

AMENDMENT NO. 5 TO AGREEMENT NO. 17-910

This Amendment is entered into by and between **Press Ganey Associates LLC** (d/b/a Press Ganey Associates, Inc.) (“Press Ganey”) and **San Bernardino County on behalf of Arrowhead Regional Medical Center** (“Client”) (and together with Press Ganey, the “Parties”) as of August 1, 2021 (“Amendment Effective Date”).

WHEREAS, the Parties have entered into a Master Services Agreement effective January 1, 2018, as amended March 20, 2018, May 22, 2018 (2), August 21, 2018, and July 9, 2019 (the “Agreement”); and

WHEREAS, the Parties desire to amend the Agreement with the terms and conditions set forth herein; and

NOW THEREFORE, in consideration of the premises set forth above and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. Amendments to the Agreement. As of the Amendment Effective Date, the Agreement is hereby amended as follows:

a. Section D TERM OF CONTRACT is hereby deleted in its entirety and replaced with the following:

D. TERM OF CONTRACT

This Contract is effective as of January 1, 2018 and expires on January 31, 2023, but may be terminated in accordance with the provisions of this Contract.

b. Beginning **August 1, 2021**, the Parties hereby agree to replace the last two years (2021 and 2022) in **Exhibit D Arrowhead Regional Medical Center Employee and Physician Survey Statement of Work 2018-2022** of the Agreement with the timeframe and services outlined in **Press Ganey Strategic Workforce Solution Statement of Work** attached hereto as **Exhibit D-1**.

i. Client agrees to pay Press Ganey the fees outlined in **Exhibit D-1**.

c. For Engagements 8 – 10, the Parties hereby agree to replace Phone with Mail Pre-notification Methodology listed under Section 3. DATA COLLECTION METHODOLOGY of Exhibit C Dialysis (ICH) CAHPS Statement of Work with the following methodology listed below:

a. Mail /Phone Methodology. Press Ganey shall:

- Press Ganey will survey up to two hundred and forty (240) eligible patients (per site – use if applicable) which are selected by CMS to be included in the sample. If the Dialysis Center does not have two hundred and forty (240) eligible patients, all eligible patients will be contacted.
- A pre-notification letter will be sent to patients selected as part of the sample within three (3) weeks of Press Ganey receiving the sample file from CMS using the pre-notification letter created by CMS.
- A survey packet will be sent approximately one (1) week after the pre-notification letter is mailed. A survey packet includes a cover letter, survey tool, and business reply envelope.
- A first telephone attempt will be made approximately four (4) weeks after the survey packet is sent; and

- Up to ten (10) telephone attempts will be made to each patient at different times of day, on different days of the week, and over multiple weeks.

c. Beginning **August 1, 2021** and running concurrently with the Term of the Agreement, the Parties hereby agree to the following modifications:

- i. Adding Text Invitation to all current Patient Experience services
- ii. Switching Pediatric Inpatient phone methodology service with Pediatric Inpatient eSurvey Blend with Text methodology service. There will be no additional fees added for this modification.

2. Limited Effect. Except as expressly provided in this Amendment, all of the terms and provisions of the Agreement are and will remain in full force and effect and are hereby ratified and confirmed by the Parties. On and after the Effective Date, each reference in the Agreement to "this Agreement," "the Agreement," "hereunder," "hereof," "herein" or words of like import, and each reference to the Agreement in any other agreements, documents or instruments executed and delivered pursuant to, or in connection with, the Agreement, will mean and be a reference to the Agreement as supplemented by this Amendment.

3. Conflicts. To the extent there is a conflict between the terms of this Amendment and the Agreement, the terms of this Amendment shall control.

4. Execution. This Amendment may be executed in any number of counterparts, each of which so executed shall be deemed to be an original, and such counterparts shall together constitute one and the same Amendment. The parties shall be entitled to sign and transmit an electronic signature of this Amendment (whether by facsimile, PDF or other email transmission), which signature shall be binding on the party whose name is contained therein. Each party providing an electronic signature agrees to promptly execute and deliver to the other party an original signed Amendment upon request.

IN WITNESS WHEREOF, the undersigned have executed this Amendment as of the Amendment Effective Date.

SAN BERNARDINO COUNTY ON BEHALF OF ARROWHEAD REGIONAL MEDICAL CENTER (Client #739)	PRESS GANEY ASSOCIATES LLC (D/B/A PRESS GANEY ASSOCIATES, INC.)
By:  Curt Hagman	By: 
Name: Chairman, Board of Supervisors	Name: Jim Bolotin
Title:	Title: SVP Corporate Controller
Date: JUL 27 2021	Date: 7/13/2021

**EXHIBIT D-1
PRESS GANEY STRATEGIC WORKFORCE SOLUTION
STATEMENT OF WORK**

This Statement of Work ("SOW") is entered into as of **August 1, 2021** (the "Effective Date") by and between **Press Ganey Associates LLC** (dba Press Ganey Associates, Inc.) ("Press Ganey") and **County of San Bernardino on behalf of Arrowhead Regional Medical Center** ("Client," and together with Press Ganey, the "Parties"), pursuant to and subject to the terms and conditions of the Master Services Agreement between the Parties effective January 1, 2018, as amended March 20, 2018, May 22, 2018(2), August 21, 2018, and July 9, 2019 (the "MSA"). Capitalized terms not defined in this SOW will have the meanings assigned to them in the MSA.

The initial term of this SOW commences on the Effective Date and continues through December 31, 2022 ("SOW Term").

1. PRESS GANEY STRATEGIC WORKFORCE SOLUTIONS OVERVIEW

Press Ganey partners with client organizations to deliver an array of contemporary workforce solutions aimed at addressing needs specific to the current healthcare environment:

- Build an engaged and resilient caregiver workforce
- Align caregivers around enterprise priorities: safe, high-quality, patient centered care
- Ensure optimal practice environment and culture of safety
- Build and enable leader effectiveness

This is accomplished by providing state of the art cultural measurement, reporting insights and analytics, supporting improvement initiatives and developing leaders in healthcare organizations. Press Ganey helps to "connect the dots" between patient experience, clinical care, safety management and workforce results, to deliver on the patient promise of safe, high quality, patient centered care, built on a foundation of a resilient, engaged caregiver workforce.

2. CONFIGURATION AND SPECIFICATIONS

The following information reflects Client's specific survey service details, which may be administered during the SOW Term:

Components included in this SOW:	Employee, Physician
Number of Employees per Year:	3,300
Number of Physicians per Year:	550
Maximum Number of Surveys per Component per Year:	One (1)
Maximum Number of Support Days per Year:	Two (2) - Employee One (1) - Physician
Maximum Number of Pulse Surveys per Year:	N/A

3. FEES AND PAYMENT.

- a. Service Fee. Client agrees to pay Press Ganey a service fee ("Service Fee") for each Year, in accordance with this SOW. The Service Fee for each Year of the SOW Term is as indicated in the SOW Term Service Fee Table below.

SOW Initial Term Service Fee Table

Year 1 August 1, 2021 – July 31, 2022	Year 2 August 1, 2022 – December 31, 2022
\$92,837.00	\$92,837.00

- b. Invoicing. Client will be invoiced the Service Fee for Year 1 upon the Effective Date of this SOW and will be invoiced the applicable Service Fee on the first day of each Year thereafter for the remainder of the SOW Term. Client shall remit payment in accordance with the terms set forth in the MSA.
- c. Expenses. The Service Fee does not include travel or lodging expenses, which are invoiced monthly as incurred.
- d. Support Days. A Dedicated Advisory Support Day ("Support Day") includes up to six (6) hours of meetings and/or presentations in a 12-hour period. Support Days do not carry over from Year to Year.
- e. Commencement. Each survey must be initiated during the applicable Year of the SOW Term, except that in the final Year prior to expiration or termination of this SOW, each survey must be initiated by the beginning of the second (2nd) month of such Year. Service allotments will not 'roll over' to a subsequent Year, and Client will receive no refunds or credits should it elect not to receive any of the allocated services set forth in this SOW during a given Year.
- f. Additional Services. The Service Fee is inclusive of the specific scope of service outlined herein. Any additional services requested by Client may incur an additional fee including, but not limited to, the following:
 - i. **Additional Support Days**. Client may, upon mutual agreement of the Parties, add additional Support Days at a rate of \$3,500 per day ("Additional Support Day Fee").
 - ii. **Additional Participants**. Client may, upon mutual agreement of the Parties, add additional (i) employees at a rate of \$21.24 per employee, per Year, and/or (ii) physicians at a rate of \$41.36 per physician, per Year ("Additional Participant Fee").
 - iii. **Custom Reporting**. Client may, upon mutual agreement of the Parties, add custom reporting at a rate of \$200.00 per hour ("Custom Reporting Fee").
 - iv. **Term Runover**. Client acknowledges that if any survey(s) outlined herein have been initiated, but are not completed, by the expiration of the SOW Term and Client wishes to complete any such survey(s), Client may, upon mutual agreement of the Parties, extend the SOW Term at a rate of \$7,736.42 per month ("Runover Fee") through the completion of such survey(s).
 - v. Additional Support Days, Additional Participants, Custom Reporting, and Term Runover are collectively referred to as the "Additional Services"; The Additional Support Day Fee, Additional Participant Fee, Custom Reporting Fee, and Runover Fee are collectively referred to as the "Additional Services Fees".
 - vi. Additional Support Day Fee(s), Custom Reporting Fee(s), and Term Runover Fee(s) will be invoiced as incurred. Additional Participant Fee(s), for the current Year, will be invoiced as incurred, and for any Years thereafter will be invoiced on the same schedule as the Service Fee.
- g. Escalation. Notwithstanding anything to the contrary in the MSA, (i) the Service Fee and Runover Fee, for each Year of any SOW Renewal Term(s) shall each increase by five percent (5%) per Year ("Escalator").

4. SERVICE ASSURANCE.

- a. Press Ganey Holidays. Press Ganey recognizes the following nine (9) holidays and all offices are closed on these days or their days of observance:
 - New Year's Day (January 1)
 - Martin Luther King Day (third Monday in January)
 - Memorial Day (last Monday in May)
 - Independence Day (July 4)
 - Labor Day (first Monday in September)
 - Thanksgiving (fourth Thursday in November)
 - Day after Thanksgiving
 - Christmas Eve (December 24)

- Christmas (December 25)
 - b. **Federal Closures.** Press Ganey services may be impacted by federal closures, such as federal holidays, federal shutdown, states of emergency, severe weather, or natural disaster. Every effort will be made to notify the Client and return to normal business operations once the federal closure ends. The timing for this return to normal business operations will be dependent upon the cause and duration of the closure as well as the resulting aftermath. Information on these closures may be found at www.pressganey.com/terms.
 - c. **Other Closures.** There may be occasions where Press Ganey closes all offices, such as for a corporate meeting or a day of community service. If these instances occur, the client will be notified by Press Ganey a minimum of thirty (30) days in advance of such a closure. Information on these closures may be found at www.pressganey.com/terms.
5. **CLIENT RESPONSIBILITIES.** Client shall:
- a. Comply with certain hardware and software requirements to receive Press Ganey's online services, as amended from time to time, which requirements may be found at www.pressganey.com/terms.
 - b. When requesting a survey administration, provide a minimum of twelve (12) weeks' notice prior to anticipated survey initiation, in order to allow for the required set up.
 - c. In the event that any Client personnel with access to Press Ganey applications and/or systems ceases to be employed by Client, Client shall promptly notify Press Ganey so that such personnel's access to Press Ganey applications and systems can be promptly terminated.
 - d. **Technical Requirements.** For security and site performance reasons, it is **highly recommended** that all clients use IE 11, Chrome 2+, Firefox 4+, or Safari 3+ when accessing Press Ganey's online systems. Effective January 2016, Microsoft will no longer support browsers below Internet Explorer version 11 (IE11). Future enhancements to Press Ganey reporting applications will only be designed and tested for vendor-supported browsers, such as IE11 and Chrome. Please visit pressganey.com/terms for additional information.

6. CLIENT SERVICES

a. **Strategic Overview and Planning**

- At the commencement of this SOW a strategic dialogue with the Executive team and/or Executive project sponsor, led by a member of Press Ganey's Advisory team, will result in identification of organizational needs and capabilities.
- The result of this strategic conversation will ensure alignment of survey plans with organizational priorities. It will also ensure that support needs specific to your organization are addressed in advance of survey administration.

b. **Measurement & Survey Instruments**

i. **Employee and Physician Engagement Survey**

- The **Employee Engagement Model** provides an empirical framework for the **Employee Survey** and includes three domains that represent the key driver items for each. The **Organization** Domain measures employee attitudes toward the organization. The **Manager** Domain measures employee attitudes toward the immediate manager and supervisors within the work group/department. The **Employee** Domain measures employee attitudes toward their job and the performance of coworkers and report group. Press Ganey surveys use valid, reliable items linked to robust national employee health care benchmarks.
- The **Physician Engagement Model** provides an empirical framework for the Physician Survey that includes our **Engagement Indicators**, which assesses the level of engagement of providers, and **Alignment Indicator**, which assesses the alignment of providers with organizational leadership, direction, and priorities. It also includes four domains that represent the key driver items for each section. The **Organization** Domain measures physician's attitudes toward the organization. The **Leadership** Domain measures

physician's attitudes about leadership and their interaction with key decision makers of the organization. The **Department** Domain measures physician's attitudes toward their interaction with departments such as Lab, Radiology and Emergency. The **Staff** Domain measures physician's attitudes about key staff members that they work with on the daily basis such as Nursing and Hospitalists (if applicable). Press Ganey surveys use valid, reliable items linked to robust national physician health care benchmarks.

- Additional survey items can be added to address specific organizational needs. The Survey also includes demographic questions and optional open-ended questions. The surveys use a five-point response scale to measure performance.
- Resilience Survey Module - The Press Ganey's Resilience Survey consist of 8 items. The survey was psychometrically tested and validated using respondent-level calculations. Current reporting for Engagement metrics is designed to display data at the group average level. Resilience metrics in the Engagement Portal will be provided at the at the group average level. Benchmark comparisons will be provided as they become available.
- Nursing Survey - (**Employee Survey**) up to 1,000 nurses invited – a set of 26 additional items measuring key concepts for organizations seeking nursing excellence and for those requiring measurement for Nurse Magnet designation.
- Safety Culture Survey – a Leapfrog-approved set of 19 items designed to measure a culture supportive of delivering care that is safe for patients and caregivers.
- Survey customization including logo, welcome / thank you messaging is included.

c. **Survey Administration Services and Support**

i. *Survey Planning and Management*

- Best practice guidance to assist with Pre-Survey Communication Strategies to drive optimal participation
- Access to a designated Account Manager who will work collaboratively with Client's Human Resource Business Partner (HRBP) on the implementation and Administration of Client's Engagement survey.
- Survey design meetings to ensure Client's strategic objectives are attained.
- Collaborate to align organization structure and strategy with expected reporting outputs to drive improvement initiatives. All mapping to be finalized prior to survey launch. If additional mapping support is needed, client may request a mapping expert for on-site sessions at an additional fee plus travel expenses.
- Assist with survey set up and administration through Press Ganey's Engagement Portal solution.

ii. *Client Support Desk*

- Access to Press Ganey's client support desk who will provide virtual, real time client user assistance, Monday – Friday, 8:00 am – 8:00 pm EST.

iii. *Survey Administration*

- Web-based survey administration via Press Ganey's online survey is secure, easy to navigate, and features real time response review by designated users. Survey questions can be routed or branched based on defined demographics. Optional use of passwords enables linking to HRIS data, which auto-fills participants' demographic information and report group mapping. Online surveys are easily accessed using most up-to-date browsers, make no demands on Client's IT resources and leave no lasting footprints, cookies or DDLs.
- Compilation and reporting of English responses to **three** open-ended survey items is included.

- Use of Unique Survey Links or Survey Passwords enable “Pre-filling” of demographic data tied to each participant’s data through the HRIS data file.
- Electronic Survey Invitation and two survey reminders sent to each participant

d. **Dynamic Reporting Portal**

i. Enterprise, facility and report group level results and insights from the Culture & Engagement Survey are delivered through an intuitive, interactive, web-based solution, providing the most meaningful metrics for leaders at all levels. Portal features will be activated as required inputs are used (core items, standard demographics, etc.). The Engagement Portal features enhanced reporting and analytic views, including:

- Summary Dashboard – to view key performance metrics at a glance
- Multiple Hierarchical Views – to view multiple versions of mapping sequence
- Filtering & Trending Options – to view segments based on key demographics and historical scores
- Historical Trending - for one year of history across two hierarchies within the standard dashboard. (does not apply to new or migrating clients in Year 1)
- Detailed Item Views – to view item level scores from various perspectives such as Ranking View, Percentile Ranking View
- Key Strengths & Concerns – at all levels of the organization
- Advanced Reporting Feature – allows the user to define report parameters
- Comment Analytics – sentiment and themes of open-ended item responses when standard open-ended questions are used
- Integrated Action Planning Tool - provides guided action planning, complete with Solution Starters representative of client best practices and web-based video tutorials
- Ability to export results to multiple file formats

ii. Standard reporting:

- Survey responses are processed and analyzed for each group in the hierarchy, including mean scores for domains and survey items, difference scores (from benchmarks), response frequencies (n size) and response distribution (% unfavorable, % neutral and % favorable).
- Applicable Press Ganey Standard National Benchmarks will be provided. Press Ganey recommends the National Health Care Benchmark. Custom benchmarks are available at an additional cost.
- Results are provided for all groups meeting the minimum response threshold. Those not meeting the threshold will be “rolled up” into the next highest reporting level.
- Web-based support includes step by step guides and videos to navigate the engagement portal.

iii. Access to Press Ganey’s online reporting platform will be available until termination of this SOW.

iv. Press Ganey’s Advisor will provide a virtual Engagement Portal training to Client (up to 2 hours) to educate leaders on how to access the tool and pinpoint opportunities for improvement.

e. **Insights and Recommendations**

i. **System Level Executive Overview** - Advisors will prepare an interpretive summary of the overall organization results in the form of an **Executive Overview** that includes key metrics and comparisons to national benchmarks. A summary of key organizational strengths and concerns is provided along with recommendations for post-survey action planning.

- ii. **System Level Key Driver Analysis** – is an advanced analysis that identifies the primary drivers of engagement based on multiple regression to isolate survey items that most powerfully impact an outcome of interest based. This analysis is most commonly used to determine survey items that greatly influence participant commitment.
 - iii. **Integrated Employee/Patient Critical Metrics Map – (Employee Survey)**
 - An Integrated Employee/Patient Critical Metrics Map is a customized report that allows organizational leaders to visually assess the relative standing of multiple work groups on an array of metrics across Employee Survey and Patient Experience Survey data. This report pulls together metrics that are often found in separate reports and not reported side-by-side.
 - The following Employee Survey metrics are included: Engagement Index, Work Group Tier, Power Items Score, Action Planning Readiness Score, and responses to the questions of Likelihood to Recommend, perceptions of providing high quality care and service, as well as delivery of safe error-free care, assessment of Manager Communication Effectiveness, and an assessment of communication effectiveness across levels of the organization.
 - A standard Critical Metrics Map will include patient experience metrics from your Inpatient, Emergency Department, Outpatient and Ambulatory Surgery services (as applicable) integrated into the single facility report at no additional charge.
 - The following Patient Experience Survey metrics are included: HCAHPS Overall Rating (Rate Hospital 0-10), Likelihood to Recommend, HCAHPS Likelihood to Recommend, Overall Rating of Quality Care and HCAHPS – Nurse Communication Domain.
 - Should you choose to add other patient experience service line metrics to the single location report, additional fees may apply (e.g., Medical Practice, Home Health, Pediatrics, etc.).
 - Should you choose to have separate reports for this analysis, additional fees may apply.
 - ***Completion of this Critical Metrics Map is dependent upon the client completing a pairing document that matches employee work groups to patient care units.***
 - iv. **One (1) Nursing Readiness Assessment – (Employee Survey)**
 - Nursing-specific reporting that provides item and category scores with benchmark comparisons.
 - A comprehensive registered nurse work group comparison report providing results for all nurse units on relevant items, including benchmark comparisons. This report allows a facility to see how many units are performing above the benchmark, as well as detailed item performance on all the nursing survey items.
- f. **Ongoing Advisory Guidance & Support**
- i. Coupled with the survey tool design, survey administration and results reporting, Press Ganey Workforce Solutions ongoing advisory support model represents a comprehensive, end-to-end solution for evolving organizational culture, and improving workforce engagement and resilience. Clients receive structured support from engagement and organizational development experts throughout the SOW Term.
 - ii. Expert Advisors will collaborate with client to provide these additional services at the commencement of each project and throughout the SOW Term:
 - A designated Advisor to guide the rollout of Client’s engagement results and support the planning and execution of strategies and tactics to help drive improvement. In addition to virtual support to Client’s leaders, the Advisor will deliver the Insights & Recommendations derived from the survey to Client’s executive leadership team.

- Guidance to culture and engagement improvement based on Press Ganey's Playbook for Managers and Senior Leaders, A detailed guide to interpreting results, planning feedback meetings with a team and creating an action plan on selected issues.
- Participate in a virtual project Kickoff Session to assess and align efforts with current organizational priorities, offering guidance on item selection and benchmarking, and support the development of the organizational hierarchy
- Facilitate goal setting efforts in conjunction with Client's primary contact
- Live interactive demonstrations of web-portal use and results review
- Develop and deliver robust support for senior leaders and managers. Once the results are compiled, the team develops a training strategy that disseminates organization-level results and provides managers/leaders with the tools, knowledge, and skills to easily interpret their results, share findings, and drive improvement strategies.
- Recommend Pulse survey strategy, based on each Engagement survey, to assess progress to goals and drive accountability
- Participate in Executive Business Reviews with the Press Ganey account team and organizational leadership as available
- Facilitate Peer Networking as desired for idea-sharing among Press Ganey clients of similar make up

g. Continuous Research Updates and Feature Upgrades

- i. Press Ganey is committed to continuous research, best practice publishing and networking, and programmatic updates to help clients drive and sustain greater levels of performance. Clients will have access to the following:
- Portal based access to Press Ganey Solution Starters mapped to key survey questions and concepts, videos, and other improvement support content
 - Access to Press Ganey published white papers and case studies
 - Updates to health care focused engagement trends
 - Analysis of latest linkages at the national level between caregiver engagement and other key business outcomes
 - Teleconferences and web-based workshops highlighting client best practices and industry trends
 - Participation in CHRO Summit and NCC events (additional costs may apply) for networking and product enhancement input opportunities

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In Witness hereof, the Parties have executed this Statement of Work as of the Effective Date.

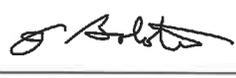
**#739- SAN BERNARDINO COUNTY ON BEHALF OF PRESS GANEY ASSOCIATES LLC
ARROWHEAD REGIONAL MEDICAL CENTER**

By: 

Name: Curt Hagman

Title: Chairman, Board of Supervisors

Date: JUL 27 2021

By: 

Name: Jim Bolotin

Title: SVP Corporate Controller

Date: 7/13/2021

SIGNED AND CERTIFIED THAT A COPY OF
THIS DOCUMENT HAS BEEN DELIVERED
TO THE CHAIRMAN OF THE BOARD
LYNNA MONELL
Clerk of the Board of Supervisors
of the County of San Bernardino

By: 
Deputy
