

Date: October 6, 2017

REQUEST FOR PROPOSALS (RFP)
FOR
Management of Pharmacy Services
ON BEHALF OF THE
Post-Acute Care Facilities
OF
NYC HEALTH + HOSPITALS

Any questions regarding this RFP should be emailed to:

Mitchell Jacobs
Director, Procurement Systems & Operations
Supply Chain Services
160 Water Street, 13th Floor
New York, NY 10038
Email address: jacobsm1@nychhc.org

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SECTION I – REQUEST FOR PROPOSAL (RFP) TIMETABLE

- **Release Date of the RFP:** October 6, 2017
- **Pre-proposal Conference Date:** Mandatory Pre-proposers Conference will be held on October 20, 2017 from 12:00PM to 2:00PM

Pre-proposal Conference will be held at:

NYC Health and Hospitals NYC Health + Hospitals
125 Worth Street, Room 405
4th Floor
New York, NY 10013

- **Proposer's Questions Due by:** 12PM on October 23, 2017 and must be submitted in writing to Mitchell Jacobs via email jacobsm1@nychhc.org
- **Proposal due Date and Time:** 3PM on November 2, 2017

Sealed proposals are to be delivered to:

From:

Proposer name/address

To:

Procurement System and Operations
Supply Chain Services
NYC Health + Hospitals
Attn: Mitchell Jacobs, Director
160 Water Street, 13th floor
New York, NY 10038
Tel: 646-458-8661
jacobsm1@nychhc.org

Doc Control #: 038-0005

RFP Title: Request for Proposals (RFP)
for Management of Pharmacy Services
for the Post-Acute Care Facilities
of NYC Health + Hospitals

- **Projected Contractor Selection Date:** November 15, 2017
- **Projected Contract Start Date:** January 1, 2018

SECTION II – NYC HEALTH + HOSPITALS BACKGROUND

NYC Health + Hospitals is an integrated health care system of hospitals, neighborhood health centers, long-term care, nursing homes and home care -- the public safety net health care system of New York City. NYC Health + Hospitals is committed to the health and well-being of all New Yorkers and we offer a wide range of high quality and affordable health care services to keep our patients healthy and to address the needs of New York City's diverse populations.

NYC Health + Hospitals Mission and Values

NYC Health + Hospitals is committed to excellence in health care. Our providers work together to provide comprehensive, personalized care to all New Yorkers. Our mission is:

- **To extend equally** to all New Yorkers, regardless of their ability to pay, comprehensive health services of the highest quality in an atmosphere of humane care, dignity and respect.
- **To promote and protect**, as both innovator and advocate, the health, welfare and safety of the people of the City of New York.
- **To join with other health workers and with communities** in a partnership which will enable each of our institutions to promote and protect health in its fullest sense – the total physical, mental and social well-being of the people.

Our Guiding Principles

NYC Health + Hospitals' Guiding Principles reinforce six essential features of our daily work: a patient-centered approach, safety, excellence, cost savings and resource management, teamwork, and employee development. Our Guiding Principles provide a foundation to achieve the “Triple Aim” of better health, better care, and better value:

- **Keep Patients First:** Patients are at the center of everything we do. We treat our patients with respect and empathy. We achieve high levels of patient satisfaction by meeting or exceeding expectations. In caring for all, we serve our communities and our city.

- **Keep Everyone Safe:** We watch out for one another and work in ways that eliminate injuries. We always take the steps needed to ensure the safety of the patients in our care.
- **Work Together:** We work together, respect each other, and communicate effectively in order to meet challenges, solve problems, and reach NYC Health + Hospitals' goals. We all share responsibility for patient care, for safety, for controlling costs, and, ultimately, for fulfilling NYC Health + Hospitals' mission.
- **Pursue Excellence:** We adapt to changes, we innovate. We continuously review our work, revise work processes, and eliminate waste. We work to the highest standards of integrity, quality, and safety. Breakthrough, with its ability to engage staff at all levels, is our path to excellence.
- **Manage Your Resources:** We are accountable for what we do and how we do it. We look for ways to save money; use time, effort, and materials wisely; and work efficiently. To sustain the mission of NYC Health + Hospitals, we make every dollar count; we think about the cost consequences of our decisions.
- **Keep Learning:** We learn in order to grow as individuals; we incorporate the lessons we learn into our daily work to reach the highest levels of personal potential and team success. Our employees are our most valuable resource, and NYC Health + Hospitals supports professional training and development, expansion of skills, and opportunity for all staff.



SECTION III: PROJECT DESCRIPTION, BACKGROUND AND OBJECTIVES

The New York City Health and Hospitals NYC Health + Hospitals is seeking The New York City Health and Hospitals NYC Health + Hospitals' ("NYC Health + Hospitals") seeks the services of a company to provide all pharmaceutical services at its post-acute care facilities: Coler; Sea View; McKinney; Carter and Gouverneur, which collectively include 2,200 beds and experience a 95% occupancy rate.

Reforms at the federal and state level are currently altering the health care market and its affects upon New York City Health + Hospitals are significant. Where it delivers care and how it is paid for such care, will be subject to debate and change due to these recent reforms. To remain viable in the evolving health care environment, NYC Health + Hospitals must embrace, overcome, and adapt to the challenges of the shifting health care landscape, with a focus restructuring to achieve four primary goals: (1) stabilizing funding, (2) expanding community-based care, strengthening coordination and care management, and integrating social supports to improve health outcomes, (3) consolidating hospital services and improving operational efficiency and (4) restructuring payments and building partnerships to support the health outcomes of communities.

Minimum Qualifications Criteria

Failure to meet the minimum criteria will deem a proposer nonresponsive and the proposer will be disqualified:

- a. A minimum of 5 years' experience providing pharmacy services
- b. At least 12 current clients utilizing your firms pharmacy services at skilled nursing facilities in the tristate metro area
- c. Corporate offices or locations in the tristate metro area

SECTION IV: STATEMENT OF WORK

New York City Health + Hospitals is seeking a partner to manage all pharmaceutical services for its post-acute care facilities i.e., Coler, Carter, Gouverneur, McKinney, and Seaview. It is expected that the vendor will serve as the exclusive provider of pharmaceutical services at the facilities.

A. The expected services include:

- a. Provision of all pharmacy supplies including but not limited to prescription and non-prescription medications, intravenous infusions, supplies used to administer medications and emergency medications. These will be supplied to all patients notwithstanding their ability to pay. The vendor will provide, maintain and replenish all prescribed medications including STAT and emergency doses in a timely manner.
- b. Provision of services and medications every day of the year;
 - i. STAT and emergency doses will be delivered no later than two hours after the order is placed;
 - ii. Orders will be verified in a timely manner and delivered as per the agreed upon schedule for each facility.
- c. An emergency system for backup and/or interim order dispensing that must be approved by customer;
- d. Assistance in obtaining prior authorization or approval to use a non-covered drug when a prescriber deems that drug to be medically necessary;
- e. Bar coding technology to ensure that the correct medication is being dispensed;
- f. Updating and maintaining patient medications and treatment profiles for each resident;
- g. Drug information to all appropriate clinicians at the facilities;
- h. Management of all recalls, expired, and returned medications without additional cost to NYC Health + Hospitals;
- i. Monthly computer generated order sheets, medication and treatment records or similar methods (electronic medical record capability) for each resident.

B. Staffing services requirements:

- a. All pharmacists who will be involved with the operations at NYC Health + Hospitals will be licensed and in good standing with the State of New York;
- b. The vendor will provide a regional licensed pharmacist to assist in the management of daily pharmacy operations.
- c. The vendor to provide an independent consultant for drug regimen reviews.
 - i. The selected LTC pharmacy will subcontract and provide consultant pharmacist services to meet NYSDOH and CMS regulations for each skilled nursing facility. These services will include, but are not limited to:
 1. Provide consultation and expertise in various long term care software programs and technology; assist in moving from paper to E-prescribing
 2. Assist in the development of disease based management protocols
 3. Assist in improving the use of microbial medications in the post-acute setting by utilizing data analytics to set a baseline and providing monthly baseline comparisons for each facility's stewardship results and monthly usage
 4. Conduct monthly review and report out on CMS CASPER data/report regarding use of antipsychotic usage as compared to state, regional and national benchmarks
 5. Lead/participate in facility designated meetings and committees including QAPI and cost containment meetings. These reports will include a comparison of all 6 post-acute facilities
- d. Provide drug information and consultation to licensed professional staff
- e. Provide consultation on facility procedures for the control and accountability of all drugs used in facility
- f. Provide guidance and ensure compliance with all applicable local, state and federal laws and regulations
- g. Perform monthly of drug regimen reviews (DRR) for each resident via EMR software.

- h. Participate in monthly gradual dose reduction rounds
- i. Guide and participate in the development of policies and procedures for routine and emergency drug control
- j. Perform medication pass audits monthly or as requested
- k. Participate in monthly service line P&T committee meetings
- l. Perform quarterly review of medication management policies and procedures including storage of medications, labeling protocols for reconciliation, counting of controlled medications and procedures for disposal of medication

C. Equipment, supplies, and billing requirements:

- a. Ability to receive electronic prescribing; with an agreed upon “down time” policy/procedure for when electronic prescribing is not functional.
- b. Ability to interface with the NYC Health + Hospitals electronic health record system.
- c. Provision and maintenance of medication and treatment carts, automated medication dispensing cabinets as well as all equipment required to transmit orders and prescriptions;
- d. Any medication purchased outside the vendor contract will be purchased from (Cardinal) as their primary wholesaler that is currently contracted with NYC Health + Hospitals;
- e. Responsible for (and to retain) all third party billing including Medicaid, Medicare, private pay and private insurance.
- f. Current H+H medication supply to be purchased at average wholesale price minus standard industry discount

D. Other Requirements

- a. Must comply with all requirements of local, state and federal laws and regulations including HIPAA, The Joint Commission, and the New York State Department of Health;

- b. Must maintain a Policy and Procedure Manual available to and approved by NYC Health + Hospital staff at all times;
- c. Must provide regular quality and performance improvement reports to ensure medication safety quality meets or exceeds industry standards;
- d. Must provide monthly quality and performance reports of customer selected KPI's to monitor the clinical and economic attributes of the program;
- e. Must provide pharmacy consultant to perform monthly drug regimen review.
- f. Must be compliant with all facility HR policies when on site.
- g. Vendor must register and stay compliant with IDN vendor credentialing program "Vendormate".
- h. For The uncompensated:
 - i. Uncompensated residents make up approximately 15% of the population in the post-acute facilities of HHC. Please explain how and who you would bill in order to cover the cost of their medication expenses.
- i. Other requirements:
 - i. Vendor shall comply with all requirements of local, state and federal laws and regulations including HIPPA, The Joint Commission, and the New York State Department of Health to support a Methadone clinic in one of its post-acute facilities.

SECTION V: DIVERSITY

EEO Process

NYC Health + Hospitals Board of Directors adopted Mayor's Executive Order 50 of 1980 and requires that all vendors comply with the process. Please complete the attached Supply and Service Employment Report in accordance with the instructions attached thereto.

MWBE Participation

Background:

In 2006, the State of New York commissioned a disparity study to evaluate whether minority and women owned business enterprises (MWBEs) had a full and fair opportunity to participate in state contracting. The findings were published on April 29, 2010, under the title "The State of Minority and Women-Owned Business Enterprises: Evidence from New York". As a result of the findings therein the State enacted New York State Executive Law Article 15-A, which requires, among other things, that agencies establish goals for maximum feasible participation of New York State Certified MWBEs.

Participation Goals:

The System hereby establishes an overall goal of 30% for MWBE participation for this solicitation.

Finding MWBEs:

A searchable directory of New York State Certified MWBEs can be viewed at:

<https://ny.newnycontracts.com/FrontEnd/VendorSearchPublic.asp?TN=ny&XID=1989>

MWBE Utilization Plan:

Vendor shall submit an MWBE Utilization Plan along with the proposal (attached) setting forth the MWBEs it intends to utilize if a contract is awarded. The System will review the MWBE Utilization Plan and advise the selected vendor whether the Utilization Plan is acceptable or issue a notice of deficiency. If the vendor cannot in good faith meet the MWBE goals, a waiver may be submitted setting forth a good faith basis the reasons therefor.

Reporting:

The awarded vendor shall submit monthly utilization reports via the System's online reporting system.

Failure to Comply:

Failure to provide an MWBE Utilization Plan, or take good faith efforts in complying with the diversity participation process is grounds for disqualification of award of a contract or breach of contract.

SECTION VI: PROPOSAL PROCEDURES AND REQUIREMENTS

A. PROPOSAL PACKAGE

Firms interested in responding to this solicitation must submit a proposal package with the following elements in the order listed below:

1. Cover Letter and Title Page: Complete and submit Exhibit One and Exhibit Two. Be sure to include all the information requested.
2. Executive Summary: The One (1) page summary should encapsulate the plan of action or approach to the requirements of this solicitation, deliverables, and a summary of the cost information. Firms should also highlight its capabilities to meet NYC Health + Hospitals minimum requirements in Section III.
3. Table of Contents: The table of contents should facilitate locating all key points in the proposal.
4. Firm's Background and Organization: In this section provide the following information about the interested company:
 - a) Size of the company
 - b) Organization chart
 - c) Financial capacity (an audited financial statement for the last 3 fiscal years)
 - d) Background of principals
 - e) Recently completed similar size projects
 - f) List of current clients as references (must provide five (5) contact names with email addresses and phone numbers.)
 - g) Any licenses relevant to this project
 - h) Duration the company has been doing business in this service or product line
5. Subcontractors: In this section provide the following information about the subcontractors:
 - a. Provide resumes for subcontractor personnel assigned to the project, demonstrating the individual(s) knowledge, ability and experience as it relates to the project to be completed.
 - b. Documented experience of the subcontractor in successfully performing work on projects of a similar size and scope to that required by this RFP.
6. Technical Proposal: The interested firm must submit a narrative that addresses the requests in Section IV Statement of Work, its plan to execute the requirements of the RFP
7. Cost Proposal: Cost submission should be based on all the requirements of the RFP.
8. Diversity Participation: The proposer shall submit a completed M/WBE Utilization Plan in accordance with Section V above.

9. Indication of Acceptance of the Terms and Conditions: Affirmatively indicate your acceptance of the terms and conditions. Otherwise, any exceptions to the General Contract Provisions, set forth in Attachment B, must be stated in this section and proposed revised language provided, otherwise any objections will be deemed waived. Responders are cautioned that any exceptions to the terms of the standard State contract which give the Responder a material advantage over other Responders may result in the Responder's Proposal being declared nonresponsive. Proposals being declared nonresponsive will receive no further consideration for award of the Contract. Also, Proposals that take blanket exception to all or substantially all boilerplate contract provisions will be considered nonresponsive Proposals and rejected from further consideration for contract award.
10. Doing Business Data Form ("DBDF"): As required by law, the proposer must submit an accurate and complete DBDF, enclosed in a separate envelope. Failure to do so will result in a non-responsive proposal and rejection of the proposal.
11. Business Associate Agreement ("BAA"): The selected vendor must submit a signed copy of the System's business associate agreement if the System determines that it is required for compliance with the privacy standards and other requirements relating to protected health information as defined in the administrative simplification provisions of the Health Insurance Portability and Accountability Act of 1996. **No modifications may be made to the BAA, which, if required, is non-negotiable and must be executed as drafted.**
12. Confidential/Proprietary Information: Proposers should include in their response a section entitled "Confidential, Proprietary Information or Trade Secrets" if the proposal contains any such information, indicating the exact location in the proposal of all information claimed by the firm to be confidential or trade secrets. The firm shall also provide a justification as to why such material, upon request, should not be disclosed by the System. Such information deemed by the proposer to be confidential/proprietary shall be easily separable from the non-confidential or non-proprietary sections of the proposal.

B. PROPOSAL PACKAGE SUBMISSION REQUIREMENTS

1. Proposals are due on or before **November 2, 2017 at or before 3:00 pm** at the location prescribed in Section I - RFP TIMETABLE. Proposals that are late or unsealed will not be considered. The System reserves the right to accept late proposals when it is in the best interest of the System and the lateness of the proposal is deemed non-material.
2. Proposers shall be responsible for informing commercial delivery service, of all delivery requirements and for ensuring that the information required in item 5, below,

appears on the outer envelope used by such service. Proposals must be delivered via common carrier. Signature required and time stamped.

3. Proposers shall submit one original paper copy along with one (1) flash drive/CD-ROM containing the proposal. Please see Attachment A for the required items. Only one (1) original DBDF needs to be submitted, but must be provided in an envelope separate from the rest of the proposal.
4. Proposers are advised that there is a 15 - page limitation for proposals as it pertains to the technical proposal. This limitation does not include the Executive Summary, exhibits or other attachments.
5. The outer envelope, which must be sealed, enclosing any materials submitted in response to this RFP shall be addressed as follows:

FROM: Proposer Name/Address

TO: Attention: Mitchell Jacobs, Director
Procurement Systems and Operations
Supply Chain Services
NYC Health + Hospitals
160 Water Street, 13th Floor
New York, NY 10038
Tel: (646)458-8661
Email: jacobsm1@nychhc.org

Doc control#: 038-0005
RFP Title: Management of Pharmacy Services

Attachment A: Proposal Package Checklist, which itemizes each component/document that is to be submitted as part of the Proposal Package, has been attached for the proposer's convenience.

C. PROPOSAL EVALUATION PROCEDURES

1. Evaluation Committee

- a. The Evaluation Committee shall be comprised of a minimum of five (5) persons who will evaluate the components of this solicitation. The Evaluation Committee shall evaluate and rate all proposals meeting the Minimum Qualification Requirements. All proposals will be evaluated in accordance with the criteria described in Section V(C) (3).

- b. The Evaluation Committee will make a determination to: 1) award a contract based on initial proposals from all or a "short list" of proposers; or 2) conduct discussions/negotiations with all or a "short list" of proposers.
 - c. The Network/Facility/Division may require proposers to give oral or visual presentations in support of their proposals or to exhibit or otherwise demonstrate the information contained therein.
 - d. If it is in the best interest of the System, the Evaluation Committee reserves the right to waive or modify any mistakes in proposals that are deemed by the Evaluation Committee to be not material.
 - e. A contract shall be awarded to the highest rated proposer based on the evaluation factors set forth in the RFP subject to the System's right to reject all proposals.
2. Minimum Qualification Requirements: Proposals must be responsive to all the material requirements of the RFP. Proposals that do not meet the minimum requirements stated in "Section III" will not be reviewed by the selection Committee. Minimum requirements must be provided in the executive summary as requested in the Proposal Package above.
3. Evaluation Criteria: Proposals must be responsive to all the material requirements of the RFP. The Committee will evaluate and rate the proposals of qualified firms on their technical merits by applying the Evaluation Criteria below to the score sheet provided on "Attachment C".

Evaluation Criteria

Technical Proposal

Proposed Pharmaceutical services

Proposed regulatory quality and performance improvement responsibilities

Previous experience and qualifications

Cost for consultant

SECTION VII: CONTRACT AND PAYMENT

A. TERM OF CONTRACT

1. The term of the contract shall be for a 3 year period with two 1-year options to renew solely exercisable by NYC Health + Hospitals

B. PAYMENT

1. The selected firm shall be paid on a net 90 basis.

SECTION VIII: GENERAL INFORMATION

A. STATUS OF INFORMATION

1. The System shall not be bound by any oral or written information released prior to the issuance of the RFP.
2. The System shall not be bound by any oral or written representations, statements or explanations other than those made 1) in this RFP or 2) in formal written addenda issued to this RFP.

B. COMMUNICATION WITH THE SYSTEM

1. Proposers are advised that, from the date this RFP is issued until the award of the contract, contact with System or its personnel related to this solicitation is not permitted, except with RFP Team Contact who has been designated as the contact person listed on the cover page of this RFP.

C. PROPOSER INQUIRIES

1. All inquiries regarding this solicitation shall be addressed to the contact person named in this proposal. All substantive questions should be emailed to the contact person. The contact person may orally respond to inquiries of a non substantive nature or submit responses by email. However written responses are not mandatory.
2. Proposers are advised that information related to potential Pre-proposers conference can be found in Section I of this RFP.
3. Proposers are advised that NYC Health + Hospitals will not provide response to inquiries submitted after proposers question due date.

D. ADDENDA TO THE RFP

1. NYC Health + Hospitals shall issue responses to inquiries related to substantive issues and any other corrections or amendments to the RFP it deems necessary prior to the Proposal Due Date in the form of written addenda.
2. It is the proposer's responsibility to assure receipt of all addenda. The proposer should verify with the designated contact person prior to submitting a proposal that all addenda have been received, and shall acknowledge in the transmittal letter the number of addenda issued.

E. MODIFIED PROPOSALS

1. A proposer may submit a modified proposal to replace all or any portion of a previously submitted proposal up until the Proposal Due Date and Time.
2. The Evaluation Committee shall consider only the latest timely version of the proposal.

F. PROPOSER'S OFFER

1. A proposal may be withdrawn in writing only prior to the Proposal Due Date and Time.
2. A proposer's offer shall be irrevocable until contract award.
3. Contractor warrants that the prices have been arrived at independently and without collusion, consultation, communication or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other bidder or with any other competitor (if applicable).
4. Unless otherwise required by law the prices under this Agreement have not been knowingly disclosed by Contractor and will not knowingly be disclosed by Contractor prior to opening of bid or proposal (if applicable).
5. No attempt has been made or will be made by Contractor to induce any other person or entity to submit or not submit a bid or proposal (if applicable) in response to the solicitation that resulted in this Agreement

G. LATENESS

1. Proposals received after the Proposal Due Date and Time are late and shall not be considered, except that the System reserves the right to accept late proposals if the lateness of the proposal is deemed non-material.
2. Modifications and Withdrawals received after the Proposal Due Date and Time are late and shall not be considered.

H. COSTS INCURRED BY PROPOSERS

1. The System shall not be liable for any costs incurred by proposers in the preparation of proposals or for any work performed in connection therewith.

I. DISCUSSIONS/NEGOTIATIONS

1. The System reserves the right to award a contract on the basis of initial offers received, without discussions. Therefore, each initial offer should contain the proposer's best terms from a technical and cost standpoint.

J. CONTRACT AWARD

1. The System reserves the right to award a contract to a firm other than the proposer offering the lowest overall cost.
2. The contract resulting from this solicitation shall be awarded to the highest rated responsible proposer based on the evaluation factors set forth in the RFP. The award of a contract does not commit the System to use the equipment or services of the selected firm.
3. Any proposed contract award shall be subject to all required internal approvals and due diligence.

K. RFP POSTPONEMENT/CANCELLATION

1. The System reserves the right to postpone or cancel this RFP and to reject all proposals.

ATTACHMENT "A" – PROPOSAL PACKAGE CHECKLIST

I. Sealed Envelope (addressed as set forth in section V.B.5 of the RFP)

One (1) set of originals along with one (1) flash drive/CD-ROM containing the Proposal Package that includes each of the following documents:

- Proposal Cover Letter (Exhibit One)
- Title Page (Exhibit Two)
- Executive Summary
- Table of Contents
- Narrative (Firms background and Organization)
- Subcontractors
- Technical Proposal
- Cost Proposal
- Acknowledgment of Addenda, if any
- Acceptance of Terms and Conditions
- Doing Business Data Form
- Business Associate Agreement (if required)
- MWBE Utilization Plan
- Supply and Service Employment Report
- W-9 Form

II. Outer Sealed Envelope (Addressed as set forth in section V.B.5 of the RFP).

LATE OR UNSEALED PROPOSALS WILL NOT BE CONSIDERED UNLESS THE SYSTEM DEEMS IT TO BE IN THE BEST INTEREST OF THE SYSTEM AND THE LATENESS OF THE PROPOSAL IS DEEMED NON-MATERIAL.

FROM: Proposer Name / Address

TO:
NYC Health + Hospitals
Attention: Mitchell Jacobs, Director
160 Water Street, 13th Floor
New York, NY 10038
Document Control #: 038-0005

ATTACHMENT “B” – REQUIRED DOCUMENTS

The following forms are provided as attachments to this RFP:

1. Doing Business Data Form
2. BAA
3. MWBE Utilization Plan
4. Supply and Service Report
5. PassPort (Formerly Vendex, Required as part of an RFP submission. All documents must be original documents and will only be process with the Mayors Office for the awarded firms)



EXHIBIT ONE – COVER LETTER

FIRM:

ADDRESS:

CITY/STATE/ZIP CODE:

ADDENDA RECEIVED: _____ (list number of addenda)

SIGNATURE:

DATE:

EXHIBIT TWO – TITLE PAGE

RFP TITLE: _____

COMPANY NAME: _____

FEIN: _____

ADDRESS: _____

CITY/STATE/ZIPCODE: _____

PRINCIPAL CONTACT: _____

PHONE: _____

EMAIL: _____