

**UCLA Health**  
**Request for Information #7146**

**Process Improvement, Root Cause Analysis for Denial  
Reduction & Interim Department Leadership in  
Patient Access & Patient Financial Services (Billing)**

**DATE ISSUED: January 20, 2026**

**SUBMITTAL DUE DATE: February 24, 2026**

# Request for Information #7146

## Process Improvement, Root Cause Analysis for Denial Reduction & Interim Department Leadership in Patient Access & Patient Financial Services (Billing)

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#### Associated Documents:

Notice of Intent to Submit Proposal  
Request for Clarification  
UC Data Security  
UC Business Associates Agreement (HIPAA)  
UC Terms and Conditions of Purchase  
UCLA Business Information Form  
UCOP Vendor Requirements - <https://security.ucop.edu/resources/for-suppliers.html>

## **Request for Information #7146**

# **Process Improvement, Root Cause Analysis for Denial Reduction & Interim Department Leadership in Patient Access & Patient Financial Services (Billing)**

### **I. PROJECT OVERVIEW**

UCLA Health is requesting vendors to submit their responses to this Request for Information (hereafter referred to as "RFI").

UCLA Health seeks experienced partners to assess, diagnose, and recommend process improvements to reduce payer denials originating in Patient Access and Billing. In addition to process improvement, UCLA Health is exploring interim leadership support and organizational structure advisory to stabilize operations and ensure sustainable change.

The primary objectives of this engagement will be to:

- Identify root causes driving denials across government and commercial payers.
- Design and prioritize corrective interventions with measurable impact.
- Provide interim leadership for key revenue cycle functions during transition or remediation.
- Advise on organizational structure to optimize accountability, efficiency, and scalability.

The scope of work is defined as follows:

- Complete a review of resources, workflows and technology solutions in Patient Access & Billing, including insurance verification, prior authorization, registration accuracy, coordination of benefits claims preparation, coding/modifier accuracy, edit resolution and denial management.
- Assess potential gaps in compliance with CMS and commercial payer requirements.
- Facilitate, review and improve on active daily management processes and tools.
- Recommend improvements to analytics and governance, including denial taxonomy, key performance indicator dashboards, escalation paths and audit controls.
- Provide interim leadership support (Director/Executive level) to oversee Patient Access and Billing during remediation.
- Stabilize operations, mentor internal staff, and ensure continuity of performance metrics.
- Advise on future state organizational structure by assessing the current revenue cycle organizational design (roles, reporting lines, span of control), recommending structure adjustments to improve accountability, efficiency, and scalability and providing job descriptions, competency frameworks, and succession planning guidance as needed.

The anticipated deliverables for this engagement include (but are not limited to):

- Current-State Assessment
- Remediation Roadmap
- KPI & Governance Toolkit
- Training & Change Enablement
- Executive Readout
- Interim Leadership Plan (roles, duration, transition strategy)

- Organizational Structure Recommendations (org charts, role definitions, staffing models)

UCLA Health is aware that other UC Medical Centers (or other entities operating under the auspices of the Regents of the University of California) may have similar needs. UCLA Health has in mind that it may make the contract terms, conditions and pricing resulting from vendor selection on this RFI available to those UC entities.

## II. ADMINISTRATIVE REQUIREMENTS

### A. Issuing Office and Communications Regarding the RFI

The UCLA Health Procurement and Strategic Sourcing department is issuing this Request for Proposal and any subsequent addenda to it. The UCLA Health System Purchasing Department is the sole point of contact regarding all procurement and contractual matters relating to the requirements described in this RFI, and is the only office authorized to change, modify, clarify, etc., the specifications, terms, and conditions of this RFI and any contract(s) awarded as a result of this RFI.

All communications, including any requests for clarification concerning this RFI should be addressed in writing to:

**Tynysa Moseley**  
UCLA Health Procurement  
E-mail: [tmoseley@mednet.ucla.edu](mailto:tmoseley@mednet.ucla.edu)

Questions are due by the date specified in the RFI Schedule on page 5.

All inquiries shall include:

- the RFI number
- company name, address, contact name and phone number
- clear and concise question(s) which reference specific section(s) or requirement(s) in the RFI

A list of all questions received by the University (without identifying the source of the question) and the corresponding University responses will be distributed by email to all who have submitted the Notice of Intent to Submit Proposal. The question and answer (Q & A) listing will also be posted on the UCLA webpage described below.

The University of California maintains a publicly available website, where all official RFI documents, updates, modifications, and questions and answers are posted and available on a 24-hour-a-day basis. Please check this website frequently throughout the process to be certain that your company is aware of all relevant updates and documents:

<https://www.uclahealth.org/purchasing> (click on "Bidding On Jobs" -> "UCLA Health")

The University Purchasing Department may issue addenda or amendments to the RFI if and as necessary prior to the deadline for submission of quotations and, at its own discretion, may extend the deadline. Any such addenda or amendments will be sent by email to those who submit the Notice of Intent to Submit Proposal and will also be published on the UCLA webpage shown above. Amendments will be clearly marked as such, numbered consecutively, and shall be made part of

this RFI. **It is the bidder's responsibility to check the UCLA bid posting web page for any and all RFI addenda, amendments, etc. prior to submitting a quotation.**

Except as stated in the above paragraph, no one is authorized to amend any part of this RFI either in writing or by oral statement.

## **B. RFI Schedule and Deadlines**

EVENT	TIME (PDT)	DATE
RFI issue date	---	1/20/26
Last day for Bidders to provide Intent to submit proposal	5:00 pm	1/27/26
Last day for Bidders to provide requests for clarification	5:00 pm	2/3/26
UCLA Health's response to requests for clarification of RFI	5:00 pm	2/10/26
Deadline for Bidder's proposal	5:00 pm	2/24/26

Responses received after the closing date and time will not be considered in the RFI evaluation process.

## **C. Minimum Qualification Standards**

Respondents must be able to demonstrate their current capability and possess a record of successful past performance in providing substantially similar products and/or services as those specified in this RFI. Accordingly, prospective Respondents must conform to the following minimum qualification standards and provide the required information in order to be considered for award.

- Vendors must have verifiable successful experience in the last three (3) years in providing the range of products and services specified in this RFI as a primary vendor. Vendors must include with their submission the company name, address, contact name and phone number, and brief description of reference accounts meeting this criteria (See **Tab 3**).
- Respondents must be able to demonstrate adequate staffing, personnel experience, and other resources necessary to provide and support the required products and/or services in the timeline specified.
- Respondents must possess all trade, professional, or business licenses as may be required in order to complete the work specified in the RFI.
- Respondents must comply with the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") that establishes new privacy rules for the protection of patient health information. Among other things, the HIPAA Privacy Rule imposes specific security and confidentiality rules relating to individually identifiable, protected health information ("PHI") in written, electronic or oral formats.

- The vendor shall provide an electronic copy of any applicable maintenance agreement with its RFI response.
- The vendor shall provide an electronic copy of any applicable software license agreement with its RFI response.
- If the vendor has previously negotiated a services or software license or Business Associates agreement with UCLA Health or another UC Medical Center, this shall be included in the response.
- Respondents must have the ability to obtain the necessary insurance (ref.: University of California Terms and Conditions of Purchase).
- CONTRACTOR represents and warrants to UCLA that CONTRACTOR and CONTRACTOR's representatives are not: (i) currently excluded, debarred, or otherwise ineligible to participate in the Federal health care programs as defined in 42 U.S.C. Section 1320a-7b-(f) (the "Federal health care programs") and/or present on the exclusion database of the Office of the Inspector General ("OIG") or the Government Services Administration ("GSA"); (ii) convicted of a criminal offense related to the provision of health care items or services but have not yet been excluded, debarred, or otherwise declared ineligible to participate in the Federal health care programs; (iii) under investigation or otherwise aware of any circumstances which may result in CONTRACTOR's or any of CONTRACTOR's representatives being excluded from participation in the Federal health care programs and/or being included on the OIG and/or GSA exclusion database; (iv) debarred, suspended, excluded or disqualified by any Federal governmental agency or department or otherwise declared ineligible from receiving Federal contracts or federally approved subcontracts or from receiving Federal financial and nonfinancial assistance and benefits; and/or (v) under investigation or otherwise aware of any circumstances which may result in CONTRACTOR or any of CONTRACTOR'S representatives being debarred, suspended, excluded or disqualified by any Federal governmental agency or department or being excluded from receiving any Federal contracts or subcontracts or participating in any Federal financial and nonfinancial assistance and benefits. This shall be an ongoing representation and warranty during the term of this Agreement and CONTRACTOR shall immediately notify UCLA of any change in the status of any of the representations and/or warranties set forth in this Section. Any breach of this Section shall give UCLA the right to terminate this Agreement immediately for cause.
- BEFORE ASSIGNING ANY EMPLOYEE TO ENTER UC PREMISES IN CONNECTION WITH ANY ORDER, THE CONTRACTOR SHALL CONDUCT THE BACKGROUND CHECKS LISTED BELOW. AS INDICATED IN UC'S AGREEMENT(S) WITH THE CONTRACTOR, CERTAIN FINDINGS PURSUANT TO THE BACKGROUND CHECKS MUST BE REPORTED TO THE UNIVERSITY OF CALIFORNIA AND WILL RESULT IN THE EMPLOYEE'S BEING UNABLE TO PERFORM WORK AT A UC SITE.  
AN ACCEPTABLE BACKGROUND SCREEN SHALL CONSIST OF THE LAST 7 YEARS RESIDENCE AND EMPLOYMENT VERIFICATION AND CRIMINAL CONVICTION RECORDS INVESTIGATION CONDUCTED BY ONE OF THE SPECIFIED 3RD PARTY AGENCIES APPROVED BY THE UNIVERSITY OF CALIFORNIA. A CRIMINAL CONVICTIONS RECORDS INVESTIGATION SHALL CONSIST OF A RECORDS SEARCH (DOCUMENTED BY A WRITTEN REPORT RETAINED BY THE CONTRACTOR OF THE RESULTS OF SUCH SEARCH) BY THE APPROPRIATE LAW ENFORCEMENT OR OTHER LOCAL OR STATE AGENCY IN EACH LOCATION IN WHICH THE EMPLOYEE HAS RESIDED AND WORKED IN AT LEAST THE SEVEN YEARS PRECEDING THE DATE OF THE CRIMINAL CONVICTION RECORDS INVESTIGATION. A PERSON CONVICTED AS AN ADULT OF ANY ONE OF THE FOLLOWING SHALL NOT PERFORM WORK ON UC PREMISES: MURDER; MANSLAUGHTER; KIDNAPPING; RAPE; SEXUAL BATTERY OR GROSS SEXUAL IMPOSITION; DOMESTIC VIOLENCE; ASSAULT; ARSON; ROBBERY; BURGLARY; THEFT;

EMBEZZLEMENT; FRAUD; DRUG POSSESSION, MANUFACTURING OR TRAFFICKING. A PERSON CONVICTED AS AN ADULT OF ANY FELONY, CONVICTED OF ANY FELONY, CONVICTED OF MORE THAN ONE MISDEMEANOR IN THE PREVIOUS TWO YEARS, OR CONVICTED OF MORE THAN FIVE MISDEMEANORS IN THE PREVIOUS SEVEN YEARS SHALL NOT PERFORM WORK ON UC PREMISES. UC MAY REQUIRE PERSONS, BEFORE ENTERING UC PREMISES, TO COMPLETE A CRIMINAL CONVICTIONS QUESTIONNAIRE. IN THE EVENT THAT UC HAS GROUNDS TO BELIEVE THAT AN EMPLOYEE OF CONTRACTOR HAS FALSIFIED THE CRIMINAL CONVICTIONS QUESTIONNAIRE IN ANY WAY, SUCH PERSON SHALL NOT PERFORM WORK ON UC PREMISES. UC RESERVES THE RIGHT, AT ITS DISCRETION, TO REQUEST FROM SUPPLIER DOCUMENTATION OF THE COMPLETION OF A CRIMINAL CONVICTIONS RECORDS INVESTIGATION FOR ANY EMPLOYEE ASSIGNED TO WORK ON UC'S PREMISES. THE CONTRACTOR'S FAILURE TO HAVE COMPLETED A CRIMINAL CONVICTIONS INVESTIGATION OF ANY OF ITS EMPLOYEES IN ACCORDANCE WITH THIS CLAUSE SHALL BE GROUNDS FOR IMMEDIATE EXPULSION OF THE CONTRACTOR FROM UC PREMISES AND UC SHALL HAVE THE RIGHT TO TERMINATE FOR DEFAULT ALL ORDERS.

In addition to the information required above, University may request additional information either from the Respondent or others, to verify the Respondent's ability to successfully meet the requirements of this RFI.

#### **D. Instructions for Submitting Information**

Respondents are required to respond to this RFI by completing the templates provided under **Tabs 2 - 8 and all requested documents**. Respondents may provide additional information if they believe that such additional information will enhance their submissions. However, over elaborate presentations are not desired and discouraged. Additional information shall be attached at the end of the vendor's submission.

RFI responses are to be addressed to:

**Tynysha Moseley**

UCLA Health Procurement and Strategic Sourcing

E-mail: [tmoseley@mednet.ucla.edu](mailto:tmoseley@mednet.ucla.edu)

**RFI #7146** (NOTE: The RFI number must be clearly marked.)

The Bidder shall provide an **electronic version** of its submission containing (1) a cover letter and executive summary, (2) Bidder's response to the written requirements (completed MS-Excel RFI Requirement Tabs) (3) all contract/agreement documents requested herein, and (4) a signed Quote/Financial proposal on company letterhead presented as a standalone document.

**Late submissions will not be accepted.**

#### **E. Submission Format and Required Submittals**

Submissions must contain all required submittals and provide a complete response to all requirements stated in the RFI. Submissions should be prepared simply and economically, providing a straightforward, concise description of the respondent's capability to satisfy the requirements of the RFI. Emphasis should be on completeness and clarity of content rather than expensive bindings and preprinted promotional materials.

Submissions should be organized in the format and order presented below:

1. **Submission Cover Letter & Executive Summary:** A cover letter must be included with the response. The cover letter shall specify at a minimum, the categories for which the response is being submitted. A company representative who is duly authorized to commit and respond on behalf of the company must sign the cover letter. The submission of a signed submission will confirm understanding and acceptance of all requirements, terms, and conditions of the RFI unless specific exceptions are requested, and alternative provisions are offered. The Executive Summary section should present an introduction and general description of the company's background, nature of business activities, and experience relevant to this RFI. This section should also provide a statement of the Respondent's understanding of the major objectives of the RFI. The overview should contain a brief summary of the Respondent's approach to fulfilling the requirements, including a description of the salient features and distinctive merits of the proposed products and/or services. The summary should be readily understandable by non-technical persons at the management level and should be no more than two pages in length.

2. **Response to the requirements:** Respondents are to provide a complete response to each of the product and/or service requirements specified in this RFI by completing the templates provided under **Tabs 2 through 8**. In order to demonstrate the Respondent's capability of fulfilling the stated requirement.

Submission responses must follow the order and format of the requirements presented in the RFI for ease of evaluation.

If the Respondent cannot perform any part of the work as specified, this must be clearly stated in the submission. Responses should indicate any deficiencies, enhancements, or other differences that exist between the proffered products and services and those that the University has described in its specifications.

After responding to each of the RFI requirements, respondents may present alternate and innovative approaches to meeting the requirements that may result in greater efficiency or cost savings to the University. These must be clearly identified.

3. **Additional submittals:** Includes any other required or supplemental information such as:
  - Reference account information, financial statements, and other required qualification information (see section "Qualification Standards")
  - Sample Subscription, License Agreement or Maintenance/Support Agreement, as applicable, for the University's consideration.
  - Supplemental information Respondents wish to provide such as product literature, alternative solutions etc.
4. **Cost Proposal:** Bidders must provide a cost proposal in the form and format specified on **Tab 8** of this RFI.

Incomplete submissions are subject to disqualification, however, the University reserves the right at its sole discretion, to require the Respondent to supply any missing information, with the exception of Cost Estimate data, which cannot not be included or amended after the submission due date. Submissions must be accurate; errors or omissions of a material nature will result in rejection of a submission.

## **F. Evaluation and Method of Award**

Qualifications resulting from this RFI, if any, will be awarded to the responsive and responsible Respondent offering the greatest benefit to the University, as determined by University, when considering technical suitability for intended University purpose, supplier performance potential.

Submissions will be examined by a University evaluation team and scored using a quality point system. The intent of the evaluation process is to determine, through application of uniform criteria, how effectively the proposed products and/or services satisfy the University's requirements. In addition to material provided in the submission, the evaluation team may utilize site visits, or may request oral presentations, additional material, information, or references from the Supplier and others. The evaluation team will assign quality point scores to each submission using the criteria listed below. The points assigned by each evaluator will be added together to determine the total quality points for each submission.

Factors that will be used to evaluate submissions include:

- Company Qualifications & Experience
- Compliance with requirements
- Overall RFI response (i.e. compliance with RFI instructions, completeness)

Exceptions taken in responses, or irregularities therein, may be negotiated with or corrected by the respondent involved provided that, in the judgment of the University, such action will not negate fair competition and will permit proper comparative evaluation of submissions. The University's waiver of an immaterial deviation or defect shall in no way modify the RFI documents or excuse the respondent from full compliance with the RFI specifications in the event the Qualification is awarded to that respondent.

The University reserves the right to accept or reject any or all submissions, make more than one qualification, or no qualification, as the best interests of University may appear. Any contract awarded in a follow-on Request for Proposal issued to vendors qualifying pursuant to this RFI will incorporate the requirements and specifications contained in the RFI, as well the contents of the respondent's submission as accepted by the University.

## **G. Restriction on Communications**

Except for the University contact designated in this RFI, Respondents are not permitted to communicate with University staff regarding this solicitation during the period between the Request for Information issue date, and the announcement of awards, except during:

- The course of a Respondents' conference, if conducted.
- Oral presentations and site visits, if conducted.

If a Respondent is found to be in violation of this provision, the University reserves the right to reject the response.

## **H. Rejection of Responses**

The University reserves the right to reject submissions that are non-responsive, including, without limitation, submissions which contain the following defects:

- Late or incomplete submissions.
- Failure to conform to the rules or requirements contained in the RFI.
- Failure to sign the submission.
- Proof of collusion among respondents, in which case all submissions involved in the collusive action will be rejected.
- Noncompliance with applicable law, unauthorized additions or deletions, conditional submissions, or irregularities of any kind which may tend to make the submission incomplete, indefinite or ambiguous as to its meaning.
- Provisions reserving the right to accept or reject an award, or to enter into a contract containing terms and conditions that are contrary to those in the solicitation.

#### **I. Submission Preparation Costs**

The University will not be responsible under any circumstances for any costs incurred by the respondents in the generation and submission of responses, site visits, presentations, documentation, or marketing literature.

#### **J. Disclosure of Records**

All submissions, supporting materials, and related documentation will become the property of the University.

This RFI, together with copies of all documents pertaining to any award, if issued, shall be kept for a period of five years from date of contract expiration or termination and made part of a file or record which shall be open to public inspection. If the response contains any trade secrets that should not be disclosed to the public or used by University for any purpose other than evaluation of your approach, the top of each sheet of such information must be marked "CONFIDENTIAL INFORMATION". All information submitted as part of the submission must be open to public inspection (except items marked as trade secrets and considered trade secrets under the California Public Records Act) after the award has been made.

Should a request be made of University for information that has been designated as confidential by the respondent and on the basis of that designation, University denies the request for information; the respondent shall be responsible for all legal costs necessary to defend such action if the denial is challenged in a court of law.

#### **K. Insurance Requirements**

If work is to be performed on University premises, supplier(s) shall furnish a certificate of insurance acceptable to University (Ref.: University of California Terms and Conditions of Purchase). All certificates shall name the Regents of the University of California as an additional insured. The certificate must be submitted to the Purchasing Department prior to the commencement of services. Certificates of insurance must be delivered to:

**UCLA Health Procurement  
Attn: Don Parks  
10920 Wilshire Blvd., Suite 750  
Los Angeles, CA 90024-6509**

## **L. Audit Requirements**

Any agreement resulting from this Request for Information shall be subject to examination and audit by University and the State of California for a period of three (3) years after final payment. The examination and audit shall be confined to those matters connected with the performance of the agreement, including but not limited to, the costs of administering the agreement.

## **M. Marketing References**

The successful Respondent shall be prohibited from making any reference to the University, in any literature, promotional material, brochures, or sales presentations without the express written consent of the UCLA Public Information Office.