

**Illinois Emergency Management Agency
Clinical Management and Direction,
Oversight and Staffing**

Request for Bids

Due: Wednesday, May 27, 2020 - 2:00 PM CST

SCOPE OF SERVICES

The State of Illinois, through the Illinois Emergency Management Agency (IEMA or State), is seeking an entity that will provide clinical management and direction, oversight and staffing for some or all of the clinical staffing needs at the Metro South Alternate Care Facility (“ACF”) Site located at 12935 Gregory Street, Blue Island, IL 60406. The ACF Site is currently designed for 586 total beds, of which 237 beds are characterized as Tier 2 (general care), 80 beds are characterized as Tier 2a (modified general care), and 269 beds are characterized as Tier 3 (higher acuity).

The ACF Site is expected to serve COVID-19 positive populations with a range of acuities/scopes of care. Depending on the evolving nature of the pandemic and patterns of healthcare utilization by certain populations, the State may need to designate specific bed capacity for unique populations. This might include residents of nursing homes, shelters, or the Illinois Department of Corrections (IDOC), subject to the provision of appropriate security by trained IDOC personnel.

Additional information regarding the clinical populations to be served at the ACF Site is as follows:

a. ACF Tier 2:

General Care Alternate Care Facility Beds (Tier 2): This level of ACF provides medical care to convalescing cases of COVID-19 after hospital discharge and are equipped to provide low-acuity care for other medical conditions in this population (e.g., assistance with managing blood glucose). These facilities could also house residents with COVID-19 who need to be moved from nursing homes that are experiencing COVID-19 outbreaks. These patients would often require some level of assistance (e.g., help with Activities of Daily Living or medications) and a higher level of monitoring than required for patients in isolation sites.

b. ACF Tier 2a:

Modified General Care Alternate Care Facility Beds (Tier 2a): This is a unique level of ACF developed for the present circumstances. This level of care is suitable for space that lacks piped oxygen and certain other features but otherwise can be used for the same purpose as other Tier 2 housing.

c. ACF Tier 3:

Acute Care Alternate Care Facility Beds (Tier 3): This level of ACF is designed for higher acuity patients requiring closer monitoring, more frequent and sophisticated monitoring of laboratory

values, diagnostic imaging, airborne infection isolation rooms (AIIRs), or respiratory support (e.g. COVID-19 positive with pneumonia or respiratory distress requiring ventilator support).

The selected vendor will report to a leadership team to be established by the State for the ACF Site, and will play a crucial role in the execution of clinical services provided by the ACF Site. In addition to providing a high standard of safe patient care at the ACF Site, the selected vendor will work with the leadership team to identify unique challenges associated with serving a patient population that is entirely COVID-19 positive and to account for any unique circumstances or clinical duties due to the COVID-19 situation.

The general concept of operations is to establish initial operations at the ACF Site so that the ACF Site is ready and available to serve a population of at least 30-50 Tier 2a and Tier 2 patients within 3 weeks after contract award, inclusive of training for site-specific processes and all other pre-operations training. The selected vendor will work with the leadership team on scoping any outstanding needs for wraparound services at the ACF Site, evaluating bidders and/or contract requirements for the provision of such wraparound services, and making final preparations to ready the ACF Site and clinical staff to receive and treat the first patients at the ACF Site. The selected vendor also will work with the leadership team and the State to complete the following tasks (hereinafter, the Deliverables):

- finalize the initial admissions and exclusion criteria for ACF Site;
- define and develop the processes for screening potential patients for admission to the ACF Site and for accomplishing intake of accepted patients;
- provide staffing to implement the initial patient screening and intake processes;
- provide clinical and operational policies and procedures consistent with applicable legal and regulatory requirements, and assure that such policies and procedures are followed by all personnel subject to vendor's management, direction, and oversight;
- provide processes, methods and other practices that vendor has developed such that the ACF Site can fully benefit from vendor's best practices;
- develop plans for increasing the capability and capacity of the ACF Site over time in order to treat increasing numbers of patients with differing acuity levels ranging from Tier 2a, through Tier 2, and up to Tier 3; and
- develop modifications to the admissions and exclusion criteria to accommodate the expected changes in the patient population at the ACF Site as its capabilities and capacity are increased;
- develop staffing plans to properly treat and meet the needs for care associated with the the expected changes in the patient population at the ACF Site as its capabilities and capacity are increased; and
- develop and implement a training plan and process for all staff within the scope of services hereunder, which shall include completion of initial training Site so that the ACF Site is ready and available to serve a population of at least 30-50 Tier 2a and Tier 2 patients within 3 weeks after contract award and training for later-added staff as needed.

The initial term of the contract will be from the date of execution through March 31, 2021, with the option to extend for up to two periods of six months each. Depending on the progress of the COVID-19 pandemic, the State may deem it necessary to place the ACF Site in a "warm" state for part of the contract term (including extensions) upon 14 days' notice, during which time the ACF Site will not be receiving patients and the services of the selected vendor generally will not be required, with the

possible exception of certain limited consulting and advisory services. In that case, upon notice from the State, the selected vendor must be capable of resuming services at the ACF Site within 21 days, so that the ACF Site is once again ready and available to serve a population of at least 30-50 Tier 2a and Tier 2 patients, such as might occur in response to a second- or third-wave outbreak of COVID-19 cases.

Liability Protections

The State intends that any awarded vendor and the employees and agents of such vendor, in the course of providing services under any contract award pursuant to this Request for Bids, shall be acting in the performance of a contract with, and under the direction of, the State” and “render[ing] assistance or advice at the request of the State” for purposes of Sections 21(b) and 21(c), respectively, of the Illinois Emergency Management Agency Act (IEMA Act), 20 ILCS 3305/21(b) and 21(c), and Executive Order 2020-19. As such, the Vendor and its employees, agents and subcontractors will be subject to the protections against civil liability set forth at 20 ILCS 3305/21(b) and 21(c), and in Sections 3 and 4 of Executive Order 2020-19, as re-issued and extended by Executive Order 2020-33.

Requirements for Bid

Each bidder shall identify key personnel to fill at least the following job titles (collectively, the Key Positions) in connection with the provision of clinical management, direction, and oversight at the ACF Site:

- Chief Medical Officer
- Chief Nursing Officer
- Clinical Advisor to Leadership Team
- Command Center Doctor
- Command Center Nurse
- Healthcare Operations
- Staffing Coordinator/Human Resource Leader
- Clinical Safety Manager
- IT Director

Job descriptions and minimum qualifications for these Key Positions are provided in Appendix A. The bid response package shall include resumes for each of the key personnel whom bidder proposes to use to fill the Key Positions. If the bidder expects that more than one individual will be needed to fill a particular Key Position in order to provide appropriate staffing for the ACF Site on a 24 hour per day/7 days per week basis, then the bidder shall identify all individuals whom the bidder proposes to use to fill that Key Position and shall provide the resumes for each such individual.

Each bidder shall include a discussion in its bid response package to explain how the bidder, by drawing on its personnel in Key Positions and other personnel as necessary, will work with the leadership team and the State accomplish the following tasks:

- establish initial operations at the ACF Site so that the ACF Site is ready and available to serve an initial population of at least 30-50 Tier 2a patients within 3 weeks after contract award;
- work with the leadership team on scoping any outstanding needs for wraparound services at the ACF Site, evaluating bidders and/or contract requirements for the provision of such wraparound

services, and making final preparations to ready the ACF Site and clinical staff to receive and treat the initial patient population;

- complete the Deliverables listed above;
- develop plans and procedures to place the ACF Site in a “warm” state for part of the contract term, if necessary; and
- develop plans and procedures for resuming services at the ACF Site within 21 days, upon notice from the State, so that the ACF Site is once again ready and available to serve a population of at least 30-50 Tier 2a patients.

Each bidder also shall include in its bid response package a recommended staffing plan to serve a population of at least 30-50 Tier 2a and Tier 2 patients on a 24 hour per day/7 days per week basis. The staffing plan shall include recommended staffing levels for the Key Positions listed above, and for the following additional job titles/specialties (Non-Key Positions):

- Doctor with advanced airway skills (e.g., critical care, pulmonologist, anesthesiologist)
- Physician/Nurse Practitioner/Advanced Practice Nurse/Physician’s Assistant
- Additional Command Center Staff to implement the initial patient screening and intake process
- Paramedic
- Certified Nursing Aide
- Mental Health Practitioner
- Triage Staff
- Pharmacist/Pharm Tech
- Infection Control Nurse
- Medical Assistant
- Phlebotomist

A bidder also may identify and propose job titles and recommended staffing levels in addition to or in lieu of the job titles listed above, as part of its recommended staffing plan.

Each bidder must demonstrate the immediate capacity to provide adequate medical, clinical and technical resources to support the initial operational requirements of the ACF Site as described above, and to support expanded operational requirements should the need arise. Each bidder shall indicate in its bid response package whether it intends to fill some or all of the Non-Key Positions from (i) its existing staff, (ii) from temporary staff sourced by the bidder especially for the present contract, or (iii) from temporary staff sourced by the State. Each bidder also shall explain how it intends to maintain adequate staffing levels in response to staff absences and attrition, and how it intends to secure the services of additional professionals, such as Physical Therapists and Occupational Therapists, if necessary to serve the needs of different patient populations at the ACF Site as its capabilities and capacity are increased. If a bidder intends to use more than one of the foregoing methods to fill the Non-Key Positions, then the bidder will include in its bid response package a breakdown of the number of persons in each particular job title that the bidder intends to source using each of the three different sourcing methods.

If a bidder intends to fill some or all of the Non-Key Positions from temporary staff sourced by the bidder especially for the present contract, then the bidder will include in its bid response package a description of the bidder’s anticipated process for sourcing, screening and selecting qualified

professionals that possess the skills, licenses and certifications necessary to perform the typical job duties associated with the job titles/specialties listed above as Non-Key Positions.

The bidder should have experience using the Epic Electronic Medical Record system and should include a description of that experience in its bid response package.

Bids that do not address the foregoing requirements for a complete bid response package may not be considered.

Pricing

Each bidder shall include a pricing proposal in its bid response package. If pricing will be determined on a time and materials basis derived from hourly billing rates, then the bidder shall provide its proposed billing rates in the bid response package and shall specify a not-to-exceed amount. The not-to-exceed amount may be specified on a monthly basis, and different monthly not-to-exceed amounts may be specified for different phases of work (e.g., pre-operational, operating and receiving patients, ramping down to warm state, ramping up from warm state, etc.).

Award Criteria

The State reserves the right to award a contract pursuant to this Request for Bids which may be based upon price, personnel availability date, and current need, etc.

With the exception of healthcare providers already employed by the selected vendor at the time of contract award, the selected vendor will agree not to acquire more than 30 percent of the entirety of all current, future or replacement healthcare providers provided from within a 30 mile radius of the ACF Site. Awarded vendor(s) shall be required to have those personnel within that 30 mile radius show proof of acknowledgement from their employer that their employer has no issue with them providing services under the contract.

Vendors who are interested in submitting a bid response package must forward to Darrell.Marcy@illinois.gov and Tricia.Leezer@illinois.gov.

Bid Response
Package Submitted by: _____

Email Address: _____

Company Name: _____

Phone Number: _____

APPENDIX A

JOB DESCRIPTIONS

Job Titles and Minimum Qualifications: (Various Titles)

Title: CHIEF MEDICAL OFFICER

Duties include the following, but are not limited to:

Act as a lead member of ACF Site team, defining the overall strategy and directions of the ACF Site. This position directs the overall clinical and administrative vision for the ACF Site to provide high-quality medical care for patients and to align staff. The CMO, working with his or her management team, will be required to:

- i) - Coordinate equipment needs
- ii) - Coordinate and implement staffing model
- iii) - Create and implement leadership structure for clinical functions
- iv) - Supply all clinical leadership
- v) - Develop and manage admission and discharge criteria
- vi) - Create external hospital alignment
- vii) - Decrease risk and other costs through an aligned, coordinated staffing model
- viii) - Provide ability to ramp to a more complex level of care, which will save lives
- ix) - Coordinate wraparound services (Lab, Imaging, Respiratory, Behavioral Health, Nutrition)
- x) - Provide any other management services needed to efficiently run the hospital

Minimum Qualifications:

- ◆ Minimum 7 years of medical leadership experience for a well-regarded hospital or healthcare services company
- ◆ Must be a licensed Physician, Board Certification in Family or Emergency Medicine preferred but flexible.
- ◆ Multi-site operations experience is preferred.
- ◆ Experience building high performing teams and leading organizational change efforts.
- ◆ Proven success in leading strategic initiatives and achieving results.

Title: CHIEF NURSING OFFICER

Duties include the following, but are not limited to:

- i) Directs the overall vision for clinical and administrative vision for the provision of services at the ACF Site by shift, professional and non-professional direct care staff, so as to provide high-quality medical care for patient;
- ii) Assists in the development of standards, procedures and policies for operations at the ACF Site, so as to ensure a safe environment to meet the physical, emotional and psychological needs of the patients;

- iii) Oversees and administers the provision of professional nursing services having responsibility over patient activities that involve medical care, programs, activities or behavior intervention, as well as medication transcription, administration, evaluation, documentation and observation of effectiveness of drugs;
- iv) Supports and assists the Chief Medical Officer as needed.

Minimum Qualifications:

- ◆ Requires (a) graduation from an approved nursing education program resulting in an associate or diploma degree in nursing and five years of progressively responsible professional nursing experience or (b) a bachelor's degree in nursing and three years of professional nursing experience or (c) a master's degree in nursing and one year of professional nursing experience.
- ◆ Requires licensure as a Registered Nurse in the State of Illinois.
- ◆ Requires extensive knowledge of professional nursing principles, procedures and theory.
- ◆ At least two years experience managing nursing staff and other direct care staff in a hospital setting preferred.

Title: CLINICAL ADVISOR TO LEADERSHIP TEAM

Duties include the following, but are not limited to:

- i) Implement and coordinate a range of ACF Site-management activities.
- ii) Advise leadership team on ACF Site start-up and relevant operational and regulatory issues including resource allocation, personnel management, and administrative issues.
- iii) Provide oversight and technical direction for evaluation of ACF Site performance using data. Identify problems, or issues that transcend individual units or trends that indicate the need for procedural clarification or policy development and recommends follow-up actions or policy
- iv) Conduct trainings at sites and meetings on relevant policies/regulations.
- v) Participate in the creation and review of ACF Site closure-related documents and checklists.
- vi) Interface with others to share information and collaborate on ACF Site-related issues.
- vii) Prepare oral and written presentations for internal and external programmatic meetings.

Minimum Qualifications:

- ◆ Master's degree in Nursing Education or a related discipline. Three (3) years of specialized experience plus a BA/BS degree is equivalent to a Master's degree.
- ◆ Minimum of one (1) year of experience in the healthcare professional education field.
- ◆ Excellent written and oral communication and interpersonal skills.
- ◆ Ability to work independently and as part of a team.
- ◆ Excellent analytical, organizational, and time management skills.

Title: COMMAND CENTER DOCTOR

Duties include the following, but are not limited to:

- i) Acts as medical lead in administering and implementing the initial patient screening and intake process in the Command Center.

- ii) Under general supervision, provides primary and specialty medical care to patients and performs related duties as required.
- iii) Reviews patients medical records, examines patients and orders laboratory and diagnostic tests to evaluate patients' medical conditions; analyzes test results, diagnoses illnesses and injuries and develops treatment plans; administers treatment or prescribes medications or programs to treat diseases or injuries; records patients' conditions, diagnoses and methods of treatment on medical records and charts; makes referrals for or provides specialized medical care; updates treatment plans relative to patients' medical progress including specialized treatments, patient education, referrals and follow-up medical visits; provides specialty care including prenatal, postnatal and pediatric medical services; advises patients concerning diet, hygiene and methods of disease prevention. Take patients' medical histories; immunizes patients against communicable diseases; prepares and presents case reports and attends in-service training programs.

Minimum Qualifications:

Graduation from a school of medicine with a Doctor of Medicine or Osteopathy degree accredited by the Liaison Committee on Medical Education (LCME) or the Educational Commission for Foreign Medical Graduates (ECFMG) and completion of a residency approved by the Accreditation Council for Graduate Medical Education (ACGME). Applicants must possess a valid and unrestricted physician license awarded by any U.S. state at the time of bid. Applicants must possess a valid and unrestricted State of Illinois physician license and Drug Enforcement Administration (DEA) certificate at the time of employment.

Title: COMMAND CENTER NURSE

Duties include the following, but are not limited to:

- i) Under direction and in accordance with established standards, procedures and policies, supports the administration and implementation of the initial patient screening and intake process in the Command Center.
- ii) Serves as a lead worker over the shift, professional and non-professional direct care staff, ensuring a safe environment to meet the physical, emotional and psychological needs of the patients.
- iii) Provides professional nursing services having responsibility over patient activities that involve medical care, programs, activities or behavior intervention; provides nursing services such as medication transcription, administration, evaluation, documentation and observation of effectiveness of drugs.
- iv) Serves as a member of the inter-disciplinary treatment team.
- v) Directs lower level direct care staff in the implementation of the therapeutic milieu.
- vi) Conducts in-service training programs.
- vii) Meets with patients and/or family or significant others to discuss various aspects of the patient's medical history, treatment plan and progress.

Minimum Qualifications:

Requires (a) graduation from an approved nursing education program resulting in an associate or diploma degree in nursing and two years of progressively responsible professional nursing experience or (b) a bachelor's degree in nursing and one year of professional nursing experience or (c) a master's degree in nursing. Requires licensure as a Registered Nurse in the State of Illinois. Requires extensive knowledge of professional nursing principles, procedures and theory. Requires extensive knowledge of pharmacology of commonly prescribed medicines and drugs and their therapeutic and possible adverse reactions. Requires ability to respond to and apply emergency medical techniques such as mouth to mask CPR, manual resuscitation, control of bleeding and airway maintenance. Requires ability to pass Crisis Prevention Intervention (CPI). Requires ability to develop and maintain harmonious working relationships with patient care staff. Requires ability to guide, motivate, orient and educate assigned patient care staff. Requires ability to present educational materials in a clear and concise manner. Requires ability to physically restrain patients to prevent them from hurting themselves or others and redirect their behavior. Requires ability to write clear and cohesive statements in clinical records. Requires ability to identify most appropriate positive treatment regime and carry out that treatment in accordance with best practice and behavior modification.

Titles: HEALTHCARE OPERATIONS MANAGER

Duties include the following, but are not limited to:

- i) Manages, oversees and assists with the general day to day operations of the ACF Site
- ii) Manages and coordinated legal, administrative and clinical services
- iii) Manages medical and non-medical staff; supports staff communications with the facility's management team
- iv) Evaluates current and proposed systems and procedures the ACF Site
- v) Assists in the development of plans for operational activities and implements and manages operational plans for the ACF Site

Minimum Qualifications:

Graduation from an accredited college or university with a Bachelor's Degree in the Social Sciences, Business or Public Administration, Public Health or a directly related field, plus seven years of experience in the healthcare field, of which three years is in a management/supervisory role related to the responsibilities of the position, or an equivalent combination of education, training and experience, provided that the minimum degree requirement is met

Title: STAFFING COORDINATOR/HUMAN RESOURCE LEADER

The Staffing Coordinator/ Human Resources Lead is responsible for assessing, placing and scheduling all clinical staff in designated patient care units in accordance with agreed ACF procedures and staffing standards.

The role involves maintaining acute awareness of changing conditions that may have the potential to impact staffing needs and be able to maintain ongoing communication with each clinical work unit to

quickly identify and reassess ongoing staffing needs to ensure schedules are adjusted appropriately to meet demand in a timely, efficient and effective manner.

The person filling this role must possess excellent communication and have the ability to handle multiple interactions simultaneously to be able to respond quickly to shifting staffing needs/priorities. This position requires accuracy in maintaining and reconciling scheduling information.

Duties include the following, but are not limited to:

- i) Develop and maintain 24-hour daily and master look-ahead staffing plan, adjusts staff coverage, following established procedures in response to changes in patient census, patient acuity and/or over-staffing of work unit; maintains awareness of admissions, patient status upgrades/downgrades and changes in bed count needs/availability to identify impact on staffing needs and current schedule.
- ii) Maintain records and statistics in an effort to improve continuity and increase efficiency.
- iii) Verify employee licensing and credentialing as directed
- iv) Prepares clinical staff for assignments by conducting orientation and training programs
- v) Ensure compliance with applicable human resource federal and state requirements, maintaining records, and representing the organization at hearings (if required)
- vi) Create and distribute daily (or as required) reports based on information extracted from the staffing database.
- vii) Ensure the executive team kept up-to-date on progress made towards meeting planned and unanticipated staffing requirements
- viii) Ensures the executive team receives notification of issues in a timely manner

Minimum Qualifications:

- ◆ Two years of related work experience, preferably in a healthcare setting. Inpatient staffing & scheduling experience preferred.

Title: CLINICAL SAFETY MANAGER

The Clinical Safety Manager is expected to identify and evaluate health and safety hazards and risks associated with clinical staff activities. Working with a high level of analytical rigor, they will collaborate with the wider safety team to ensure hazards on site have been appropriately mitigated while coordinating with medical staff and designated safety liaisons to ensure compliance with safety protocols.

Duties include the following, but are not limited to:

- i) Liaison with Safety Management Team and with clinical staff on safety programs, procedures, and Fire and Life Safety
- ii) Creation of the Clinical Safety and Risk Management Plan and activity hazard analyses documents
- iii) Review and approve safety documentation in coordination with the Safety Management Team
- iv) Respiratory Protection Program development, oversight and documentation management.
- v) Medical monitoring (stress test) and fit test tracking
- vi) Assist the wider project team in assuring safety for vendor protocols and procedures
- vii) Development of training program in collaboration with the Safety Management Team and ensure all staff have the necessary knowledge and training required

- viii) Overall coordination of clinical health, safety and risk management. Ensure activities are completed in accordance with the Clinical Safety and Risk Management Plan
- ix) Develop and implement activity hazard and risk analyses for all clinical procedures
- x) Conduct Safety and Risk Inspections of clinical activities on the work site
- xi) Maintain illness and injury log and reporting
- xii) Communicate and document safety observations and incidents
- xiii) Assists with development and distribution of safety metrics, safety reports, and risk assessments
Review trends in incidents.
- xiv) Provide recommendations and notification of unacceptable safety risks to executive team
- xv) Identify, adjust and correct deficiencies and create improvements in safety program and systems

Minimum Qualifications:

- ◆ Must hold a current registration with a professional body
- ◆ Trained in Clinical Health, Safety and Risk Management.
- ◆ Preferred experience in occupational safety, biological safety fire and life safety; hazardous materials management; and industrial hygiene;

Title: IT DIRECTOR

Duties include the following, but are not limited to:

- i) Receiving and documenting requests for IT support
- ii) Deciding on the most suitable ways of providing aid and interfacing with contracted IT support for ACF Site as necessary
- iii) Delivering IT and related assistance upon request
- iv) Configuring new desktops, laptops, routers, modems, and similar devices
- v) Performs routine inspections and upkeep of existing installations
- vi) Updates computer operating systems and other important software as needed
- vii) Diagnoses and repairs faults

Minimum Qualifications

Graduation from an accredited college or university with a degree in Computer Sciences or a related degree and at least three years providing computer and IT support, or an equivalent combination of training, education, and experience. Experience providing computer and IT support in a hospital or healthcare system setting preferred. Experience with Epic Electronic Medical Record system preferred.