**Description of work/services**

The successful applicant must fulfill and conduct the following project activities:

1. The successful applicant will work in partnership with the Oklahoma Office of Rural Health FLEX program, and utilize data provided by the National FLEX Monitoring Team to identify four to five low performing/financially struggling CAH’s in need of assistance. Additional criteria such as, but not limited to: current fiscal margins, organizational readiness for change, administrative leadership willingness to drive and champion change, and the capacity to implement change should be used to select the CAHs.
2. For the identified “low performing/financially struggling” CAHs; the successful applicant shall develop strategies for financial and operational improvement in collaboration with the CAHs. The applicant shall schedule conference calls and/or conduct webinars, and make at least one on-site visit with the identified CAHs to interview staff, review data, in order to identify and develop strategies for potential areas of financial and operational improvement.
3. The successful applicant must complete a comprehensive financial and operational assessment to analyze the identified CAH's strengths, weaknesses, and opportunity areas for improvement.
4. The successful applicant will providing expertise, recommendations, and technical assistance to the identified CAHs throughout the project period, including but not limited to: ongoing conference calls, email, webinars, staff training, and/or site visits.
5. The successful applicant will conduct accumulative tracking and monitoring and follow-up evaluations of the identified CAH's progress in implementing the recommendations and strategies; measured by percent improvement in net patient revenue, net operating margin and/or days cash on hand. Documenting performance improvement in each of the identified CAHs will occur throughout the entire project period.
6. The FLEX program anticipates that follow-up activities with the identified CAHs will occur from the successful applicant at least bi-annually. The federal funding source will determine the future frequency and timeline for the post assessment evaluations. The evaluations will include, but not be limited to information about fiscal process changes that result in increased revenue and the impact of the financial technical assistance provided by the successful applicant or any forthcoming sub-contractors.
7. The successful applicant will develop and submit a minimum of two progress reports each contract period year to the FLEX program that will include data and information about the financial and operational performance assessments conducted, technical assistance provided, progress made, findings and recommendations for the identified CAHs. Data must include the FLEX program measures and projected outcomes listed below. A summary of strategic intervention processes must be included in the yearly final report that can be utilized by other CAHs and help the FLEX program identify the effectiveness of this intervention on CAH financial stability.
8. The applicant should include information in the project narrative about how they will track and include activities that will meet these measures, objectives and projected outcomes.

Measures:

1. # of CAHs that implemented changes to process based on the recommendations
2. Financial performance:  
   -Avg days in net AR  
   -Avg days in gross AR  
   -Avg days cash on hand  
   -Avg total margin  
   -Avg operating margin  
   -Avg debt service coverage ratio  
   -Avg salaries to net patient rev  
   -Avg payor mix %  
   -Avg age of plant  
   -Avg long-term debt to cap

Objective:

1. The main objective of this project is to assist low performing and financially struggling CAHs to improve their financial and operational performance.

Outcomes:

1. Percent of increase of financial performance of the CAH, as measured by per cent improvement in net patient revenue, net operating margin and/or days cash on hand over the entire project period.
2. Percent of the recommendations made during the assessment that were implemented by the CAH during a to-be-determined post assessment period of time.
3. Number and type of new, needed services developed or services discontinued by CAHs.

Staffing or Personnel Requirements

The applicant must have adequate staffing to carryout and complete all project activities.

The applicant must identify, at minimum, one staff member that will be assigned to be the project director to oversee the project activities and reporting requirements listed in the RFP and any resulting contract. This individual will be responsible for having ongoing contact and communications with Oklahoma Office of Rural Health FLEX program staff. This individual must have experience working with, and knowledge about, CAH financial processes and services, rules, and regulations

The applicant should identify additional staff and/or sub-contractors that may be used to carry out project activities. Individuals (staff), or sub-contractors or sub-contracted staff assigned to work directly with the CAHs must have experience working with, and knowledge about, CAH financial processes and services, rules, and regulations

Program Reports

The successful applicants shall be expected to prepare the following reports on templates provided by the Oklahoma Office of Rural Health.

Report must include, but not be limited to the following:

* A detailed description about all activities and progress to date

• Describe successes and challenges and how they were achieved or addressed

• Include copies and results of assessments and evaluations that were completed

• Include data about the required reporting measures and outcomes

• Include additional attachments, such as but not limited to maps, charts, photos, and evaluation methods and tools used for the project activities

Initial assessments and reports must be completed no later than August 31st, 2013.