



Request for Qualifications

SMRT is requesting consultants to submit qualifications to assess the overall operations of Our Island Home (OIH) and to develop and analyze options for a future state operational model. Our Island Home is a town-owned and -managed 45-bed skilled nursing facility located in the town of Nantucket. The operational assessment and future state options study will support SMRT's work to determine the appropriate program and design for either renovation/expansion or replacement of the existing Our Island Home facility.

SMRT is an architectural/engineering/planning firm retained by the Town of Nantucket to study the Our Island Home facility. For more information about SMRT, visit www.smrinc.com.

Background:

The existing OIH facility opened in 1981 as a skilled nursing care facility, housing 45 residents. Much of the original construction remains today, representing a traditional medical/institutional nursing home model. The predominant room type is semi-private with shared bathrooms. The existing facility does not support a contemporary standard of care for elderly residents. Although the facility is reasonably well maintained, most of its systems are extended far beyond their useful life and require replacement.

In June 2015 the Town of Nantucket retained SMRT to conduct a feasibility study for the renovation/expansion or relocation/replacement of Our Island Home. SMRT's scope of work included a programmatic and physical assessment of the existing facility and site, as well as an analysis of alternate site locations on Nantucket Island for a replacement facility if reuse of the existing facility was deemed unfeasible. SMRT's scope of work included the following:

1. Assessment of the existing infrastructure at the Our Island Home (OIH) facility at 9 East Creek Road, Nantucket, MA, including architectural, mechanical, electrical, and site components
2. Development of an "ideal" program and prototype floor plan for a contemporary 45-bed nursing facility reflecting the current "small house model"
3. Study of the feasibility of renovating and expanding the existing facility to support the ideal program and prototype floor plan
4. Assessment of other sites on the island for the potential relocation of the OIH facility

The conclusion of the feasibility study recommended construction of a new 45-bed facility on a new site [Sherburne Commons]. At the November 2015 Special Town Meeting, the Town voted to advance the study to a more in-depth consideration of the OIH operational model and pursue the development of architectural plans to support the preferred new care model to be located at either the existing site or the Sherburne Commons site.

The Town of Nantucket has asked SMRT to manage the process of procuring an operational consultant to study OIH current state operations and to propose options for a future state model taking into consideration: financial performance and reimbursement models, staffing, demographics, culture change and the optimal resident experience.

Long-Term Care - Operational Consultant Scope of Services:

The following scope of services is prepared for your review and response.

1. Current State Assessment

- Medicare/Medicaid Pro-Forma
- Staffing Assessment
- Program Assessment
- Care Model Assessment
- Resident Experience

2. Future State Options

- Demographic Projections including Bed Needs for Special Populations
 - Skilled Nursing (General)
 - Geri-Psych
 - Memory Care
 - Special Needs (Including Bariatric)
- Care Models
 - Medical/Institutional
 - "Small House"
 - Blended models
- Staffing Models
- Culture Change Programs
- Resident Experience
- Opportunities and constraints established by the Commonwealth of Massachusetts nursing home licensing and certification that will impact care model, staffing ratios, unit size etc.
- Specific Massachusetts State Requirements for Medicaid and Medicare reimbursement
- Financial Pro-Forma for options identified

3. Other Considerations

In addition to evaluating the current and future state options for OIH outlined above, the scope of services includes the following 3 considerations:

- Consideration of the viability of partnering with Sherburne Commons (local not-for-profit assisted living community)
- Consideration of the feasibility/advisability of bringing in an outside private operator
- Consideration of expanding home health programs on the island to provide community members support in their homes rather than moving them at OIH

Submission Requirements:

Your submission should, at a minimum, address the following:

1. Firm Profile

- a. Provide a general description of your firm and services provided; location and number of employees in the office(s) executing the work.

2. Experience
 - a. Provide 5 examples of relevant projects in the Northeast. For each project indicate general scope, date of completion and client references with contact information. Specific experience in Massachusetts is highly desirable.
3. Project Team
 - a. Provide a list of team members and their relevant qualifications. Please include resumes and intended roles and responsibilities.
4. Project Approach and Schedule (3 pages maximum)
 - a. Describe your approach for executing the scope of work outlined above. How will you effectively engage with SMRT and OIH administrators and the Town of Nantucket during the process? What tools will you use for documentation?
 - b. Describe you anticipated schedule for executing the work. Assuming a start date of January 18, what is your estimated completion date?

Review Criteria:

1. Proposed team expertise and capabilities
2. Experience with similar projects
3. Knowledge of Commonwealth of Massachusetts skilled nursing home regulations and reimbursement requirements
4. Knowledge of industry trends in long-term-care delivery

Timeline:

December 21, 2015	RFQ issued
January 7, 2016	Submissions due
Week of January 11, 2016	Phone interviews, award and contract terms established
Week of January 18, 2016	Start work

Proposal Delivery:

Your qualification submission is due **4:00 pm EST on January 7, 2016**. Please submit one electronic copy to Deborah Rumery, drumery@smrtinc.com.

General Provisions:

SMRT reserves the right to waive any irregularities and reject any and all submissions.

The submission and any subsequent contract for services shall be governed by applicable Massachusetts law.

Questions:

Questions regarding this request for qualifications should be made in writing and directed to Deborah Rumery, drumery@smrtinc.com and copied to Ellen Belknap, ebelknap@smrtinc.com.

Thank you for your interest in the project; we look forward to receiving your qualification submission.