



**Request for Proposals #2023-8300
Marketing, Media Relations and
Communications Services**

October 6, 2023

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**Nashville General Hospital
Marketing, Media Relations and Communications Services
Request for Proposal #2023-8300**

I. Introduction and Background

History

Nashville General Hospital (NGH) began as the 60-bed "City Hospital," the city's first full-fledged medical facility in 1890. Horse-drawn ambulances rushed the injured or dying to the hospital. Always a teaching hospital, NGH initially worked with two local medical schools, the University of Nashville and the University of Tennessee. The first administrator, Dr. Charles Brower, created a training school for nurses in 1891. The nurse training school was the only such school between the Ohio River and New Orleans and operated until 1970.

A new addition to Nashville General was built in 1913, followed by a pediatric ward in 1914 and another expansion completed in 1932. Nashville General relocated in January 1998 to the former Meharry-Hubbard Hospital building on Albion Street. Today, Nashville General Hospital is the teaching hospital for Meharry Medical College and has grown into a robust healthcare delivery system with a wide range of adult primary and specialty care services. Our commitment to Nashville remains unchanged, and we remain a steadfast symbol of hope - providing access to affordable, high-quality healthcare for all.

Overview

Founded in 1890 as City Hospital, the area's original community hospital, Nashville General Hospital provides quality care for more than 58,000 patients each year, regardless of their ability to pay. Joint Commission accredited; Nashville General Hospital was named the 5th most racial inclusive hospital in the United States by the Lown Institute in 2023.

The hospital has withstood Nashville's explosive growth and remains true to its original mission of 100% access to healthcare and zero disparities between populations. Utilizing evidenced-based models, Nashville General Hospital is an integrated care delivery system, with over twenty primary and specialty medical practices. Prior to 2018, NGH solely relied on Meharry physicians to provide care for patients in the inpatient and outpatient settings. In 2018, NGH began staffing its own physicians and as of August 2023, NGH has 29 staff physicians and 550+ employees.

Nashville General Hospital is the City of Nashville's safety net hospital and as such, receives an annual subsidy from the Nashville Metro government. The FY2023/2024 subsidy was \$57.8 million. The Metro allocation represents a 1.9% average annual increase since 2018.

NGH is governed by the Metro Hospital Authority Board of Trustees, an 11-member board, who are appointed by the Mayor of Nashville and confirmed by Metro City Council. All trustees must live in Davidson County, three must be physicians and one must be a nurse.

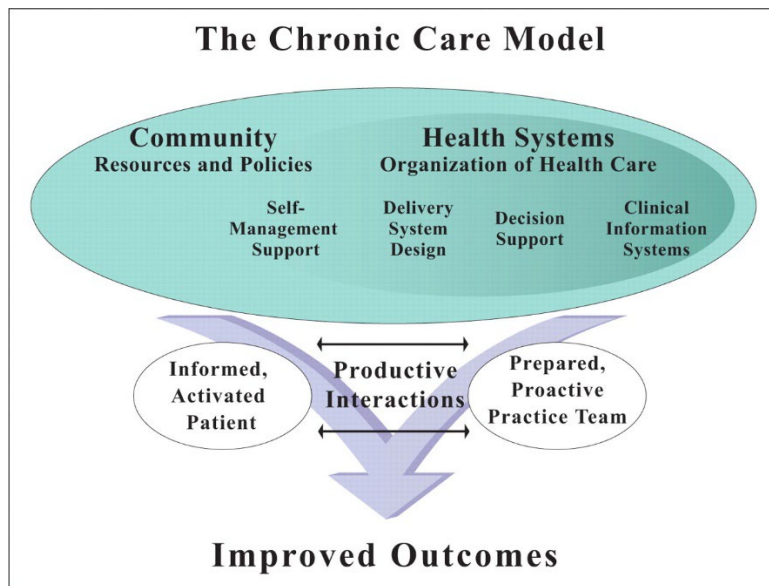
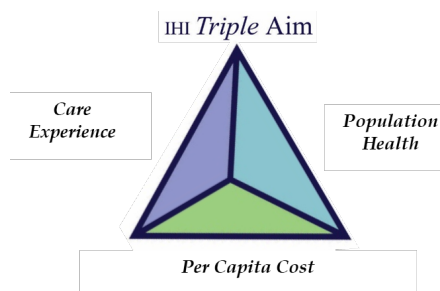
Mission: To improve the health and wellness of Nashville by providing equitable access to coordinated patient-centered care, supporting tomorrow's caregivers, and translating science into clinical practice.

Vision: Leader in exceptional community healthcare – “One neighbor at a time.”

Values:

- Compassion to those we serve and to each other.
- Honesty and integrity in all we say and do.
- Accountability to society, our community, and each other.
- Respect and dignity for all human-kind.
- Teamwork to achieve our vision, mission and values.

The hospital's strategy is informed by The Institute for Healthcare Improvement's (IHI) Triple Aim, which optimizes health system performance while simultaneously reducing costs. On a daily basis, our care team operates under the Chronic Care model, a framework that highlights six components (community resources, health systems, self-management support, delivery system, patient decision support and clinical information systems) that work together in a patient-centered care environment to improve patient outcomes.



NGH Locations

Nashville General Hospital (NGH) offers emergency, inpatient, outpatient, and specialty services. In 2019, NGH opened its first offsite medical practice, the Nashville Healthcare Center (NHC), in Midtown. NHC Midtown location offers Primary Care, Urology, Men's Health, and Gynecology. A second offsite location will be opening in Bordeaux in late 2023. NHC Bordeaux will include primary and specialty services, in addition to Urgent Care and NGH's first stand-alone diagnostic imaging center.

Main: 1818 Albion Street, Nashville, TN
Midtown: 1919 Charlotte Avenue, Nashville, TN
Bordeaux: opening November 2023

NGH Healthcare System:



Location: Main

Emergency Services (Level III Trauma)
Intensive Care
Endoscopy
Labor & Delivery
Laboratory
Pharmacy
Physical therapy

Infusion Center
Interventional Radiology
Same-Day Surgery
NICU (Level II B)
Diagnostic Imaging (CT, MRI, X-ray)
Respiratory Therapy
Occupational Therapy



*Locations: Main, Midtown, Bordeaux**

Behavioral Health	Foot & Ankle
Breast Health	General Surgery
Diabetes/Endocrine	Dr. Robert Hardy
Digestive Health (GI/Liver)	Cancer Center
ENT	Heart Center
Eye Center	Kidney Health
	Men's Health

Neurology
Orthopedics
Primary Care
Pulmonology
Rheumatology
Urology
Women's Health



*Location: Bordeaux**

CT
MRI
Mammography (3D)
X-ray

Affiliated Agencies

- [NGH School of Health Sciences](#)
trains students in allied health careers by promoting medical imaging skills, multi-skill competency and high-quality patient care.
- [Congregational Health and Education Network \(CHEN\)](#) works with the faith-based communities to achieve health equity in Nashville through education programming. Today there are almost 100CHEN members (religious leaders) representing thousands of congregants.
- [NGH Foundation](#) generates resources – money and volunteers - that support patient care, NGH staff and the hospital.



II. Scope of Work

Nashville General Hospital (NGH) seeks to enter into an agreement with a qualified Marketing, Media relations, and Communications to (i) assist in continuous efforts to build, enhance the hospital and medical practices strategic positioning and reputation, (ii) foster authentic and mutually beneficial relationships between NGH and its stakeholders, (iii) serve as a liaison with news media and others to help build relationships, clarify positions, and raise awareness of NGH's brand and services, to include senior leadership. The selected firm's scope of work shall include but not be limited to the following tasks:

- Creative campaign development and execution
- Media Monitoring, Analysis and Reporting
- Coordinate media strategies, including social media
- Write press releases, articles, advertorials, and op-ed pieces
- Manage Intergovernmental Relations (local, state, and federal)
- Provide External and Crisis Communication Strategies
- Speech Writing
- Strategic Consultation to NGH executives

Specific Requirements

A. Strategic Positioning and Campaign Development- enhance the hospital's brand presence, improve market positioning, and effectively communicate NGH services to existing and potential patients in a competitive healthcare landscape.

- Conduct a thorough market analysis to identify opportunities and threats.
- Develop a strategic marketing plan tailored to the System's goals and target audience.
- Assist in defining and refining the System's unique value proposition and positioning within the healthcare market.
- Develop strategies to differentiate the System from competitors.
- Create integrated marketing campaigns that align with the strategic plan, utilizing multiple channels such as digital, print, social media, and community engagement.
- Develop creative content and design elements for the marketing campaigns.
- Develop and implement a comprehensive digital marketing strategy, including SEO, SEM, email marketing, and social media campaigns to enhance online visibility and engagement.

B. Public Relations, Event Planning, and Management-- Build, enhance and protect the system's reputation by fostering authentic and mutually beneficial relationships between NGH and its stakeholders. Plan, coordinate, promote and execute public events and experiences in support of agency projects, special programs, and philanthropic initiatives.

- Develop events, partnerships, and PR strategy development
- Provide event planning, management, and execution, to include annual town hall, press conferences, groundbreakings, etc.
- Identify partnership or cross-promotional opportunities for campaigns and events with local agencies, non-profits, and corporations

C. Media Relations and Engagement- Develop, nurture, and leverage local and national media relationships to gain proactive, positive media placements for NGH executives, projects, and patient-interest stories.

- Develop Media relations strategy at local, state, and national levels.
- Cultivate local and national media placement and bookings- speaking engagements, panels, interviews, awards, special features and leadership profiles
- Write speeches, develop talking points, and provide media training for events and news stories.
- Create press releases and coordinate any media requests/response.
- Present media analytics and updates monthly

D. Public Affairs/Government Relations-- Government relations consulting, specifically focused on legislative, policy or administrative matters relevant to NGH and coordinates with NGH's CEO, Chief Marketing Officer, or other NGH Leaders as necessary.

- Develop a public affairs and crisis communications strategy
- Write and coordinate press releases, publishing and media response required.
- Develop and write talking points for local and state-level meetings, appearances, etc.
- Serve as a liaison between NGH leadership and political officials and offices, including the TN Governor's Office, TN State Legislature, Mayor's office, and City Council when needed
- Advise, develop, draft, and publish agency responses during crises

E. Communications Strategies - Work closely with the CEO and Chief Marketing Officer or authorized NGH executive to recommend, design, and implement effective public relations and media relations strategies for NGH and its entities. The primary goal of the external communications strategy is for the successful firm to: (i) assist in continuous efforts to help positively position NGH as the organization continues to improve, refine, and reposition its operations and portfolio, and (ii) serve as a liaison with news media and others to keep the public informed on matters of public concern. Ensure NGH patients, providers, staff, partners, stakeholders, and other interested community members are apprised of NGH's strategy, activities and accomplishments.

- Cultivate and maintain healthcare media relationships on the local, regional, and national level.
- Maintain local media relationships to secure stories, opportunities, and advancement of the NGH brand.
- Write news releases, speeches, talking points, reports, and other external communication pieces as requested.
- Serve as a liaison with news media and government public relations officers and provide backup for responding to media calls as needed.
- Monitor various media to track when NGH is trending and prepare appropriate responses, if deemed appropriate or necessary; and
- Providing other related services as needed and determined by NGH

F. Community Relations Strategy - The successful firm will work closely with the CEO, Chief Marketing Officer, or authorized NGH executive to provide strategic advice for various NGH strategies supporting the development of partnerships with influential organizations, local nonprofits, community groups and individuals.

G. Communications Plan - The successful firm will work closely with the Chief Marketing Officer or authorized NGH executive to develop and submit within thirty (30) days of contract execution a detailed communications plan that identifies how the goals for the external communications and community relations strategies will be accomplished.

H. Intergovernmental Affairs Design and Management - The accomplished firm will devise comprehensive strategies to proficiently interact and collaborate with officials at the city, county, and state levels of government. This includes employing various tactics for effective government relations, such as conducting in-depth policy analysis, organizing strategic stakeholder meetings, utilizing targeted advocacy campaigns, and fostering partnerships for policy influence and impact.

III. Contract Term

The initial contract term will be 18 months from the contract execution date, January 1, 2024, with an option to renew for two (2) additional one-year terms as exercised by NGH, in its discretion, for each option year.

IV. Proposal Timeline

<input type="checkbox"/> Issue RFP	October 6
<input type="checkbox"/> Agency questions due	October 17
<input type="checkbox"/> Agency declaration of intent to submit	October 27
<input type="checkbox"/> RFP due	November 6 by 4:30 p.m. central time
<input type="checkbox"/> RFP Finalists Notified	November 9
<input type="checkbox"/> Finalist Presentations	November 15 - 16
<input type="checkbox"/> Best and Final Offer Due	November 22
<input type="checkbox"/> Letter of Intent to Award	November 28
<input type="checkbox"/> Hospital Authority Board approval	November 30
<input type="checkbox"/> Contract Effective Date	January 1, 2024

V. Communications

Nashville General Hospital is committed to a fair and open process for Respondents to receive information about the procurement process. NGH requires that all communications and requests for information and clarifications be made in writing (including via e-mail or regular mail) addressed to:

Ms. Cathy Poole
Chief Marketing Officer
Cathy.poole@nashvilleha.org
Subject: RFP 2023-8300
Nashville General Hospital
1818 Albion Street
Nashville, TN 37208

Any questions concerning the intent, meaning and interpretations of the RFP documents shall be requested in writing, and delivered or emailed to NGH by **October 17, 2023**. Responses, answers, clarifications to any questions or comments and written addendum, if necessary, shall be e-mailed or mailed to each Respondent and shall be published, for all Respondents to access, on the NGH website at www.nashvillegeneral.org by **October 20, 2023**. No additions or changes to the original proposal will be allowed after submittal. While changes are not permitted, clarification of Proposals may be required by NGH at the Respondent's sole cost and expense.

No person is authorized to give oral interpretations of, nor make any oral changes to, the RFP documents. NGH shall not be bound by any oral statements about the RFP that may be made by the Authority' representatives before the Proposal Submission Date. An Addendum may be issued by the Authority for any revisions, modifications, clarifications, or alterations to the RFP. Only written modifications to this RFP issued in the form of one or more addenda will be considered to be alterations to this RFP.

Each potential Proposer should submit a **Notice of Intent to Propose by Friday, October 27^h**. The notice should include:

- Proposer's name
- Name and title of a contact person
- Address, telephone number, and email address of the contact person

Please submit a Notice of Intent to Propose via e-mail or regular mail) addressed to:

Ms. Cathy Poole
Chief Marketing Officer
Cathy.poole@nashvilleha.org
Subject: RFP 2023-8300
Nashville General Hospital
1818 Albion Street
Nashville, TN 37208

NOTICE: A Notice of Intent to Propose creates no obligation and is not a prerequisite for making a proposal, however, it is necessary to ensure receipt of RFP amendments and other communications regarding the RFP.

VI. Proposal Outline

We are looking for a partner, not a vendor, and the relationship is intended to be collaborative, and to leverage the respective strategic and execution strengths and resources of both Nashville General Hospital and the selected agency.

This Request for Proposals (RFP) presents a background on our hospital, scope of work, the anticipated tasks to be accomplished by the selected agency, and NGH's current strategic plan (appendix A).

NGH is requesting a hard-copy proposal, in a sealed envelope that addresses the points detailed in this RFP be submitted no later than **4:30 p.m. CST on November 6, 2023**. The RFP must contain an original signature and the sealed envelope should be clearly marked "RFP 2023-8300." **NGH will reject any proposal, whether in part or in its entirety, submitted through alternative means or without an original signature.** Further, the Hospital shall have no obligation to award work as a result of this request, nor will it compensate or reimburse any

respondent for costs or expenses incurred due to the response to this request. Your proposal should address all the following:

1. Project Approach – Provide a written narrative that demonstrates the Respondents clear understanding of the scope of work and how he/she would proceed with delivering a comprehensive program and strategy encompassing marketing, media, community engagement and government relations.
2. Experience and Qualifications – Describe staffing resources and submit resumes of key personnel
3. Fee Proposal – Submit a proposed fully loaded monthly fee. Respondents must roll-up their proposed fees by estimating a level-of-effort in terms of number of hours per month times the monthly rate(s) of personnel. These estimates will be used to evaluate the assumptions for the proposed monthly fee but the proposed contract will be a fixed monthly lump sum contract.
4. Commitment to Diversity – Respondents may submit valid certifications of M/WBE/SBE or may incorporate a subcontracting plan that includes utilizing an M/W/SBE firms and designate the value of those contracts as an annualized percentage of the value of the proposed base year contract and subsequent options.
5. Provide a list of any clients that may be a conflict to managing the NGH account.

VII. Evaluation Process, Evaluation Factors and Award

The proposal evaluating process is designed to award the contract, not necessarily to the Respondent(s) of least cost, but rather to the Respondent(s) whose proposal represents the best overall value as determined by an evaluation of the best technical score (a combination of qualifications and experience) and price/costs. Evaluations are based upon the evaluation factors and weights specifically established within this RFP.

Respondent(s) must provide all information outlined in the Evaluation Factors (as defined below) for the Respondent's proposal to be considered responsive. The quality of answers rather than length of responses to this RFP is important.

After evaluations, the Evaluation Committee will determine a competitive range. The competitive range includes the proposals that have a reasonable chance of being selected for award considering all aspects of the RFP. NGH will negotiate with the Respondent(s) who fall within the competitive range. If required, only those Respondents within the competitive range may be selected for on-site presentations.

The presentation/interview process will be arranged to assist the evaluation committee in differentiating those Respondents within the competitive range. Points may be added or deducted from the Respondent's preliminary score as deemed necessary by the evaluation committee. NGH reserves the right to negotiate the final scope of services, price, schedule and any and all aspects of this solicitation with all Respondents in the competitive range.

Once negotiations are complete, NGH shall establish a date and time for the submission of best and final offers. If a Respondent does not submit a notice of withdrawal of its offer, or a best and

final offer, the Respondent’s immediate previous offer shall be construed as its best and final offer. The best and final offers shall be evaluated in essentially the same manner as the initial offers unless otherwise specified. A Letter of Intent to Award shall be granted to the responsible Respondent whose qualifications, price and other factors considered are the most advantageous to NGH.

The maximum points that shall be awarded for each of the Evaluation Factors are detailed and described below.

Evaluation Factor (Question)	Items	Points
A	Project Approach	30 Points
B	Experience and Qualifications	40 Points
C	Fee Proposal	20 Points
D	Commitment to Diversity	10 Points
	Maximum Point Value	100 Points

The establishment, application and interpretation of the above Evaluation Factors shall be solely within the discretion of NGH. NGH reserves the right to determine the suitability of proposals on the basis of all of these factors.

EVALUATION FACTORS DESCRIPTIONS

The maximum points that shall be awarded for each of the Evaluation Factors are detailed and described below.

Evaluation Question A
Project Approach Points..... 30

The proposed project approach must demonstrate the Respondent’s clear understanding of the scope of work and requirements in performing the services and providing deliverables. The Respondent’s proposal must illustrate the capability to execute the services in an efficient, timely and sometimes expedited manner.

Respondent must provide detailed and clear recommendations to approach NGH’s project as follows:

- i. Provide a narrative description of your organization’s proposed scope of service, method of approach and proposed organization and classification of tasks as it relates to marketing, communications, media, and government relations services.
- ii. Provide any innovative successful approaches used in previous projects of a similar nature.
- iii. Demonstrate evidence of Respondent’s ability to perform the scope of work as described in this RFP. Respondents must prepare and submit a detailed work plan that uniquely describes the approach that will be used to satisfy all listed requirements.

Evaluation Question B
Experience and Qualifications Points.....40

The Respondent shall provide in its Proposal all information necessary to address the below Evaluation Criteria. The Respondent will be evaluated based on its qualifications and experience in providing services outlined.

1. Describe your firm’s overall staffing approach to engagements similar to the one described in this RFP.
2. Provide the professional qualifications and experience of Respondent firm and demonstrated past performance on similar projects of comparable scope, magnitude, and complexity.
3. Please provide at least two (2) comparable clients to whom you have provided similar services. Include name of company, contact person, address, phone number, fax number, email address and years of service. **Please note that NGH cannot be used as a reference; all references must be provided for companies other than NGH. Points will not be given for any firm providing NGH as a reference.**
4. Provide résumés and position descriptions of senior staff and/or point of contact staff who would potentially work on NGH’s project. Provide copies of certifications and/or licenses, if applicable, for appropriate positions.

Evaluation Factor C

Fee Proposal Points.....20

Respondent shall provide the total amount of compensation for services for this RFP sealed in a separate envelope and must be signed and dated by the respondent. Fees must include all labor, administrative expenses, travel expenses, equipment, materials, project overhead and other costs necessary to perform work under the terms and conditions of this solicitation.

1. Respondent must provide a flat, fully burdened monthly fee to provide the services delineated in the RFP. Additionally, provide sufficient detail about the fee presented to enable the evaluation committee to have adequate information to evaluate the value of the fee proposed in conjunction with the services offered. Please note that all other fees not clearly delineated in the fee proposal including but not limited to travel costs, parking, and any other reimbursable items are the responsibility of the Respondent unless expressly approved by NGH prior to the expenditure. NGH reserves the right to negotiate all fees proposed.
2. A detailed breakdown of person-hours by task as well as associated billing rates shall also be included.

Evaluation Factor D

Commitment to Diversity Points.....10

This evaluation factor will be used to score Respondent’s commitment to diversity.

1. Provide documentation of the Respondent’s commitment to diversity as represented by its business strategy, business relationships, and workforce— this documentation should detail all of the following:

- a. description of the Respondent's existing programs and procedures designed to encourage and foster commerce with business enterprises owned by minorities, women, disabled veterans, and small business enterprises.
- b. Percentage of the Respondent's total current employees by ethnicity, sex, and handicap or disability. Respondents that demonstrate a commitment to diversity will advance the Institution's efforts to expand opportunity to do business with the Institution as contractors and sub-contractors.

MAXIMUM TOTAL POSSIBLE POINTS 100

VIII. Submission Guidelines

The hospital must receive all proposals in response to this RFP, at the following address, no later than **4:30 p.m. CST, Monday, November 6, 2023**. Late proposals will not be considered and will remain unopened and filed in the RFP file. **Hard-Copy proposals only. The respondent must sign and date the proposal.** Electronic submissions will not be considered. Proposals must be in a sealed envelope labeled **RFP 2023-2800. The fee proposal must be in its own sealed envelope.** Proposals may be hand-delivered or mailed to the following address:

Tom Cooper
 Director of Supply Chain
 Nashville General Hospital
 RE: RFP 2023-8300
 1818 Albion Street, Lower Level
 Nashville, Tennessee 37208

IX. Responsibility Determination

The responsibility determination includes consideration of a Respondent's record of integrity and business ethics, compliance with public policy, past performance with NGH (if any) and other entities, financial capacity, and eligibility to perform government work (e.g., debarment/suspension from any Federal, State, or local government). NGH reserves the right to perform whatever research it deems appropriate in order to assess the merits of any Respondent's proposal and utilize the information gathered in the final evaluation of those firms in competitive range.

X. Financial Capacity Determination

NGH reserves the right to assess the Respondent's financial capacity, that is, whether in the sole opinion of NGH, the Respondent is capable of undertaking and completing the RFP scope of work delineated within this RFP in a satisfactory manner. NGH will award a contract only to the responsible Respondent who, in NGH's sole opinion, has the financial ability to successfully perform under the terms of this RFP. NGH's determination will include an assessment of the Respondent's financial resources/ability to perform the scope of work in accordance with the RFP requirements.

Respondents who make the competitive range may be asked to submit financial information. Failure by the Respondent to provide such information within the allotted time will render the Respondent ineligible for award.

XI. Technical Capacity Determination

NGH will conduct a survey relating to the Respondent's record of performance on past and present projects that are similar to the scope of work identified in this RFP, which may include services/projects not identified by the Respondent. NGH reserves the right to perform whatever research it deems appropriate in order to assess the merits of any Respondent's proposal. Such research may include, but not necessarily be limited to, discussions with outside Respondents, interviews and site visits with the Respondent's existing clients and analysis of industry reports. NGH will make a finding of the Respondent's Technical Resources/Ability to perform the RFP scope of work based upon the results of the survey.

A Respondent will be determined responsible if NGH determines that the results of the Technical Resources/Ability survey reflect that the Respondent is capable of undertaking and completing the RFP scope of work in a satisfactory manner.

NGH reserves the right to award this contract to one Respondent, to make multiple awards and to award without discussions. NGH may reject any or all offers if such action is in NGH's interest, award contract other than to the lowest Respondent, waive informalities and minor irregularities in offers received, and award all or part of the requirements stated.

Proposals that are considered nonresponsive will not receive consideration. NGH reserves the right at any time during the evaluation process to reconsider any proposal submitted. It also reserves the right to meet with any Respondent at any time to gather additional information. Furthermore, NGH reserves the right to delete, add or modify any aspect of this procurement through competitive negotiations up until the final contract signing.

Any product, whether acceptable or unacceptable, developed under a contract awarded of the subsequent RFP will be sole property of the NGH unless stated otherwise in the Agreement.

No contract, unless it shall be in writing, executed by an authorized representative of the NGH following the obtaining of all necessary approvals and in accordance with all Applicable Law, shall be binding on the NGH. No oral agreement or arrangement made with the NGH, or any NGH member shall be binding on the NGH.

This RFP does not commit or bind the NGH to enter into a contract or Agreement or proceed with the procurement described herein.

XII. Disclosure of Proposal Contents

Each proposal and all materials submitted to the Institution in response to this RFP shall become the property of NGH. Selection or rejection of a proposal does not affect this right. All proposal information, including detailed price and cost information, shall be held in confidence during the evaluation process.

Upon the completion of the evaluation of proposals, indicated by public release of a Letter of Intent to Award, the proposals and associated materials shall be open for review by the public in accordance with Tennessee Code Annotated, Section 10-7-504. By submitting a proposal, the

Respondent acknowledges and accepts that the proposal contents and associated documents shall become open to public inspection in accordance with said statute.

If an RFP is re-advertised, all prior offers and/or proposals shall remain closed to inspection by the Respondents and/or public until evaluation of the responses to the re-advertisement is complete.

Appendix A

Nashville General Hospital Strategic Plan

Strategic Plan

FY 2023 - 2025



*Executing the Science
of Healthcare Delivery*

Inside the City's Hospital





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What We Do

Letter from the Chief Executive Officer

Who We Are

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Strategic Objectives and Major Initiatives

People

Service

Quality

Stewardship

Letter from the Chief Executive Officer

Resilience and motivation are the two words that came to mind as I reflect on the hard work and dedication of our providers and workforce. The Nashville General Hospital (NGH) team demonstrated tremendous resiliency during a global pandemic which occurred on the heels of a natural disaster in our community. All the while, remaining motivated to deliver on NGH's mission of improving the health and wellness of Nashville by providing equitable access to coordinated, patient-centered care.

As we set out on charting our journey for the next three years, we have developed what I believe is a very robust strategic plan.

Building on our strengths and seeking out opportunities, Nashville General Hospital continues to be laser focused on utilizing evidence-based models to achieve our strategic goal: the IHI Triple Aim™. We are steadfast in achieving exceptional patient experience, reducing our per capita cost and improving the health of the communities we serve.

The NGH 2023-2025 Strategic Plan will carry us to the final years of our 30-year lease of the current hospital building. These next three years will lay the foundation for our plans of an NGH of the future- ensuring a better healthcare and learning environment for patients and as the primary index teaching hospital of Meharry Medical College. Our roots run deep in the Nashville community, established in 1890 as the City's first full-fledge medical facility, NGH is the only hospital with a promise and commitment to care for all Nashvillians.

We do not take this role lightly; it is imprinted in our DNA. We need the support of all Nashvillians to ensure this promise and commitment continues for another century to come.



A stylized, handwritten signature in blue ink, consisting of a large 'J' followed by several loops and a horizontal line.

Joseph Webb, D.Sc., MSHA, FACHE
Chief Executive Officer



Who We Are

Nashville General Hospital, located on the Meharry Medical College campus, is governed by the Metropolitan Nashville Hospital Authority. The Hospital Authority is an entity of the Metropolitan Government of Nashville and Davidson County, and is overseen by an eleven member Board appointed by the Mayor of Nashville.

Here, all are welcomed, and all are treated equally. We serve as a lifeline for the health needs of our Nashville community. **The well being of our patients is our primary concern** — and our experienced and skilled professionals are here to nurture both health and hope. Every day, we earn the trust of our neighbors through our integrity, accountability, and accessibility.

Mission

To improve the health and wellness of Nashville by providing equitable access to coordinated patient-centered care, supporting tomorrow's caregivers, and translating science onto clinical practice.

Vision

Leader in exceptional community healthcare – *“One neighbor at a time.”*

Values

- C**ompassion to those we serve and to each other
- H**onesty and integrity in all we say and do.
- A**ccountability to society, our community, and each other.
- R**espect and dignity for all human-kind.
- T**eamwork to achieve our vision, mission and values.



Leadership

2022 Board of Directors

CHAIR

Richard Manson, JD

VICE CHAIR

Raymond Martin, MD

SECRETARY

Tamika Hudson, DNP, MBA, RN

MEMBERS

Andrea Birch, MD

Howard Burley, MD

Shindana Feagins, MD

Michelle Gaskin Brown, JD

Rangaraj Ramanujam, Ph.D, PGDM

Miller Robert, MD

Pastor Frank Stevenson

Joel Sullivan

Executive Leadership Team

CHIEF EXECUTIVE OFFICER

Dr. Joseph Webb, D.Sc., FACHE

PERFORMANCE EXCELLENCE

Cathi Phillips, RT(R, CT)

CHIEF OPERATIONS OFFICER

Mark Brown, MHA, CRA, RT(R, M)

CHIEF PROVIDER SERVICES

& BUSINESS DEVEL. OFFICER

Jana Rogers, MSHA

CHIEF NURSING OFFICER

Veronica Elders, MBA, MSN, RN

CHIEF INFORMATION OFFICER

Melanie Thomas, MBA

CHIEF COMPLIANCE OFFICER

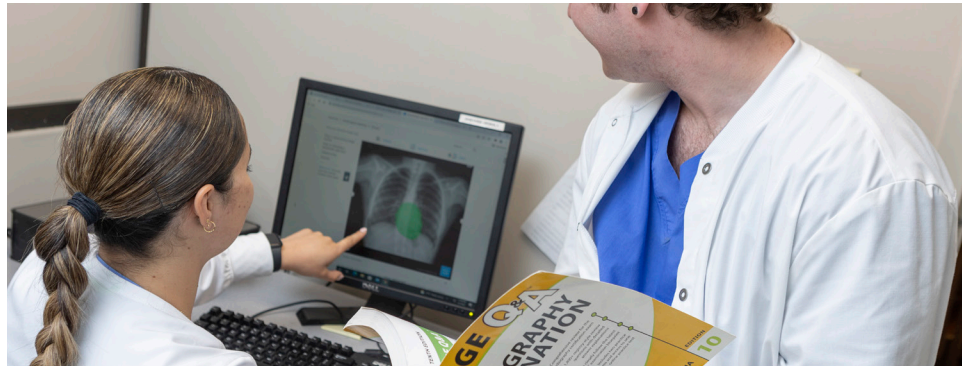
Julie Groves, JD

CHIEF HUMAN RESOURCES OFFICER

Diana Wohlfahrt, MBA

CHIEF FINANCIAL OFFICER

Bruce Naremore, CPA



A History of Quality Healthcare for All

Nashville General Hospital has provided quality healthcare to the Nashville community for 133 years and counting.

1890 When it first opened as City Hospital on April 23, 1890, with one physician, seven nurses and 60 beds, the hospital's mission was to provide health care services to the desperately ill or those persons unable to care for themselves.

1998 In 1998, the hospital moved from the original hospital building on Hermitage Avenue following an approved proposal to the city to its current location. This resulted in aligning Nashville General Hospital with another historically rich medical facility, Meharry Medical College - together providing healthcare services to the local community.

2010 The city-owned hospital provides the residents of Davidson County with an array of healthcare services, state-of-the-art technology and a compassionate, caring staff. **Licensed for 150 beds, the facility readily accommodates a wide range of acute care needs,** including a post-operative surgical floor, medical floor, adult and neonatal intensive care units and full OB/Gyn services. The medical and surgical staff is dedicated to providing comprehensive, high quality care to patients and their families.

Today Nashville General Hospital serves as the index teaching hospital for Meharry Medical College and provides a learning environment for many other healthcare professions. Today, Nashville General Hospital (NGH) provides quality care for **more than 58,000 patients** each year, regardless of their ability to pay. Joint Commission accredited, Nashville General Hospital earned silver level recognition by the Commission on Cancer.

Nashville General Hospital's mission retains the roots of their founders. Like them, the hospital is committed to providing excellent healthcare to the residents of Nashville and Davidson County, Tennessee. The hospital's goal is 100% access to health care and zero disparity between populations.

Our Network of Services

NASHVILLE GENERAL HOSPITAL OUTPATIENT

- Diagnostic imaging (CT, MRI, X-ray)
- Infusion center
- Laboratory
- Occupational therapy
- Physical therapy
- Same-day surgery
- Speech therapy (adult and pediatric)

NASHVILLE HEALTHCARE CENTER SPECIALTIES

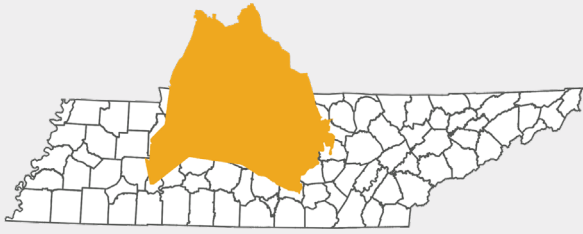
- Behavioral Health
- Breast Health (mammography)
- Cardiology/interventional cardiology (cardiac stress test, echo)
- Endocrinology
- Family medicine
- Foot and ankle surgery
- Gastroenterology (GI)
- General surgery
- Gynecology
- Hematology/oncology (Dr. Robert E. Hardy Cancer Center)
- Internal medicine
- Interventional radiology
- Neurology
- Ophthalmology
- Orthopedics
- Otolaryngology (ear, nose, throat)
- Primary care
- Pulmonology
- Renal
- Rheumatology
- Urology

ADDITIONAL SERVICES

- Emergency services
- Endoscopy
- Hospital medicine (hospitalists)
- Intensive care unit (pulmonology/intensivists)
- Respiratory healthcare services
- Retail pharmacy – Community Pharmacy at NGH
- Women's health (labor and delivery/post-partum/neonatal intensive)

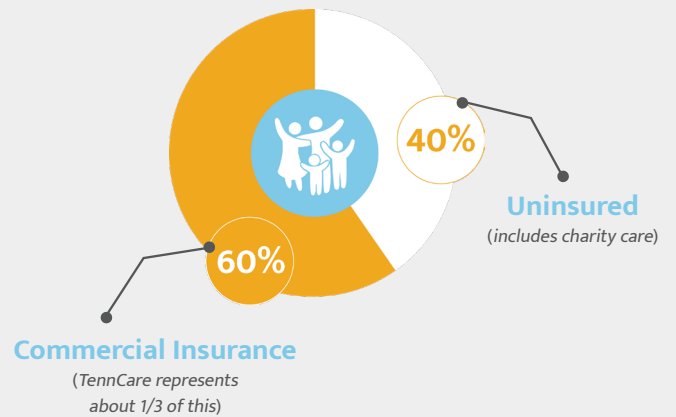
This is not an exhaustive list of NGH/NHC healthcare services available. For the most accurate list, visit our website.

Location Demographics



NGH continues to draw patients from each Metro Council District and all areas of Davidson County.

Insurance Payer Mix



Nashville General Hospital has successfully diversified our patient population by increasing our commercially insured patient population.

Covid-19 Impact



Inpatient patient **volumes declined**, especially ER visits, which feeds nearly 90% of admissions.



Patient revenues are up due to higher inpatient days and significantly higher case mix/acuity, due to COVID.



Increased costs:

- Pharmacy prices have risen 30-40% over PY.
- Contract labor, especially nursing and respiratory, increased \$5.8M Jul-Dec 2021 vs. 2020.

Hospital Stats

Employee Stats



530 Employees
Medical Providers
250 Attending Providers
115 Residents



44.5K Ambulatory visits
(+24% Jan-Dec 2021 vs. 2020)

769 Cath Lab volume
(+266% vs. 2020)

150 licensed beds

341 newborns

2,366 Mammograms
(+35% vs. 2020)

Patient Demographics

52 years old
Median age of all patients

50/50
Male to Female ratio

Race

Black 48%
White 32%
Asian 1%
Other 19%



Hospital Relocation Update

During Phase One, a feasibility study was conducted to analyze the benefits and limitations of the existing Nashville General Hospital (NGH) facilities on Meharry Medical College's campus.

Findings and Conclusions

Our current facility is:

- ✗ **Undersized** - no room to expand our services
- ✗ **Outdated** - partial renovation in 1996. HVAC, electrical and windows, are original from 1972 and inefficient
- ✗ **End-of-Life** - multiple systems at end-of-life (including infrastructure, utilities and equipment)
- ✗ **Taxpayer Burden** - increased due to these inefficiencies
- ✗ **Inefficient Option** - current location too costly to renovate and still wouldn't meet hospital or community needs

The benefits of a new NGH facility include:

- ✓ Opportunity to **provide better healthcare**
- ✓ Creates a **better learning environment**
- ✓ Provides an **economic opportunity** through supplemental revenue streams (parking, office space), more jobs, and space for affordable housing units (in future phases)
- ✓ **Reduces taxpayer burden** – Incremental revenues and decreased utility costs could lead to decreased Metro/taxpayer funding
- ✓ Becoming an **even greater asset** to the Nashville community
- ✓ **Opportunity for Meharry** to repurpose their space to suit their growing needs

Metro Center is the preferred site based on proximity, convenience (bus line), size (80+ acres) and Metro ownership.

- **No Additional Metro taxpayer funds or municipal bonds are needed for NGH to build a new facility**
 - No-cost for the (Metro Center) land owned by Metro
 - Construction costs paid through a 30-year lease agreement with the developer (NGH currently leases the Meharry facility)
 - The hospital would be turned over to Metro at the end of the 30-year lease and Metro taxpayers would GAIN an asset
- **NGH's relocation initiative is good for Metro taxpayers, Metro residents, Metro employees and Meharry Medical College**
 - A relocated NGH will be more efficient and have lower operating costs
 - A new facility creates jobs and builds a pipeline of healthcare providers to directly address the local, regional and national shortages.
 - A new NGH will be a state-of-the-art teaching hospital for Meharry Medical College to help Meharry attract and retain the best and brightest students and residents.





How We Achieve Our Goals

Strategic Frameworks

Triple Aim

The Institute for Healthcare Improvement (IHI) Triple Aim is the simultaneous pursuit of improving the patient experience of care, improving the health of populations, and reducing the per capita cost of health care. Nashville General Hospital is an integrated care delivery system that uses evidence-based models as the foundation for what we do.

Why do we exist?

To fulfill our **mission** to improve the health and wellness of Nashville by providing equitable access to coordinated patient-centered care.

What does success look like?

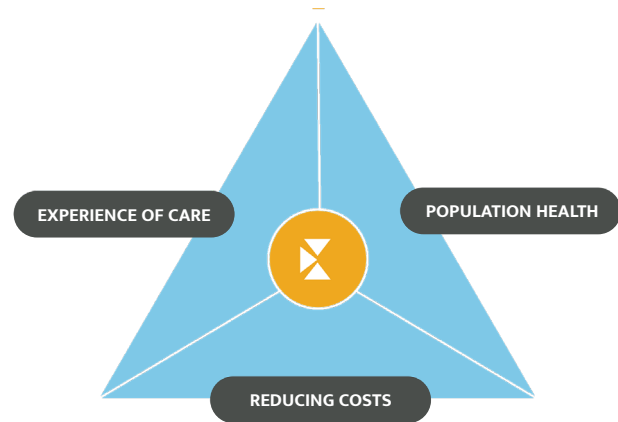
Achieving our **vision** to be the leader in exceptional community healthcare – serving Nashville one neighbor at a time.

How do we get there?

With our strategy, **our strategic goal is the Triple Aim**, which has three dimensions*.

Strategic Goal

*The Triple Aim**



*Quadruple Aim adds a fourth dimension – Caring for the Caregiver

Chronic Care Model

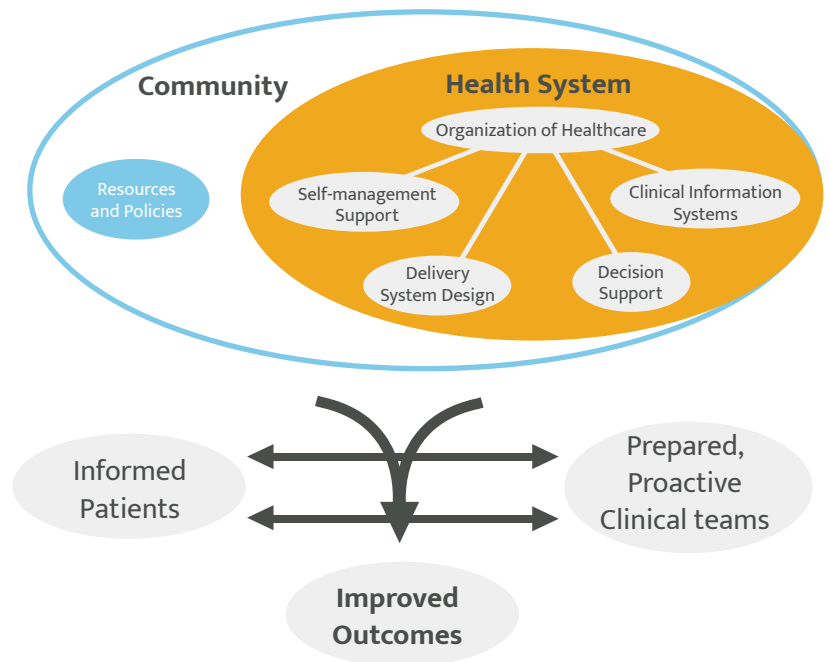
Chronic Care Model is the clinical framework of our strategy that helps us achieve improved outcomes for the patients we serve. It promotes an integrated system of care.

Baldrige Excellence Framework

The Baldrige Excellence Framework includes the Criteria for Performance Excellence, core values and concepts, and guidelines for evaluating your processes and results.

Clinical Framework

Chronic Care Model



Level 3

Achievement Award



We Operationalize Through:

4DX Framework

We execute our strategy through 4DX, which is a rigorous, repeatable process that focuses our organization on a single strategic goal, called a Wildly Important Goal (WIG). **Our WIG is the Triple Aim.**

The PCMH/PCSP Model

At NGH, we use the PCMH model to execute the clinical aspect of our strategy, which is the Chronic Care Model.

PCMH/PCSP has more than 100 elements that we must adhere to annually in order to be recognized as a high-achieving healthcare organization.

Lean Six Sigma

Lean Six Sigma is our primary Performance Improvement System and will be systematically utilized hospital wide to improve processes and reduce variation to enable us to achieve process and growth objectives.

Strategic Pillars

There are four strategic pillars that will serve as the foundation for this strategic plan and Nashville General Hospital's path forward:

People:

Nashville General Hospital will attract and retain a highly engaged workforce dedicated to our mission, vision, and values; provide a safe and rewarding workplace that supports high employee satisfaction.

Service:

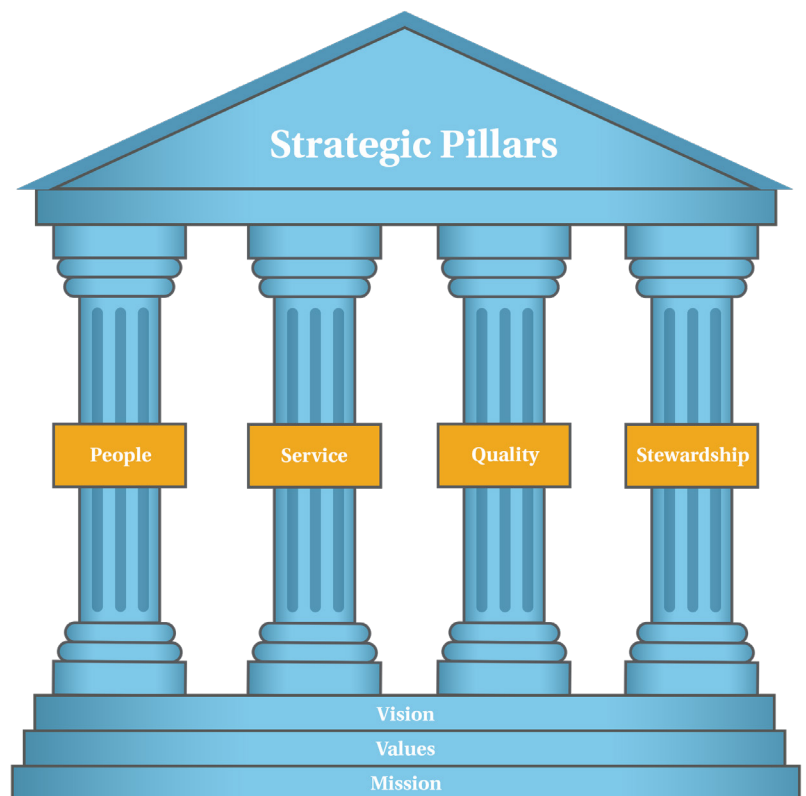
Nashville General Hospital will improve the customer experience for all.

Quality:

Nashville General Hospital will promote a culture of service that focuses on patient safety, ensures evidence-based practices, and pursues continuous improvement to achieve quality outcomes.

Stewardship:

Nashville General Hospital will improve hospital's financial performance by increasing self-generated revenues and reducing expenses.





DO NOT REMOVE FOAM FROM TUBES





**Nashville General's
Four Strategic Pillars**

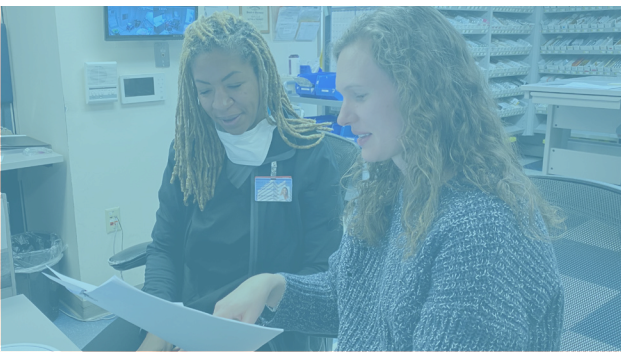


People

Value Employees and Physicians

EXECUTIVE CHAMPIONS

Diana Wohlfahrt, Chief Human Resources Officer
Melanie Thomas, Chief Information Officer



Objective

Attract and retain a highly engaged workforce dedicated to our mission, vision, and values; provide a safe and rewarding workplace that supports high employee satisfaction

Measure of Success (KPI)

- Achieve overall Voluntary Turnover Rate < 17 %
- Achieve overall Voluntary Nursing Turnover Rate < 19%
- New Hire Employee retention after 12 months, rate > 85%
- Improve overall employee engagement score to 4.02
- Improve overall physician engagement score to 4.05



Major Initiatives

- Recruit with a focus on Value Based Culture (fit);
Implement hiring practices that ensure the right person in the right role
- Improve Employee Engagement Action Planning Process
- Invest in continued development of staff and leaders;
Enhance employee education by expanding training opportunities and encouraging staff to implement best practices
- Design and implement a weight-based evaluation system that supports high performance, employs SMART goals, and recognizes behavior in keeping with NGH values
- Improve Medical Staff Engagement Action Planning Process



Service

Deliver exceptional customer service

EXECUTIVE CHAMPIONS

Veronica Elders, Chief Nursing Officer
Cathi Phillips, Performance Excellence

Objective

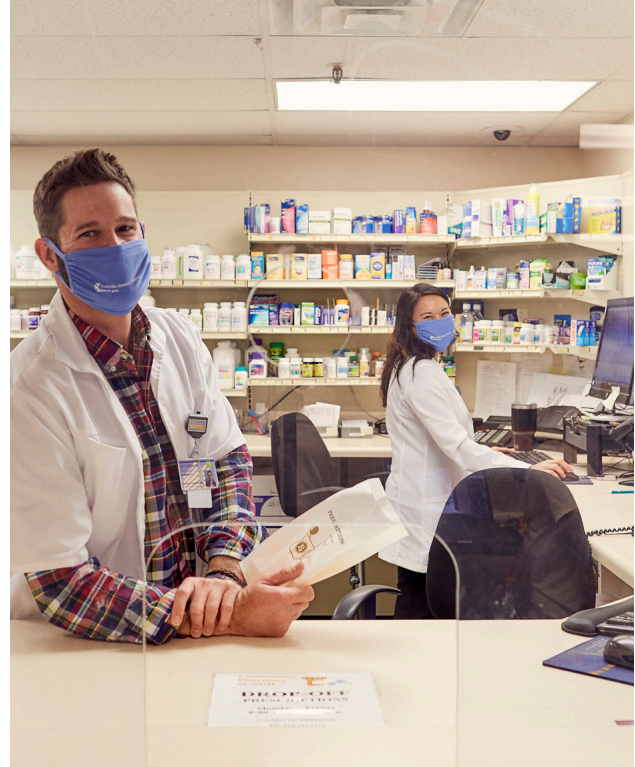
Improve the customer experience for all

Measure of Success (KPI)

- Increase the % of respondents who rate the HCAHPS domain, “Rate the hospital 1-10” either 9 or 10 to 77%
- Increase Press Ganey ED Overall score to 67%
- CGCAHPS – Recommend Providers Office to family and friends Yes Definitely to 91%

Major Initiatives

- Create a system-wide organizational strategy for Press Ganey, implementing key drivers, including staff and patient awareness
- Optimize patient access improvement strategies to increase access points and enhance the customer experience
- Continue to support a customer-oriented care system with enhancement of evidence-based rounding practices and customer focused activities





Quality

Deliver High Quality Healthcare Outcomes

EXECUTIVE CHAMPIONS

Jana Rogers, Chief Provider Services & Business Devel. Officer
Herman Williams, MD, Chief Medical Officer

Objective

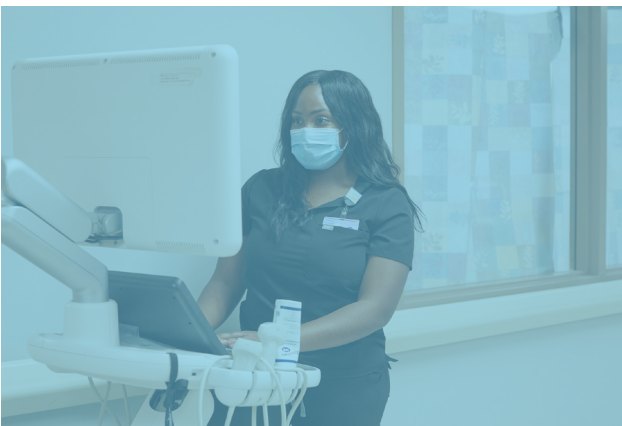
Promote a culture of service that focuses on patient safety, ensures evidence-based practices, and pursues continuous improvement to achieve quality outcomes

Measure of Success (KPI)

- Achieve and maintain Hospital Acquired Infection (HAI) rates at or better than national benchmark
- Reduce preventable All-Cause Readmissions to a rate of 9% or better
- Improve Sepsis Care (SEP 1) bundle compliance to at or better than 57%
- Achieve the next level of High Reliability Organization (HRO) maturity

Major Initiatives

- Adopt the Agency for Health Research and Quality (AHRQ) TeamSTEPPS tools to reduce variation and promote teamwork to achieve the best clinical outcomes for our patients
- Reduce preventable harm (HAIs/HACs) and improve performance in key core measures
- Strengthen Clinical Integration to improve effectiveness of care transitions to reduce readmissions through the appropriate use of referrals, the emergency department, and clinics
- Use the Joint Commission's model for High Reliability as a framework to build on the organization's commitment to safety and empower staff to identify and address improvement opportunities to drive significant and lasting change



Stewardship

Improve hospital's financial performance

EXECUTIVE CHAMPIONS

Bruce Naremore, Chief Financial Officer
Mark Brown, Chief Operations Officer

Objective

Improve hospital's financial performance by increasing self-generated revenues and reducing expenses

Measure of Success (KPI)

- Reduce Total Expense per Adjusted Patient Day 2.25% annually - from 4,002 per APD
- Grow hospital admissions 2% annually from 2,345
- Grow ED visits 2% annually from 25,604
- Increase clinic visits per MD provider by 3% annually, reaching 1,542 visits per provider
- Increase Patient Collections by \$3M annually from \$54,388,000

Major Initiatives

- Expand clinical services, locations, and access points to increase commercial patient population as percentage of all NGH patients
- Reduce reliance on Contract Labor by expanding our clinical recruitment strategy
- Reduce supply and pharmacy cost as a percent of adjusted patient day



A hospital that costs less and cares more.

- **Nashville General Hospital**

1818 Albion Street
Nashville, TN 37208
615.341.4000

- **Nashville Healthcare Center - Main**

1810 Albion Street
Nashville, TN 37208
615.341.4488

- **Nashville Healthcare Center - Midtown**

1919 Charlotte Avenue
Nashville, TN 37203
615.341.4419

Coming Soon

- **Nashville Healthcare Center - Bordeaux**

4007 Clarksville Highway
Nashville, TN 37218

