

SUBMITTAL TO THE RIVERSIDE UNIVERSITY HEALTH
SYSTEM MEDICAL CENTER GOVERNING BOARD
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA

**Riverside
University
HEALTH SYSTEM
Medical Center**

ITEM
15.2
(ID # 8614)

MEETING DATE:

Tuesday, January 29, 2019

FROM : RUHS-MEDICAL CENTER:

SUBJECT: RIVERSIDE UNIVERSITY HEALTH SYSTEM-MEDICAL CENTER: Ratification and Approval of the Third Amendment to the Professional Service Agreement for Process Improvement Management Consulting and Training Services Between County of Riverside and Polaris Lean Consulting; All Districts [Total Cost \$264,000; up to \$26,400 in additional compensation – 100% Hospital Enterprise Fund].

RECOMMENDED MOTION: That the Governing Board:

1. Ratify and approve the Third Amendment to the Professional Service Agreement for Process Improvement Management Consulting and Training Services between County of Riverside and Polaris Lean Consulting extending the period of performance for six (6) months, commencing January 1, 2019 through June 30, 2019, with a six month renewal option and increasing the maximum contract amount by \$264,000 for an aggregate not to exceed amount of \$924,000, and authorize the Chairman of the Board to sign the amendment on behalf of the County.
2. Authorize the Purchasing Agent, in accordance with Ordinance No. 459 and based on the availability of funding and as approved by County Counsel, to sign amendments that do not change the substantive terms of the agreement and to sign amendments to the compensation provisions that do not exceed the sum total of ten percent (10%) annually.

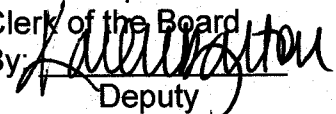
ACTION: Policy


Jennifer Crulkshank, Chief Executive Officer – Health System 1/10/2019

MINUTES OF THE GOVERNING BOARD

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

Ayes: Jeffries, Spiegel, Washington, Perez and Hewitt
Nays: None
Absent: None
Date: January 29, 2019
xc: RUHS-Medical Center, Purchasing

Kecia Harper
Clerk of the Board
By: 
Deputy

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FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost:
COST	\$ 132,000	\$ 132,000	\$ 264,000	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: 100% - Hospital Enterprise Fund 40050			Budget Adjustment: No	
			For Fiscal Year: 18/19-20/21	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

Polaris Lean Consulting ("Polaris") assists clients in improving financial performance and competitive positions by incorporating methods to reduce waste, increase efficiency, and enhance the customer experience. Polaris helps engage frontline staff to lead the effort to address the causes of variability and make meaningful changes. Polaris has been a partner of Riverside University Health System since May 2016.

Since May 2016, Riverside University Health System has accomplished:

- ✓ **ED Throughput Project:** 40% decrease in discharge length of stay; 33% decrease in admission length of stay; 82% decrease in door to doctor; 93% reduction in Left Without Being Seen (LWBS); and deployed 2-bin replenishment system. Annual Cost Savings: \$1,455,000.
- ✓ **Early Discharge Project:** 64% increase of discharge orders written by 12:00 p.m.; 33% increase in patients leaving by 2:00 p.m.; 10% increase in HCAHPS Communication with Doctors; and 25% reduction in ED holds. Annual Cost Savings: \$252,000.
- ✓ **Lab Project:** 22% reduction in turn-around time.
- ✓ **FQHC Project:** 38% reduction in cycle time (average); deployed 2-bin replenishment system in Palm Springs.
- ✓ **Arlington ETS Project:** 70% reduction in door to doctor; 40% reduction in Left Without Being Seen (LWBS); 11% reduction in discharge length of stay; 37% reduction in assaults; 1,875 nursing hours saved by reducing waste; The Joint Commission Best Practice Library Nomination.
- ✓ **Referral Project:** 90% reduction in referral turn-around time.
- ✓ **Procurement Project:** 25% reduction in turn-around time.
- ✓ **PCU Float Project:** Objective to reduce nurse floating. Initial deployment stages after Kaizen.
- ✓ **5S Projects:** 60
- ✓ **Number of RUHS Employees Training in Lean Methodology:** 950

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- ✓ **A3 Coaching Sessions:** 60 people
- ✓ **Active Daily Management:** Performance Boards deployed 63; Huddle Deployment 59
- ✓ **Master Build:** Assisted with designing three (3) new ambulatory clinics (Corona, Jurupa, MOB) based on Lean principles of flow, visual workplace, cellular design, and workplace organization.
- ✓ **Performance Excellence Steering Committee:** Created leadership infrastructure to seek synergies between projects, remove barriers, and provide direction. Developed and implemented Executive Leadership Rounding.
- ✓ **Performance Excellence Department:** Created infrastructure to support the Lean Deployment at RUHS. Created job descriptions and hired three (3) analysts. Developed daily reporting metrics, dashboards, standardized tools with RUHS branding. SharePoint created to house tools, projects, and best practices for sharing. Facilitating Kaizen events. Implemented A3 project coaching sessions. Two (2) 2018 RivCo Innovates CEO Awards received.
- ✓ **Strategy Deployment:** Facilitated strategic visioning session, created and deployed RUHS strategy alignment tool. Successfully aligned 99 departments to the RUHS strategic goals. Developed monthly reporting tool.

Impact on Citizens and Businesses

Riverside County citizens will benefit from improved quality of care received from Riverside University Health System – Medical Center staff.

SUPPLEMENTAL:

Additional Fiscal Information

The table below illustrates the maximum aggregate amount expended per fiscal year since commencement of the Contract Agreement.

FY 2016/2017	FY2017/2018	FY2018/2019	FY2019/2020	TOTAL
\$264,000	\$264,000	\$264,000	\$132,000	\$924,000

This Third Amendment allocates \$132,000, including all expenses, for the period of January 1, 2019 through June 30, 2019 and, should the parties exercise the option to renew for six additional months, the maximum payments shall not exceed \$132,000 including all expenses for the period of July 1, 2019 through December 31, 2019 for an aggregate maximum contract amount of \$924,000.

Contract History and Price Reasonableness

On May 24, 2016, Agenda Item 3.24, the Board approved a Professional Services Agreement with Polaris Healthcare Consulting effective June 1, 2016 through December 31, 2016 for a

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project budget amount of \$132,000. On November 8, 2016, Agenda Item 3.15, the Board approved a First Amendment to the Professional Services Agreement extending the agreement for one additional year and increasing the maximum contract by \$264,000. Polaris consisted of multiple services for assessment, with focus on cost savings, full project guidance, coaching, and consultation. The hourly rate began at \$125.00 per hour and well below market standards as it relates to consulting services. On January 9, 2018, Agenda Item No. 3.23, the Board approved a Second Amendment which extended the Services of the Agreement through December 31, 2018 in turn, required additional funds to cover the period of performance.

This Third Amendment to the Professional Services Agreement will continue the services through June 30, 2019, with the option to renew for six additional months through December 31, 2019 or until RUHS-MC successfully hires a qualified individual to fill the position of Director of Performance and Service Excellence through County Human Resources. Until this position is filled, RUHS desires to retain Polaris Lean Consulting to help with a smooth transition. With the guidance of Polaris, RUHS improvement plan for calendar year 2019 include, but is not limited to the following:

- Monitor Lean progress in the organization
- Ensure Lean Methodology is consistently applied in the organization
- Maintain all current projects in portfolio
- Continue monthly 2-Day Lean Bootcamp
- Provide Coaching support for A3 project sessions
- Execute RUHS Strategy Deployment
- Provide facilitation for Kaizen events
- Design and implement leadership rounding for nights and weekends
- Assist in implementing Orchid rounding tool
- Assist in selecting a Business Intelligence (BI) tool
- Develop Financial Impact Model
- Promote data transparency
- Cultivate and mentor change agents

ATTACHMENTS:

Attachment A: THIRD AMENDMENT TO THE PROFESSIONAL SERVICE AGREEMENT FOR PROCESS IMPROVEMENT MANAGEMENT CONSULTING AND TRAINING SERVICES BETWEEN COUNTY OF RIVERSIDE AND POLARIS LEAN CONSULTING

SUBMITTAL TO THE RIVERSIDE UNIVERSITY HEALTH
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Teresa Summers, Director of Purchasing 1/16/2019


Melissa Noone, Associate Management Analyst 1/23/2019


Gregory V. Prietas, Director County Counsel 1/16/2019



Date: December 10, 2018
From: Jennifer Cruikshank, RUHS CEO
To: Board of Supervisors/Purchasing Agent
Via: Naomi Santos, RUHS Contracts Administration / 951.486.4411
Subject: Sole or Single Source Procurement; Request for Request for Process Improvement Management Consulting and Training Services

The below information is provided in support of my Department requesting approval for a sole or single source. *(Outside of a duly declared emergency, the time to develop a statement of work or specifications is not in itself justification for sole or single source.)*

1. **Supplier being requested:** Polaris Lean Consulting, Inc.
2. **Vendor ID:** 212777
3. **Single Source** **Sole Source**
4. **Have you previously requested and received approval for a sole or single source request for this vendor for your department?**
 Yes **No**
 SS.# 18-107
- 4a. **Was the request approved for a different project?**
 Yes **No**
5. **Supply/Service being requested:** Process Improvement Management Consulting and Training Services
6. **Unique features of the supply/service being requested from this supplier.** Polaris Lean Consulting assists clients in improving financial performance and competitive positions by incorporating methods to reduce waste, increase efficiency, and enhance the customer experience. Polaris helps engage frontline staff to lead the effort to address the causes of variability and make meaningful changes. Additionally, Polaris has been a partner to help improve Riverside University Health System since May, 2016.

Since May, 2016 Riverside University Health System has accomplished:



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- ✓ **ED Throughput Project:** 40% decrease in discharge length of stay; 33% decrease in admission length of stay; 82% decrease in door to doctor; 93% reduction in Left Without Being Seen (LWBS); and deployed 2-bin replenishment system. Annual Cost Savings: \$1,455,000.
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- ✓ **Strategy Deployment:** Facilitated strategic visioning session, created and deployed RUHS strategy alignment tool. Successfully aligned 99 departments to the RUHS strategic goals. Developed monthly reporting tool.

7. **Reasons why my department requires these unique features from the vendor and what benefit will accrue to the county:** The continued partnership with an operations consulting firm for business process improvement provide the organization with the objectivity in assessing current processes, identifying and prioritizing opportunities for improvement, and



designing and implementing solutions. Polaris drills down on key areas within the Medical Center that need improvement and help create sustainable solutions that can be tested and improved upon.

With the guidance of Polaris, RUHS next steps to improvement for calendar year 2019:

- Monitor Lean progress in the organization
- Ensure Lean Methodology is consistently applied in the organization
- Maintain all current projects in portfolio
- Continue monthly 2-Day Lean Bootcamp
- Provide Coaching support for A3 project sessions
- Execute RUHS Strategy Deployment
- Provide facilitation for Kaizen events
- Design and implement leadership rounding for nights and weekends
- Assist in implementing Orchid rounding tool
- Assist in selecting a Business Intelligence (BI) tool
- Develop Financial Impact Model
- Promote data transparency
- Cultivate and mentor change agents

8. **Period of Performance:** January 1, 2019 through June 30, 2019, with the option to renew for six additional months through December 31, 2019 (6 months)

Is this an annually renewable contract? No Yes
 Is this a fixed-term agreement. No Yes

9. **Identify all costs for this requested purchase. In addition, please include any single or sole source amounts previously approved and related to this project and vendor in the section designated below for current and future fiscal years. You do not need to include previous fiscal year amounts. If approval is for multiple years, ongoing costs must be identified below. If annual increases apply to ongoing costs such as CPI or other contract increases, provide the estimated annual cost for each consecutive year. If the annual increase may exceed the Purchasing Agent's authority, Board approval must be obtained.**

Description	FY18/19	FY19/20	Total
	(January 1, 2019 – June 30, 2019)	(July 1, 2019 – December 31, 2019 (renewal option))	
Hourly Rate (\$125.00)	\$132,000	\$132,000	\$264,000
Total Costs	\$132,000	\$132,000	\$264,000



10. Price Reasonableness: Polaris work has consisted of multiple services for assessment, with focus on cost savings, full project guidance, coaching, and consultation. The hourly rate remains the same at \$125 per hour and is well below market standards as it relates to consulting services. The maximum annual amount shall not exceed \$264,000.

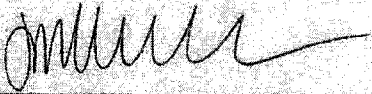
Illustrated below is the maximum aggregate amount per fiscal year since commencement of the contract:

FY 2015/2016	FY 2016/2017	FY2017/2018	FY2018/2019	FY2019/2020	TOTAL
\$132,000	\$132,000	\$264,000	\$264,000	\$132,000	\$924,000

11. Projected Board of Supervisor Date (if applicable): January 15, 2019

[Signature Page Follows]

Riverside University HEALTH SYSTEM


 Department Head Signature (or designee) Jennifer Cruikshank Print Name 12/10/10 Date

The section below is to be completed by the Purchasing Agent or designee.

Purchasing Department Comments:

Approve

Approve with Condition/s

Disapprove

Condition/s:

Not to exceed:

One-time \$ _____

Annual Amount \$ _____ / per fiscal year through _____ (date)

(If Annual Amount Varies each FY)


FY 18/19: \$ 132,000

FY 19/20: \$ 132,000

FY _____: \$ _____

FY _____: \$ _____

FY _____: \$ _____


 Purchasing Agent 12/27/18 Date 19-099 Approval Number
 (Reference on Purchasing Documents)

**THIRD AMENDMENT TO THE PROFESSIONAL SERVICE AGREEMENT FOR
PROCESS IMPROVEMENT MANAGEMENT CONSULTING AND TRAINING SERVICES
BETWEEN COUNTY OF RIVERSIDE AND POLARIS LEAN CONSULTING**

This Third Amendment to the Professional Service Agreement for Process Improvement Management Consulting and Training Services ("Third Amendment") is entered into by and between the **COUNTY OF RIVERSIDE**, a political subdivision of the State of California, (herein referred to as "COUNTY") on behalf of the Riverside University Health System (herein referred to as "RUHS") and **POLARIS LEAN CONSULTING**, a Nevada corporation, (herein referred to as "CONTRACTOR"), sometimes collectively referred to as the "Parties" or individually referred to as a "Party."

WHEREAS, COUNTY and CONTRACTOR entered into that certain Professional Service Agreement for Process Improvement Management Consulting and Training Services, approved May 24, 2016, Agenda Item No. 3-24, and effective June 1, 2016 through December 31, 2016 (herein referred to as "Agreement"); and

WHEREAS, COUNTY and CONTRACTOR entered into that certain First Amendment to the Agreement, approved November 8, 2016, Agenda Item No. 3-15, to extend the period of performance for one (1) year commencing January 1, 2017 through December 31, 2017 and increase the maximum compensation amount by \$264,000 from \$132,000 to \$396,000 (herein referred to as "First Amendment"); and

WHEREAS, COUNTY and CONTRACTOR entered into that certain Second Amendment to the Agreement, approved January 9, 2018, Agenda Item No. 3-23, to extend the period of performance for one (1) year commencing January 1, 2018 through December 31, 2018 and increase the maximum compensation amount by \$264,000 from \$396,000 to \$660,000 (herein referred to as "Second Amendment"); and

WHEREAS, COUNTY and CONTRACTOR desire to amend the Agreement once again to extend the period of performance for six (6) months commencing January 1, 2019 through June 30, 2019, with the option to renew for six additional months through December 31, 2019, and increase the maximum compensation amount by \$264,000 from \$660,000 to \$924,000;

NOW THEREFORE, the Parties agree as follows:

1. **Period of Performance.** The first sentence of Section 2.1 of Section 2. **Period of Performance** is hereby amended to extend the period of performance for six (6) months commencing upon January 1, 2019 through June 30, 2019 as follows:

“This Agreement shall be effective upon signature of this Agreement by both parties and continues in effect through June 30, 2019, with the option to renew for six (6) additional months through December 31, 2019, unless terminated earlier.”

2. **Compensation.** Section 3.1 of Section 3. **Compensation** is hereby amended to increase the maximum compensation amount by \$264,000 from \$660,000 to \$924,000 as follows:

“The COUNTY shall pay the CONTRACTOR one hundred twenty-five dollars (\$125.00) per hour for services performed. Maximum payments by COUNTY to CONTRACTOR shall not exceed one hundred thirty-two thousand dollars (\$132,000), including all expenses, for the period of January 1, 2019 through June 30, 2019 and, should the parties exercise the option to renew for six (6) additional months, maximum payments by COUNTY to CONTRACTOR shall not exceed one hundred thirty-two thousand dollars (\$132,000), including all expenses, for the period of July 1, 2019 through December 31, 2019 for an aggregate maximum contract amount of nine hundred twenty-four thousand dollars (\$924,000). The COUNTY is not responsible for any fees or costs incurred above or beyond the contracted amount and shall have no obligation to purchase any specified amount of services or products. COUNTY shall not be responsible for payment of any of CONTRACTOR’s expenses related to this Agreement.”

3. **Exhibit A-1.** EXHIBIT A-1, SCOPE OF WORK, is hereby deleted in its entirety and replaced with EXHIBIT A-2, SCOPE OF SERVICE, attached hereto and incorporated herein.

3. **Miscellaneous.** All other terms and conditions of the Agreement not modified herein shall remain unchanged and in full force and effect.

4. **Effective Date.** This Third Amendment to the Agreement shall become effective upon signature of both Parties, or January 1, 2019, whichever should come first.

[Intentionally Left Blank; Signature Page Follows]

IN WITNESS WHEREOF, the Parties hereto have caused their duly authorized representatives to execute this Third Amendment.

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

By: [Signature]

Name: KEVIN JEFFRIES

Title: Chairman, Board of Supervisors

Date: JAN 29 2019

POLARIS LEAN CONSULTING, a Nevada corporation

By: [Signature]

Name: Michelle Kimbro

Title: Chief Executive Officer, Secretary, and Chief Financial Officer

Date: 12/27/2018

ATTEST:

~~Kecia Harper~~
Clerk of the Board

By: [Signature]
Deputy

APPROVED AS TO FORM:

Gregory P. Priamos
County Counsel

By: [Signature]

Name: Danielle Maland

Title: Deputy County Counsel

Date: 1/14/19

1.3 Project Deliverables and Timelines:

Lean Process Improvement Training and Project Coaching:

All Quarters	
Introductory Lean Training	A3 Coaching
<ul style="list-style-type: none"> - Training on Lean tools and methodology for project team members. Includes: <ul style="list-style-type: none"> o Lean tools and methodology o Practical exercises and discussions o Change management o Implementation methodology 	<ul style="list-style-type: none"> - Create and implement project coaching models - Develop A3 project coaching schedule - Apply Coach-the-Coach techniques to increase the organizations change agents pool
<ol style="list-style-type: none"> 1. Conduct 2-Day Lean Training for project team members. 	<ol style="list-style-type: none"> 1. <u>Provide A3 project coaching sessions across the Health System.</u> 2. Supply A3 project schedule.

Implementation of the Lean Management System:

	All Quarters	All Quarters
	Active Daily Management (ADM) for Leadership	Lean Transformation Management
	<ul style="list-style-type: none"> - Development of a Collaborative Leadership Rounding process and schedule for Inpatient, Outpatient, and Ambulatory Clinics. - Identify and assist implementation of rounding tool and assist in developing best practice scripting. - Identify resource and unit level supplies required for implementation of the Active Daily Management program. - Provide 1:1 coaching sessions with designated department Directors to assist with implementation of the ADM program. - Assist in KPI's and dashboard development. 	<ul style="list-style-type: none"> - Assist with creating and standardizing a Performance Excellence governance structure and process. - Conduct Lean Maturity Index Assessment. - Facilitate 1:1 coaching sessions for Lean Strategy Deployment (Hoshin Kanri) for alignment of strategic goals. - Ensure methodology is consistently applied in the organization. - Assist with the creation of a financial impact model for identified value streams.
	<ol style="list-style-type: none"> 1. Standardized rounding schedule. 2. Documented Collaborative Leadership Rounding process. 3. Supply best practice purposeful rounding scripts. 4. Supply a resource list for the ADM program. 5. Targeted metrics and dashboards. 6. Deploy Huddle boards in designated departments. 	<ol style="list-style-type: none"> 1. Annual Lean Maturity Index analysis. 2. <u>Strategy Alignment Tool</u>. 3. <u>Financial Impact Model</u>

Management of Process Improvement Projects – Example workflow for one project

	Weeks 1 - 2	Weeks 3 - 6	Weeks 7 - 12
	Charter and Team Member Selection	Documentation of Process Flows / and Value Stream and Root Cause Analysis	Process Sessions and Implementation
	<ul style="list-style-type: none"> - Meet executive members to develop project charter - Select key team members for project participation - Review key policies and procedures. - Review current performance reports (financial, quality, patient satisfaction) for each the OR. - Develop a work plan with detailed timeline, resource requirements, and responsibility for key process improvement projects. - Plan initial process improvement meetings (materials, meeting logistics, etc.). 	<ul style="list-style-type: none"> - Conduct weekly process sessions with the team. - Identify and document key workflows and processes - Create a value-stream analysis for the work-flow. - Prepare a gap analysis for the work-flow referencing industry best-practices. - Identify pain points/problem areas for each process. - Collect data to validate pain points. - Conduct a root cause analysis on critical process pain points if indicated. 	<ul style="list-style-type: none"> - Conduct weekly process improvement sessions with the team. - Identify specific improvements in resolving the documented pain points/problem areas. - Review recommendations with sponsors. - Create standard work templates for each role and key activity. - Revise job descriptions based on standard work as needed. - Create a training plan and training materials for the new standards and assist with conducting training. - Create an audit tool for key activities and train managers/supervisors on the audit process.
	<ol style="list-style-type: none"> 1. Work-plan 2. Project charter 3. Agenda for process sessions 	<ol style="list-style-type: none"> 1. Documented process flows 2. Value stream analysis 3. Gap analysis 4. Documented pain points and proposed solutions. 5. Weekly status reports 	<ol style="list-style-type: none"> 1. Improvement roadmap and work plan. 2. Standard work templates for key activities within each process. 3. Training guides for staff 4. Audit tools for key activities within each process 5. Audit training for managers 6. Weekly status reports

2.0 No Review & Approval Authority. No Supervision. While COUNTY may seek CONTRACTOR comment, assessments, or recommendations regarding employees, including, but not limited to, observations concerning performance, CONTRACTOR understands that it has no authority to direct the work of COUNTY employees or to make any decisions regarding employee status, assignments, job descriptions or to perform any functions that would purport to exercise authority over COUNTY employees and/or COUNTY operations and management. CONTRACTOR shall work closely and directly with the Executive Director of Quality and Performance Excellence to implement any of the above components.

3.0 COUNTY Responsibilities. COUNTY will provide CONTRACTOR with work space at its facilities, as appropriate, which, in the judgment of the COUNTY, meets Health Insurance Portability and Accountability Act of 1996 (HIPAA) requirements, including, but not limited to, providing appropriate security and physical restrictions. CONTRACTOR will not remove Protected Health Information (PHI) from COUNTY premises in any form. COUNTY will provide reports and analysis needed by CONTRACTOR to complete its deliverables, however such reports and analyses will remain the property of COUNTY and be returned upon to it no later than the date of termination of this Agreement.

- 4.0 Violations of Law.** CONTRACTOR's primary role is to provide the services described in this Agreement. It is expected that CONTRACTOR will take reasonable steps to act in accordance with all applicable laws and regulations and, therefore shall inform an appropriate person of any known violations of applicable laws and regulations that it believes may exist and which relate to the work being undertaken by CONTRACTOR.
- 5.0 Information Technology Network.** The COUNTY will ensure CONTRACTOR has access to COUNTY network as required to perform necessary services under the engagement. CONTRACTOR will use such network only in accordance with COUNTY's policies and procedures and will complete its training in those responsibilities before beginning work under this Agreement.