



THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF PUBLIC HEALTH
AND HEALTH SERVICES

THE DEPARTMENT OF HEALTH POLICY

**Center for Health Care Quality
National Program Office**

Aligning Forces for Quality Web site Enhancement Project RFP

4 January 2010

1.0	INTRODUCTION	1
1.1	ABOUT <i>ALIGNING FORCES FOR QUALITY</i>	1
1.2	GOALS	2
1.3	RFP / PROJECT TIMELINE.....	3
2.0	PROJECT OVERVIEW	4
2.1	ROLES AND RESPONSIBILITIES	5
3.0	TECHNICAL REQUIREMENTS.....	6
3.1	DEVELOPMENT	6
3.2	TESTING.....	6
3.3	BACKUP	6
3.4	CAPACITY AND PERFORMANCE.....	6
4.0	SELECTION PROCESS	7
4.1	VENDOR SELECTION CRITERIA	7
4.2	VENDOR PROPOSAL CONTENT	7

1.0 Introduction

The purpose of this document is to provide sufficient details to interested and qualified vendors in order to solicit proposals fulfilling the needs of *Aligning Forces for Quality (AF4Q)*.

1.1 *About Aligning Forces for Quality*

The Robert Wood Johnson Foundation (RWJF or Foundation) is committed to ensuring that all Americans receive quality health care. *Aligning Forces for Quality (AF4Q)* is the core initiative of the Foundation's commitment to quality, and aims to help targeted communities across the country set and achieve ambitious goals to improve the quality of their health care in ways that matter to patients and their families, including patients from specific racial and ethnic backgrounds who often experience lower-quality care.

Specifically, *AF4Q* aims to: (1) provide clear information to the public about the quality and value of health care; (2) support provider efforts to use health care information to drive changes to improve care; and (3) encourage consumer use of performance information to demand high quality care.

AF4Q is concentrating its resources in 15 communities that are positioned to make fundamental and cutting-edge changes to rebuild their health care systems. Each of these communities has built its initiative around a core, multi-stakeholder leadership "Alliance" working to advance the goals and activities of *AF4Q* at the local level. These Alliances include participation from physicians, nurses, patients, consumers and consumer groups, purchasers, hospitals, health plans, safety net providers and others.

The *Aligning Forces for Quality* National Program Office (NPO) is located within the Center for Health Care Quality at The George Washington University School of Public Health and Health Services Department of Health Policy in Washington, DC. The NPO oversees and directs assistance to the communities participating in the initiative. The activities are designed to foster and spread improvement using strategies to engage the multi-stakeholder teams in the participating 15 communities as well as the broader health care market in each community. The NPO helps the Robert Wood Johnson Foundation monitor and manage the initiative and is responsible for fostering communication and collaboration to support the community teams and their work, as well as communicate their learnings and successes to the rest of the nation. To manage the work of the *Aligning Forces* initiative, and interact with the multi-stakeholder teams in these communities, the NPO maintains a Web site, Forces4quality.org and several supporting sub-sites.

Forces4quality.org also has a public facing page that up until now as provided basic program information to outside audiences, while redirecting visitors to RWJF's Web site, www.rwjf.org/qualityequality/ for more information about the program. As AF4Q communities are entering into a new year and phase in their work, and are beginning to share results, both sides of the Web site (public and private) are expected to expand significantly this year. NPO personnel will participate in all aspects of this Web site enhancement and maintenance process with the selected vendor.

The Forces4quality.org Web site, although managed by the NPO, is part of a larger, ambitious communications strategy sponsored and managed by the Robert Wood Johnson Foundation under their Quality/Equality portfolio of work. *Aligning Forces* is the signature initiative of the Foundation's Quality/Equality portfolio and thus comprises a substantial portion of the information and stories on www.rwjf.org/qualityequality/.

Forces4quality.org reflects a distinct relationship with the Quality/Equality area on www.rwjf.org, and with the Web sites of the 15 *Aligning Forces* communities; however there is a desire to see forces4quality.org serve more of an "aggregation" function for all of these sites over time. The primary function of Forces4quality.org, to serve as a forum for information exchange and communications between the NPO, the Foundation, and the Aligning Forces communities in a highly dynamic and integrated fashion, will still be maintained this year.

1.2 Goals

The goals of this project are to:

- o Enhance and expand the existing Forces4quality.org Web site to improve access to resources and information, as well as interactions between a wide range of stakeholders, while keeping sensitive information secure through a robust set of user privileges
- o Support an expanding content set and user base without the need for new software or costly software / hardware upgrades
- o Establish and maintain a low cost of ownership including development and beyond
- o Deploy a fully tested modules and enhancements that meet the agreed upon requirements and specifications on or before agreed project completion date
- o Create an information architecture that allows for the easy management of content that may require linkages to the public site, the Quality/Equality Web site, other Web sites maintained by community Alliances or grantees,

as well as other web-based communications tools such as, Twitter and YouTube.

1.3 RFP / Project Timeline

Following is a timeline for this RFP:

- | | |
|--|---------------------------|
| o RFP is released | 4 January 2010 |
| o Notice of Intent to Propose | 8 January 2010 |
| o Q&A Webinar/Demo | 11 January 2010 |
| o Q&A Period | up to proposal submission |
| o Proposal Submission | 22 January 2010 |
| o Vendor Selection | 08 February 2010 |
| o Discovery (& Transition, if required) Complete | 29 March 2010 |
| o Launch High Priority Enhancements | 5 April 2010 |
| o Technical Support & Issues Tracking | ongoing |

2.0 Project Overview

The Forces4quality.org Web site (main site) is a program extranet for members of our 15 community Alliances, technical advisors, the NPO and the Foundation. Currently, the Web site displays a minimal amount of content to the general public. The amount of content provided to public will increase over time and is one primary area of enhancement. For the extranet members, the Web site offers six key features to support the work of the project:

1. AF4Q Directory/Individual Profiles – facebook-inspired, searchable directory of individuals and technical assistance providers where profiles may contain a photo, contact information, and interest areas.
2. Calendar of Events – calendar of program teleconferences, meetings, and deadlines, formatted to make finding upcoming and past events easy for the user.
3. Forum/Digest Emails – user generated online discussion area that delivers a daily digest of newly posted topics via email to all subscribed users.
4. Resource Library – searchable repository of documents, quick guides, toolkits, web sites and factsheets that allow users to provide 5 star ratings and comments for each item.
5. Community pages – dynamic pages used to showcase successes, news, resources and members of each of our 15 community Alliances.
6. Collaborative portals – user-specific sites for members of the TCAB, Equity and Language collaboratives to upload secure data and progress through forces4quality.org.

In addition to the main site, the project maintains 4 sub-sites:

1. Golaborate (golaborate.forces4quality.org) – a project management & collaboration tool for use by the steering committee of technical advisors, the NPO and the Foundation.
2. Equity (equity.forces4quality.org) – informational public site used to communicate deadlines and instructions for RFPs related to the Equity Quality Improvement Collaborative.
3. Language (language.forces4quality.org) – informational public site used to communicate deadlines and instructions for RFPs related to the Language Quality Improvement Collaborative.

4. Development Fund (devfund.forces4quality.org) – informational public site used to communicate deadlines and instructions for RFPs related to the Development Fund.

The current Web site represents a solid foundation to build upon - for more specific direction regarding how we would like to enhance Forces4quality.org, refer to the “*Aligning Forces for Quality Project Requirements Specification*” version posted “23 December 2009” included along with this RFP.

2.1 Roles and Responsibilities

It is expected that the chosen vendor will staff this project with experienced individuals who possess appropriate skills to complete assigned tasks. There needs to be continuity of staff throughout the different phases of the project, including a project manager who remains constant throughout the project.

The vendor’s responsibilities are as follows:

- o Collaborate with NPO and RWJF partners, including an interactive communications firm and two other public relations firms that the Foundation has contracted for services to support the Quality/Equality portfolio.
- o Enhance and maintain a fully functional system that meets the requirements set forth by this RFP.
- o Produce all necessary technical designs and share these designs with AF4Q NPO.
- o Test enhancements, upgrades, modules or components.
- o Oversee system integration with a chosen hosting provider.
- o Bring expertise in the area of Web site operations and complex Drupal Web site customizations.
- o Troubleshoot and fix bugs when necessary.
- o Prepare training documents for Web site administrators and train AF4Q NPO staff in the proper use and maintenance of the system.

Aligning Forces for Quality NPO responsibilities are as follows:

- o Provide subject matter expertise throughout project.
- o Review and provide feedback on all project material in a timely manner.
- o Maintain ongoing content creation and updates.
- o Communicate project expectations on behalf of its funder, RWJF.

3.0 Technical Requirements

Following is a list of technical requirements for this project:

3.1 Development

The enhancements must be developed according to industry best practices, including up-to-date coding standards, support of modern browsers and leveraging of open source back-end software foundations.

3.2 Testing

The site must be fully tested before it is launched. Defects should be tracked and reported during the testing phase of the project.

3.3 Backup

The solution must be able to be backed up in some manner. It is the vendor's responsibility to make recommendations in this regard. Leveraging the hosting provider capabilities is an acceptable solution as long as it is well documented and tested. The attached Requirements Specification makes a general reference to the ability to backup by displaying all the records on the web browser. This should be seen as reference only.

3.4 Capacity and Performance

The attached Requirements Specification asserts size and growth requirements for this solution. It is expected that these requirements will be met without degradation in speed of use. This means that the system will be efficient to use throughout its useful life given the expected data growth.

4.0 Selection Process

This document is not a functional specification but rather a collection of guidelines for soliciting proposals from vendors. It is expected that as part of this project the vendor will create a formal functional specification to be approved by the AF4Q NPO. This functional specification will meet all requirements set forth in the attached Requirements Specification. It is assumed that this document along with the attached Requirements Specification contains sufficient information for which a formal proposal and price quote can be provided. However, it is understood that questions may arise. In the event that there are questions, they should be directed to Lynette Hammond (lynette.hammond@forces4quality.org) no later than what is spelled out in the previously mentioned selection timeline.

Vendors are expected to email their intent to propose and their subsequent proposals to Lynette Hammond (lynette.hammond@forces4quality.org) according to the aforementioned timeline. Late submissions will not be accepted.

4.1 Vendor Selection Criteria

The following is a list of vendor selection criteria:

- o Experience in developing and maintaining similar Drupal Web sites
- o Experience in working with Robert Wood Johnson Foundation funded programs or other not-for-profit organizations
- o Robustness of submitted proposal
- o Creativity and insight in addressing the project requirements
- o Ability to work collaboratively with clients
- o Team composition
- o Project management and technical skills set
- o References
- o One-time and ongoing costs as well the clarity and specificity by which these costs are presented
- o Ability to meet the required timeline

4.2 Vendor Proposal Content

Proposals should contain detailed information addressinh the following areas (in no particular order):

- o Proposed solution approach (e.g. technology, foundation, etc). Specifics on Drupal modules, custom coding, database manipulation and any other value added products should be specifically mentioned.
- o Specifics on how content/user privileges will be maintained.

- o Development team resources that will be committed to this project, including numbers, capabilities, skills set and extent of involvement.
- o Hosting requirements and recommended hosting provider.
- o Information about similar projects that can be either directly viewed or that are described in detail within the vendor proposal.
- o Support (e.g. what is included, how it is delivered).
- o Itemized costs that include details in the areas: professional services to build the application, expected software licensing costs where applicable, ongoing hosting fees and ongoing software / hardware maintenance fees. We also expect a schedule of fees for optional short-term and long-term application enhancements.
- o Detailed project work plan describing how the proposed work will be accomplished.
- o Project timeline and milestones and that meets the project completion date.
- o References.
- o Contract details. If you have a sample contract, please provide a generic version so this can be considered early in the process.



THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF PUBLIC HEALTH
AND HEALTH SERVICES

THE DEPARTMENT OF HEALTH POLICY

**Center for Health Care Quality
National Program Office**

Aligning Forces for Quality Web site Enhancement Project Requirements

4 January 2010

Table of Contents

1.0	INTRODUCTION	1
2.0	ABOUT FORCES4QUALITY.ORG	1
2.1	USERS	2
3.0	REQUIREMENTS.....	3
3.1	RE-THINKING THE INFORMATION ARCHITECTURE	4
3.2	INCREASE USER PARTICIPATION	4
3.3	IMPROVE ADMINISTRATIVE EXPERIENCE	4
3.4	HIGH PRIORITY ENHANCEMENTS.....	5

1.0 Introduction

Currently Forces4quality.org offers a very limited amount of information to the public, and is evolving in terms of its interaction with internal users. The primary purpose of Forces4quality.org and its sub-sites has been to foster communication and collaboration among community Alliance members, technical advisors, the NPO and the Foundation. *Aligning Forces* continues to grow tremendously and over the next year it will be important for us to both expand use on the private side and broaden our reach to external stakeholders by incorporating more content and functionality.

This Web site is built in a Drupal environment that provides a content-based Web application for public and private access to a wide range of content. Because of the sensitive nature of the content, the underlying content management system possesses a robust set of access privileges, including an all encompassing search system and support workflow among users. Drupal is an open source, social publishing platform that allows an individual or community of users to easily publish, manage and organize a wide variety of content on the Web site and is a preferred technology of our funder, the Robert Wood Johnson Foundation.

The audience for this document is vendors interested in submitting proposals to enhance this Web site. It remains the property of The George Washington University, School of Public Health, Center for Health Care Quality which is a National Program Office (NPO) of the Robert Wood Johnson Foundation. The NPO is located in Washington, DC.

This document is not a functional specification but rather a requirements document. The goal is to provide information about the high priority enhancements and desired improvements for Forces4quality.org. Once a vendor is selected, an exhaustive discovery process will ensue - the result of which will be functional documentation. The mutually agreed upon functional documentation will be the basis for developing the enhancements. In contrast, the requirements details are provided here in order to scope the project and establish a baseline for the discovery process.

2.0 About Forces4quality.org

Forces4quality.org was reengineered and relaunched in February 2009. Its overall design was made over and the system was migrated from a proprietary content management system to a Drupal environment. In the month following the relaunch the private portion of the Web site had approximately 400 users, most of whom had been using the previous system. Since that time the user

base for Forces4quality.org has grown to more than 1000. The extranet is expected to gain at least 100 users per year as the project continues to mature.

2.1 Users

As alluded to above, there are two types of users for this system: public and private. External users are either public or private. Public users have no affiliation to *AF4Q* and can access only content designed for the general population, such as high level information about the program listed on the main pages and any information from our three sub-sites used for RFP solicitations (Equity, Language, and Development Fund).

In contrast, a private user or member has been vetted by the *AF4Q* NPO and has been assigned a permissions role which defines the user's access to a subset of content. Currently user roles are defined as follows:

- Super User – role used by the vendor and members of the development team
- Administrator - role used by the vendor and members of the development team
- Customer_admin – role used by the NPO's web administrators
- Content Managers – role granted to a user who may need more rights to add and edit content to the system. This user is not necessarily an employee at the NPO.
- Cohort Data Submitter – role used by a quality improvement collaborative member who is required to submit research data and reports on behalf of its hospital.
- Golaborate – role used by members of the steering committee, the NPO, and the Foundation to access the online project management tool.

All private users may access five key features to support the work of the project:

- AF4Q Directory/Individual Profiles – facebook-inspired, searchable directory of individuals and technical assistance providers where profiles may contain a photo, contact information, and interest areas.
- Calendar of Events – calendar of program teleconferences, meetings, and deadlines, formatted to make finding both upcoming and past events easy for the user.
- Forum/Digest Emails – user generated online discussion area that delivers a daily digest of newly posted topics via email to all subscribed users.

- Resource Library – searchable repository of documents, quick guides, toolkits, web sites and factsheets that allow users to provide 5 star ratings and comments for each item.
- Community pages – dynamic pages used to showcase successes, news, resources and members of each of our 15 community Alliances.

3.0 Requirements

Because Forces4quality.org has already undergone a tremendous redesign and restructuring process, the goal of this project is to enhance and improve its current state. Guiding principles that should govern enhancements include the following:

- o *Ease-of-use* – the overall site must be intuitive and easy-to-use for non-technical users. The interface should be clutter free and minimize the number of “clicks” required to accomplish main functionality. If the design is correct, casual and administrative users alike should not require training to competently utilize the site.
- o *Cost of ownership* – the site is oriented toward a low cost of ownership. A balance must be established between robustness and simplicity. Ongoing software licenses and their associated maintenance should be kept to a minimum.
- o *Technology* – the site is built using Drupal so best practices for open source web solutions are a must. Maintenance and improvements to the system must not impede the stability or future growth of Forces4quality.org or its sub-sites.
- o *Expandability* – this application must be expandable in order to house a growing amount of content and users. The addition of more content and users should not significantly slow down performance or create extra administrative steps.
- o *Timeliness* – as the project is continuously evolving, so to is Forces4quality.org. The selected vendor needs to support an environment that can deliver well tested, high quality enhancements in a relatively short amount of time.
- o *Security* – the information contained within this system will faithfully follow a robust set of rules that assign user privileges. These privileges will ensure that content is only viewed by those individuals with appropriate permissions. Content should never be available to the general public unless expressly designated by authorized personnel. In addition, certain research activities involve data collection. The storage and display of this data should be secure.

3.1 Re-thinking the Information Architecture

There is inconsistent information architecture throughout the site. Resources and events are becoming increasingly more siloed. It is becoming more difficult to create synergies between multiple content types required for an optimal user experience. We need to step back and take a closer look at how our content is managed, where relationships should exist and how Forces4quality.org is able to best display the appropriate content to the right user.

Many of our users are new to Web 2.0 technologies and therefore require a very straight forward yet visually pleasing user interface. When re-thinking the information architecture the selected vendor will need to pay close attention to simplifying the overall user experience. Important pages should not be more than three clicks away, where we are exploiting the existing taxonomy to the fullest. Various aspects of Forces4quality.org need to cross link better and integrate.

3.2 Increase User Participation

As a learning laboratory of peers, advisors and stakeholders, Forces4quality.org makes use of user generated content. This aspect of the Web site relies on a critical mass of users contributing regularly via the extranet. Users need to be encouraged to easily contribute content and the selected vendor should offer solutions for doing so. These solutions should show a clear understanding of the barriers to contributing our user base issues, but they should not step outside of our overarching goal of improving health care quality. The selected vendor should also be familiar with Omniture Web Analytics. By tracking the number page views or resource downloads we may be able identify critical breaks in participation.

3.3 Improve Administrative Experience

The administration and management for Forces4quality.org and its sub-sites is an arduous task. Each sub-site has its own unique administrative tools and instructions. At times the processes for basic administrative tasks have not been defined or documented for each site. The selected vendor is expected to ensure that users who have an administrative or content management role also have a reasonably simple user interface and straight forward workflows.

3.4 High Priority Enhancements

Forces4quality.org makes use of Drupal's organic groups module to establish sections of the Web site for the exclusive use of quality improvement research groups. Currently there are three in the system: Transforming Care at the Bedside (TCAB), Equity Quality Improvement Collaborative, and Language Quality Improvement Collaborative. Members of these groups include program staff who serve as organic group administrators, data submitters and data viewers. Data submitters and viewers are associated with hospitals participating in the research.

Organic group administrators publish content such as document templates, instructions, events, and announcements that are only visible by the organic group members. Data submitters, as the name implies, submit quality data monthly for their associated hospital. Data viewers are able to view all content in the organic groups but do not have the rights to make submissions. For the Equity and Language Quality Improvement Collaboratives, a charting feature is available. This feature allows members of the organic group to display charts and graphs based on the submitted data. One feature we would like to implement for all organic groups is a forum or blog that is available only for the members of the group to use for internal online conversations.

In addition, this spring we need to create another organic group to support the Ambulatory Quality Improvement (AQI) Learning Network. The goal of the AQI Learning Network is to foster a collaborative peer learning environment and to assist communities with building infrastructure to sustain ongoing improvement for primary care practices. Members of the AQI Learning Network will include individuals from the 15 communities who are leaders and partners in ambulatory quality improvement.

Similar to the organic groups developed for TCAB, Equity, and Language Collaboratives, this group will have resources, events and announcements generated by the program staff/organic group administrators. One key difference with the AQI group is that it will not have submission of research data like the others. Instead it will allow members to add and update an activity report for their respective community. The report should be a web-based form that consists of mainly checkboxes. Submitted reports need to have at least two statuses "draft" and "published". Once published any member of the Ambulatory QI organic group may view the report. Published reports need to be searchable and the results need to be presented in an easy to read format that lends itself to comparative analysis. Members may update their reports even after they are published but a revision history needs to be maintained. Organic group administrators may post draft or published reports for any community.

Additionally, on the public side – new content will be available for the site in early 2010 that may require enhancements in terms of content display.