

SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA



ITEM
3.85
(ID # 4828)

MEETING DATE:
Tuesday, August 29, 2017

FROM : RIVERSIDE UNIVERSITY HEALTH SYSTEM (RUHS):

SUBJECT: RIVERSIDE UNIVERSITY HEALTH SYSTEM (RUHS): Ratification of the First Amendment to the Professional Services Agreement with Zymeda Provider Solutions to provide Clinical Performance Strategy Consulting Services; 2 years; [All Districts]; [\$82,000 Annually]; Hospital Enterprise Fund

RECOMMENDED MOTION: That the Board of Supervisors:

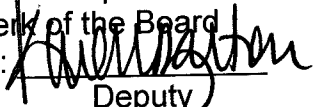
1. Ratify and execute the First Amendment to the Professional Services Agreement with Zymeda Provider Solutions to provide Clinical Performance Strategy Consulting Services not to exceed \$82,000 annually effective July 1, 2017 through June 30, 2019; and
2. Authorize the Purchasing Agent, in accordance with Ordinance No. 459, based on the availability of fiscal funding and as approved by County Counsel to: sign amendments that do not change the substantive terms of the agreement and sign amendments to the compensation provisions that do not exceed ten (10) percent annually

ACTION:

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Ashley, seconded by Supervisor Perez and duly carried, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Washington, Perez and Ashley
Nays: None
Absent: Tavaglione
Date: August 29, 2017
xc: RUHS, Purchasing

Kecia Harper-Ihem
Clerk of the Board
By: 
Deputy

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 82,000	\$ 92,000	\$ 174,000	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: Hospital Enterprise Fund - 40050			Budget Adjustment:	No
			For Fiscal Year:	
			17/18-18/19	

C.E.O. RECOMMENDATION: [CEO use]

BACKGROUND:

Summary

The requested Board action will approve the First Amendment with Zymeda Provider Solutions to implement the Hospitalist Program Benchmark Performance Strategy for Riverside University Health System (RUHS) – Medical Center.

Riverside University Health System (RUHS) – Medical Center is in need of advice and expertise to ensure that its Hospitalist Program Performance Strategy initiative is successful. Hospitalists are physicians whose primary professional focus is the general medical care of hospitalized patients. Their activities include patient care, teaching, research, and leadership related to Hospital Medicine. Hospitalists play a critical role in the quality of care patients receive in the hospital and their lengths of stay.

In its earlier work Zymeda Provider Solutions helped develop a structure for the hospitalist program through collaboration between the health system and existing physician groups. The collaboration between the health system and the physicians resulted in a benchmark performance strategy necessary for RUHS in today's healthcare environment.

This new initiative requires a significant change in culture within RUHS. The initiative includes an internal communication strategy that will play a key role in educating staff on the goals of this effort and their part in the process regardless of how large or small. The specific goals of this engagement with Zymeda are as follows:

- Development of a task force and work groups to provide insight into performance metrics and reporting;
- Defining metrics for a hospitalist performance dashboard;
- Implementation of a defined process for measuring these metrics, including timing and report structure;
- Integration of performance metrics into the hospitalist compensation model; and
- Coordination of necessary resource/support investment to support the physicians' efforts in achieving or exceeding targeted benchmarks.

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STATE OF CALIFORNIA**

A critical part of this effort will be collaboration with the current contractor providing physician coverage in the Emergency Department, where many hospital admissions begin. Zymeda has worked productively with that group, California Emergency Physicians, in its prior work on behalf of the health system.

The current hospitalist group is committed to overcoming the challenges associated with this initiative. Additionally, they support the efforts the hospital is making to expand clinical services, improve patient outcomes and maximize revenue where appropriate

Impact on Residents and Businesses

The Hospital, its site-based clinics and community-based clinics serve residents in all five Riverside County supervisorial districts, providing more than 450,000 patient encounters each year. The local economy will reap positive benefits from the presence and expansion of a thriving regional health system and where patients of all incomes can obtain high quality healthcare services.

Contract History and Price Reasonableness

On August 1, 2016, the Purchasing Agent executed the Master Agreement with Zymeda Provider Solutions to help identify a comprehensive service in the development of a hospitalist program. The sole source was approved by Central Purchasing July 14, 2016, SS#17-039 not to exceed \$10,000 for the project.

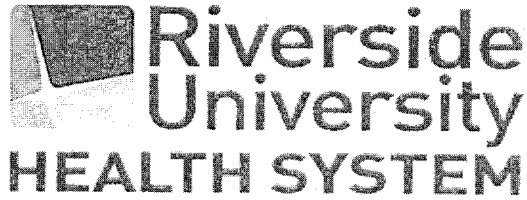
This Amendment allows multiple staff to be dedicated for an average of 40-50 hours per month to this project for a monthly fee of \$6,000 for project completion, not to exceed \$82,000 per year including expenses. The project is expected to take between 18 – 24 months and the agreement includes a performance incentive payment of \$10,000 if the goals are achieved in less than 18 months. This project cost is sufficient and well within market standards as it pertains to clinical performance improvement consultation. This Amendment would extend the current Agreement and allow Zymeda to implement the Hospitalist Program Benchmark Performance Strategy which was arrived at as a result of Zymeda's prior work.


Douglas Cady, Principal Management Analyst

8/21/2017


Gregory H. Priapios, Director County Counsel

8/18/2017



Date: June 5, 2017
From: Zareh Sarrafian, Assistant CEO – Health Systems
To: Board of Supervisors/Purchasing Agent
Via: Naomi Santos, RUHS Contracts Administration
Subject: Sole Source Procurement; Request for Clinical Performance Strategy Consulting Services

The below information is provided in support of my Department requesting approval for a sole source.

1. **Supplier being requested:** Zymeda Provider Solutions
2. **Vendor ID:** 204762
3. **Supply/Service being requested:** Clinical Performance Strategy Consulting Services
4. **Alternative suppliers that can or might be able to provide supply/service and extent of market search conducted:** None. There is no other company that has this experience. Through past business relationships, Zymeda has built a trusting rapport with each of the physician groups which the hospital contracts with.
5. **Unique features of the supply/service being requested from this supplier, which no alternative supplier can provide:** Zymeda assisted Riverside University Health System (RUHS) in developing a structure for the hospitalist program through the collaboration between the health system and the physician groups. This resulted in the desired benchmark performance to measure clinical performance such as length of stay, 30-day readmissions, etc. Zymeda also helped identify key performance metrics and the process for measuring these metrics. Lastly, they developed a staffing model and support compensation model necessary to meet the performance standards.
6. **Reasons why my department requires these unique features and what benefit will accrue to the county:** Through this Amendment, RUHS will receive the assistance to implement the performance strategies identified by Zymeda which are necessary in today's healthcare environment. To improve its business practices and establish ongoing commitment of the hospitalists for the success of RUHS. The current hospitalist group is well versed in the challenges facing RUHS and the potential barriers to achieving performance which surpasses identified industry benchmarks. This Amendment extends the current Agreement to allow more comprehensive services in development of a hospitalist program. Under the current Agreement, Zymeda completed a review of RUHS current hospitalist program and presented recommendations. This Amendment (phase) would allow them to implement these recommendations.

FIRST AMENDMENT TO THE AGREEMENT

WITH

ZYMEDA PROVIDER SOLUTIONS

(Clinical Performance Strategy Consulting Services)

That certain Agreement between County of Riverside ("COUNTY") and Zymeda Provider Solutions, ("CONTRACTOR"), approved August 1, 2016, is hereby amended effective July 1, 2017, as follows:

1. The first sentence in **Section 2. Period of Performance**, is deleted in its entirety and replaced with the following:

"This Agreement is effective July 1, 2017 through June 30, 2019, unless terminated as otherwise provided herein."

2. The first sentence in **Section 3. Compensation**, is deleted in its entirety and replaced with the following:

"Maximum payment by COUNTY to CONTRACTOR for this project shall not exceed eighty two thousand dollars (\$82,000) per twelve month period including all expenses. CONTRACTOR shall dedicate an average of 40 – 50 hours per month on this project and shall receive a monthly retainer fee of six thousand dollars (\$6,000) for services under this Agreement.

In addition to the monthly retainer fee earned up to that point, if Zymeda completes the goals of the engagement within eighteen months it shall receive a bonus of ten thousand dollars (\$10,000)."

3. **Exhibit A.1, Scope of Service; Implementation Phase**, is attached hereto and incorporated herein.
4. All other terms and conditions of the Agreement are to remain unchanged.

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AUG 29 2017 3:05

IN WITNESS WHEREOF, the parties have executed this Amendment.

COUNTY OF RIVERSIDE, a political
subdivision of the State of California

Zymeda Provider Solutions

By: 

By: 

Name: John Tavaglione

Name: Helene Bulman-Werner

Title: Chairman, Board of Supervisors

Title: CEO

Date: AUG 29 2017

Date: July 19 2017


ATTEST:

Kecia Harper-Ihem
Clerk of the Board

By: 
Deputy

APPROVED AS TO FORM:

Gregory Priamos
County Counsel

By: 
Martha Knutson,
Deputy County Counsel

**SCOPE OF SERVICE
IMPLEMENTATION PHASE**

ZYMEDA PROVIDER SOLUTIONS

1. The specific goals of the Implementation Phase include the following:
 - 1.1. Development of a task force and work groups to provide insight into performance metrics and reporting.
 - 1.1.1. The task force will establish the vision for the group, update the proposed timeline for the strategic process and outline clear expectations for all participants in this initiative.
 - 1.1.2. The task force will meet every month, for a two hour schedule meeting to receive updates from the work group and approve recommendations.
 - 1.1.3. The work group will meet monthly, at a minimum.
 - 1.2. Define metrics for hospitalist performance dashboard.
 - 1.3. Implementation of a defined process for measuring these metrics, including timing and reports structure for supplying dashboard data.
 - 1.4. Integration of performance metrics into the hospitalist compensation model within the recommended time period.
 - 1.5. Coordination of necessary resource/support investment on behalf of the hospital to support the physicians' efforts in achieving or exceeding targeted benchmarks.
 - 1.5.1. Coordinate efforts with California Emergency Physicians (CEP).
2. CONTRACTOR and task force will also finalize membership for the following potential work groups:
 - 2.1. Data and Analytics
 - 2.2. Resource and Financial Requirements
 - 2.3. Transitional Care Coordination
3. CONTRACTOR will be responsible for summarizing the progress of all groups and reporting to COUNTY (Riverside University Health System – Medical Center) leadership on a monthly basis on the progress of the initiative, both completed and incomplete tasks of all teams.

**SCOPE OF SERVICE
IMPLEMENTATION PHASE**

ZYMEDA PROVIDER SOLUTIONS

4. CONTRACTOR shall follow the Goals and Timeline for Implementation of Hospitalist Program Benchmark Performance Strategy as illustrated below:

ACTION ITEM	TIMING
Establish Task Force and Work Groups and conduct first Task Force Meeting	July – August 2017
Work Group meetings	Monthly
Task Force Meetings	Bi-Monthly
Decide on measurements to include in Hospitalist Program Dashboard and identify systems for supplying data	September – October 2017
Run initial reports/queries to identify baseline performance and review “gaps” or “discrepancies” in data	November – December 2017
Establish short-term and “stretch” performance goals for hospitalists tied to baseline data	January – February 2018
Format initial dashboard and supporting communication strategy regarding purpose of the information	March – April 2018
Develop initial, high-level action plan for addressing deficiencies including: <ul style="list-style-type: none"> • Resources requirements (people, facility, equipment, technology, etc.) • Ongoing ownership for initiatives • Timing for reporting on progress • Critical barriers to success and how to address 	May – July 2018
Integration of performance metrics into compensation models	August – September 2018
Operation handoff to multi-disciplinary hospitalist team	October 2018