GMU-1644-20, Health Care Delivery Models

Date: 3/19/20

Responses in red.

1. Does GMU have any expectations around project start date and duration?
   We expect the proposing consultants to propose the appropriate timeline. However, we do expect that this effort will take at least a few months, as interviewing of various constituents is expected.

2. How many GMU individuals will be dedicated and what will their roles be? Will GMU team members be involved on a full or part-time basis? Who is sponsoring the project? GMU will serve as the client, with varying levels of time commitment to this effort, based upon role. The respondents should define their desired levels of involvement.

3. Will the selected vendor be allowed to collaborate with GMU's external partners during the engagement?
   Yes, as appropriate. Meetings and interviews with various constituents is expected.

4. Does GMU currently perform the billing for MAP clinics? Is it reasonable to assume that the selected vendor would have access to volume and billing data from existing services at MAP clinics during the engagement?
   The MAP Clinics are free clinics and do not bill patients. The selected Firm will have access to all appropriate data.

5. As it relates to the 10 MAP clinics, what level of historical information is available / will be provided for Phase 1?
   The selected Firm will be provided a historical overview. Additional information is available at: https://chhs.gmu.edu/mapclinics/about

6. What is the College’s annual budget and how is it allocated to key components, including the PHC / MAP specifically?
   This information can be shared with the selected Firm once contracted. General information on the College is publicly available online.
7. What are the major systems used by the PHC / MAP for the delivery and tracking of services? The MAP clinics and population health center use open source software for their electronic health record. The MAP clinics and population health center use an open source electronic health record. Other database systems (e.g., REDCAP and Qualtrics) are used for research purposes.

8. Is there a current strategic plan for the College and/or the PHC? If so, can you provide a copy? The College’s Strategic Plan is available on the website. The MAP Clinics do not have a current Strategic Plan, hence this engagement.

9. Are there current contracts with government and/or commercial payors for services, or is all the current funding from grants or donations? The MAP Clinics are funded from a combination of grants, philanthropy and College resources. Details will be shared with the selected Firm.

10. Are there any current formal research studies either in process and/or complete to demonstrate the impact of the MAP clinics and/or the PHC on overall population health? If so, what is the timing of completion of these studies? Not at this time. There are two active research protocols currently underway in the PHC, viz., ECHO Study and Mason: Health Starts Here.

11. What are the current partnerships in place or under consideration to address SDOH? Collaborators are identified on the MAP Clinics webpage.

12. What existing documentation will be available to the consultant with respect to the variety of “review and evaluate” tasks within the RFP (numerous evaluate/assess/review tasks throughout Phases 1, 2 and 3)? Operational, fiscal, and other relevant and available data will be provided to the selected Firm. However, we expect the selected Firm to identify needed data elements for successful completion of the project.

13. Is the prime vendor required to team with a small business subcontractor to bid on the opportunity? No.

14. What is the vision for the future for the College of Public Health? CHHS already offers degrees in Public Health. It is a goal of Mason to develop a College of Public Health, and this effort is ongoing. A proposal to establish the required PhD in public health is pending SCHEV’s approval. Additional information can be shared with the selected Firm. Also, please see the CHHS Strategic Plan, including page 27.
15. How will establishing this new entity separate from the College of Health and Human
    Services be managed?
    The College of Health and Human Services is transitioning into a College of Public
    Health. The two will not operate separately. The remaining milestone is to have SCHEV
    approve a PhD in public health with a concentration in epidemiology and another in
    behavioral sciences. This proposal is pending SCHEV’s approval.

16. How will that change the landscape in the population health services that the school
    provides?
    The College would develop more public health research and provide health services for
    targeted population subgroups.

17. How will that integrate with other health education/health policy programs provided at
    the University?
    In the future, the College expects to partner with other schools and colleges in offering
    joint or dual degrees with public health.

18. How will that change integration with community partners?
    Unclear at this time. It is expected that the selected Firm would grapple with this
    question.

19. Is GMU currently engaged in any risk sharing contracts with any payer for its primary
    care services?
    Not at this time.

20. Would you consider a non-physician or interprofessional FPP?
    Yes. We are open to various options and are not tied to physician models. Mason does
    not have a medical school.

21. How might this integrate with future medical school plans/faculty?
    We envision that these efforts could complement and integrate with a potential Mason
    School of Mason and an associated Practice Plan. The exact nature of that potential
    partnership is undetermined at this time.

22. Would partnering with existing physician practices as part of the formation of the faculty
    practice plan be a consideration?
    Yes. The selected consultants should consider multiple structures and options for a
    potential practice plan.

23. Please specify the approved or allocated target budget for each phase of the project.
    Submitting Firms should propose a budget suitable to accomplish the proposed tasks.
    Being a public institution, well justified expenditures are encouraged.

24. Does GMU have a timeframe for the completion of the three phases of work and can it be
    specified?
    See question #1.
25. We understand (from RFP Sec XIII.A.2.d.) that “proposals should be organized in the order in which the requirements are presented in the RFP.”
   a. Please clarify and define where “the requirements are presented” in the RFP? Please respond to the requirements outlined in XI. and XIII.
   b. Does this refer to “scope requirements” (presented in RFP Section XI, Statement of Needs)? Yes.
   c. Does this refer to “proposal requirements” (presented in RFP Section XIII B, subsections 2, 3, and 4)? Yes.
   d. Or does this refer to both “scope requirements” and “proposal requirements”?

26. Please confirm our understanding that GMU requires proposals to contain only the following sections (as set forth in RFP Section XIII B, subsections 2, 3, and 4):
   a. General firm background and information
   b. Specific Plan (Methodology)
   c. Costs
   Yes.

27. RFP Section XIII B, subsection 1.d. mentions a “time page.” We understand that the “time page” is excluded from the 15-page maximum, but please clarify what the “time page” is and, if applicable, where it can be found in the RFP.
   A proposed project timeline (e.g.: Gantt Chart, Flow Chart, Calendar, or so forth).

28. We understand that the business proposal must be submitted separately from the technical proposal. Please clarify our understanding that the business proposal is the Cost (proposal) as defined in RFP Section RFP Section XIII B, subsection 4.
   Correct. The Business Proposal includes the cost proposal and other required documentation, not indicated as part of the Technical Proposal as indicated in Section XIII B, subsection 1.d. of the RFP.

29. We understand that the technical proposal is limited to 15 pages, please clarify if the signed cover page and addenda are excluded from the 15-page maximum.
   Correct. See Section XIII B, subsection 1.d., as well as the answer to #28 above.

30. Further to the above questions, would a proposal cover page, table of contents and transmittal / cover letter be excluded from the 15-page maximum?
   Correct. See Section XIII B, subsection 1.d., as well as the answer to #28 above.

31. Further to the above question, would the Small Business Subcontracting Plan be excluded from the 15-page maximum?
   Yes.
32. Please clarify if the technical proposal should include the following (only):
   a. General firm background and information
   b. Specific Plan (Methodology)
   Correct. Costs in this section as well. See Question #26 above.

33. Item number 2 in the Initial Evaluation criteria in Section XIV of the RFP indicates that “Prior relevant experience in similar ventures, including for state universities” will be worth 15 points (maximum). Please indicate where in a bidder’s proposal the qualifications (past performance) should be located? And would that response fall within the 15-page max?
   This is stated in Section XIII B, subsection 1.d, of the RFP.

34. In the event that there is a delay (for any reason) with the posting of the consolidated Questions and Answers by GMU for this procurement, would GMU consider extending the deadline to allow for at least seven business days between the posting of the Q/A and the proposal submission date?
   Yes. If delayed, there would be an extension.

35. Would GMU consider extending the proposal deadline to allow for at least five business days between the posting of any Solicitation Addenda and the submission date?
   No, not unless there is a delay.

36. What amount of time do you expect the vendor to work onsite?
   Submitting Firms should indicate their expected on-site work required to successfully complete the project. That said, we expect that meaningful on-site time at Mason, among the clinics and population health center, and among related units would be required.

37. In an effort to create a FedEx label for the proposal shipping container, the address provided in the RFP for delivery is not recommended by FedEx – would the following address be acceptable? If not, please provide an address that is accepted by overnight carriers:

<table>
<thead>
<tr>
<th>Address Provided in RFP</th>
<th>“Corrected” Address Provided by FedEx</th>
</tr>
</thead>
<tbody>
<tr>
<td>George Mason University Purchasing Department</td>
<td>George Mason University</td>
</tr>
<tr>
<td>4400 University Drive, Mailstop 3C5</td>
<td>4400 UNIVERSITY DR</td>
</tr>
<tr>
<td>Fairfax, VA 22030</td>
<td>FAIRFAX, VA 22030-4422</td>
</tr>
</tbody>
</table>

Not sure what/why FedEx provided this information. This is the address we use on all our RFP’s. It is your responsibility to ensure proposals are delivered to the correct address at the designated time. We strongly recommend including the Mailstop indication.
38. An anticipated budget is not mentioned in the RFP. Can you please provide a not to exceed value?
   See Question #23 above.

39. Are there any restrictions related to hourly rates, such as a maximum cap on rates for individual consultants or on the components making up the rates?
   See Question #23 above.

40. Is there a daily payment limit for an individual consultant?
   No. See Question #23 above.

41. Is the budget expected to be based on time and materials or is it acceptable to propose a budget that is a fixed price based on deliverables?
   Submitting Firms should submit their preferred budget methodology. Fixed price, with payments tied to deliverables, has been applied before and is preferred. In addition, should the selected Firm wish to bill separately for out-of-pocket expenses, the Firm will be subject to Commonwealth and Mason expense policies. Alternatively, we can contract for all-inclusive and not-to-exceed fixed fee(s), inclusive of time, materials, and out-of-pocket expenses, in which out-of-pocket expenses are not subject to Commonwealth regulations.

42. Is this initiative being driven by the College of Health & Human Services? How much interaction will the selected consultant be expected to have with overall University leadership?
   This initiative is sponsored and driven by the CHHS and its leadership. Interaction with overall University Leadership will be considered as appropriate for the completion of this project. The project should be the selected Firm’s primary focus and not regarded as an access point to various leaders or their units.

43. Are the 3 Phases described in the RFP expected to run sequentially or can some of the work in the various Phases be completed concurrently?
   Proposing Firms should propose their most effective, efficient and appropriate project plan. Parallel efforts are often effective, efficient and appropriate.

44. Is there a defined budget for this work?
   See Question #23 above.

45. Is there a deadline that you are working against or a preferred timeline that you have in mind?
   See Question #1 above.

46. What (if any) analysis / planning has already been conducted that should be considered as part of this effort?
   See Question #12 above.
47. Please elaborate on expectations around the “high-level” financial model?
   a. How detailed of a financial model is being requested?
      Proposing Firms should indicate the nature of their financial model – revenue and cost elements included, key inputs, key outputs, and so forth.

   b. Would your selected consultant be expected to develop the financial model, or would they be expected to develop a set of reasonable assumptions that would then be used by GMU finance staff in their internal modelling tools?
      Yes.

48. Are there any particular areas of concern regarding the current and/or historical performance of the MAP clinics that the consultants should place extra emphasis on when reviewing the overall performance of the clinics?
   None beyond what is indicated in the RFP. Additional, detailed information can be shared with the selected Firm.

49. Many public universities and university systems, as well as state governments and the federal government, benefit from receiving a best value proposal. The Request for Proposal (RFP) requests the Offerors to prepare their proposals, "to address each phase delineating how they will provide the following services and timeline. The budget should be structured to reflect total costs and costs for each phase of the proposal." The RFP also states that Offerors are expected to, "provide a detailed approach, including estimated hours and rates (and other, relevant expenses) for each Workstream along with supporting justification." Some commercial Offerors do not perform on an hourly basis and cannot price using hourly rates as they do not have an approved cost accounting system. Will GMU please allow Offeror(s) to propose their price utilizing alternative rate structures (such as all-inclusive firm-fixed-price weekly team-based rates) as part of the supporting justification without a requirement to breakout hours and hourly rates for the work to be performed? Allowing the alternative structures will increase the competitive landscape of Offerors and could provide increased variety of solutions for the University to consider.
      See Question #41 above.

50. Costs: a. Budgets (labor categories – hours and fees) by Workstream for proposed required services. b. Hourly rates for possible future requirements that Mason may or may not require. Will GMU please allow offerors to propose alternative rate structures for A) and B) for companies that are unable to price based on hourly rates and labor categories?
      See Question #41 above.

51. Will GMU please confirm Phases 1, 2 and 3 will be awarded concurrently as part of the overall Project?
      That is the intention at this time.
52. Could Mason please confirm that if vendors have any exceptions to the standard contract or General Terms and Conditions, they can include them as an appendix to the submission and these pages are excluded from the 15-page limit?
   Yes.

53. Would Mason allow a 10-point font size in graphics and tables?
   Yes.

54. Will GMU please clarify if the intention is to make an award to one offeror, or multiple offerors?
   Whichever is in Mason’s best interest.

55. In accordance with Section XIII.B.1.d, may bidders cover page/cover letter and table of contents/cross reference matrix also be excluded from the 15-page limit of the technical proposal?
   Yes.

56. In accordance with Section XIII.B.1.d, may bidders submit a cross reference matrix referencing all RFP requirements as in addition to a table of contents?
   Yes.

57. Will GMU please define what is meant by "time page?"
   See Question #27 above.

58. In accordance with Section XIII.B.1.d, may bidders include resumes/CVs, project examples as appendices? If so, may these criteria be evaluated despite being listed as appendices?
   Content of appendices will be evaluated as they related to scoring of the RFP.

59. Will GMU please clarify the differences in requirements for the Technical Proposal versus the Business Proposal?
   See Question #28 above.

60. Please confirm that there is no page restriction for the business proposal.
   Correct. It is strongly suggested, however, that submitting Firms should be prudent in their business proposal items. Those items should be directly supportive of the proposal’s response and Firm qualifications. Lengthy appendices or extraneous information might be considered negatively and may not be read or scored.

61. If bidder is not a certified SWaM with Virginia SBSD, may bidders still be eligible to receive the 5 points during evaluation for partnering with a firm that is considered to be a certified SWaM with Virginia SBSD at the time of proposal?
   If the submitting vendor is SBSD certified at the time of proposal submission, they will receive 5 points. If the submitting vendor is NOT SBSD certified at the time of proposal submission they will NOT receive 5 points.
62. Based on the information in the RFP, we are unable to gauge the potential for impact for GMU and the anticipated budget for the project. Is GMU able to offer either a broad range or a not-to-exceed budget, so that prospective bidders may make informed decisions when developing their proposal response? See Question #23 above.

63. Does GMU’s Population Health Center have any restrictions on the scope of services or types of health care they would consider providing? No.

64. Are there any requirements to engage key stakeholders? And if yes, what stakeholders need to be engaged to ensure success for the engagement? Yes, select key stakeholders form across the community and the University must be engaged. This population, aside from College leadership, will be discussed with the selected Firm.

65. For the Phase 1 workstream evaluating of the MAP clinics’ current business operations and structures, does GMU expect to be able to provide access to all operational and financial data necessary for the analysis? The selected Firm will have access to appropriate and available data.

66. For the Phase 2 workstream, will GMU be sharing data on Virginia’s current population health environment and community health needs, or is GMU looking for that data to be entirely based on publicly available sources? The selected Firm will have access to appropriate and available data.