STATE OF CONNECTICUT
OFFICE OF HEALTH STRATEGY
STATE INNOVATION MODEL

REQUEST FOR PROPOSALS (RFP)
COMMUNITY & CLINICAL INTEGRATION PROGRAM
TARGETED SUBJECT MATTER EXPERTISE

The Office of Health Strategy (OHS) seeks subject matter experts to support the State Innovation Model (SIM) initiative. The subject matter experts will provide consultation on an as needed basis primarily in support of the Community & Clinical Integration Program (CCIP), however, consultation may be requested for other OHS initiatives as needed. CCIP is comprised of evidence-based care delivery standards that participating Advanced Networks and Federally Qualified Health Centers receive support to achieve. CCIP promotes care delivery transformation across accountable physician networks to deliver better care that results in better health outcomes at lower costs for Medicare, Medicaid, and commercial plan enrollees.

The experts selected through this Request for Proposals (RFP) will share knowledge and experience with CCIP participating entities (PEs), OHS and its partners to support PEs’ progress toward achieving the CCIP core and elective standards. This RFP is specifically seeking expertise to support: the integration of Community Health Workers into care teams; the collection of granular race and ethnicity, sexual orientation and gender identify (SOGI), and preferred language data; and the analysis of granular race, ethnicity, language, and SOGI data. The goal of this work is for PEs to achieve the CCIP evidence-based care delivery standards.

This is a competitive solicitation. Interested parties are required to submit a proposal per the terms, conditions, requirements, and specifications of this Request for Proposals (RFP). Responses to this Request for Proposals must be submitted electronically on or before October 17, 2018 at 3pm to jenna.lupi@ct.gov.

The State may modify the RFP prior to the deadline for submittals by issuance of an electronic addendum on the following website: https://biznet.ct.gov/AccountMaint/Login.aspx.

Applicable Dates

RFP Release Date: 9/19/18
Letter of Intent to Apply (requested, not required): 9/28/18
Application Due Date: 10/17/18 3pm Eastern Time
Anticipated Issuance of Notice of Award: 10/31/18
Anticipated Period of Performance: 12/1/18 – 12/31/19
1. Introduction

The Connecticut Office of Health Strategy’s State Innovation Model (SIM) initiative is funded through a $45 million grant from the Center for Medicare & Medicaid Innovation (CMMI) to test innovative payment and care delivery reforms that promote healthier people, better care and smarter spending. SIM makes investments in programs designed to improve how care is delivered, including medical home capabilities and the integration of new care team members, such as community health workers and pharmacists, comprehensive assessments of patients with complex health needs including personal goals and social determinant risks, linkage to community resources, integration of behavioral health and strategies to improve health equity. More information is available at www.healthreform.ct.gov/.

The purpose of the SIM Community & Clinical Integration Program (CCIP) is to transform health care delivery in Connecticut by helping accountable healthcare organizations meet evidence-based standards across their network of primary care practices. CCIP is focused on accountable healthcare organizations selected to participate in the Connecticut Medicaid shared savings program, Person Centered Medical Home Plus (PCMH+). Although CCIP targets healthcare organizations participating in PCMH+, the program is designed to support performance in all shared savings programs, whether Medicaid, Medicare or commercial. CCIP focuses on capabilities that could lead to improvements in performance for all attributed patients, regardless of payer.

CCIP Core Standards

PCMH+ participating entities are required to meet three Core Standards as a condition of participation in PCMH+. Each standard is comprised of elements and criteria that detail the expectations associated with the target capabilities. The Core Standards focus on the following capabilities:

1. Comprehensive care management
2. Health equity improvement
3. Behavioral health integration

The CCIP Core Standards were initially developed by the Practice Transformation Task Force, a multi-stakeholder SIM advisory body, which issued a comprehensive report to accompany the Standards and provide details on the Program. The original Core and Elective Standards and Report can be viewed at: http://www.healthreform.ct.gov/ohri/lib/ohri/work_groups/practice_transformation/ccip_standards/ccip_report_4-13-16_final_approved_3_30_16.pdf

The Core Standards were substantially streamlined in May 2018. The streamlined standards are the focus of this procurement. Bidders are encouraged to review the revised standards at:


Initial Implementation

The State implemented the CCIP program in early 2017. The State contracted with a single vendor to provide implementation support. The contract included but was not limited to:

- Technical assistance
- Compliance review and validation
- Learning Collaboratives
Three accountable healthcare organizations consisting of approximately 116 primary care practices participated in the first wave of CCIP beginning in spring 2017. These organizations completed an initial gap analysis and transformation plan as part of the Technical Assistance process. They participated in Learning Collaborative forums and received access to curriculum content through online learning materials. They participated in regular meetings with the Technical Assistance consultant and the State, and quarterly compliance reviews. CCIP participating entities were also provided with transformation awards to help offset the costs of achieving the CCIP standards. Transformation award funding was used to support hiring of supplemental staff, especially community health workers, health information technology solutions to support care management such as alert notifications, and an e-consult project.

The State’s contractor has undertaken compliance reviews during the initial implementation including baseline assessments and three re-assessments. As progress in achieving the standards has been slower than expected, current participants have been granted an extension. They are expected to complete the transformation process in July 2019.

In May 2018, eleven (11) additional organizations were identified for participation in the CCIP initiative. Three of these organizations will be required to complete all three CORE standards. The remaining eight (8) organizations will be required to complete Core Standard 2: Health Equity Improvement. The table that follows summarizes current and new participants and their timeframe for completing the standards.

<table>
<thead>
<tr>
<th>Participating Entities</th>
<th>Estimated # of Sites/Practices</th>
<th>Status</th>
<th>Requirement</th>
<th>Target Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast Medical Group</td>
<td>54</td>
<td>Current</td>
<td>All Core Standards</td>
<td>July 2019</td>
</tr>
<tr>
<td>Value Care Alliance</td>
<td>48</td>
<td>Current</td>
<td>All Core Standards</td>
<td>July 2019</td>
</tr>
<tr>
<td>Community Health Center</td>
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<tr>
<td>Hartford Healthcare Medical Group</td>
<td>39</td>
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<td>September 2019</td>
</tr>
<tr>
<td>Prospect Medical Holdings</td>
<td>10</td>
<td>New</td>
<td>All Core Standards</td>
<td>September 2019</td>
</tr>
<tr>
<td>Wheeler Clinic/ Community Health &amp; Wellness Center of Torrington</td>
<td>4</td>
<td>New</td>
<td>All Core Standards</td>
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<td>Charter Oak Health Center</td>
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<td>Core Standard 2</td>
<td>September 2019</td>
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<td>First Choice Health Centers</td>
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<td>New</td>
<td>Core Standard 2</td>
<td>September 2019</td>
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<tr>
<td>United Community &amp; Family Services</td>
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<td>New</td>
<td>Core Standard 2</td>
<td>September 2019</td>
</tr>
<tr>
<td>OPTIMUS Healthcare</td>
<td>22</td>
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<td>Core Standard 2</td>
<td>September 2019</td>
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<tr>
<td>Generations Family Health Center</td>
<td>4</td>
<td>New</td>
<td>Core Standard 2</td>
<td>September 2019</td>
</tr>
</tbody>
</table>
Revised Implementation Strategy

The State is modifying its implementation strategy in the following ways:

1. The State will no longer provide Technical Assistance to organizations that are required to complete all three Core Standards. Instead, Participating Entities will be required to procure their own technical assistance using transformation award funding.

2. The State will procure a new Technical Assistance vendor to provide Technical Assistance for organizations that are required to meet Core Standard 2 only.

3. The State will procure an independent vendor to conduct compliance reviews and validation surveys.

4. The State will procure subject matter experts and make such experts available free of charge to the participating entities and their partners, as needed and requested by the participating entities or recommended by the State. The selection of these subject matter experts is the purpose of this solicitation.
2. Scope of Work and Qualifications

2.1 Scope of Work
Through this solicitation, the State is seeking subject matter experts (SMEs) that can support PEs and their partners in meeting the CCIP standards through targeted, ad-hoc consultation and/or technical assistance. Consultation and/or technical assistance will be provided to PES as needed and requested by the participating entities or as recommended by the State. Through this arrangement, services will only be utilized if and when needs are identified.

The State anticipates that multiple SMEs with targeted expertise in diverse areas will be required to best support PEs across all standards. Bidders are strongly encouraged to respond to those competencies for which they are especially qualified.

The State seeks Subject Matter Experts that can provide support on the following competencies:

1. **Integration of community health workers into primary care teams in support of:**
   a. Establishing and supporting community linkages
   b. Patient navigation and/or
   c. Health coaching/chronic illness self-management

   The State is seeking a Subject Matter Expert that has:
   - Established tools for hiring, training, and supervising CHWs;
   - Knowledge of effective data infrastructure for monitoring CHW workflow and measuring progress;
   - Direct experience providing technical assistance to adjust existing CHW programs and/or to implement new CHW programs;
   - Experience developing and implementing a Return on investment (ROI) analysis for CHW programs, particularly related to the ROI in a value-based payment environment.

2. **Workflow redesign to collect granular race, ethnicity, language, and sexual orientation/gender identity (SOGI) data in the electronic health record.** Workflow redesign includes both the technical changes to capture this data in the Electronic Health Record and the way in which this data is requested and captured by health care providers.

   The State is seeking a Subject Matter Expert that has:
   - Demonstrated understanding of the clinical value associated with the collection of granular race and ethnicity, language, and sexual orientation and gender identify data for the purpose of identifying gaps in health outcomes for subpopulations;
   - Knowledge of effective strategies for requesting sensitive demographic information from patients;
   - Familiarity with a range of Electronic Health Records and Care Management software, and a deep understanding of the processes to implement system-wide changes that would enable collection of new data in these systems;
• Experience negotiating changes in EHR functionality.

3. **Analysis of granular race, ethnicity, language, and SOGI data** as part of a quality improvement process

   The State is seeking a Subject Matter Expert that has:
   
   • Knowledge of data analytics and stratification techniques to identify health outcome gaps by subpopulation;
   • Direct experience analyzing healthcare data extracted from EHRs;
   • Demonstrated experience providing technical assistance to healthcare organizations to support data analysis.

While bidders will need to be flexible to meet the individual and immediate needs of the program, the State would like to better understand the bidder’s experience to serve in this capacity and how they would approach a consultation or technical assistance request from a Participating Entity.

Bidders should clearly articulate for which of the above nine competencies they are applying. Bidders may respond to provide support for one or more of the competencies. **However, bidders should recognize that the State is looking for specific expertise and experience in the area(s) for which the bidder is applying.**

The State welcomes individual SMEs applying to provide expertise for one or more competencies or teams of SMEs applying to provide expertise in multiple competencies. However, the State reserves the right to award the right to negotiate a contract for a subset of the SME team members that are considered most qualified. The State anticipates making multiple awards to ensure access to the best qualified SMEs in each area of competency.

**Note well: The extent to which individual SME services are utilized under the contract resulting from this solicitation will depend on expressed need from the CCIP Participating Entities.**

2.2 Qualifications

The State is seeking subject matter experts with a depth of knowledge, expertise and experience in the competencies describe in Section 2.1 above, as well as:

• Effective communication and writing;
• Strategic and creative thinking, model design and development;
• Highly-responsive and self-motivated professional demeanor
• Change management, clinical workflow redesign and/or process re-engineering
3. Award Information

3.1 Award Amount
The State expects to award multiple respondents the right to negotiate a contract in response to this RFP. The total award amount has not been determined. The duration is listed in the Executive Summary of this document. The resulting contract will be subject to availability of funds.

3.2 Eligibility Information
The State is receptive to applications from individuals and teams, and from local, regional, or national organizations. To be eligible, the applicant must be recognized as a single legal entity by the state where it is incorporated, and must have a unique Taxpayer Identification Number (TIN) designated to receive payment. Applications will be screened to determine eligibility for further review using criteria detailed in this RFP and in applicable law.

3.3 Period of Performance
The anticipated Period of Performance is listed on the Cover Page. The State will evaluate the contractor’s success in achieving the objectives and milestones contained in the resulting contract. The contractor may have future opportunities for expanded scope and duration of the contract.

3.4 Termination of Award
Continued funding is dependent on satisfactory performance against the scope of work and outputs and a decision that continued funding is in the best interest of the State. Proposals will be funded subject to meeting terms and conditions specified in the resulting Contract. Awards may be terminated if these terms and conditions are not met.

3.5 Issuing Office and Contract Administration
The Office of Health Strategy is issuing this Request for Proposal (RFP) and is the only contact for this competitive bidding process. The address of the issuing office is as follows:
Name: Jenna Lupi
Address: P.O. Box 1543
Hartford, CT 06144
E-Mail: jenna.lupi@ct.gov

OHS is responsible for administering the Connecticut State Innovation Model (SIM) Test Grant including the conduct of meetings, managing contracted transformation support, overseeing evaluation efforts, and communicating with stakeholders and state government. The SIM Test Grant is the primary source of funds for the agreement that results from this solicitation.

3.6 Official Contact
For the purposes of this RFP, the State has designated that all communication must be in writing and submitted to jenna.lupi@ct.gov.

Respondents, Prospective Respondents, and other interested parties are advised that any communication with the following about this RFP is strictly prohibited:

1. Any State employee(s),
2. Personnel of our state agency partners (including Department of Social Services, Department of Public Health and the Office of the State Comptroller) directly engaged in SIM related activities, and

3. Personnel under contract with the State or our state agency partners

Respondents or Prospective Respondents who violate this instruction risk disqualification from further consideration. If you are uncertain as to whether communication is permitted with an individual or entity, please submit your question to the jenna.lupi@ct.gov.
4. Application Details

4.1 SUBMISSION INSTRUCTIONS

This Request for Proposals serves as the application package and contains all the instructions to enable a potential applicant to apply.

4.1.1 Letter of Intent to Apply

Respondents are strongly encouraged to submit non-binding, optional, Letters of Intent to Apply (LOI). Please refer to the Executive Summary related to the Letter of Intent due date.

Please submit your Letter of Intent by email to: Jenna Lupi, jenna.lupi@ct.gov.

The LOI should provide a brief description of the individual or organization applying. The LOI must clearly identify the sender, including name, mailing address, telephone number, and email address. There are no format requirements for the LOI.

4.1.2 Respondents’ Questions

The State encourages Respondents to submit questions by email to jenna.lupi@ct.gov seeking clarification of the RFP requirements. Questions will be reviewed on an ongoing basis and responses will be posted within 5 business days of receipt. The State will respond to all questions in one or more official addenda that will be posted to the Department of Administrative Services (DAS) website (http://www.biznet.ct.gov/SCP_Search/BidResults.aspx).

4.1.3 Submission Requirements

The proposal must be submitted to jenna.lupi@ct.gov no later than the established deadline listed in the Executive Summary. All documents should be submitted as PDFs.

4.1.4 Format Requirements

In order to ensure readability by reviewers, fairness in the review process, and consistency among applications, each application must follow the below specifications to be reviewed:

● Use 8.5” x 11” letter-size pages with 1” margins (top, bottom, and sides).
● All pages of the Response must be paginated in a single sequence.
● Font size must be no smaller than 12-point
● Follow the page limits as detailed in the next section.

4.2 APPLICATION CONTENT
The application should be written primarily as a narrative with detailed specific actions highlighted to emphasize the proposed activity of the applicant. The applicant should organize their response based on the sections detailed below.

I. PROPOSAL FACE SHEET
See Attachment B

II. TRANSMITTAL LETTER (No more than 2 pages)
Written statement that addresses:
- That the Respondent accepts without qualification:
  - Assurances and Acceptance (RFP Section 6.2.9);
  - all Mandatory Terms and Conditions;
- Brief statement outlining experience and qualifications to undertake this project;
- A statement that any submitted response and cost shall remain valid for one hundred twenty (120) days after the proposed due date or until the contract is approved, whichever comes first;
- Evidence of Qualified Entity: The Respondent shall provide written assurance to the State from its legal counsel that it is qualified to conduct business in Connecticut and is not prohibited by its articles of incorporation, bylaws, or the law under which it is incorporated from performing the services required under any resultant contract.
- Sanction – Disclosure: The Respondent shall provide a statement that attests that no sanction, penalty or compliance action has been imposed on the Respondent within three years immediately preceding the date of this RFP. If the Respondent proposes the use of a subcontractor, each proposed subcontractor must provide the same statement.
- Small, Minority or Women's Business Enterprise: Section 32-9e of the Connecticut General Statutes, superseded by Section 4a-60g sets forth the requirements of each executive branch agency relative to the Connecticut Small Business Set-Aside program. Pursuant to that statute, twenty-five (25%) of the average total of all contracts let for each of the three previous fiscal years must be set aside. The State requires that the Resultant Contractor make a "good-faith effort" to set aside a portion of this contract for a small, minority or women's business enterprise as a subcontractor. Prospective Respondents may obtain a list of firms certified to participate in the Set-Aside program by contacting the Department of Administrative Services at the DAS website.

III. PROJECT NARRATIVE (1 page, single-spaced, per competency)
The Project Narrative should address how the Respondent will carry out the required service components identified in Section 2.1. **Bidders should respond to the following questions for each of the nine competencies to which they are responding separately.**

1) Briefly describe your general proposed approach to working with healthcare organizations in care delivery re-design.

2) Please discuss key strategies and activities that will be necessary for PEs to develop the competency and evaluate progress in achieving the related standard.

3) Please describe and provide examples of web-based or electronic tools or protocols that you have used to support the provision of technical assistance or the implementation of solutions by providers in the areas proposed in your response.

4) Based on your experience and expertise, how would you define success? What common challenges would you anticipate?
IV. QUALIFICATIONS AND EXPERIENCE (1 page, single-spaced, per SME)

This section should describe the background and experience of the Respondent as necessary to provide the subject matter expertise discussed in Section 2.1.

   a. For each SME, briefly describe experience to carry out a project of this nature and scope.
   b. For each competency to be considered, provide at least three project examples within the past five years related to the competency where the SME provided a significant contribution.
      1. Briefly describe the project and the SME specific role and responsibilities.
      2. Please provide an example of a lesson learned. What did you learn from your successes and failures that you would apply here?

   Resumes (limit 2 pages per resume, not counted towards page limit)

   Provide resumes for each proposed SME. The resume shall include contract-related experience, credentials, education, training, and work experience.

   Work Samples and Tools (not counted towards page limit)

   Respondents may provide one work sample per competency.

V. BUDGET NARRATIVE (1 page, single-spaced)

   The Respondent’s submission must include a cost proposal as follows:

   Presentation of Hourly Rates

   The contract between the resultant contractor and the State shall include payment provisions wherein the contractor shall be compensated at an all-inclusive hourly rate for actual services performed by level of employee. The Respondent shall identify all proposed personnel with a corresponding all-inclusive hourly rate of compensation. The Respondent should also include justification for all personnel included in the proposal.

   Travel costs may be billed separately, and should be detailed to include purpose of travel; personnel that will be traveling; and travel rates including mileage, airfare, accommodations, and per diem as appropriate.

   Please note that the extent to which individual SME services are utilized will depend on expressed need from the CCIP Participating Entities.

VI. STANDARD FORMS

   The Respondent shall submit the following standard forms:

   - **Procurement Agreement Signatory Acceptance**: Proposal must include a Statement of Acceptance, without qualification of all terms and conditions within this RFP and the Mandatory Terms and Conditions for a PSA contract (with proposal, see Attachment B)
   - **Consulting Agreement Affidavit** (with proposal, OPM Ethics Form 5)
   - **Affirmation of Receipt of State Ethics Laws Summary** (with proposal, OPM Ethics Form 6)
   - **Iran Certification** (with proposal, OPM Ethics Form 7)
   - **Gift and Campaign Contributions** (prior to contract, OPM Ethics Form 1)
   - **Nondiscrimination Certification Form** (prior to contract)
5. Evaluation and Selection

5.1 REVIEW AND SELECTION PROCESS
It is the intent of the State to conduct a comprehensive, fair and impartial evaluation of the Responses received to this competitive procurement. Only those submissions that the State deems responsive to the RFP requirements will be evaluated and scored.

A team consisting of qualified experts will review the applications to assess the degree of responsiveness, and clarity in their plan to meet the project goals and milestones. The review process will include the following:

- To be considered for review, applications will first be screened for completeness and adherence to eligibility.
- The review panel will assess each application to determine the merits of the proposal. The State reserves the right to request that Respondents revise or otherwise modify their proposals and budget based on State recommendations.
- The State may elect to conduct interviews with the finalists prior to awarding the right to negotiate a contract. Any expenses incurred by the Respondent to participate in such interview shall be the responsibility of the Respondent.
- The results of the review of the applications will be used to advise the State approving official. Final award decisions will be made by the designated approving official. In making these decisions, the approving official will take into consideration: recommendations of the review panel; the readiness of the applicant to complete the scope of work and objectives; and the reasonableness of the estimated cost to the government and anticipated results.
- The SIM State reserves the right to conduct negotiations with applicants upon receipt of their proposals

5.2 Procurement Process

5.2.1 Contract Execution
The contract developed as a result of this RFP is subject to State contracting procedures for executing a contract, which includes approval by the Connecticut Office of the Attorney General. Contracts become executed upon the signature of the Office of the Attorney General and no financial commitments can be made until and unless the contracts have been approved by the Office of the Attorney General. The Office of the Attorney General reviews the contract only after the Program Director and the Contractor have agreed to the provisions.

5.2.2 Acceptance of Content
If acquisition action ensues, the contents of this RFP and the Response of the successful Respondent will form the basis of contractual obligations in the final contract. The resulting contract will be a Personal Service Agreement (PSA) contract between the successful Respondent and the State. The State is solely responsible for rendering decisions in matters of interpretation on all terms and conditions.

5.2.4 Appeal Process
The Respondent may appeal any aspect of the competitive procurement; however, such appeal must be in writing and must set forth facts or evidence in sufficient and convincing detail for the State to determine whether – during any aspect of the competitive procurement – there was a failure to comply with the State’s
statutes, regulations, or standards concerning competitive procurement or the provisions of the Procurement Document. Appeals must be submitted by the Respondent to Shiu-Yu Schiller (Shiu-Yu.Schiller@ct.gov), with a copy to the Contract Administrator.

Respondents may submit an Appeal to the State any time after the submission due date, but not later than thirty (30) days after the State notifies Respondents about the outcome of a competitive procurement. The e-mail sent date or the postmark date on the notification envelope will be considered “day one” of the thirty (30) days.

Following the review process of the documentation submitted, but not later than thirty (30) days after receipt of any such Appeal, a written decision will be issued and delivered to the Respondent who filed the Appeal and any other interested party. The decision will summarize the State’s process for the procurement in question; and indicate the Agency Head's finding(s) as to the merits of the Respondent's Appeal.

Any additional information regarding the Debriefing and/or the Appeal processes may be requested from the Official Contact for this RFP.

5.2.5 Contest of Solicitation of Award
Pursuant to Section 4e-36 of the Connecticut General Statutes, “Any Respondent or RESPONDENT on a state contract may contest the solicitation or award of a contract to a subcommittee of the State Contracting Standards Board...” Refer to the State Contracting Standards Board website at www.ct.gov/scsb.

5.2.6 Disposition of Responses- Rights Reserved
Upon determination that its best interests would be served, the State shall have the right to the following:

1. **Cancellation**: Cancel this procurement at any time prior to contract award.
2. **Amend procurement**: Amend this procurement at any time prior to contract award.
3. **Refuse to accept**: Refuse to accept, or return accepted Responses that do not comply with procurement requirements.
4. **Incomplete Business Section**: Reject any Response in which the Business Section is incomplete or in which there are significant inconsistencies or inaccuracies. The State reserves the right to reject all Responses.
5. **Prior contract default**: Reject the submission of any Respondent in default of any prior contract or for misrepresentation of material presented.
6. **Received after due date**: Reject any Response that is received after the deadline.
7. **Written clarification**: Require Respondents, at their own expense, to submit written clarification of their Response in a manner or format that the State may require.
8. **Oral clarification**: Require Respondents, at their own expense, to make oral presentations at a time selected and in a place provided by the State. Invite Respondents, but not necessarily all, to make an oral presentation to assist the State in their determination of award. The State further reserves the right to limit the number of Respondents invited to make such a presentation. The oral presentation shall only be permitted for clarification purposes and not to allow changes to be made to the submission.
9. **No changes**: Allow no additions or changes to the original Response after the due date specified herein, except as may be authorized by the State.
10. **Property of the State:** Own all Responses submitted in response to this procurement upon receipt by the State.

11. **Separate service negotiation:** Negotiate separately any service in any manner necessary to serve the best interest of the State.

12. **All or any portion:** Contract for all or any portion of the scope of work or tasks contained within this RFP.

13. **Most advantageous Response:** Consider cost and all factors in determining the most advantageous Response for the State when awarding the right to negotiate a contract.

14. **Technical defects:** Waive technical defects, irregularities and omissions, if in its judgment the best interests of the State will be served.

15. **Privileged and confidential communication:** Share the contents of any Response with any of its designees for purposes of evaluating the Response to make an award. The contents of all meetings, including the first, second and any subsequent meetings and all communications in the course of negotiating and arriving at the terms of the Contract shall be privileged and confidential.

16. **Best and Final Offers:** Seek Best and Final Offers (BFO) on price from Respondents upon review of the scored criteria. In addition, the State reserves the right to set parameters on any BFOs it receives.

17. **Unacceptable Responses:** Reopen the bidding process if the State determines that all Responses are unacceptable.

5.2.7 **Qualification Preparation Expenses**
The State assumes no liability for payment of expenses incurred by Respondents in preparing and submitting Responses to this procurement.

5.2.8 **Response Date and Time**
To be considered for selection a Response must be received by the State by the date and time stated in the Cover Page of this RFP. Respondents should not interpret or otherwise construe receipt of a Response after the closing date and time as acceptance of the Response, since the actual receipt of the document is a clerical function. The State suggests the Respondent e-mail the proposal with receipt confirmation. Respondents must address all RFP communications to the State.

5.2.9 **Assurances and Acceptances**
1. **Independent Price Determination:** By submission of a Response and through assurances given in its Transmittal Letter, the Respondent certifies that in connection with this procurement the following requirements have been met.
   
   a. **Costs:** The costs proposed have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such process with any other organization or with any competitor;
   
   b. **Disclosure:** Unless otherwise required by law, the costs quoted have not been knowingly disclosed by the Respondent on a prior basis directly or indirectly to any other organization or to any competitor;
   
   c. **Competition:** No attempt has been made or will be made by the Respondent to induce any other person or firm to submit or not to submit a Response for the purpose of restricting competition;
   
   d. **Prior Knowledge:** The Respondent had no prior knowledge of the RFP contents prior to actual receipt of the RFP and had no part in the RFP development; and
e. **Offer of Gratuities:** The Respondent certifies that no elected or appointed official or employee of the State of Connecticut has or will benefit financially or materially from this procurement. Any contract arising from this procurement may be terminated by the State if it is determined that gratuities of any kind were either offered to or received by any of the aforementioned officials or employees from the contractor, the contractor’s agent or the contractor’s employee(s).

2. **Valid and Binding Offer:** Each Response represents a valid and binding offer to the State to provide services in accordance with the terms and provisions described in this RFP and any amendments or attachments hereto.

3. **Press Releases:** The Respondent agrees to obtain prior written consent and approval from the State for press releases that relate in any manner to this RFP or any resulting contract.

4. **Restrictions on Communications with State Staff:** The Respondent agrees that from the date of release of this RFP until the State makes an award that it shall not communicate with State staff on matters relating to this RFP except as provided herein through the State. Any other communication concerning this RFP with any of the State’s staff may, at the discretion of the State, result in the disqualification of that Respondent’s Submission.

5. **Acceptance of the State’s Rights Reserved:** The Respondent accepts the rights reserved by the State.

6. **Experience:** The Respondent has sufficient project design and management experience to perform the tasks identified in this RFP. The Respondent also acknowledges and allows the State to examine the Respondent’s claim with regard to experience by allowing the State to review the related contracts or to interview contracting entities for the related contracts.

5.2.10 **Incurring Costs**
The State is not liable for any cost incurred by the Respondent prior to the effective date of a contract.

5.2.11 **Statutory and Regulatory Compliance**
By submitting a proposal in response to this RFP, the proposer implicitly agrees to comply with all applicable State and federal laws and regulations, including, but not limited to, the following:

1. **Freedom of Information, C.G.S. § 1-210(b).** This Contract is subject to C.G.S. § 1-1210(b). The Freedom of Information Act (FOIA) requires the disclosure of documents in the possession of the State upon request of any citizen, unless the content of the document falls within certain categories of exemption, as defined by C.G.S. § 1-1210(b). The proposer shall indicate if it believes that certain documents or a portion(s) of documents, as required by this RFP is confidential, proprietary or trade secret by clearly marking such in its response to this RFP. The State will make an independent determination as to the validity under FOIA of the proposer’s marking of documents or portions of documents it believes should be exempt from disclosure. While a proposer may claim an exemption to the State’s FOIA, the final administrative authority to release or exempt any or all material so identified rests with the State. The State has no obligation to initiate, prosecute, or defend any legal proceeding or to seek a protective order or other similar relief to prevent disclosure of any information pursuant to a FOIA request. The proposer has the burden of establishing the availability of any FOIA exemption in any proceeding where it is an issue. In no event shall the State or any of its employees have any liability for disclosure of documents or information in the possession of the State and which the State or its employees believe(s) to be required pursuant to the FOIA or other requirements of law.

2. **Contract Compliance, C.G.S. § 4a-60 and Regulations of CT State Agencies § 46a-68j-21 thru 43, inclusive.** CT statute and regulations impose certain obligations on State agencies (as well as
contractors and subcontractors doing business with the State) to insure that State agencies do not enter into contracts with organizations or businesses that discriminate against protected class persons.

3. **Consulting Agreements, C.G.S. § 4a-81.** Proposals for State contracts with a value of $50,000 or more in a calendar or fiscal year, excluding leases and licensing agreements of any value, shall include a consulting agreement affidavit attesting to whether any consulting agreement has been entered into in connection with the proposal. As used herein "consulting agreement" means any written or oral agreement to retain the services, for a fee, of a consultant for the purposes of (a) Providing counsel to a contractor, vendor, consultant or other entity seeking to conduct, or conducting, business with the State, (b) Contacting, whether in writing or orally, any executive, judicial, or administrative office of the State, including any department, institution, bureau, board, commission, authority, official or employee for the purpose of solicitation, dispute resolution, introduction, requests for information or (c) Any other similar activity related to such contract. Consulting agreement does not include any agreements entered into with a consultant who is registered under the provisions of C.G.S. Chapter 10 as of the date such affidavit is submitted in accordance with the provisions of C.G.S. § 4a-81. The Consulting Agreement Affidavit (OPM Ethics Form 5) is available on OPM’s website at http://www.ct.gov/opm/fin/ethics_forms

4. **Gift and Campaign Contributions, C.G.S. §§ 4-250 and 4-252(c); Governor M. Jodi Rell’s Executive Orders No. 1, Para. 8 and No. 7C, Para. 10; C.G.S. § 9-612(g)(2).** If a proposer is awarded an opportunity to negotiate a contract with an anticipated value of $50,000 or more in a calendar or fiscal year, the proposer must fully disclose any gifts or lawful contributions made to campaigns of candidates for statewide public office or the General Assembly. Municipalities and CT State agencies are exempt from this requirement. The gift and campaign contributions certification (OPM Ethics Form 1) is available on OPM’s website at http://www.ct.gov/opm/fin/ethics_forms

5. **Nondiscrimination Certification, C.G.S. §§ 4a-60(a)(1) and 4a-60a(a)(1).** If a proposer is awarded an opportunity to negotiate a contract, the proposer must provide the Department with written representation or documentation that certifies the proposer complies with the State's nondiscrimination agreements and warranties. A nondiscrimination certification is required for all State contracts—regardless of type, term, cost, or value. Municipalities and CT State agencies are exempt from this requirement. The nondiscrimination certification forms are available on OPM’s website at http://www.ct.gov/opm/fin/nondiscrim_forms.

5.2.12 Key Personnel
The State reserves the right to approve any additions, deletions, or changes in key personnel, with the exception of key personnel who have terminated employment. The department also reserves the right to approve replacements for key personnel who have terminated employment. The State further reserves the right to require the removal and replacement of any of the proposer’s key personnel who do not perform adequately, regardless of whether they were previously approved by the State.

5.2.13 Other
Bidding on and/or being awarded this contract shall not automatically preclude the Respondent from bidding on any future contracts related to the SIM. Continued funding is contingent upon the ongoing availability of funds, satisfactory program performance, and demonstrated need for these services.
6. DEFINITIONS AND ACRONYMS

DEFINITIONS

Advanced Network: An independent practice association, large medical group, clinically integrated network, or integrated delivery system organization that has entered into a shared savings program (SSP) arrangement with at least one payer.

Contract: The contract awarded to the successful Respondents pursuant to this RFP.

Community & Clinical Integration Program (CCIP): The initiative established by the State Innovation Model to provide support to healthcare organizations participating in the Medicaid Shared Savings Program (PCMH+) in order to improve primary care delivery capabilities that may result in improved performance on PCMH+ measures.

Federally Qualified Health Center: An entity that meets the definition of an FQHC in section 1905(l)(2)(B) of the Social Security Act and meets all requirements of the HRSA Health Center Program, including both organizations receiving grants under Section 330 of the Public Health Service Act and also FQHC Look-Alikes, which are organizations that meet all of the requirements of an FQHC but do not receive funding from the HRSA Health Center Program.

Person Centered Medical Home Plus (PCMH+): The Medicaid Shared Savings Program that launched in 2017 as part of the State Innovation Model.

Participating Entity (PE): An Advanced Network or FQHC participating in the Community & Clinical Integration Program.

Respondent: An organization that has submitted a proposal to the SIM State in response to this RFP.

Subcontractor: An individual (other than an employee of the Contractor) or business entity hired by a Contractor to provide a specific service as part of a Contract with the SIM State as a result of this RFP.

ACRONYMS

CCIP Community & Clinical Integration Program
CMMI Center for Medicare & Medicaid Innovations
DPH Department of Public Health (CT)
FQHC Federally Qualified Health Center
OHS Office of Health Strategy
OPM Office of Policy and Management
PCMH+ Person-Centered Medical Home Plus
PE Participating Entity
RFP Request for Proposals
SIM State Innovation Model
## Attachment A: Proposal Face Sheet

**OFFICE OF HEALTH STRATEGY**  
**REQUEST FOR PROPOSALS (RFP)**  
**Targeted Subject Matter Expertise**  
**PROPOSAL FACE SHEET**

### RESPONDING AGENCY
Legal name and address of organization as filed with the Secretary of State:

| Legal Name: |  
| Street Address: |  
| Town/City/State/Zip: |  
| FEIN: |  

### DIRECTOR/CEO
Name: ____________________________  Title: ____________________________

| Telephone: |  
| FAX: |  
| Email: |  

### CONTACT PERSON
Name: ____________________________  Title: ____________________________

| Telephone: |  
| FAX: |  
| Email: |  

Attachment B: Procurement And Contractual Agreements Signatory Acceptance

Statement of Acceptance

The terms and conditions contained in this Request for Proposals constitute a basis for this procurement. These terms and conditions, as well as others so labeled elsewhere in this document are mandatory for the resultant contract. The Office of Health Strategy is solely responsible for rendering decisions in matters of interpretation on all terms and conditions.

On behalf of __________________________________________________________

I, ________________________________________________________________ agree to accept the Mandatory Terms and Conditions and all other terms and conditions as set forth in the Targeted Subject Matter Expertise Request for Proposals.

Signature: __________________________________________________________

Title: __________________________________________________________    Date: ________________