



*Delaware Health
And Social Services*

DIVISION OF MANAGEMENT SERVICES

PROCUREMENT

DATE: August 30th 2013

HSS 13 061

Health Care Innovation Plan Testing

FOR

Delaware Health Care Commission

Date Due: September 17th , 2013
11:00AM

ADDENDUM # 1

Please Note:

THE ATTACHED SHEETS HEREBY BECOME A PART OF THE ABOVE MENTIONED BID. Questions and Answers.

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DELAWARE HEALTH CARE COMMISSION
HSS-13-061 Health Care Innovation Plan Testing
Questions and Answers

1. Will the Commission please provide additional detail regarding the scope of the “consultative services” that the Contractor would be asked to provide in the six areas outlined in Section II of the RFP? For instance, does the Commission envision having the Contractor play the primary role in designing the various aspects of the State’s Health Care Innovation Plan in these areas or, will the consulting services be more facilitating in nature, where the Contractor would collect input from the various affected stakeholders, collect and report it to the Commission for decisions to be made by the Commission?

The contractor will be responsible for providing (1) strategic planning, (2) project management, (3) stakeholder support and engagement, (4) research and analysis including, but not limited to, predictive and actuarial modeling, economic analysis and (5) all process and outcome evaluation.

Bidders should refer to HCC website (<http://dhss.delaware.gov/dhcc/>) for more information related to Delaware’s SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (<http://innovation.cms.gov/initiatives/state-innovations/>) for more information about SIM requirements and activities.

2. Will the Commission please provide additional detail regarding the scope of the “contract services” that the Contractor would be asked to provide in the six areas outlined in Section II of the RFP? For instance, would the Contractor be involved the drafting of competitive RFPs as well as the evaluation and selection of bidders to those RFPs where the RFPs would cover aspects of the State’s Health Care innovation Plan, or, is something else envisioned?

See #1

3. What is the anticipated level of effort for this engagement in terms of total hours?

Responses should include proposed level of effort based on the nature of the project and Delaware’s existing and planned activities.

Bidders should refer to HCC website (<http://dhss.delaware.gov/dhcc/>) for more information related to Delaware’s SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website

(<http://innovation.cms.gov/initiatives/state-innovations/>) for more information about SIM requirements and activities.

4. Does DHSS outsource any significant IT operations or processing to a Third Party? If so, what type(s) of services are outsourced and how does management get comfortable with the controls in these environments.

The RFP does not include IT services.

5. Is the Department in the process of any significant upgrades or customization of the systems or considering switching to a new vendor as part of the IT assessment?

See #4

6. Are professional fee ranges acceptable for each of the six areas of focus?

The RFP does not specify pricing format.

7. Please clarify whether the detail budget should include Year 1 pricing only or optional Years 2 - 5?

At minimum, line item budget detail for year one should be provided.

8. How many delivery system models will you expect us to test and implement in year one?

Bidders should refer to HCC website (<http://dhss.delaware.gov/dhcc/>) for more information related to Delaware's SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (<http://innovation.cms.gov/initiatives/state-innovations/>) for more information about SIM requirements and activities.

9. How many payment innovation models will you expect us to test and implement in year one?

Bidders should refer to HCC website (<http://dhss.delaware.gov/dhcc/>) for more information related to Delaware's SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (<http://innovation.cms.gov/initiatives/state-innovations/>) for more information about SIM requirements and activities.

10. For the approaches to health promotion and disease prevention, are we to assume that the state will provide the resources and approach methodology and that we will provide project management and program testing as they are implemented?

The contractor will be responsible for providing (1) strategic planning, (2) project management, (3) stakeholder support and engagement, (4) research and analysis including, but not limited to, predictive and actuarial modeling, economic analysis and (5) all process and outcome evaluation.

Bidders should refer to HCC website (<http://dhss.delaware.gov/dhcc/>) for more information related to Delaware's SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (<http://innovation.cms.gov/initiatives/state-innovations/>) for more information about SIM requirements and activities.

11. For the workforce transformation components, which appear to be anchored by case coordinators and integrated care teams, will the state or designated providers be responsible for securing the care coordination resources and our responsibility will again be program testing and implementation oversight?

The contractor will be responsible for providing (1) strategic planning, (2) project management, (3) stakeholder support and engagement, (4) research and analysis including, but not limited to, predictive and actuarial modeling, economic analysis and (5) all process and outcome evaluation.

Bidders should refer to HCC website (<http://dhss.delaware.gov/dhcc/>) for more information related to Delaware's SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (<http://innovation.cms.gov/initiatives/state-innovations/>) for more information about SIM requirements and activities.

12. Please clarify where Attachment D can be located?

Please see Addendum # 2

13. Will the 15 points that have been assigned to “cost” in the evaluation scoring be awarded to the firm with the lowest cost score? If so, do vendors who have the second lowest cost, etc, also receive some points? If not, can you please describe the methodology that will be used to assign these points?

Each proposal will be scored individually based on proposed costs as they relate to the proposed service delivery.

14. Qualifications scoring is identified for quality and quality assurance, administrative oversight and available resources. Should vendors also detail their qualifications with delivery system and payment reform, population health, workforce transformation and health policy, per the scope of services? If so, will these be considered in scoring the qualifications section?

Bidders should include all qualifications relevant to services included in the RFP.

15. Is it correct to assume that this work will involve direct consultation with providers in helping them transform their delivery of care as well as direct consultation with private payers, in both cases to accommodate implementation?

Bidders should refer to HCC website (<http://dhss.delaware.gov/dhcc/>) for more information related to Delaware’s SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (<http://innovation.cms.gov/initiatives/state-innovations/>) for more information about SIM requirements and activities.

16. Can the state share its application for the model test award to better inform vendors about the scope of work and potential available budget?

Model test application has not been submitted. FOA is expected early 2014.

17. Should vendors prepare a one year budget or five year budget? Will vendors be able to revise budgets following the final release of the Health Care Innovation Plan?

At minimum, line item budget detail for year one should be provided.

Modifications to the budget after the award must be approved by the Delaware Health Care Commission.

18. Can the state elaborate on the potential scale of work to better inform pricing estimates and staff resource proposals? For example, can the state estimate the number of total project hours per year?

Bidders should refer to HCC website (<http://dhss.delaware.gov/dhcc/>) for more information related to Delaware's SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (<http://innovation.cms.gov/initiatives/state-innovations/>) for more information about SIM requirements and activities.

19. Will the state be able to elaborate on the total number of resources it will be able to dedicate to this project?

No.

20. If a vendor is selected for this opportunity, would the selected vendor be precluded from future development work identified during the planning phase and if so, how long would the selected vendor be precluded for?

The chosen vendor will be eligible to compete on subsequent SIM-related procurements.

21. Can the State please describe specific deliverables expected from the vendor and target completion dates?

Bidders should refer to rollout timeline included in the RFP.

22. Can the State summarize the activities they have completed to date and corresponding work products developed related to this RFP? This would help bidders better understand the scope of services for their responses. For example, in regard to Stakeholder Engagement:

- How many focus groups have been conducted thus far?
- Who were the attendees?
- Are there electronic copies of the materials posted for vendors to reference?

Bidders should refer to HCC website (<http://dhss.delaware.gov/dhcc/>) for more information related to Delaware's SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website

(<http://innovation.cms.gov/initiatives/state-innovations/>) for more information about SIM requirements and activities.

23. Did the State receive an extension from CMMI to complete the activities associated with the design grant, and if so, what is the new date for completing these activities?

Activities funded through the SIM design grant including Plan submission will be completed by October 31, 2013.

24. Is there a specific template or form the State would like vendors to use for submitting the cost proposal and should the cost proposal be submitted separately?

The RFP does not specify budget format.

25. Date Due, page 1: Can the due date for responses be extended two weeks to September 30 to enable more thoughtful and robust responses?

No.

26. Attention Bidders, page 3: The RFP requires each proposal to include forms in Appendices C, D and E. We could not locate Appendix C or Appendix D in the RFP. Can Delaware please provide copies of Appendix C and D or clarify this requirement?

Please see Addendum # 2

27. Issuance of this RFP, page 3: Is the award of this RFP contingent on Delaware receiving a Testing Grant from the Centers for Medicare and Medicaid Innovation (CMMI) related to State Innovation Models (SIM)?

It is anticipated that the project will go forward regardless of SIM funding. Scope and direction will be determined based on a variety of factors including, but not limited to, available funding and nature and extent of stakeholder involvement.

28. Issuance of this RFP, page 3: if Delaware does not receive a Testing Grant from CMM related to the SIM, how will the scope of work and budget requirements be impacted?

See # 27

29. Section IV., Format and Content of Responses, F. Bidder References, page 14: Are references required for subcontractors in the same manner as required of the Prime vendor?

The RFP requires bidder references.

30. Section IV., Format and Content of Responses, I. Contract, pages 14 - 15 and Section VI. General Instructions for Submission of Proposals, A. Number of Copies Required, page 15: Section IV references a "transmittal letter" and Section VI references a "cover letter". Are these documents one in the same or does Delaware consider these documents as two separate documents?

The cover letter and transmittal letter are the same document.

31. Section IV., Format and Content of Responses, pages 12 - 15: This section indicates that the proposal must adhere to the order as shown. In regards to order, where does Delaware want the Transmittal Letter and/or cover letter to be included? We assume the transmittal/cover letter will be first, but would like to confirm if this is acceptable.

The cover letter should be included first.

32. Section V., Budget, page 15: Can you please provide the total number of hours worked and the related total amount of charges for McKinsey on Delaware's SIM Design work over the last six months?

You may submit a FOIA request for that information by submitting an email to ernest.sudler@state.de.us.

33. Section V., Budget, page 15: The RFP requires a line-item budget "for each contract year." In the context of this RFP and subsequent award, what is the expected time frame for a "contract year" (e.g., Oct-Nov, Jan-Dec, other)? Please confirm if responders should create budgets that assume each "contract year" is a 12-month time period.

Anticipated project start date is October 11, 2013.

Contract term is 1 year with the possibility of renewal for up to 4 additional years contingent on funding and satisfactory performance.

34. Section V., Budget, page 15: Please confirm that that responders must include a budget for each of the five potential years individually (one year with possibility of renewal for up to four additional years) of this award.

At minimum, line item budget detail for year one should be provided.

35. Section V., Budget, page 15: Is there more information on the specific format, content or construction of the budget that Delaware can provide? What specific information is requested in providing the budget?

At minimum, line item budget detail for year one should be provided. The RFP does not specify budget format.

36. Section VII., Selection Process, A. Proposal Evaluation Criteria, page 21: The proposal evaluation criteria lists "Methodology Proposed" and "Responses to Scope of Services, Section II. A-I" as having separate weight. Can Delaware elaborate on the differences between these two criteria?

No.

37. Section VII., Selection Process, A. Proposal Evaluation Criteria, page 21: The proposal evaluation criteria lists "Responses to Scope of Services, Section II. A-I"; however, Section II on pages 8 and 9 only has subsections A and B. Can Delaware please clarify this reference in the proposal evaluation criteria?

Proposal Evaluation Criteria should read:

3. Responses to Scope of Services, Section II. A and B.

20 points

38. **GENERAL:** What consulting firms have you worked with related to the SHIP?

Delaware is currently contracted with McKinsey & Co.

39. **RFP Pg. 8-9 – Section II. SCOPE OF SERVICES:** The Contractor responsibilities provided are very broad and could include a variety of actual tasks, deliverables and milestones that require differing levels of effort (and skills/expertise) depending on the State's needs for assistance. Given the information provided, it is challenging for contractors to anticipate the actual scope of work, estimated number of hours required and associated budgets, which could result in the State receiving proposals that are not comparable.

Would the State consider providing more specificity for purposes of developing technical and cost proposals so that contractors provide more comparable proposals for evaluation purposes? For example, could the State provide direction as to:

- a. Specific tasks and subtasks that will aid the bidder in drafting its proposed methodology and work plan narrative. For example, will the selected contractor have a role in all tasks listed in the Rollout Timeline on page 8 of the RFP, and if so, could the State provide more

- specifications about that role (e.g., will the contractor help develop the grant application or review an already drafted application? Does the State expect the contractor will need to assist with procurements or contracting processes of any contractor s to support reforms being implemented? Other?)
- b. Expected level of effort required for this project (i.e., number of hours or number of FTEs by labor category or type of staff per task)?
 - c. Estimated level of effort required for project management activities versus implementation work?
 - d. Estimated project budget by phase.

Bidders should refer to HCC website (<http://dhss.delaware.gov/dhcc/>) for more information related to Delaware's SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (<http://innovation.cms.gov/initiatives/state-innovations/>) for more information about SIM requirements and activities.

40. **RFP Pg. 15 – Section V. Budget:** Please expand on the type of pricing information required from the bidder. Please clarify if the State would like a single blended hourly rate? Pricing by deliverable? Hourly rates by labor category? Pricing by Task? Other?

At minimum, line item budget detail for year one should be provided. The RFP does not specify budget format.

41. **GENERAL:** Please clarify the current development status of the SHIP.

Activities funded through the SIM design grant including Plan submission will be completed by October 31, 2013.

42. **GENERAL:** Please clarify the SIM phase for which the scope of work for this RFP pertains. If this RFP relates to the Implementation Phase, please provide the Implementation Grant.

The RFP seeks proposals for implementation and testing of a statewide health care innovation plan.

A testing application has not been submitted. FOA for testing funds is anticipated early 2014.

43. **GENERAL:** Is award for this contract contingent upon the SIM Grant award to Delaware? What is the status of that application?

It is anticipated that the project will go forward regardless of SIM funding. Scope and direction will be determined based on a variety of factors including, but not limited to, available funding and nature and extent of stakeholder involvement.

See #42

44. **RFP Pg. 21 – Section A. Proposal Evaluation Criteria, item 1.** This section appears to be related to quality (only). Please indicate how the other elements of the scope will be evaluated.

All proposal evaluation criteria are listed in Section A – Proposal Evaluation Criteria.

Proposal Evaluation Criteria should read:

3. Responses to Scope of Services, Section II. A and B. 20 points

45. **RFP Pg. 21 – Section A. Proposal Evaluation Criteria, item 4.** This section indicates that scoring criteria includes: “The degree to which the bidder demonstrates the ability to recruit, hire, schedule, and train qualified staff.” Please clarify if the State intends for the project to be staffed by the winning bidder’s consulting staff or, alternatively, will the winning bidder recruit to build the State’s internal staff. In other words, does the scope of the project involve conducting recruiting efforts on behalf of the state?

The RFP seeks contracted services in the areas of (1) strategic planning, (2) project management, (3) stakeholder support and engagement, (4) research and analysis including, but not limited to, predictive and actuarial modeling, economic analysis and (5) all process and outcome evaluation.

46. **Attachment 1 (Monthly Usage Report)** – Attachment 1 to the RFP appears to be related to schools and school districts. Please clarify if this form is to be completed and returned by the bidder.

Attachment 1 is not required.

47. **Attachment 2 (Supplier Diversity Information)** – Attachment 2 to the RFP provides information for firms to become certified with the State. Please clarify if there are any Supplier Diversity subcontracting requirements relative to this solicitation. If diversity percentages are required, please indicate the percentages,

Attachment 2 is for informational purposes.

48. Would the state innovation project move forward if Delaware did not receive CMMI funding to implement?

It is anticipated that the project will go forward regardless of SIM funding. Scope and direction will be determined based on a variety of factors including, but not limited to, available funding and nature and extent of stakeholder involvement.

49. The RFP states that a one-year contract will be awarded, with annual renewal options for up to five years. Do we need to submit a budget for five years or just one year?

At minimum, line item budget detail for year one should be provided.

50. Is there a limit (or other guidance) regarding the contract dollar amount?

No.

51. Is anyone currently doing the work described in the RFP?

McKinsey & Co. is currently providing similar services for the SIM design phase.

52. Is this project in any way contingent on award of a SIM Model Testing grant, or will the project go forward even in the absence of additional SIM funding? How might the project's scope or direction change in the absence of SIM Model Testing funds?

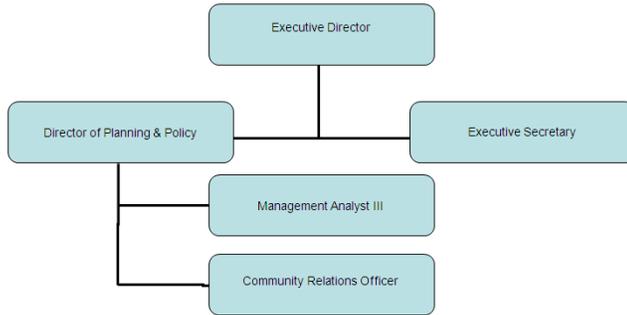
It is anticipated that the project will go forward regardless of SIM funding. Scope and direction will be determined based on a variety of factors including, but not limited to, available funding and nature and extent of stakeholder involvement.

53. Will the contractor selected for this project be able to bid on any other SIM-related projects for Delaware? Or will the chosen vendor's role preclude the ability to compete on any subsequent SIM-related procurements for Delaware?

The chosen vendor will be eligible to compete on subsequent SIM-related procurements.

54. What will be the size/makeup of the DHCC team supporting implementation and testing of the plan?

Delaware Health Care Commission
Staff Organizational Chart



55. Should the pricing, plan, and schedule be inclusive of the entire possible 5 years or just the 1st year?

At minimum, line item budget detail for year one should be provided. The RFP does not specify budget format.

Ref	Issue/Question
General	<p>Does the state have expectations regarding onsite presence of bidder personnel, e.g. does the state expect or require that one or more individuals be onsite for the duration of the engagement or for portions thereof? Responses should include proposed level of effort based on the nature of the project and Delaware’s existing and planned activities.</p> <p>Bidders should refer to HCC website (http://dhss.delaware.gov/dhcc/) for more information related to Delaware’s SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (http://innovation.cms.gov/initiatives/state-innovations/) for more information about SIM requirements and activities.</p> <p>If so, can the state provide more specifics on this (regarding number of individuals or FTEs, where they will be stationed within the state, what percentage of time are they expected or required to be onsite, what resource types are expected or required onsite)? See above</p>
General	<p>Could you clarify whether the RFP scope is limited to designing methods for implementing the reforms you hope to achieve or whether it also includes implementing those reforms. For example, you include the need to revise methods of paying providers, moving away from fee-for-service to methods that reimburse for value (presumably including payment for bundles of services [e.g., an episode of care or capitation]).</p> <p>The RFP seeks proposals for implementation and testing of Delaware’s statewide health care innovation plan.</p> <p>Bidders should refer to HCC website (http://dhss.delaware.gov/dhcc/) for more information related to Delaware’s SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (http://innovation.cms.gov/initiatives/state-innovations/) for more information about SIM requirements and activities.</p> <p>Is the contractor responsible for helping to design specific new methodologies or also responsible for putting them in place, that is, for example, getting providers to actually contract to be paid under the new methods?</p> <p>See above.</p>
General	<p>Did the state engage the assistance of any contractors in developing this RFP, and if so, are those contractors eligible to bid on the scope of work?</p> <p>Contractors were not engaged in developing this RFP.</p>
II. Scope of Work	<p>We are seeking clarification on the scope of this engagement; does it include:</p> <ol style="list-style-type: none"> a. Working with the state to write the grant application for model testing under the CMMI State Innovation Model (SIM) program? No. <p>Supporting the state in the implementation of the model to be tested, upon model</p>

	<p>testing award?</p> <p>The RFP seeks proposals for implementation and testing of Delaware’s statewide health care innovation plan including: (1) strategic planning, (2) project management, (3) stakeholder support and engagement, (4) research and analysis including, but not limited to, predictive and actuarial modeling, economic analysis and (5) all process and outcome evaluation.</p> <ul style="list-style-type: none"> b. Supporting the state in the full implementation of the State Innovation Plan, which has a broader scope than the model to be tested under the SIM program? See above. c. Ensuring coordination of the implementation of the State Innovation Plan with other initiatives going on concurrently, including but not limited to the potential replacement of or enhancements to the existing MMIS, potential enhancements to DHIN including the “shared resources and services” described in the ChooseHealth presentation from August 7, and demonstration projects currently underway in the state? <p style="text-align: center;">Bidders should refer to HCC website (http://dhss.delaware.gov/dhcc/) for more information related to Delaware’s SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (http://innovation.cms.gov/initiatives/state-innovations/) for more information about SIM requirements and activities.</p> <ul style="list-style-type: none"> d. Staffing the proposed Health Care Innovation Center and/or its workgroups (clinical, workforce, etc.)? See above. e. All of the above activities or a combination thereof (if a combination thereof, please specify/elaborate). See above.
<p>II. Scope of Work</p>	<p>Is it the intent of the Delaware to contract with a single contractor for four years (model testing period) to develop the model test proposal with Delaware leadership and stakeholders and then implement the model test including provider contracting, payment, performance reporting, actuarial analysis, evaluation, and other model test operations required by CMMI? Delaware may contract with one or more vendors.</p> <p>If yes, since some of the aspects of the model test maybe negotiated with CMMI later, will the state expect to amend the contract to reflect any additional requirement placed on the state that the contractor must carry out as part of implementation?</p>
<p>II. Scope of Work</p>	<p>CMMI has provided operational plan guidelines and requirements for state model test proposals. These guidelines list a number of operational elements that are expected to be part of the model test operational capabilities and responsibilities. Some of the elements required in the CMMI in the operational plan are not expressly stated in the scope of work. For example CMMI guidelines require the model test operational plan to identify and coordinate with other CMS, HHS, federal and local initiatives. Also, the model test operational plan must include beneficiary outreach and recruitment to participate in the model test. Are CMMI required operational plan elements, not specifically defined in the RFP, also implied under this scope of work for the model testing?</p>

	<p>Bidders should refer to HCC website (http://dhss.delaware.gov/dhcc/) for more information related to Delaware’s SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (http://innovation.cms.gov/initiatives/state-innovations/) for more information about SIM requirements and activities.</p>
II. Scope of Work	<p>Does the state expect the successful contractor to act as the prime contractor and for all required consultants and services necessary to implement and carry out the requirements of the model test? The State expects that the selected vendor(s) will provide all services described in the RFP.</p>
C & D. Funding Disclaimer and Reserved Rights	<p>Beyond model test proposal development, is the state making the other elements in the Scope of Work contingent on CMMI model test funding?</p> <p>It is anticipated that the project will go forward regardless of SIM funding. Scope and direction will be determined based on a variety of factors including, but not limited to, available funding and nature and extent of stakeholder involvement.</p>
VI- General Instructions for Submission of Proposals	<p>Can the state provide guidance regarding page limits for different proposal sections? All requirements are included in the RFP.</p>
VI- General Instructions for Submission of Proposals	<p>Can the state provide guidance regarding the format of the proposal itself, e.g. specific font or font size, margins, line and paragraph spacing, etc.? All requirements are included in the RFP</p>
VI- General Instructions for Submission of Proposals	<p>Does the state require the proposal budget to be on a separate document from the rest of the proposal? All requirements are included in the RFP.</p>
IV.G – Proposed Methodology and Work Plan	<p>Could the state elaborate on the format that bidders should use to build their work plans? Alternatively, could the state share a sample work plan it would like bidders to emulate in their responses? The RFP does not specify work plan format.</p>
V. Budget	<p>Could the state elaborate on the format that bidders should use to build their cost proposals? Alternatively, could the state share a sample cost proposal it would like bidders to emulate in their responses? The RFP does not specify budget format.</p>
V. Budget	<p>Question #4 The State requests a four-year budget plan for the model test implementation and testing. Because the state healthcare Innovation Plan is not available yet and CMMI has not accepted the state’s plan, can the state provide more detail on the model test design and scope that is expected to be implemented? Bidders should refer to</p>

	HCC website (http://dhss.delaware.gov/dhcc/) for more information related to Delaware’s SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (http://innovation.cms.gov/initiatives/state-innovations/) for more information about SIM requirements and activities.
V. Budget	Does the state expect the proposer to include all the cost of implementation in the model testing in the 4 year budget, including such costs as claims operations, provider contracting and training, data collection, analysis, and reporting, survey and evaluations? At minimum, line item budget detail for year one should be provided.
VII – Selection Process	Can the state elaborate on how it expects bidders to address the “administrative oversight” qualification in its responses? No.
VII – Selection Process	Since the scope of the State Innovation Plan is not limited to “quality”, can the state elaborate on how it expects bidders to address the “experience in successfully operating quality programs of a similar type and with a similar population” and the “Quality Assurance Program details” qualifications in its responses? No.
VII – Selection Process	Based on our read of the RFP, Section II only has two subsections (A and B). Can the state clarify the “Responses to Scope of Services, Section II. A – I.” statement in Section VII? Proposal Evaluation Criteria should read: 3. Responses to Scope of Services, Section II. A and B. 20 points
VII – Selection Process	Can the state provide more detail in how it will evaluate costs, e.g. will the full 15 points be awarded to the lowest cost bidder and then points awarded to other bidders based on their proposed costs relative to the lowest cost bidder? Each proposal will be scored individually based on proposed costs as they relate to the proposed service delivery.
VII – Selection Process	Is the state currently employing one or more consulting firms in support of State Innovation Plan activities? If so, we respectfully request that the state disclose the names of these firms. The State is currently contracted with McKinsey & Co.
VII – Selection Process	Can the state elaborate on how it will evaluate a proposal against the “degree to which the bidder demonstrates the ability to recruit, hire, schedule, and train qualified staff” if the personnel being included in the proposal are already employed by the bidder and have the requisite experience and training. No.

No	RFP Section	SubSection	Page No.	Question
1	Notification to Bidders	Attention Bidders	3	<p>“Your proposal <u>must include a cover letter and the forms in Appendices C, D, & E signed and with all information on the forms complete.</u>” The RFP PDF document does not include Appendices C & D. Will you be providing the Appendices or clarification around this requirement? Is Appendix A which contains the Bidders signature form meant to replace the missing Appendix C (see page 13 top)?</p> <p>Appendices C and D are not included in the RFP</p> <p>Page 15, Section A. Number of Copies Required, paragraph 3 should read:</p> <p>Bidders will no longer be required to make hard copies of proposals <u>with the exception that</u> one copy of a Cover Letter along with one copy each of Appendices A, B, & E must be submitted in hardcopy with original signatures.</p>
2	Section II. Scope of Services	A. Consultative and Contract Services	8	<p>We interpret the overarching scope of work culminating in the development of a “coordination center” (project management, technical analysis and consulting expertise in health care outcomes and delivery (policy and strategy) for the State of Delaware on an ongoing basis. Is this conceptual interpretation correct?</p> <p>Bidders should refer to HCC website (http://dhss.delaware.gov/dhcc/) for more information related to Delaware’s SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (http://innovation.cms.gov/initiatives/state-innovations/) for more information about SIM requirements and activities.</p>
3	Section II. Scope of Services	A. Consultative and Contract Services (1) - (5) and areas specified in a.- f.	9	<p>Are you looking for consultative services to help the State of Delaware to implement and test the SHIP? Or are you looking for contractors to do the implementation and testing?</p> <p>In terms of “implementation” and “testing” of payment and delivery system models, etc. developed through the SHIP, please clarify what is meant by implementing and who is implementing the various models (e.g., health care delivery system interventions involving patients)? Also, how are you defining “testing” – e.g., is it technical and/or analytic testing? Please clarify.</p> <p>The RFP seeks proposals for implementation and testing of Delaware’s statewide health care innovation plan.</p> <p>The contractor will be responsible for providing (1) strategic</p>

				<p>planning, (2) project management, (3) stakeholder support and engagement, (4) research and analysis including, but not limited to, predictive and actuarial modeling, economic analysis and (5) all process and outcome evaluation.</p> <p>Bidders should refer to HCC website (http://dhss.delaware.gov/dhcc/) for more information related to Delaware’s SIM Plan and to the Center for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI) website (http://innovation.cms.gov/initiatives/state-innovations/) for more information about SIM requirements and activities.</p>
4	Section III. Special Terms and Conditions	E. Termination Conditions G. Payment	11	<p>Calendar days are referenced in some instances (e.g., contract termination paragraph) and in other instances within xx # of days are referenced. Should we assume calendar days consistently throughout the document or are there instances where “business” days are required for instance in the payment section G? Please clarify. Any reference to days without specifically referencing “Calendar” are Business Days.</p>
5	Section IV. Format and Content of Response	H. Certification & Compliance	14	<p>Is Appendix B, Certification Sheet intended to be Appendix D (for which there is no Appendix D contained in the RFP PDF document)? Please specify if there is a missing Appendix D.</p> <p>Appendices C and D are not included in the RFP</p> <p>Page 15, Section A. Number of Copies Required, paragraph 3 should read:</p> <p>Bidders will no longer be required to make hard copies of proposals <u>with the exception that</u> one copy of a Cover Letter along with one copy each of Appendices A, B, & E must be submitted in hardcopy with original signatures.</p>
6	Section IV. Format and Content of Response	I. Standard Contract	14	<p>There is an Appendix G referenced as containing the contract boilerplate in the RFP. However, there is no Appendix G and Appendix F contains the contract boilerplate. Is there another Appendix missing or do we use Appendix F for this component of the work?</p> <p>The RFP does not include Appendix G. Appendix F contains the DHSS contract boilerplate.</p>
7	Section IV. Format and Content Response	I. Standard Contract	15	<p>The RFP indicates that “any contract provision objections shall be stated in the Transmittal Letter of the bidder’s proposal.” What is the process for negotiating the terms and provisions of the standard contract post award?</p> <p>Please refer to page 19, Section N. RFP and Final Contract.</p>
8	Section VII. Selection Process	A. Proposal Evaluation Criteria	21	<p>Category 3. “Responses to Scope of Services, Section II. A-1” (weight of 20 points). This reference to Section II Scope of Services (pages 8-9) includes subsection A. Consultative and contract services <u>and</u> subsection B. Detailed budget information for all proposed work. Please clarify the specific proposal evaluation criteria for category 3. Should category 3</p>

				include Section II. A. a-f? Proposal Evaluation Criteria should read: 3. Responses to Scope of Services, Section II. A and B. 20 points
No	General	Question		
1	Proposal Submission Deadline - Cover Page of RFP	Given the scope of work and the time required to identify and engage “state-approved” subcontractors, would there be consideration given to extending the current 9/17/13 proposal submission deadline? See also page 9 of the RFP No.		
2	Technical specifications	Observation: No page limitations or need for letters of support specified in the RFP. Do either apply? No.		

SECTION	RFP PAGE #	RFP TEXT	COMMENT / QUESTION
General Question	N/A	We understand that the selected project manager requested will be responsible for the realization of the deliverables within the agreed upon time, scope and budget parameters.	Can you describe the States process for making the necessary management decision as the project progresses, and for review, accepting and acting upon the deliverables? Is there somebody from senior management assigned and or committees that will be making management decisions? The Health Care Commission will be responsible for contract management.
General Question – Advocacy	N/A		We assume that the vendor will not be asked to appear in a public or private context that could be fairly interpreted as public policy advocacy or lobbying for the State, is that correct? Yes.
II. Scope of Services Sub-Section B	9	The Scope section states, “Detailed budget information is required for all proposed work”. There is no mention of	What level of detail is expected as it relates to the budget information? Should this be broken down, for instance, by resource role or by deliverable?

		what level of detail (other states for instance have provided templates).	Some other breakdown? At minimum, line item budget detail for year one should be provided. The RFP does not specify budget format.
General Question – Application submission process	3 & 15	P 3: ATTENTION BIDDERS: Your proposal must include a cover letter and the forms in Appendices C, D, & E signed and with all information on the forms complete. <hr/> P 15: Bidders will no longer be required to make hard copies of proposals with the exception that one copy of a Cover Letter along with one copy each of Appendices C, D, & E must be submitted in hardcopy with original signatures.	The RFP does not include an Appendix C or D. Please clarify. Appendices C & D pertaining to Certification and Statement of compliance were accidentally left off. They are included as Addendum # 2
IV. FORMAT AND CONTENT OF RESPONSE Subsection A. Bidders Signature Form	13	This form, found in the Appendix C, must be completed and signed by the bidder’s authorized representative.	The RFP does not include an Appendix C. Please clarify. Appendices C & D pertaining to Certification and Statement of compliance were accidentally left off. They are included as Addendum # 2
IV. FORMAT AND CONTENT OF RESPONSE Subsection H. Certification and Statement of Compliance	14	The bidder must include statements that the applicant agency complies with all Federal and Delaware laws and regulations pertaining to equal opportunity and affirmative action. In addition, compliance must be assured in regard to Federal and Delaware laws and regulations relating to confidentiality and individual and family privacy in health care delivery and in the collection and reporting of data. (See Appendices D & E)	The RFP does not include an Appendix D. Please clarify. Appendices C & D pertaining to Certification and Statement of compliance were accidentally left off. They are included as Addendum # 2
IV. FORMAT AND CONTENT OF	14	Appendix G is a copy of the standard boilerplate	Should this reference be to Appendix F?

RESPONSE Subsection I. Standard Contract		contract for the State of Delaware, Delaware Health and Social Services,	Yes. Appendix G is not included in the RFP.
Appendix B	27	N/A	There is no reference to Appendix B. Certification Sheet in the RFP. Is form required? Appendices C & D pertaining to Certification and Statement of compliance were accidentally left off. They are included as Addendum # 2