

**REQUEST FOR PROPOSALS  
TO PERFORM ORGANIZATIONAL REVIEW & ASSESSMENT  
AT STATE PSYCHIATRIC HOSPITALS**

**INTENT:**

The New Jersey Health Care Facilities Financing Authority (the “Authority”) is seeking a qualified hospital management consulting firm that has extensive experience in psychiatric hospital management and administration (“Consultant”) to conduct a comprehensive analysis and make strategic recommendations for the State’s four adult psychiatric hospitals, one of which is a forensic center. Pursuant to Governor Christie’s Reorganization Plan 001-2017, which took effect on August 28, 2017, the Department of Health (the “Department”) is now charged with the responsibility and oversight of the Division of Mental Health and Addiction Services (“DMHAS”), inclusive of the administration of State psychiatric facilities. The Authority is seeking to engage an external Consultant to perform an assessment of the legacy organizational and operational issues affecting each psychiatric hospital and to provide recommendations to meet those challenges, with the overall goals of improving quality of patient care as well as supporting congruency between hospital staff and administration.

The Consultant shall assess oversight, management, operations, facilities, staffing, risk management, policies and procedures, as well as clinical, medical and nursing affairs of each hospital. Specifically, the Consultant shall address areas including but not limited to accountable patient care; the adequacy and appropriateness of hospital organizational structure; physical plant issues; employee recruitment, retention and training; workplace safety; governance; delivery of patient care and treatment; and discharge practices and planning. The Consultant shall also provide recommendations for enhancing cultural wellness in each facility.

The Consultant shall complete its evaluation of each facility and the results of this report will be presented to the Commissioner of the Department and Executive Director of the Authority no later than March 1, 2018.

**SCOPE:**

The facilities to be evaluated pursuant to this engagement include Ancora Psychiatric Hospital (“Ancora”), Greystone Park Psychiatric Hospital (“GPPH”), Trenton Psychiatric Hospital (“TPH”), and Ann Klein Forensic Center. All Hospitals are currently accredited by The Joint Commission. Ancora, GPPH, and TPH are also certified by Centers for Medicare & Medicaid Services.

Information regarding each of these facilities, including location, census information, and organizational charts can be accessed through <http://nj.gov/health/integratedhealth/>.

The Department will determine the order of evaluation; however, all facilities shall be evaluated and the report shall be completed no later than March 1, 2018.

## ENGAGEMENT SPECIFICATIONS:

The Consultant is expected to complete the following tasks:

1. Assess the current inventory of services and implementation of evidence-based practices for a patient population in units such as admissions, acute and chronic psychiatric, gero-psychiatric, sub-acute medical, and dual-diagnostic for the mentally ill and developmentally disabled.
2. Assess staffing levels and needs at each facility.
3. Review all rules, policies, and procedures currently in effect at each facility.
4. Perform assessments of functional areas to identify operational and organizational gaps.
5. Identify and diagnose areas of risk or impediments to progress and recommendations or strategies to mitigate such challenges.
6. Propose recommendations, best practices, and strategies to address areas for improvement or efficiency, including but not limited to the following:
  - business process re-engineering;
  - management and operations;
  - governance and oversight;
  - risk management and mitigation;
  - physical plant issues from capital budgeting perspective;
  - clinical models and patient flow coordination;
  - discharge practices and planning;
  - staffing models, employee recruitment, and employee retention;
  - policies and procedures;
  - workplace safety; and
  - cultural wellness.
7. Outline key steps for implementing the recommendations, including identification of necessary internal or external stakeholder buy-in.
8. Assess the financial impact of the recommendations, including the estimated costs of additional staff resources, potential cost savings, or the need for capital expenditures.
9. Discuss how the Consultant's recommendations would best be implemented on a short-term (less than 1 year), intermediate (1-4 years), and long-term (more than 4 years) basis.
10. Provide regular updates to the Department and the Authority on the progress of the engagement.

The Consultant shall prepare a written report of its analysis of and recommendation for each facility and present to the Commissioner of the Department and the Executive Director of the Authority no later than March 1, 2018.

In addition to meeting with facility staff and leadership, the Consultant will meet with staff from the Department and the Authority at least once prior to preparing the report and at least once after the report is complete to field questions from staff.

The Department and the Authority will facilitate information gathering for the Consultant to conduct its work.

### EVALUATION CRITERIA

The Authority will evaluate each proposal based on the following criteria:

- Demonstrated knowledge and experience providing innovative, results-driven guidance to improve hospital performance;
- Demonstrated experience in performing organizational assessments in a public hospital and, preferably, a psychiatric or behavioral health setting;
- Demonstrated knowledge of applicable State and federal laws, rules and regulations applicable to health planning;
- Ability to complete the engagement by March 1, 2018; and
- Price.

### INFORMATION TO BE CONTAINED IN THE PROPOSAL

1. Name, address, telephone number, fax number and e-mail address of the firm and primary contact.
2. A brief descriptive statement of not more than two pages about the firm.
3. Name, role, and credentials of individuals who will be assigned to the Authority's account.
4. A brief description of the firm's experience with similar engagements, including data sources used.
5. Proposed fee and expenses.
6. The proposed approach to the engagement.
7. A description of data not available from existing sources that the firm will need to prepare the report.
8. Whether the firm or any of its owners and employees have any relationships and/or conflicts with the Authority or any of the facilities covered in this study. If so, please elaborate.
9. At least three but no more than five references from prior engagements.

PROPOSALS MUST BE RECEIVED BY THE AUTHORITY BY 3:00 P.M. ON MONDAY, NOVEMBER 13, 2017, AT THE FOLLOWING LOCATION:

**Electronic Mail:**

[mhopkins@NJHCFFA.com](mailto:mhopkins@NJHCFFA.com)

**Overnight/Hand Delivery\* Address:**

New Jersey Health Care Facilities Financing Authority  
Station Plaza, Building #4  
22 South Clinton Avenue  
Trenton, NJ 08609-1212

\*If sending via overnight or hand delivery, please include five (5) copies of the proposal.

Questions regarding this proposal should be directed to Mark Hopkins, Executive Director, New Jersey Health Care Facilities Financing Authority at 609-292-8585 between 9:00 a.m. and 5:00 p.m. weekdays.

The Authority reserves the right to reject any and all proposals.

**BY SUBMITTING A RESPONSE TO THIS PROPOSAL, THE BIDDER AGREES TO THE PROVISIONS OUTLINED IN THE ATTACHED “TERMS AND CONDITIONS.”**