Template O

Supplemental Services Requirements and Staffing Model Approach

Including Response Template

Instructions for RFP Response

RFP #: 03410-128-14

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1. Supplemental Services Requirements Approach and Proposed Staffing Model in Support of Vermont Chronic Care Initiative (VCCI)

The Vendor must provide a narrative overview of how the proposed approach and staffing model will meet VCCI's supplemental operational and clinical requirements. The following questions pertaining to Functional Requirements are a required portion of the RFP response and will be evaluated by the State of Vermont.

Instructions: Use these response sections to provide specific details of the proposed approach to meeting the supplemental services requirements.

Responses in this section must be highly focused on the Care Management-specific supplemental services and not simply provide generic or marketing descriptions of services capabilities.

1.1 Supplemental Services Requirements Approach

The State of Vermont Chronic Care Initiative is looking to work in partnership with a Vendor to provide supplemental services. Key services in this area include:

1.1.1 Provider Outreach and Education

The Vendor will meet with high volume Medicaid primary care providers or representatives to identify and facilitate strategies to support adoption of VCCI/Vendor provider tools (e.g., current tools include provider registries on gaps in care for identified high cost conditions; and health briefs summarizing dx, Rx, providers and hospital utilization, etc.) to enhance care quality, management and appropriate utilization.

The Vendor must describe its approach to providing Provider Outreach and Education Services.

<Response>

1.1.2 Population Identification and Risk Stratification

The Vendor will perform population identification and risk stratification and provide results to the State to proactively identify the specific intervention populations (currently top 5%, populations with care gaps, specialty groups) including by geographic area and ideally, scope of practice of various licensed and non-licensed staff.

The Vendor must describe its approach to providing Population Identification and Risk Stratification Services.

<Response>

1.1.3 Member Outreach Assistance

The Vendor will assist with outreach to program-eligible Members as determined by the State (e.g. transitions in care post ED visits; IP follow up appointments with PCP post discharge, etc.).

The Vendor must describe its approach to providing Member Outreach Assistance Services.

<Response>

1.1.4 Member Targeted Mailing

The Vendor will conduct quarterly targeted mailings (dx/usage/risk) regarding preventive services to Members as agreed upon with the State.

The Vendor must describe its approach to providing Member Targeted Mailing Services.

<Response>

1.1.5 Intake and Triage Support

The Vendor will support intake and triage services for the target population with capability of incoming and outgoing nurse telephone contact with both patients and providers during business hours (8:00 AM – 5:00 PM EST non -holiday, Monday-Friday).

The Vendor must describe its approach to providing Intake and Triage Support Services.

<Response>

1.1.6 Care Management and Clinical Analytics

The Vendor will collaborate with the State to conduct predictive modelling, identify barriers or gaps in care, and propose interventions, outcomes and measures (PDSA driven) that support and integrate with the State's goals (i.e., policy, providers, patient, clinical quality, financial), Managed Care Entity (MCE), and partners (e.g., ACOs).

The Vendor must describe its approach to providing Care Management and Clinical Analytics Services.

<Response>

1.1.7 Centralized Mailing Support

The Vendor will provide centralized mailing services for regular mailings of single or multiple hard copy materials, which includes the ability to match person- or entity-specific materials with the correctly addressed envelope.

The Vendor must describe its approach to providing Centralized Mailing Support Services.

<Response>

1.1.8 Internal and External Collaboration and Coordination Support

The Vendor will collaborate and integrate activities with partners as determined by the State, to include, but not limited to:

- State's Program Monitoring partners
- State's VCCI leadership and staff
- Vermont Information Technology Leaders (VITL) – Health Information Exchange
- The State's initiatives
- State's Blueprint for Health goals and activities
- State's Medicaid Management Information System (MMIS) and Fiscal Agent vendor
- State's Pharmacy Benefits Administrator
- DVHA divisions and units as appropriate (clinical, data, pharmacy, program integrity, reimbursement, etc.)
- State's Member Services vendor
- University of Vermont
- State and local providers to advance understanding of chronic care management
- Commercial carriers, whenever possible, to promote consistency across payers

The Vendor must describe its approach to providing Internal and External Collaboration and Coordination Support Services.

<Response>

2. Statement of Work

Vendors must provide a Statement of Work which details the work to be performed consistent with the requirements detailed in the RFP for the VCCI Supplemental Services. The Statement of Work must detail the work activities and tasks required to execute the services.

2.1 List of Deliverables

Table 1 below lists the Recurring Deliverable identified by the State in RFP Section 2.6.5.1.

Table 1 Recurrent Deliverables

TASK	DELIVERABLE
Task 0 - Project Monitoring and Status Reporting	Deliverable 0 – Monthly Project Monitoring and Status Reporting (Recurring throughout the length of the project)

Table 2 below lists all the Task Related Deliverables identified by the State in RFP Section 2.6.1 and 2.6.5.2.

Table 2 Task Related Deliverables

TASK	DELIVERABLE
Task 1 – Project Initiation and Planning	Deliverable 1 – Supplemental Services Support Kick-off Presentation
	Deliverable 2 – Project Management Plan
	Deliverable 3 – Project Work Plan and Schedule
Task 2 – Business and Clinical Operations Support	Perform all necessary supplemental services functions as described in Section 2.6.1, Table 13 to ensure achievement of operational and clinical service levels
	Deliverable 4 - Provider Education and Training Plan - The Vendor will develop and maintain a Provider Education and Training Plan on the VCCI tools to support evidence based care. With State approval, this Plan will include provider trainings to enhance provider adoption of tools and quality service to high-risk Members. The Vendor will be expected to provide State staff with hard copies, in sufficient quantities, and digital versions of consumer and provider educational materials (e.g. Action Plans).
	Deliverable 5 - Care Management Operational Procedures and Protocols and Data Migration Support - The Vendor will develop the Care Management System documentation procedures and protocols for VCCI operations and provide DVHA staff orientation and training (prior to go-live) to ensure standardization and assure individual and program operating reports and quality measures. The Vendor will work with incumbent vendor to support data migration from the existing system to the new CM solution.
	Deliverable 6 - Clinical Tools - The Vendor will develop and periodically update clinical tools (e.g., Action Plans, staff call guides) to reflect current evidence-based care in consultation with the State.
	Deliverable 7 - Educational Material for Members - The Vendor will provide current, nationally recognized and evidence-based educational materials/brochures geared to a 6th grade reading level, to be used by State staff to distribute to Members and based on targeted conditions of high acuity, cost, and incidence/prevalence (e.g. health education materials, action plans, etc.).
	Deliverable 8 – Vendor Staff Hiring Plan and Organization Charts - The Vendor will provide staff hiring plan and organization charts reflecting onsite and offsite staff and identify their roles aligned to the supplemental services rendered. Updates to the Organization Charts will be provided within ten (10) business days of any changes throughout the course of the Contract.

2.2 Deliverable Response Template

The narrative for the Statement of Work must include a detailed description of each Supplemental Services Deliverable. The Statement of Work must also clearly define the scope of the project and

provide assumptions on which the Statement of Work was developed. Be sure to NOT include any direct pricing assumptions in this section.

The response template in Table 3 below must be used for providing the Statement of Work for each of the Deliverables identified in Table 1 and Table 2 (including any additional Deliverables the Vendor proposes).

Respondents are not to change any of the completed cells in the following Table 3. Any changes to the completed cells in the following table could lead to the disqualification of a respondent.

Table 3 Deliverable Response Template

ID - 0	Project Status Reporting	
Deliverable Description		
Vendor Responsibilities		
Expectations for the State Responsibilities		
	Start	End
Time Line		
Duration		

<Please add a separate Table for each of the Deliverable as shown above>

2.3 Proposed Supplemental Services Performance Measures

The Vendor must include narrative of its proposed performance measures for the VCCI Supplemental Services. This response must include the proposed:

- Methods of performance measurement
- Baseline metrics for the agreed upon goal areas; and
- Report on the level of achievement of the performance goals.

<Response>

2.4 Proposed Payment Structure and Cost Savings (ROI)

The Vendor must include narrative of its proposed approach to a payment structure, beginning in Year 2, based on clinical and/or financial outcomes (e.g., hospital utilization, adherence to evidence-based guidelines, and return on investment).

<Response>

3. Proposed Supplemental Services Staffing Model

The Vendor must include a narrative of its proposed organization and staffing approach for the VCCI supplemental services. This response template must include the proposed approach to: organization plan, organization chart, key staff, Subcontractors, staff contingency plan, staff management plan, staff retention, and the Vendor's approach to working with the State project staff.

3.1 Project Organization and Staffing Model / Plan

Instructions: The Vendor must describe the integrated staffing organizational plan required to execute the proposed approach and create the deliverables required of the supplemental services tasks. The staffing plan should be a balanced complement of Vendor and State project resources. This section includes details regarding the State's team, proposed use of approved Subcontractors, and the Vendor's expectations of State project resources.

The Vendor must provide a staffing plan detailing the number of personnel, level, roles and responsibilities, and team reporting relationships, and identify the approach to providing "shoulder-to-shoulder" links for key staff roles between Vendor staff and State staff. This plan will show proposed Vendor personnel hours by phase, by personnel level, and by role for the entire project. The Vendor must identify all Key Project Personnel for the Vendor and key personnel for the State and their proposed project role.

<Response>

3.2 Project Organization and Staffing Chart

Instructions: The Vendor must provide a proposed organization chart showing both the Vendor staff and their relationship to State staff that will be required to support the supplemental services. The organization chart must denote all Key Vendor personnel and State project personnel for these tasks, and a summary of each key member's high level responsibilities. Vendor Key Project Personnel are to be full-time and dedicated solely to the Vermont Medicaid account unless the Vendor provides alternative solutions that meet with the State's approval. No Key Project Personnel can be added, replaced or removed without the State's permission.

<Response>

3.3 Vendor Key Personnel

Instructions: The Vendor must identify Key Supplemental Services Personnel for the project including:

- Name
- Position in Vendor organization
- Proposed role on project
- Experience in the proposed role
- Qualifications for the proposed role
- Role in the last three (3) projects
- Percentage of time the person is committed for the entire project (if not 100%, start and end dates must be provided)

Table 4. Vendor Key Supplemental Services Personnel

NAME	POSITION IN ORGANIZATION	EXPERIENCE IN PROPOSED ROLE (YEARS)	QUALIFICATIONS FOR PROPOSED ROLE	ROLE IN LAST 3 PROJECTS	% COMMITTED FOR ENTIRE PROJECT?

3.4 Staff Contingency Plan

Instructions: The Vendor must provide a contingency plan that shows the ability and process to add more staff if needed to ensure meeting the project's deliverable due date(s) and services requirements..

The Vendor must provide a description of its plan to monitor the project, and how a determination to deploy contingency staffing will be made.

<Response>

3.5 Staff Management

Instructions: Describe internal standards, policies and procedures regarding hiring, professional development, and human resource management.

<Response>

3.6 Training Policies and Procedures

Instructions: Describe Vendor's policies and procedures for training and ongoing education of its personnel.

<Response>

3.7 Staff Retention

Instructions: Describe Vendor's process and methodology for retaining Vendor personnel and ensuring that Key Project Personnel are available.

<Response>

3.8 Use of Vermont Staff

Instructions: Describe the required staffing of business and technical resources the State must provide to support the creation of all deliverables. The staffing plan will include the number of resources (both business and technical), anticipated role and responsibilities, level of participation (e.g., part time, full time) and necessary capabilities / skills.

The State may not be able or willing to provide the additional support the Vendor lists in this part of its Proposal. The Vendor therefore must indicate whether its request for additional support is a requirement for its performance. If any part of the list is a requirement and if the State is unable or unwilling to meet the requirements, the State may reject the Vendor's Proposal.

<Response>

4. Staff Experience

The Vendor must provide a completed Staff Experience reference form (see Table 2) for each proposed Key Vendor Supplemental Services Personnel as indicated in Section 2.6.1, Table 13 (includes both the Vendor and Subcontractor staff).

Instructions: For each project experience listed, indicate the client name and client contact information, whether the project was for a public sector agency, project name, start and end dates the team member performed the role, and duration of the experience. The Vendor may duplicate the Table below in its entirety, once each per Key Vendor Supplemental Services Personnel.

Respondents are not to change any of the completed cells in the following table. Any changes to the completed cells in the following table could lead to the disqualification of a respondent.

Table 5. Staff Experience

Team Member Name:					
Description of Skill Sets and Experience					
Proposed Project Role for RFP #: 03410-128-14:				**Subcontractor (Y/N)?**	
Years Experience in Role:					
REFERENCES					
REFERENCE 1					
Client Name					
Client Point of Contact					
Client Address					
Client Phone					
Client Email					
# of Employees		**Public Sector (Y/N)?**		**Project Name and Description**	
Date/Duration of Staff Involvement	**Start (MM/YYYY)**			**End (MM/YYYY)**	
REFERENCE 2					
Client Name					
Client Point of Contact					
Client Address					

Client Phone					
Client Email					
# of Employees		**Public Sector (Y/N)?**		**Project Name and Description**	
Date/Duration of Staff Involvement	**Start (MM/YYYY)**			**End (MM/YYYY)**	
REFERENCE 3					
Client Name					
Client Point of Contact					
Client Address					
Client Phone					
Client EMail					
# of Employees		**Public Sector (Y/N)?**		**Project Name and Description**	
Date/Duration of Staff Involvement	**Start (MM/YYYY)**			**End (MM/YYYY)**	

INDIVIDUAL QUALIFICATIONS		
Certifications (if applicable)		
Other	Earned Date:	Expiration Date:

5. Resumes

Instructions: The Vendor must complete the following Table and attach resumes of all proposed Key Supplemental Services Personnel to this section of the Proposal. Each person identified in Section 3 of this template should be included in this section.

Each resume must demonstrate experience germane to the position proposed. Resume should include work on projects cited under the Vendor's corporate experience, and the specific functions performed on such projects.

Table 6. List of Resumes

NAME	PROPOSED ROLE	EXPERIENCE IN PROPOSED ROLE
COLLABORATION		
The Vendor (Prime only) must provide evidence that the Vendor's proposed team has a proven track record of successful collaboration in the past, preferably in the area of health and human services.		
Description of Proposed Team's Track Record of Successful Collaboration with each other:		

<Response>

6. Vendor's Work Locations

Instructions: Describe the locations where the Vendor proposes performing work associated with the supplemental services. Indicate the site(s) from which the Vendor will perform the relevant tasks identified in this Proposal. If the site(s) for a specific task change during the contract term, please provide a timeline reflecting where the task will be performed during each time period.

- Describe where the Key Supplemental Services Personnel identified in Section 2.6 will be physically located for the duration of the Contract
- Describe where the services identified in Section 2.6.1 will take place

7. Supplemental Services Requirements Approach and Staffing Model Assumptions

Document the assumptions the Vendor has made while responding to the Supplemental Services Requirements Approach and Proposed Staffing Model in Sections 1.1 and 1.2 of this document in the Table below. These assumptions should include any assumptions that guided the responses, and will be considered in regards to specific approach responses, and the overall proposal the Vendor provides.

The Vendor may add any additional rows to the table as necessary.

Table 7. Supplemental Services Requirement Assumptions

ITEM #	REFERENCE (SECTION, PAGE, PARAGRAPH)	DESCRIPTION	RATIONALE
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			

ITEM #	REFERENCE (SECTION, PAGE, PARAGRAPH)	DESCRIPTION	RATIONALE
10.			