

REQUEST FOR PROPOSALS

Greater Columbia Accountable Community of Health (GCACH) is inviting qualified consultants/firms to submit a proposal for the development of a business plan to identify market opportunities that leverage the assets of GCACH and build upon its core competencies. The successful consulting firm will:

- Identify and determine optimal business opportunities, their competitive arenas, and revenue potential to expand GCACH's portfolio of services; and
- Develop a business plan for a phased expansion of services. The plan will provide a 3-year implementation plan, with a launch date in late-2021, to leverage the most viable market opportunities to support a sustainable future for GCACH.

Only proposals that fully comply with the requirements described in this document and are submitted by the deadline will be considered.

Information Session

An online, information session will be held at 1 p.m. on October 1, 2020. To receive an invitation to participate in this session, contact Becky Kolln at 509-851-7912 or bkolln@gcach.org.

RFP Deadline

Completed proposals must be received, via email, to bkolln@gcach.org, no later than 5 p.m. on **October 26, 2020**.

Primary GCACH Contacts

Questions regarding this RFP, contracting parameters, GCACH mission, scope of current work and organizational capabilities should be addressed to Becky Kolln, Director of Finance and Contracts.

Verbal responses to any inquiry do not supersede information in this document and are not binding on either party.

Ownership of Materials

All information provided by GCACH, either in this RFP or in subsequent verbal or written communications, shall be considered business sensitive and for express use in the preparation of this proposal.

All proposals submitted shall become the property of GCACH. They will be received and held in confidence by the organization.

All data collected and all resulting reports and publications prepared by the successful bidder will be the exclusive property of GCACH.

PROJECT FRAMEWORK

Background and Context

Greater Columbia Accountable Community of Health (GCACH) is one of nine Accountable Communities of Health (ACH) in the state of Washington that is improving the health of communities by transforming health care delivery. Core functions of ACHs are to evaluate health needs and equity within their region, take local action on those needs, and where appropriate, advise state agencies on how to best address health needs in their communities.(see https://www.hca.wa.gov/assets/program/ach_faqs.pdf). The ACH system was created, in part, as a response to the Federal government’s nationwide Medicaid Transformation initiative. Medicaid Transformation is a five-year agreement between the state and the Centers for Medicare and Medicaid Services that provides up to \$1.5 billion federal investment for regional health system transformation projects that benefit Apple Health (Medicaid) clients. As ACHs better align resources and activities, they support wellness and a system that delivers care for the whole person.

GCACH is a 501(c)(3) nonprofit corporation based in Kennewick, Washington. GCACH was established in 2016 to serve the counties of Asotin, Benton, Columbia, Franklin, Garfield, Kittitas, Walla Walla, Whitman, and Yakima counties, as well as the Yakama Tribe in a multi-year, health care transformation project. GCACH collaborates with a regional coalition of stakeholders and partners to address health issues through community and healthcare transformation. GCACH has a staff of 12 Full Time Employees and a \$2.2 million annual budget which is primarily funded by a State of Washington contract; this multi-year contract concludes in 2023. A seventeen-member Board of Directors guides the strategies of the organization.

Vision

GCACH aspires to become a consulting organization specializing in quality improvement using the Patient Centered Medical Home model of care as the foundation for practice transformation. While GCACH current service area consists of nine (9) counties the vision is to expand our services across the state. The organization has an asset base of existing staff talent, strong relationships within the regional health care system, and financial resources.

Core Competencies

GCACH staff recently conducted extensive research to articulate organizational capacity with potential opportunities that could be leveraged to create a sustainable business model.

GCACH possesses three core competencies, affirmed by its Board of Directors. These are listed below with staff-generated internal strengths and potential opportunities. This listing provides a foundation to inform the business plan requested in this RFP.

- 1. Consultant for Integrated Primary Care Systems:** GCACH assists healthcare professionals within organizations to ensure that the Greater Columbia Cares Model (<https://gcach.org/news/Featured-News/Introducing-the-Greater-Columbia-Cares-Model>) is effectively implemented within their systems, culture, and practices.

- 2. Connector for Local, State, & Government Entities:** GCACH is a catalyst for thought leadership and change as the conduit by which various entities are able to effectively launch projects, gain insights, share ideas, and shape policies.

- 3. Champion for Health Equity & Social Determinants of Health:** GCACH breaks down barriers and activates change by using its resources to support innovative improvements to the healthcare delivery system.

Firms with Similar Competencies

Staff identified organizations offering similar services within Eastern Washington including: Caravanhealth, Comagine Health, Health Management Associates, HealthTechS³, and SignalHealth.

PROPOSAL REQUIREMENTS

GCACH requires proposals to comply with all requirements listed below. Proposals that fail to comply may be rejected without consideration. GCACH will only accept electronic proposals received by the indicated deadline.

- 1. Required Qualifications:** This information is not scored during evaluation but complete information is required to be considered.
 - a. Legal name, website address, street address and mailing address (if different)
 - b. Name, position title, phone number, and email address of primary point of contact for this project
 - c. A valid UBI with the State of Washington
 - d. A valid EIN with the Internal Revenue Service
 - e. A disclosure if your firm has ever been disqualified from performing professional services on any state of Washington or federal contract within the past ten (10) years. If no previous disqualification, please provide such a statement. If disqualification exists, please state the reason for such disqualification, name of the agency, date, and the name of the contact person at such agency and their telephone number.

- 2. Planning Experience**
 - a. Describe the experience of your firm or the proposed project team for this proposal, within the last 3-5 years, in business planning and/or strategy within the healthcare industry.
 - b. Describe experience in business planning and/or strategy with a non-profit organization.
 - c. Describe a minimum of three (3) recently completed projects that are representative of your expertise in completing work similar to that requested in this RFP. Include a narrative of any unusual problems overcome or novel approaches employed on these projects.
 - d. Provide a list of the clients for whom your firm has performed similar work in the last five (5) years. Provide references and contact information for at least two (2) clients. GCACH will contact references for the firms selected as finalists and will notify your firm prior to making contact with your firm's listed references.

- 3. Technical Expertise**
 - a. Provide names and resume summaries of key personnel who will support the requested services and indicate the specific area of expertise of each key individual(s) relative to the completion of this project.
 - b. Provide a proposed project organizational chart showing reporting relationships for staff members and/or subcontracted professionals who will be working on the project.

- 4. Project Approach:** Provide a proposed project approach, methodology and timeline to achieve the following minimum business plan requirements which could include reviewing analysis performed by GCACH staff:
 - a. **Marketing Plan**
 - Programs and Services: Perform a strategic environmental analysis (e.g., a SWOT) to assess market opportunities; identify services, pricing and target markets; analyze competition in the

selected markets with a realistic estimate of the total market and potential market share; and provide preliminary revenue and expense projections for identified opportunities.

- Promotions: Provide a three-year marketing strategy including marketing and promotional strategies with associated costs and timeframes. Year one should provide a monthly plan; years two and three should provide a quarterly plan.

b. Management and Operations Plan

- Structure: Evaluate form of business (e.g. 501(c)3) and confirm form or make recommendations for change in status.
- Team: Provide a gap analysis of GCACH systems and staff to deliver future identified products and services; deliver a prioritized list of GCACH system modifications, internal staff capacities and/or consulting services (e.g., legal, accounting) that are recommended to support the implementation of this business plan. Provide recommendation for any changes to the organizational structure and position descriptions if new/modified positions are recommended.
- Strategic alliances and partnerships: Identify key partners who are essential to the successful implementation of the recommended expansion in GCACH's portfolio of services.
- Risk management: Assess risk exposure and recommend mitigation (e.g., insurance, policies).
- Operations: Provide an Implementation Plan including:
 - A monthly critical path that addresses the needs in marketing, sales, product/service development, human resources, training, legal, administration and bookkeeping for year one; and
 - An annual "to do" listing for years two and three including requirements in marketing, sales, product development, human resources, training, legal, administration and bookkeeping.

c. Financial Plan

- Develop a start-up budget that outlines capital needed to launch the recommended expansion of services.
- Provide pro forma financial statements for a three-year period with quarterly statements for year one and annual statements for years two and three. Financial statements include a statement of cash flow, statement of revenue and expenses, and balance sheet.
- Provide financial ratios (liquidity, debt, and profitability) including appropriate explanations and conclusions.
- Provide appropriate notes to the financial statements including assumptions.

5. Budget

All respondents shall include with their proposal a comprehensive rate including all discipline titles and corresponding hourly rates that would be used for this project. A detailed budget must cover all professional and legal services and administrative costs, including all fees, postage, printing, travel, accommodations, meals, and taxes.

Minimum Deliverables

The contractor will be expected to provide the following:

1. Participate in weekly progress reports, via online meetings of no more than one hour, with the GCACH Business Planning Team;
2. Provide an updated project plan outlining work completed and a schedule for remaining work two weeks after the contract has been awarded;
3. Provide a draft report, suitable for distribution to the Business Planning Team and GCACH staff, two months after the award date. There will be at least one week, after presentation, for reviewer comments to be submitted to contractor; and
4. Provide the business plan approximately three months after the award date. Contractor will review the plan with the Business Planning Team, finalize the plan, and present the final plan to the GCACH Board of Directors at their next regularly scheduled meeting. Contractor will provide 12 paper copies and an electronic download of the final business plan.

Potential Enhancements

GCACH desires a business plan that will provide optimal market entry and maximum revenue. To achieve those goals, creativity and innovation are welcomed. Consultants may propose enhancements to any aspect of the Scope of Work contained in this document. In doing so, however, consultants must clearly identify the reasons for recommending each enhancement and the resulting time and cost implications.

PROFESSIONAL SERVICE SELECTION PROCEDURE

GCACH will use the following guidelines in the selection of a consultant for the requested services:

1. The selection will constitute an objective and impartial procedure in which all interested firms are evaluated against the same criteria.
2. The criteria used in evaluating prospective consultants shall relate to the competence and qualifications of the individual or organization being considered so that the individuals or organization selected as consultants shall constitute the best qualified of those considered in the sole judgment of GCACH.

PROCEDURE

1. **Notice:** GCACH shall publish in a newspaper of statewide and/or local circulation an announcement inviting all interested firms to indicate their interest in providing professional services to GCACH. The announcement will also be available through the GCACH website, social media, its Board of Directors and will also be provided upon request.
2. **Liability:** GCACH will not be liable nor reimburse any applicant for the costs they incur to prepare their proposals.
3. **Review:** All proposals meeting the requirements specified in this document and submitted by the stated deadline will be reviewed and scored by GCACH. Evaluation criteria are as follows:
 - a. Relevant Experience and Technical Qualifications – 40%
 - Planning Experience:
 - Client List and Client References (5%)
 - Equivalent Projects and Services (15%)
 - Technical Expertise:
 - Key Personnel Qualifications and Relevant Experience (20%)
 - b. Project Approach – 40%
 - The degree to which the vision and goals in this RFP are met (10%)
 - The quality of the proposed project approach and methodology (30%)
 - c. Budget –20%

Completeness and cost effectiveness relative to activities outlined in the proposal and feasibility of the timeline
4. **Selection:** GCACH will choose the consultant deemed to be the most highly qualified to provide the required services. GCACH reserves the right to accept or reject any or all proposals and to select the firm that best meets the needs of the organization. GCACH is not obligated to award the contract based on price alone or any other single factor. In the event no proposal meets the qualifications, or

other obstacles arise, GCACH reserves the right to cancel the RFP.

5. **Award of Contract:** GCACH will hold a conference call with the selected bidder to discuss goals, objectives, timeline and any concerns. The schedule and budget will be confirmed
6. **Project Start:** GCACH and the contractor will arrange the first weekly, virtual meeting with the Business Planning Team within one week of the award of contract.
7. **Final Report:** The final business plan, in electronic format, is to be delivered to GCACH within four months of contract award.