

Request for Proposal for Exchange Planning Support

State Responses to Questions

April 13, 2011

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## Early Innovator Grant

### Questions(s)

Section 1.2 states “Bidders should also be aware that Maine is participating in an “Early Innovator” grant with the other New England states... The activities and deliverables done under the contract awarded from this proposal should coordinate with the activities that Maine is engaged in under the Early Innovator grant.” Besides Appendix C of the RFP, is there more specific information the State can provide on the Early Innovator integration activities required for this RFP?

Please define the requirements for the successful bidder to “coordinate with activities” of the Early Innovator grant. Specifically, will the Bidder actively participate with meetings and/or strategy sessions with the other grant states, or will the DHHS be the conduit to information and activities of the Early Innovator grant.

### Answer(s)

Please see the following site for further information:  
<http://www.healthcare.gov/news/factsheets/exchanges02162011a.html>

The New England Proposal is attached to this response document.

A steering committee made up of staff from DHA, DHHS, and OIT is responsible for managing the State’s participation in Early Innovator Grant activities. The State may require the successful bidder to participate in meetings and steering committee sessions relating to the Grant, but does not anticipate this participation to represent a significant portion of the work required under this contract.

## Agency / Department Coordination

### Questions(s)

With multiple agencies involved in the project, please provide a description of the project governance. Specifically, which agency (DHHS or Dirigo Health Agency) will be responsible for review and approval of project deliverables?

Section 1.3 Project Organization states “The Office of Information Technology (OIT) will also participate in this project.” Can the State please provide more detail around what role and what resource will OIT play in this project?

### Answer(s)

A steering committee made up of staff from DHA, DHHS (Medicaid), and OIT will be responsible for reviewing and approving project deliverables.

OIT is currently responsible for supporting Medicaid's eligibility and enrollment system (ACES) as well as managing general IT functions (e.g., networking, email, file servers, etc.) for the State. DHA currently supports its own eligibility, enrollment, and customer service systems independent of OIT.

Because the ACA details significant integration between the eligibility and enrollment functions of the Exchange and of Medicaid, OIT will play a leading role in providing information to the successful bidder regarding existing systems and capabilities, and will be an integral part of both the business operations plan and the implementation plan produced by the successful bidder.

## **Policy**

### **Questions(s)**

Appendix B, Section E. Governance, states "... Maine will need to decide how robust an Exchange it desires. The Exchange can be established as a website and information portal or can transform the marketplace by using its purchasing power to set standards for quality, cost and payment reform. Once Maine determines the goals and scope of its Exchange..." Has Maine determined the goals and scope for its Exchange? If yes, can you please share those goals and scope?

### **Answer(s)**

Maine has not yet established these goals and scope. It is likely that there will be a comprehensive health reform bill as well as bills from the Legislature this session that will address the goals and scope of an Exchange.

## **Incumbent / Prior Work**

### **Questions(s)**

Appendix B of the RFP references a partnership with Bailit Health Purchasing to assist with health care reform. Are there any relevant documents or key decisions from the Bailit partnership that the State can share with us?

The State appears to have a strong relationship with Bailit Health Purchasing, as described in Appendix B. Please describe how the successful bidder will be expected to coordinate with Bailit in the performance of the services covered by this RFP? If this work is independent of the work that Bailit is currently contract to perform, is Bailit allowed to bid on the subject RFP?

Please explain the role of Bailit on the project. Is Bailit eligible to respond to this RFP?

### **Answer(s)**

Bailit Health Purchasing is no longer under contract with the State of Maine. Bailit Health Purchasing is not precluded from bidding on this effort.

## **Deliverables**

### **Questions(s)**

The cost section indicates that the timing of payments is tied to specific project deliverables. We assume that this could include interim payments for producing interim deliverables, so long as they are established at the outset of the contract. Please confirm.

Appendix B, Page 14 lists the deliverables that the State will produce using the HHS State Planning and Establishment Grants for the ACA's Exchanges. (Options papers, a straw man proposal, a business operation plan, an implementation plan, scan of current information systems and specifications for information systems requirements and an evaluation plan.) At what stage of completion is each of the 6 deliverables? Will the State please share the deliverables that have been worked on, even if they are not in a final state? Will the State please share the timelines and milestones for each deliverable?

### **Answer(s)**

The State confirms that deliverables and payment schedules will be finalized between the State and the successful bidder during contract negotiations.

Under the prior administration the Governor's Office of Health Policy and Finance established the described deliverables under its application for the Planning Grant. These deliverables are replaced by the deliverables defined under this RFP. With the exception of the "straw man proposal," The State believes that the current RFP deliverables encompass the deliverables defined in the application. No formal progress has been made on these deliverables.

## **Contract Changes**

### **Questions(s)**

Can any terms of the State's contract in Appendix D be modified? If we have proposed language changes, what is the appropriate way to present them for consideration by the State?

Will the successful bidder be given an opportunity to negotiate the terms and conditions of the resulting contract?

May bidders take exceptions to particular sections of the RFP or propose additional terms for the purpose of negotiating those terms with the State, if selected as the winning bidder?

If bidders have any suggested contract modifications, should those suggestions be placed in the transmittal letter? Please indicate where in the proposal the recommendations should be placed.

### **Answer(s)**

The successful bidder may propose language changes during the contract negotiation process (i.e., after the RFP responses have been evaluated). As the RFP stipulates, if the State is unable to secure an acceptable contract with the selected Bidder, that selected Bidder will be disqualified. In this event, the State may then proceed to negotiate a contract with the Bidder with the next highest-rated proposal or may cancel negotiations at the Department's discretion.

## **Length of Contract / Effort after September**

### **Questions(s)**

One section of the RFP mentions a one year term for the contract. Another section says that the final deliverable is due September 1, 2011. Please explain how we should interpret these dates.

What is the level of effort do you expect from the vendor after September?

Would the selected vendor be prohibited to win subsequent work resulting from the work carried out under this contract?

Is the awarded vendor to this contract precluded from responding to any RFPs released as a result of the work performed or required for this project?

### **Answer(s)**

There is no requirement that the successful bidder enter into a contract that extends beyond the period of the final deliverable.

The State anticipates that it will require on-going work to plan and implement the State's Health Insurance Exchange based on the deliverables of this project. The successful bidder will not be precluded from bidding on future work with the State based on this effort.

## **Scope of Services**

### **Questions(s)**

Section (H) of the Proposal Requirements section requires bidders to "provide a detailed, task-oriented breakdown for each activity/task in the Scope of Services and Project Deliverables. Where are the Scope of Services and Project Deliverables located in the RFP?

Is there a more detailed Scope of Services that you can provide?

This section references providing a "detailed, task-oriented breakdown" for the tasks and activities in the Scope of Services; yet there is not a Scope of Services section in the RFP. Other than the overview

information provided in section 1.1, are there further details of the State's expectations for the specific tasks and activities to be included in the work plan?

**Answer(s)**

The "Scope of Services" required under this RFP is described in section 1.1 of the RFP, "Objective of the Request for Proposal." The State anticipates that the scope of the project will become more detailed during contract negotiations.

## **Submission Details**

**Questions(s)**

Is the cost proposal to be included with the technical proposal, or should it be submitted separately? If it is to be submitted separately, should the electronic version of the cost proposal also be submitted separately?

The RFP requests an electronic version of the proposal – is .pdf the preferred format for this? The RFP mentions required "Bid Forms" in both Sections 2.11.1 and 2.11.2. Please list the specific Bid Forms that are required for the proposal submittal and indicate how they can be obtained. If these Bid Forms need to be completed and included with the proposal, please indicate where in the proposal (Proposal Requirements A through M) those Bid Forms should be placed.

**Answer(s)**

Please submit all documents together in one package.

Bidders may submit their electronic proposals in pdf format or using the Microsoft Office product suite, (including Word, Excel, Visio, and/or Project). If bidders are submitting multiple documents in various formats, the State requests that bidders submit these files as one compressed (zipped) file. If submitting separate documents, please ensure that documents are easily identifiable through their file names.

The "Bid Forms" refer to the required documents under the "Proposal Requirements" (A-M) and the Cost Sheet. There are no additional forms for bidders to complete.

**Questions(s)**

The RFP requests "letters" of reference. We are interpreting this to be formal letters as opposed to providing reference contact information. Please confirm or clarify.

In Section G of the Proposal Requirements section, the RFP asks proposers to "Include three (3) letters of reference from recent clients. Provide the following information for each reference: name, title, name of company, company address, and telephone number." Please clarify whether an actual letter of reference is required from each reference or if we are to provide a listing of those references that includes the contact information specified (name, title, name of company, company address, and telephone number).

## **Answer(s)**

Please provide formal letters and contact information. The State reserves the right to contact provided references for further information.

## **Miscellaneous**

### **Question**

Will demographic and current insurance information regarding the insured, uninsured and underinsured to support the actuarial analysis be available to the successful bidder, or will this information need to be obtained by the bidder?

### **Answer**

The bidder will need to obtain this information.

### **Question**

Does the State have an expected date for contract award and for project initiation?

### **Answer**

The State anticipates awarding the contract and beginning the project in early May.

### **Question**

Can you please differentiate the requirements and format of the Work Plan and the Schedule within the proposal requirements section?

### **Answer**

The Work Plan is meant to be a detailed description of the tasks and activities required to achieve the goals of the project. The Schedule is meant to demonstrate the timing and dependencies of these tasks.

Bidders may combine the Work Plan (Requirement H) and the Schedule (Requirement K) (for example in a Gantt chart) The State leaves to the bidders' discretion the best format for presenting this information.

### **Question**

Is there a budget associated with this project?

### **Answer**

As noted in section 1.2 of the RFP, the State was awarded a State Planning and Establishment Grant in the fall of 2010 for Health Insurance Exchange Planning for funding these activities. Approximately 90% of the grant is available for this project.



The final amount of the contract under the grant will be determined during contract negotiations but bidders are reminded that the Agency reserves the right to award the contract without further discussion. Proposals should be submitted as best and final offer.

**Question**

The RFP mentioned the DDHS (sic) website a number of times. Can you please provide the URL for that website and the directions to locate the addenda within the website.

**Answer**

The RFP does not refer to a “DDHS” website.

This RFP and all subsequent addenda (including these questions and answers) will be available at DHA’s website: <http://www.dirigohealth.maine.gov/Pages/rfp.html>

**Question**

In Section C of the Proposal Requirements section, the RFP asks proposers to “Describe how your experience, education and training, or special knowledge, skills or abilities meet the required minimum qualifications of this RFP.” Please indicate where in the RFP these required minimum qualifications are specified or listed

If the above mentioned required minimum qualifications are not specified or listed in the RFP, please provide a listing of those.

**Answer**

Bidders should describe how their capabilities and experience qualify them to produce the deliverables described in Section 1.1 of the RFP.

Minimum qualifications include experience, certifications, and/or skills in the following areas:

- actuarial analysis
- information technology
- business process redesign
- project management
- policy/legal analysis

These experience, certifications, and/or skills should encompass the commercial and state government health insurance arenas. The State is also requiring that bidders have experience with at least one other State in analyzing or implementing portions of the ACA.

**Question**

In Section E of the Proposal Requirements section, the RFP asks proposers to “Provide a diagram showing the hierarchical structure of functions and positions within the organization.” Please clarify whether this is organizational chart is requested for the firm as a whole or whether this pertains to the project team assigned to this specific project.

**Answer**

The purpose of this requirement is to illustrate to the State the level of support the proposed project team will have within the bidder's organization. So while an organizational chart for the bidder's entire firm is not required, it is required that the chart demonstrate how the proposed project team fits into the bidder's organization and what resources within the organization are supervising / supporting the project team.