shall be notified in writing, after award has been made.



## SECTION 7: SUPPLIER DIVERSITY

It is an overall objective of GHS to encourage involvement by Diverse Business Enterprises as contractors and suppliers in business activities generated by GHS, while assuring that such activities will be conducted in accordance with all applicable laws. It is the declared policy and intent of GHS to strive to maximize participation of Diverse Business Enterprises through all business contracting opportunities. GHS is committed to ensuring that Diverse Business Enterprises are given every opportunity to participate in contracting opportunities.

In adherence to GHS's commitment to Supplier Diversity, Solicitors of a GHS contract must clearly as defined by GHS herein, demonstrate good faith effort to achieve the Supplier Diversity goal set forth. By the documentation of Direct and/or Indirect Tier II goods and/or services to be purchased from Diverse Business Enterprises certified by one (1) or more of the third party certification agencies recognized by GHS. Such spend with Diverse Business Enterprises will be monitored. In connection with such monitoring, Contracted GHS Suppliers will be required to report Diverse Supplier Spend to GHS monthly in a manner in GHS's sole discretion. In addition, a copy of reported Diverse Supplier spend, must be attached with the submission of any invoices to GHS. Failure to demonstrate the defined Good Faith Effort to achieve GHS's Supplier Diversity goal, objectives, or to report in a manner prescribed by GHS, shall be a material breach of any controlling contract between GHS and Contractor or vendor.

GHS prohibits discrimination on the basis of race, color, gender, religion, national origin, or disability in connection with employment of any person, or the award of any contract. GHS will provide equal opportunities without regard to race, color, gender, religion, national origin, or disability, by requiring that any vendor doing business with GHS provide equal opportunity to persons and businesses employed by, or contracting with the supplier of products and services to GHS.

### **The Supplier Diversity Goal for this Solicitation is 20% of the contract value**

GHS® expects that the policies, programs and practices of its vendors/Contractors are carried out in an equitable fashion and that Certified Diverse Business Enterprises are afforded an equitable opportunity to share in contract/subcontract opportunities.

Vendors interested in doing business with GHS® are required to sign the Certification below and complete the Supplier Diversity Section in its entirety and submit it with their bid response.

**Past Performance:** Offeror shall (1) summarize in writing its past performance for client healthcare institutions in actively fostering the participation of Diverse Business Enterprises utilized by the institution, (2) provide three (3) or more client references for this purpose for whom it has provided applicable service to within the past two (2) years, with the name, phone number and e-mail of a specific knowledgeable contact person for each such client reference.

**Present Commitment:** Offeror shall submit in writing its present commitment and business plan to facilitate and promote the participation of Diverse Suppliers by completion of the attached Diverse Supplier Subcontracting Plan (DSSP). Diverse Business Enterprises utilized as Tier II contractors and suppliers must be certified by one or more of the 3<sup>rd</sup> Party Certification Agencies recognized by GHS.

**Post-award performance:** The specific, measurable performance criteria included in the Proposal for present commitment to Diverse Suppliers shall, subject to negotiation and mutual consent, become part of the awarded contract as specific, measurable requirements of vendor performance for the duration of the contract. Such spend with Diverse Business Enterprises will be monitored. In connection with such monitoring Vendor will be required to report to GHS monthly, in a manner in GHS's sole discretion, all direct and/or indirect certified spend with Diverse Business Enterprises.

## **Definition: Diverse Business Enterprise's**

**(MBE) National Minority Supplier Development Council:** A minority-owned business is a for-profit enterprise, regardless of size, physically located in the United States or its trust territories, which is 51% owned, operated and controlled by minority group members, defined from the following:

***Asian-Indian*** - A U.S. citizen whose origins are from India, Pakistan or Bangladesh.

***Asian-Pacific*** - A U.S. citizen whose origins are from Japan, China, Indonesia, Malaysia, Taiwan, Korea, Vietnam, Laos, Cambodia, the Philippines, Thailand, Samoa, Guam, the U.S. Trust Territories of the Pacific or the Northern Marianas.

***African American*** - A U.S. citizen having origins in any of the Black racial groups of Africa.

***Hispanic*** - A U.S. citizen of Hispanic heritage, from any of the Spanish-speaking areas of the following regions: Mexico, Central America, South America or the Caribbean Basin only.

***Native American*** - A person who is an American Indian, Eskimo, Aleut or Native Hawaiian, and regarded as such by the community of which the person claims to be a part.

**(WBE) Women's Business Enterprise National Council:** A Woman-Owned Business Enterprise is an independent business concern that is at least 51% owned and controlled by one or more women who are U.S. citizens or Legal Resident Aliens; whose business formation and principal place of business are in the US or its territories; and whose management and daily operation is controlled by one or more of the women owners.

**(LGBTBE) National Gay and Lesbian Chamber of Commerce:** Includes businesses physically located in the United States or its trust territories that are at least 51 percent unconditionally owned and operated by at least one lesbian, gay, bisexual and/or transgender (LGBT ) person or persons who are either U.S. citizens or lawful permanent residents. In addition, they must exercise independence from any non-LGBT business enterprise.

### **U.S. Small Business Administration:**

***(DBE) Small Disadvantaged Business*** - A small business that is at least 51 percent owned, operated and controlled by one or more individuals who are both socially and economically disadvantaged.

***HUB Zone Business*** - A small business operating in a "Historically Underutilized Business Zone." HUB zones are defined at <http://map.sba.gov/hubzone/init.asp>

### **Veteran Business Enterprise:**

***(VBE) Veteran-Owned Business*** - A small business that is at least 51% owned, operated and controlled by one or more veterans.

***(DVBE) Service-Disabled Veteran-Owned Business*** - A small business that is at least 51% owned, operated and controlled by one or more veterans with a service-connected disability.

**BUSINESS IDENTIFICATION AND NONDISCRIMINATION**

(TO BE SUBMITTED WITH BID)

	Yes	No												
Small Business as defined by the US. Small Business Administration (DBE, SBE, HubZone)														
Minority Business Enterprise (MBE) If yes, please indicate the percentage of minorities who own, control or operate your company:														
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African American	%	Asian American	%											
Hispanic/Latino	%	Pacific Islander	%											
Native American	%	Other	%											
WOMAN-OWNED BUSINESS ENTERPRISE (WBE)														
DISABLED VETERAN BUSINESS ENTERPRISE OR VETERAN BUSINESS ENTERPRISE (DVBE, VBE)														
IS YOUR COMPANY CERTIFIED AS ONE OF THE BUSINESS DESIGNATIONS ABOVE? If yes, please give the certifying agency and include a copy of your current certification with your bid response. The 3 <sup>rd</sup> party certifying agencies recognized and accepted by GHS are included.														
LOCAL SMALL BUSINESS If yes, please indicate in which county your company is located? ___ DeKalb ___ Fulton ___ Business location in both counties ___ Other														

**PART II - NONDISCRIMINATION POLICIES AND PROCEDURES**

	Yes	No
Are you an individual and do not employ anyone? If yes, you do not need to complete the remainder of the questions.		
Does your company have an Equal Employment Opportunity/Affirmative Action statement posted on company bulletin boards?		
Do you notify all recruitment sources in writing of your company's Equal Employment Opportunity/Affirmative Action employment policy?		
Do your company advertisements contain a written statement that you are an Equal Employment Opportunity/Affirmative Action employer?		
Do you belong to any unions? If yes, have you notified each union in writing of your commitments to non-discrimination?		
Does your company have a collective bargaining agreement with workers? If yes, do the collective bargaining agreements contain non-discrimination clauses and/or your Equal Employment Opportunity policy covering all workers?		
Does your company, at least annually, maintain a written record of and review the Equal Employment Opportunity policy and Affirmation Action obligations with all employees including those having any responsibility for employment decisions?		
Do you conduct, at least annually, an inventory and evaluation of minority and female personnel for promotional opportunities and encourage these employees to seek, train and prepare for such opportunities?		
Do you conduct, at least annually, a review, of all supervisors' adherence to and performance under the vendors, and Contractor's Equal Employment Opportunity policies and Affirmative Action obligations?		
Is there a person in your company who is responsible for Equal Employment Opportunity? If yes, please give name, phone and email address.		

Please explain any no answers, use additional paper as necessary:

Authorized Representative Signature:

Date:

**DIVERSE SUPPLIER SUBCONTRACTING PLAN (PROGRAM MANAGEMENT)**  
*(TO BE SUBMITTED WITH BID)- SUPPLIER DIVERSITY*

The following are questions concerning the efforts your company will make to ensure that Diverse Supplier's will have an equitable opportunity to compete for lower tier subcontracts associated with the Grady Health System agreement:

What product/service areas do you envision the inclusion of Diverse Suppliers and how is this determined? \_\_\_\_\_  
\_\_\_\_\_

How are Diverse Supplier capabilities determined by your company? \_\_\_\_\_  
\_\_\_\_\_

How will you ensure the maximum possible inclusion of Diverse Suppliers in all of your purchasing solicitations (i.e. Request for Proposals, Request for Information, and Request for Quotes, etc.)? \_\_\_\_\_  
\_\_\_\_\_

How will your company ensure that Diverse Suppliers are made aware of upcoming subcontracting opportunities and how will you prepare them to respond appropriately? \_\_\_\_\_  
\_\_\_\_\_

How will you monitor your company's Diverse Supplier subcontracting performance to this agreement and make any adjustments to achieve the subcontracting plan goals? \_\_\_\_\_  
\_\_\_\_\_

**Will your Diverse Supplier subcontracting administrator:**

Yes / No

- \_\_\_\_\_ Develop and maintain bidders' lists of Diverse Suppliers from all possible sources
- \_\_\_\_\_ Oversee the establishment and maintenance of your company's contract and subcontract award records associated with this Grady Health System agreement?
- \_\_\_\_\_ Conduct or arrange the training of your company's purchasing personnel on the Grady Health System agreement goals and processes to achieve this goal?
- \_\_\_\_\_ Review purchasing solicitation documents to remove statements, clauses, etc. which may tend to prohibit Diverse Supplier participation
- \_\_\_\_\_ Screen proposed purchasing solicitation documents for subcontracting opportunities and implement appropriate procurement policies and procedures to improve and increase opportunities to Diverse Suppliers
- \_\_\_\_\_ Introduce Diverse Suppliers to company purchasing personnel based on commodity or service in which these vendors may have a mutual or potential concern
- \_\_\_\_\_ Maintain records demonstrating that procedures have been adopted and implemented to comply with the reporting requirements and supplier diversity goals within the Grady Health System
- \_\_\_\_\_ Prepare and submit monthly, required Diverse Supplier reports to Grady Health System?

**DIVERSE SUPPLIER SUBCONTRACTING PLAN (DSSP) PG.2**

(DIRECT SUPPLIER DIVERSITY REPORTING - TO BE SUBMITTED WITH BID)

**In adherence to GHS's commitment to Supplier Diversity, GHS suppliers must clearly as defined herein demonstrate good faith effort, for Tier II direct goods and/or services to be purchased from Diverse Business Enterprises certified by one or more of the 3rd party certification agencies recognized by GHS. Such spend with Diverse Business Enterprises will be monitored. In connection with such monitoring Contracted GHS Suppliers will be required to report to GHS monthly, in a manner in GHS's sole discretion, all direct spend with Certified Diverse Business Enterprises. The Supplier Diversity Goal for this Solicitation is % of the total contract value.**

Company Name: \_\_\_\_\_ Agreement Term: \_\_\_\_\_  
 GHS Business Unit: \_\_\_\_\_ GHS Business Unit Contact Name: \_\_\_\_\_  
 Phone Number: \_\_\_\_\_ Vendor Contact e-mail: \_\_\_\_\_

Description of goods/services provided under this primary agreement (include name of project if applicable):  
 \_\_\_\_\_

Who will be responsible for coordinating your company's Diverse Supplier subcontracting activities during the period of this contract?

Name/Title: \_\_\_\_\_ Company: \_\_\_\_\_  
 Address: \_\_\_\_\_ Phone: \_\_\_\_\_  
 Fax: \_\_\_\_\_ E-Mail Address: \_\_\_\_\_

State the total dollar value planned to be subcontracted associated with this GHS agreement:  
 \_\_\_\_\_

**Please list all of the GHS Accepted 3<sup>rd</sup> Party Certified Diverse Suppliers you have identified that will serve as Direct Tier 2 Subcontractors associated with this GHS project and the projected spend amounts with each company:**

Vendor Name	Address	Contact	Phone	E-Mail	Certification Type	Business Classification (Product/Service)	Direct Projected Spend in Dollars	Direct Projected Spend by Percentage

Submitted by:

\_\_\_\_\_  
 Authorized Representative Signature

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Title

**CERTIFICATION OF EFFORTS**  
*(TO BE SUBMITTED WITH BID) – SUPPLIER DIVERSITY*

**Vendor:** \_\_\_\_\_

**Solicitation Name:** \_\_\_\_\_ **Solicitation Number:** \_\_\_\_\_

I certify that the following efforts were made to achieve Certified Diverse Supplier participation.

- a) Provided written notices to certified diverse business enterprises who have the capability to perform the work of the contract or to provide the service **\_\_Yes \_\_No**
- b) Direct mailing, electronic mailing, facsimile or telephone requests **\_\_Yes \_\_No**
- c) Provided interested certified diverse business enterprises with adequate information about plans, requirements and specifications of the contract in a timely manner to assist them in responding to a solicitation **\_\_Yes \_\_No**
- d) Allowed certified diverse business enterprises the opportunity to review specifications and all other solicitation related items at no charge, and allowed sufficient time for review prior to the bid deadline **\_\_Yes \_\_No**
- e) Acted in good faith with interested certified diverse business enterprises, and did not reject certified diverse business enterprises as unqualified or unacceptable without sound reasons based on a thorough investigation of their capabilities **\_\_Yes \_\_No**
- f) Did not impose unrealistic conditions of performance on certified diverse business enterprises seeking subcontracting opportunities **\_\_Yes \_\_No**
- g) Additionally, I contacted the referenced certified diverse business enterprises and requested a bid. The responses I received were as follows:

Name and Address of certified diverse business enterprises	Type of work and Contract Items, Supplies or Services to be Performed	Response	Reason for Not Accepting Bid

*(If additional space is required this form may be duplicated)*

If applicable, please complete the following:

I hereby certify that certified diverse business enterprises were “Unavailable” or “Unqualified” to submit bids to provide goods and services for this Solicitation response. I further certify that efforts have been made to establish “Joint Ventures”, and said entities were also unavailable at this time.

Reasons for the “Unavailability” or being determined “Unqualified”;

Submitted by:

\_\_\_\_\_  
Authorized Representative Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

**STATEMENT OF INTENT**

TO BE COMPLETED BY ALL KNOWN JOINT VENTURE PARTNERS/ SUBCONTRACTORS/CONSULTANTS  
*(TO BE SUBMITTED WITH BID)- SUPPLIER DIVERSITY*

**Vendor:** \_\_\_\_\_

**Solicitation Name:** \_\_\_\_\_

**Solicitation Number:** \_\_\_\_\_

\_\_\_\_\_ agrees to enter into a contractual agreement with  
Prime Supplier  
\_\_\_\_\_, who will provide the following goods/services  
Joint Venture Partner/Subcontractor/Consultant

in connection with the above referenced Solicitation as a certified diverse business enterprises:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

for an estimated amount of \$ \_\_\_\_\_ or \_\_\_\_\_ % of the total contract value.

\_\_\_\_\_  
Prime Supplier

\_\_\_\_\_  
Joint Venture Partner /Subcontractor/Consultant

Intend to work together in accordance with this Contract Compliance Section of the bid, contingent upon award and execution of a contract with Grady Health System with to the aforementioned Prime Supplier.

I hereby certify that this statement is true and correct:

Prime Supplier Signature:

Joint Venture/Subcontractor/Consultant Signature:

\_\_\_\_\_

\_\_\_\_\_

Print Name:

Print Name, Title and Date:

\_\_\_\_\_

\_\_\_\_\_

Title:

Address:

\_\_\_\_\_

\_\_\_\_\_

Date:

Phone :

\_\_\_\_\_

\_\_\_\_\_

Fax:

\_\_\_\_\_

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*The Grady Memorial Hospital Corporation d/b/a Grady Health System  
Request for Proposal*

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**SUPPLIER DIVERSITY CERTIFICATION:**

I certify that the statements made by me in this Supplier Diversity Section are complete and true to the best of my knowledge and belief, and are made in good faith. I understand that if I knowingly make any misstatements of facts, I am subject to disqualification and debarment from participation in future GHS contracting opportunities, held liable for breach of contract and subject to the enforcement of any remedies available under the contract or as a matter of contract law. I agree that no changes shall be made to this section without the written consent of GHS.

Authorized Representative Signature

\_\_\_\_\_

Title

\_\_\_\_\_

Date



**APPENDIX A: REPRESENTATIONS, CERTIFICATIONS, AND OTHER STATEMENTS OF OFFERORS**

**\*\*REQUIRED INPUT WITH SUBMISSION\*\***

**CERTIFICATION**

The undersigned certifies that he/she has read, understands, and agrees to be bound by the terms and conditions of the Request for Proposal (**RFP#2017032\_OP**). The undersigned further certifies that he/she is legally authorized by the Offeror to make the statements and representations on this form, and that said statements and representations are true and accurate to the best of his/her knowledge and belief. The undersigned understands and agrees that if the Offeror makes any knowingly false statements, or if there is a failure of the successful Offeror (i.e., contractor) to implement any of the stated agreements, intentions, objectives, goals, and commitments set forth herein without the prior approval of GHS, then the Offeror's act or omission shall constitute a material breach of the contract. The right to terminate shall be in addition to and not in lieu of any other rights and remedies GHS may have for defaults under the contract. Additionally, the Offeror may be prohibited from obtaining future contracts awarded by GHS. GHS reserves the right to terminate any contract where a material breach has occurred.

**NAME:** \_\_\_\_\_

**TITLE:** \_\_\_\_\_

**COMPANY:** \_\_\_\_\_

**ADDRESS:** \_\_\_\_\_

**TELEPHONE:** \_\_\_\_\_

**FACSIMILE:** \_\_\_\_\_

**E-MAIL:** \_\_\_\_\_

\_\_\_\_\_  
**(SIGNATURE)**

\_\_\_\_\_  
**(DATE)**

**APPENDIX B: COST PROPOSAL**

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(Print Name of Authorized Company Officer)

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(Signature)

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(Date Signed)

**COST MUST BE SUBMITTED UNDER SEPARATE COVER AS INSTRUCTED**

**APPENDIX C: SOLICITATION/CONTRACT FORM**

**REQUEST FOR PROPOSAL NUMBER: RFP#2017032\_OP**

**RFP DESCRIPTION: Operational Planning for the Correll Pavilion at Grady**

PROPOSAL RESPONSES MUST ARRIVE NO LATER THAN **September 11, 2020 @ 2:00pm EST.**

NOTE: Mark the outside lower-left corner of your submission with the RFP number shown above.

This document contains **20** pages.

You are invited to submit your Proposal for the services listed within this RFP. Responses must arrive at:

<p><b><u>DELIVERY ADDRESS</u></b> Mukang Pederson  Grady Health System Piedmont Hall 22 Piedmont Ave NE Office #327 Atlanta, GA 30303</p>
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**\*NOTE: FAXED RESPONSES WILL NOT BE ACCEPTED.**

**Executive Director**  
**Procurement & Strategic Sourcing:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

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**PLEASE BE ADVISED:** Offerors must **complete and return all pages** required with Proposal submission. Failure to return these completed pages with responses may result in non-consideration of Proposal submission.

Please acknowledge receipt of the following Addenda to the solicitation documents below by entering the number and the date of each:

**Addendum No.:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Addendum No.:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**NAME OF RESPONDING FIRM:** \_\_\_\_\_

**NAME OF COMPANY OFFICER:** \_\_\_\_\_  
(Company officer must have authority to legally bind the company)

**TITLE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

(MANDATORY) SIGNATURE OF COMPANY OFFICER ABOVE (Certifying agreement with specifications, terms and conditions unless otherwise noted).

\_\_\_\_\_  
*Signature*

***ATTACHMENT A: Schematic Design Floor Plans for Reference Only  
(PDF DOCUMENTS)***