GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICE
MULTIPLE AWARD SCHEDULE
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST

FSC GROUP: PROFESSIONAL SERVICES AND
INFORMATION TECHNOLOGY CATEGORIES
FSC CLASS: 6910, D399, R408, R704, 7A21, DA01

Contract Number: GS-00F-146DA
For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov

Huron Consulting Services LLC
550 West Van Buren Street
Chicago, IL 60607
Phone: (312) 583-8700
Fax: (312) 583-8701
www.huronconsultinggroup.com
POC for Contract Administration: Amanda Bonser, abonser@huronconsultinggroup.com

Business Size / Status: Other than Small Business
Period Covered by Contract: May 12, 2016 – May 11, 2026

Pricelist current through Modification PS-0030, dated April 25, 2022

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage®, a menu-driven database system. The INTERNET address GSA Advantage® is: GSAAAdvantage.gov.
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CUSTOMER INFORMATION

1a. Table of Awarded Special Item Numbers (SINs):
   Please refer to page #3 and GSA eLibrary (www.gsaelibrary.gsa.gov) for detailed SIN descriptions
   SIN 541611 / 541611 RC, Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
   SIN 611430 / 611430 RC, Professional and Management Development Training
   SIN 333318TDTM / 333318TDTM RC, Off-the-Shelf Training Devices and Training Materials
   SIN 511210 / 511210 STLOC / 511210 RC, Software Licenses
   SIN 54151HEAL / 54151HEAL RC / 54151HEAL STLOC, Health Information Technology Services
   SIN 54151S / 54151S STLOC / 54151S RC, Information Technology Professional Services
   SIN OLM / OLM RC / OLM STLOC, Order Level Materials (OLM)

1b. Lowest Priced Model Number and Lowest Price: Please refer to our rates beginning on page #9
1c. Labor Category Descriptions: Please refer to page #12

2. Maximum Order:
   SIN 541611, 611430, and 333318TDTM: $ 1,000,000
   SIN 511210, 54151HEAL, and 54151S: $ 500,000
   SIN OLM: $ 250,000
   Note: Agencies may place, and contractor may honor, orders exceeding this limit in accordance with FAR 8.404

3. Minimum Order: $ 100.00

4. Geographic Coverage: Domestic and Overseas

5. Point of Production: Not Applicable

6. Discount from List Price: All Prices Herein are Net

7. Quantity Discounts:
   Huron will offer multi-facility health systems discounted rates on MyRounding® software at the following intervals and these discounts are offered to GSA if the number of facilities is met:
   
<table>
<thead>
<tr>
<th>Number of Facilities</th>
<th>Quantity Discount</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4</td>
<td>0%</td>
</tr>
<tr>
<td>5-9</td>
<td>5%</td>
</tr>
<tr>
<td>10-19</td>
<td>10%</td>
</tr>
<tr>
<td>20+</td>
<td>15%</td>
</tr>
</tbody>
</table>
   
   Huron will offer the following quantity discounts on BOOKS from Firestarter Publishing:
   
<table>
<thead>
<tr>
<th>Number of Copies</th>
<th>Quantity Discount</th>
</tr>
</thead>
<tbody>
<tr>
<td>50-99</td>
<td>5%</td>
</tr>
<tr>
<td>100-249</td>
<td>10%</td>
</tr>
<tr>
<td>250+</td>
<td>20%</td>
</tr>
</tbody>
</table>
   
   SIN 54151S: Additional 3.5% discount on orders >$500K - $1.0M; 5.0% discount on orders >$1.0M

8. Prompt Payment Terms: Net 30 days. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9. Foreign Items: None

10a. Time of Delivery: As negotiated with Ordering Agency
10b. Expedited Delivery: Contact contractor for availability
10c. Overnight and 2-Day Delivery: Contact contractor for availability
10d. Urgent Requirement: Contact contractor for availability
11. F.O.B. Point: Destination

12a. Ordering Address: Huron Consulting Services LLC
Attn: GSA Orders
550 West Van Buren Street
Chicago, IL 60607

12b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.

13. Payment Address: Huron Consulting Services LLC
Attn: Accounts Receivable
550 West Van Buren Street
Chicago, IL 60607

14. Warranty Provision: Contractor’s standard commercial warranty Huron Rounding®, Patient Call Manager™, and Leader Evaluation Manager® software are covered by Huron Consulting Services LLC Software as a Service Agreement, included as an enclosure to this pricelist. Please refer to terms and conditions for SIN 54151S

15. Export Packing Charges: Not Applicable

16. Terms and conditions of rental, maintenance, and repair: Huron Rounding®, Patient Call Manager™, and Leader Evaluation Manager® software are covered under the Huron Software as a Service Agreement

17. Terms and conditions of installation (if applicable): Not Applicable

18a. Terms and conditions of repair parts indicating date of parts, price lists and any discounts from list prices: Not Applicable

18b. Terms and conditions for any other services (if applicable): Not Applicable

19. List of service and distribution points (if applicable): Not Applicable

20. List of participating dealers (if applicable): Not Applicable

21. Preventative maintenance (if applicable): Not Applicable

22a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants.): Not Applicable

22b. Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor’s website or other location). The EIT standards can be found at: www.Section508.gov/ For detailed information about Section 508 compliance, please review www.huronconsultinggroup.com.

23. Unique Entity Identifier (UEI) Number.: VCE5JFBRME47

24. Huron Consulting Services LLC is registered in the System for Award Management (SAM).
CONTRACT OVERVIEW

GSA awarded Huron Consulting Services LLC a Multiple Award Schedule (MAS) contract under the Professional Services and Information Technology Categories with contract number GS-00F-146DA and current option period May 12, 2021 – May 11, 2026. GSA may exercise up to two additional 5-year option periods. The contract allows for the placement of Firm Fixed Price or Time and Materials task orders using the labor categories and ceiling rates defined in the contract.

CONTRACT ADMINISTRATOR

Amanda Bonser, Managing Director
Huron Consulting Services LLC
550 West Van Buren Street
Chicago, IL 60607
Telephone: (678) 468-0221
Email: abonser@huronconsultinggroup.com

CONTRACT USE

This contract is available for use by all federal government agencies, as a source for Professional Services, for worldwide use. Executive agencies, other Federal agencies, mixed-ownership Government corporations, and the District of Columbia; government contractors authorized in writing by a Federal agency pursuant to 48 CFR 51.1; and other activities and organizations authorized by statute or regulation to use GSA as a source of supply may use this contract. Additionally, contractors are encouraged to accept orders received from activities within the Executive Branch of the Federal Government.

CONTRACT SCOPE

The contractor shall provide all resources including personnel, management, supplies, services, materials, equipment, facilities and transportation necessary to provide a wide range of professional services as specified in each task order. Services specified in a task order may be performed at the contractor’s facilities or the ordering agencies’ facilities. The government will determine the contractor’s compensation by any of several different methods (to be specified at the task order level) e.g., a firm-fixed price for services with or without incentives, labor hours or time-and-material.

SPECIAL ITEM NUMBER (SIN) DESCRIPTIONS

The Special Item Numbers (SINs) available under this contract provide services across the life cycle of a project. When task orders are placed, they must identify the SIN or SINs under which the task is being executed. Huron Consulting Services LLC has been awarded a contract by GSA to provide services under the following SINs. A full description of each SIN and examples of the types of work covered thereunder are provided below.

SIN 541611, Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services: Provide operating advice and assistance on administrative and management issues. Examples include strategic and organizational planning, business process improvement, acquisition and grants management support, facilitation, surveys, assessment and improvement of financial management systems, financial reporting and analysis, due diligence in validating an agency’s portfolio of assets and related support services, strategic financial planning, financial policy formulation and development, special cost studies, actuarial services, economic and regulatory analysis, benchmarking and program metrics, and business program and project management.

Inherently Governmental services as identified in FAR 7.503 or by the ordering agency are prohibited. It is the responsibility of the Contracting Officer placing the order to make this determination. Ordering activities must require prospective contractors to identify potential conflicts of interest and address those, prior to task order award.
Personal services as defined in FAR 37.104 are prohibited.

**SIN 611430, Professional and Management Development Training Services:** Services include offering an array of short duration courses and seminars for management and professional development. Training for career development may be provided directly to individuals or through employers' training programs, and courses may be customized or modified to meet the special needs of customers. Instruction may be provided in diverse settings, such as the establishment's or agency's training facilities, and through diverse means, such as correspondence, television, the Internet, or other electronic and distance-learning methods. The training provided may include the use of simulators and simulation methods.

Examples include Training Services that are instructor led Training or Web Based Training of Education Courses, Course Development and Test Administration, Learning Management, and Internships; Environmental Training Services in order to meet Federal mandates and Executive Orders; training of agency personnel to deal with media and media responses; Logistics Training Services related to system operations, automated tools for supply and value chain management, property and inventory management, distribution and transportation management, and maintenance of equipment and facilities; Audit & Financial training services related to course development and instruction required to support audit, review, financial assessment and financial management activities.

Any firm offering Defense Acquisition Workforce Improvement Act (DAWIA) and Federal Acquisition Certification in Contracting (FAC-C) Training for Acquisition Workforce Personnel will include an identify only DAWIA and FAC-C courses that have been deemed DAU equivalent or approved by the Federal Acquisition Institute (FAI).

NOTE: In accordance with OMB Policy Letter 05-01, civilian agencies must follow the course equivalency determinations accepted by the Defense Acquisition University (DAU) to ensure that core training is comparable across the workforce and qualifies for certification. When procuring FAC-C and DAWIA training for the audience identified below, the task order level Contracting Officer shall confirm that the courses being acquired are listed on one of the following websites: https://www.fai.gov/drupal/certification/verified-contracting-course-vendor-listing OR http://icatalog.dau.mil/appg.aspx (click on commercial vendors). Training Audience-Acquisition professionals interested in completing FAC-C or DAWIA

**SIN 333318TDTM, Off-the-Shelf Training Devices and Training Materials:** Off-the-Shelf Training Devices: Proposed training devices shall be commercially-available off-the-shelf training devices to include software programs, teaching machines and devices, simulators such as driving simulators, flight simulators, etc., prepared printed instructional material, medical models and simulators, prepared audio and visual instruction material and multimedia program kits. Customizable Training Devices: Proposed customized training devices and simulators shall be in addition to the or the result of planning, designing, and/or producing customized training products that include but are not limited to print, audio/visual, audio, digital formats and emerging technologies. Proposed training devices, print materials, audio-visual and multimedia formats, electronic media, etc., shall directly train students in a specific subject matter(s) or assist in the training of a specific subject matter(s). Customizable Training Devices/Materials: Proposed off-the-shelf devices and simulators may be customized to customer specifications via a scope of work and priced on a firm fixed price or labor hour basis.

**SIN 511210, Software Licenses:** Includes both term and perpetual software licenses and maintenance.

**SIN 54151HEAL, Health Information Technology Services:** Includes a wide range of Health IT services to include connected health, electronic health records, health information exchanges, health analytics, personal health information management, innovative Health IT solutions, health informatics, emerging Health IT research, and other Health IT services.
SIN 54151S, Information Technology Professional Services: IT Professional Services and/or labor categories for database planning and design; systems analysis, integration, and design; programming, conversion and implementation support; network services, data/records management, and testing.

SIN OLM, Order Level Materials: OLMs are supplies and/or services acquired in direct support of an individual task or delivery order placed against a Schedule contract or BPA. OLM pricing is not established at the Schedule contract or BPA level, but at the order level. Since OLMs are identified and acquired at the order level, the ordering contracting officer (OCO) is responsible for making a fair and reasonable price determination for all OLMs.

OLMs are procured under a special ordering procedure that simplifies the process for acquiring supplies and services necessary to support individual task or delivery orders placed against a Schedule contract or BPA. Using this new procedure, ancillary supplies and services not known at the time of the Schedule award may be included and priced at the order level.

OLM SIN-Level Requirements/Ordering Instructions:

OLMs are:

- Purchased under the authority of the FSS Program
- Unknown until an order is placed
- Defined and priced at the ordering activity level in accordance with GSAR clause 552.238-115 Special Ordering Procedures for the Acquisition of Order-Level Materials. (Price analysis for OLMs is not conducted when awarding the FSS contract or FSS BPA; therefore, GSAR 538.270 and 538.271 do not apply to OLMs)
- Only authorized for use in direct support of another awarded SIN.
- Only authorized for inclusion at the order level under a Time-and-Materials (T&M) or Labor-Hour (LH) Contract Line Item Number (CLIN)
- Subject to a Not To Exceed (NTE) ceiling price

OLMs are not:

- Open Market Items.
- Items awarded under ancillary supplies/services or other direct cost (ODC) SINs (these items are defined, priced, and awarded at the FSS contract level)

OLM Pricing:

- Prices for items provided under the Order-Level Materials SIN must be inclusive of the Industrial Funding Fee (IFF).
- The value of OLMs in a task or delivery order, or the cumulative value of OLMs in orders against an FSS BPA awarded under an FSS contract, cannot exceed 33.33%.

NOTE: When used in conjunction with a Cooperative Purchasing eligible SIN, this SIN is Cooperative Purchasing Eligible.
INSTRUCTIONS FOR PLACING ORDERS FOR SERVICES BASED ON GSA SCHEDULE HOURLY RATES

GSA provides a streamlined, efficient process for ordering the services you need. GSA has already determined that Huron Consulting Services LLC meets the technical requirements and that our prices offered are fair and reasonable. Agencies may use written orders, facsimile orders, credit card orders, blanket purchase agreement orders or individual purchase orders under this contract.

If it is determined that your agency needs an outside source to provide Professional Services, follow these simple steps:

<table>
<thead>
<tr>
<th>Orders under the Micro-Purchase Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Select the contractor best suited for your needs and place the order.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Orders in-between the Micro-Purchase Threshold and the Simplified Acquisition Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Prepare a SOW or Performance Work Statement (PWS) in accordance with FAR 8.405-2(b).</td>
</tr>
<tr>
<td>• Prepare and send the RFQ (including SOW and evaluation criteria) to at least three GSA Schedule contractors.</td>
</tr>
<tr>
<td>• Evaluate, then make a &quot;Best Value&quot; determination.</td>
</tr>
<tr>
<td>Note: The ordering activity should request GSA Schedule contractors to submit firm-fixed prices to perform the services identified in the SOW.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Orders over the Simplified Acquisition Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Prepare the RFQ (including the SOW and evaluation criteria) and post on eBuy to afford all Schedule contractors the opportunity to respond, or provide the RFQ to as many Schedule contractors as practicable, consistent with market research, to reasonably ensure that quotes are received from at least three contractors.</td>
</tr>
<tr>
<td>• Seek price reductions.</td>
</tr>
<tr>
<td>• Evaluate all responses and place the order, or establish the BPA with the GSA Schedule contractor that represents the best value (refer to FAR 8.405-2(d)).</td>
</tr>
<tr>
<td>Note: The ordering activity should request GSA Schedule contractors to submit firm-fixed prices to perform the services identified in the SOW.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Developing a Statement of Work (SOW)</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the SOW, include the following information:</td>
</tr>
<tr>
<td>• Work to be performed,</td>
</tr>
<tr>
<td>• Location of work,</td>
</tr>
<tr>
<td>• Period of performance;</td>
</tr>
<tr>
<td>• Deliverable schedule, and</td>
</tr>
<tr>
<td>• Special standards and any special requirements, where applicable.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preparing a Request for Quote (RFQ)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Include the SOW and evaluation criteria;</td>
</tr>
<tr>
<td>• Request fixed price, ceiling price, or, if not possible, labor hour or time and materials order;</td>
</tr>
<tr>
<td>• If preferred, request a performance plan from contractors and information on past experience; and include information on the basis for selection.</td>
</tr>
<tr>
<td>• May be posted on GSA’s electronic RFQ system, eBuy</td>
</tr>
</tbody>
</table>

For more information related to ordering services, go to [http://www.gsa.gov/schedules-ordering](http://www.gsa.gov/schedules-ordering) and client “Ordering Information.” Also see summary guidelines in the Multiple Award Schedule (MAS) Desk Reference Guide, Ordering Procedures.
BLANKET PURCHASE AGREEMENT

Ordering activities may establish BPAs under any schedule contract to fill repetitive needs for supplies or services. BPAs may be established with one or more schedule contractors. The number of BPAs to be established is within the discretion of the ordering activity establishing the BPAs and should be based on a strategy that is expected to maximize the effectiveness of the BPA(s). In determining how many BPAs to establish, consider:

- The scope and complexity of the requirement(s);
- The need to periodically compare multiple technical approaches or prices;
- The administrative costs of BPAs; and
- The technical qualifications of the schedule contractor(s).

Establishment of a single BPA, or multiple BPAs, shall be made using the same procedures outlined in 8.405-1 or 8.405-2. BPAs shall address the frequency of ordering, invoicing, discounts, requirements (e.g. estimated quantities, work to be performed), delivery locations, and time.

When establishing multiple BPAs, the ordering activity shall specify the procedures for placing orders under the BPAs.

Establishment of a multi-agency BPA against a Federal Supply Schedule contract is permitted if the multi-agency BPA identifies the participating agencies and their estimated requirements at the time the BPA is established.

Ordering from BPAs:
Single BPA. If the ordering activity establishes one BPA, authorized users may place the order directly under the established BPA when the need for the supply or service arises.
Multiple BPAs. If the ordering activity establishes multiple BPAs, before placing an order exceeding the micro-purchase threshold, the ordering activity shall:

- Forward the requirement, or statement of work and the evaluation criteria, to an appropriate number of BPA holders, as established in the BPA ordering procedures; and
- Evaluate the responses received, make a best value determination (see 8.404(d)), and place the order with the BPA holder that represents the best value.

BPAs for hourly rate services. If the BPA is for hourly rate services, the ordering activity shall develop a statement of work for requirements covered by the BPA. All orders under the BPA shall specify a price for the performance of the tasks identified in the statement of work.

Duration of BPAs. BPAs generally should not exceed five years in length, but may do so to meet program requirements. Contractors may be awarded BPAs that extend beyond the current term of their GSA Schedule contract, so long as there are option periods in their GSA Schedule contract that, if exercised, will cover the BPA’s period of performance.

Review of BPAs:
The ordering activity that established the BPA shall review it at least once a year to determine whether:

- The schedule contract, upon which the BPA was established, is still in effect;
- The BPA still represents the best value (see 8.404(d)); and
- Estimated quantities/amounts have been exceeded and additional price reductions can be obtained.

The ordering activity shall document the results of its review.
## SUMMARY OF AWARDED GSA RATES

### LABOR RATES

<table>
<thead>
<tr>
<th>SIN</th>
<th>Labor Category</th>
<th>Unit of Issue</th>
<th>GSA Price w.IFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>541611</td>
<td>Managing Director</td>
<td>HR</td>
<td>$385.51</td>
</tr>
<tr>
<td>541611</td>
<td>Senior Director / Senior Project Manager</td>
<td>HR</td>
<td>$332.37</td>
</tr>
<tr>
<td>541611</td>
<td>Director / Project Manager</td>
<td>HR</td>
<td>$280.66</td>
</tr>
<tr>
<td>541611</td>
<td>Manager</td>
<td>HR</td>
<td>$219.17</td>
</tr>
<tr>
<td>541611</td>
<td>Associate</td>
<td>HR</td>
<td>$161.56</td>
</tr>
<tr>
<td>541611</td>
<td>Analyst</td>
<td>HR</td>
<td>$116.23</td>
</tr>
<tr>
<td>541611 / 611430</td>
<td>Coach (&lt;100 beds)</td>
<td>DAY</td>
<td>$5,379.60</td>
</tr>
<tr>
<td>541611 / 611430</td>
<td>Coach (100+ beds)</td>
<td>DAY</td>
<td>$9,426.20</td>
</tr>
<tr>
<td>541611 / 611430</td>
<td>Account Leader (&lt;100 beds)</td>
<td>DAY</td>
<td>$6,236.52</td>
</tr>
<tr>
<td>541611 / 611430</td>
<td>Account Leader (100+ beds)</td>
<td>DAY</td>
<td>$10,949.62</td>
</tr>
<tr>
<td>541611 / 611430</td>
<td>Validation Coach</td>
<td>DAY</td>
<td>$5,123.43</td>
</tr>
<tr>
<td>541611 / 611430</td>
<td>Physician Coach</td>
<td>DAY</td>
<td>$11,788.41</td>
</tr>
<tr>
<td>541611 / 611430</td>
<td>National Speaker</td>
<td>DAY</td>
<td>$11,788.41</td>
</tr>
<tr>
<td>54151HEAL</td>
<td>Health IT Application Implementation and Support Consultant</td>
<td>HR</td>
<td>$122.42</td>
</tr>
<tr>
<td>54151HEAL</td>
<td>Health IT Senior Application Implementation and Support Consultant</td>
<td>HR</td>
<td>$124.58</td>
</tr>
<tr>
<td>54151HEAL</td>
<td>Health IT Clinical Consultant</td>
<td>HR</td>
<td>$126.95</td>
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<tr>
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<td>Health IT Strategic Execution Consultant</td>
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<td>54151HEAL</td>
<td>Health IT Technical Consultant</td>
<td>HR</td>
<td>$113.35</td>
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<tr>
<td>54151HEAL</td>
<td>Health IT Director/Project Manager</td>
<td>HR</td>
<td>$154.16</td>
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<tr>
<td>54151HEAL</td>
<td>Health IT Senior Director/Senior Project Manager</td>
<td>HR</td>
<td>$167.76</td>
</tr>
</tbody>
</table>

### LABOR RATES – SIN 54151S, LABOR RATES

<table>
<thead>
<tr>
<th>SIN</th>
<th>LABOR CATEGORY TITLE</th>
<th>GSA Hourly Rates inclusive of IFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>54151S</td>
<td>Associate Consultant</td>
<td>Year 6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4/21/21</td>
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<tr>
<td>54151S</td>
<td>$84.45</td>
<td>$86.73</td>
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<td>$180.18</td>
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<tr>
<td>54151S</td>
<td>$253.37</td>
<td>$260.21</td>
</tr>
</tbody>
</table>
## TRAINING COURSES

<table>
<thead>
<tr>
<th>SIN</th>
<th>Course Title</th>
<th>Unit of Issue</th>
<th>Location</th>
<th>GSA Price w.IFF</th>
</tr>
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<tbody>
<tr>
<td>611430</td>
<td>Studer Group Conference Seat</td>
<td>person</td>
<td>Contractor Facility</td>
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</tr>
<tr>
<td>611430</td>
<td>Physician Leadership Development</td>
<td>person</td>
<td>Customer Facility</td>
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## IT PRODUCTS PRICELIST – SIN 511210, SOFTWARE LICENSES

<table>
<thead>
<tr>
<th>SIN</th>
<th>MANUFACTURER</th>
<th>PART NUMBER</th>
<th>SOFTWARE PRODUCT</th>
<th>GSA PRICE</th>
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<td>511210</td>
<td>Huron</td>
<td>LEM-1-69</td>
<td>Leader Evaluation Manager® (1-69 Beds)</td>
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<td>Leader Evaluation Manager® (600+ Beds)</td>
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<td>Huron</td>
<td>MLL-FF</td>
<td>Modified Learning Lab - Flat Fee</td>
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<td>LL</td>
<td>Learning Lab</td>
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<td>Huron Rounding Base Price (1- 25 staffed beds)</td>
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<td>Huron Rounding Base Price (26+ staffed beds)</td>
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<tr>
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<td>Huron</td>
<td>ROUND-BED-50</td>
<td>Huron Rounding per staffed bed fee (&gt; 50 beds), required in addition to Base Price</td>
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<td>ROUND-ADT</td>
<td>Huron Rounding ADT Setup Fee (1st EMR, &lt;$17,249 annual fee [base price+bed fee])</td>
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<td>Huron</td>
<td>ROUND-ADT-2</td>
<td>Huron Rounding ADT Setup Fee (1st EMR, Between $17,249 to $50,000 annual fee [base price+bed fee])</td>
<td>$10,881.61</td>
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<tr>
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<td>Huron</td>
<td>ROUND-ADT-3</td>
<td>Huron Rounding ADT Setup Fee (1st EMR, $50,000+ annual fee[base price+bed fee])</td>
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<tr>
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<td>Huron</td>
<td>ROUND-ADT-ADDTL</td>
<td>Huron Rounding ADT Setup Fee for each EMR after the 1st</td>
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<tr>
<td>511210</td>
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<td>PCM-1-6499</td>
<td>Patient Call Manager (1-6499 annual DCs) Renewal</td>
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<td>Patient Call Manager (6,500-21,999 DCs)</td>
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<td>Patient Call Manager (22,000-36,499 DCs)</td>
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<td>Patient Call Manager (53,000+ DCs)</td>
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<td>333318TDTM</td>
<td>&quot;I'm Sorry to Hear That…&quot;</td>
<td>Firestarter Publishing</td>
<td>$11.46</td>
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<td>333318TDTM</td>
<td>A Culture of High Performance</td>
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<td>Continuing Education Credits (CE)</td>
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<td>Firestarter Publishing</td>
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<tr>
<td>333318TDTM</td>
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<td>Firestarter Publishing</td>
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<td>333318TDTM</td>
<td>Excellence in the ED</td>
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<td></td>
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<tr>
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<td>$16.93</td>
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<td>333318TDTM</td>
<td>Hardwiring Excellence</td>
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<td>333318TDTM</td>
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<tr>
<td>333318TDTM</td>
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<td>Inspired Nurse Journal</td>
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<td>333318TDTM</td>
<td>Inspired Nurse Too</td>
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<td>333318TDTM</td>
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<td>Oh No…Not More of That Fluffy Stuff!</td>
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<td>333318TDTM</td>
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<td>333318TDTM</td>
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<td>333318TDTM</td>
<td>The Great Employee Handbook</td>
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<tr>
<td>333318TDTM</td>
<td>The Nurse Leader Handbook</td>
<td>Firestarter Publishing</td>
<td>$18.19</td>
<td></td>
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<td>333318TDTM</td>
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<td>333318TDTM</td>
<td>Wait a Hot Minute</td>
<td>Firestarter Publishing</td>
<td>$16.93</td>
<td></td>
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</table>
In accordance with its standard commercial practices, Huron Consulting Group may utilize the education / experience substitutions identified below when assigning personnel to work on a task order:

**Experience Substitutions Methodology:**

<table>
<thead>
<tr>
<th>High School Diploma + 4 years additional experience</th>
<th>Equals</th>
<th>Bachelor’s Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor’s Degree + 2 years additional experience</td>
<td>Equals</td>
<td>Master’s Degree</td>
</tr>
<tr>
<td>Master’s Degree + 3 years additional experience</td>
<td>Equals</td>
<td>Ph.D.</td>
</tr>
</tbody>
</table>

**Education Substitutions Methodology:**

- A Ph.D. may be substituted for three (3) years of required experience with a Master’s Degree or five (5) years with a Bachelor’s Degree.
- A Master’s Degree may be substituted for two (2) years of required experience with a Bachelor’s Degree.
- A Bachelor’s Degree may be substituted for four (4) years of required experience with a High School Diploma.

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**Validation Coach**

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree or equivalent combination of education and experience is required.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of five (5) years of work experience in healthcare, consulting or comparable experience is required.</td>
</tr>
</tbody>
</table>

**Functional Responsibilities**

Uses Evidence-Based Leadership℠ (EBL) principles to drive desired partner results by performing data collection and analyses, identifying issues, researching reports and metrics, and drawing supportable conclusions. Has expertise in one or more proprietary tactics or software applications and provides targeted onsite training on those areas with a client. Partners with Account Leaders to implement and validate EBL coaching by setting clear expectations for success through the sequenced work plan. Service package includes a live client coaching session with Validation Coach and all preparatory and follow-up activities conducted by Validation Coach and support resources. Preparatory activities include agenda creation, curriculum preparation, and administrative coordination. Post-visit activities include site visit report compilation, accountability tracking, and virtual support of coaching tactics and software accelerators.

---

**Coach (less than 100 beds)**

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree or equivalent combination of education and experience is required.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of five (5) years’ prior experience in a healthcare-related field, preferably with operational leadership and supervisory experience. A coach must have the ability to structure a client approach strategically, to work independently, and to organize his or her workload to provide reliable follow-through and meet timelines/deadlines. A Coach must build strong relationships at all levels in an organization, develop a full understanding of Studer Group practices and tools and communicate them effectively to foster client growth.</td>
</tr>
</tbody>
</table>

**Functional Responsibilities**

A Coach is accountable for successful client results and relationships. He or she serves as the subject-matter expert, demonstrating an understanding of and coaching competence in the areas of: leadership evaluation, leadership training, service excellence and accountability systems, collectively termed Evidenced Based Leadership℠. A Coach ensures client success by building a working relationship with an organization’s executive leaders and developing and implementing a sequenced work plan. He or she will navigate client leaders and teams at hospitals with <100 beds, with the primary coaching delivery method being virtual. This service package includes a live session with a Coach and all related activities using the Coach or support resources. To maximize the effectiveness of each session, preparatory work will occur, such as agenda creation, curriculum design, and administrative coordination. Many follow-up activities occur after the coaching session including measurement tracking and virtual support of tactics and tools.

---

**Coach (100 beds or more)**

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree or equivalent combination of education and experience is required.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of five (5) years’ prior experience in a healthcare-related field, preferably with operational leadership and supervisory experience. A coach must have the ability to structure a client approach strategically, to work independently, and to organize his or her workload to provide reliable follow-through and meet timelines/deadlines. A Coach must build strong relationships at all levels in an organization, develop a full understanding of Studer Group practices and tools and communicate them effectively to foster client growth.</td>
</tr>
</tbody>
</table>

---
| Functional Responsibilities | A Coach is accountable for successful client results and relationships. He or she serves as the subject-matter expert, demonstrating an understanding of and coaching competence in the areas of: leadership evaluation, leadership training, service excellence and accountability systems, collectively termed Evidenced Based Leadership℠. A Coach ensures client success by building a working relationship with an organization’s executive leaders and developing and implementing a sequenced work plan. He or she will navigate client leaders and teams at hospitals and health systems with 100+ beds by conducting on-site and virtual coaching. This service package includes a live session with a Coach and all related activities using the Coach or support resources. To maximize the effectiveness of each session, preparatory work will occur, such as agenda creation, curriculum design, and administrative coordination. Many follow-up activities occur after the coaching session including measurement tracking and virtual support of tactics and tools. |

| Account Leader (less than 100 beds) | Minimum Education | Bachelor’s degree or equivalent combination of education and experience is required. |
| Minimum Experience | Minimum of seven (7) years of healthcare or consulting background, preferably with operational leadership and supervisory experience, is required. |
| Functional Responsibilities | An Account Leader (AL) is the principal point of contact on an engagement, defining roles and managing the project team. The AL provides team oversight and may own client assignments. The AL is responsible for effective execution, ensuring successful implementation of proprietary training model and tactics by setting clear expectations and developing and implementing a sequenced work plan. As the chief client relationship management contact, the AL facilitates and navigates leaders and teams at hospitals with <100 beds by conducting primarily virtual coaching, managing relationships at the executive level, and generating positive client feedback as measured through the quality assurance process. An AL Day refers to the service package including the live coaching session with the client’s AL along with the preparatory and follow-up activities conducted using the AL or support resources. These activities include collaboration with client executives to understand and resolve client barriers and provide business recommendations. |

| Account Leader (100 beds or more) | Minimum Education | Bachelor’s degree or equivalent combination of education and experience is required. |
| Minimum Experience | Minimum of seven (7) years of healthcare or consulting background, preferably with operational leadership and supervisory experience, is required. |
| Functional Responsibilities | An Account Leader (AL) is the principal point of contact on an engagement, defining roles and managing the project team. The AL provides team oversight and may own client assignments. The AL is responsible for effective execution, ensuring successful implementation of proprietary training model and tactics by setting clear expectations and developing and implementing a sequenced work plan. As the chief client relationship management contact, the AL facilitates and navigates leaders and teams at hospitals and health systems with 100+ beds by conducting onsite coaching, managing relationships at the executive level, and generating positive client feedback as measured through the quality assurance process. An AL Day refers to the service package including the live coaching session with the client’s AL along with the preparatory and follow-up activities conducted using the AL or support resources. These activities include collaboration with client executives to understand and resolve client barriers and provide business recommendations. |

| National Speaker | Minimum Education | Bachelor’s degree or equivalent combination of education and experience is required. |
| Minimum Experience | Minimum of seven (7) years of healthcare or consulting background, preferably with operational leadership and supervisory experience, is required. A national speaker must possess ability to convey abstract and concrete ideas and tactics to impact individuals and organizations. |
### National Speaker

**Functional Responsibilities**
A National Speaker represents Studer Group and the Evidence-Based Leadership<sup>SM</sup> training approach in both client and non-client organizations. He or she is responsible for delivering compelling presentations ranging in length from a keynote address to a full-day training event. The Speaker coordinates with the client to ensure content and logistics align with desired outcomes while demonstrating speaking competence in the areas of service and operational excellence. The Speaker must provide the highest quality communication and administration to the client before, during, and after the event. This service package includes a full-day facilitated training event and preparatory and follow-up work conducted by the Speaker and support resources. Preparatory activities include presentation preparation, customization and planning calls. Post-visit activities include evaluation score compilation, distribution of training resources and coordination with the coaching team.

### Physician Speaker

**Minimum Education**
A medical degree (MD or DO) is required.

**Minimum Experience**
Minimum of seven (7) years as a physician within your specialty is required, as well as an extensive knowledge of physician practice operations. A physician speaker must possess ability to convey abstract and concrete ideas and tactics to impact individuals and organizations.

**Functional Responsibilities**
A Physician Speaker represents Studer Group and the Evidence-Based Leadership<sup>SM</sup> training approach in both client and non-client organizations. He or she is responsible for delivering compelling presentations ranging in length from a keynote address to a full-day facilitated training event. The Speaker coordinates with the client to ensure content and logistics align with desired outcomes while demonstrating speaking competence in the areas of service, clinical, and operational excellence. The Speaker must provide the highest quality communication and administration to the client before, during, and after the event. This service package includes full-day facilitated training event and preparatory and follow-up activities conducted by the Speaker and support resources. Preparatory activities include presentation preparation and planning calls. Post-visit activities include evaluation score compilation, distribution of training resources and coordination with the coaching team.

### Physician Coach

**Minimum Education**
A medical degree (MD or DO) is required.

**Minimum Experience**
Minimum of seven (7) years as a physician within practicing specialty is required, as well as an extensive knowledge of physician practice operations.

**Functional Responsibilities**
Instrumental in helping clients achieve results. The ability to understand and work with employed and affiliated providers in both a hospital and in medical group or practice settings is required. Coach will conduct onsite assessments within client organization to create a comprehensive coaching plan and develop the knowledge of tools and tactics that are proven to improve physician alignment and engagement. Demonstrates competence in leadership evaluation and training, service excellence and accountability systems, collectively termed Evidence-Based Leadership<sup>SM</sup>. This service package includes a live session with a Physician Coach and the preparatory and follow-up work conducted by the Coach and support resources. Preparatory activities include agenda creation, session preparation, and logistics coordination. Post-visit activities include report compilation, metric tracking, and virtual support of tactics and tools.

### Analyst

**Minimum Education**
Bachelor’s degree in Accounting, Business Administration, Computer Science, Finance, Economics, Engineering, Healthcare fields or related fields.

**Minimum Experience**
0 years of full-time professional training. A majority of Analysts are hired as recent college graduates or with minimal full-time professional experience.

**Functional Responsibilities**
The Analyst may provide services including data gathering, problem definition, organization of documents and electronic data, modeling and analytic support. The Analyst can also assist in creating and maintaining the engagement work product, as well as ensuring the quality standards related to the work product. The Analyst will respond to basic client inquiries and develop a working rapport with the client. The Analyst role supports the overall administration of the engagement.
## Associate

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree in Accounting, Business Administration, Computer Science, Finance, Economics, Healthcare, or related field is required.</th>
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</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of two (2) years of work experience in consulting, financial management, healthcare, or a related field is preferred.</td>
</tr>
<tr>
<td>Functional Responsibilities</td>
<td>The Associate creates, maintains, and reviews the work product while suggesting approaches and solutions for solving problems that arise within the engagement. The role also requires developing work plans, complex analyses, writing reports, and business case development. Strong industry and practice knowledge is demonstrated by the Associate. The Associate has heightened exposure with the client and develops client relationships on the engagement. The Associate may also conduct or participate in interviews with client contacts. The Associate develops solutions and client ready reports, and may prepare, support, and present findings to the client.</td>
</tr>
</tbody>
</table>

## Manager

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree in Accounting, Business Administration, Computer Science, Finance, Economics, Healthcare, or related field is required.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of five (5) years of work experience in consulting, healthcare or comparable experience is required.</td>
</tr>
<tr>
<td>Functional Responsibilities</td>
<td>The Manager takes on a leadership role in the engagement and is responsible for client deliverables, budgets, delegation of work, deadlines, and overall work product quality. The role manages day to day client interactions and effectively communicates with all levels of client personnel through status updates as well as resolves project and client concerns. The Manager develops work papers, provides quality control over the work product, evaluates data, and communicates the results to the team and client. The Manager is also responsible for identifying new issues and developing work plans to address those issues. Managers will assist in building cohesiveness across the team.</td>
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</table>

## Director / Project Manager

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree in Accounting, Business Administration, Computer Science, Finance, Economics, Healthcare, or related field is required.</th>
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</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of eight (8) years of work experience in consulting, healthcare or comparable experience is required.</td>
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<tr>
<td>Functional Responsibilities</td>
<td>The Director provides leadership and direction on engagements by serving in a project management capacity for all client deliverables including ensuring overall work product quality. The Director manages client relationships through a minimum of weekly interaction with the client in terms of status updates, review of deliverables, and feedback gathering on team performance. The Director actively develops the engagement team by acting in a coaching or mentoring relationship. The Director manages the budget and works closely with Managing Directors to oversee engagement profitability. The Director can also serve as a subject matter expert with strong industry and service line knowledge. The Director translates client needs and feedback into coherent project plans.</td>
</tr>
</tbody>
</table>

## Senior Director / Senior Project Manager

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree in Accounting, Business Administration, Computer Science, Finance, Economics, Healthcare, or related field is required.</th>
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</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of 10 years work experience in consulting, healthcare or comparable experience is required.</td>
</tr>
<tr>
<td>Functional Responsibilities</td>
<td>The Senior Director is able to independently serve as the senior project manager and as such effectively leverage our Managing Directors on critical engagement management functions including managing large integrated projects. The Senior Director is accountable for achievement of planned project results and managing project within scope. The Senior Director serves as leader of solution segments leveraging deep technical expertise, possibly in the role of a SME, to successfully complete project through proactive relationship building with clients to garner support for initiatives. He or she builds strong executive level relationships (CXO), manages project sponsor relationships and serves as a trusted business advisor for clients, generating positive client feedback as measured</td>
</tr>
</tbody>
</table>
### Senior Director / Senior Project Manager

through the QA process. The Senior Director could assume responsibility for Project Manager functions for large, multi-faceted engagements.

### Managing Director

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree in Accounting, Business Administration, Computer Science, Finance, Economics, Healthcare or related field is required.</th>
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</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of 12 years of experience or has served as a Managing Partner, Practice Leader, or Vice President in a past position, or has progressed through their career with Huron. The Managing Director will have experience with a broad range of services, and will bring credibility to Huron’s practices. The Managing Director will have had experience selling, delivering, and managing highly visible consulting engagements where clients have looked to this person to help solve complex matters.</td>
</tr>
<tr>
<td>Functional Responsibilities</td>
<td>The Managing Director will lead and grow the practice as well as contribute to the overall practice nationally. The position will develop superior client service and work with other Managing Directors and leverage their skills and industry expertise to their clients. The Managing Director will develop and hire professional staff to ensure the highest quality talent and expertise is provided as well provide leadership in creating solution sets that fit within the scope of their respective consulting practice. In some cases, the Managing Director will also provide senior SME experience.</td>
</tr>
</tbody>
</table>

### Health IT Application Implementation and Support Consultant

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of three years’ experience in healthcare, software and/or consulting is required. Experience includes implementation, support, upgrade or optimization of clinical, financial and/or administrative systems.</td>
</tr>
<tr>
<td>Functional Responsibilities</td>
<td>Member of a project team responsible for implementing new healthcare IT vendors or upgrade to existing vendor. The application consultant will complete application design, development, implementation, testing and support. The consultant will document the work completed and provide updates to the project manager. The consultant is responsible for developing and maintaining a strong, positive working relationship with the client, while escalating all areas of concern to the project manager. Relies on experience and judgement to plan and accomplish goals. Typically reports to the Project Manager.</td>
</tr>
</tbody>
</table>

### Health IT Senior Application Implementation and Support Consultant

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of five years’ work experience in healthcare, software and/or consulting is required. Experience includes implementation, support, upgrade or optimization of clinical, financial and/or administrative systems.</td>
</tr>
<tr>
<td>Functional Responsibilities</td>
<td>Member of a project team responsible for implementing new vendors or upgrade to existing vendor. The Senior Application Consultant will lead small teams in providing application design, development, implementation, testing and support. The consultant will document the work completed and provide updates to the project manager. The consultant is responsible for developing and maintaining a strong, positive working relationship with the client, while escalating all areas of concern to the project manager. Relies on experience and judgement to plan and accomplish goals. Typically reports to senior management.</td>
</tr>
</tbody>
</table>

### Health IT Clinical Consultant

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Registered Nurse or Allied Health Professional Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of five years’ work experience in healthcare consulting and/or clinical experience</td>
</tr>
<tr>
<td>Functional Responsibilities</td>
<td>The Clinical Consultant conducts workflow assessments focusing on people, process and technology and making recommendations to improve operations. The Clinical Consultant possesses the ability to conduct Readiness Assessments for Electronic Health Record (EHR) implementations.</td>
</tr>
</tbody>
</table>
### Health IT Strategic Execution Consultant

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of seven years’ work experience in health care consulting with prior experience holding senior level positions in health care organizations.</td>
</tr>
</tbody>
</table>

**Functional Responsibilities**
The Strategic Services Consultant will develop, review, and/or update client organizations’ IT strategic plans grounded in a deep understanding of governance, management, and operations. The position will provide excellent client service and work with other consultants in leveraging their combined skills and industry expertise for their clients. The Strategic Services Consultant will provide leadership in creating solution sets for cost-benefit analyses, vendor selections, and other executive-level projects fitting the scope of their consulting practice. In some cases, the Strategic Consultant will also provide senior SME experience.

### Health IT Technical Consultant

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of five years’ work experience in healthcare, software vendor and/or consulting environments.</td>
</tr>
</tbody>
</table>

**Functional Responsibilities**
The Technical Consultant will design, develop, and implement custom reports, applications and interfaces. They are experienced in extracting data and data warehousing and repositories. The Technical Consultant can also assist and/or lead data conversions during implementations or upgrades.

### Health IT Director / Project Manager

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree in Accounting, Business Administration, Computer Science, Finance, Economics, Healthcare, or related field is required.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of seven years of work experience in consulting, healthcare or comparable experience is required.</td>
</tr>
</tbody>
</table>

**Functional Responsibilities**
The Director provides leadership and direction on HIT engagements by serving in a project management capacity for all client deliverables including ensuring overall work product quality. The Director manages client relationships through a minimum of weekly interaction with the client in terms of status updates, review of deliverables, and feedback gathering on team performance. The Director actively develops the engagement team by acting in a coaching or mentoring relationship. The Director manages the budget and works closely with Managing Directors to oversee engagement profitability. The Director can also serve as a subject matter expert with strong industry and service line knowledge. The Director translates client needs and feedback into coherent project plans.

### Health IT Senior Director / Senior Project Manager

<table>
<thead>
<tr>
<th>Minimum Education</th>
<th>Bachelor’s degree in Accounting, Business Administration, Computer Science, Finance, Economics, Healthcare, or related field is required.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience</td>
<td>Minimum of eight years of work experience in consulting, healthcare or comparable experience is required.</td>
</tr>
</tbody>
</table>

**Functional Responsibilities**
The Senior Director is able to independently serve as the senior project manager and as such effectively leverage our Managing Directors on critical engagement management functions including managing large integrated HIT projects. The Senior Director is accountable for achievement of planned project results and managing project within scope. The Senior Director serves as leader of solution segments leveraging deep technical expertise, possibly in the role of a SME, to successfully complete project through proactive relationship building with clients to garner support for initiatives. He or she builds strong executive level relationships (CXO), manages project sponsor relationships and serves as a trusted business advisor for clients, generating positive client feedback as measured through the QA process. The Senior Director could assume responsibility for Project Manager functions for large, multi-faceted engagements.
Huron incorporates the following education and experience substitutions, which are a part of its standard commercial practices:

**Education and Experience Substitution Methodology:**

<table>
<thead>
<tr>
<th>Education/Substitution Methodology</th>
<th>Education Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School Diploma + 4 years additional experience</td>
<td>Bachelors Degree</td>
</tr>
<tr>
<td>Associates Degree + 2 years additional experience</td>
<td>Masters Degree</td>
</tr>
<tr>
<td>Bachelors Degree + 2 years additional experience</td>
<td>Ph.D.</td>
</tr>
</tbody>
</table>

**Education Substitution Methodology:**

- A Ph.D. may be substituted for three (3) years of required experience for positions requiring a Masters Degree or five (5) years with positions requiring a Bachelors Degree.
- A Masters Degree may be substituted for two (2) years of required experience with positions requiring a Bachelors Degree.
- A Bachelors Degree may be substituted for four (4) years of required experience with positions requiring a High School Diploma.
- An Associates Degree may be substituted for two (2) years of required experience with positions requiring a High School Diploma.
- Specialized software certifications may be substituted for two (2) years of experience.
- Project Management Professional (PMP) certification may be substituted for two (2) years of experience.

**Associate Consultant**

**Minimum Education:** Bachelors Degree  
**Minimum Experience:** Entry level position  
**Functional Responsibility:** The Associate Consultant applies their strong analytical and technical skills to assist in implementing information technology solutions. Analyzes solutions or leads small teams. Performs tasks which include, but are not limited to: reengineering current business process flows, developing and testing both functional and technical components of information systems, identifying and documenting functional requirements, developing project documentation, and preparing communications plans. Provides technical support to software development teams and the infrastructure team. Performs program management support tasks.

**Consultant for Business Intelligence (BI)**

**Minimum Education:** Bachelors Degree  
**Minimum Experience:** Two (2) years of experience  
**Functional Responsibility:** The Consultant for BI applies their highly technical and specialized experience in systems development related to Business Intelligence. Provides direction to project teams. Performs tasks which include, but are not limited to: developing functional and technical system designs, infrastructure design, solution development, system administration, database design, system testing, and user training. Leads teams in the development of system architectures. Assists in information system requirements. Develops and maintains technical documentation.

**Consultant for Enterprise Performance Management (EPM)**

**Minimum Education:** Bachelors Degree  
**Minimum Experience:** Two (2) years of experience  
**Functional Responsibility:** The Consultant for EPM applies their highly technical and specialized experience in systems development related to Enterprise Performance Management. Provides direction to project teams. Performs tasks which include, but are not limited to: developing functional and technical system designs, infrastructure design, solution development, system administration, database design, system testing, and user training. Leads teams in the development of system architectures. Assists in information system requirements. Develops and maintains technical documentation.
<table>
<thead>
<tr>
<th>Senior Consultant for Business Intelligence (BI)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Minimum Education:</strong></td>
<td>Bachelors Degree</td>
</tr>
<tr>
<td><strong>Minimum Experience:</strong></td>
<td>Four (4) years of experience</td>
</tr>
<tr>
<td><strong>Functional Responsibility:</strong></td>
<td>The Senior Consultant for BI applies their highly technical and specialized experience in systems development related to Business Intelligence. Provides direction and leads project teams. Performs tasks which include, but are not limited to: leading workstreams, developing functional and technical system designs, infrastructure design, solution development, system administration, database design, system testing, and user training. Leads teams through the entire project lifecycle for systems architecture and solution implementation. Leads information system requirements. Manages and maintains technical documentation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Senior Consultant for Enterprise Performance Management (EPM)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Minimum Education:</strong></td>
<td>Bachelors Degree</td>
</tr>
<tr>
<td><strong>Minimum Experience:</strong></td>
<td>Four (4) years of experience</td>
</tr>
<tr>
<td><strong>Functional Responsibility:</strong></td>
<td>The Senior Consultant for EPM applies their highly technical and specialized experience in systems development related to Enterprise Performance Management. Provides direction and leads project teams. Performs tasks which include, but are not limited to: leading workstreams, developing functional and technical system designs, infrastructure design, solution development, system administration, database design, system testing, and user training. Leads teams through the entire project lifecycle for systems architecture and solution implementation. Leads information system requirements. Manages and maintains technical documentation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Manager for Business Intelligence (BI)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Minimum Education:</strong></td>
<td>Bachelors Degree</td>
</tr>
<tr>
<td><strong>Minimum Experience:</strong></td>
<td>Five (5) years of experience</td>
</tr>
<tr>
<td><strong>Functional Responsibility:</strong></td>
<td>The Manager for BI applies their extensive management experience to lead information technology projects or complex task orders related to Business Intelligence. Uses highly specialized functional and technical expertise to define and implement the strategic vision. Responsible for the planning and management of day-to-day operations of projects. Assists clients in developing processes to streamline operations. Develops project budget and schedule to ensure on-time completion. Supports development of technical and user documentation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Manager for Enterprise Performance Management (EPM)</th>
<th></th>
</tr>
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<tbody>
<tr>
<td><strong>Minimum Education:</strong></td>
<td>Bachelors Degree</td>
</tr>
<tr>
<td><strong>Minimum Experience:</strong></td>
<td>Five (5) years of experience</td>
</tr>
<tr>
<td><strong>Functional Responsibility:</strong></td>
<td>The Manager for EPM applies their extensive management experience to lead information technology projects or complex task orders related to Enterprise Performance Management. Uses highly specialized functional and technical expertise to define and implement the strategic vision. Responsible for the planning and management of day-to-day operations of projects. Assists clients in developing processes to streamline operations. Develops project budget and schedule to ensure on-time completion. Supports development of technical and user documentation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Senior Manager for Business Intelligence (BI)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Minimum Education:</strong></td>
<td>Bachelors Degree</td>
</tr>
<tr>
<td><strong>Minimum Experience:</strong></td>
<td>Seven (7) years of experience</td>
</tr>
<tr>
<td><strong>Functional Responsibility:</strong></td>
<td>The Senior Manager for BI oversees Business Intelligence tasks of a highly complex nature. Responsible for assembling the task team and assigning individual responsibilities. Develops the work plan and ensures timely completion of the task's milestones and final acceptance. Monitors each assigned task and implements and assures adherence to task level quality and methodology standards. Regularly updates the Program Manager of all problems and accomplishments. Mitigates anticipated problems. Reviews and evaluates work of staff.</td>
</tr>
</tbody>
</table>
### Senior Manager for Enterprise Performance Management (EPM)

<table>
<thead>
<tr>
<th>Minimum Education:</th>
<th>Bachelors Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience:</td>
<td>Seven (7) years of experience</td>
</tr>
</tbody>
</table>

**Functional Responsibility:**
The Senior Manager for EPM oversees Enterprise Performance Management tasks of a highly complex nature. Responsible for assembling the task team and assigning individual responsibilities. Develops the work plan and ensures timely completion of the task's milestones and final acceptance. Monitors each assigned task and implements and assures adherence to task level quality and methodology standards. Regularly updates the Program Manager of all problems and accomplishments. Mitigates anticipated problems. Reviews and evaluates work of staff.

### Director for Business Intelligence (BI)

<table>
<thead>
<tr>
<th>Minimum Education:</th>
<th>Bachelors Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience:</td>
<td>Ten (10) years of experience</td>
</tr>
</tbody>
</table>

**Functional Responsibility:**
The Director for BI is responsible for the overall performance of a Business Intelligence program consisting of several task orders. Organizes, plans, directs, staffs, and coordinates the program. Manages contract and subcontract activities as the liaison interface with the Contracting Officer. Meets and confers with management and technical personnel regarding the status of specific contractor activities, problems, issues, or conflicts. Applies extensive experience and proven expertise in managing multi-task contracts. Provides thorough understanding and knowledge of the principles and methodologies associated with: program management, contractor management, and financial management. Applies knowledge in subcontractor management, quality assurance metrics, and configuration management tools.

### Director for Enterprise Performance Management (EPM)

<table>
<thead>
<tr>
<th>Minimum Education:</th>
<th>Bachelors Degree</th>
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**Functional Responsibility:**
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### Vice President / Executive for Business Intelligence (BI)

<table>
<thead>
<tr>
<th>Minimum Education:</th>
<th>Bachelors Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Experience:</td>
<td>Ten (10) years of experience</td>
</tr>
</tbody>
</table>

**Functional Responsibility:**
The VP/Executive for BI is responsible for the overall client satisfaction of a Business Intelligence program consisting of several task orders. Manages and builds program relations and vision to ultimately ensure client leadership expectations are both met and exceeded. Manages contract and subcontract financial strategies and quality assurance. Meets and confers with management and technical personnel regarding the status of specific contractor activities, problems, issues, or conflicts. Applies extensive experience and proven expertise in managing multi-task contracts. Provides thorough understanding and knowledge of the principles and methodologies associated with: client relations, quality assurance, financial management, program management, and contractor management. Applies knowledge in subcontractor management, quality assurance metrics, and key performance indicator management tools.
<table>
<thead>
<tr>
<th>Minimum Education:</th>
<th>Bachelors Degree</th>
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</thead>
<tbody>
<tr>
<td>Minimum Experience:</td>
<td>Ten (10) years of experience</td>
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<tr>
<td><strong>Functional Responsibility:</strong></td>
<td>The VP/Executive for EPM is responsible for the overall client satisfaction of a Enterprise Performance Management program consisting of several task orders. Manages and builds program relations and vision to ultimately ensure client leadership expectations are both met and exceeded. Manages contract and subcontract financial strategies and quality assurance. Meets and confers with management and technical personnel regarding the status of specific contractor activities, problems, issues, or conflicts. Applies extensive experience and proven expertise in managing multi-task contracts. Provides thorough understanding and knowledge of the principles and methodologies associated with: client relations, quality assurance, financial management, program management, and contractor management. Applies knowledge in subcontractor management, quality assurance metrics, and key performance indicator management tools.</td>
</tr>
</tbody>
</table>

**Service Contract Labor Standards:** The Service Contract Labor Standards (SCLS), formerly known as the Service Contract Act (SCA), is applicable to this contract as it applies to the entire Multiple Award Schedule (MAS) and all services provided. While no specific labor categories have been identified as being subject to SCLS/SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CRF 541.300), this contract still maintains the provisions and protections for SCLS/SCA eligible labor categories. If and/or when the contractor adds SCLS/SCA labor categories to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCLS/SCA matrix identifying the GSA labor category titles, the occupational code, SCLS/SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.
USA COMMITMENT TO PROMOTE SMALL BUSINESS PARTICIPATION PROCUREMENT PROGRAMS

PREAMBLE

Huron Consulting Services LLC provides commercial products and services to ordering activities. We are committed to promoting participation of small, small disadvantaged and women-owned small businesses in our contracts. We pledge to provide opportunities to the small business community through reselling opportunities, mentor-protégé programs, joint ventures, teaming arrangements, and subcontracting.

COMMITMENT

To actively seek and partner with small businesses.

To identify, qualify, mentor and develop small, small disadvantaged and women-owned small businesses by purchasing from these businesses whenever practical.

To develop and promote company policy initiatives that demonstrate our support for awarding contracts and subcontracts to small business concerns.

To undertake significant efforts to determine the potential of small, small disadvantaged and women-owned small business to supply products and services to our company.

To insure procurement opportunities are designed to permit the maximum possible participation of small, small disadvantaged, and women-owned small businesses.

To attend business opportunity workshops, minority business enterprise seminars, trade fairs, procurement conferences, etc., to identify and increase small businesses with whom to partner.

To publicize in our marketing publications our interest in meeting small businesses that may be interested in subcontracting opportunities.

We signify our commitment to work in partnership with small, small disadvantaged and women-owned small businesses to promote and increase their participation in ordering activity contracts. To accelerate potential opportunities please contact:

Amanda Bonser, Managing Director

Phone: (678) 468-0221

Email: abonser@hcg.com
(Insert Customer Name)

In the spirit of the Federal Acquisition Streamlining Act (ordering activity) and Huron Consulting Services LLC enter into a cooperative agreement to further reduce the administrative costs of acquiring commercial items from the General Services Administration (GSA) Federal Supply Schedule Contract GS-00F-146DA.

Federal Supply Schedule contract BPAs eliminate contracting and open market costs such as: search for sources; the development of technical documents, solicitations and the evaluation of offers. Teaming Arrangements are permitted with Federal Supply Schedule Contractors in accordance with Federal Acquisition Regulation (FAR) 9.6.

This BPA will further decrease costs, reduce paperwork, and save time by eliminating the need for repetitive, individual purchases from the schedule contract. The end result is to create a purchasing mechanism for the ordering activity that works better and costs less.

Signatures

Ordering Activity Date Huron Consulting Services LLC Date
BLANKET PURCHASE AGREEMENT

Pursuant to GSA Federal Supply Schedule Contract Number GS-00F-146DA, Blanket Purchase Agreements, Huron Consulting Services LLC agrees to the following terms of a Blanket Purchase Agreement (BPA) EXCLUSIVELY WITH (ordering activity):

1. The following contract items can be ordered under this BPA. All orders placed against this BPA are subject to the terms and conditions of the contract, except as noted below:

<table>
<thead>
<tr>
<th>MODEL NUMBER/PART NUMBER</th>
<th>*SPECIAL BPA DISCOUNT/PRICE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Delivery:

<table>
<thead>
<tr>
<th>DESTINATION</th>
<th>DELIVERY SCHEDULES / DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. The ordering activity estimates, but does not guarantee, that the volume of purchases through this agreement will be _________________________.

4. This BPA does not obligate any funds.

5. This BPA expires on _________________ or at the end of the contract period, whichever is earlier.

6. The following office(s) is hereby authorized to place orders under this BPA:

<table>
<thead>
<tr>
<th>OFFICE</th>
<th>POINT OF CONTACT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. Orders will be placed against this BPA via Electronic Data Interchange (EDI), FAX, or paper.

8. Unless otherwise agreed to, all deliveries under this BPA must be accompanied by delivery tickets or sales slips that must contain the following information as a minimum:

   (a) Name of Contractor;
   (b) Contract Number;
   (c) BPA Number;
   (d) Model Number or National Stock Number (NSN);
   (e) Purchase Order Number;
   (f) Date of Purchase;
   (g) Quantity, Unit Price, and Extension of Each Item (unit prices and extensions need not be shown when incompatible with the use of automated systems; provided, that the invoice is itemized to show the information); and
   (h) Date of Shipment.

9. The requirements of a proper invoice are specified in the Federal Supply Schedule contract. Invoices will be submitted to the address specified within the purchase order transmission issued against this BPA.

10. The terms and conditions included in this BPA apply to all purchases made pursuant to it. In the event of an inconsistency between the provisions of this BPA and the Contractor’s invoice, the provisions of this BPA will take precedence.
BASIC GUIDELINES FOR USING “CONTRACTOR TEAM ARRANGEMENTS”

Federal Supply Schedule Contractors may use “Contractor Team Arrangements” (see FAR 9.6) to provide solutions when responding to a ordering activity requirements.

These Team Arrangements can be included under a Blanket Purchase Agreement (BPA). BPAs are permitted under all Federal Supply Schedule contracts.

Orders under a Team Arrangement are subject to terms and conditions or the Federal Supply Schedule Contract.

Participation in a Team Arrangement is limited to Federal Supply Schedule Contractors.

Customers should refer to FAR 9.6 for specific details on Team Arrangements.

Here is a general outline on how it works:

- The customer identifies their requirements.
- Federal Supply Schedule Contractors may individually meet the customers needs, or -
- Federal Supply Schedule Contractors may individually submit a Schedules “Team Solution” to meet the customer’s requirement.
- Customers make a best value selection.
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Studer Group Conference Seat</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Course Description</strong></td>
<td>Studer Conferences are exciting interactive learning events that offer a fresh perspective from industry leading keynote speakers and focused sessions that share evidence-based methods to improve consistency, reduce variance, increase engagement, and create highly profitable organizations. These events are held at various times and locations across the country. Eligible for Continuing Education (CE) credits.</td>
</tr>
<tr>
<td><strong>Support Materials:</strong></td>
<td>All training materials included</td>
</tr>
<tr>
<td><strong>Course Length:</strong></td>
<td>Varies (generally 2-3 days)</td>
</tr>
<tr>
<td><strong>Minimum # Students:</strong></td>
<td>1</td>
</tr>
<tr>
<td><strong>Maximum # Students:</strong></td>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Title</th>
<th>Physician Leadership Development (PLD) Program</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Description</strong></td>
<td>The Physician Leadership Development (PLD) program provides physician leaders access to Studer Group physician experts and high-performing organizations through an accessible twelve-month working relationship to help build the skills necessary to maintain forward progress in your organization's journey to excellence by developing an on-site “expert” who can: drive implementation of proven, evidence-based practices, provide guidance and direction to senior leaders, support internal team members through training and development, cascade learnings and information to colleagues, serve as a subject matter expert for validation and verification of key tactics. PLD includes skill development sessions and workshops with our physician experts, regular coaching calls and monthly exercises, skill validation through a certification process, access to National Learning Lab of leading practices and innovative ideas, 2 conference seats, 3 books, training materials, 60 CEs and other resources.</td>
</tr>
<tr>
<td><strong>Support Materials:</strong></td>
<td>Includes Learning Lab access, two conference seats, three books, and other resources</td>
</tr>
<tr>
<td><strong>Program Length:</strong></td>
<td>12 months / 60 CEs</td>
</tr>
<tr>
<td><strong>Minimum # Students:</strong></td>
<td>1</td>
</tr>
<tr>
<td><strong>Maximum # Students:</strong></td>
<td>1</td>
</tr>
</tbody>
</table>
SOFTWARE AS A SERVICE AGREEMENT

This Software as a Service Agreement ("SaaS Agreement") is made this ___________ between Huron Consulting Services LLC, with an office located at 550 W. Van Buren Street, Chicago, Illinois 60607, on behalf of itself and its affiliates ("Service Provider") and <Client Name>, with an office located at <address> ("Client"). In consideration of the mutual promises set forth in this SaaS Agreement, the parties agree as follows:

1. SERVICES

1.1 Statements of Work. Service Provider will provide the services as specified in one or more Project Arrangement Letters or Statements of Work (each, a "SOW") executed by the parties and each of which will incorporate all of the terms and conditions of this SaaS Agreement as though fully set forth therein. For purposes of each SOW, the term “Client” will be limited to those authorized Client sites identified in the SOW, if applicable. A SOW together with this SaaS Agreement is referred to as the “Agreement.” In the event of a conflict between any of the terms of this SaaS Agreement and the terms of a SOW, the terms of the SOW shall prevail with respect to the services that are the subject of such SOW.

1.2 SaaS Service. Service Provider shall make available to Client those components of the Service Provider software as a service offering described in a SOW (the "SaaS Service"). Service Provider also shall provide to Client those user guides, documentation, and training materials (including any updates or amendments to such guides, documentation, and materials) regarding the SaaS Service made generally available by Service Provider to its Clients (the "Documentation").

1.3 Professional Services. If applicable, Service Provider shall use its commercially reasonable efforts to perform those professional services described in a SOW (the "Professional Services"), provided that Client shall assist Service Provider as reasonably necessary for Service Provider’s completion of the Professional Services, including without limitation providing to Service Provider all requested information.

1.4 Other Services. Service Provider may also provide to Client services other than the SaaS Service or Professional Services as described in a SOW (the "Other Services"). Such Other Services may include services provided by Service Provider on a subscription-based model or other pricing model. The SaaS Service, Professional Services and Other Services will collectively be referred to herein as the "Services".

1.5 Maintenance and Technical Support. Client agrees that Service Provider may install software updates and error corrections in the SaaS Service as Service Provider deems necessary from time to time, consistent with the terms of the SOW.

1.6 Suspension of Access to SaaS Service. Service Provider may suspend Client’s access to the SaaS Service at any time (a) in order to prevent damage to, or degradation of, Service Provider’s network integrity; (b) if Client has failed to pay any amounts for ten (10) days after their due date; (c) if Client has breached this Agreement in a way that affects Service Provider’s provision of the SaaS Service or infringes on Service Provider’s or a Supplier’s intellectual property rights; or (d) if Client violates applicable laws or governmental regulations or is subject to a court order requiring suspension, and Service Provider will not be liable for any resulting loss, damage or expense connected with such suspension. If suspended, Service Provider will promptly restore use of the SaaS Service to the Client after the event giving rise to the suspension has been resolved to Service Provider’s reasonable satisfaction. Any accounts that are restored after suspension due to Client’s failure to pay or breach may be subject to Service Provider’s then-current reactivation fees.

2. RIGHTS

Right to Use the SaaS Service. Subject to Client’s timely payment of all applicable fees, Service Provider hereby grants to Client, during the Term of the corresponding SOW, a non-exclusive, non-transferable (except to the extent otherwise expressly permitted by Section 8 (General) below), right and license to access and use the SaaS Service for internal business purposes and subject to any limitations which may be included in the applicable SOW. Client shall not allow access by or disclose the SaaS Service or Documentation to any third party, including but not limited to, other consultants, system service providers, outsourcers, or to any party that it should reasonably be aware may compete with Service Provider, except as expressly permitted by Service Provider after such third party enters into a confidentiality agreement with Service Provider that is acceptable to Service Provider. The SaaS Service includes unpublished software, trade secret and confidential or proprietary information of Service Provider or its licensors and is developed exclusively at private expense. The software is comprised of "commercial items", "commercial computer software" and "commercial computer software documentation" as defined in FAR 2.101, DFAR 252.227-7014(a)(1) and DFAR 252.227-7014(a)(5). Consistent with DFAR 227.7202 and FAR 12.212, any use, reproduction, display, or disclosure by the US Government shall be governed solely by the terms of this Agreement.

Use Restrictions. Client shall not and shall not assist anyone else to: (a) access and/or use the SaaS Service or the Documentation in order to design, create or build a service or product that is competitive with the SaaS Service, or which uses ideas, features or functions that are similar to the SaaS Service; (b) license, sublicense, sell, resell, resyndicate, transfer, assign, distribute, lease, rent, loan, or otherwise commercially exploit or make available to any third party the SaaS Service or the Documentation; or (c) use the SaaS Service for purposes of providing a service bureau; (d) modify, translate, or make derivative works based upon the SaaS Service or the Documentation or any part thereof, or directly or indirectly disassemble, decrypt, decompile, disassemble, reverse engineer, or otherwise attempt to discover the source code of the SaaS Service or any portion thereof or its underlying ideas, techniques or algorithms, including the review of data structures or similar materials produced by the SaaS Service; or (e) directly or indirectly export or re-export or access or use the SaaS Service or Documentation or any...
direct product of the SaaS Service outside of the United States of America in violation of the applicable export or import laws of any jurisdiction. Except as explicitly granted in this Agreement, Client shall have no rights with respect to the SaaS Service or the Documentation. Client acknowledges that any unauthorized use or disclosure of the SaaS Service or Documentation would cause Service Provider irreparable harm, and therefore, in addition to any other remedy available in law, Service Provider would be entitled to immediate injunctive relief, without showing any actual damages sustained, to prevent such disclosure or unauthorized use. Service Provider shall have no obligation to post a bond or otherwise provide security in connection with obtaining an injunction, specific performance, or other relief.

Proprietary Rights. The Services, the Service Provider Data (excluding any Client Content included therein), and any modifications, configurations, enhancements or derivative works thereof to any of the foregoing (including all intellectual property rights in or to any of the foregoing), are and shall remain the exclusive property of Service Provider and its licensors. No licenses or rights are granted to Client except for the limited rights expressly granted in this Agreement.

3. DATA

Client Content. Client hereby grants to Service Provider during the Term of this Agreement a limited right and license to use and reproduce, solely for the purpose of facilitating the performance of Service Provider’s obligations under this Agreement, any information or data related to Client that is input into the SaaS Service by Client or provided by Client to Service Provider for entry by Service Provider into the SaaS Service pursuant to a SOW (the “Client Content”).

Protected Health Information. Service Provider agrees that it may receive, use, and manage any protected health information (as defined in 45 C.F.R. §164.501 and § 160.103) (“PHI”) in connection with the Services provided under this Agreement and the parties agree that any PHI shall be protected in accordance with the terms and conditions of a written business associate agreement entered into by Client and Service Provider.

Personally Identifiable Information. To the extent Service Provider has access to personally identifiable information, Service Provider agrees to use such information only for the purpose of this Agreement and as Client directs. Client and Service Provider will comply with all applicable laws relating to privacy and the protection of personally identifiable information.

Service Provider Data. Except to the extent inconsistent with applicable Federal procurement law, Client agrees that Service Provider may (a) collect data arising out of Client’s use of the SaaS Service, (b) collect metrics and data included in the Client Content, and (c) aggregate and analyze any metrics and data collected pursuant to subsections (a) and/or (b) of this sentence (collectively, the “Service Provider Data”). The Service Provider Data shall be de-identified to exclude any PHI. Service Provider agrees that it shall not use the Service Provider Data in a way that identifies Client as the source of any data included in the Service Provider Data. Provided Service Provider complies with the two immediately preceding sentences, Client agrees that the Service Provider Data does not constitute the Confidential Information of Client and that Service Provider may provide the Service Provider Data to third parties. Client agrees that Service Provider may use, reproduce, distribute, and prepare derivative works from the Client Content solely as incorporated in the Service Provider Data.

Confidential Information. Through the relationship created by this Agreement and each SOW hereunder, each party may have access to certain information and materials considered by the other to be confidential and proprietary, or which should reasonably be considered confidential based on its subject matter or the circumstances of its disclosure, including financial, corporate, personnel, client, supplier, operational and technological information, software, and trade secrets (“Confidential Information”). Except as otherwise expressly provided in this Agreement, Service Provider Data is the Confidential Information of Service Provider, whereas the Client Content is the Confidential Information of Client. By signing this Agreement, each party agrees that all Confidential Information of the other will be used only for the purposes of this Agreement, will be protected from unnecessary disclosure within our respective organizations, and will not be disclosed to third parties (other than permitted subcontractors, attorneys, accountants, and other advisors who have agreed to maintain the confidentiality of such Confidential Information and to use such Confidential Information only for the limited purpose of this Agreement). Further, Confidential Information will be subject to return or destruction in the event of termination of this Agreement. Each party will notify the other if such party learns of unauthorized use or disclosure of the other party's Confidential Information. Each party agrees that the foregoing restrictions will not apply to information to the extent that it is: (i) publicly known, (ii) already known to the recipient without an obligation of confidentiality, (iii) lawfully disclosed by a third party, (iv) independently developed, or (v) disclosed to taxing authorities or to representatives and advisors in connection with tax filings, reports, claims, audits, and litigation. In the event a judicial, legislative, or administrative body requests or threatens to compel disclosure of Confidential Information, the receiving party shall promptly notify the disclosing party and shall cooperate with the disclosing party’s reasonable requests (at disclosing party’s expense) to assist the disclosing party in obtaining a protective order and to prevent or minimize the disclosure of any Confidential Information. The receiving party may only disclose Confidential Information to the extent required by law.

Rights Notices. Client shall not remove any notices or legends that appear in the Services, Documentation or on output of the Services, that either serve to identify Service Provider as the owner, or that provide notice of the confidential and/or proprietary nature of such materials, and/or their contents, including without limitation copyright notices, trademark symbols and notices, and notices that such materials are “confidential” or “proprietary.” Client’s obligation not to remove such notices shall apply in all circumstances, including without limitation when Client copies or distributes materials as permitted by this Agreement.

4. FEES, PAYMENT, AND TAXES.

Fees. Fees for the Services are set forth in the applicable Statement of Work, and unless otherwise set forth therein are due and payable within thirty (30) days of receipt of an invoice by Client. All amounts that are past due will be subject to a monthly charge of one and one-half percent (1.5%) per month or the maximum rate permitted by the law, whichever is less.
Expenses. Client will reimburse Service Provider for all reasonable out-of-pocket expenses incurred by Service Provider in connection with this Agreement. All fees and out-of-pocket expenses paid by Client are non-refundable. In the event Client requires Service Provider personnel to be physically located on site for a "long-term basis," as defined by the IRS, Client will pay an incremental additional fee in the amount required to gross up such personnel's income to ensure tax neutrality, or at Client's request, the parties can agree to substitute personnel as necessary.

Taxes. Client will be responsible for and pay all applicable sales, use, excise, value added, services, consumption and other taxes and duties associated with Service Provider's performance or Client's receipt of Service Provider's Services, excluding taxes on Service Provider's income generally. Client will provide Service Provider with a copy of Client's certificate of tax-exemption, if applicable.

If Client is required by the laws of any foreign tax jurisdiction to withhold income or profits taxes from Service Provider's payment, then the amount payable by Client upon which the withholding is based shall be paid to Service Provider net of such withholding. Client shall pay any such withholding to the applicable tax authority. However, if after 120 days of the withholding, Client does not provide Service Provider with official tax certificates documenting remittance of the taxes, Client shall pay to Service Provider an amount equal to such withholding. The tax certificates shall be in a form sufficient to document qualification of the taxes for the foreign tax credit allowable against Service Provider's corporation income tax.

5. DISCLAIMER OF WARRANTIES.

THE SERVICES ARE PROVIDED "AS IS" WITHOUT WARRANTY OF ANY KIND. SERVICE PROVIDER EXPRESSLY DISCLAIMS (TO THE GREATEST EXTENT PERMISSIBLE UNDER APPLICABLE LAW) ALL WARRANTIES, EXPRESS, IMPLIED, STATUTORY, OR OTHERWISE, RELATING TO THE SUBJECT MATTER OF THIS AGREEMENT, INCLUDING BUT NOT LIMITED TO ANY WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE AND NON-INFRINGEMENT AND WARRANTIES ARISING FROM COURSE OF DEALING OR USAGE OF TRADE. SERVICE PROVIDER DOES NOT WARRANT THAT THE OPERATION OF THE SERVICES WILL BE COMPLETELY SECURE, ERROR-FREE OR UNINTERRUPTED, OR THAT ALL ERRORS WILL BE CORRECTED.

6. LIMITED LIABILITY

EXCEPT TO THE EXTENT INCONSISTENT WITH APPLICABLE FEDERAL PROCUREMENT LAW, THE LIABILITY OF SERVICE PROVIDER FOR ANY TYPE OF DAMAGES FOR ANY AND ALL CLAIMS, IN AGGREGATE, IS LIMITED TO THE AMOUNT OF SERVICE PROVIDER'S FEES FOR THE LAST 12 MONTHS UNDER THE APPLICABLE SOW FROM WHICH THE CAUSE OF ACTION AROSE.

SERVICE PROVIDER SHALL NOT BE LIABLE FOR ANY PUNITIVE OR EXEMPLARY DAMAGES OR LOSS, NOR ANY LOST PROFITS, SAVINGS OR BUSINESS OPPORTUNITY, SPECIAL, CONSEQUENTIAL, INCIDENTAL, OR INDIRECT DAMAGES.

7. TERM AND TERMINATION

Term. Each SOW will specify the effective date and the initial term for the Services. Unless otherwise specified in the SOW, the SaaS Services and Other Services may be renewed for any option year periods included in the SOW or corresponding purchase order or contract in accordance with FAR 52.217-8. The SOW for SaaS Services or Other Services, as applicable, will terminate upon the expiration of the corresponding purchase order or contract entered into by the parties for such Services. Unless otherwise set forth in the corresponding SOW, Services are non-cancellable during any current term except for any termination pursuant to Section 7.2 Termination for Cause.

Termination for Cause. A party may terminate this Agreement or a particular SOW for cause if the other party materially breaches the terms of this Agreement or the SOW and fails to cure such breach (if curable) within thirty (30) days of receiving of written notification of such breach, or as otherwise agreed by the parties.

Effects of Termination. The terms of this Agreement will continue to govern any existing SOW(s) until such SOW terminates or expires. Upon the termination of a SOW for any reason: the rights and licenses granted to Client in Section 2.1 (Right to Use the SaaS Service) shall terminate with respect to the SOW and Client may not access the applicable SaaS Service, and all amounts owed to Service Provider under the applicable SOW will become immediately due and payable. The following provisions of this Agreement shall survive any termination of this Agreement: 2.3 (Proprietary Rights), 3 (Data), 4 (Fees, Payment, and Taxes), 5 (Disclaimer of Warranties), 6 (Limited Liability), 7.3 (Effects of Termination), and 8 (General).

8. GENERAL

8.1 Entire Agreement. This Agreement, together with the applicable SOW(s) and any exhibits hereto, constitute the entire understanding between the parties and is intended as the complete and exclusive statement of the agreement between the parties with respect to the Services provided hereunder, superseding all prior agreements and negotiations relating to the Services contemplated hereunder. In no event shall any purchase order, acknowledgment form or similar document issued by either Party serve to modify, supplement, or supersede, directly or indirectly, any provision of this Agreement, even if accepted or countersigned by the other Party for administrative convenience only.

8.2 Reference. Client agrees that Service Provider may refer to Client as a Client and may use Client's brand logo in Service Provider's websites, presentations, and marketing collateral.

8.3 Governing Law, Arbitration. This Agreement shall be governed by and construed in accordance with the laws of the State of Illinois without giving effect to conflict of law rules. Any controversy or claim arising out of or relating to this Agreement or any breach thereof will be settled by binding arbitration administered by the American Arbitration Association in accordance with its Commercial Arbitration Rules. Any arbitration will be conducted in Chicago, Illinois. Any arbitration award may be entered in and enforced by any court having jurisdiction thereof, and each party consents and commits itself to the jurisdiction of the courts of the State of Illinois for purposes
of enforcement of any arbitration award. Except as may be required by law, neither party nor an arbitrator may disclose the existence, content, or results of any arbitration hereunder without the prior written consent of both parties. The United Nations Convention on Contracts for the International Sale of Goods does not apply to this Agreement.

8.4 Force Majeure. Neither party shall be liable hereunder by reason of any failure or delay in the performance of its obligations hereunder (except for payment obligations) on account of strikes, shortages, riots, insurrection, fires, flood, storm, explosions, acts of God, war, terrorism, governmental action, labor conditions, earthquakes, material shortages, outages of electrical or Internet services, or any other cause that is beyond the reasonable control of such party (“Force Majeure Event”).

Upon the occurrence of a Force Majeure Event, the non-performing party shall promptly notify the other party of occurrence of that Force Majeure Event, its effect on performance, and how long that party expects it to last. During a Force Majeure Event, the nonperforming party will use reasonable efforts to limit damages to the performing party and to resume its performance under this Agreement.

8.5 Assignment. Service Provider shall have the right to assign this Agreement to any successor to its business or assets to which this Agreement relates, whether by merger, sale of assets, sale of stock, reorganization or otherwise. Client may not assign this Agreement in whole or in part without the prior written consent of Service Provider, and any purported assignment in violation of this provision shall be null and void. Subject to the foregoing limitation, this Agreement shall be binding upon and inure to the benefit of the parties hereto, their respective heirs, personal representatives, successors, and assigns.

8.6 Severability. If any provision of this Agreement shall be held by a court of competent jurisdiction to be illegal, invalid, or unenforceable, the remaining provisions shall remain in full force and effect.

8.7 Notices. All notices or demands required hereunder shall be in writing and shall be delivered personally or sent by certified or registered mail, return receipt requested, or by overnight express service, to the appropriate party at the address stated in the SOW, his or her successor, or other designee or officer of the party with a copy to: Legal Department, Huron Consulting Group Inc. 550 West Van Buren Street, Chicago, IL 60607.

8.8 Waiver. No waiver of any breach of any provision of this Agreement shall constitute a waiver of any prior, concurrent or subsequent breach of the same or any other provisions hereof, and no waiver shall be effective unless made in writing and signed by an authorized representative of the waiving party.

8.9 No Relationship. Nothing in this Agreement creates any special relationship between the parties, such as a partnership, joint venture, agency, franchise, or employee/employer relationship.

8.10 Non-Solicitation. During the term of any SOW, and for a period of one year following its expiration or termination, Client will not directly or indirectly solicit, employ, or otherwise engage any person who participated in a such SOW on behalf of Service Provider.

In Witness Whereof, each party has caused this SaaS Agreement to be executed by its duly authorized representative as of the Effective Date.

HURON CONSULTING SERVICES LLC <CLIENT NAME>

By: ________________________________
Name: ______________________________
Title: ______________________________

By: ________________________________
Name: ______________________________
Title: ______________________________

______________________________________________
This is a SOW to the Software As A Service Agreement effective _________________ (“SaaS Agreement”) between Huron Consulting Services LLC, a Delaware limited liability company with an office located at 550 W. Van Buren Street, Chicago, Illinois 60607 (“Service Provider”) and <Client Name>, with an office located at <address> (“Client”). This SOW is entered into effective as of ________________ (the “Effective Date”). This SOW, together with the SaaS Agreement, sets forth additional legal terms applicable to the SaaS Service components and any associated Professional Services to be provided by Service Provider to Client. By signing below [or to the extent applicable, the Contract referenced herein], Client agrees to be bound by this SOW and the SaaS Agreement. Any capitalized terms used herein shall have the meaning given in the SaaS Agreement.

In consideration of the mutual promises set forth in this SOW, the parties agree as follows:

1. Term. The Term shall be as follows: [Insert information on Term or reference Contract setting the base year and any option years for such Term].

2. Fees and Expenses. In exchange for the included Services, Client will pay Service Provider the following fees and expenses: [Insert relevant Fee information or reference Contract incorporating such fees].

3. SaaS Services Available for Inclusion in the Contract. The following SaaS Services will be made available to Client for implementation and use, as deemed appropriate to support the coaching services, if applicable, under the Contract:

<table>
<thead>
<tr>
<th>SaaS Service(s) (Select which applications apply)</th>
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</thead>
</table>

- License to access and use the Huron Rounding (f/k/a MyRounding®) web-based software application granted to the Authorized Sites (identified below).

Optional Features Available for Additional Fee (Select which apply) – If selected below, such access will also include:

- One-way HL7 connectivity to Customer’s current instance of electronic medical record for passing of admission, discharge and transfer messages (Select only if ADT is included).
  
  If you need migrate to a new EMR connection point or integrate an additional EMR connection point during the Term, such Services will be available to you for an additional fee.

- Upgrade to single sign-on (“SSO”) functionality.

- Other Add-On: _________________________________

- License to access and use the Patient Call Manager™ web-based software application granted to the Authorized Sites (identified below).

- License to access and use the Leader Evaluation Manager® web-based software application granted to the Authorized Sites (identified below).

- License to access and use the Validation Matrix web-based software application granted to the Authorized Sites (identified below).

- License to access and use the Provider Feedback System web-based software application granted to the Authorized Sites (identified below).

4. Authorized Sites. The following Client sites are authorized for use of each above-described SaaS Services:

<table>
<thead>
<tr>
<th>The following campuses of the Client (the “Authorized Sites”):</th>
</tr>
</thead>
</table>

| <INCLUDED CLIENT CAMPUSES> |

All Client employees related to the sites listed above are authorized users of the corresponding SaaS Services.

5. Client Key Personnel Required. Client will identify an Executive Sponsor and Project Manager, who will be available to insure the successful implementation of the hosted SaaS Services in a timely manner.

6. Additional Terms Applicable to Patient Call Manager™ SaaS Services. With respect to the Patient Call Manager SaaS Services, Client will have the option to download a daily data export transmission in PDF, TIF, or XML format. Client retains sole responsibility to determine whether applicable law and regulations require Client to maintain such transmission in Client’s records.

7. Technical Support. Technical support will be available during the hours of 8 a.m. to 5:00 p.m. CT Monday through Friday, other than federally recognized holidays (the “Support Hours”). [Unless otherwise provided in the Contract], [T]he below-listed service levels apply to the Support Services during Support Hours. Support Services requests by Client shall be initially categorized by Client and confirmed by Service Provider according to the following definitions:

| Severity 1 - Critical: SaaS Service is not operating or there is a problem that cannot be addressed with a workaround in the SaaS Service. Severity 1 Support Services requests shall be reported to Service Provider by phone. Service Provider will |
respond to Severity 1 Support Services requests within one (1) hour of notification and handle as the highest priority during Support Services hours until Service Provider provides a fix or workaround.

Severity 2 - Severe: SaaS Service has a severe problem, but a workaround is in place. Severity 2 Support Services requests shall be reported to Service Provider by phone. Service Provider will respond to Severity 2 Support Services requests within two (2) hours of notification.

Severity 3 - Important: SaaS Service has a problem that affects users’ normal operating of the SaaS Service, but Client is able to perform normal operating functions. Service Provider will respond to a Severity 3 Support Services request within four (4) hours of notification.

In Witness Whereof, each party has caused this SOW to be executed by its duly authorized representative as of the Effective Date.

HURO CONSULTING SERVICES LLC <CLIENT NAME>

By: ____________________________________ By: _________________________________
Name: _________________________________ Name: _________________________________
Title: _________________________________ Title: _________________________________

SIGNATURE PAGE TO STATEMENT OF WORK TO SOFTWARE AS A SERVICES AGREEMENT
PRODUCT LITERATURE

Refer to the following pages
Add Transparency and Objectivity to Accountability with LEM

LEADER EVALUATION MANAGER®

Web-based, HIPAA-compliant, software-as-a-service (SaaS) platform that applies rigor to accountability and performance appraisal

In a recent Huron | Studer Group study of hospital leaders found that healthcare entities whose leaders employed alignment and accountability practices at their organization had better outcomes, reflected by:

- Better patient experience ratings
- Better clinical quality of care ratings
- Better employee engagement results

Validation Matrix™

As a component of the Leader Evaluation Manager application, the Validation Matrix is designed to automate and centralize the “always” execution of essential Evidence-Based LeadershipSM behaviors we know are linked to our ability to drive outcomes.

LEM Features

<table>
<thead>
<tr>
<th>FLEXIBLE TECHNOLOGY</th>
<th>CUSTOMIZED TEMPLATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web-based and accessible from a desktop, laptop, tablet or smartphone</td>
<td>Use organizational and common goal libraries to guide standardization for key organizational measures</td>
</tr>
</tbody>
</table>

ACTION PLANNING
Capture the tactics and projects that move results, with red, yellow, green indicators to quickly address gaps

INSTANT REPORTING
Leaders can use real-time metrics, analytic tools, and dashboards to drive urgency and create alignment

SCALING
Automation of the senior leader equity review and goal audit reporting ensures alignment from the top all the way down to front line leadership.

When organizations optimize LEM, it has been proven to enhance:

- Accountability
- Leader Communication
- Leader & Staff Development
- Engagement
- Patient Experience
- Customer Service
- Validation of “Must” Behaviors

LEM is a user-friendly, customizable software accelerator that helps leaders understand the key items they are accountable to achieve.

Results from hundreds of organizations demonstrate that those with an objective, weighted evaluation process for leaders outperform their peers.
Paced Sequence for Implementation and Adoption

Leader Evaluation Manager® (LEM) allows Huron partners to create organizational alignment by establishing, assigning weight to, and cascading specific metrics across the leadership team.

We have helped partners synthesize as many as 60 goals from the agency level down to fewer than 10 for their respective organizations. Our experts help partners proceed through a carefully paced sequence for implementation and adoption of LEM.

### Sample Outcomes

Before deploying LEM, a multi-site Department of Defense medical center had more than 60 organizational goals. During implementation, we reduced this number to a focused list of six organizational goals. Below are some of the improvements seen in three of these key areas.

<table>
<thead>
<tr>
<th>Goal</th>
<th>% Improvement in Org Goal Result*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Readiness</td>
<td>3% (2017-2019)</td>
</tr>
<tr>
<td>Quality &amp; Safety</td>
<td>11% (2015-2019)</td>
</tr>
<tr>
<td>Financial Success</td>
<td>20% (2018-2019)</td>
</tr>
</tbody>
</table>

*as measured by LEM score

LEM has been used to establish alignment and accountability in nearly 1,000 organizations. Benefits include:

- **Accelerated Goal Achievement**
  90-day plans enhance communication and identify incremental tasks that support goal achievement.

- **Improved Focus**
  By carrying key metrics weighted by priority, leaders know where to focus and place urgency.

- **Increased Leadership Agility**
  Simple reports, dashboards, aggregate scoring, and monthly report cards drive senior leader agility.

- **Enhanced Performance**
  Our experts share sample goals and metrics that are proven to enhance performance based on data from more than 80,000 LEM users.
The Learning Lab is your link to best practices that have been harvested, tested, and refined from hundreds of healthcare organizations across America. Huron draws from its network of exceptional organizations to create videos, training tools, and articles that will help you achieve results in your organization.

**Toolkits and Manuals**
Collections of tools related to specific tactics or behaviors, as well as verbiage around the “why,” “what,” and “how” of that subject. Toolkits contain downloadable versions of all resources included.

**“What Right Looks Like” Videos**
These videos are ten minutes or less in duration, and show examples of tactics and behaviors being done with patients and family members.

**One-Sheets and Guides**
Brief descriptions of the tactic and behavior “basics.” These tools are ideal for printing and keeping on hand when key points are needed.

**Tutorials and Learning Exercises**
These interactive eLearning tools are based on actionable learning objectives and are designed to supplement in-person training and skills validation.

**Request a Demo**
Contact KnowledgeManagement@hcg.com
EMPOWERING NEXT-GENERATION CARE THROUGH BETTER ROUNding

Improve visibility and accountability through Huron Rounding’s predictable, reliable rounding software and coaching. The software collects and analyzes data in the following primary areas:

- Patient rounds
- Staff rounds
- Process audits
- Staff recognitions
- Issue tracking and resolution

This data helps enable transformative decision making, allowing you to solve problems, reduce variability in care and give voice to your most important stakeholders.

HURON ROUNDING AT-A-GLANCE

A cloud-based, multiplatform technology, the Huron Rounding application helps organizations easily collect quality, safety, satisfaction, and other audit and compliance data for analysis and reporting.

INITIATIVE DESIGN
Our team helps you develop your goals and employ methods to measure progress and drive results.

EMR INTEGRATION
Solution integrates with electronic medical records to offer insight into cross-episode history and comply with Every Patient, Every Day review goals.

INTUITIVE INTERFACE
Intuitive interface facilitates rapid adoption and sustained use.

REAL-TIME DATA
Real-time data reporting quickly identifies issues and trends, so you can effect needed change more quickly.

PRELOADED TEMPLATES
Ready to go right “out of the box,” the application includes preloaded templates and question sets that can be easily customized.

ONE CENTRALIZED PLATFORM
Huron Rounding is available on any mobile or desktop device (multiplatform), enabling convenient, anywhere access to data.

COACHING AND TRAINING
In addition to mobile and web-based rounding applications, Huron Rounding offers on-site assessments, training and coaching services.

TYPES OF ROUNDS

Sample List – 1800+ Use-Cases Available

- Executive Rounds
- Patient Experience & Nurse Leader Rounds
- Infection Control Audits
- Multidisciplinary Care Coordination Rounds
- EOC Rounds
- Safety/Compliance Rounds
- Senior Leader Rounds
- Physician Rounds
- Patient Experience Risk Assessment (PERA) Round Integration – Huron Rounding exclusive
- Environment of Care (EOC) rounds, checklists, audits, evaluations and general surveys.

600+
Number of hospitals, clinics and practices that rely on Huron Rounding to collect quality, safety, satisfaction, and other audit and compliance data

96%
All-time customer renewal rate

Top 3 reasons customers say they continue to renew

- Ease of use
- Great customer care
- Flexibility
### THE HURON ROUNDING DIFFERENCE

<table>
<thead>
<tr>
<th>Features</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Solution origin</strong></td>
<td>Purpose-built by healthcare professionals for healthcare professionals</td>
</tr>
<tr>
<td><strong>Implementation speed</strong></td>
<td>Up and running in just a few days</td>
</tr>
<tr>
<td><strong>Capacity for customization</strong></td>
<td>Instantaneous; immediately create custom templates, questions and scripts; add and deactivate users; and organize rounding hierarchy</td>
</tr>
<tr>
<td><strong>Interface</strong></td>
<td>Intuitive; simple and easy to learn</td>
</tr>
<tr>
<td><strong>Issue documentation options</strong></td>
<td>Text, voice, and photo</td>
</tr>
<tr>
<td><strong>Flexibility</strong></td>
<td>Unlimited users, data, departments and templates</td>
</tr>
<tr>
<td><strong>Additional value</strong></td>
<td>No-added-charge access to standardization protocols, best-practice coaching and ongoing advisory services</td>
</tr>
</tbody>
</table>

### THE COMPETITION

<table>
<thead>
<tr>
<th>Features</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose-built from another industry</strong></td>
<td>Frequently repurposed from another industry</td>
</tr>
<tr>
<td><strong>Implementation involves months of IT integration</strong></td>
<td>Sometimes involves months of IT integration</td>
</tr>
<tr>
<td><strong>Limited capacity for customization</strong></td>
<td>Limited capacity for customization</td>
</tr>
<tr>
<td><strong>Flexible implementation and adoption speed</strong></td>
<td>Frequently complex, which can slow implementation and adoption speed</td>
</tr>
<tr>
<td><strong>Limited interface options</strong></td>
<td>Text; few offer voice or photo</td>
</tr>
<tr>
<td><strong>Flexibility</strong></td>
<td>Some options are limited</td>
</tr>
<tr>
<td><strong>Additional value</strong></td>
<td>Incremental fees for additional features and use cases</td>
</tr>
</tbody>
</table>

### FEATURES

<table>
<thead>
<tr>
<th>Questions/Templates/Scripts</th>
<th>Use the Huron Rounding solution right out of the box</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preloaded</td>
<td>Tailor your templates instantly as needed</td>
</tr>
<tr>
<td>Customizable (without calling the vendor)</td>
<td>Capture data in multiple, flexible ways</td>
</tr>
<tr>
<td>Robust reporting on custom questions</td>
<td>Review and act on the data most meaningful to you</td>
</tr>
<tr>
<td><strong>Recognition</strong></td>
<td>Deliver staff recognition when it’s most relevant and impactful</td>
</tr>
<tr>
<td>Giving staff recognition instantly within a round</td>
<td>Track recognition trends to identify, recognize and retain high-performing employees</td>
</tr>
<tr>
<td>Real-time recognition reporting</td>
<td>Make all relevant stakeholders (including supervisors) aware of staff recognitions</td>
</tr>
<tr>
<td>Copying others on recognitions</td>
<td>Get the training you need when and where you need it</td>
</tr>
<tr>
<td><strong>Implementation and Training</strong></td>
<td>Guide your organization to greater adoption</td>
</tr>
<tr>
<td>24x7 access to online support materials</td>
<td>Implement effective policies and procedures</td>
</tr>
<tr>
<td>Coaching on implementing change</td>
<td>Engage customer experience experts who understand your organization’s unique environment and needs</td>
</tr>
<tr>
<td>Best practices coaching</td>
<td>Engage customer experience experts who understand your organization’s unique environment and needs</td>
</tr>
<tr>
<td>Dedicated support team</td>
<td>Implement rounding across your organization with no added fees</td>
</tr>
<tr>
<td><strong>Pricing</strong></td>
<td>Reduce duplicate work and make decisions with complete, up-to-date data</td>
</tr>
<tr>
<td><strong>Flexible Reporting</strong></td>
<td>Reduce duplicate work and make decisions with complete, up-to-date data</td>
</tr>
<tr>
<td>Real-time</td>
<td>Access easy-to-understand data</td>
</tr>
<tr>
<td>Reporting templates</td>
<td>See the data you want to see, how you want to see it</td>
</tr>
<tr>
<td>Customizable dashboard</td>
<td>Allow certain users to update templates in real time</td>
</tr>
<tr>
<td>End user and administrator access</td>
<td>Create reports quickly and easily</td>
</tr>
<tr>
<td>Intuitive design</td>
<td>Stay on top of your rounding data</td>
</tr>
<tr>
<td>Daily email summary reports</td>
<td>Keep on pace to reach goals and adjust course as needed</td>
</tr>
<tr>
<td>Compliance to goals</td>
<td>Monitor in real time which patients have been rounded on and which are still outstanding</td>
</tr>
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### BENEFITS

<table>
<thead>
<tr>
<th>Issue Management</th>
<th>Visually document issues to help eliminate confusion and resolve issues more quickly</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issue capture capability</strong></td>
<td>Save time, increase accuracy and help involve the roundee in the round</td>
</tr>
<tr>
<td><strong>Audio capture capability</strong></td>
<td>Immediately inform stakeholders of issues for fast follow up and resolution</td>
</tr>
<tr>
<td>Resolution tracking with tags for issue resolvers and decision makers</td>
<td>Recognize trends to reduce resolution time</td>
</tr>
<tr>
<td><strong>Time to resolution reporting</strong></td>
<td>Identify issues in financials, EVS, team, etc.</td>
</tr>
<tr>
<td>Custom issue category reporting</td>
<td>Inform staff of the status of each issue they identify in real time</td>
</tr>
<tr>
<td>Studer Group stoplight issue creation and resolution</td>
<td>Recognize trends to reduce resolution time</td>
</tr>
<tr>
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<td>Compliance to goals</td>
<td>Keep on pace to reach goals and adjust course as needed</td>
</tr>
<tr>
<td>Real-time display of patient census and rounding status</td>
<td>Monitor in real time which patients have been rounded on and which are still outstanding</td>
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</tbody>
</table>
**High-Quality Care Across the Continuum**

Accelerated by Care Transition Calls

---

**Patient Call Manager™**

Huron | Studer Group’s Patient Call Manager™ (PCM) Accelerator provides quality touch points for patients before and after they receive care within the four walls of a hospital.

---

**Improve Clinical Efficacy**

Create real-time opportunities to improve patient safety, quality and experiences along the continuum of care to reduce readmissions.

---

**Enhance Visibility**

Track individual, department and facility-wide call results with robust reporting capabilities to diagnose and act on patient responses.

---

**Save Lives**

Check on patients during the critical recovery phase proactively to identify clinical interventions that positively impact healing.

---

**Achieve Results**

Nearly 11 million patient calls are made annually through PCM Studer Group partner organizations to drive outcomes.

---

**$14,400**

Average cost per readmission for 30-day all-cause readmissions

---

**2,599**

13 percentile points

...mark the difference in performance for the HCAHPS Care Transitions domain in hospitals that use a clinical call system and those that do not¹

---

**$200K**

Average annual financial impact of Hospital Readmissions Reduction Program

---

...hospitals will receive reduced reimbursement under the Hospital Readmissions Reduction Program in FY19

---

**“You saved my life. If it hadn’t been for you telling me to come (back to the hospital) right away, I could have had a stroke or worse.”**

- Patient from Studer Group partner organization using Patient Call Manager™

---

**Representative Results**

**Ascension Seton | Care Transition Calls Made Across 9 Acute Care Hospitals**

- **HCAHPS Care Transitions % Top Box**
  - **40th percentile**
  - **70th percentile**

- **Impact of Calls on Readmissions**
  - **Patient Not Contacted**
  - **Patient Contacted**

- **7-Day Readmission Rate**
  - **3.90%**
  - **2.80%**

- **30-Day Readmission Rate**
  - **9.60%**
  - **8.20%**

- **73% contact rate**
- **98% attempt rate**

**Financial Impact**

Pending Data from Partner

---

**Adventist Health Sonora**

- **Impact of Calls on Readmissions**
  - **O/E Ratio**
  - **Readmission Rate**

- **Baseline**
  - **1.51**

- **After 12 Months**
  - **1.00**

- **After 18 Months**
  - **0.75**

- **100% attempt rate**
- **89% contact rate**

**Financial Impact**

Pending Data from Partner

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Intellectual resources to drive outcomes and maximize human potential.

BOOKS TO INSPIRE | VIDEOS TO EDUCATE | TOOLS TO INITIATE
A Culture of High Performance: Achieving Higher Quality at a Lower Cost

Our industry has always dealt with change. But the environment we’re navigating now requires change at a new level. We’ve moved from experi¬encing episodic change to continuous change—and as John Kotter has famously noted, that requires a whole different set of skills and a whole different level of urgency.

In A Culture of High Performance: Achieving Higher Quality at a Lower Cost, thought leader Quint Studer lays out the framework, principles, processes and tactics that hardwire excellence in your organization—all the while growing a culture of consistent reliable execution that drives quality higher and higher (and higher!) as it controls costs.

Inside you will find:
• A look at the latest research that validates which behaviors and practices truly work
• The phases of change you can expect and how to help people navigate them
• How to create and cascade clear, objective, and aligned goals to break down silos and hold people accountable

This book is a must have for any leader struggling to shore up margins while sustain¬ing an organization that’s a great place for employees to work, physicians to practice medicine and patients to receive care.

Healing Physician Burnout: Diagnosing, Preventing, and Treating

To Get Health System Leaders and Physicians Working Together, We Must Tackle Physician Burnout

This is a book about physician burnout. It’s also a book about physician engagement. Why? Because these two concepts are deeply connected. When physicians team up with the organizations they work for to pursue mutual goals, they are far less likely to burn out. And when organizations seek to prevent and treat physician burnout, they go a long way toward getting everyone—physicians included—working together to meet the same goals.

There has never been better time for organizations and physicians to join forces to make this happen. Healing Physician Burnout—written by healthcare performance expert Quint Studer in collaboration with George Ford, MD—explains how.

The book reveals:
• Burnout “red flags” leaders and physicians should watch for so that help may be provided early on
• Personal profiles that tell of physicians’ triumphs over burnout and showcase the passion and purpose that keep them persevering
• Actions physicians can take to heal their own burnout and help others to do so as well

While no one can stop the shift our industry is undergoing, we can create the kind of positive, supportive work environments that help physicians cope and, ultimately, thrive.

Hardwiring Excellence: Purpose, Worthwhile Work, Making a Difference

BusinessWeek National Best Seller  Over 700,000 copies sold!

Fire Starter Publishing released Quint Studer’s Hardwiring Excellence in 2004. The book quickly struck a chord with healthcare professionals. It went on to become a BusinessWeek bestseller and also reached #6 on Amazon’s top-selling paperback business books list.

A “textbook with passion,” Hardwiring Excellence is a road map and practical how-to guide for creating and sustaining a culture of service and operational excellence. Studer draws on his personal experience as a former hospital executive who led two organizations to the top 1 percent in patient satisfaction and his experience coaching hundreds of healthcare organizations since.

Based on Studer Group’s Nine Principles®, the book shows how to retain more employees; ensure better customer service; build strong leadership; align organizational values, goals, and results; increase communication; reward and recognize individual success while also requiring accountability; and move operational performance for better financials, market share, and growth.

Hardwiring Excellence helps healthcare professionals to rekindle the flame and sustain a culture of service and operational excellence that drives bottom-line results.

Results That Last
Hardwiring Behaviors That Will Take Your Company to the Top—Wall Street Journal Best Seller!

Quint Studer has built a thriving career on helping healthcare companies achieve maximum effec¬tiveness and consistent bottom-line results. In this book, published by John Wiley & Sons, he brings his ideas to the rest of the business world.

Studer teaches leaders in every industry how to apply his tactics and strategies to their own organ¬izations to build a corporate culture that consis¬tently reaches and exceeds its goals. He has a gift for helping struggling companies implement and hardware brilliantly simple fixes that solve larger problems in a self-perpetuating, almost organic way.

Written in a conversational, easy-to-read format, each chapter includes compelling real-world sto¬ries that bring Studer’s prescriptions to vibrant life.
The Great Employee Handbook: Making Work and Life Better

No matter where we work or what role we have in an organization, we’re all employees. And because we don’t live in a perfect world, or work with perfect people, there are times when things don’t go the way we would like. We all face challenging situations, and the better we’re able to respond to them, the better our work life will be.

The Great Employee Handbook provides a wealth of practical tips readers can use right now to build the best possible relationships with bosses and coworkers, become better at what we do, navigate tricky workplace situations, and create delighted customers.

"The happier we are at work, the better chance we have to be happier outside of work,” says author Quint Studer. “Smart employers know this and want a positive work environment.”

Straight A Leadership
Alignment, Action, Accountability

Execution Has Always Demanded Great Leadership.
In 21st Century Healthcare, It Demands Straight A Leadership.

Leading a healthcare organization is the toughest job in the world—and it’s getting tougher. We work in an industry where at least 50 percent of our customers are paid for by an ever-changing government. We operate under strict regulations. We care for patients who can’t pay. And the work itself is high-stakes—nothing short of life or death.

To survive in a rapidly shifting, do-more-with-less external environment, organizations need the agility to execute swiftly and well. Straight A Leadership, based on Studer Group’s research with America’s top healthcare organizations, pinpoints what gets in the way of execution and reveals how to overcome these obstacles.

Readers will learn how to:
- Align their leadership mindset and resources to create a consistent experience for patients, physicians, and staff.
- Take the right actions quickly and precisely and move best practices throughout the organization.
- Create systems and processes that hold people accountable for executing well.

Straight A Leadership will help you identify gaps in alignment, action, and accountability, create a plan to fill them, and become a more resourceful, agile, high-performing organization.

101 Answers to Questions Leaders Ask

Quint Studer offers practical, prescriptive solutions to some of the many questions he’s received from healthcare leaders around the country since the debut of “Ask Quint” on the Studer Group website.

Informed by best practices in a National Learning Lab of healthcare organizations, Quint shares his insights on how to deliver excellent patient care, engage employees, and improve physician relations for access, growth, and strong financial performance.

Questions are organized by topic, making the book valuable as a reference point for specific issues or on-the-spot problem solving.

ABOUT THE AUTHOR

Quint Studer is the founder of Studer Group®, an outcomes-based healthcare performance improvement firm, it implements Evidence-Based Leadership™ systems and practices that help organizations achieve, sustain, and accelerate exceptional clinical, operational, and financial outcomes. It’s this commitment to helping organizations accelerate their ability to execute that led to Studer Group’s receiving the 2010 Malcolm Baldrige National Quality Award.

Inc. Magazine named Studer its Master of Business, making him the only healthcare leader to have ever won this award. Twice Modern Healthcare has chosen Quint as one of the 100 Most Powerful People in Healthcare.

Studer is the author of eight books, two of which are bestsellers. His first, BusinessWeek bestseller Hardwiring Excellence, is one of the bestselling leadership books ever written for healthcare. More than 700,000 copies have been sold. Results That Last hit the Wall Street Journal’s bestseller list of business books and is now in its seventh printing. Other titles include Healing Physician Burnout, Straight A Leadership, The Great Employee Handbook, 101 Answers to Questions Leaders Ask, and A Culture of High Performance. He is also coauthor of Maximize Performance: Creating a Culture for Educational Excellence.

When you improve the patient experience, quality and practice performance improve, too.

Plenty of evidence shows that patient experience and clinical quality are two sides of the same coin. You already want to provide the best possible care. And now that Clinician and Group Consumer Assessment of Healthcare Providers and Systems is here, there’s a new reason to focus on patient perception: CG CAHPS will impact ACOs, PQRSs, PCMHs, and many other programs, and survey results will link to payments in 2015.

But it’s not just about maximizing reimbursement. Taking action right now to improve CG CAHPS results can immediately create an environment that helps maximize efficiency, keeps patients happy and healthy, sparks growth, and reduces the likelihood of litigation.

The CG CAHPS Handbook will help. It is your guide for consistently delivering on what matters most to patients and their families and for providing exceptional care and improved clinical outcomes. You will discover:

- How to engage and partner with patients for a true shared care agenda to increase compliance and impact clinical outcomes
- Tactics to help you improve patient access with out adding additional staff
- Tips for managing patient expectations from the minute they walk into the reception area until you follow up with test results
- Best practices to help adjust and refine the steps you are already doing to maximize effectiveness
- Tactics to help you zero-in on the core questions for the CG CAHPS composites that will impact every survey and improve your results

ABOUT THE AUTHORS

The CG CAHPS Handbook is a collaborative effort by three Studer Group leaders.

Jeff Morris, MD, MBA, FACS is a Board Certified Orthopaedic & Hand Surgeon (Canada), who has lived and practiced in Ohio for the past 24 years. During more than 30 years of clinical practice and 12 years of physician executive leadership, Jeff appreciates very real connection between improved provider communication, a more positive patient experience and superior clinical outcomes, all translating into a greater market share, reduced liability risk and improved reimbursement.

Barbara Hotko, RN, MPA has more than thirty-five years of experience in the health care industry. She has been a RN for 28 years. In conjunction with the Alliance for Healthcare Research, she spearheaded the launch of Fire Starter Publishing, which has contributed nearly one million books to the marketplace. Her collaboration with industry experts brings evidence, research and tactics together to help organizations thrive.

Matthew Bates, MPH is a member of the executive team at Studer Group where he leads innovation. Prior to joining Studer Group, Matthew was a Global Managing Director of Healthcare for Accenture where he led strategic health initiatives with governments and global 1000 companies. Over his 25 years of experience in healthcare, he has held roles with healthcare providers, payers and vendors.

HCAHPS Handbook 2nd Edition: Tactics to Improve Quality and the Patient Experience

Outpace and outperform the industry in patient experience improvement and the HCAHPS outcomes that reflect it. This revised and updated book explains how.

In the race to improve the patient experience, organizations coached by Studer Group have a distinct edge. They outperform the nation on HCAHPS measures by an average of 21 percentile points, outpace it in improvements at a speed of nearly 50 percent faster, and also beat the national average in every core measure. The HCAHPS Handbook 2nd Edition lays out the strategy and tactics that enable them to consistently perform at such a high level. It retains the “how-to” focus that made the first edition a bestseller, while also providing fresh evidence and vital new content.

This book is a valuable resource for organizations seeking to provide the exceptional quality of care their patients expect and deserve. It provides:

- HCAHPS primer—great for helping set the right goals and getting people aligned and accountable
- Vital information on the five new HCAHPS questions that became mandatory in January 2013
- New tactics to improve quality and patient perception of care in areas pinpointed by the new Care Transition composite
- Insights on critical tweaks you can make to refine and perfect the tactics you’re already using

“I was a little suspect about getting another version of The HCAHPS Handbook because I thought it would be something like “add a chapter on care transitions, update a few bullet points, and we’re done.” So as I timidly bought a few for our folks to read, I’ve found this book is even more amazing than before. I love the connection between patient experience and quality. I love the stronger focus on the care and compassion while doing the behaviors.” — Todd Hendricks, Director of Patient Experience

ABOUT THE AUTHORS

The HCAHPS Handbook 2nd Edition is a collaborative effort by three Studer Group leaders and HCAHPS experts.

Lyn Ketelson, RN, MBA has been a RN for 28 years. In conjunction with the Alliance for Healthcare Research, Lyn co-authored the largest study ever conducted on reducing call lights which was published in the American Journal of Nursing in September, 2006.

Karen Cook, RN, is a senior coach at Studer Group. She was the primary author of one of the industry’s first HCAHPS toolkits, published by Studer Group in 2007, which became a springboard for The HCAHPS Handbook.

Bekki Kennedy is the Senior Leader of Publishing at Studer Group. During her 14 years with Studer Group, she spearheaded the launch of Fire Starter Publishing, which has contributed nearly one million books to the marketplace. Her collaboration with industry experts brings evidence, research and tactics together to help organizations thrive.
**Inspired Nurse**

Remember your first day as a nurse? You thought, “What a privilege to do this work!” It’s true. Few other professions afford the opportunity to impact lives on such a profound level, not only physically but emotionally and spiritually as well. Yet the same qualities that make nursing so deeply rewarding can also make it a challenge, over time, to sustain your energy and passion. *Inspired Nurse* helps us maintain and recapture those elusive qualities.

In this thought-provoking workbook, Rich Bluni, RN, reminds nurses and all healthcare employees why we chose this profession. He provides a wealth of action-oriented “spiritual stretches” that help us fully integrate the gifts of nursing—joy, wonder, gratitude, insight, and grief—into our daily lives.

**Inspired Nurse Too**

The follow-up to Rich Bluni, RN’s bestseller and award-winning book *Inspired Nurse* almost had to be written. The author speaks in front of tens of thousands of nurses every year at conferences and healthcare organizations. He shares his stories, listens to theirs, and constantly fields the question, “So, when’s the next book coming out?”

Finally, here it is! *Inspired Nurse Too* will make you laugh, cry, reconnect to your sense of meaning and purpose, and remember to be grateful for the incredible work you do every day. Most of all, it will help you sustain the energy and passion you need to provide the extraordinary care your patients need, expect and deserve.

That’s why I wrote this book—to help nurses replenish their spirits so they can serve the patients who need them,” he adds. “You are gifts and blessings to those you care for, teach and lead. *Inspired Nurse Too* is a gift you give yourself.”

**Inspired Journal**

Write your way to Inspiration!

Your work as a nurse brings many inspiring moments. By setting aside time to explore and reflect on these events in writing, you can more fully integrate their gifts into your daily life. *Inspired Journal*, a companion to *Inspired Nurse*, was created to help you do just that.

**Oh No…Not More of That Fluffy Stuff!**

**The Power of Engagement**

Besides, what’s the alternative? As author Rich Bluni puts it, “So you’re saying your team feels burnt out, unproductive, stuck in a rut like they’ve lost hope...but you’re going to revive their spirit by making sure they understand the latest financial numbers and maybe send them to a seminar on how to interpret the latest healthcare law, and somehow THAT is going to fill their spirit?”

Besides the stories that touch your heart and make you nod your head in recognition, this book is packed with action steps to help stay engaged, committed, and inspired as you continue on this amazing journey called nursing.

“The most giving people on earth are nurses,” says Bluni. “We constantly ‘pour out’ ourselves to our patients, teams, organizations and communities. But if even the most beautiful vessel in the world constantly pours out, and never refills, it becomes empty—and an empty vessel cannot fulfill its purpose.”

**ABOUT THE AUTHOR**

Rich Bluni, RN, is a wildly popular speaker and author. His award-winning first book, *Inspired Nurse*, has been read and loved by nurses across the globe, followed by *Oh No…Not More of That Fluffy Stuff*, which put employee engagement on the to-do list of healthcare executives. Using social media as a platform to communicate with his followers and fans, his #MyInspiredSign challenge went viral and is still actively participated in by healthcare professionals.

Rich joined Studer Group in 2007 as an expert coach working with organizations all over the US. A Registered Nurse and Licensed Healthcare Risk Manager, his clinical experience includes over 24 years in Pediatric Oncology, Pediatric Intensive Care, Flight Nursing, and Trauma Intensive Care, Quality and Risk Management, and Emergency Department Leadership. He is one of Studer Group’s most sought-after keynote speakers for major health care conferences and has presented to tens of thousands of healthcare leaders, executives, and frontline staff at hundreds of healthcare organizations, hospitals, and medical practices in the United States and Canada.
Eat THAT Cookie!:  
Make Workplace Positivity Pay Off...  
For Individuals, Teams and Organizations  

American Journal of Nursing Book of the Year 2010

Liz Jazwiec gets real in her book, Eat THAT Cookie! Make Workplace Positivity Pay Off... For Individuals, Teams and Organizations. In her darkly humorous, ever-so-slightly sarcastic style—after all she was an ER nurse—she builds a case for the powerful benefits of a positive workplace. (Hint: Better patient service, improved efficiencies, and lower employee turnover all make the list.) Funny, inspiring, and relatable, Eat THAT Cookie! is packed with realistic, down-to-earth tactics leaders can use right now to infuse positivity into their culture.

“This Liz Jazwiec knows nurses. She knows their work, she knows their frustrations, and she knows how deeply they care about their patients. In Eat That Cookie!, by telling her stories, with a humor that every nurse can related to (because, let's face it, we've all been there!), she helps nurses see that their work extends far beyond their clinical expertise. Liz reminds us that nurses can reduce patient anxiety, establish patient confidence, and provide care that makes them feel truly cared for and totally satisfied with the patient experience.” — Ruth Walton, Regional Chief Executive

Service Excellence is as Easy as PIE:  
(Perception Is Everything)

Most of us work ourselves silly focusing on quality, demonstrated outcomes, and proven results. That’s a good thing. Yet too often we stop short of the final step: zeroing in on how all our hard work comes across to the patient or customer. Why do we spend so much time making sure the ingredients are right...and so little time thinking about perception?

Liz Jazwiec, award-winning author of Eat That Cookie! and Hey Cupcake!, asks (and answers) this question in her latest book. In Service Excellence Is as Easy as PIE: Perception Is Everything, she deploys her trademark sense of humor as she shares some practical and relatable ways to zone in on and improve service.

This latest book in Liz’s “treat trilogy” does a delicious job of explaining the tools and tactics that form the whipped-cream smiley face on the pie of service excellence. Not only does she explain how to generate powerful impressions and improve perceptions, she folds lots of entertaining stories into the mix.

Realistic, down to earth, and wickedly witty, PIE is perfect for everyone in healthcare or any other service industry. It’s filled with ideas for creating exceptional customer experiences—ideas that are surprising, simple, and yes, easy as you-know-what.

Hey Cupcake! We Are ALL Leaders!

Eventually, most of us will be called on to lead, whether it’s a department, a shift, a project team or a new employee. Plenty of books have been written on leadership, but few have told the brutal—and funny—truth quite like Hey Cupcake! We Are ALL Leaders. Liz brings back that trademark style from Eat THAT Cookie! and focuses on bringing out the great leader in all of us. Leadership doesn’t have to be daunting. In fact, when you stop being afraid to laugh at yourself, it can be downright fun.

Liz’s Workplace Trilogy

Listen, Learn, and Laugh along with Liz!

Now available on CD, listen to Liz as she narrates resourceful tactics and recounts the wickedly funny stories in each of her insightful books, Eat That Cookie!, Hey Cupcake!, and Service Excellence is as Easy as PIE. Great for on-the-go learning and group training or development.

About the Author

Liz Jazwiec, RN, is a nationally renowned speaker, strategist, and award-winning author who has shared her passion for leadership, employee engagement and excellent services with audiences around the country.

She’s also been a longtime hospital officer who helped raise service scores at Chicago, Illinois’s Holy Cross Hospital from the 5th to the 99th percentile in just a few years. Her work as vice president of patient care and as the director of emergency services was one of the key reasons Holy Cross won Fortune Magazine’s Enterprise Award for Best Business Practices in 1996.
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**Taking Conversations from Difficult to Doable:**
3 Models to Master Tough Conversations

You Can Master the Art of Tough Conversations.
This Book Shows You How.

**Wait a Hot Minute!**
When Did Perpetual Distraction and Multi-Tasking Become the New Normal?

Have you ever dreaded holding a tough but necessary conversation with an employee, coworker, or boss? Do you put off such conversations far too long? Have you ever launched into a difficult conversation unprepared, only to have the interaction spiral out of control?

Most leaders answer yes to at least one, if not all, of these questions. *Taking Conversations from Difficult to Doable: 3 Models to Master Tough Conversations* can help you “bite the bullet” and say what needs saying. Lynne Cunningham, MPA, explains why we shy away from these critical conversations and provides the tools and tactics to navigate them confidently and effectively.

Here’s just a sampling of the book’s insights:

- What happens when we ignore situations that call for a difficult conversation
- How to structure and execute a conversation with a peer, direct report, boss, or physician
- How to implement each of the three powerful conversation models detailed in the book so that the outcome is a “win-win”
- Why creating formal Standards of Behavior at your organization, and making them integral to your culture, provides a solid foundation for difficult conversations
- How to respond when a person’s behavior doesn’t change after a difficult conversation

Unlike most books on this subject, *Taking Conversations from Difficult to Doable* is short, to the point, and easy to understand. It’s perfect for today’s busy leaders. Best of all, it helps you master the right skills quickly—and once you’ve done this, you’ll find all your conversations become easier, less stressful, and more successful.

**ABOUT THE AUTHOR**

**Lynne Cunningham** is an internationally renowned speaker, coach, and author. A leader in healthcare communication, she has more than four decades in the industry. She works with hospitals, health systems, and medical groups all over the country to define, measure, and evaluate the perception of quality among patients, employees, physicians, and the community.

**Jacquelyn Gaines** has an extensive career in health care encompassing nearly 38 years in sustained leadership. With passion, creative energy, and vision, she motivates diverse groups of people toward success. Now an executive coach, national speaker, and bestselling author, she has dedicated her career to the advancement of quality health care programs throughout the United States.

Readers will learn:

- Practical tips working parents can use to maximize their stretched-to-the-limit time (and even make Why you most likely need to detach from technology—and some techniques to help you “drop the I”
- Sometimes, saying no is the most respectful thing you can do, saving you and the requestor valuable time
- Tools & tactics to take charge of your time when you’re in charge of everything

This is not another book about time management. It’s a book about purposefully managing your life in the context of the time we all have…one “hot minute” after another.

**ABOUT THE AUTHOR**

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The Patient Flow Advantage: How Hardwiring Hospital-Wide Flow Drives Competitive Performance

Some is not a number. Soon is not a time. Somehow is not a strategy!

In *Hardwiring Flow*, Drs. Thom Mayer and Kirk Jensen delve into one of the most critical issues facing healthcare leaders today, patient flow. Essentially, it means patients spend exactly the right amount of time at every juncture in their journey through an organization—just enough time to maximize their clinical outcomes in the most cost-effective manner.

Today, each of us works in a capacity-constrained environment where change is constant and patient volume is ever increasing. Flow matters. In fact, it’s non-negotiable.

Efficient patient flow has never been more critical to ensure patient safety, satisfaction, and optimal reimbursement. This resource was developed based on several years of hardwiring flow in hundreds of hospitals across the U.S. and Canada.

Building on principles first outlined in their earlier book *Hardwiring Flow: Systems and processes for Seamless Patient Care*, the authors offer specific tips, tools, and techniques to add value and eliminate waste. Readers will learn:

- The 7 core strategies to hardwire flow and the tools that support them
- Valuable lessons to apply from other industries—like restaurants, aviation, and submarine operations—that get flow right (or that have mastered flow)
- “Advanced” flow concepts, including how to use targeted systems hospital-wide to relieve boarding and speed patient care

Data that was once difficult to obtain is now readily available and can be used to drive deep knowledge of the system (and how it interrelates) for new wisdom to better serve our patients, providers, leaders, and staff. *The Patient Flow Advantage* is a must have guide to hospital wide flow.

ABOUT THE AUTHORS

Thom A. Mayer, MD, FACEP, FAAP, is the chairman of the board of BestPractices, Inc., and a medical director for Studer Group. He has been widely recognized as one of the nation’s foremost experts in leadership, management, customer service, and flow in healthcare. He is also recognized as an expert in emergency medicine, pediatric emergency medicine, trauma, and sports medicine.

Kirk B. Jensen, MD, MBA, FACEP, has spent over 20 years in emergency medicine management and clinical care. Board-certified in emergency medicine, he has been medical director for several emergency departments and is chief medical officer for BestPractices, Inc. and a medical director for Studer Group.
Excellence in the Emergency Department: How to Get Results

For years, healthcare professionals believed creating excellence in Emergency Departments was next to impossible. Too many patients, a shortage of resources, and too few hours in the day add up to big challenges. Yet where there’s a will—and a team of passionate, caring staff members—there’s most definitely a way.

By implementing proven, evidence-based tools and techniques, leaders can overcome the excuses and create a “no excuses” ED. Excellence in the Emergency Department: How to Get Results explains how. It’s filled with easy-to-implement, step-by-step instructions based on research Studer Group has done with more than 500 organizations.

ABOUT THE AUTHOR
Stephanie J. Baker, RN, MSN, CEN, MBA, has 20 years of clinical nursing and administrative experience in the areas of Emergency, Trauma, Flight, and Critical Care medicine and proven results with her partners around the country. An account leader and internal ED expert for Studer Group, Stephanie is best known for her ability to individualize her coaching plans to produce results. She is a national keynote speaker and is the leader for the Emergency Department service line. Stephanie is also a co-author of Advance Your Emergency Department Leading in a New Era.

Advance Your Emergency Department: Leading in a New Era

Crowded emergency departments and long patient wait times were accepted as the status quo. Our mindset was that much of what happens in the ED is out of our control. Today, we know that’s not true. And with the changes over the past decade, we can now take control.

How did we get to this point? Rulon Stacey, PhD, FACHE, says the roots of the current crisis lie in the “solution.” Government intervention, meant to make healthcare more accessible and affordable, has instead created a system so convoluted and complex that we can no longer keep up with current policy.

Over Our Heads
An Analogy on Healthcare, Good Intentions and Unseen Consequences

Costs continue to soar, and Americans, already strapped by a sluggish economy, struggle to pay escalating insurance premiums. Politicians, entertainers, and other public figures regularly demonize healthcare professionals as the ones who created this situation through either greed or mismanagement. Meanwhile, the problems keep piling up.

How did we get to this point? Rulon Stacey, PhD, FACHE, says the roots of the current crisis lie in the “solution.” Government intervention, meant to make healthcare more accessible and affordable, has instead created a system so convoluted and complex that we can no longer keep up with current policy.

ABOUT THE AUTHOR
Rulon F. Stacey, PhD, FACHE, was recognized as having achieved a major milestone when, in November 2008, the president of the United States announced that the Poudre Valley Health System (PVHS), an organization led by Dr. Stacey for more than a decade, had been selected to receive the prestigious Malcolm Baldrige National Quality Award. In 2011, Dr. Stacey was selected as the seventy-seventh chairman of the Board of Governors of the American College of Healthcare Executives. With more than 40,000 affiliates, the ACHE is the world’s largest organization of healthcare executives.

Frontline Heroes: A Story of Saving Lives

Well-lit fire and emergency service agencies are some of the most effective organizations in the world. Their mission—to make high-pressure life and death decisions in an instant—is extraordinary. So are the results they achieve. And if your organization is seeking to improve its own outcomes, take a cue from the top-of-the-line processes revealed in Frontline Heroes.

This book tells a story and beautifully illustrates how leaders work to create order out of chaos. Frontline Heroes guides your organization on its journey to answer that call.

ABOUT THE AUTHOR
Kurt Larson is a noted speaker, consultant, and practicing chief fire officer who has provided training and education programs to audiences around the world.
Maximize Performance: Creating a Culture for Educational Excellence

Our professional field has always dealt with change. But the environment we’re navigating now requires change at a new level. We’ve moved from experiencing episodic change to continuous change—and as John Kotter has famously noted, that requires a whole different set of skills and a whole different level of urgency. In Maximize Performance: Creating a Culture for Educational Excellence, Quint Studer and Dr. Janet Pilcher explain how to leverage the powerful values that have always defined educators—passion, fortitude, and willingness to learn—to meet the challenges of our disruptive external environment. This book will help you:

- Apply organizational and leadership assessments to diagnose educational system strengths and areas to improve
- Align key performance drivers throughout the educational system (all schools and all departments)
- Determine best metrics to monitor progress aligned to the key performance drivers
- Select core system-wide strategies aligned to key drivers to cascade to schools and departments
- Coach executive teams to work with leaders to select school and department strategies aligned to key drivers
- Engage in district, department, and school performance reviews to validate the execution of strategies at the system, school, and department levels
- Train leaders in core leadership skills: performance management, key communication skills, and teamwork
- Increase leadership skills for succession planning by identifying and training future leaders

Packed with relevant research and fresh insights—all brought to life with thought-provoking and inspiring stories—this book is a must-have for any leader striving to support and inspire faculty and staff, maximize performance, and maintain excellent outcomes in the face of intense (and ongoing) change.

“Maximize Performance is a must-read for boards, superintendents, district leaders, and school leaders. The book describes the process our school district uses to transform our culture as we face constant changes in our profession.” — Tim Wyrudick

How to Lead Teachers to Become Great: It’s All About Student Learning

Are you interested in retaining teachers and watching student learning improve? Are you concerned about parent engagement and staff satisfaction?

With Evidence-Based LeadershipSM in Education, you will learn the key tools and tactics that can help your district, your school, and your classroom excel. This book brings the “best practices” from healthcare to education—and students are the biggest winners of all.

ABOUT THE AUTHORS

Janet Pilcher, PhD, worked as a high school mathematics teacher before completing her doctoral degree in measurement and evaluation. She served as the associate dean of the University of West Florida for seven years until she was selected to become the dean of an expanded College of Professional Studies. She currently serves as the Senior Leader of Studer Education, a division of Studer Group.

Robin Largue, PhD, began her career as a high school history teacher. She went on to become the second female to lead a high school in Escambia County School District, Florida. In 2001, she took an educational leadership faculty position at the University of West Florida. Currently, Robin is the lead coach of Studer Education.

“I’m Sorry to Hear That...”: Real Life Responses to Patients’ 101 Most Common Complaints About Health Care

From the patient’s perspective, a complaint about healthcare or service is an urgent statement of fact: “I am here where I don’t want to be,” “I am frightened and unsure of what will happen next,” or, “I put my trust in you, and now something is wrong.” The service recovery scripts offered in this book can help you soothe patients’ sense of helplessness and anxiety and recover their confidence in you and your organization. Access more than 300 responses to patient complaints about billing, service quality, their environment, and more.

ABOUT THE AUTHORS

Susan Keane Baker has spoken on service quality for healthcare organizations and associations in 47 states. In 2008, she served as a member of the Board of Examiners for the Malcolm Baldrige National Quality Award.

Leslie Bank is director of customer service at Montefiore Medical Center, Bronx, New York, a large multi-hospital healthcare system where a service excellence philosophy is fostered and sustained. She has worked as a “change agent” for over three decades, always aiming at assuring the patient’s voice is heard in all aspects of care.
Excellence with an Edge: Practicing Medicine In a Competitive Environment

Once upon a time physicians went to work, cared for their patients, and went home. In the process they made a decent living. They didn’t worry so much about how they got paid—they simply practiced good medicine and accepted that the money would come.

Twenty-first century doctors work in a field that seems to grow more complicated every day. At the same time, the competition gets fiercer and fiercer. The implication is clear: Yes, you must consistently provide the highest quality care and great service—they’re the tickets to entry in this profession—but in order to do that, you must also be able to run a great business. Whether you own a two-or-three-person practice or you’re a first-year physician in an 800-member faculty practice, you need a solid grasp of the business side of making a living in healthcare, asserts Dr. Harris. It’s no longer optional.

ABOUT THE AUTHOR

Michael T. Harris, MD, is a nationally recognized expert in the field of gastrointestinal surgery. He has helped pioneer the use of minimally invasive (laparoscopic) surgical techniques for Crohn’s disease and colitis and has one of the largest IBD practices in the nation. Dr. Harris is the Chief of Surgery and Surgical Services at Englewood Hospital and Medical Center in New Jersey.

Until recently recruited to EHMC, Dr. Harris was President of The Mount Sinai Medical Board, and served on the Board of Governors of Faculty Practice Associates, the 840-physician multispecialty group of The Mount Sinai School of Medicine. He created and was course director of the popular “Business of Medicine” elective, one of the first courses of its kind for medical students in the country. Additionally, he teaches courses in the Masters of Health Administration programs at NYU and Cornell. In 2009, Dr. Harris was awarded the National Leadership in Medicine Award by Studer Group and a Gold DOC Award from the Arnold P. Gold Foundation for humanism in medicine.

Engaging Physicians: A Manual to Physician Partnership

Too often leadership teams struggle with physician involvement in quality and service initiatives. The failure to engage and involve physicians early in change efforts can significantly slow implementation in both the hospital and outpatient environment. This book, a follow-up to Dr. Stephen C. Beeson’s bestselling Practicing Excellence, presents a simple, tested, staged approach to creating physician loyalty, improving physician partnership, and generating superior organizational performance.

Practicing Excellence: A Physician’s Manual to Exceptional Health Care

How does a healthcare organization engage its physicians to lead by example? And how does a physician—in the midst of 25 appointments, 30 phone messages, hospital rounds, and the details of “managing” a clinical practice—do what needs to be done to foster satisfaction and loyalty among patients? Dr. Stephen C. Beeson’s bestselling book answers these questions. Practicing Excellence helps physicians create a high-performance workplace built on collaboration, commitment, purpose, and making a difference in the lives of patients.

ABOUT THE AUTHOR

Stephen C. Beeson, MD, is a nationally recognized presenter who has provided tools and tactics for engaging and training physicians to medical groups and hospitals throughout the country. His efforts have focused on driving organizational performance through physician engagement, leadership, and performance improvement.

Dr. Beeson is a board-certified family medicine physician practicing with Sharp Rees-Stealy Medical Group. In 2002, Dr. Beeson was selected by Sharp HealthCare leadership to serve as the physician fire starter for the Sharp Experience, an organizational commitment to service and operational excellence. Dr. Beeson’s patient satisfaction ranks him in the 99th percentile nationwide, and the San Diego County Medical Society voted him as one of San Diego’s Best Physicians in 2005, 2006, 2007, and 2008.

Dr. Beeson was a recipient of the Center of Recognized Excellence Award for Individual Service Excellence, and Sharp HealthCare was the recipient of the prestigious Malcolm Baldrige Award for 2007 for organizational performance.
The E-Factor: How Engaged Patients, Clinicians, Leaders, and Employees Will Transform Healthcare

If you’re seeking to create a culture of high engagement you’re not alone. Great clinical quality depends on it. Price pressures demand it. Where engagement doesn’t exist, all stakeholders suffer. Employees leave, physicians burn out, patients neglect their care plans, lose trust in their caregivers, and drift away altogether.

These are costly problems. Craig Deao has created a unique and progressive four-pronged model to help organizations solve them. In The E-Factor, he shows how engagement cascades from the top: it starts with leaders, flows down to employees and physicians, and finally reaches (and activates) patients. He then lays out a step-by-step strategy for engaging all four groups simultaneously.

A high-engagement culture is no longer optional. It’s mandatory-and urgent. This book is a needed roadmap to help you navigate the rapidly shifting dynamics and market forces that are reshaping our industry.

ABOUT THE AUTHOR

Since 2005, Craig Deao, MHA, has been an integral part of Studer Group as a senior leader for the organization’s speaking, conferences, and publishing teams.

Craig is a highly regarded national speaker on leadership, engagement, quality, and patient safety. He works with medical staffs and healthcare executives to create highly reliable organizations where employees want to work, physicians want to practice, and patients want to receive care.

He also co-led the organization’s journey to become a recipient of the Malcolm Baldridge National Quality Award in 2010.

In 2016, Craig harnessed his decades of field experience in healthcare to author the book “The E Factor: How Engaged Patients, Clinicians, Leaders, and Employees Will Transform Healthcare”.

In addition to his full-time work with Studer Group, he serves as faculty for the American College of Healthcare Executives (ACHE).

Leading Medical Group Transformation

Medical groups are the new “front door” to your health system. Unlocking their potential will allow you to thrive in a value-based world.

Value-based payment models, the rise of patient consumerism, and crossing the tipping point on physician employment are all bringing about massive changes in how healthcare is delivered. Your medical group—or, if you’re a leader inside a large health system, your affiliate medical groups—must transform to meet these new realities. (And there is no time to waste.)

Medical groups are now the front door to the American health system. They are the most consistent touchpoint with patients. In fact, more than 85 percent of your community will visit a physician this year while less than 7 percent spend a night in a hospital. This means that medical group leaders, on the hospital side and the practice side, are in an incredible position. You are the catalyst that drives transformation.

Leading Medical Group Transformation, a book by Vic Arnold and Matthew Bates, shares an exciting message for all medical group leaders, including those who lead academic medical centers (AMCs), clinically integrated networks (CINs), federally qualified health centers (FQHCs), or rural health clinics (RHCs). Rethinking how you structure and market your business—and engage clinicians, employees, and patients—is the key to unlocking the potential of your medical group and helping your entire health system thrive in a value-based world.

ABOUT THE AUTHORS

Matthew Bates is a managing director with Huron where he leads the Medical Group team. The largest and most experienced consulting team focused on physicians in the U.S., they are dedicated to making medical groups a better place for clinicians to practice, employees to work, and for patients and families to receive care. Matthew joined Huron via their acquisition of Studer Group® where he served as the chief product and strategy officer. At Studer Group, he led the application of Evidence-Based Leadership™ to physician organizations, co-developed the Provider Feedback System™ with Quint Studer, and co-authored The CG CAHPS Handbook. Matthew began his healthcare journey working on the frontline of healthcare as an Emergency Medical Technician (EMT) and as a Certified Nursing Aid (CNA). He has also held certification as a FEMA Emergency Manager, a Hazmat First Responder (FRO) and as a Certified Professional in Healthcare Quality (CPHQ).

Vic Arnold has over 30 years of executive and senior consulting leadership experience, with particular focus on complex physician organizations in the independent, academic and large healthcare systems environment. Additionally, he has served as a senior executive for large healthcare management information systems vendors for complex system installations and performance improvement engagements. He has deep experience in physician practice management and operations efficiency, physician organization alignment and transformation strategies, practice finance and, physician compensation.
The OAS CAHPS Compendium: A Guidebook for Improving Patient Experience and Outcomes Across the Ambulatory Surgery Continuum

The survey, which aims to improve the nation’s quality of healthcare in the perioperative space, measures patient experiences with their surgeries performed at hospital outpatient surgery departments (HOPDs) or ambulatory surgery centers (ASCs).

The ability to create an “always” experience for patients is what will differentiate and set you apart from your competitors. That’s why Studer Group created The OAS CAHPS Compendium. It’s a series of whitepapers that offers tools, tactics and specific examples that will assist your team in achieving their desired ambulatory surgery goals.

ABOUT THE AUTHORS

Davy Crockett has over 30 years of experience in acute, post-acute hospital operations and coaching leaders. He has a diverse background with a focus on service excellence, creating an environment for employee growth, leadership development and process improvement.

Jeff Morris, MD, MBA, FACS, FRCS(C) is a Board Certified Orthopaedic & Hand Surgeon (Canada), who has lived and practiced in Ohio for the past 24 years. During more than 30 years of clinical practice and 12 years of physician executive leadership, Jeff appreciates a very real connection between improved provider communication, a more positive patient experience and superior clinical outcomes, all translating into a greater market share, reduced liability risk and improved reimbursement.

Diana Topjian, RN, MSN, D.M., C-ENP has served the healthcare industry for over 30 years in a variety of leadership positions, and her passion for employee and patient engagement has driven results in various healthcare organizations across the country.

Erin Shipley, RN, MSN collaborates with all care providers to improve quality, move results, and hardwire standards across departments. Prior to joining Studer Group, Erin was a clinical nurse manager and service line administrator for Lafayette General Health in Lafayette, LA. Erin's experience as a registered nurse in the emergency department and as a nurse leader in outpatient, ambulatory and inpatient units, strengthens her ability to deploy the Evidence-Based Leadership model in all types of patient care services/modes.

Anthony Schuster, MD, MBA, CPE is adept at developing relationships and cultivating settings where collaboration and consensus leads to quantifiable results. He is passionate about leading change and fostering environments that support better care for patients and healthier atmospheres for clinicians and staff to work.

Ted James, MD, MHCM is a surgical oncoologist and medical director with an extensive background in quality improvement in health care. He is actively involved in providing comprehensive care for patients with breast cancer, leading multidisciplinary care programs, and advancing patient-centered care through clinical innovations.
BOOKS CATEGORIZED TO FIT YOUR NEEDS:

In an effort to make it easy for a leader to “dive into” the Fire Starter Publishing books that address her needs, we have divided our books into categories. The categories offer a grouping of books based on that audience or focus.

NURSE RESOURCES

Few other professions afford the opportunity to impact lives on such a profound level. Nurses touch our lives from the beginning to the end. Nurses oftentimes bypass taking care of themselves as they focus on taking care of their patients. The resources listed here offer many tools and tactics that will help nurses serve not only their patients but themselves as well.

ALL LEADER RESOURCES

As a leader you help create the culture of consistent excellence through your performance and staff. These resources provide you with all the tools and tactics proven to help achieve organizational goals and get results.

SENIOR LEADER RESOURCES

As a senior leader, ensuring your organization is able to thrive is always at the top of your to-do list. These books will help you create alignment throughout your organization. They will help your organization be agile in changing times.

PHYSICIAN RESOURCES

It’s critical that physicians are aligned and engaged in organizational efforts, deeply involved in improvement strategies, and loyal to the system for which they work. In fact, it’s the key to best-in-class clinical care and service. From primary care to emergency room, physicians are concerned with maintaining or restoring a patient’s health. The reshaping of our industry is driving physicians into an ever-brighter spotlight. Our physician resources give you access to the many tools and resources specific to your needs in one stop.

EMERGENCY DEPARTMENT RESOURCES

The Emergency Department is the major point of entry for the largest number of patients arriving at most hospitals. The experience patients have in the ED will impact their perception of their entire visit. That’s why it’s so critical to make a good “first impression.” Our books listed here allow you to access resources specific to your needs. These resources have proven to improve ED operations, patient flow, and service results.

NURSE RESOURCES

Few other professions afford the opportunity to impact lives on such a profound level. Nurses touch our lives from the beginning to the end. Nurses oftentimes bypass taking care of themselves as they focus on taking care of their patients. The resources listed here offer many tools and tactics that will help nurses serve not only their patients but themselves as well.
TRAINING SUPPLEMENTS:

HARDWIRING FLOW
In *Hardwiring Flow*, you will learn how to improve patient flow efficiently and effectively. Your students will learn:
• Why patient flow helps organizations maximize the “Three Es”: Efficiency, Effectiveness, and Execution
• How to implement a proven methodology for improving patient flow
• Insights for improving flow’s “teammates”—patient safety, customer service, risk management, and more
• What the future of patient flow will look like—and how to start preparing for it right now

Educational Resources include:
• Teaching Presentation in Microsoft PowerPoint
• Instruction Manual organized by chapter

EAT THAT COOKIE!
It is possible to create a positive workforce in negative times, but first you have to get real about how tough a job in healthcare really is. Learn how the benefits of a positive workplace can truly change not just a department but an entire organization. After reading *Eat That Cookie!* your students will learn:
• How to decree and enforce “mandatory fun” so that it’s really fun
• How not to succumb to “process paralysis”
• Why victim thinking is so destructive, and how to eliminate it from the organization

Educational Resources include:
• Teaching presentation in Microsoft PowerPoint format
• Instruction Manual organized by chapter

HARDWIRING EXCELLENCE
In *Hardwiring Excellence*, Quint Studer helps healthcare professionals to create and sustain a Culture of Service and Operational Excellence that drives bottom-line results.

The book serves as a roadmap to the tools, tips, and techniques to hardwire key behaviors as expressed by the Nine Principles® to:
• Increase employee, physician, and patient satisfaction
• Lower employee turnover
• Improve quality
• Grow market share
• Increase revenue while reducing costs

Educational Resources include:
• Teaching Presentation in Microsoft PowerPoint
• Instruction Manual organized by chapter

ENGAGING PHYSICIANS
A tactical and passionate guide for physician collaboration to generate organizational high performance, this book is designed for healthcare leaders and physicians to answer every question regarding getting physicians “on board” and creating partners for organizational change.

Your students will learn how to:
• Create and boldly project a compelling organizational vision
• Assemble a high-performance leadership structure, built to achieve outcomes based on a proven Evidence-Based LeadershipSM model
• Select, develop and activate effective physician leaders and physician champions to lead change
• Use performance feedback, and physician balanced scorecards for physicians to drive and improve quality and service outcomes

Educational Resources include:
• Teaching Presentation in Microsoft PowerPoint
• Instruction Manual organized by chapter

STRAIGHT A LEADERSHIP
*Straight A Leadership* is based on Studer Group’s work with hundreds of top healthcare organizations. It makes the case the vast majority of problems organizations face fall under one of the following three categories:
• Alignment
• Action
• Accountability

The book offers a wealth of thoughtful, evidence-based insights on addressing the three “A’s” in light of an organization’s external environment. It also shows senior leaders how to evaluate their own execution in these areas and provides a “tool kit” that will help them get the organization moving in the right direction.

Educational Resources include:
• Quizzes and Exams in available in Microsoft Word format
• Instruction Manual organized by chapter
AUDIOBOOKS AND E-BOOKS:

Fire Starter Publishing is pleased to offer several of our publications now in audio and e-book. Visit Amazon, Audible, Barnes & Noble, or iTunes to download your favorite title today. Each month a new batch is added, so if you don’t see your favorite title, be on the lookout for it soon.

AUDIOBOOK
- Hardwiring Excellence
- Results that Last
- Straight A Leadership
- The Great Employee Handbook
- A Culture of High Performance
- How to Lead Teachers to Become Great
- Eat That Cookie! – read by Liz Jazwiec
- Hey Cupcake! We Are ALL Leaders – read by Liz Jazwiec
- Service Excellences is as Easy as PIE – read by Liz Jazwiec
- Over Our Heads
- Frontline Heroes
- Healing Physician Burnout
- Taking Conversations from Difficult to Doable

E-BOOK
- Engaging Physicians
- Straight A Leadership
- Hardwiring Excellence
- Excellence in the Emergency Department
- Advance Your ED
- The HCAHPS Handbook 2nd Edition
- The Great Employee Handbook
- The Nurse Leader Handbook
- How to Lead Teachers to Become Great
- Oh No…Not More of That Fluffy Stuff!
- A Culture of High Performance
- Inspired Nurse
- Excellence with an Edge
- I’m Sorry to Hear That
- Results that Last
- Frontline Heroes
- Over Our Heads
- The Patient Flow Advantage
- Maximize Performance
- How to Lead Teachers to Become Great
- Eat That Cookie!
- Hey Cupcake! We Are ALL Leaders
- Service Excellences is as Easy as PIE
- Healing Physician Burnout
- Taking Conversations from Difficult to Doable

ADDITIONAL OPPORTUNITIES TO GAIN KNOWLEDGE:

Many of Fire Starter Publishing’s books are based on Studer Group’s intellectual capital and authored by Studer Group experts. Studer Group creates cultures of execution by working with partners to install a structural foundation called Evidence-Based LeadershipSM, which gets their goals, behaviors, and processes aligned and working together. This framework, combined with a set of proven tactics, will empower them to succeed in the pay-for-performance era.

CONFERENCES
We invite you to attend one of Studer Group’s conferences. Participants walk away from these sessions armed with Evidence-Based LeadershipSM strategies to create sustainable cultures of excellence and the passion to put them into practice. Visit StuderConferences.com to register for one of our conferences today and drive new outcomes for your organization.

SPEAKING
Studer Group provides on-site training / speaking for healthcare organizations all over the country. Our speakers are results-driven performance experts who spend a significant amount of time working closely with leaders inside the Studer Group Learning Lab of more than 800 healthcare organizations. That means they have up-to-the-minute knowledge of what’s going on in our changing industry. They are directly involved in crafting the solutions to some of our most pressing problems. With over 80 years of combined experience at all levels, our speakers are able to tailor any presentation need and create the sense of urgency that inspires action. Visit StuderGroup.com to learn more.
ABOUT FIRE STARTER PUBLISHING

Fire Starter Publishing offers intellectual resources for healthcare professionals. Through our books, videos, magazine, and other products, FSP strives to inform healthcare workers of prescriptive to-dos and inspire passion that will encourage action to create change. Our mission is to provide the tools and inspiration to make healthcare better for employees, patients, and physicians.

BESTSELLERS & AWARDS

Wall Street Journal Bestseller: *Results That Last*
BusinessWeek Bestseller: *Hardwiring Excellence*
American Journal of Nursing (AJN) 2010 BOTY Award: *Eat That Cookie!*
Eric Hoffer Micro Press Book of the Year 2012 *Inspired Nurse*
LVN to RN Must Read List 2012 and 2013: *Inspired Nurse* and *Eat That Cookie!*

Since 2005 over 1 million books in circulation published by FSP
FSP books have been translated and published in China, Japan, and other regions of the world.
Our first book published was *Hardwiring Excellence* by Quint Studer is a Business Week Bestseller.
The Nurse Leader Handbook has the most authors, totaling 30!

To order books or get more information,
visit FireStarterPublishing.com or call us at 866.354.3473.