



Master Facility Plan – Market Analysis

Request for Proposal - DRAFT

September 10th, 2021

Organizational Information and Overview

Appleton Area Health (AAH) is a city owned healthcare organization that consists of a 15-bed critical access hospital, a 50-bed skilled nursing facility, a rural health clinic, and 31 assisted living apartments all located on the same campus. Appleton Area Health is in the city of Appleton, Minnesota within Swift County and is governed by an appointed board of directors. The healthcare facility provides access to primary care, emergency care, surgical services, and outpatient services.

Appleton Area Health provides health care services to a rural and frontier geography that includes Swift and Lac Qui Parle counties that consists of 16,092 people. There are approximately 13 people per square mile, compared to about 87 per square mile across the United States. Appleton Area Health strives to provide access to the best quality of care, regardless of the geographic barriers. The service area also includes a higher-than-normal elderly population with 24% of the residents 65 years or older compared to the state average of 15%. Due to the high percentage of elderly, the importance of health care in the community is vital for the well-being of this population as travel can be challenging. The original facility was built in 1957. The total square footage of AAH is 16,590. The hospital was remodeled in 1983 to expand patient rooms and add bathrooms. In 1991, the dietary department was upgraded and in 2002 a remodel was completed to enlarge the operating room, business office, and clinic area. In 1993, the assisted living building was built.

Introduction

This Request for Proposal will be used to compile a list of qualified and experienced firms of which Appleton Area Health will consider for awarding the contract for the market analysis Master Facility Plan. Appleton Area Health's intent is to engage a firm with the expertise to conduct this analysis. The selected firm must be capable of assisting the facility through all aspects of the engagement. The announcement of the successful qualified firm will be released to all applicants per the timeline indicated herein.

Scope of Project

1. A market analysis addressing our organizations strategic objectives, market needs within our mission as it relates to the future use of our organization's facilities. It is the facility's expectation that realistic long-term planning concepts will be developed through this process.
2. Appleton Area Health will be also selecting a separate firm to complete a facility plan/assessment as related to a comparison of renovation vs. replacement, including block drawings and budget costs, possible alternative build sites, and financing options for the project which may also include opportunities for private, federal, state funding sources and grants. The understanding would be that the selected organization of this Request for Proposal would work closely with the other firm.

Requested Scope of Services

1. The Planner will provide a market analysis. It is expected that the planning team will embrace the strategic direction of the hospital and be fully acquainted with its situation and operational strategies.
2. The Planner is expected to organize the project so that it functions smoothly, achieves its objectives, and meets the hospital's expectations. The Planner will provide leadership to a steering committee that will act as the oversight and review body to provide input throughout this engagement.

The Master Facility Plan – Market Analysis would include, but is not limited to, the following:

1. High Level Financial Affordability/Debt Capacity
2. Existing State Assessment
3. Market Demand Analysis
4. Volume and Capacity Analysis
5. Macro Space Requirements
6. Implementation Plan / Timetable

Proposal Outline – The following requested criteria will be used to evaluate your eligibility as a project firm.

1. **Corporate Organization Overview and Qualifications** - Provide a company profile that describes and highlights your firm including:
 - A. History of business.
 - B. Organization's philosophy.
 - C. Healthcare experience and qualifications for this project - include a complete list of current and recently completed (past five years) hospital/care center related analysis.
 - D. At least five references of health care Facility Master Plan projects. (Minnesota projects are preferred)
 - E. Unique Organizational Characteristics - Discuss any characteristics of your organization not listed above which should be considered in evaluating your organization's qualifications to complete the project.
2. **Company's Scope of Services**
 - A. Describe the approach your firm will pursue to accomplish all aspects of the project as identified in the Scope of Services.
 - B. Explain the method and frequency of work monitoring and controls relative to the schedule.
 - C. Demonstrate ability to provide creative and innovative solutions to challenges faced by healthcare providers.
 - D. Healthcare is and will continue to change rapidly. Facilities planned for today can be outdated tomorrow. How will you help Appleton Area Health ensure that its facilities remain relevant in the face of change?
3. **Company's Approach to Project**
 - A. Demonstrate how your company will engage leadership in processes to attain support of an acceptable market analysis.
4. **Project Leadership and Team experience**
 - A. Provide resumes / credentials of the proposed project team. Indicate the role and responsibility of everyone. Provide preferred method of communication for each.
5. **Communication, coordination, control, and scheduling of other consultants / contractors / associates**
 - A. How do you ensure that information flows freely as needed from one consultant to others?

- B. How do you track relevant information; control design-related issues on an ongoing basis so they are not lost or forgotten and are kept relevant? (i.e., open/closed/resolved/completed)
 - C. Communication or movement of information across organizations, architect to design to consultant, is very important and critical to expedite the completion of the project. It is also crucial for well-designed plan documents. Describe how this process is managed in your company to ensure timely provision of information from one party to another?
 - D. What tools, protocols, or techniques do you apply in the management of other consultants?
6. Professional Fees
- A. Fee proposal may be detailed, but must include a lump sum fee. Include the fee payment schedule.
 - B. Describe your company's billing policies including hourly rates, expenses, and billing cycle.
 - C. For expenses defined as "reimbursed at cost," please define what your firm considers reimbursable expenses.
 - D. Indicate the time frame required to complete the project.
 - E. Provide a copy of the proposed engagement agreement.

Questions regarding this RFP contact

- All questions by candidates are to be directed to the Appleton Area Health's Chief Financial Officer and the answers will be shared with all proponents. Email is preferred method for this activity.

Jake Redepenning
Chief Financial Officer
320-289-8514
jredepenning@aah-mn.org

Submission of Proposals

- All proprietary information provided to you and such information submitted by you during this selection process shall be considered confidential and treated accordingly.
- Please keep your RFP direct and concise. Be as detailed in your responses to questions as is necessary to clearly convey your intent. Please keep in mind that those reviewing your submittal will not be engineers, architects, or planning consultants so keep the industrial jargon and abbreviations to a minimum. Glossy, voluminous marketing and promotional material will not be considered for review.
- Structure your response by stating the question asked followed by your response. Answer all questions in the RFP. If you do not have an answer to a question state "No Response". If a question does not apply to you or your firm, please indicate "Not Applicable".
- You may request the word document form of the RFP for your file to accommodate each in compilation of your proposal response.
- You must submit your response to this RFP to the CFO of Appleton Area Health, at the address noted no later than **November 10th, 2021, 5:00 p.m. CST.**
- It is intended to conclude and award no later than 30 days following the final interviews.
- The facility reserves the right to request additional information or for certain candidates to attend an interview.
- Two separate submissions shall be submitted, one with the sealed cost proposal (by mail) and one with the remainder of the proposal (mail or email).
- The CFO will contact/reply to you confirming receipt of your proposal.
- The facility reserves the right to reject all proposals.

Confidential

Jake Redepenning
Chief Financial Officer
320-289-8514
jredepenning@aah-mn.org

Selection Process Timeline

<u>Activity</u>	<u>Date</u>
RFPs Distributed	9-10-2021
Site-Visits	9-27-2021 to 10-15-2021
Deadline for Questions	10-27-2021
Proposal Submission Deadline	November 10th, 2021, 5:00 p.m. CST
Firm Interviews	As scheduled by Appleton Area Heath
Final Selection	Not later than 30 days of completion of interviews

A Master Facility Plan RFP will also be sent out to related firms and once that firm is selected, we will let the selected Market Analysis firm know their contact information for collaboration purposes.