Contract Administration

Process Overview

Contract Administration is a shared service for the following legal entities: 1) Stanford Health Care; 2) Lucile Salter Packard Children’s Hospital at Stanford (“Lucile Packard Children’s Hospital” or “Stanford Children’s Health”); 3) The Hospital Committee for the Livermore-Pleasanton Areas (“Stanford Health Care – ValleyCare”); 4) Stanford University Medical Network Risk Authority, LLC (“The Risk Authority Stanford”); 5) University HealthCare Alliance; 6) Packard Children’s Health Alliance; 7) Stanford Health Care Advantage; 8) Stanford Blood Center, LLC; 9) CareCounsel, LLC
1. Stanford Health Care Organizational Overview

2. Contract Administration Department Overview

3. Contract Administration Process Overview

4. Request a Contract

5. Track a Requested Contract

6. Access a Fully-Signed Contract

7. Contract Administration Resources

Members of the Stanford Health Care – Contract Administration department celebrate the department’s Top Ten Accomplishments from Fiscal Year 2017.
Stanford Health Care ("SHC") is the flagship academic medical center associated with the Stanford University School of Medicine. SHC has 15,232 employees and volunteers, 613 licensed beds, and $4.1 billion total annual revenue.

Lucile Salter Packard Children’s Hospital at Stanford ("LPCH") is the academic children’s medical center associated with the Stanford University School of Medicine. LPCH has 4,854 employees and staff, 312 licensed beds, and $1.4 billion total annual revenue.

Stanford Health Care – ValleyCare ("ValleyCare") is also an affiliate of SHC and LPCH and has more than 2,100 employees and staff and 242 licensed beds.

Other affiliates of SHC and LPCH include University HealthCare Alliance, Stanford Blood Center, Stanford HealthCare Advantage, CareCounsel, Packard Children’s Health Alliance, and The Risk Authority Stanford. Contract Administration provides services for these nine entities.
The Stanford Health Care – Contract Administration department provides centralized contract management and legal review services that include: coordinating contract requests, advising on contractual matters, negotiating and drafting legal documents, performing legal review and facilitating timely renewal or termination of contracts to meet internal policies and external regulations and optimize legal and business terms.

To be the national leader in healthcare contract administration by providing exceptional and timely contract management and legal review services.

1. Contract Administration will provide a disposition to email and phone inquiries by the end of the next business day.
2. Once a complete and correct contract request is submitted, Contract Administration will provide advice, draft or revise a contract within ten business days.
Contract Administration Department Overview

Contract Administration’s Top 10 Accomplishments From Fiscal Year 2017

1. Reduced Operating Expenses by Over $1 Million

By reorganizing Contract Administration into Intake, Legal Review, and Administration teams that correspond with the distinct phases of the contract lifecycle, and by replacing outsourced independent contractor staff with Stanford Health Care employees, Contract Administration reduced total operating expenses by over $1 million compared to the last fiscal year, which equates to a 25% decrease in cost.

2. Decreased Turnaround Time by 4 Business Days

By establishing standard operating procedures, creating standard contract templates, and implementing a new staffing model centered around Intake, Legal Review, and Administration teams, Contract Administration reduced overall contract turnaround time by four business days. Additionally, Contract Administration established a service level agreement to provide advice, a draft or a revised contract within ten business days once a complete and correct contract request is submitted.

3. Increased Stakeholder Satisfaction by 30%

Contract Administration increased stakeholder satisfaction from 65% in Fiscal Year 2016 to 85% in Fiscal Year 2017. This substantial increase is attributed to Contract Administration’s efforts to streamline the contract review and management process by creating simple and straightforward forms, updating policies, updating contract templates, launching a public-facing internet site, implementing tools to track the status of requested contracts, and establishing optional monthly training webinars for stakeholders.

4. Improved Employee Engagement by 183%

By implementing a new staffing model, inter-departmental activities, new technology, and improved training, Contract Administration’s internal employee engagement survey results increased from 30% in 2015 to 85% in 2017.

5. Implemented Tools to Track the Status of Contract Requests and Access Fully Signed Contracts 24/7

Stakeholders now have a way to track the status of contract requests through the entire contract lifecycle, 24/7, and in real time. Additionally, Contract Administration reviewed over 10,000 contracts to ensure the contracts were in a central database, categorized in a standardized fashion, and improved the utility of the database by providing timely and relevant notices before a contract’s expiration.

6. Created Standard Operating Procedures and Policies

Contract Administration standardized procedures to eliminate variation and created a robust standard operating procedure manual that details every step of the contract lifecycle. Additionally, Contract Administration revised decade old policies that totaled 50+ pages into a modern and clear 11-page policy that is easier for stakeholders to understand and follow.

7. Standardized Contract Templates and Contract Language

Contract Administration standardized the format and language in all contract templates, which reduced errors, omissions, and inconsistencies in staff work product and helped to decrease contract turnaround time.

8. Launched a Contract Administration Internet Site

Contract Administration developed and launched a new internet site that serves as a “one-stop-shop” for contract related documents and is accessible 24/7 by both Stanford employees and vendors. The new site includes frequently used forms, links, vendor standards, and training guides on various contract related topics.

9. Produced Stakeholder Training Webinars

Five training webinars were created and presented to stakeholders in 10 sessions over the course of the year to provide internal education on various contract related topics and provide a forum for contract related questions and answers. Topics included: Understanding Business Associate Addendums, How to Request Contracts, Preparing Effective Statements of Work, Tracking Requested Contracts, and Understanding Significant Issues in Medical Equipment Purchases.

10. Completed Contract Due Diligence for 2 Physician Practice Acquisitions

Contract Administration played an integral role in performing the contract due diligence, in partnership with the Stanford University Office of the General Counsel, for two physician practice acquisitions.
Contract Administration

Process Overview

There are Four Distinct Phases of the Contract Life Cycle

1. Intake
   - Receives requests to draft or review new contracts or amendments to existing contracts
   - Ensure compliance with internal policies and external regulations

2. Business Review
   - Business Leader reviews and approves business terms

3. Legal Review
   - Redline any required legal changes
   - Note any business comments

4. Administration
   - Ensure contract is fully signed
   - Upload contract into the online contract database
   - Facilitate timely renewal or termination of contracts before expiration

Contract Administration is a shared service for the following legal entities:

1. Stanford Health Care
2. Lucile Packard Children’s Hospital at Stanford
   ("Lucile Packard Children’s Hospital" or "Stanford Children’s Health")
3. The Hospital Committee for the Livermore-Pleasanton Areas
   ("Stanford Health Care – ValleyCare")
4. Stanford University Medical Network Risk Authority, LLC
   ("The Risk Authority Stanford")
5. University HealthCare Alliance
6. Packard Children’s Health Alliance
7. Stanford Health Care Advantage
8. Stanford Blood Center, LLC
9. CareCounsel, LLC
Contract Administration is Organized into Three Teams that Specialize in Various Phases of the Contract Life Cycle

**Intake Team**
- Receives requests to draft or review new contracts or amendments to existing contracts
- Ensures compliance with internal policies and external regulations
- Redlines any required legal changes
- Notes any business comments
- Ensures contract is fully signed
- Uploads contract into the online contract database
- Facilitates timely renewal or termination of contracts before expiration

**Legal Review Team**

**Administrative Team**
Each Step in the Contract Process is Outlined in a Single Flow Chart that Contains Subsequent Pages with Additional Definitions for the Specific Steps

Key Steps

1. Before signing a contract or other legal document, the Stakeholder sends the document together with a completed “Contract Request Form” to Contract Administration at ContractAdministration@stanfordhealthcare.org.

2. Once Contract Administration approves a contract or other legal document, the Vendor (Other Party) must sign first.

3. Once the Vendor (Other Party) signs, Contract Administration will sign and provide a one-page “Contract Approval Form” so that the designated internal contracting officer can sign the contract.

4. Once fully signed, the Stakeholder submits the documents to Purchasing so that a Purchase Order can be issued and payments made to the Vendor (Other Party).

5. Contract Administration will load all signed contracts into the MediTract contract database.
Contract Administration

Process Overview

Contract Administration’s Internet Site is Accessible to Everyone and Contains Forms, Standard Contract Language, and Training Guides

The website can be accessed at https://stanfordhealthcare.org/about-us/contracts.html

Contract Administration

The Stanford Health Care - Contract Administration department provides centralized contract management and legal review services that include: coordinating contract requests, advising on contractual matters, negotiating and drafting legal documents, performing legal review and facilitating timely renewal or termination of contracts to meet internal policies and external regulations and optimize legal and business terms.

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Click one of the following buttons to request, track, or access contracts. For assistance with applicable usernames, passwords, or other access issues, please email ContractAdministration@stanfordhealthcare.org.
Request a Contract

Stakeholders Request a Contract by Clicking the “Request a Contract” Button, Completing the Contract Request Form, and Submitting the Form to Contract Administration.
Stakeholders Can Use Smartsheet to Track the Status of a Contract Request Submitted to Contract Administration

Contract Administration enters all requests for contracts into a Smartsheet online tracking log. After any action is taken on a contract, a member of the Contract Administration team enters a comment on the log.

Stakeholders can now track requested contracts – and view the action taken on contracts – by clicking on the “TRACK a Requested Contract” button on the Contract Administration Internet Site.

For assistance with applicable usernames, passwords, or other access issues, please email ContractAdministration@stanfordhealthcare.org.
Stakeholders can review the comments on the Smartsheet log to see any activity taken on a requested contract.

The comments will always show “Action Taken” and the “Next Steps” for each particular contract.
MediTract, the Online Contract Database, Has Been Updated to Store and Categorize Fully-Signed, Active Contracts

- Fully-signed, active contracts are loaded into MediTract (www.meditract.com).
- Using MediTract, Stakeholders can view and download copies of their contracts 24/7.
- MediTract also sends automatic email alerts to Stakeholders assigned to contracts 90 days, 60 days, 30 days, and 7 days before a contract expires.
The "Training Guide – How to Purchase Goods and Services" provides an overview of potential steps involved in purchasing goods and/or services from a Vendor.

This training guide, along with training guides on other topics, is available on Contract Administration's website: https://stanfordhealthcare.org/about-us/contracts.html
Contract Administration Updated and Revised the Contract Templates and Standard Contract Language, Which is Available on the Contract Administration Website

Contract Administration Updated and Revised the Contract Templates and Standard Contract Language, Which is Available on the Contract Administration Website

Contract Administration Resources

AMENDED AND RESTATED SERVICES AGREEMENT

This Amended and Restated Services Agreement (“Agreement”) is effective [Enter Specific Date] (“Effective Date”) by and between [Select the Applicable Stanford Legal Entity] (“Entity”), and [Enter Vendor Legal Name, the State where the Business is Registered and Type of Legal Entity] (“Vendor”). Entity and Vendor are sometimes referred to herein individually as a “Party” and collectively as the “Parties”.

[USE IF AMENDED AND RESTATED: WHEREAS, Entity and Vendor entered into that certain [Insert Title of Base Agreement] dated [Enter Specific Date] (“Previous Agreement”).]

WHEREAS, Entity is seeking to [briefly describe intent];

WHEREAS, Vendor wishes to provide services to Entity; and

WHEREAS, Entity desires to engage Vendor to provide services to Entity upon the terms and conditions set forth in this Agreement.

THEREFORE, in consideration of the mutual covenants and promises set forth in this Agreement and for such other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree [USE IF AMENDED AND RESTATED: to amend and restate the Previous Agreement] as follows:

1. TERM AND TERMINATION.

1.1. Term. This Agreement shall be in force and effect from the Effective Date to [Enter Specific Date]. [USE IF TERM WILL AUTOMATICALLY RENEW: Upon expiration of the initial one (1) year term, this Agreement shall automatically renew for up to two (2) successive one (1) year renewal terms, unless either Party gives notice of non-renewal at least thirty (30) days prior to the expiration of the then-current term.] The initial term, any renewal terms, and any subsequent extension of this Agreement may be mutually agreed upon and are collectively referred to as the “Term”. Unless otherwise mutually agreed upon by the Parties in writing, the Term of this Agreement shall not exceed three (3) years. [FOR INDIVIDUAL INDEPENDENT CONTRACTORS, INITIAL TERM AND ANY EXTENSION TERM MAY NOT EXCEED ONE (1) YEAR BECAUSE AN INDEPENDENT CONTRACTOR QUESTIONNAIRE (“ICQ”) MUST BE COMPLETED ANNUALLY. IF AN AGREEMENT WITH AN INDIVIDUAL INDEPENDENT CONTRACTOR IS RENEWED OR EXTENDED, AN ICQ MUST BE COMPLETED FOR SUCH RENEWAL OR EXTENSION.] Notwithstanding the foregoing, if on the date of expiration or termination of this Agreement, there is an active Statement of Work (“SOW”) in effect under this Agreement, this Agreement shall automatically extend and no further action required by the Parties remain in effect until the termination or completion of such SOW, but only as to that SOW.

1.2. Termination. Entity may terminate this Agreement or any SOW at any time for any reason or no reason by providing Vendor with thirty (30) days prior written notice. In the event of either Party’s material breach of any term or condition of this Agreement or any SOW, the non-breaching Party may give written notice to the other Party specifying the manner in which the Agreement or SOW has been breached and the manner in which the breach may be corrected. In the event the breach remains uncured after thirty (30) days from the date of such notice, this

Contract Templates

Contract templates are updated to contain consistent formatting and language.

Standard Contract Language

Standard contract language is posted for all Stakeholders and Vendors to review on the Contract Administration website:

https://stanfordhealthcare.org/about-us/contracts.html
January: Contract Administration Process Overview
Learn About Contract Administration’s Structure and Standard Operating Procedures

February: Preparing Effective Statements of Work
Learn About Preparing Effective Statements of Work

March: Requesting Contracts
Learn About How to Request a New Contract on a Stanford Approved Template or How to Request Legal Review of a Vendor Contract

April: Understanding Business Associate Addendums
Learn About Business Associate Addendums, Including When and Why They are Used

May: Managing Contracts
Learn About How to Use MediTract to Actively Manage Your Contracts

June: Tracking Requested Contracts
Learn About How to Track the Status of Your Requested Contract

July: Medical Equipment Purchase Contracts
Learn About Significant Business and Legal Issues in Medical Equipment Purchase Contracts

Contract Administration Holds Monthly Training Webinars On Various Topics
Contact Contract Administration in Any of the Following Ways:

Online: [https://stanfordhealthcare.org/about-us/contracts.html](https://stanfordhealthcare.org/about-us/contracts.html)

Email: ContractAdministration@stanfordhealthcare.org

Phone: (650) 723-3057