



Web Site Evaluation and Recommendations

REQUEST FOR PROPOSAL

December 5th, 2016

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INTRODUCTION

NQF is seeking a vendor to evaluate their existing web site and provide recommendations on:

- Changes to the Content Management Server/Platform (CMS)
- Changes to the information architecture of the site (IA)
- Content and design improvements

The anticipated time frame for vendor selection is January 2017.

Incorporated in 1999, the National Quality Forum (NQF) is a not-for-profit membership organization created to develop and implement a national strategy for healthcare quality measurement and reporting. A shared sense of urgency about the impact of health care quality on patient outcomes, workforce productivity, and healthcare costs prompted leaders in the public and private sectors to create NQF as a mechanism to bring about national change.

Established as a public-private partnership, NQF has broad participation from all parts of the health care system, including national, state, and local groups representing consumers, public and private purchasers, employers, health care professionals, provider organizations, health plans, accrediting bodies, labor unions, supporting industries, and organizations involved in health research or quality improvement. Together, NQF and its member organizations work to promote a common approach to measuring healthcare quality and fostering system-wide capacity for quality improvement.

NQF is headquartered in Washington, D.C. and has approximately 100 staff and 430 organizational members throughout the United States and occasionally abroad. NQF's revenue is approximately \$23,000,000 annually.

BACKGROUND

NQF has relied upon the Ektron Web Content Management System since 2009 to manage public website content and NQF's primary public web presence. Over the past eight years, NQF has expanded the services it offers through the web through custom development on the Ektron platform and the development of several .NET applications that support critical business processes.

The focus for this effort will be on the content areas served by the Ektron platform and not the .NET applications. There have been three redesign efforts of varying depth since 2009, with the most recent completed in April 2014. These redesigns have resulted in the application of three different IAs for content and multiple templates for design. The Ektron content is currently structured around a few major topic headings including:

- About Us (http://www.qualityforum.org/About_NQF/)



- News and Resources
(http://www.qualityforum.org/News_And_Resources/News_And_Resources.aspx)
- Membership (<http://www.qualityforum.org/membership/>)
- Setting Priorities
(http://www.qualityforum.org/Setting_Priorities/Improving_Healthcare_Quality.aspx)
- Measuring Performance
(http://www.qualityforum.org/Measuring_Performance/Measuring_Performance.aspx)
- Stories (http://www.qualityforum.org/What_is_a_PRO.aspx)

The .NET applications are not the focus of this work but will need to be accounted for in IA and design efforts. These applications include:

- OPUS: A .NET application that manages work-flow surrounding measures and concepts as they move through the NQF Consensus Development Process (CDP). OPUS is used by 30 NQF staff members on a daily basis and supports thousands of daily public users who participate in the CDP process or seek information on individual measures.
- Project pages: These pages are built in the CMS, but are populated and linked to resources housed in OPUS.
- The Quality Positioning System (QPS): A .NET application that allows searching and browsing of measure information in addition to social and account based features. QPS supports thousands of daily users and interfaces via web-services with OPUS.
- A single sign-on (SSO) authentication manager that allows seamless authentication to multiple NQF web-based systems and integrates with iMIS, our association management platform.

These systems support an average of 26,500 unique visitors and 143,000 page views per month. The public web site comprises approximately 3,000 pages and 4,000 assets, using 30 GB of data. The custom applications have a combined data store of 16GB across 5 instances.

In addition to the Ektron and custom .NET applications, NQF currently maintains a SharePoint 2010 extranet, and makes limited use of the iMIS RiSE CMS platform.

In 2017, NQF will migrate existing content to a new CMS utilizing a new information architecture and new design templates. The OPUS/QPS/Project page systems will be migrated to new platforms in 2018 as part of a separate effort.

Project Overview and Objectives

NQF is seeking a partner to evaluate our existing web site and provide recommendations on:

- **Changes to the Content Management System/Platform.** The current Ektron platform has been in place since 2009 and Ektron merged with Episerver in 2015. Episerver's long-term commitment to the Ektron platform is unclear. NQF seeks a CMS platform that lowers custom development costs, provides flexibility in content approval and



posting, and that has the potential to incorporate functions currently performed by the .NET applications.

- **Changes to the site navigational architectures.** The current site has three different navigational models. These inconsistencies cause end user confusion and are challenging for new content creation. Additionally, the inconsistencies present challenges in analytics reporting and for Search Engine Optimization. NQF seeks a single IA that can be applied to all CMS content and the .NET applications.
- **Content and design improvements.** The differences in navigational architectures are reinforced by different approaches to content and design. NQF seeks guidance on unification of content and design that is least disruptive to the user experience. NQF seeks a single design for CMS content that harmonizes with the .NET applications since they will need to coexist for at least one year.

NQF will use these recommendations as the foundation of multiple Requests for Proposals for additional phases. Currently NQF anticipates two additional phases: one for content creation/design, and one for migration to a new platform. Interested vendors are encouraged to submit proposals for a single or multiple phases of this project.

Desired Time Frame

NQF anticipates a three-month project.

Objectives

1. Selection of a Content Management System to support NQF for the next 5-10 years.
2. Identify a site navigational architecture to provide clear direction to relevant information for our diverse stakeholders.
3. Creation of sample content and design templates to support the content and navigation proposals.
4. Obtain the best value for NQF.

Services Requirements

NQF desires a vendor that can provide a comprehensive range of services related to technology evaluation, information architecture, content creation, and web design.

Working with NQF

NQF is open to a variety of project management approaches. The current environment is informed by Agile development principles but does not strictly adhere to them. NQF has participated in Lean, waterfall, and Value Stream Mapping Approaches in the past.

Existing NQF Resources

NQF will make a number of resources available to the vendor as part of this work, including:



- Eight years of Google Analytics data.
- One year of Pingdom Real User Monitoring performance data.
- One year of iPerceptions user experience survey data.
- Access to NQF Member focus groups through the NQF member networks.
- Prior web site evaluations.

Costs

Time and Materials Rates

With the wide range of services anticipated in this RFP, NQF hopes to maintain a single relationship to manage the contract. All activity will be billed on a Time and Materials basis. With prior approval, the vendor may be asked to incur other direct costs on behalf of NQF.

Time and Materials Invoicing

The vendor will provide bi-monthly invoicing summarized by type of activity. Supplemental to the invoice, a separate breakdown of hours by individual staff is required.

Proposal Preparation Instructions

Deadline for Submission of Proposals

All proposals are due to NQF by noon, *Friday, January 13th 2017*

Send all bids electronically to:

Jason Johnson
National Quality Forum
1030 15th Street NW
Suite 800
Washington, D.C. 20005
jjohnson@qualityforum.org

Questions and Answers

All questions and requests for clarification or interpretation of the RFP must be submitted in writing via email and addressed to the following individual:

Jason Johnson
National Quality Forum
1030 15th Street NW



Suite 800
Washington, D.C. 20005
jjohnson@qualityforum.org

NQF will respond to all inquiries via email and will make a good faith attempt to respond within three business days of receiving a question. NQF reserves the right to share any information given as a result of a response or clarification with all other vendors who have notified NQF of their intent to respond to the RFP. The organization requesting the response or clarification will not be identified. Inquiries must be received by noon *Monday, January 9th, 2017*.

Reservation of Rights; Cost of Proposal Preparation

This Request for Proposal does not commit NQF to award a contract. NQF reserves the right to waive or modify any particular requirement(s) in this RFP, with or without notice and with or without cause, to accept any proposals, and to reject any and all proposals and to call for new proposals. Each vendor is responsible for its own costs in connection with responding to this RFP.

Vendor Evaluation Criteria

Vendor proposals will be evaluated by a staff committee, including individuals with background in web development, databases, web content and design and project implementation.

Proposals will be scored by assigning a maximum of 100 points across five criteria:

1. Understanding of project purpose (5 points)
2. Understanding of NQF (5 points)
3. Vendor expertise and capabilities (25 points)
4. Approach (45 points)
5. Rates and justification (20 points)

More detailed elements of each criterion can be found below. All vendor responses will be treated as confidential information and will be used solely for the purposes of selecting a vendor to perform the work described.

Understanding of Project Purpose (5 points)

The extent to which the proposal demonstrates clear understanding of the project requirements, background, and goals.

Understanding of NQF (5 points)

The extent to which the proposal demonstrates clear understanding of the National Quality Forum's role in the larger healthcare quality arena, and how the proposal fits into NQF's objectives.



Vendor Expertise and Capabilities (25 points)

A description of the vendor's organization, including number of years in business, annual revenue, and number of similar implementations. Indicate the amount of experience you have working with associations.

A list of key personnel and their resumes.

The contact information of two existing customers whose requirements closely resemble those of NQF.

Proposed Approach, Work plan, and Activities (45 points)

A description and explanation of the vendor's engagement strategy. This could include, but is not limited to, project plans, work plans, sprint schedules, listings of deliverables, sample files, or multiple approaches for NQF to choose from.

Rate and Justification (20 points)

Recommended labor categories and approximate costs.

Vendor Evaluation Process

The evaluation and acquisition will be done in two phases.

The first phase includes internal NQF review of vendor responses to determine which proposed solution offered provides the closest match to NQF's requirements.

NQF will identify several finalists to participate in the second phase. The finalists will be invited to present their proposed approach at the NQF offices. These presentations will provide the organization with the opportunity to validate the vendors' capabilities and evaluate factors which include, but are not limited to. implementation strategy, depth of expertise in the not-for-profit space, flexibility, project management process, follow on support approach, and the overall quality of the vendor's offering.

Upon the completion of the demonstrations and such further evaluation as NQF deems necessary, NQF may determine, in its sole discretion, not to select a vendor and to initiate another search at a future date. NQF anticipates final selection of a vendor by February 24, 2017.