



PUBLIC NOTICE

REQUEST FOR PROPOSALS

Electronic proposals are requested for **COMPREHENSIVE CLASSIFICATION TOTAL COMPENSATION STUDY and COMPENSATION PLAN DESIGN** for Nashville General Hospital by **5:00 P.M. on November 19, 2025**, Please send all proposal to Diana Wohlfahrt, CHRO at Diana.Wohlfahrt@nashvilleha.org.

This contract will be comprised of providing consulting services for a comprehensive classification and total compensation study for Nashville General Hospital, Nashville Tennessee.

Proposal specifications are attached to this notice.

Proposals should include the proposer's name, the project name, and within the bid period. Opening/Closing date and time. Contact Diana Wohlfahrt at 615-341-4484 with any questions.

The most responsive, responsible proposal will be accepted with key consideration based upon best value and benefit to the public. Nashville General Hospital reserves the right to reject any and all proposals, to waive any irregularity in the proposals received, and to accept or reject any items of the proposal for the benefit of the public. No conditional proposals will be accepted. No proposal may be withdrawn for a period of ten (10) days after the scheduled closing date and time for the receipt of proposals.



REQUEST FOR PROPOSALS
Requisition No. 2025-8600

REQUEST FOR PROPOSAL DATE: **November 7, 2025**

PROPOSAL TITLE: **Comprehensive Classification and Total Compensation Study / Compensation Plan Design**

PLACE OF PROPOSAL OPENING: **Nashville General Hospital, Nashville Tennessee**

PROPOSAL MUST BE RECEIVED BEFORE: **November 19, 2025, by 5:00 P.M. (Central)**

Electronic proposals will be received by Nashville General Hospital before the above time and date deadline. Digital submissions are to be submitted by 5:00 P.M. (Central) to Diana.Wohlfahrt@nashvilleha.org.

NOTE: For this proposal to be considered responsive, all information in this section should be supplied, as appropriate, or the entire proposal may be disqualified.



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PROPOSAL SPECIFICATIONS

I. General Proposal

Nashville General Hospital is seeking proposals from qualified consultants to conduct a comprehensive classification and total compensation study to include a compensation plan design for regular full-time and per diem employees. The format must be consistent with the requirements of the RFP. Please provide options that may create efficiencies, make improvements or offer creative solutions for a strategic personnel plan.

II. About the Nashville General Hospital

Nashville General Hospital, Nashville Tennessee, founded in 1890 as the 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 evidence-based models, Nashville General Hospital is an integrated care delivery system, with over twenty primary and specialty medical practices.

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 FY2024/2025 subsidy was \$60.2 million.

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 healthcare for all.

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.

Nashville General Hospital employs approximately 670 full-time and 150 per diem employees.

III. Request

The intent of this RFP is for respondents to specifically address the services required in the Project Scope and to provide Nashville General Hospital with a well-considered proposal for those services. The primary objective of requesting proposals is for the Hospital to determine which company can offer the highest quality

of service at the most reasonable cost.

IV. Qualifications

Respondents must be experienced in the evaluation and development of employment classifications and total compensation plan studies and designs for hospitals preferably safety net or other similarly situated public employers; and have a proven capability to effectively and efficiently provide the service consistent with and meeting the needs and goals outlined by Nashville General Hospital.

V. Contract Term

The initial term of this contract shall begin on December 1, 2025, continuing through January 30, 2025 and subject, however, to the right Nashville General Hospital to cancel and terminate the same at any time given a ten (10) day notice in writing to the company. In the event of such cancellation, the contractor shall be entitled to receive payment for services and work performed under the terms of the contract prior to the effective date of such cancellation but will not be entitled to receive any damages on account of such or any further payment whatsoever.

The selected firm shall enter into a contract with the Nashville General Hospital within ten days (10) days of notification of contract award.

VI. Pricing

The flat rate or contingency fees proposed by the selected company shall be firm. Nashville General Hospital reserves the right to grant or deny the request for a price increase. Any negotiations over changes in fees shall be completed at least ten (10) days prior to the contract expiration date.

There is no expressed or implied obligation for the Nashville General Hospital to reimburse responding firms for any expenses incurred in preparing proposals in response to this request.

VII. Project Scope

The study shall evaluate Nashville General Hospital's present salary and benefit structure as compared to the specific job market for comparable positions in the private and public sectors. For the purpose of this study, the term benefit is all inclusive of the following: paid time off to include, but not limited to, annual leave (vacation), personal days, sick time, holiday time, flexible work schedules, Health Insurance, Dental Insurance, Life Insurance, Vision Insurance, and voluntary benefits.

The study will focus on encompassing full-time and per diem positions at the Nashville General Hospital.

Each job should be evaluated based on, but not limited to, factors such as education/preparation/training required, experience required, decision making/independent judgement, responsibility for policy development, planning, contacts with others, supervisory responsibilities, personal or professional risk, and adverse working conditions. Positions will then be placed into a job grade or step level accordingly, with higher levels corresponding to relatively higher compensation. Ensuring internal equity between job classifications within the organization.



The consultant shall perform or provide the following:

- A.** Evaluate Nashville General Hospital's present salary and benefit structure as compared to the job market for comparable positions in safety net public hospital and private sector. The consultant shall perform or provide the following:
 - 1. Conduct meetings with key personnel, as required, to obtain feedback on the current compensation and benefit plan utilized by Nashville General Hospital.
 - 2. Provide materials appropriate to share with Hospital employees.
 - 3. Identify appropriate benchmarking standards and conduct salary surveys for similar positions with comparable hospitals and business markets within to include the State of Tennessee and surrounding region.
- B.** Review and analyze all current job classifications.
 - 1. Recommend uniform language/best practices to be used as a base template for all position descriptions.
 - 2. Recommend job bands and career ladders
 - 3. Make recommendations on establishing a salary philosophy that is competitive within the market while also being transparent to the organization and employees.
 - 4. Evaluate and identify potential pay compression issues and provide alternative solutions.
- C.** Assist Nashville General Hospital in evaluating and recommending a total compensation system. Reviewing its current compensation system and new opportunities for improvement in order to make recommendations to ensure the Hospital has a compensation system that meets the needs in fairness, internal equity, competitive compensation, and ease of administration.
 - 1. Establishing appropriate comparable benchmarking within the public/private sector that Nashville General Hospital can use moving forward.
 - 2. Compare benefits with comparable hospitals and offer creative and forward-looking solutions to retain and attract and retain talent.
 - 3. Recommend career pathways to engage employees and create a method of succession for high performing employees.
 - 4. Develop market aligned salary structures that include salary ranges with a minimum, midpoint, and maximum. Once the salary structure is finalized, slot each of the priced jobs to a pay grade by aligning the market to the midpoint. Lead a discussion on the slotting of jobs that were not priced based on relative internal value within the organization.
 - 5. Assist Nashville General Hospital in implementing a transparent wage structure that recognizes employee certifications, licenses and training to move from a standard annual increase to a merit-based increase.
 - 6. Offer recommendation of implementation of a standardized wage structure based on merit and increase. Conduct a compression cost analysis that recommends the appropriate compensation for each employee within the respective salary range based on tenure and or performance.
 - 7. Develop custom salary administration guidelines that will serve as the organization's compensation policies to facilitate administration of the compensation program. The guidelines will provide an overview of the policies surrounding new hire compensation, promotional rate increases, annual pay adjustments, and geographical differentiation of the salary structures.
 - 8. Recommendation of policy changes that integrates the outcome of the compensation and classification study.

9. Complete an Executive Summary to summarize the results of the compensation study into a PowerPoint report. The target audience for this report will be senior leadership, Board of Trustees, and/or committees. This report will give insight into the project process and summarize the results without going into the granular detail of each of the project deliverables.
10. Be available to present at the January 29, 2025 Board of Trustees' meeting in Nashville, Tennessee.

D. Identify and comment on staffing organizational structure and evaluate for long-term growth.

1. Forecast future staffing needs over the next 5-year period.

E. Prepare final report for review with Nashville General Hospital leadership and present plan to Board of Trustees for approval.

1. Provide implementation support for the compensation plan.
2. Review budgetary implications of compensation plan over the next five years.

VIII. Nashville General Hospital Resources

Nashville General Hospital will provide copies of all pay ranges, job classifications, job descriptions, previous studies and any other available in-house information that the successful consultant may require to complete the study.

IX. RFP Timeline

All proposals in response to this RFP are due no later than 5:00 pm CST on November 19, 2025. All proposals shall be valid for a minimum of 10 days, pending the hospital's evaluation and award process. The evaluation of proposals will be conducted starting November 20, 2025. If additional information or discussions are needed with any respondents during this window, the consultants will be notified. The following tentative schedule will be followed. If Nashville General Hospital finds it necessary to change any specific dates and times, it will do so by issuing amendments to this RFP. Failure by Nashville General Hospital to issue amendments to this schedule will not invalidate the selection process:

Action	Estimated Dates
RFP Issue	November 7 – November 19, 2025
Evaluation of Proposal and Selection of Consultant	November 20, 2025 – November 26, 2025
Agreement with Finalist	November 26, 2025
Study Timeframe and Completion	December 1, 2025 – January 30, 2026
Presentation of Final Report	January 26, 2026 – January 29, 2026, Board Meeting
Plan Adoption	February 1, 2026, for the 2026 Budget
Project Conclusion	January 31, 2026

X. General Proposal Requirements

The ability of the company and identified key personnel, as individuals, to accomplish this task shall be described in the proposal and will be considered in the process of proposal evaluation. The company shall furnish written information necessary to determine its responsibility and competence to successfully accomplish this project and should have adequate internal resources for contingency to complete process.



Before submitting a proposal, each consultant shall familiarize itself with the entire RFP. The consultant is responsible for fully understanding the requirements of a subsequent agreement for services and shall otherwise satisfy itself as to the expense and difficulties accompanying the fulfillment of agreement requirements. The submission of a proposal will constitute a representation of compliance by the consultant. There will be no subsequent financial adjustment for lack of such familiarization.

The evaluation and selection of a consultant will be based on the information submitted in the proposal, plus references, any required interviews/presentations, and other pertinent factors, as may arise or be determined. Consultants should respond clearly and completely to all requirements. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a submittal.

The proposal shall:

- A.** Provide the official name, address, phone number, and email of the consulting firm, as well as the name of the principal contact person and the name of the person authorized to execute the contract.
- B.** Identify the qualifications of the consultant and any sub-consultants, including relevant projects.
- C.** Provide a list of at least three (3) recent client references, where the firm has performed a comprehensive classification and compensation study of at least similar size and scope, along with reference contact name and title, telephone number and email address at each entity. Identify the project manager and principal individuals(s), qualifications, and experience of those proposed to do the work.
- D.** Define the project approach and identify the specific tasks involved. Detailed description of the services and methods by which the work set forth in the RFP will be performed. The description shall include the following items:
 - 1. Consultant's understanding of the services to be provided.
 - 2. Methodology to be used in benchmarking and determining salary ranges.
 - 3. The project's estimated time will take from contract date to completion date.
 - 4. Describe the approach to the proposed work effort and the means by which these tasks would be implemented. Format as an answer to each of the 5 points (A-E) outlined in the Scope of Work in this RFP.
- E.** Price proposal and identify the firm-fixed price of the project. Nashville General Hospital assumes no responsibility for the payment of subcontractors that may arise out of a proposal or subsequent agreement.
- F.** All prospective consultants shall provide a copy of the applicable contractor license and proof of vendor's insurance.

XI. Reports to be Provided

A weekly meeting and status report on the project completion shall be submitted to Nashville General Hospital leadership during the process.

XII. Proposal Submission Requirements

Submittals shall be made on letter size paper with a Table of Contents and digitally submitted according to the requirements set forth in this document. Complete response to each of the following subsections is required.

A. Contractor Information Form**B. Summary of Project Approach / Letter of Interest**

Provide a cover letter providing a summary of the information contained in the proposal, including, but not limited to the items in the scope of work and written and/or illustrative responses to each item identified in the scope of work.

C. Proposal Submittal

The proposal should include the following information:

- 1) Title page showing the company's name, address, contact person, and subject of the proposal.
- 2) Table of contents.
- 3) Transmittal letter signed by a partner or principal of the company, stating the company's understanding of the work to be done, the commitment to perform the work within the time period specified, and a statement that the proposal is a firm and irrevocable offer.
- 4) Signed proposal sheet.
- 5) Information regarding the size of the company.
- 6) Number of years the company has offered similar services.
- 7) Information regarding the qualifications and experience of the company.
- 8) Information regarding the qualifications and experience of the professional staff to be assigned to the engagement, including a breakdown of the work to be done by each level of professional staff (partner, manager, senior, etc.).
- 9) Provide information and sample reports that can be provided to Nashville General Hospital. Following the contract award, the exact style, type, and frequency of report will be determined by Nashville General Hospital, in conjunction with the company.
- 14) Provide at a minimum three (3) references of current and past contracts.
- 15) Provide your company's current fee schedule.

D. Fee Schedule

Provide a schedule of the fees that would be charged to Nashville General Hospital for all services. Fee schedule should be comprehensive to include all charges with a brief description of the fees and how these fees will be calculated. Fees shall be all inclusive.

E. Withdrawal of Submittals

Proposing consultants may withdraw a submittal, in writing, at any time up to the due date and time. The written withdrawal notice must be received timely by Nashville General Hospital Clerk. The notice must

be signed by an authorized representative of the consultant.

F. Nondiscrimination Clause

Consultants must affirm that they do not discriminate against any individual because of race, religion, sex, color, age, handicap, or national origin and that these shall not be a factor in consideration for employment, selection of training, promotion, transfer, recruitment, rates or pay, or other forms of compensation, demotion, or separation.

XIII. Evaluation of Proposal

A. Review of Proposals and Evaluation Criteria

Submittals will be reviewed to determine whether they are responsive and responsible. The Selection Committee will then review the qualifying proposals to determine which one best meets the requirements and needs of Nashville General Hospital.

During the evaluation process, Nashville General Hospital reserves the right where it may serve Nashville General Hospital's best interests, to request additional information or clarification from the Company, or to allow corrections of errors or omissions.





XIV. Selection Process

Nashville General Hospital has appointed a Selection Committee comprised of leadership staff. Upon receipt of proposals from respondents, the Selection Committee members will review the proposals in detail and identify (short list) those firms that appear to be most qualified to provide services for the project. Separate presentations and interview sessions may then be scheduled with the selected firms to permit the Selection Committee to further evaluate each firm's qualifications and proposal.

Firms that make the short list may be expected to make a presentation to the Selection Committee. After interviews, the Selection Committee will complete their evaluation. Nashville General Hospital will then work with the selected firm on contract terms, conditions, and fees, and then provide the contract to Nashville General Hospital CEO for approval. In the event contract negotiations prove unsuccessful with the selected firm, the Selection Committee will select another firm with which to begin contract negotiations.

Any questions regarding the RFP should be submitted by email no later than November 14, 2025, at 5:00 P.M. (CDT) Diana.Wohlfahrt@nashvilleha.org. If a question of general concern is asked by any firm with regards to this RFP, a copy of the written response will be sent to all firms who have emailed a question or emailed a statement of interest

XV. Evaluation of Proposal

A. Review of Proposals and Evaluation Criteria

Submittals will be reviewed to determine that they are responsive and responsible. The Selection Committee will then review the qualifying proposals to determine which one best meets the requirements and needs of Nashville General Hospital.

During the evaluation process, Nashville General Hospital reserves the right where it may serve Nashville General Hospital's best interests, to request additional information or clarification from the Company, or to allow corrections of errors or omissions.

B. Evaluation Criteria

The criteria below will be used to evaluate firms for further consideration:

	Points
Firm / Staff Experience Similar experience and score of work in a comparable community. Inclusion and review of references and client satisfaction to previous projects.	30
Technical Approach. Responsiveness to the RFP, Comprehension timeline of the scope of work and identification of deliverables.	30
Financial Proposal Cost of services to be provided. Roll out and reoccurring.	35
References At least three references required	5
TOTAL	100



C. Interviews and Presentations

Top-scoring consultants, based on the evaluation of the written proposals, may be required to have interviews/ presentations to support and clarify their proposals, if requested by Nashville General Hospital. Failure of a consultant to complete a scheduled interview/presentation to the evaluation committee may result in rejection of the opportunity for award of an agreement.

D. Final Selection

Based upon Nashville General Hospital's proposal evaluations and interviews if held, a contract will be prepared, and a recommendation will be made to Nashville General Hospital CEO for award.

E. Late Proposals

Nashville General Hospital may deem the proposal as late if received at any time after 5:00 PM on November 19, 2025. Proposals received after this time on this date will be marked as "LATE PROPOSALS", might not be considered, and might be returned to the consultant, all within the sole discretion of Nashville General Hospital.

F. Amendments to the RFP

Nashville General Hospital reserves the right to amend the RFP by addendum or to waive minor irregularities. If necessary, the proposal submittal deadline will be extended to allow proposers additional time to respond to the RFP addendum.

G. Non-commitment

This RFP does not commit Nashville General Hospital to award an agreement to any person; to pay any person's costs, fees, or expenses incurred in the preparation of a proposal for this request; or to procure or contract for services. Nashville General Hospital reserves the right to accept or reject any or all proposals received as a result of this request, or to modify or cancel in part or in its entirety the RFP, without cause and notice, such as, but not limited to, if Nashville General Hospital staff determine it is in the best interests of Nashville General Hospital to do so. Nashville General Hospital may negotiate and enter into an agreement for these services with whomever it desires without notice or cause.

XVI. Acceptance of Conditions and Right to Reject any/and all Proposals

Submission of a proposal indicates acceptance by the firm of the conditions contained in this request for proposals unless clearly and specifically noted in the proposal submitted and confirmed in the contract between Nashville General Hospital and the selected Company.

Nashville General Hospital reserves the right, without prejudice, to reject any and all proposal

XVII. Submission of Proposal Packages

Complete proposals shall be delivered in digital format by 5:00 P.M. (CDT) on November 19, 2025, to Diana.Wohlfahrt@nashvilleha.org.



CONTRACTOR INFORMATION FORM

Contractor Name: _____

Contact Name: _____

Title: _____

Street Address: _____

City, State, Zip: _____

Phone: _____

Email: _____

I have reviewed all of the general information and specifications in the RFP, have contacted Nashville General Hospital regarding any needed clarifications, and submit this proposal with a full understanding of the specifications.

If selected by Nashville General Hospital as the Contractor, I agree to abide by the terms and conditions specified in this RFP. I herein affirm that I have not been in any agreement or collusion among bidders in restraint of competition to bid at a fixed price or to refrain from bidding otherwise. By signing this contract, the company represents and agrees that it is not currently engaged in, nor will it engage in, any boycott of a person or entity based in or doing business with a jurisdiction with which the State of Tennessee can enjoy open trade.

Company Officer Name: _____

Title: _____

Signature: _____

Date: _____

Phone: _____

GENERAL TERMS & CONDITIONS

- 1.0 Any proposal that is not received by Nashville General Hospital prior to the deadline date and time set forth will not be considered.
- 2.0 Nashville General Hospital reserves the right to: (1) accept or reject any and all proposals, and to waive any technicalities or irregularities involving any proposal; (2) negotiate Agreement terms with the Proposer(s); (3) disregard all nonconforming, non-responsive or conditional proposals; and (4) reject the responses that do not meet Nashville General Hospital's satisfaction.
 - 2.1 Nashville General Hospital reserves the right to accept any proposal it deems to be in its best interest.
 - 2.2 Nashville General Hospital may choose not to make any award, to award all components to one contractor, or to combine contractors and services as it sees fit.
 - 2.3 Nashville General Hospital is not obligated to accept the lowest bid or the most technologically advanced proposal.
- 3.0 During the evaluation process, Nashville General Hospital reserves the right to request additional information or clarifications from those submitting proposals, and to allow corrections of errors and/or omissions.
- 4.0 Submission of a proposal indicates acceptance by the Proposer submitting the proposal of the terms, conditions, and specifications contained in this RFP.
- 5.0 Nashville General Hospital will not pay for any information herein requested, nor is it liable for any costs incurred by those submitting proposals. Nashville General Hospital reserves the right to select the Proposer that will best meet the needs of Nashville General Hospital. Proposers and/or proposals that do not meet the stated requirements will be considered in noncompliance and will be disqualified unless Nashville General Hospital waives such noncompliance.
- 6.0 No proposal may be withdrawn for a period of five (5) days after the deadline set for receipt of proposals.
- 7.0 All Proposers shall acknowledge receipt of any addenda to this RFP. Failure to acknowledge receipt of any addenda may render the proposal to be non-responsive. Changes to this RFP shall be issued only by Nashville General Hospital in writing.
- 8.0 Under penalty of perjury, the Proposer certifies by signature on the Contractor Information Form:
 - 8.1 The Proposer has not paid nor agreed to pay any person, other than a bona fide employee, a fee or a brokerage resulting from the award of the Agreement. Nashville General Hospital may, by written notice to a Proposer, cancel any award under this RFP if it is found by Nashville General Hospital that gratuities, in the form of entertainment, gifts or otherwise were offered or given to any representative of Nashville General Hospital with a view toward securing an order or other favorable treatment with respect to this RFP; and
 - 8.2 The proposal has been arrived at by the Proposer independently and has been submitted without collusion with any other vendor of materials, supplies, equipment, or services for the type described in the RFP; and
 - 8.3 The contents of this proposal have not been communicated by the Proposer; or to his/her best knowledge and belief by any of his/her employees or agents to any person not an employee or agent of the Proposer.
- 9.0 This RFP, any addenda distributed by Nashville General Hospital, and the Contractor's response to the RFP shall become part of the contractual obligation and incorporated by reference into the ensuing Agreement(s). The requirements of the RFP shall take precedence over any conflicting language that may be present in any Agreement between Nashville General Hospital and the Contractor.
- 10.0 All proposals become property of Nashville General Hospital and will not be returned to the Proposer.
- 11.0 Each proposal and any clarifications to that proposal shall be signed by an officer of the Proposer or a designated agent empowered to bind the Proposer in an Agreement.



- 12.0 The Proposer is responsible for proposing their best, most competitive pricing in the initial proposal, as opportunity to negotiate or resubmit pricing may not be offered at a later time.
- 13.0 Nashville General Hospital is exempt from taxes. No charge will be allowed for federal, state, or municipal sales and excise taxes.
- 14.0 Contractor agrees to defend, indemnify, and hold harmless Nashville General Hospital and its agents and/or employees from any and all claims, settlements, and judgments, including but not limited to those for personal injury, bodily injury, property damage, and/or death arising solely out of Contractor's or any of its agents, servants, and/or employees' negligent acts, and/or failure to act in the performance of this Agreement. Neither acceptance of the completed work nor payment therefore shall release Contractor of its obligation under this paragraph.
- 15.0 Neither party will be held responsible for nonperformance or delay caused by acts of God, natural disasters, vandalism, war, or other conditions beyond its control. Contractor shall be held accountable for delays in providing services proposed under this Agreement.
- 16.0 This Agreement may be amended, at any time, by mutual consent of the parties. Any amendment must be in writing and signed by authorized representatives.
- 17.0 The entire Agreement between Nashville General Hospital and Contractor shall supersede any other verbal or written agreements. The Agreement shall include, in order of precedence, the following: Nashville General Hospital's RFP including any addenda, Contractor's response, terms and conditions negotiated before Agreement signing, any other contractual documents.
- 18.0 Nashville General Hospital may terminate this Agreement at its convenience by giving the other party ten (10) days written notice. Any termination shall not relieve Nashville General Hospital of its obligations to pay Contractor for satisfactory deliverables through the effective date of termination.
- 19.0 In cases of default by the Contractor, Nashville General Hospital shall provide Contractor with a letter defining the area(s) where performance requirements have not been met. The Contractor shall have ten (10) days in which to meet the Agreement requirements. If the requirements have not been met after ten (10) days, Nashville General Hospital has the right to cancel the Agreement without penalty. If the Agreement is cancelled due to the Contractor's failure to perform, Nashville General Hospital shall pay the Contractor only for materials delivered and/or work performed up to cancellation. Nashville General Hospital reserves the right to retain other parties to complete the work required under the Agreement.
- 20.0 Contractor shall be responsible for the performance of its employees, agents, and subcontractors.
- 21.0 In cases of default of the contractor, Nashville General Hospital may procure the Work from other sources and hold the contractor responsible for any excess cost occasioned thereby.
- 22.0 Security: The offeror represents and warrants to the Nashville General Hospital that neither it nor any of its principals, shareholders, members, partners, or affiliates, as applicable, is a person or entity named as a on Office of Inspector General (OIG) or Specially Designated National and Blocked Person (as defined in Presidential Executive Order 13224) and that it is not acting, directly or indirectly, for or on behalf of a Specially Designated National and Blocked Person. The offeror further represents and warrants to the Nashville General Hospital that the offeror and its principals, shareholders, members, partners, or affiliates, as applicable, are not directly or indirectly engaged in, and are not facilitating, the transactions contemplated by this Agreement on behalf of any person or entity named as Specially Designated National and Blocked Person. The offeror hereby agrees to defend, indemnify, and hold harmless the Nashville General Hospital and all Nashville General Hospital elected or appointed officials, officers, employees, agents, representatives, engineers, and attorneys, from and against any and all claims, damages, losses, risks, liabilities, and expenses including reasonable attorney's fees and costs arising from or related to any breach of the foregoing representation and warranties.



23.0 Offerors must provide proof of conformance with any applicable Federal/State/Local permits, certifications, etc., as stated in the scope of work/specifications section. It is the Consultant's responsibility to inquire about requirements of performing the job with the requesting department contact person.

This entire package shall be returned complete and intact with all information requested and all questions answered. The amount of the proposal shall be stated on the form(s) provided. Variations from the specification/scope of work shall be noted on a separate sheet of paper. If more space is required to furnish a description of the service offered or delivery/start terms, the offeror may attach a letter hereto, which will be made a part of the proposal