



**THE BRIEN CENTER**  
*Your courage, our care.*

## **Request for Proposal**

### **REVENUE CYCLE MANAGEMENT / BILLING ASSESSMENT CONSULTING SERVICES**

Proposal Due Date: Tuesday, April 2, 2024

Senior Vice President of Finance & Administration  
[Richard.Wilson@briencenter.org](mailto:Richard.Wilson@briencenter.org)

Sealed proposals for Revenue Cycle Management/Billing Assessment Consulting Services solutions are requested by the Revenue Cycle Management Committee of The Brien Center for Mental Health and Substance Abuse Services, Inc. (“The Brien Center”). All proposals should be submitted to Richard Wilson, Senior Vice President of Finance & Administration on or before **4:00 p.m. on Tuesday, April 2, 2024.**

The information contained in this RFP is provided in the following sections:

1. The Brien Center History
2. The Brien Center Revenue Cycle Management and Billing Team Members
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## **1. The Brien Center History**

The Brien Center, <https://www.briencenter.org/>, is a well-known and distinguished organization dedicated to providing mental health and substance use services in Berkshire County, Massachusetts. Here is a brief history of The Brien Center:

### **Founding and Early Years**

- The Brien Center had been in business for over a century, having been founded in 1920.
- Dr. Austen Riggs, founder of the Austen Riggs Center in Stockbridge, opened the first psychiatric clinic at the former House of Mercy Hospital in Pittsfield.
- The organization started with a modest staff and limited resources but quickly gained recognition for its commitment to improving the mental health of the community.
- In 1959 it became known as the Berkshire Mental Health Center; it began as a small community organization with the mission to provide mental health services to individuals in need.
- The organization's name evolved over the years and was established as The Brien Center in 2003.
- Its long history reflects its enduring commitment to the well-being of the community and the individuals it serves.

### **Growth and Expansion**

- The two-room Riggs Clinic has grown to a county-wide system of care with 26 locations and close to 450 employees scattered throughout the Berkshires with multiple service locations across Berkshire County, including Pittsfield, Great Barrington, and North Adams.
- The organization's growth has allowed it to serve a larger and more diverse population in Western Massachusetts.

### **Business Philosophy**

- The Brien Center has maintained a client-centered and community-focused philosophy throughout its history.
- It is dedicated to providing accessible, compassionate, and high-quality mental health and substance use services to individuals of all ages.
- The organization places a strong emphasis on tailoring its services to meet the unique needs of each individual and family.
- The Brien Center values creating a positive environment for its staff by fostering a supportive and inclusive workplace culture. This includes initiatives aimed at professional development, recognition of staff contributions, and the organization is striving to provide mental health and well-being support. By prioritizing a positive work environment, the organization strives to ensure that employees feel valued, supported, and motivated to provide high-quality care and services.
- Collaboration with community partners, stakeholders, and local authorities is a cornerstone of The Brien Center's approach.

### **Size and Volume of Business**

- The Brien Center had grown to become the largest provider of behavioral health services in Berkshire County.
- The organization serves close to 10,000 individuals annually and offers a wide range of services, including outpatient counseling, crisis intervention, residential treatment, and support for substance use disorders.
- The size and volume of business has increased significantly over the years to meet the growing demand for mental health and substance use services in the region.

## **2. The Brien Center Revenue Cycle Management and Billing Team Members**

The Brien Center Revenue Cycle Management/Billing organizational members include:

- 1 – SVP of Finance and Administration
- 1 – RCM Director
- 1 – Clinical Systems Coordinator
- 1 – Billing Systems & Data Analysis Coordinator
- 1 – Billing Manager
- 1 – Billing Coordinator
- 2 – Billing Assistants
- 1 – AR Coordinator

- 1 – Data Entry Clerk
- 1 – Part-Time ARPlus Billing, Billing Consultant

**3. Purpose of Consulting Services**

The Brien Center is seeking to contract with a Revenue Cycle Management Consultant. The purpose of this Request for Proposal (RFP) is to identify a business partner who can offer a customized assessment that considers our organization's unique challenges, goals, and the specific context of your operations, while considering regulatory, compliance and best practices. The ideal consultant will help assess current revenue cycle operations, staff, supporting systems functionality, and opportunities for improvement. They should help identify opportunities for cost savings and align with the needs of our staff and comparable to other peer institutions in the Massachusetts Behavioral Healthcare sector.

**4. RFP Timeline**

Wednesday, March 7, 2024	RFP available online at <a href="https://www.briencenter.org/">https://www.briencenter.org/</a> Located under News - RFP
Thursday, March 21, 2024	Questions due via email by 4:00 PM <u>EST</u> to: <a href="mailto:Richard.Wilson@briencenter.org">Richard.Wilson@briencenter.org</a> Subject – RFP for RCM
Thursday, March 28, 2024	Responses to Questions via e-mail by 4:00 PM EST
Tuesday April 2, 2024	Proposal due via email on or before 4:00 PM EST: Subject – RFP for RCM <a href="mailto:Richard.Wilson@briencenter.org">Richard.Wilson@briencenter.org</a>
Tuesday April 8, 2024	Invitation to Selected Consultants
Friday, April 12, 2024	Notification of Decision: Review
Monday, April 15, 2024	Assessment Begins
Friday, June 28, 2024	Preferred completion date.

**5. Description of The Brien Center**

The Brien Center is Berkshire County’s largest provider of behavioral health services. We employ dedicated, compassionate people who work at 26 locations county-wide. Our impact is experienced and appreciated by individuals – whose lives are saved, whose illnesses are successfully treated, and who continue as successful members of our community.

We are proud of our comprehensive programs and services for highly complex problems, and continue to hear from clients, years later, that their lives and families remain intact because of our care.

### **Mission**

Our mission is to provide high quality, comprehensive behavioral health services to Berkshire residents through community-based services that promote the highest possible degree of recovery, independence, and quality of life of those served. We will provide access and support to meet the behavioral health needs of individuals of all ages, race, and cultures, and culturally competent care to promote recovery. We will accomplish this by working in partnership with state agencies, individuals, families, and other providers.

### **Vision**

The Brien Center will distinguish itself as a leader in Community Behavioral Health and will be recognized for the passion of its people and partners in providing a continuum of dynamic and innovative recovery services.

### **Access and Affordability**

Our professional staff work tirelessly to ensure all Berkshire County residents have access to the high-quality, affordable behavioral health services they need—when they need them, where they need them — right here in our community. We provide care without regard to age, race, culture, intellect, socioeconomic status, or insurance status in a manner that supports every person’s ability to live, work and participate in community life.

### **Commitment to Staff**

Recognizing the importance of our dedicated staff, The Brien Center is committed to supporting their well-being and professional development. We understand that the quality of our services is directly linked to the professional development and engagement of our employees. Therefore, providing a financially stable learning environment is essential to attract and retain top talent and ensure they are equipped to offer the best care to our clients.

### **Clinical Excellence**

Our comprehensive, integrated treatment methods are based on a sound clinical foundation of advanced, evidence-based practices that incorporate the whole person—including their voice, their preferences, and their personal support network—throughout the process.

### **Philosophy**

Our treatment philosophy is based on a comprehensive care model that incorporates recovery, resiliency, and rehabilitation principles; promotes individual and family choice; is evidence-based; and utilizes family, team, and natural supports that promote stabilization, recovery and wellness within the person’s community setting whenever possible. Our utmost priority is keeping people safe and supporting their choices and their voices throughout their treatment and recovery.

### **Organization**

The Brien Center is led by a Board of Directors representing the populations and communities of Berkshire County. Officers are elected each year from among the members of the Board and by the Board at the Annual Meeting of the Board of Directors held in September. The Board

meets six times per year. For more information on the Board of Directors, board meetings, or other board-related matters, please call our Administrative Offices at 413-499-0412.

### **Applications**

The Brien Center currently uses eHana, replacing iCentrix, as our EHR Application. Our eHana Implementation is expected to be finalized in March or early April 2024.

We also use ARPlus Behavioral Health Billing Software (Version 8.6) for our billing application. Both applications are in the cloud.

### **Organizational Culture**

The Brien Center employees serve Berkshire County residents with quality mental health and addiction services. Our agency's culture thrives on trust, respect, and cooperation. Our employees are hard-working, dedicated individuals who strive to bring hope and recovery to those living with mental health and substance use disorders.

### **Quick Stats**

- Close to 450 Employees (71% are Union Employees, Service Employees International Union, Local 509)
- Close to 10,000 Clients Served
- 26 Locations, including Pittsfield, North Adams, and Great Barrington
- Fiscal year ends June 30
- Total revenue for FY 2023 is \$30,231,901

## **6. Overview of The Brien Center Services**

The Brien Center offers a comprehensive range of services aimed at supporting children, youth, adults, and families dealing with mental health and substance abuse issues. Our services include child and adolescent programs that not only cater to young individuals but also support entire families through crisis by providing comprehensive, clinically proven care. The Brien Center utilizes evidence-based treatment methods and has over 100 years of experience in serving the Berkshire community, ensuring that our clients receive individualized paths to better mental health and wellness. Additionally, The Brien Center offers specialized addiction groups and counseling for individuals and families, emphasizing recovery-focused care that helps individuals achieve their personal and professional goals. Our commitment is towards promoting the highest possible degree of recovery, independence, and quality of life for those we serve.

### **Community Behavioral Health Center (CBHC)**

The CBHC program serves as an entry point for clients who will receive timely, high-quality, and evidence-based treatment for mental health conditions and substance use disorders, including routine appointments, urgent visits, and 24/7 community-based crisis intervention as an alternative to hospital emergency departments. CBHCs will provide the following services, in person and via telehealth:

- Integrated mental health and addiction treatment.
- Same-day access to intake and brief assessment, urgent and crisis treatment including medications, and drop-in treatment and support (e.g., group sessions, peer support).
- 24/7 mobile and community crisis response with Community Crisis Stabilization for youth and adults.
- Telehealth and flexible service delivery locations (e.g., home, school, etc.).
- Peer support.
- Care coordination.
- Ability to serve all ages, including child and family-specific treatment models and models for older adults.
- Evidence-based and evidence-informed treatments to meet individual needs, including interventions and close coordination for individuals with behavioral health needs who are involved with other systems, including the justice system or children in the care and custody of the Commonwealth.

### **Adult Mobile Crisis Intervention (AMCI) / Youth Mobile Crisis Intervention (YMCI)**

The Brien Center’s AMCI/YMCI Team provides crisis assessment, intervention, and stabilization services around-the-clock, every day of the year to individuals of all ages who are experiencing a behavioral health crisis and who may be at risk of harming themselves or others. The purpose of the AMCI / YMCI is to respond rapidly, assess effectively, and deliver a course of treatment that will promote recovery, ensure safety, and stabilize the crisis. Most frequently, individuals will continue their recovery through the Brien Center’s outpatient services. In some cases – when medically necessary – the individual will be hospitalized.

### **Adult Community Crisis Stabilization Programs (CCS) – Pomeroy House @ Seymour**

The Adult CCS provides staffed, secure, safe, and structured crisis stabilization and treatment services in a community-based program that serves as an alternative to inpatient psychiatric hospitalization for individuals with mental health and/or substance use disorders. Services at this level of care include crisis stabilization; initial and continuing assessment; care management; psychiatric evaluation and medication management; peer-to-peer support; and mobilization of natural support and community resources.

### **Adult Respite Services Program – Brenton House**

Funded by the Department of Mental Health, this program provides adults with behavioral health needs with a temporary group living arrangement and support services as they stabilize and integrate into the community. The services include assessment, treatment planning, and intensive case management for those stepping down from inpatient care and serve as respite for emergencies or as a bridge to some permanent arrangements. The program is designed to provide high levels of support during a time of crisis and helps individuals access appropriate long-term support and services to sustain them when they return to the community.

## **Outpatient Services**

Today, adults face greater challenges and problems than ever before that often disrupt their lives. Difficulties and stress affect everyone's ability to cope and manage day-to-day needs. The Brien Center is here to help you and your family cope with the impact that mental health and substance use disorders can have on all your lives.

We provide comprehensive, integrated, and culturally competent counseling, psychotherapy and psychiatric services for individuals and families. Our goal is to help you succeed at work, at home, and in relationships. Most of all, we can help you live a balanced life once again.

Often, people who live with mental health problems also have addiction issues. The next two tabs describe our behavioral health and addiction services, but many people benefit from a plan of care that includes programs from both areas.

## **Child & Adolescent Services**

### Outpatient Treatment Services

The Brien Center offers a range of therapeutic interventions including:

- Individual, group, and family therapy.
- Psychiatric evaluation and medication management.
- Substance disorder treatment and prevention programs.

Our treatment plans are evidence-based, proven interventions that treat the full range of child and adolescent disorders. Our specialty areas include:

- Trauma evaluation and treatment
- Post-Traumatic Stress Disorder (PTSD)
- Mood disorders, including depression and bipolar disorder.
- Substance Use Disorders
- Opposition Defiant Disorder
- Anxiety Disorders
- Obsessive-compulsive disorders
- Attention Deficit/Hyperactivity Disorder (ADHD)
- Disruptive behavior disorders

### **The Continuum/Intensive Home-Based Therapeutic Care (IHBTC)**

The Brien Center provides a "continuum" of community-based wraparound services.

Referrals for Continuum services are made by the Department of Children and Families, and referrals for IHBTC are made by the Department of Mental Health.



The same treatment team follows the youth along at various placement levels, ensuring family and youth choices and a voice in treatment decisions. This fully integrated model provides smoother transitions between levels of service and greater continuity of care. Family and youth choice and input are key to treatment decisions. A treatment plan remains in place throughout the continuum.

*We don't just serve children and adolescents. We serve entire families by calming the crisis and providing strength and support for better days ahead.*

### **Children's Behavioral Health Services**

Include home-based family therapy, home-based behavioral therapy, and mentoring. Through this program, home-based family therapy provides intensive, structured, strength-based outreach counseling in the home to stabilize behaviors. We combine family therapy with therapeutic mentoring by trained counselors who assist the family in implementing plans.

The primary goal of the program is to stabilize the child's symptoms and behavior sufficiently to prevent an out-of-home placement. In-home behavioral therapy consists of Applied Behavioral Analysis (ABA) by an ABA-trained clinician and a behavioral plan implemented by a Behavior Monitor who visits the home several times per week.

Mentoring is provided in the community with the mentor focusing on teaching skills to achieve success.

### **Community Service Agency**

The CSA serves youth who are experiencing serious emotional disturbances, with two primary functions:

- Intensive Care Coordination, which creates a family-driven treatment plan for the young person that integrates other agencies and providers.
- Family Support with "family partners" who have experience caring for a child with special needs and who provide one-on-one support, education, and coaching for caregivers that is geared to each child's unique behavioral health needs.

The CSA employs a process called "Wraparound" – a team-based planning process that provides individualized, coordinated, family-driven care to meet the complex needs of youths served.

*What separates the Brien Center is a staff that is specialty-trained to work with youth in providing high quality and successful mental health and substance use services.*

### **Options for Youth Therapeutic Day Services**

This therapeutic after-school program in two Berkshire County locations (Pittsfield and North Adams) seeks to improve the quality of life for children and youth aged 5-18 with serious

mental illness or severe emotional disturbance who often also have substance use disorders and associated behavior problems in the home, school, and community.

Treatment is individualized and services include:

- Day treatment, aka Intensive Outpatient Program (IOP).
- Crisis management.
- Outreach.
- Monitoring and behavior management.
- Group counseling.

### **Adult Clinical Community Support (ACCS)**

The ACCS model of care and treatment is designed and funded through the Department of Mental Health to provide service to individuals who are eligible and referred by the agency. The ACCS program offers a clinically based model of care comprised of evidence-based interventions. The goal of the ACCS model is to promote:

- Engagement
- Around-the-clock clinical coverage, every day of the year
- Assessments and plans to assist individuals in achieving their goals.
- Behavioral and physical health monitoring and support
- Family engagement, peer support and recovery coaching
- Housing
- Referrals to Mass Rehabilitation

### **Residential and Integrated Team Structure**

The ACCS has three levels of care:

1. For eligible individuals living in Berkshire County, ACCS offers 24-hour staffed residential services in homes located in Pittsfield and Williamstown. The Brien Center has partnered with Viability which offers substance use focused care through the residential setting.
2. The second level of ACCS care is outreach support from the Integrated Care Teams, which offer a psychiatric rehabilitation approach that includes teaching through skill building interventions. The teams offer housing assistance, medication skill building, money management skills, supporting individuals at medical and behavioral health appointments, employment, connecting with natural social support in the community, and more. All individuals are provided with a clinical team leader who helps the individual define desired goals and level of care specific to his/her needs.
3. In addition to ACCS, individuals may also receive BHCP support, and Elder Services support to maximize all areas of treatment options.

## **Assessment Services Required**

This project is funded by the CBHC DSRIP in Pittsfield, MA. This involves the Community Behavioral Health Center (CBHC) at The Brien Center, which is part of the Massachusetts Delivery System Reform Incentive Payment (DSRIP) program. This program is a significant investment aimed at transforming MassHealth through several initiatives, including the establishment and support of Accountable Care Organizations, Community Partners/Community Service Agencies, and Statewide Investments. The Brien Center's CBHC is designed to provide a comprehensive range of behavioral health services, focusing on mental health and addiction services to streamline access for residents in the Berkshires. Please note that our CBHC DSRIP funding end date is June 30, 2024.

The selected consultant is expected to provide a comprehensive assessment of revenue cycle processes at The Brien Center. It covers the executive summary, project background and scope, methods used for the assessment (including staff interviews, workflow observation, and data analysis), findings (SWOT analysis, fishbone analysis), and a detailed list of recommendations across various areas like denial management, revenue cycle committee formation, eligibility and benefits verification, authorizations, cost sharing, client access, management of copays and sliding, and more. Each recommendation section should be detailed with specific actions and rationale to improve revenue cycle management and client service efficiency.

The Brien Center's specific context and needs are focused on areas such as denial management, eligibility verification, client access, and technological improvements, among others, to enhance revenue cycle operations and client services. The consultant will support and make recommendations to Executive and Divisional leadership in the Revenue Cycle Management (RCM) process.

## **Objectives**

The objective of the engagement with a consultant is to perform an assessment of current revenue cycle operations, staff, supporting systems functionality, and identify opportunities for both quick wins and long-term process improvements. Such as:

- Assess the workflow from new client intake and scheduling through billing and collections as pertinent to the revenue cycle processes.
- Assess applicable revenue cycle and adjacent staff skills and workloads, understanding of subject matter, ability to problem solve, success in performing work-related tasks, and volume of work.
- Identify and provide recommendations to remedy inefficiencies.
- Review provider credentialing process and enrollment process for opportunities to capture revenue and reduce denials.
- Evaluate current and historical claims and A/R data and metrics based on industry standards for revenue cycle and best practices for behavioral health services organizations.
- Identify written short-term and long-term strategic plans and goals for the organization to use as a working tool for continuous improvement.

## **Methodology**

In service to achieving the above-stated objectives, the consultant will apply a comprehensive evaluative strategy, including but not limited to:

- Interviewing staff members regarding roles and responsibilities
- Observing or talking through key work processes
- Reviewing any coding, clinical documentation, billing, intake, or other revenue cycle related policies and procedures currently in place
- Evaluating job descriptions for relevancy and gaps
- Review billing system and EHR capabilities.
- Request and review data reports.
- Request and analyze revenue cycle billing data, A/R, utilization, denials.

The consultants will conduct portions of the assessment remotely and via virtual meetings to minimize travel expenses. Consultants will also work with The Brien Center designees to schedule time on site to perform portions of the review that are best conducted in-person, including workflow observations. Biographies of consultant team members anticipated to contribute to this engagement should be provided as an appendix to the proposal.

### **Deliverables**

Consultants will develop a concise report focused on observations, opportunities, and actionable recommendations. The report will help The Brien Center address the following questions:

- Is each work group within the revenue cycle function appropriately resourced?
- Is the current level of management/supervision adequate?
- Are there workflow efficiencies? Are there bottlenecks and where is the waste?
- Can improvements be made to speed up the processes, reduce days in A/R, preventable denials, and use resources more efficiently?
- Is the use of technology appropriate or adequate for the scale of operations? If not, why not and what can be done to overcome this obstacle?
- Are documented policies and procedures concise, pragmatic, and implemented? Do they present obstacles to workflow? Are policies missing that would be helpful for staff to use as guidance in their jobs?
- What types of training and on-going coaching takes place to support staff?
- How are staff held accountable and what metrics are in place to measure productivity?
- If no metrics are in place, what metrics should be implemented?
- Make recommendations based on the review of the most effective solutions for the organization.

Consultants will provide written short-term and long-term strategic plans and goals for The Brien Center to use as a working tool for continuous improvement. Consultants will also meet with The Brien Center senior leadership and the Board to review their report and recommendations.

## **8. Minimum Qualifications**

To be eligible for consideration, brokers must meet the following criteria:

References: A strong portfolio of successful engagements and positive references from previous clients in the healthcare sector, particularly in Massachusetts.

Certifications: Relevant professional certifications from consultant team members, such as Healthcare Compliance (HC) through the Health Care Compliance Association (HCCA), Certified Healthcare Financial Professional (CHFP) from the Healthcare Financial Management Association (HFMA), Certified Revenue Cycle Representative (CRCR), or Certified Professional Coder (CPC) from the AAPC.

Technical Skills: In-depth knowledge of healthcare revenue cycle management systems, electronic health records (EHR), and other relevant IT systems. Familiarity with coding standards (ICD-10, CPT, HCPCS), billing software, and data analytics tools is essential.

Regulatory and Compliance Knowledge: A comprehensive understanding of healthcare regulations and compliance requirements, including HIPAA, CMS guidelines, payer-specific billing requirements, and Massachusetts state laws affecting healthcare billing and collections.

Change Management: Experience in change management, with the ability to guide organizations through short- and long-term strategic plans, transitions in processes, systems, and organizational culture.

Reputation: A track record of reliability, ethical practices, and customer satisfaction.

## 9. Proposal Requirements

The consultant engagement is to perform an assessment of current revenue cycle operations, staff, supporting systems functionality, and identify opportunities for both quick wins and longer-term process improvements, the proposal should include the following requirements:

Executive Summary: A brief overview of the consulting firm's understanding of the project scope and objectives.

Company Background: Detailed information about the consulting firm, including years in operation, core competencies, and specific experience in healthcare revenue cycle management assessments.

Approach and Methodology:

- A comprehensive description of the proposed approach and methodology for the assessment, including phases of the engagement, tools, and techniques to be used for data collection and analysis.
- Explanation of how the firm will assess the current state of revenue cycle operations, staff competencies, and system functionalities.
- Description of the process to identify both quick wins and longer-term process improvement opportunities.

Project Team: Profiles of the proposed project team members, highlighting their qualifications, experience relevant to the project, and specific roles and responsibilities within the project.

Project Plan and Timeline: A detailed project plan, including key milestones, deliverables, and timelines for each phase of the assessment.

An outline of the engagement's start and end dates, with key checkpoints and review meetings with the client. *The engagement end date must be June 30, 2024.*

Deliverables: Description of the deliverables to be provided upon completion of the assessment, including but not limited to:

- Comprehensive assessment report outlining current state, findings, and recommendations.
- Presentation of findings and recommendations to leadership/stakeholders.
- Action plan for implementing identified quick wins and a roadmap for longer-term improvements.

Client Responsibilities: Clear outline of the responsibilities of the client organization, including data provision, staff availability for interviews, and access to systems and documentation.

Pricing Structure: Detailed pricing structure for the engagement, including any fixed fees, hourly rates for additional work, and expenses.

References: Provide a minimum of three references from similar engagements, including contact information and a brief description of the project outcomes.

Terms and Conditions: Any standard terms and conditions for the engagement, including confidentiality agreements, cancellation policies, and payment terms.

Submission Instructions: Detailed instructions on how to submit the proposal, including submission deadline, required formats, and contact information for submission.

## **10. Submission of Proposal Instructions**

Proposals should be presented in a clear and organized manner, following the structure outlined in this RFP. The following questions must be answered and customized to The Brien Center in your proposal.

Firm Foundation: Briefly describe the consultant's history, number of employees, location, and years in existence. Describe your market experience in Massachusetts, the Northeast and nationally in the marketplace. Describe the financial status of your firm. Describe your experience in providing consulting services to companies of comparable size and complexity in the Massachusetts behavioral health care services arena like The Brien Center. Please provide proof of licensing and relevant certifications.

Account Service: What is your company service philosophy? Can your firm support organizations the size of the Brien Center?

Legislative Compliance: Describe your resources for remaining current on legislative and regulatory developments. Do you have in-house compliance experts and legal advisors who provide counsel to your clients? Please describe their qualifications. Describe specific resources you have in place to assist clients with the compliance of health care reform.

Data Analysis: What resources do you use to analyze data? What is your mechanism to encrypt data and what mechanism do you prefer to transfer HIPAA sensitive data and other reports.

Additional Services: What resources do you use for benchmarking? How does your firm address the needs of a diverse workforce? Describe your firm's data analytics capabilities. Describe the methods you employ to disseminate information about current trends, innovation, and emerging hot topics.

Services and Selection: If your firm is selected, how would you assist us with the transition of services, including communications, strategy development, implementation, and measurements/trends? Please provide details.

Diversity, Equity, and Inclusion: Our organization is committed to its core values in support of creating business relationships with local vendors from systemic and historically marginalized backgrounds:

- BIPOC owned.
- LGBTQIA+ owned.
- Veteran owned.
- Women owned.
- Indigenous People owned.
- People with disabilities owned.

We want to ensure that maximum opportunities exist for such business associates and vendors who also support these values by:

- Developing partnerships between diverse and marginalized vendors that result in lasting business relationships.
- Maintaining a high standard of quality in all products and services provided.
- Promote diversification of contractor vendors through working with organizations that value increased opportunities to work with local and diverse vendors.

Could you please elaborate how your company participates in these important topics and issues within your operations and services? How do these initiatives contribute to fostering an inclusive environment, and could you share any outcomes or impacts these efforts have had?

Compensation: Describe how you would prefer to be compensated (i.e. fee for service, monthly payment, ACH, etc.). What is your proposed fee? Please provide a detailed scope of services list indicating the services included in your proposed fee. Provide any applicable performance guarantees you can provide if you are selected as our consultant.

References: Provide at least three references of current clients who are similar to The Brien Center with respect to size and complexity including company name, address, contact name/title, and contact telephone number.

## 11. Selection Process

**Proposals will be evaluated based on:**

Evaluation Criteria: Criteria for how proposals will be evaluated include experience, approach, team qualifications, cost, and references.

Experience: Experience with organizations of similar size and needs of The Brien Center, as well as the experience of consultant members.

Specific experience and understanding of the healthcare sector, especially Massachusetts Behavioral Healthcare.

Approach: Performance of an assessment of current revenue cycle operations, which should be comprehensive, data-driven, and strategic. A thorough understanding and mapping of the existing revenue cycle processes, involving a detailed analysis of each step from patient registration and service delivery to billing and collections.

Following the assessment, the consultant's approach should pivot to prioritizing findings based on their impact on financial performance, patient satisfaction, and operational efficiency.

Finally, the approach should be collaborative, working closely with the organization's leadership and staff to ensure buy-in and foster a culture of continuous improvement.

Cost Competitiveness: Competitive pricing and value for money.

Service Quality: Quality of support and services proposed.

Following a review and evaluation of the submitted proposals, The Brien Center anticipates inviting finalists to meet with select members of the Revenue Cycle Management Selection Team. The Team will select one of the vendors and make a recommendation to the Chief Executive Officer. The agreement with the selected vendor will be signed by the Senior Vice President for Finance and Administration.

## 12. Terms and Conditions

### General Terms

Confidentiality: All proposals and communications will be treated as confidential.

Compliance: The selected consultant must comply with all applicable laws and regulations.

Contractual Agreement: A contractual agreement will be established with the selected consultant, outlining the terms of service, payment, and other conditions.



**Disclaimer**

All proposals and related materials become the property of The Brien Center and may be returned only at its option.

The Brien Center is not obligated to accept any proposal or to negotiate with any proposal, and to cancel or modify the RFP process at any time. All transactions are subject to the final approval of The Brien Center who reserves the right to reject any or all proposals without cause for liability.

All costs directly or indirectly related to responding to this RFP (including all costs incurred in supplementary documentation, information, or presentation) will be borne by the proposer.