

REQUEST FOR QUALIFICATIONS (RFQ)

Project:	Specialty Care Cohort Convener
RFQ Release:	July 6, 2017
Responses Due:	July 31, 2017 at 5 p.m. MT
Interviews:	August-September 2017
Funding Notification:	By October 13, 2017
Contract Start Date:	Start Date TBD based on submitted workplans and negotiations, as early as January 2018 to allow for planning period
Contract End Date:	End Date TBD based on submitted workplans and negotiations, as late as May 2021 to allow for final project reporting and evaluation wrap-up
Submit To:	co-contributions@kp.org

I. OVERVIEW OF THE REQUEST

This RFQ serves as a multi-phase procurement process to obtain responses from contractors that demonstrate the contractor's ability to complete the outlined project. This RFQ is intended for sole/individual contractors, group contracting firms, and for-profit/nonprofit organizations that meet the qualifications. All inquiries related to this RFQ are to be submitted via e-mail to co-contributions@kp.org. The RFQ is not a binding agreement to purchase services.

Kaiser Permanente Colorado is the state's largest nonprofit health plan, working to improve the lives and health of all Coloradans for 48 years. We are comprised of the Kaiser Foundation Health Plan of Colorado and the Colorado Permanente Medical Group—one of the state's largest medical groups with more than 1,200 physicians. We provide comprehensive care for our 690,000 Kaiser Permanente Colorado members through 31 medical offices across the state—from Pueblo to Greeley and now in the mountains in Summit and Eagle counties. We are committed to our social mission and in 2016, proudly directed more than \$118 million to community benefit programs to improve the health of all Coloradans.

Project Background

In 2016, Kaiser Permanente Colorado (KPCO) conducted a community health needs assessment to inform community benefit strategies. Access to specialty care was among the needs identified as extremely limited for low-income patients who either have no insurance or rely on Medicaid as their sole payer source. Lack of access results in early demise, decreased quality of life, and/or decreased productivity in the workforce.

A Colorado statewide needs assessment was conducted in 2010 to quantify and qualify the specialty care access gap faced by the health care safety net. This assessment included key informant interviews conducted with local and national specialty care referral networks to identify innovative strategies being used to secure specialty care services for safety net patients. All the informants acknowledged that care for the uninsured and other vulnerable populations is a challenge shared by all providers. Many of the interviewees emphasized the importance of a "neutral convener" or third party to serve as a coordinator of efforts. Conceptually, this role provides familiarity, consistency, and establishes common

ground in addressing the shared challenge of caring for the underserved, often within a competitive health care environment.

We issued a funding opportunity announcement in May 2017 to fund up to four grantees through a Request for Proposals (RFP) process. The grant period is March 1, 2018 - March 1, 2021. Grantees may be health alliances, safety net clinics, government entities, or other groups working to increase/improve access to specialty care for vulnerable populations. The Specialty Care Cohort Convener will regularly bring together all the grantees. The outcomes of the RFP are to:

- Work collaboratively with a cohort of grantees to develop and pilot a process for communication and specialty referral across organizations, service areas, and systems that includes virtual and technological solutions
- Increase/improve access to specialty care for adults 18 years of age and older who receive Medicaid assistance and/or are low-income uninsured (including undocumented individuals) through expansion of an existing program or implementation of a new program already in the planning stages

Note: KPCO will also participate in the cohort as an organization that offers some specialty care services to the community.

Purpose

The purpose of this RFQ is to solicit applications from qualified individuals and/or organizations for contractual services to regularly convene a cohort of grantees, facilitate collaboration, and evaluate the cohort's progress.

II. SCOPE OF WORK AND DELIVERABLES

The scope of work for this contract will be agreed upon and finalized with the selected individual or organization once the individual/organization is determined. Because the cohort outcomes, milestones, and activities will primarily be decided upon by the cohort, what is outlined in this RFQ may change. In general, it is expected that the Specialty Care Cohort Convener will:

- A. Regularly convene the cohort of Kaiser Permanente Specialty Care grantees and KPCO throughout the entirety of the three-year grant period. The purpose of the cohort convenings are to:
 - Provide opportunities for the cohort to develop a process for communication and sharing referrals across organizations, service areas, and systems (including virtual and technological solutions)
 - Provide opportunities to discuss and implement best practices
 - Provide access to subject matter experts (e.g., legal, IT, compliance) and additional technical assistance
 - Improve connections to other community resources and information that may be relevant to the success of individual grantee programs and the cohort
1. The Specialty Care Cohort Convener will be responsible for all logistics related to the planning and facilitation of meetings including but not limited to: securing venues,

providing refreshments/food, communication to attendees, and agenda preparation.
Note: Grantees will be responsible for their own travel.

2. The Specialty Care Cohort Convener will plan and facilitate a kick-off in-person meeting and at least 20 additional meetings (approximately 80 hours total) over the three-year contract term (a mix of in-person and virtual meetings). The cohort should be convened a minimum of monthly in the first year. In-person meetings must occur at least once a year.
 3. The exact location of the cohort meetings will depend on the cohort of grantees selected; however, it is likely that most meetings will take place in the Denver metro area.
- B. Facilitate collaboration between grantees to accomplish the first outcome of the RFP (work collaboratively with a cohort of grantees to develop and pilot a process for communication and referral across organizations, service areas, and systems that includes virtual and technological solutions).
- Ensure cohort members are working together and not in silos
 - Facilitate discussion and implementation of best practices
 - Identify and secure technical assistance providers and subject matter experts for needs that emerge from the cohort
 - Share information on resources, policy, and other statewide efforts that may affect specialty care access
- C. Develop and conduct cohort evaluation and report on progress
- Develop outcomes, milestones, and activities with the cohort
 - Develop a project plan with the cohort and monitor progress
 - Implement process evaluation and monitoring to reflect the work of the cohort
 - Develop an outcome evaluation plan informed by the cohort; this may require partnership with KPCO
 - Report quarterly on cohort progress to KPCO

Applicants must have an office(s) in Colorado and/or provide services in one or more of the following counties: Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Crowley, Custer, Denver, Douglas, Eagle, El Paso, Elbert, Fremont, Gilpin, Grand, Jefferson, Larimer, Lincoln, Otero, Park, Pueblo, Summit, Teller and Weld.

A strong applicant will have and demonstrate the following qualifications:

- Expertise and experience with collective impact projects, convening diverse stakeholders, and facilitation skills
- Demonstrated flexibility in planning for and working with diverse stakeholders
- Expertise and experience in project management and monitoring including development of project plans

- Ability to serve as an independent and objective convener and support the shared desires of the cohort
- Ability to aid grantees without regard to political or other affiliations
- Ability to connect the cohort with technical assistance from recognized subject experts
- Ability to facilitate connections between and within systems
- Expertise and experience in evaluation, including gathering qualitative data
- Expertise and experience analyzing and aggregating data
- Time and capacity of existing staff to facilitate, direct, and provide logistical support for the cohort
- Preferred but not required: Subject-matter expertise in the Colorado specialty care landscape, including need, current work, and key stakeholders (including safety net clinics/providers)

The contract total is \$200,000 over the three-year contract term, including travel and expenses. The Specialty Care Cohort Convener cannot invoice Kaiser Permanente for any additional fees or expenses outside the contract's scope of work. Payments are contingent on submission of detailed invoices and quarterly reports showing progress toward the first RFP outcome. Invoices should be submitted each June, September, December and March (beginning in 2019) or every three months from the start of the contract term.

III. RESPONSE INSTRUCTIONS AND REVIEW PROCESS

RFQ responses are due July 31, 2017 by 5 p.m. MT. **Email them to co-contributions@kp.org. All responses must be in Microsoft Word or PDF format, should not exceed five pages (excluding the budget, budget narrative, references), and should include the following information:**

a) Applicant Information, Background, Expertise with Like Projects, and Personnel

- Name, address, year established, contact for RFQ-related communications (including name, title, phone, and email address)
- Brief overview of history, mission, and values and how they align with access to specialty care
- Relevant expertise and experience with similar projects
- Background of key personnel, their roles specific to this project and the number of years of experience. Collaborative responses are acceptable; individuals/organizations may also propose to subcontract a subset of the scope of work with others that fit their capacity and expertise.

b) Work Plan

- Detailed plan/process for managing the scope of work

c) Budget and Budget Narrative

- The budget should not exceed \$200,000 and should be based on the scope of work
- Estimates to support technical assistance providers should be built into the budget
- Itemized Excel budget and an accompanying narrative describing costs related to each item and its relation to project deliverables

d) References

- Three references (including contact person, organization, and contact information) from past clients who have contracted for project(s) of similar scope and budget that may be contacted

If the individual/organization submitting a response must outsource or contract any work to meet the requirements contained herein, state that clearly in the response. Additionally, all costs included must detail any outsourced or contracted work. Any responses that include outsourcing or subcontracting work must include a name and description of the individual or organization being contracted.

Contract terms and conditions will be negotiated with successful applicants upon selection including scope, budget, timeline and other necessary terms pertaining to the project. Responses to the RFQ will be evaluated alongside the qualifications criteria. Selected contractors will be contacted for an in-person interview; additional information may be requested after the interview to make a final selection.

Evaluation Criteria

Responses will be reviewed based on the following criteria. To ensure consideration for this RFQ, contractors should submit responses that address the following criteria:

- Overall suitability – Proposed solution(s) must meet the scope and needs included herein and be presented in a clear and organized manner;
- Organizational experience – Applicants will be evaluated on their experience as it pertains to the scope of this project, with particular interest in applicants with experience working with groups to have a meaningful collective impact
- Previous work – Applicants will be evaluated on examples of their work pertaining to results achieved from convening diverse organizations as well as client references;
- Value and cost – Applicants will be evaluated on the cost of their solution(s) based on the work to be performed in accordance with the scope and timeline of this project; and
- Expertise and experience – Applicants must provide descriptions and documentation of staff expertise and experience.

Selection Process

A review committee comprised of representatives from KPCO will review responses received by the submission deadline. We plan to conduct in-person interviews to ask clarifying questions regarding responses. Successful applicants will be notified by October 13, 2017. Contract negotiation with the selected contractor will commence immediately upon final selection.