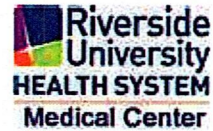




**SUBMITTAL TO THE RIVERSIDE UNIVERSITY HEALTH SYSTEM MEDICAL CENTER GOVERNING BOARD
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



ITEM: 18.1
(ID # 29629)

MEETING DATE:
Tuesday, January 13, 2026

FROM : RUHS-MEDICAL CENTER

SUBJECT: RIVERSIDE UNIVERSITY HEALTH SYSTEM-MEDICAL CENTER: Approve the Consulting Agreement with Experience Matters, LLC, d/b/a The Experience Lab to provide Patient Experience Consulting Services without seeking competitive bids, effective upon signature through December 31, 2026. All Districts. [Total Cost \$100,000; up to \$10,000 in Additional Compensation] - 100% Hospital Enterprise Fund 40050

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve the Consulting Agreement with Experience Matters, LLC, d/b/a The Experience Lab to provide Patient Experience Consulting Services without seeking competitive bids, not to exceed a maximum contract amount of \$100,000 effective upon signature through December 31, 2026, and authorize the Chair of the Board to sign the Agreement on behalf of the County;
2. Authorize the Purchasing Agent, in accordance with Ordinance No. 459 and based on the availability of fiscal funding and as approved as to form by County Counsel, to; (a) sign amendments including modifications to the statement of work that stay within the intent of the Agreement, and (b) sign amendments to the compensation provisions that do not exceed the sum total of ten percent (10%) of the cost of the Agreement; and
3. Authorize the Purchasing Agent to issue Purchase Order(s) for the services provided not to exceed the approved amounts.


ACTION:Policy

Jennifer Cruikshank
Jennifer Cruikshank, Chief Executive Officer - Health System 12/30/2025

MINUTES OF THE GOVERNING BOARD

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

Ayes: Medina, Spiegel, Washington, Perez, and Gutierrez
Nays: None
Absent: None
Date: January 13, 2026
xc: RUHS-MC

Kimberly A. Rector
Clerk of the Board
By: 
Deputy

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

FINANCIAL DATA	Current Year:	Next Fiscal Year	Total Cost:	Ongoing Cost
COST	\$100,000	\$0	\$100,000	\$0
NET COUNTY COST	\$0	\$0	\$0	\$0
SOURCE OF FUNDS: 100% Hospital Enterprise Fund			Budget Adjustment: No	
			For Fiscal Year: 25/26	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

As a medical provider for IEHP members, Riverside University Health System – Medical Center (RUHS-MC), is committed to IEHP’s focus on ensuring members discharged from network hospitals receive care and services that reflect cultural humility, respect and human-centered hospital care.

The 2026 Hospital Pay for Performance (P4P) Program encompasses IEHP’s commitment to continuously elevating the patient experience. This measure encourages network hospitals to participate in a Quality Improvement Activity (QIA) focused on comprehensive and human-centered custom experience design. Through this endeavor, participating hospitals will be well-equipped to design and consistently deliver a personal, memorable, and high-quality health care experience for not only IEHP members, but for all patients served.

RUHS-MC has agreed to participate in a QIA and is thus requesting Board approval to execute a Consulting Agreement with The Experience Lab. The Experience Lab takes a holistic view toward transforming experience and organizational culture. The Experience Lab is passionate about designing and bringing to life a new kind of health care experience for team members, providers, patients, and guests. The Experience Lab provides expert guidance, training and support aimed at equipping healthcare leaders with the skill necessary to successfully integrate design principles and methods into their organizational structure and operational systems.

This Agreement will provide the tools needed to design experiences that are truly tailored to the unique needs of RUHS-MC patients and populations resulting in an all-encompassing learning process that is directly applicable to a multitude of experience, operations, and organizational culture priorities.

Impact on Residents and Businesses

These services are a component of RUHS’s system of care aimed at improving the health and safety of its patients and the community.

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

Additional Fiscal Information

There are sufficient funds in the Department's FY25/26 budget and no additional County funds are required.

Contract History and Price Reasonableness



In accordance with the terms of the IEHP P4P program, IEHP will fully reimburse RUHS-MC the \$100,000 Agreement cost in February 2026. In addition, after the full year of participation in QIA, RUHS-MC will receive an additional unrestricted \$25,000 incentive payment from IEHP in early 2027.

The Agreement requires Board approval as the compensation provision exceeds the Purchasing Agent's authority and \$50,000 threshold for contracting with a vendor for professional services without seeking competitive bids per Purchasing Policy Manual, County Ordinance 459 and California Government Code § 25502.5.

ATTACHMENTS:

Attachment A: CONSULTING AGREEMENT FOR PATIENT EXPERIENCE CONSULTING SERVICES WITH EXPERIENCE MATTERS, LLC, D/B/A THE EXPERIENCE LAB

Attachment B: Sole Source Justification 26-108

 Stacy Orton, Assistant Director of Purchasing	1/5/2026	 Jacqueline Ruiz, Principal Analyst	1/6/2026
--	----------	--	----------

 Minh C. Tran, County Counsel	1/5/2026
---	----------

**CONSULTING AGREEMENT
NON PHI / NON CLINICAL**

This Consulting Agreement (“Agreement”) is made between County of Riverside, a political subdivision of the State of California on behalf of Riverside University Health System – Medical Center (“Client”) and Experience Matters, LLC, a California limited liability company, d/b/a The Experience Lab (“Consultant”) (collectively the “parties,” “we” or “us”), and is effective upon signature (the “Effective Date”).

1. Scope of Work: Consultant shall provide to Client the services set forth in that certain Scope of Work attached hereto as Exhibit A and incorporated by this reference herein (the “SOW”), in the manner specified in the SOW (all of the foregoing, the “Services”). Consultant may, at Consultant’s own expense, use employees or other subcontractors under Consultant’s direction to perform the Services, provided that Consultant otherwise complies with this Agreement. Should a conflict exist between the terms of this Agreement and terms of the SOW, the terms of the SOW shall prevail unless expressly waived in a writing signed by Client and Consultant.

2. No Access to Protected Health Information/Clinical Data. The Services to be provided under this Agreement are limited to the SOW, and neither Client nor any person or entity acting on its behalf will provide Consultant with access to Client Protected Health Information (PHI), Personally Identifiable Information (PII), other sensitive data, databases, networks, IT infrastructure or other information, including without limitation any such items that might subject Client to complying with the Health Insurance Portability and Accountability Act (“HIPAA”).

3. Compensation:

(a) Client shall pay Consultant the fee for the Services in the amount, and at the time and in the manner, set forth in the SOW. Except as otherwise provided in the SOW, Consultant will be solely responsible for all expenses Consultant incurs in association with the performance of the Services.

(b) Client shall pay the entire fee for the Services to the Consultant within thirty (30) days of receipt of an invoice, which will occur before Consultant commences to provide the Services. Overdue payments are subject to a late payment charge, which is compounded monthly, calculated at the lesser of (x) a rate of 0.5% per month or (y) the maximum amount permitted by law. Client will be responsible for all costs and expenses, including without limitation, attorneys' fees, incurred by the Consultant in collecting any fees or other sums owed by Client. If Client fails to pay amounts in accordance with this Agreement, the Consultant shall have the right, in addition to any of its other rights or remedies, to suspend the Services, without liability to Client until such amounts are paid in full.

(c) If Client disputes any fees, taxes, or other charges billed by the Consultant, Client shall notify the Consultant, in writing, of the disputed amount and provide any relevant information regarding the circumstances of the dispute. If Client fails to provide the Consultant with a written notice of such a disputed amount (which notice shall include a detailed description of the basis for the dispute) within ten (10) days following receipt of the Consultant’s invoice for such disputed charge, then such amount is deemed undisputed and due to the Consultant.

(d) The fee for the Services is intended to be on a “net” basis. Accordingly, Client will be responsible for payment of any applicable sales, use and other taxes and all applicable export and import fees, customs duties and similar charges (other than taxes based on the Consultant’s income), and any related penalties and interest for the grant of the Services hereunder. Any such taxes imposed on payments to the Consultant will be Client’s sole responsibility.

4. Term: This Agreement will be effective, starting on the Effective Date, for a term (“Term”) which expires on December 31, 2026, unless otherwise terminated earlier pursuant to Section 5. Any extension of the Term shall be at each party’s sole discretion and must be in writing and signed by both parties, which may be evidenced by the parties’ execution of a new or amended SOW.

5. Termination: This Agreement may not be terminated for convenience in whole or in part at any time. The Agreement may be terminated only for cause by a party upon written notice to the other party if such other party (a) fails to perform any material obligation required of it under the Agreement, and such failure is not cured within 60 days of receipt of written notice thereof, except with respect to payments by Client which must be paid within ten (10) business days following the Consultant’s delivery of its invoice, or (b) files a petition for bankruptcy or insolvency, has an involuntary petition filed against it, commences an action providing for relief under bankruptcy laws, files for the appointment of a receiver, and such petition, action or filing is not dismissed within 60 days of such filing, or is adjudicated a bankrupt concern; provided however that if the nature of the obligation (other than payment obligations of Client) is such that it cannot reasonably be cured within 60 days, the part allegedly in default of such obligation shall be afforded an additional reasonable time to cure provided that it commences to cure within the aforementioned 60 day period and thereafter directly diligently pursues cure to completion, but in no event in excess of an additional 60 days. If this Agreement is

terminated for any reason, the Consultant shall promptly discontinue the Services. The provisions that contemplate performance or obligation subsequent to termination or expiration of this Agreement will survive expiration or termination of this Agreement.

6. Confidentiality

(a) Each party agrees and understands that certain confidential and/or proprietary information (“Confidential Information”) of the other party may be disclosed to the receiving party in connection with this Agreement. Confidential Information is all of each party’s information and material that is either marked or identified by or on behalf of the delivering party as confidential or proprietary, or provided to the receiving party under circumstances indicating it is confidential or proprietary. Notwithstanding the foregoing, the fees payable by Client under this Agreement, as well as all of Consultant’s proprietary themes and principles, tools, methods, analyses, reports, improvements, developments, surveys, research, and other materials or information (including underlying data and results) relating to the Services, including without limitation, so-called “action/toolkits” and “action guides,” shall constitute Consultant’s Confidential Information, regardless of whether the same is marked as such, and except as provided in Section 6(d) below, Client may not use (after the Term), disseminate or reproduce the same without Consultant’s prior written consent. Confidential Information further includes (but is not limited to) patient or personnel information, business or financial information, trade secrets, inventions, and technical, engineering, product information and other information provided in connection with providing the Services. Confidential Information does not include information that (a) is or becomes publicly known through no wrongful act or omission by the receiving party; (b) was rightfully known by the receiving party without confidential or proprietary restriction before disclosure by the delivering party; or (c) is independently developed by Consultant without the use or reference to any Confidential Information. Each party may disclose Confidential Information only to the extent (i) approved in writing in advance by the other party, (ii) as provided in Section 6(d) below or (iii) if the receiving party is legally compelled to disclose such Confidential Information. However, if the receiving party believes disclosure is required by law, the receiving party agrees to notify the other party immediately upon receiving a request or demand for such disclosure and to cooperate with the other party and take all reasonable efforts (at no cost to the receiving party) to delay disclosure until after the delivering party has had an opportunity to respond to such request or demand.

(b) Each party agrees and understands that all Confidential Information is and shall continue to be exclusively the property of the delivering party or its affiliates. The other party will acquire no right or interest in any Confidential Information because of this Agreement, except for the limited right to use such Confidential Information according to the express terms of this Agreement or the SOW.

(c) Each party agrees to maintain all Confidential Information of the other party in strict confidence and will not disclose, directly or indirectly, any Confidential Information to any third party. Each receiving party will use the Confidential Information solely for the purpose of performing and/or receiving the Services. At the request of the disclosing party, the receiving party will immediately destroy (or at its option, deliver to the receiving party) all copies of Confidential Information in its possession or control, subject to the receiving party’s customary electronic document retention policies. Notwithstanding the provisions of this Section 6:

(i) Consultant may disclose the Confidential Information of Client to Consultant’s employees, independent consultants, agents and others who Consultant reasonably believes necessary to provide the Services who are notified, in writing, of the restrictions regarding disclosure contained in this Agreement.

(ii) Client may use, but not reproduce, the so-called “action/toolkits” and “action guides provided, and methods of teaching and training disclosed, by Consultant to Client during the Term as part of the Services solely to Client’s then current employees who are notified, in writing, of the restrictions regarding disclosure contained in this Agreement.

(d) Except as stated in this Agreement, no right, license, permission or interest of any kind in the Services or Confidential Information provided by or through Consultant is intended to be given, transferred to or acquired by Client by the Agreement. Client is authorized to use such items only to the extent expressly authorized in this Agreement.

(e) Client may not invite any person or entity, such as but not limited to Client’s employees, independent consultants, agents or vendors, to attend or otherwise participate in the Services without Consultant’s prior written consent. Rather, Client must disclose all participants in the Services to Consultant, in writing, before the Services commence; provided, further that the number of participants shall be limited to the number denoted in the SOW. Additionally, if Client is now or hereafter becomes (whether by merger, consolidation or otherwise) associated with a larger professional or other system or group (such as a larger hospital system), Client shall not be permitted to disseminate or otherwise share Consultant’s Confidential Information with other members of that group. Consultant may require any person or entity designated by Client to participate in the Services to execute, as a condition to participating in the Services, Consultant’s then current participant non-disclosure agreement.

(f) Each receiving party agrees that if it (or its employees, independent contractors, agents or others under its control) breaches or threatens to breach this Section 6, the disclosing party will have the right to equitable relief, including injunctive relief, against the receiving party's breach or threatened breach, without the necessity of posting any bond or other security, in addition to any other remedies available to the disclosing party under this Agreement or any applicable law.

(g) Consultant acknowledges that Client is a governmental entity subject to the public records and meeting laws of the State of California, including the California Public Records Act (Government Code Section 6250 et seq.) and the California Brown Act (Government Code Section 54590 et seq.). Notwithstanding any other provision contained in this Agreement, any information (including Confidential Information), communications, and documents given by Consultant to Client and meetings involving Client may be subject to disclosure pursuant to the Public Records Act and Brown Act. To the extent Client is advised by its attorneys that Client is required by law to disclose any of the above-described information, communications, and documents, Client shall comply with such law. Client has the right in its sole discretion to determine what shall be disclosed; provided that (i) Client shall only disclose what its attorneys advise Client is reasonably required. However, if Client determines, based on advice of its attorneys, that it is required by law to disclose any documents or information pertaining to Consultant or the Work (including, without limitation, Confidential Information), Client shall (unless prohibited by law, regulation or court or other governmental order) provide Consultant with prompt written notice of such request or requirement so that Consultant may seek a protective order or other appropriate remedy and/or waive compliance with the provisions of this Agreement, and the reviewing entity will take such actions as Consultant may reasonably request to cooperate with Consultant to obtain any such remedy. If, in the absence of a protective order or other remedy or the receipt of a waiver by Consultant, Client is legally compelled to make any such disclosure of the aforementioned documents or information to any person or else stand liable for contempt or suffer other censure, penalty or liability, Client may, without liability hereunder, disclose to such person only that portion of the documents and information that on the advice of counsel is legally required to be disclosed, provided that the Client will use reasonable efforts to obtain a protective order or other reliable assurance that confidential treatment will be accorded the documents and information so disclosed.

7. Independent Contractor: Consultant and Client intend and agree that Consultant shall be an independent contractor and not an employee of Client, nor will this Agreement create any partnership, joint venture or fiduciary relationship between us. Neither party's employees, consultants and agents will claim or be entitled to any benefits accorded to the other parties' employees, including without limitation health insurance, workers' compensation, disability insurance, vacation or sick pay. Except as otherwise provided in the SOW, each party is solely responsible for paying all ordinary, necessary and other expenses of its employees, contractors and agents in connection with this Agreement and all disability, workers' compensation or other insurance, as well as any licenses and permits usual or necessary for performing and/or receiving the Services. Each party understands and agrees that it is not an agent of the other and that it has no authority to enter into contracts or incur expenses on behalf of the other party, or otherwise bind or make representations on behalf of the other party in any way; except for those rights of the Consultant identified in the SOW.

8. Non-Solicitation: During the term of this Agreement, and for a period of twenty-four (24) months thereafter, Client agrees not to, directly or indirectly, hire, engage, or solicit for hire any current employee of Consultant on behalf of Client or any third party. This restriction does not apply to general job advertisements or public recruitment efforts that are not specifically directed at Consultant's employees, nor does it prevent Client from hiring an individual who independently responds to such general advertisements.

9. Indemnity: Each party agrees to indemnify, defend and hold the other party harmless, from and against any and all claims, demands, losses, costs, expenses, obligations, liabilities, damages, recoveries, and deficiencies, including without limitation interest, penalties and reasonable attorney's fees and costs, that any indemnified party may incur or suffer in connection with: (i) any wrongful or negligent action or failure to act by such party or any of such party's employees, consultants, agents or others under its control; (ii) any breach of this Agreement by such party or its respective employees, consultants or agents; (iii) with respect to Client's obligations to Consultant, and except to the extent caused by Consultant's gross negligence or willful misconduct, injury to persons or property occurring on or about property owned or leased by Client at which the Services are provided and/or (iv) any failure by such party or its respective your employees, consultants or agents to comply with any applicable laws, regulations or rules. Notwithstanding the foregoing, neither party shall be liable to the other for consequential damages and/or business loss.

10. Insurance: Without limiting or diminishing the Consultant's obligation to indemnify or hold the Client harmless, Consultant shall procure and maintain or cause to be maintained, at its sole cost and expense, the following insurance coverage's during the term of this Agreement.

(a.). Workers Compensation: If the Consultant has employees as defined by the State of California, the Consultant shall maintain statutory Workers' Compensation Insurance (Coverage A) as prescribed by the laws of the State of California. Policy shall include Employers' Liability (Coverage B) including Occupational Disease with limits not less than \$1,000,000 per person per accident.

(b.) Commercial General Liability: Commercial General Liability insurance coverage, including but not limited to, premises liability, unmodified contractual liability, products and completed operations liability, personal and advertising injury, and cross liability coverage, covering claims which may arise from or out of Consultant's performance of its obligations hereunder. Policy's limit of liability shall not be less than \$2,000,000 per occurrence combined single limit. If such insurance contains a general aggregate limit, it shall apply separately to this agreement or be no less than two (2) times the occurrence limit. Policy shall name the Client as Additional Insureds.

(c.) Vehicle Liability: If vehicles or mobile equipment are used in the performance of the obligations under this Agreement, then Consultant shall maintain liability insurance for all owned, non-owned or hired vehicles so used in an amount not less than \$1,000,000 per occurrence combined single limit. If such insurance contains a general aggregate limit, it shall apply separately to this agreement or be no less than two (2) times the occurrence limit.

(d.) Professional Liability: Consultant shall maintain Professional Liability Insurance providing coverage for the Consultant's performance of work included within this Agreement, with a limit of liability of not less than \$1,000,000 per occurrence and \$2,000,000 annual aggregate. If Consultant's Professional Liability Insurance is written on a claims made basis rather than an occurrence basis, such insurance shall continue through the term of this Agreement and Consultant shall purchase at his sole expense either 1) an Extended Reporting Endorsement (also, known as Tail Coverage); or 2) Prior Dates Coverage from new insurer with a retroactive date back to the date of, or prior to, the inception of this Agreement; or 3) demonstrate through Certificates of Insurance that Consultant has Maintained continuous coverage with the same or original insurer. Coverage provided under items; 1), 2), or 3) will continue as long as the law allows.

(h.) General Insurance Provisions – All lines:

- (i.) Any insurance carrier providing insurance coverage hereunder shall be either admitted or licensed in the State of California and have an AM BEST rating of not less than A: VIII (A:8) unless such requirements are waived, in writing, by the County Risk Manager. If the County's Risk Manager waives a requirement for a particular insurer, such waiver is only valid for that specific insurer and only for one policy term.
- (ii.) The Consultant must declare its insurance self-insured retention for each coverage required herein. If any such self-insured retention exceed \$500,000 per occurrence each such retention shall have the prior written consent of the County Risk Manager before the commencement of operations under this Agreement. Upon notification of self-insured retention unacceptable to the Client, and at the election of the County's Risk Manager, Consultant's carriers shall either; 1) reduce or eliminate such self-insured retention as respects this Agreement with the Client, or 2) procure a bond which guarantees payment of losses and related investigations, claims administration, and defense costs and expenses.
- (iii.) Consultant shall cause Consultant's insurance carrier(s) to furnish the County of Riverside with a properly executed original Certificate(s) of Insurance and certified original copies of Endorsements effecting coverage as required herein. Further, Consultant shall use commercially reasonable efforts (at no additional cost) to cause Consultant's insurance carrier(s) to furnish a 30 day Notice of Cancellation Endorsement.
- (iv.) In the event of a material modification, cancellation, expiration, or reduction in coverage, this Agreement shall terminate forthwith, unless the County of Riverside receives, prior to such effective date, another properly executed original Certificate of Insurance and original copies of endorsements evidencing coverage's set forth herein and the insurance required herein is in full force and effect.
- (v.) It is understood and agreed to by the parties hereto that the Consultant's insurance shall be construed as primary insurance solely with respect to Consultant's express obligations to Client under this Agreement, and the Client's insurance and/or deductibles and/or self-insured retention's or self-insured programs shall not be construed as contributory with respect to such obligations.
- (vi.) If, during the term of this Agreement or any extension thereof, there is a material change in the scope of services; or, there is a material change in the equipment to be used in the performance of the scope of work; or, the term of this Agreement, including any extensions thereof, exceeds five (5) years; the Client reserves the right to adjust the types of insurance and the monetary limits of liability required under this Agreement, if in the County Risk Management's reasonable judgment, the amount or type of insurance carried by the Consultant has become inadequate.
- (vii.) The insurance requirements contained in this Agreement may be met with a program(s) of self-insurance acceptable to the Client.
- (viii.) Consultant and Client each agree to notify the other of any claim by a third party or any incident or event that may give rise to a claim arising from the performance of this Agreement

11. Warranties. Consultant represents and warrants that its signatory is authorized enter into this Agreement on Consultant's behalf, and that it will provide the Services in a professional and workmanlike manner. Client represents and warrants that (a) its signatory is authorized enter into this Agreement on behalf of Client, and (b) receipt of and access to the Services by Client and its

designated persons and entities will not violate any of its obligations to third parties or violate any applicable laws and that Client has obtained all necessary third party consents to enter into this Agreement. Except as expressly provided in this Section 10, to the maximum extent permitted by applicable law, the services and materials are provided "as-is," and Consultant makes no representations or warranties with respect to the Services and specifically disclaims all implied warranties, including the implied warranties of fitness for a particular purpose, merchantability, title, and non-infringement. Consultant does not warrant that the Services will meet Client's requirements or expectations.

12. Publicity: The parties may use the other's name and logo to identify each other as a client/vendor.

13. Inspection of Service; Quality Control/Assurance. All performance (which includes services, workmanship, materials, supplies and equipment furnished or utilized in the performance of this Agreement) shall be subject to inspection and test by the Client or other regulatory agencies at all times. The Consultant shall provide adequate cooperation to any inspector or other Client representative to permit him/her to determine the Consultant's conformity with the terms of this Agreement. If any services performed or products provided by Consultant are not in conformance with the terms of this Agreement, the Client shall have the right to require the Consultant to perform the services or provide the products in conformance with the terms of the Agreement at no additional cost to the Client. When the services to be performed or the products to be provided are of such nature that the difference cannot be corrected; the Client shall have the right to: (1) require the Consultant immediately to take all necessary steps to ensure future performance in conformity with the terms of the Agreement; and/or (2) reduce the Agreement price to reflect the reduced value of the services performed or products provided. The Client may also terminate this Agreement for default and charge to Consultant any costs incurred by the Client because of the Consultant's failure to perform. Consultant shall establish adequate procedures for self-monitoring and quality control and assurance to ensure proper performance under this Agreement; and shall permit a Client representative or other regulatory official to monitor, assess, or evaluate Consultant's performance under this Agreement at any time, upon reasonable notice to the Consultant. If Client requires Consultant to take any action as a result of this Section 13, Client shall pay Consultant's ordinary hourly charges, or reimburse client for any third party costs incurred, in doing so, except to the extent such request is the result of a breach by Consultant under this Agreement.

14. Non-Discrimination. Consultant shall not be discriminate in the provision of services, allocation of benefits, accommodation in facilities, or employment of personnel on the basis of ethnic group identification, race, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status or sex in the performance of this Agreement; and, to the extent they shall be found to be applicable hereto, shall comply with the provisions of the California Fair Employment and Housing Act (Gov. Code 12900 et. seq), the Federal Civil Rights Act of 1964 (P.L. 88-352), the Americans with Disabilities Act of 1990 (42 U.S.C. S1210 et seq.) and all other applicable laws or regulations.

15. Records and Documents. Consultant shall make available, upon written request by any duly authorized Federal, State, or Client agency, a copy of this Agreement and such books, documents and records as are necessary to certify the nature and extent of the Consultant's costs related to this Agreement. All such books, documents and records shall be maintained by Consultant for at least five years following termination of this Agreement and be available for audit by the Client. Consultant shall provide to the Client reports and information related to this Agreement as requested by Client.

16. General Provisions:

(a) Governing Law; Jurisdiction. This Agreement is to be construed in accordance with and governed by the internal laws of the State of California without giving effect to any choice of law rule that would cause the application of the laws of any jurisdiction other than the internal laws of the State of California to the rights and duties of the parties. Any legal suit, action or proceeding arising out of or relating to this Agreement shall be commenced in state court in the County of Los Angeles, California, and each party hereto irrevocably submits to the exclusive jurisdiction and venue of any such court in any such suit, action or proceeding.

(b) Limitations on Liability. Client agrees that the Consultant will not be liable to Client or any related party for any claims, liabilities, or expenses relating to the Services or this Agreement for an aggregate amount in excess of the fees paid by Client to the Consultant for the Services pursuant to this Agreement. In addition, the Consultant will not be liable in respect of the following: (a) any decisions made by Client as a result of the performance of the Services or as a result of any transactions made in reliance thereon or (b) Client's use of the Services, any materials or other data provided to Client in connection with the Services.

(c) Notices. Any notices under the Agreement shall be in writing and sent by overnight courier; provided that a notice may also be sent by Email provided that a copy of said notice is also delivered by overnight courier within one (1) day after the Email transmission occurs. For the Consultant, , notice shall be sent to Experience Matters, LLC, Attn: Sonia Rhodes, 18051 Circa Oriente, PO Box 675427, Rancho Santa Fe, CA 92067. For Client, notice shall be sent to the name and address set forth in the Agreement.

(d) Entire Agreement. This Agreement (including any addenda and exhibits hereto) and the SOW executed in connection herewith, together with any SOW executed by the parties in the future, is the final and entire agreements between Consultant and Client with respect to the subject matter hereof and merge all prior and contemporaneous proposals, understandings, representations, warranties, promises and other communications, whether oral or written, of the parties relating to such subject matter. This Agreement supersedes any conflicting or inconsistent terms and conditions contained in the SOW. If for any reason a court of

competent jurisdiction finds any provision of this Agreement or any SOW, or portion thereof, to be void, invalid or unenforceable, that provision shall be enforced to the maximum extent permissible so as to effect the intent of the parties, and the remainder of this Agreement shall continue in full force and effect. Failure by either party to enforce any provision of this Agreement or any SOW shall not be deemed a waiver of future enforcement of that or any other provision, and no waiver shall be effective unless made in writing and signed by the waiving party. This Agreement and the SOW shall not be altered, amended or modified in any way except by a written instrument dated subsequent to the date of this Agreement and signed by duly authorized representatives of each party.

(e) Assignment. The Agreement is not assignable by Client or the Consultant without the other's prior written consent. Subject to the foregoing, the Agreement is binding upon, and inures to the benefit of, the parties and their respective successors and assigns.

(f) Force Majeure. The Consultant shall be excused from performance of its obligations under the Agreement if such a failure to perform results from compliance with any requirement of applicable law, acts of God, fire, strike, embargo, terrorist attack, war, insurrection or riot, pandemic, or any other cause beyond the reasonable control of the Consultant. Any delay resulting from any of such causes shall extend performance accordingly or excuse performance, in whole or in part, by the Consultant as may be reasonable under the circumstances. In no event shall any such event allow for the forgiveness, waiver, deferral or other elimination of or delay in the Client's payment obligations.

(g) Validity. In the event that any provision of the Agreement conflicts with the law under which the Agreement is to be construed or if any such provision is held invalid by a court with jurisdiction over the parties to the Agreement: (a) such provision shall be deemed to be restated to reflect as nearly as possible the original intentions of the parties in accordance with applicable law; and (b) the remaining terms, provisions, covenants and restrictions of the Agreement shall remain in full force and effect.

(h) Counterparts; Electronic Signatures. The Agreement may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same document. Delivery of an executed signature page to the Agreement by facsimile or other electronic means (such as, but not limited to, DocuSign) shall have the same legal validity and enforceability as a manually executed signature or use of a paper-based recordkeeping system to the fullest extent permitted by applicable law, including without limitation the Federal Electronic Signatures in Global and National Commerce Act or any similar state law based on the Uniform Electronic Transactions Act, and the parties hereby waive any objection to the contrary.

[signature page follows]

County of Riverside, a political subdivision of the State of California, on behalf of Riverside University Health System-Medical Center ("Client")

By: Karen S. Spiegel

Name: KAREN SPIEGEL

Title: Chair, Board of Supervisors

Date: JAN 13 2026

ATTEST:
Kimberly A. Rector
Clerk of the Board

By: [Signature]
Deputy

APPROVED AS TO FORM:

Minh C. Tran
County Counsel

By: Esen Sainz

Name: Esen Sainz

Title: Deputy County Counsel

Date: 12/16/2025

Experience Matters, LLC, a California limited liability company, d/b/a The Experience Lab ("Consultant")

By: [Signature]

Name: Sonia Rhodes

Title: CEO/Managing Member

Date: 12/16/2025

Address: PO Box 675427
18051 Circa Oriente
Rancho Santa Fe, CA 92067

**EXHIBIT A:
IEHP 2026 HOSPITAL P4P PROGRAM QUALITY IMPROVEMENT ACTIVITY
PATIENT EXPERIENCE**

**SCOPE OF WORK
EXPERIENCE DESIGN ACTIVATION**

This document provides the comprehensive Scope of Work (SOW) for Riverside University Health System participation in the IEHP 2026 Hospital P4P Patient Experience Quality Improvement Activity:

**The Experience Lab Overview (pgs. 2-3)
Experience Design Activation (pgs. 4-9)**

- Overview (pg. 4)
- Participating Hospitals (pg. 4)
- Core Components
 - o Hospital-Specific Experience Guiding (pg. 7)
 - o Executive Team Engagement (pg. 7)
 - o Project-Based Experience Design (pgs. 8-9)
 - o Hospital-Specific Office Hours (pg. 10)
 - o Experience Design Project Summation (pg. 10)

Key Dates & Representative Cadence (pg. 11)

Expectations (pgs. 12-13)

Resources (pg. 14)

Pricing (pg. 15)

The Experience Lab Partners (pg.16)

*“The future is not some place we are going, but one we are creating.
The paths are not to be found, but made. And the activity of making
them changes both the maker and the destination.”*

– John Schaar

The Experience Lab intellectual property, themes, methods, and tools presented as part of the contracting process are confidential and are not property of Riverside University Health System, and may only be used with Experience Lab’s prior written consent.

THE EXPERIENCE LAB OVERVIEW

The Experience Lab is a one-of-a-kind Experience Design firm dedicated to transforming every aspect of the health care Experience. Created to answer the clarion call from visionary health care leaders and systems seeking to move from routine patient experience improvement tasks to human-centered transformation, The Lab serves as an incubator of ideas and accelerator for action—opening eyes, minds, and hearts to new possibilities. It's the place where health care leaders and systems come to gain expertise in Experience Design and create organizational distinction by exploring, experimenting, designing, and activating a new future.

"The Experience Lab has taken us into areas that I would have never dreamed of—to think bigger, to think broader, and really explore new ways of thinking about Experience." – Chief Experience Officer

Conceived as a true laboratory, The Experience Lab is the brave and safe place for trailblazing leaders to lean out of their comfort zones, say goodbye to the status quo, and use the lens of humanity to create the kind of health care Experience the world needs. Historically, leaders who join The Lab hail from hospitals, systems, and plans—including large multi-state systems, urban academic medical centers, community hospitals, rapidly growing physician networks and medical groups, and health plans. They represent teams from 500 to 90,000 and serve both adult and pediatric patients.

The common thread that unites those who come to The Lab is their desire to provoke the prevailing and make health care better together. Time in The Lab equips leaders to integrate design principles and methods into their organizational Experience, strategy, and culture, and inform their operational systems, structures, and processes. This comprehensive process provides a more expansive lens—ensuring *Experience as the way to do everything* rather than simply *another thing to do*.

Our Innovative Approach

Inside Out. And Outside In. The Experience Lab takes a holistic view to transforming Experience and organizational culture.

“BIG E EXPERIENCE” – Because Everyone’s Experience Matters



It’s what we call “Big E Experience”—intentionally designing meaningful and memorable Experiences from the Inside Out. This human-centered approach focuses first on the inside—on the team member and provider Experience—equipping organizations with the tools and skills to welcome innovation, unleash an untapped energy, and create a new kind of patient and guest Experience. The Lab is also a place to explore, collaborate, and design health care Experiences from the Outside In. Showcasing, studying, and sampling Experience exemplars and innovators from outside the health care industry to challenge the conventional and dream of what is waiting to be discovered.

Principle-based Learning. In the realm of Experience, focusing on best principles (as guiding truths), rather than best practices (as prescribed tasks or to-dos), enables health care leaders to be aspirational, innovative, inclusive, and future forward in designing Experiences that are truly tailored to the unique needs of their patients and populations. This results in an all-encompassing learning process and construct that is directly applicable to a multitude of Experience, operations, and organizational culture priorities.

Customizable and Flexible. The Experience Lab’s methods are intentionally designed to be adaptable and fully customizable, empowering organizations of all sizes, regions, and areas of focus. By aligning with and building on in-progress work and foundational strengths, The Lab ensures that new tools, skills, and solutions seamlessly integrate and elevate each organization’s Experience and culture initiatives.

EXPERIENCE DESIGN ACTIVATION

Overview

In 2026, the journey focuses on hospital-specific application, guiding participants through the step-by-step Experience Design Activation process for your key project or Experience priority.

It will consist of a combination of collaborative Experience Design Labs and 1:1 hospital-specific guiding and activation coaching and support.

- There will be one (1) cohort for the 2026 Experience Design Activation, 10-20 participating hospitals (the coLab).
- Each participating hospital in the coLab will choose their own key Experience Design priority or project. The 2026 journey will support the learning, design, and activation of that hospital-specific project.
- The coLab will participate together in a series of Experience Design Labs to receive stepwise design guidance, instruction, and expert advice from The Experience Lab.
- Each participating hospital in the coLab will also participate in an ongoing series of customized, hospital-specific 1:1 coaching and mentoring sessions from The Experience Lab fully aligned to their chosen project or priority.

Selecting the Team

Riverside University Health System will designate three leaders – referred to as the Experience Steering Team – to participate and, together, they will guide, integrate, and sustain the work within the organization. Consider the following when curating your team of three:

- **1 executive sponsor** (in addition to participating in this QIA, this member will also serve as the hospital's conduit to the executive team regarding the patient experience QIA, connect important organizational dots, and pave the way for rapid experience activation across the organization)
- **1 leader responsible for Experience** at the hospital
- **1 operating leader responsible for core hospital operations** (consider CNO, COO, CMO, CHRO, or a director of a key hospital unit/service line with interest in patient Experience)

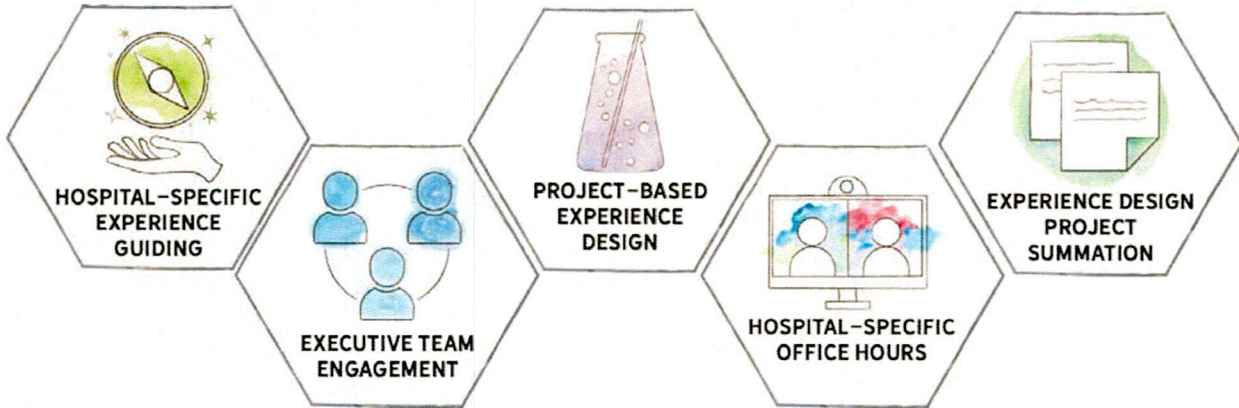
Ideally, at least one member of the steering team should be clinical (i.e., MD, RN).

Key attributes to consider when selecting coLab participants:

1. Leaders who will commit to learning, growing, and accelerating your Experience journey
2. Leaders who are open to change and eager to be part of creating the future
3. Leaders with positive organizational influence and commitment/support from senior leadership
4. Leaders who can devote their time and talent to the full length of the year-long endeavor
5. Not leaders who are “on the fence,” need cajoling, or convincing that this work is important (not a “naysayer”)
6. Aligned/integral to your project focus area

The Core Components of Experience Design Activation

With a focus on hospital-specific application, Riverside University Health System will engage in the following:



“As I took time to reflect on our time with The Experience Lab, it dawned on me that this journey was not only a ‘how-to’ Experience, but more importantly a personal and collective transformative Experience...we now have the power and insight to translate our new skills, knowledge, and outlook into something tangible, that is unique to us, belongs to us, and that is molded to our specific needs.” - Chief Medical Officer

Hospital-Specific Experience Guiding



Tailored support from The Experience Lab to orient your hospital to the Lab and provide strategy, coaching, and project planning to launch and guide your hospital's 2026 Experience journey.

Rapid Onboarding Experience Immersion

This session onboards and immerses hospital participants and rapidly delivers a condensed introduction to the foundational themes, principles and methods of Experience Design to be used across the 2026 journey. In addition, an initial set of priority Experience Design tools will be provided to the three Experience Steering Team participants.

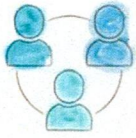
Who:	Experience Steering Team (3 selected leaders)
Frequency:	One (1) session
When:	TBD - to be scheduled in late January or early February 2026
Location:	Virtual or on-site at Riverside University Health System
Method:	Two to three-hour session

Hospital-Based Experience Design Project Planning

Serving as the on-site launch for the Experience Design Activation journey, The Experience Lab will provide in-person support to Riverside University Health System's Experience Steering Team in your Experience Design project strategy and selection as well as planning for the activation of your 2026 area or topic of focus during an Experience Design Project Planning session.

Who:	Experience Steering Team (3 selected leaders)
Frequency:	One (1) session
When:	To be scheduled in late February – April 2026 (To accommodate the robust travel and calendar, The Experience Lab will assign dates for on-site hospital visits.)
Location:	On-site at Riverside University Health System
Method:	90-minute to three-hour session

Executive Team Engagement



To create alignment around culture and Experience and sustain momentum for transformation, The Experience Lab will host an immersive 90- to 120-minute Leadership Experience Salon at your hospital. This salon introduces hospital executives to the concepts, frameworks, and methods of human-centered Experience Design.

The hospital leadership team will be guided through an engaging and hands-on session to immerse in the Experience discovery process using The Experience Lab's themes and principles as a learning construct:

- Defining what it means to lead for an intentional culture and Experience
- Exploring new concepts and methods through the empathic lens of humanity
- Engaging in conversations to spark ideas for activating and enlivening mission, vision, strategy, and brand
- Identifying key operational and organizational priorities for designing and activation
- Showcasing how hospitals can become known for the high-quality, memorable Experience they bring to life—creating a unique differentiator
- Introducing the Experience Steering Team

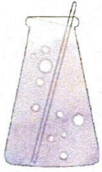
The Experience Lab's team of catalysts will provide content development for the Riverside University Health System executive audience, expert on-site facilitation, along with streamlined support materials.

Who:	Hospital Executive or Leadership Team* (up to 25 participants)
Frequency:	One (1) Leadership Experience Salon
When:	To be scheduled in late February – April 2026, on the same day as the on-site Project Planning session
Location:	On-site at Riverside University Health System
Method:	90- to 120-minute salon facilitated by The Experience Lab

Health and Safety Guidelines for In-Person Gatherings

To ensure the health, safety, and viability of our small business, The Experience Lab team of catalysts wear N95 or KN95 masks while indoors. Indoor mask use for all participants, venue HEPA air filtration, attention to fresh air exchange, and CO2 air quality monitoring are highly recommended.

Project-Based Experience Design



To support your hospital in designing, applying, and activating your new Experience Design capabilities specific to a priority project, priority, or focus area, the 2026 journey offers a series of shared virtual design sessions along with hospital-specific customization and coaching.

The Experience Lab will deliver guidance, instruction, and expert advice simultaneously to the entire coLab, while also providing hospital-specific customization aligned to each organization's Experience focus areas, through 1:1 coaching and guiding with each organization

Experience Design Activation Labs

The Experience Lab will facilitate and guide coLab hospitals through a series of detailed virtual Experience Design Activation Labs that yield robust activation processes for their hospital-based project aligned to organizational HCAHPS and/or Experience priorities.

A stepwise design process/approach will be used to guide Riverside University Health System in applying and activating new Experience Design capabilities to your priority focus area/project through a structured, phased approach that moves from vision to design to activation:

Dreamscaping: Envisioning the Desired Experience

- Identifying and scoping for the Experience Design project.
- Defining the *desired Experience* for key audience(s) – providers, team members, patients, and guests. What it is/is not.
- Exploring bold possibilities and future-state aspirations (putting aside the way it's always been done).
- Identifying core themes, values, and how the Experience should feel to guide all design decisions.
- Capturing early inputs from leaders and stakeholders to establish shared ownership.
- Curating project work/action team.
- Creating a calendar, cadence, and key milestones for the project and team.

Designing: Translating Vision Into a Plan

- Observing the Experience to notice details that will inform and support creating the greatest difference.
- Mapping current versus desired Experiences and identifying gaps.
- Creating Experience blueprints and formulas and identifying how your people, process, and place must evolve.
- Identifying what should always happen versus what should never happen, what could go wrong, and what might “wow”.
- Determining needed resources, supplies, and materials.

Delivering: Activation and Implementation

- Defining the project into actionable components, timelines, and milestones.
- Documenting key roles and responsibilities.
- Educating and equipping key colleagues.
- Experimenting and prototyping with new approaches and ways.
- Empowering the team to activate and sustain the Experience through development, tools, and communication.
- Measuring progress, adapting, and evolving.

Experience Design Activation Labs (Continued)

Who:	Experience Steering Team (3 selected leaders)
Frequency:	Up to four (4) virtual coLab Experience Design Activation Labs
When:	Q1 – Q3 2026 (exact dates TBC)
Method:	Up to 120-minute virtual sessions (via Zoom)

“The Experience Lab is the antidote for worn out, outdated, old-school tactics and strategies. The Lab’s foundational themes and principles have fundamentally changed our approach to transforming patient, team member, and physician Experience—garnering sustainable results year after year while equipping us to address the big stuff with intention, empathy, joy, and love. It’s an avalanche of positive change and innovation. We see and feel it everywhere.”

– Nurse, Chief Experience & Brand Officer, Academic Health

Hospital-Specific Office Hours



A routine series of 1:1 virtual strategy sessions and check-ins with The Experience Lab for custom coaching and ongoing project and leadership support.

Riverside University Health System will meet with Experience Lab catalysts during the engagement for specific one-to-one project strategy, design guidance, and activation support.

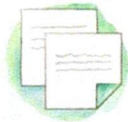
Who: Experience Steering Team (3 selected leaders)

Frequency: Up to four (4) 30- to 60-minute calls

When: To be scheduled Q1 – Q4 2026

Method: Phone call or Zoom video call

Experience Design Project Summation



Affirming project and expert guiding in real-time.

To conclude the Project-Based Experience Design phase, The Experience Lab's team of experts will partner with your hospital to understand the activation of the Experience Design project. Riverside University Health System will complete a simple summary and showcase the work undertaken in 2026.

This comprehensive validation will also provide an opportunity for final in-the-moment Experience guiding from Experience Lab Catalysts.

Who: Experience Steering Team (3 selected leaders)

Frequency: One (1) 60- to 120-minute session

When: To be scheduled Q4 2026

Method: Virtual or on-site showcase to be determined based on the final number of participating hospitals.

KEY DATES

Adhering to key dates for contract signature and 2026 onboarding will alleviate the need to push back the launch.

Sign IEHP Participation Agreement

(Emailed to Hospital CEOs/Senior Most Operational Leaders and Primary P4P contacts by IEHP on 8/27/25)

By November 30, 2025

Execute The Experience Lab Year 2 Contract & Payment

By January 23, 2026

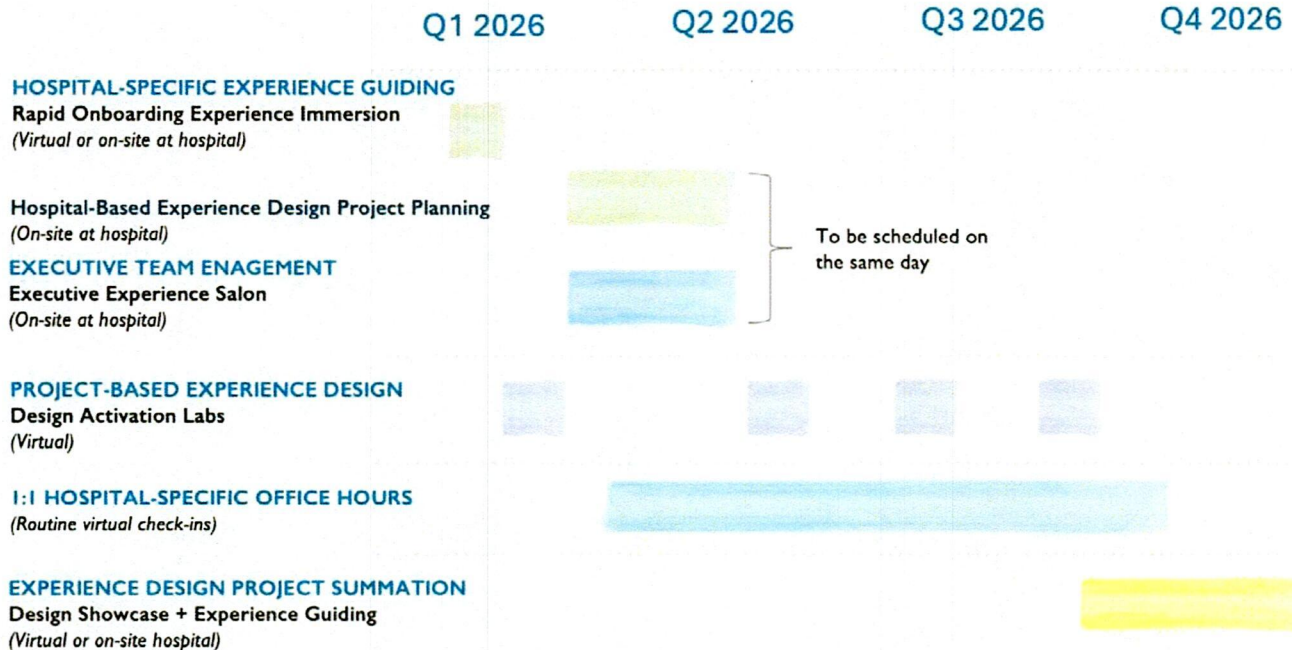
IEHP Funds Participating Hospitals

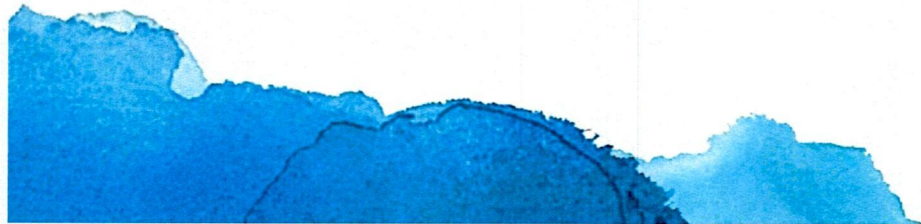
February 2026

Please see IEHP 2026 P4P Guide for more information on milestones and payment schedule.

REPRESENTATIVE CADENCE

Below is a representative cadence of the 2026 Experience Design Activation journey.





EXPECTATIONS

The Experience Lab is committed to designing, curating, and delivering a supportive journey aligned to the hospital's priorities. Adhering to the following expectations will help foster the highest level of engagement and impact.

The Experience Lab will:

- Schedule and send calendar invitations to Riverside University Health System's three Experience Steering Team participants
- Host and provide expert facilitation for the following gatherings and elements:
 - o Rapid Onboarding Experience Immersion
 - o Experience Project Planning
 - o Leadership Experience Salon
 - o Virtual Experience Design Activation Labs
 - o Hospital-Specific Office Hours
 - o Project Summation
- Design and facilitate coLab Experience Design Activation Labs aligned to Experience themes/principles, and participant Experience/HCAHPS priorities as determined through the 2026 launch and onboarding phase
- Equip the hospital to apply Experience Design tools, methods, and applications for hospital-based priority area of focus
- Orchestrate coLab communications, pre-work, profiles, and/or surveys
- Orchestrate and produce all aspects of virtual and in-person gatherings
- Cover the Experience Lab employees necessary travel-related expenses
- Adhere to the calendar of events; virtual and in-person gatherings will not be repeated and there will be no make-up sessions

Riverside University Health System will:

- Complete required contracts and agreements
- Partner with The Experience Lab to select three participants (Experience Steering Team) to fully participate in 2026 Experience Activation
- Set and communicate Steering Team expectations and align to the final 2026 key dates/calendar
- Commit to prioritizing Steering Team participation in all virtual and on-site gatherings
- On-site Leadership Experience Salon:
 - o Select, invite, and hold calendars for up to 25 participants from your hospital
 - o Book hospital conference room/meeting space for the time designated by The Experience Lab
 - o Provide a/v tech accommodations for projecting PowerPoint with sound
 - o Provide meals, beverages, and snacks for participants (optional)
- Select one priority project/focus area that will be the center of the work
- Dedicate weekly time to prepare, review materials, complete project work, and ensure thorough follow-up throughout the design and implementation phase
- Read, review, complete, and participate in all Design Lab related communications, pre- and post-activities

Riverside University Health System will (Continued):

- Participate in and provide agenda topics of interest with The Experience Lab at least 24 hours prior to each 1:1 Hospital-Specific Office Hours
- Participate in the showcase of your new Experience Design project/implementation
- Have access to Zoom video meeting technology
- Understand that virtual and in-person gatherings will not be rescheduled, recorded or repeated

RESOURCES

The following Experience Catalysts, or equivalent, will be available to guide strategy, facilitate and orchestrate production for the Experience Lab Activation, with The Experience Lab determining which Catalysts will participate in each component of this engagement:

- **Sonia Rhodes** – Executive Sponsor, Experience Strategy, Design and Facilitation
- **Jeremy Brill** – Experience Partner Lead, Experience Design, Production, and Facilitation
- **Angie Boucher** – Experience Strategy and Production
- **Cameron Carter** – Experience Strategy and Design
- **Kathy Doherty** – Experience Orchestration and Production

We are Catalysts, not consultants



Sonia Rhodes
Sonia@TheExpLab.com



Jeremy Brill
Jeremy@TheExpLab.com



Angie Boucher
Angie@TheExpLab.com



Cameron Carter
Cameron@TheExpLab.com



Kathy Doherty
Kathy@TheExpLab.com

Catalysts precipitate and accelerate change by bringing the right elements together at the right time. Our extraordinary team of Catalysts hail from both inside and outside of the health care industry and are known for shaping culture and Experience for some of the nation's best-known brands and organizations.

Cat·a·lyst [kat-l-ist] A *Catalyst* is a person or thing that precipitates an event or change. The resulting state is the desired product releasing great energy and containing all elements but the catalyst itself.

PRICING

Riverside University Health System Pricing	
2026 Experience Design Activation Hospital-Specific Experience Guiding Executive Team Engagement Project-Based Experience Design Hospital-Specific Office Hours Experience Design Project Summation	\$100,000

** Pricing is inclusive of all proposal elements listed above and the use of Experience Lab content, methods, and tools for contract duration only. A license fee is required for use of any content, methods, and/or tools after the expiration or termination of the contract. Attribution to The Experience Lab is required at all times when using The Experience Lab content, methods, and/or tools.*

The Experience Lab's process is proprietary and we reserve the right for all of Riverside University Health System participants to execute our confidentiality agreement as a condition to participating.

The Experience Lab Method

The Experience Lab is passionate about designing and bringing to life a new kind of health care Experience for team members, providers, patients, and guests. As Catalysts, our team precipitates and accelerates change – bringing together the right elements, insights, and individuals to align with and activate your unique Experience formula and priorities. This means we partner with you as you bring your work to life, and we are not part of the final equation.

Payment of Riverside University Health System's full contribution is due within 30 days.

Invoice Delivery

Please provide a specific contact(s) and email address(s) for new vendor set up and invoices from The Experience Lab:

OUR LAB PARTNERS

The Experience Lab's partners hail from high-performing hospitals and health systems, including large multi-state systems, urban academic medical centers, community hospitals, and rapidly growing physician networks and medical groups. They represent teams from 500 to 90,000 and serve both adult and pediatric patients. The common thread that unites all Lab Partners is their desire to provoke the prevailing and frame a new future for health care, together.



CEDARS-SINAI
MEDICAL NETWORK

UC San Diego Health

