



CONFIDENTIAL Agreement Details

UISS Agreement Information

Items Contracted : Human Resources Consulting
To include full suite of services surrounding optimization of business functions-
clinical & non-clinical labor/workforce management, HR service transformation,
compensation, benefits, recruitment & organizational development & design

UISS Contract Category : Consulting Services

Agreement Number : 4110

Agreement Term : 08/01/2022 - 07/31/2025

Price Protection : 03/31/2022

Pricing : See attached pricing under Schedule A
UISS Members must complete attached Member Designation Form to receive
contract pricing

Payment Terms : UISS members will be provided with an engagement agreement from the vendor;
Outlining services and payment terms

Credit Cards Accepted : No

Vendor Information

Agreement Vendor : Berkley Research Group, LLC (BRG)
2200 Powell St, Suite 2200
Emeryville, CA 94648

Phone Number : (914) 774-8053

Website : www.thinkbrg.com

Diversity Certified : No

Vendor Contact Information

Account Representative : Eric Wyner

Phone Number : (914) 774-8053

Email : EWyner@ThinkBRG.com

General Information

BRG provides a broad range of customized, Performance improvement/transformation work surrounding Workforce and human capital management; a full suite of services surrounding the optimization of business functions to include but not limited to, clinical and non-clinical labor/workforce management (span of control, span of support and appropriate staffing levels), Human Resources service transformation, compensation, benefits, recruitment and organizational development and design.

SEE SCHEDULE A ATTACHED

SCHEDULE A



**Human Capital
Management/Workforce Labor
Productivity**

Sample Schedule of Services

July 20, 2022

BRG Contact:

Eric Wyner

Director

914-774-8053

ewyner@thinkbrg.com

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Schedule A: Below is a listing of services including but not limited to BRG's HR/Workforce capabilities

Value Proposition:

- *BRG will provide scoping discussion(s) to UISS members at no cost to identify potential workstreams to be reviewed*
- *BRG offers one of two workstreams to meet the needs of the UISS Membership*
 - *Assessment*
 - *Remote "Desktop" Assessment – BRG will conduct a high-level assessment with all work remote, limiting travel expenses.*
 - *Comprehensive Assessment – Remote/Onsite Work including data analysis, onsite rounding, and interviews to get a complete picture of opportunities within the HR and/or Workforce space*
 - *Implementation*
 - *Implementation – Agreements/fees to be negotiated directly between BRG and UISS Member*
- *Assessment Credit: Should a member decide to move forward with additional services post the assessment phase, BRG will credit up to 50% of the assessment fee towards implementation fees for additional work.*

Human Resources

The Human Resources function and programs are vital to every organization as they drive employee engagement, position the organization in a competitive position, and impact the overall cost of labor. The BRG Human Capital team offers both evaluation and implementation support to health systems.

Human Resources Functional Review and Redesign

Our assessment of the Human Resources function will evaluate the overall structure, efficiency and compliance to policies and regulatory requirements. The review will include an understanding of five key functional HR areas (e.g., Vision/Purpose, HR function, HR Programs, Future talent and the management, development, and support of current employees) These areas allow BRG to focus on operational performance and impact that the HR department and function have on an organization and how they:

- **Manage the vision and purpose HR**
 - Interaction with leadership and board
 - Manage organizational culture
 - Identify and manage leadership and staff competencies
 - Organizational performance (e.g., KPIs)

- Manage the (HR) function
 - Functional design
 - Strategic plan
 - Technology
 - Staffing
 - Vendor partners
 - Compliance and Regulations
- Manage Programs
 - Employee health plan
 - Retirement plans
 - Leave management
 - Ancillary benefits (e.g., Dental, vision, etc.)
 - Compensation structures
- Manage New and Future Talent
 - Recruitment
 - Employment brand
- Manage, Develop & Support current employees
 - Employee relations
 - Employee performance
 - Career progression and development
 - Leadership development

Human Resources Program and Cost Management

Our assessment of the Human Resources programs and costs evaluate the overall offering of programs, the performance and cost trends of those programs in addition to alignment with market trends, desired strategy and vision and emerging capabilities and offerings. The programs reviewed typically include the following programs:

- **Employee Health Plan(s)** (Plan design, network analysis, stop loss, wellness programs, case management, disease management, contribution strategies, administrative fees, Third Party Administrator (TPA) / Pharmacy Benefits Manager (PBM) contracts and fees) programs to include the redesign related to the following areas:
 - Plan design to include Preferred Provider Organization (PPO), Exclusive Provider Organization (EPO) and High Deductible Health Plan (HDHP) options and strategies
 - Domestic steerage and direct contracting opportunities
 - Retail pharmacy leverage strategies (if applicable)
 - Population health focus (if applicable)
 - Stop loss strategies and risk levels
 - Outsourced administrative services and fees
 - TPA/PBM/Broker/Consultant Fees and rebates
 - Scope of services and recommendations on bundled service versus best-in-class vendor partnerships (including case management, disease management)
 - Employee premium pricing strategies

- Surcharges, exclusion, and experience rated pricing
 - Wellness plan design and incentive/disincentive strategies
- **Retirement plan(s)** (Defined benefit, defined contribution, deferred compensation, investment options and performance, broker/plan advisor and administrator fees) opportunities to consolidate the administrative services currently managing the plan(s). We will also make recommendations on opportunities to align actual benefits levels were appropriate.
- **Leave Management** (Paid Time Off, Family Medical Leave Act (FMLA), Sick Bank, Extended Sick Banks, Short-Term Disability, Long-Term Disability, Workers Compensation) programs to include the redesign related to the following areas:
 - Plan design and coordination of coverage
 - Paid Time Off, disability, return-to-work, modified duty coordination
 - Administrative fees and services for disability and FMLA administration
 - Market alignment of days accrued, bank balance maximum, cash out, accrual methodology, constructive receipt analysis (if applicable)
- **Compensation** (Philosophy statement, base wage structure(s), market methodologies, supplemental pay practices, new hire formula, merit increases) programs to include the review and identification of opportunities / recommendations related to the following areas:
 - Administrative approach to managing all aspects of the compensation program(s)
 - Updating the current compensation philosophy statement to ensure alignment of recommendations
 - Wage structure and corresponding market and merit methodologies
 - Incentive plan design and requirements
 - Supplemental pay practice prevalence, utilization, and market rate benchmarking
 - New hire formula and compression analysis

Workforce

Workforce expenses are typically a health system's largest cost component and are a necessary focus of any performance improvement initiative. While it is important to utilize industry benchmarks to identify directional improvement opportunities, they must be combined with departmental expertise that provides the insight to identify operational changes needed to achieve the improved performance levels.

BRG's Workforce assessment process begins by comparing department staffing to accepted industry benchmarks that are accurately mapped and normalized to benchmark functional definitions. However, benchmarks only identify where there *may* be opportunity, and they don't explain what is causing the variance. Labor productivity planning relies on both quantitative and qualitative assessment of operations by a subject matter expert. The BRG project team is staffed with departmental subject matter experts with years of experience who will go beyond benchmarks to understand departmental processes and characteristics. During the assessment, our consultants will combine departmental knowledge and benchmarking analysis to identify realistic and achievable opportunities that can be implemented through process redesign.

Quantitative Assessment

The BRG team utilizes our BRG DRIVE™ platform to quickly aggregate and assess the validity of data from the multiple sources required to perform quantitative benchmarking. When a single source of truth for data is validated, BRG Subject Matter Experts perform a preliminary mapping and benchmarking against both national databases and proprietary data warehouses maintained by our Applied Analytics team. This analysis enables the identification of operational trends and patterns that can lead to opportunities for cost containment. In addition to traditional benchmarking, BRG DRIVE™ also enables detailed analysis of other key drivers of labor expense such as:

- **Incidental Overtime:** We perform a deep dive into specific clocking practices at the cost center, job, and employee level, which may lead to incidental overtime and excess working hours. Opportunities may include clock rounding, use of clock locations, pay rules and policies vs. actual clocking practices, and missed lunch deductions.
- **Premium Pay:** We perform a deep dive into the pay codes and policies used by the organization which can lead to increased labor costs. Examples include on call, call back, shift differentials, bonus, and other premium pay practices.
- **Labor Management Infrastructure:** We will assess the strengths and weaknesses of the systems for managing labor costs, including productivity monitoring and variance reporting, use of benchmarking databases, personnel scheduling, management of overtime and controls over contract labor.
- **Skill Mix:** We will identify opportunities for clinical staff to more effectively practice at top-of-license to increase efficiency and cost effectiveness. We measure specific improvement that can be achieved through subtle changes in how work is assigned to various levels of clinical expertise.
- **Flexing of Staff:** We use specific tools and data to identify how staffing patterns can be aligned with changing volumes over short intervals of time, and we identify opportunities to help managers manage differently.
- **Ambulatory Staffing:** We will identify need and excess capacity across the ambulatory enterprise in order to match staffing and skill mix to demand by day of week and time of day. We also identify opportunities to optimize patient access and improve revenue.
- **Span of Control:** We will analyze the Member's corporate structure and isolate the FTE opportunity when compared to staff-to-management ratios to highlight management composition of functional areas and the layering of the organization.
- **Consolidation:** As hospital systems grow, shared services evolve to realize economies of scale and yield reduced cost structures. We will evaluate each shared services function based on a spectrum of "systemness" that compares these services to Member's current expectations, service levels, and cost impacts.

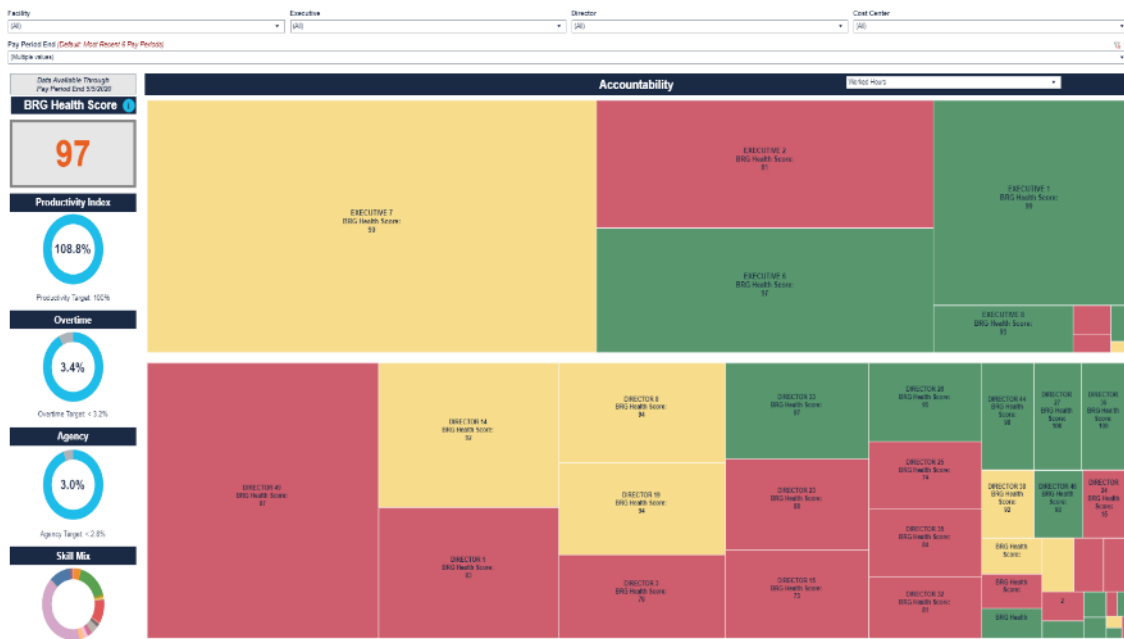
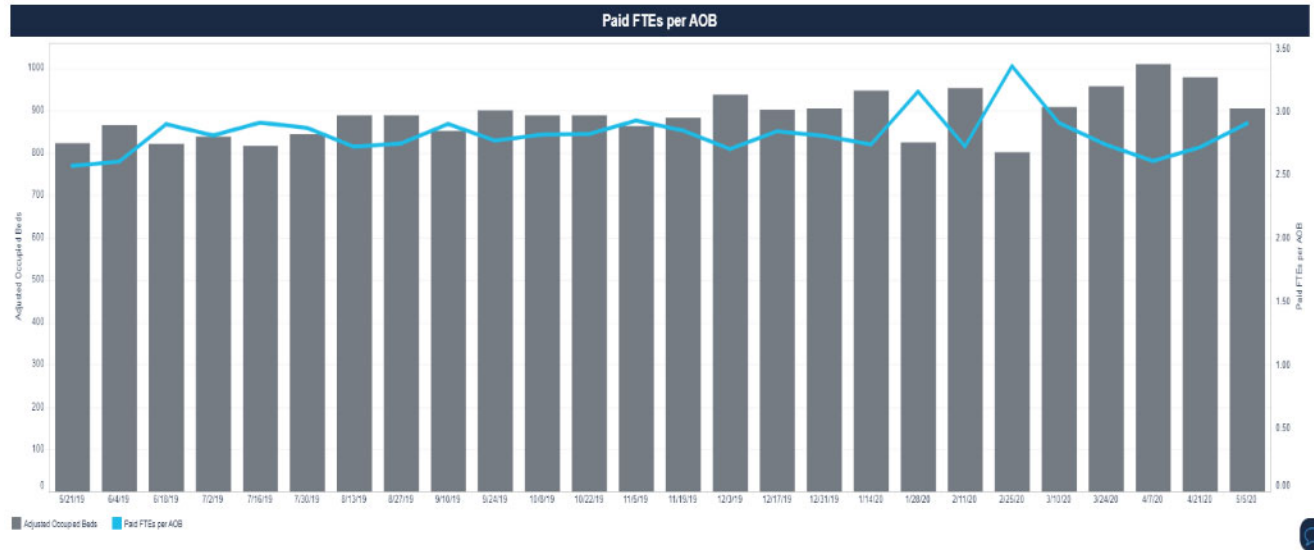
Following are examples for the DRIVE Productivity Tool used to identify and monitor labor performance.

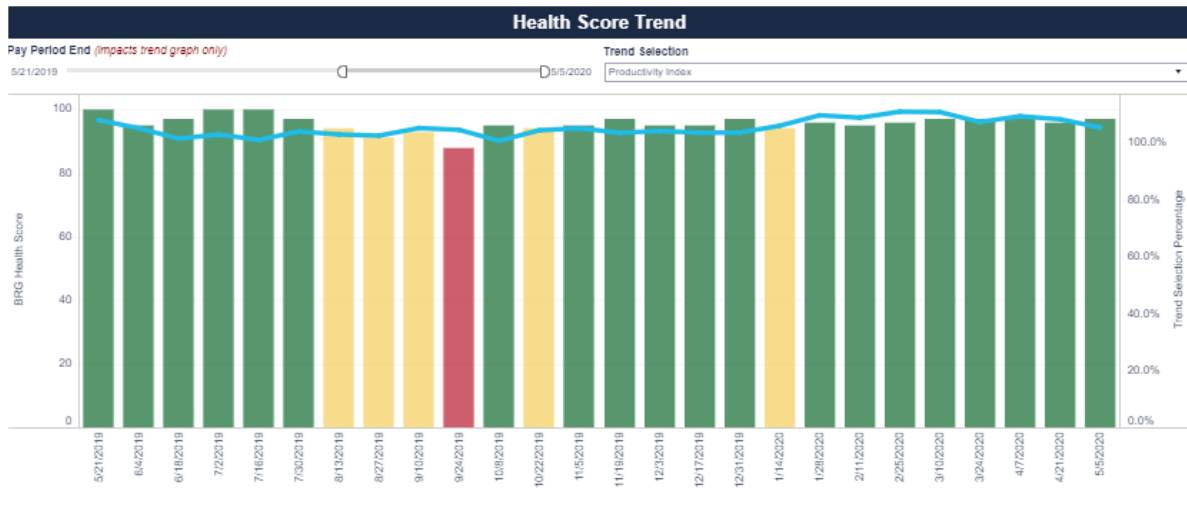
Facility: All

Vital Stats

As of PPE 5/5/2020. Note the stats below represent Pay Period Averages.

Pay Period	Paid FTEs	Worked FTEs	Adjusted Occupied Beds	Inpatient Revenue	Outpatient Revenue	Patient Days
Prior FY	2,175.7	1,887.9	730	\$51,943,941	\$62,450,504	4,693
6 PP Avg	2,248.1	1,975.7	746	\$52,519,872	\$66,012,297	4,627
13 PP Avg	2,651.3	2,268.4	927	\$65,275,021	\$83,031,105	5,715
FYTD	2,607.1	2,203.9	912	\$64,679,223	\$81,954,792	5,632





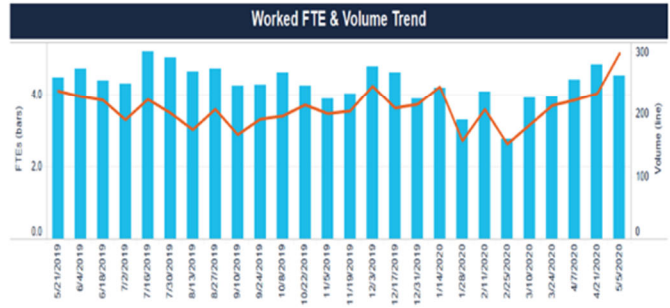
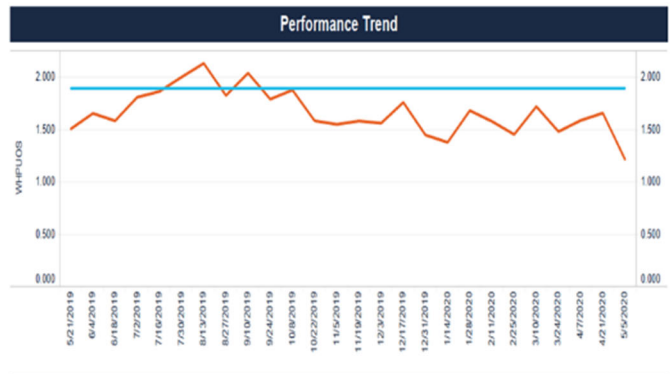
Department Detail

Click on a data point to view department on the Productivity Index Tab

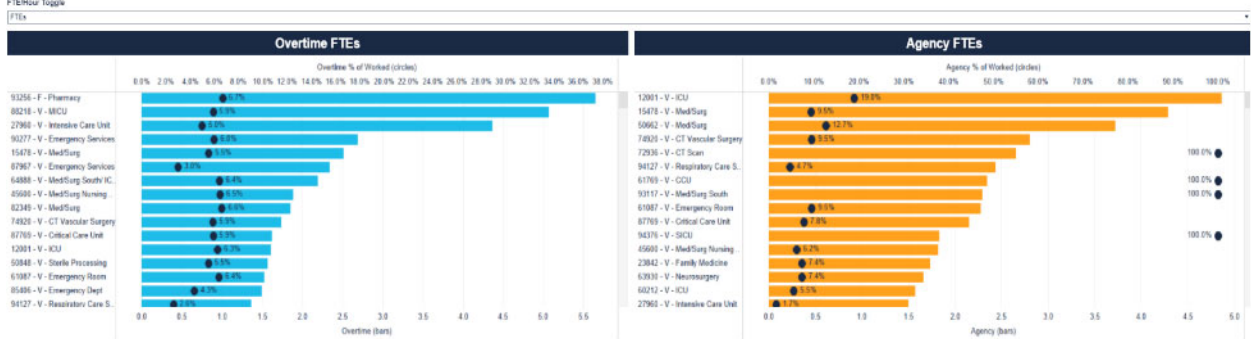
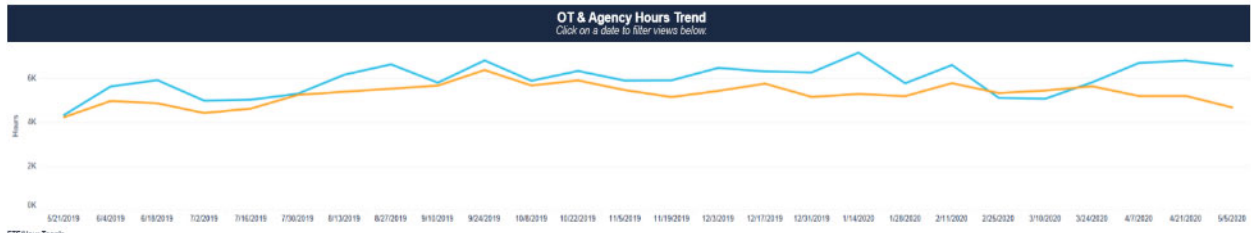
Cost Center	Target Type	Unit Of Service	BRG Health Score	Variable Worked Hours	Volume	Variable WHPLLOS	WHPLLOS Target	Fixed-Paid FTEs	Fixed-Paid FTE Target	Total Paid FTEs	Target Paid FTEs	Productivity Index	Overtime %	Overtime Target %	Agency %	Agency Target %	
Grand Total			97					352.9		2,371.9	2,573.5	108.8%	3.4%	3.2%	3.0%	2.8%	
10176 - V - Transplant	Variable	Clinic Establs.	88	1,058	1,305	1,500	1,895				4.6	5.8	126.3%	0.3%	1.0%	1.1%	1.0%
11485 - F - Phlebotomy	Fixed-P	NIA Fixed	74		332	0.000		1.6	1.4	1.6	1.4	90.0%	2.4%	1.0%	0.0%	0.0%	
11756 - V - Pre-OP	Variable	OR Hours	84	3,138	698	4,495	6,130				7.7	10.5	136.4%	1.8%	2.9%	0.0%	0.0%
11785 - V - X-Ray	Variable	Billed Tests	47	904	185	4,888	1,390				1.9	0.5	28.4%	4.5%	3.0%	0.0%	0.0%
12001 - V - ICU	Variable	Heads in Beds	92	15,139	753	20,099	17,487				33.1	28.8	87.0%	4.7%	5.0%	7.8%	10.0%
12292 - V - Urgent Care	Variable	Clinic Establs.	83	3,741	3,003	1,246	1,213				8.1	7.9	97.4%	6.2%	4.0%	4.8%	4.0%
12344 - V - EEG	Variable	Billed Tests	72	1,138	619	1,839	2,879				2.6	4.1	156.6%	0.5%	1.0%	0.0%	0.0%
12723 - F - Administration	Fixed-P	NIA Fixed	100					1.8	2.0		1.8	2.0	110.6%	1.5%	2.0%	0.0%	0.0%
12888 - V - Cardiac Cath Lab	Variable	Inpatient and	100	5,348	1,217	4,394	4,660				12.5	13.3	106.1%	2.6%	3.0%	1.7%	2.0%
13368 - V - Phlebotomy	Variable	Inpatient and	100	1,561	2,806	0.556	0.573				3.4	3.5	102.9%	0.3%	1.0%	0.0%	0.0%
14694 - F - Hemodialysis	Fixed-P	NIA-Fixed	83		200	0.000		2.3	2.0	2.3	2.0	86.2%	10.0%	10.0%	2.9%	2.0%	
14773 - F - Special Care Nur.	Fixed-P	NIA-Fixed	89		120	0.000		4.1	4.6	4.1	4.6	110.9%	1.2%	3.0%	7.7%	5.0%	
14935 - H - Cardiology Clinic	Hybrid	Clinic Establs.	88	2,126	1,428	1,489	1,880	1.2	1.5	6.4	7.5	117.5%	2.1%	2.0%	6.6%	5.0%	
15478 - V - Med/Surg	Variable	Heads in Beds	88	21,272	1,861	11,429	9,222				47.1	38.0	80.7%	2.7%	3.0%	5.0%	10.0%
15962 - V - Sleep Lab	Variable	Outpatient Pr.	100	4,144	374	11,079	12,136				9.2	10.1	109.9%	3.6%	4.0%	0.0%	0.0%
16288 - F - EMG	Fixed-P	Billed Tests	91		452	0.000		0.9	1.1		0.9	1.1	125.7%	0.0%	1.0%	0.0%	0.0%
16439 - V - Ophthalmology	Variable	Clinic Establs.	94	5,525	4,175	1,323	1,582				12.4	14.8	119.5%	0.9%	1.0%	1.8%	2.0%
17092 - V - Phlebotomy	Variable	NIA Fixed	87	2,272	2,084	1,090	0.861				5.1	4.1	79.0%	0.2%	1.0%	0.0%	0.0%
17595 - F - EKG	Fixed-P	NIA-Fixed	40		11	0.000		0.4	1.0	0.4	1.0	253.1%	0.0%	0.0%	0.0%	0.0%	

10176 - V - Transplant				
Final WHPUOS Target: 1.895				
Volume Statistics: Clinic Established and New Visits				
FY20 Budget pFTEs: 5.305				
Pay Period End (Default: Most Recent 6 Pay Periods)				
(Multiple values)				
Worked Hours	Volume	WHPUOS	Target	Productivity Index
1,958	1,305	1.500	1.895	126.3%
Pay Period End (Default: Prior Year, Most Recent 6 Pay Periods)				
(Multiple values)				
Worked Hours	Volume	WHPUOS	Target	Productivity Index
2,118	1,318	1.607	1.895	117.9%

Department Statistics												
Click on a data point to see the payroll and volume details below.												
Pay Period	BRG Health Staff	Variable Working Hours	Volume	Variable WHPUOS	WHPUOS Target	Fixed-Paid FTEs	Fixed-Paid FTE Target	Total Paid FTEs	Target Paid FTEs	Prod/FTE Variance	Productivity Index	Overtime %
Baseline	83	296.8	215.7	1.376	1.895			4.0	5.5	1.5	137.7%	0.4%
Prior FY	100	388.7	217.7	1.766	1.895			5.4	5.7	0.3	106.1%	0.5%
2/25/20	88	220.9	152.0	1.453	1.895			3.7	4.8	1.1	130.4%	0.1%
3/10/20	80	314.9	183.0	1.721	1.895			4.6	5.1	0.5	110.1%	0.0%
3/24/20	89	317.0	214.0	1.481	1.895			4.2	5.4	1.2	127.9%	0.6%
4/7/20	94	354.0	223.0	1.587	1.895			4.7	5.6	0.9	119.4%	0.7%
4/21/20	88	388.0	234.0	1.658	1.895			5.0	5.7	0.7	114.3%	0.0%
5/5/20	72	363.3	299.0	1.215	1.895			5.1	7.9	2.8	155.9%	0.1%
6 PP Avg	88	326.3	217.5	1.500	1.895			4.6	5.7	1.2	126.3%	0.3%
13 PP Avg	92	329.1	214.8	1.533	1.895			4.9	6.0	1.2	123.6%	0.3%
FYTD	92	327.9	213.8	1.534	1.895			4.8	6.0	1.1	123.5%	0.3%



Overtime Hours	155,647	OT % of Worked	3.5%	Agency Hours	137,966	Agency % of Worked	3.1%
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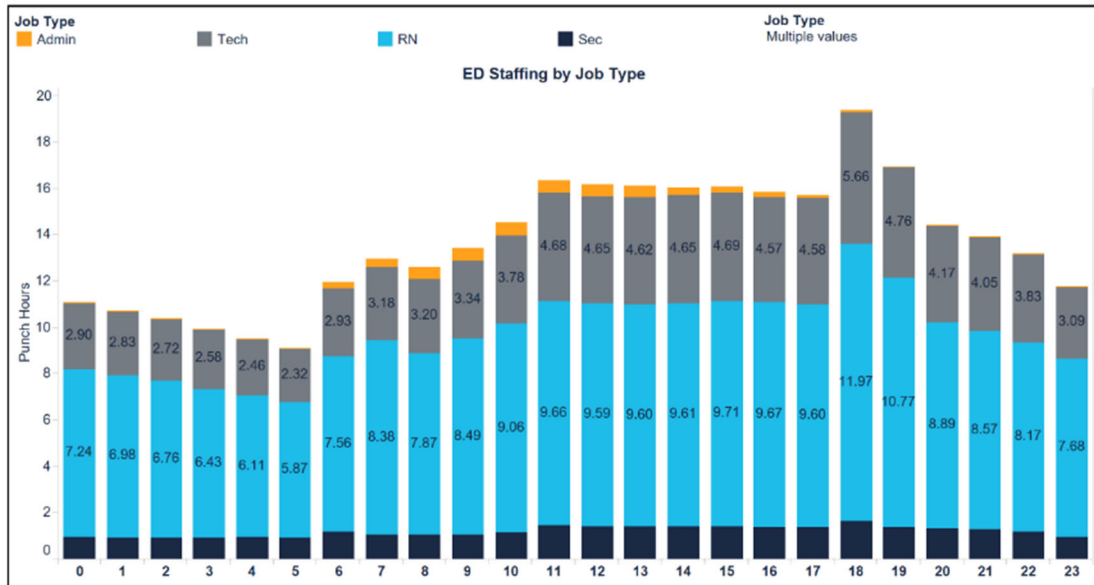
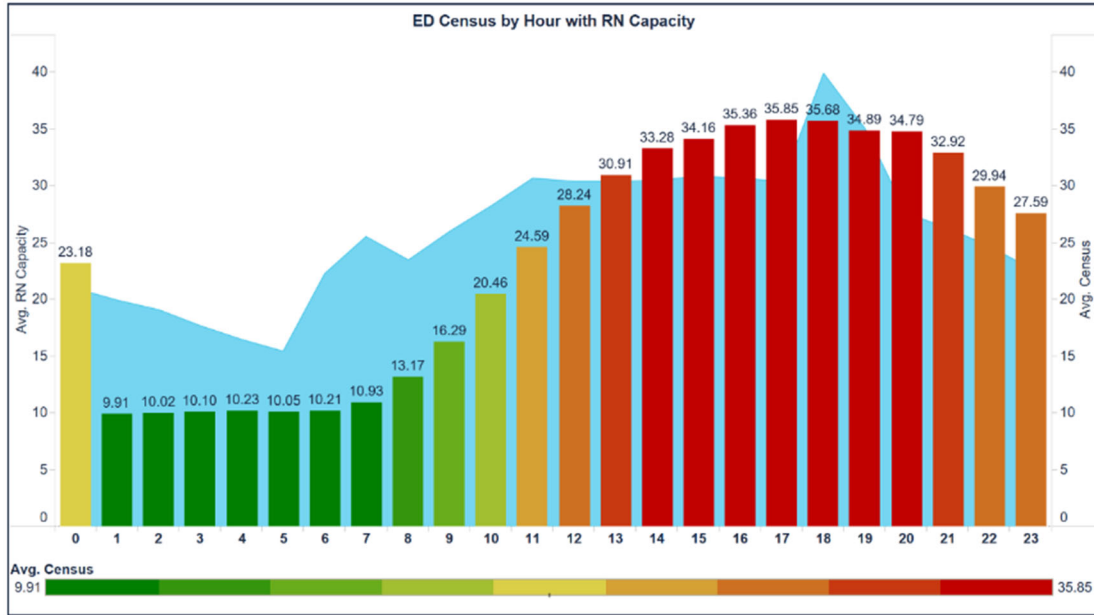
ED Performance Dashboard Staffing to Demand Data Available through 3/2/2019

Facility Name
All

Month, Year
Multiple values

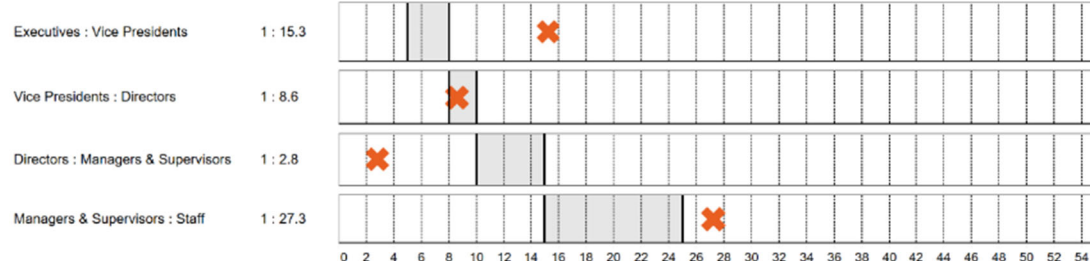
Week
All

Day of Week
All



Span of Control & Management FTE Opportunity

Facility	Director	VP			
All	All	All			
Standard Department Name	Cost Center and Name	Span Target (select to adjust FTE Opportunity)			
All	All	20			
Home Facility	Management FTEs	Staff FTEs	Staff to Management Ratio	Management FTE Opportunity	Management FTE Opportunity with Negatives
Facility 01	8.7	132.5	15.2	2.1	2.1
Facility 02	76.7	921.6	12.0	30.6	30.6
Facility 03	14.9	490.4	33.0	0.0	-9.7
Facility 05	16.8	279.7	6.6	2.8	2.8
Facility 07	9.6	71.7	7.4	6.0	6.0
Facility 08	33.5	783.0	23.4	0.0	-5.6
Facility 09	11.7	10.4	0.9	11.2	11.2
Facility 10	14.1	189.4	13.4	4.7	4.7
Facility 11	9.5	89.3	9.4	5.0	5.0
Facility 12	1.8	31.7	17.8	0.2	0.2
Facility 13	1.8	29.6	16.4	0.3	0.3
Facility 14	14.4	492.8	34.2	0.0	-10.2
Facility 15	0.9	0.0	0.0	0.9	0.9
Facility 16	4.5	4.3	1.0	4.3	4.3
Facility 17	10.3	94.3	9.1	5.6	5.6
Facility 18	5.0	79.4	16.0	1.0	1.0
Facility 19	3.1	63.7	20.7	0.0	-0.1
Facility 20	15.2	333.7	22.0	0.0	-1.5
Facility 21	7.3	51.4	7.1	4.7	4.7
Facility 22	37.4	851.3	22.7	0.0	-5.1
Facility 23	4.6	40.2	8.7	2.6	2.6
Facility 24	16.0	327.5	20.5	0.0	-0.4
Facility 25	97.0	2,665.9	27.5	0.0	-36.3
Facility 26	2.1	94.5	44.6	0.0	-2.6
Facility 27	3.1	28.2	9.1	1.7	1.7
Grand Total	420.1	8,156.3	19.4	83.8	12.3



Select Position Type(s) for Span by Level
All

Employee Detail

Home Facility	Standard Department Name	Home Department Desc	Position Type	Employee Name	Home Job Description	Total FTEs
Facility 01	Ambulatory Services Functional Rollup	Dept 809702	Supervisor	Employee 217482	Job 12714	0.9
	Environmental Services	Dept 807430	Supervisor	Employee 217450	Job 11380	0.9
	Facilities Operation and Maintenance Functional Rollup	Dept 807410	Supervisor	Employee 217434	Job 11378	0.9
	Food and Nutrition Services Functional Rollup	Dept 806635	Supervisor	Employee 218063	Job 11454	0.9
		Dept 806720	Supervisor	Employee 185057	Job 11242	0.8
	Imaging Services Functional Rollup	Dept 806410	Supervisor	Employee 217461	Job 12927	0.9
	Laboratory Services Functional Rollup	Dept 806010	Supervisor	Employee 217378	Job 11907	0.9
	Nursing Services Functional Rollup	Dept 804000	Director	Employee 108772	Job 11204	0.8
			Manager	Employee 217535	Job 11300	0.9
	Rehabilitation Therapies Functional Rollup	Dept 806220	Manager	Employee 217431	Job 11256	1.0
	Respiratory and Pulmonary Care Services Functional ..	Dept 806060	Supervisor	Employee 217492	Job 11343	0.8
	Revenue Cycle Management Functional Rollup	Dept 806065	Supervisor	Employee 217465	Job 11369	0.3
		Dept 806610	Supervisor	Employee 211527	Job 11471	1.0
		Dept 807720	Supervisor	Employee 117730	Job 11371	0.9
	Supply Chain Services Functional Rollup	Dept 807780	Manager	Employee 217390	Job 11319	0.8
	Surgical Services Functional Rollup	Dept 805010	Supervisor	Employee 217433	Job 13248	0.8

[1] FTEs represent average of worked FTEs for most recent 6 pay periods. Refer to "Analytics Notes" tab for pay type detail.

Qualitative Assessment

Following the completion of the quantitative assessment, BRG's Subject Matter Experts will interview key stakeholders at the hospital department level to develop an understanding of operational processes, challenges, and changes needed to achieve the improved performance levels. Our team combines the acquired departmental knowledge, specific understanding of hospital departments, and the results of the quantitative analysis to identify realistic and achievable cost containment opportunities. This approach provides a rich and concrete set of actionable initiatives that, when implemented, will result in measurable performance improvement.



**CONFIDENTIAL
Agreement Details**

MEMBER DESIGNATION FORM FOR ACCESS TO UISS AGREEMENTS

UISS Agreement: Berkely Research Group, LLC (BRG)

Agreement #: 4110

As a member in good standing of United Iroquois Shared Services Inc., this facility requests authorization to participate in the agreement listed above. Under the terms of this agreement, it is understood that the vendor may be required to pay an administrative fee ranging from 0% - 3% paid to United Iroquois Shared Services if not otherwise noted in this document. All information provided will be kept in strict confidence and will be used to purchase products or services exclusively for this UISS member.

Accepted and agreed to on behalf of:

Facility Name: _____

Address: _____

City/State/Zip: _____

Authorized Signature: _____

Printed Name: _____

Printed Title: _____

Form Submission Date: _____

SPECIAL NOTATION

If your facility is currently participating in this agreement, you do not have to complete and return this form.
For new participants, please return this form to the UISS Syracuse Office, via fax to (315) 445-2293, for processing.

VENDOR SECTION --- TO BE COMPLETED BY VENDOR REPRESENTATIVE

Authorized Vendor Signature: _____

Printed Name & Title: _____

Date Accepted/Approved: _____

Signing this form indicates your acceptance to add this facility to this UISS agreement.