



# Gold Coast Health Plan<sup>SM</sup>

A Public Entity

RE: Request for Proposal Number GCHP11142023

Gold Coast Health Plan ("GCHP") is interested in establishing an agreement with a contractor for a third part to lead the design and implementation of an GCHP's in-house service/call center and as such is inviting qualified corporations, partnerships, companies, and other Firms (individually, a "Proposer", and collectively, the "Proposers") to submit proposals responsive to this Request for Proposal ("RFP") . This RFP establishes the project background, business requirements and expectations required for Proposers to submit a proposal (individually, a "Proposal", and collectively, the "Proposals").

A Proposal must be in accordance with the following:

## **1. INSTRUCTIONS:**

- 1.1.** This RFP is not an offer to contract but rather an attempt to establish a common framework within which an agreement may be reached. Each Proposal submitted by a Proposer to this RFP represents a firm offer to contract on the terms and conditions described in this RFP and Proposer's response. This RFP is for special services and advice as set forth in section 53060 of the Government Code, and GCHP reserves the right to award the contract described in this RFP in any manner authorized by section 53060 of the Government Code.
- 1.2.** This solicitation shall not be construed as a requirements or supply contract. GCHP shall not have any obligation hereunder to purchase any products or services from the selected Proposer.
- 1.3.** All Proposals become the property of the GCHP and will not be returned to the responding Proposer unless otherwise determined by GCHP in its sole discretion.

1.4. Any costs incurred by the responding Proposer for developing a proposal are the sole responsibility of the responding Proposer and GCHP shall have no obligation to compensate any responding Proposer for any costs incurred in responding to this RFP. If GCHP should determine that in-person interviews are necessary, interviews will be held at the GCHP’s offices and any costs associated with such interviews will be the responsibility of the responding Proposer.

**1.5. Time Schedule**

Below is the tentative time schedule for this RFP.

<b>Event</b>	<b>Date</b>	<b>Time (If applicable)</b>
RFP Released	11/21/23	
Intent to Propose Notification Due By	11/27/23	<b>5:00pmPT</b>
Proposal Due Date	<b>12/5/23</b>	<b>5:00pmPT</b>
Short List Established and Contractual Discussions Begin	12/15/23	

\* Note: GCHP may issue you a full Security Risk Assessment.

**1.6. Intent to Propose**

Prospective Proposers are asked to notify the procurement contact of this RFP of their intention to submit a Proposal (“Intent to Propose”). Failure to notify GCHP of your Intent to Propose will not affect the acceptance of any Proposal.

Complete the form provided, **Attachment 6**, the Letter of Intent to Propose, by the date listed in section 1.5 “Time schedule” by e-mailing it to: [bbushey@goldchp.org](mailto:bbushey@goldchp.org).

**1.7. Procurement Contract**

The procurement contact is below. All communications and Proposals must be submitted to the procurement contact. Proposals should be submitted via email to:

Bob Bushey  
 Procurement Officer  
[bbushey@goldchp.org](mailto:bbushey@goldchp.org)  
 805-437-5717

### **1.8. Length of Proposal**

Due to the length of the evaluation, approval, and procurement process at GCHP, Proposals are required to be valid for a minimum of 120 days. A proposal may not be modified, withdrawn or canceled by the Proposer for a one hundred twenty (120) day period following the deadline for the submission of the proposal. The Proposer agrees to this condition by submission of the Proposal.

### **1.9. Letter of Transmittal**

Proposers shall include a letter of transmittal that bears the signature of an authorized representative of the Proposer's company. The letter of transmittal will also include the name(s) of the individual(s) authorized to negotiate with GCHP as well as the names of sales representatives appointed by the Proposer, and the name of the Proposer's Project Manager.

### **1.10. Conflict Of Interest**

- 1.10.1. The successful Proposer will be required to certify, to the best of its knowledge, that its Proposal and any awarded contract is not in violation of any provisions of applicable laws related to conflicts of interest, and that it is familiar with such laws, including by way of illustration and not by limitation, Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. A conflict-of-interest certification is attached as **Attachment 3** and shall be submitted with the Proposal.
- 1.10.2. Individuals who will perform work for GCHP on behalf of the successful Proposer might be deemed public officials under state conflict of interest laws. If so, such individuals will be required to submit a Statement of Economic Interests, California Fair Political Practices Commission Form 700, in accordance with the law and GCHP's Conflict of Interest Code.

**1.11. Experience/References**

Each Proposer must provide the names of at least three (3) references that have recently contracted it for similar services to be performed pursuant to this RFP. GCHP may contact the identified references and evaluate the Proposer’s demonstrated successful implementation of negotiated scope, solution requirements, pricing approach, service delivery approach and results, transition approach and results, staffing, flexibility, agility, innovation/continuous improvement, governance, cultural fit, and ongoing relationship requirements. For each reference listed, provide the following. Use **Attachment 4** with your response.

- Company name
- Company address
- Person to contact
- Telephone number of contact

**1.12. Proposal is a Public Record**

All information submitted by a responding Proposer to GCHP is governed by the California Public Records Act (“CPRA”). Proposals will remain confidential during the procurement process to the furthest extent permitted by law, but only until such time as determined by GCHP in its sole discretion. If Proposer views certain information in its Proposal as confidential information that is proprietary or “trade secret” or otherwise exempt from disclosure under the CPRA, it shall provide GCHP with both a redacted and unredacted version of its Proposal with the rationale for the redactions. GCHP makes no guarantee that any or all of a Proposal will be kept confidential, even if the Proposal is marked “confidential,” “proprietary,” etc.

By submitting a redacted Proposal, the Proposer agrees that if in response to a CPRA request, GCHP reviews the proposed redactions and does not agree that the redacted information falls within any CPRA exemptions, then Proposer will indemnify, defend and hold GCHP harmless in any CPRA action, lawsuit or administrative proceeding seeking to force GCHP to disclose such purported confidential information identified by Proposer. If Proposer objects to this indemnification, then GCHP will disclose information under the CPRA in accordance with the legal requirements of the CPRA and GCHP’s interpretations thereof.

### **1.13. Reservation of Rights**

GCHP reserves the right to do the following at any time, at GCHP's sole discretion:

- 1.13.1. Reject any and all proposals or cancel this RFP.
- 1.13.2. Waive or correct any or inadvertent defect, irregularity, informality or technical error in any proposal or the RFP procedure.
- 1.13.3. Request that certain or all Proposers supplement or modify all or certain aspects of their respective Proposals or other materials submitted and/or provide additional information
- 1.13.4. Procure any services specified in this RFP by other means.
- 1.13.5. Modify the specifications or requirements for services in this RFP, or the required contents or format of the proposals prior to the due date.
- 1.13.6. Extend the deadlines specified in this RFP, including the deadline for accepting Proposals.
- 1.13.7. Negotiate with any, all, or none of the Proposers.
- 1.13.8. Terminate negotiations with a Proposer without liability and negotiate with other Proposers.
- 1.13.9. Award a Contract to any Proposer, including a Proposer other than the Proposer offering the lowest price.
- 1.13.10. GCHP reserves the right to eliminate a proposal from consideration if the Proposer's Security Risk Assessment reveals an unacceptable level risk for the proposed contract. An unacceptable level of risk shall be in the sole discretion of GCHP and may be based on a single risk factor or the cumulative effect of multiple risk factors. In such case, GCHP will notify the Proposer of the specific risk factor(s) resulting in the elimination. The Proposer will have three business days from GCHP's notice of elimination to submit a protest. The protest shall contain all relevant evidence that Proposer intends to present to prove that GCHP's assessment of the risk is in error. GCHP's determination of the protest shall be final. Nothing herein prevents GCHP from considering any particular Proposal or weighting the risk factors as part of the qualitative analysis, regardless of risk level.

### **1.14. Supplier Diversity**

Supplier diversity is a high priority at GCHP It is our business practice to create and maintain an environment in which traditionally underrepresented, minority- and women-owned businesses have an equal opportunity for building and maintaining a relationship with GCHP. In considering the Proposals, GCHP will not discriminate against, or grant preferential treatment to, any individual or group on the basis of age, sex, sexual identity or preference, race, color, ancestry, national origin, religious creed, physical or mental disability, medical condition, marital status, ethnicity, protected by applicable law.

Each Proposer shall certify in its Proposal that in performing work or providing services, it will not discriminate in its contracting, hiring or employment practices because of age, sex, sexual identity or preference, race, color, ancestry, national origin, religious creed, physical or mental disability, medical condition, marital status, ethnicity, or any other characteristic protected by applicable law. Proposer shall also certify in its proposal that it will comply with applicable federal and California anti-discrimination laws, including but not limited to the California Fair Employment and Housing Act, beginning with Section 12900 of the California Government Code.

## **2. OVERVIEW**

### **2.1. Gold Coast Health Plan**

Gold Coast Health Plan is an independent public entity created by Ventura County Ordinance and authorized through Federal Legislation; however, Gold Coast Health Plan is not a county agency. The Ventura County Board of Supervisors approved implementation of a County Organized Health System (COHS) model, transitioning from fee-for-service Medi-Cal to managed care, on June 2, 2009. The purpose of Gold Coast Health Plan is to serve Medi-Cal beneficiaries, enhance the quality of healthcare, provide greater access, improve service and provide choice.

Gold Coast Health Plan proudly serves more than 240,000 Medi-Cal beneficiaries living in Ventura County, Calif. We are an independent public entity governed by the Ventura County Medi-Cal Managed Care Commission and are dedicated to serving our members. The commission is comprised of locally elected officials, Providers, hospitals, clinics, the county healthcare agency and a consumer advocate. Our *Member-first focus* centers on the delivery of exceptional service to our beneficiaries by enhancing the quality of healthcare, providing greater access and improving member choice.

From its inception, Medi-Cal has experienced increasing program costs, primarily as a result of spiraling growth in the caseload, utilization of service, and hospital costs. A Medi-Cal Reform Plan was enacted by statute in October 1971 (Chapter 577, Statutes of 1971) with the objective of developing an equitable statewide eligibility system, a uniform schedule of benefits for those eligible within a strong system of utilization and quality controls, and an improved system of health care delivery and health care financing for the program.

Modifications to the program are continually occurring because of federal and State legislation, departmental regulations, and other efforts to improve the program. Proposer should be aware that Proposer's responsibility will include the planned and orderly implementation of the applicable provisions of all state and federal legislation and regulations whenever they may occur within the life of the contract.

### **2.2. Project Background**

GCHP is looking for a consultant partner to support launching its Service Center comprised of:

- An in-house call center consisting of approximately twenty (20) Call Center Agents.
- Member Services Representatives deployed in the community to support GCHP members where they are, such as provider offices.

GCHP is looking for assistance in developing the adequate staffing model for the Service Center by supporting with the recruitment strategy, creating job descriptions, and training / education materials.

### **3. QUALITATIVE REQUIREMENTS**

This section of the RFP has the qualitative requirements. GCHP will evaluate Contractor's response to these requirements in relation to those of all other bidders. Contractors must provide a detailed response of "how" they will meet or exceed the requirement listed in this section.

GCHP intends to evaluate Proposals by ranking the Proposals in order of being most advantageous to the GCHP at GCHP's sole discretion with price and other factors considered, including but not limited to, the Proposers' qualifications, experience, capabilities, record of performance, references, proposed staffing, availability of key personnel, location and ability to provide services in Ventura and/or California, responsiveness and diversity outreach and efforts. GCHP intends to evaluate Proposals in a holistic manner, giving weight to price and other factors to the extent that they reflect upon GCHP's assessment of the reasonable likelihood that a Proposer would be able to successfully render the services in a reliable manner satisfactory to GCHP. GCHP may require Proposers to demonstrate that their product(s) functions as is represented in proposals and is usable and suitable for the purposes described in this RFP, and GCHP may evaluate and consider factors such as ease of use, functionality, ability to integrate with GCHP's technology eco-system and capabilities, and others as evidenced in the demonstration. GCHP reserves the right to evaluate the Proposals in any manner permitted by law.

**NOTE:** For ease of response, please use **Attachment 7** for your response to Section 3:

#### **3.1. Proposer Overview**

**3.1.1. Business Type Description** - List all that apply that describe your business.

- Corporation
- Partnership
- Joint Venture
- Publicly Held
- Limited Liability Corporation (LLC)
- Non-Profit
- Other, please specify

#### **3.1.2. Proposer Stability**

- 3.1.2.1. List any recent events which may reasonably have a material impact on Proposer's stability, ongoing operational status, or organizational structure.
- 3.1.2.2. Indicate the length of time that Proposer has been providing claims processing technology for health plans.
- 3.1.2.3. Provide details of your product investments, roadmap and release schedule. How are client requirements incorporated into these roadmaps.
- 3.1.2.4. Describe how your Software solution and product roadmap incorporates new and emerging technologies.

### **3.1.3. Experience/References**

- 3.1.3.1. Describe your knowledge and capabilities regarding the California Department of Health Care Services (“DHCS”) regulatory environment, including specific examples of working within the parameters of DHCS regulations, where applicable.
- 3.1.3.2. Describe your experience with the Medicaid/Medi-Cal product line.
- 3.1.3.3. Describe your knowledge and capabilities regarding the Centers for Medicare and Medicaid Services (“CMS”) regulatory environment, including specific examples of working within the parameters of CMS regulations, where applicable.
- 3.1.3.4. Describe your experience with the Medicare/D-SNP product line.
- 3.1.3.5. Describe your experience with working with smaller health plans with membership under five-hundred thousand (500,000) members.
- 3.1.3.6. Provide the approximate total number of employees.
- 3.1.3.7. Provide employee turnover rate by month for previous 12 months.
- 3.1.3.8. Provide an overview of how you support customers in Southern CA, including but not limited to the number of offices, number of employees, etc.
- 3.1.3.9. Attach resumes and other supporting details regarding the account management team projected to be assigned to GCHP. Provide the organizational chart with relevant job titles, contact numbers and email addresses.

## **3.2. Business Requirements**

### **3.2.1. Service Center Organization Development**

- 3.2.1.1. Describe your approach and methodology in developing an organizational structure and staffing model for GCHP’s Service Center for outbound / inbound calls for health care payers/ Plans for member calls.
- 3.2.1.2. Describe your experience in creating and developing Service Center job descriptions and associated roles for the structure.
- 3.2.1.3. Describe your experience in developing operational standards for call center staff and community-based Member Services Representatives processes that deliver an experience that will assist GCHP’s members in improving their access to care. Please describe what makes your approach a differentiator in the health care payer/plan market.
- 3.2.1.4. Describe your approach to designing and implementing a call center agent / community-based Member Services Representative training and education program that focus on and delivers a robust member experience to include a “whole member care management model”, (care coordination, benefits, etc.). What makes your approach different than your competitors.
- 3.2.1.5. Describe your Service Center management training material that also supports the whole member care management model described in 3.2.1.4. What makes your approach different than your competitors.
- 3.2.1.6. Provide a detailed list of workforce management (WFM) materials including WFM principles and the use of the identified WFM system.
- 3.2.1.7. Describe how you would implement a capacity planning model and what tools would you use to support efficient capacity planning.



### **3.2.2. Hiring and Onboarding**

- 3.2.2.1. Provide your approach to recruiting high quality Service Center agents that will enable GCHP's whole member care model.
- Include your recruiting process
  - Include your interviewing process
  - Provide your onboarding process

### **3.2.3. Service Center Tool Development**

- 3.2.3.1. Describe how you would interface with the implementation of GCHP's call center technology, Genisys.
- Scripts
  - Process flows
- 3.2.3.2. Describe how you would support in advisory service associated with the configuration and implementation of GCHP/s Service Center CRM technology. The specific software has not been determined as of this RFP.

### **3.2.4. Report Development**

- 3.2.4.1. Describe the key performance indicators for the Service Center.
- 3.2.4.2. Describe your role in providing how the training plan and monitoring plan will incorporate KPI's with GCHP's selected Service Center and CRM vendor.
- 3.2.4.3. Describe and list best practice agent metrics and associated reporting requirements and how you will implement these metrics with GCHP's selected call center and CRM vendor.

## **4. QUANTATATIVE REQUIREMENTS**

### **4.1. Pricing**

- 4.1.1. Contractors must provide itemized pricing in the form attached as Attachment 5.

### **4.2. Contract Terms & Conditions**

- 4.2.1. The term of the resulting agreement is expected to be approximately 2-4 months for this initial phase, commencing January 1, 2024.
- 4.2.2. **Attachment 1** to this RFP is GCHP's Master Services Agreement. Please review this agreement and if you cannot accept these terms and conditions, please note the specific area(s) where you have concerns and recommend alternative wording that you would like considered with your Proposal response.

**Attachment 2** to this RFP is a Statement of Work template. Please provide a working draft of this with your Proposal response.

#### **4. NOTICES OF AWARD AND PROTEST PROCEDURE**

Upon the conclusion of negotiations with a Proposer that results in a proposed agreement for the contract solicited in this RFP that are acceptable to GCHP as to price and all other terms, GCHP shall issue notice of intent to award the contract solicited in this RFP to a Proposer and such notice shall be directed to each entity that submitted a Proposal

Within five business days of GCHP's issuance of a notice of intent to award the contract, any Proposer that has submitted a Proposal and believes that GCHP has incorrectly selected another Proposer for award may submit a written notice of protest. Such notice of protest must be received by GCHP on or before the fifth business day after GCHP's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying with specificity each of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the GCHP to determine the validity of the protest.

All protests must be received by the due date. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date GCHP received the protest. Protests or notice of protests made orally (e.g., by telephone) will not be considered. Protests must be delivered to:

Bob Bushey  
Gold Coast Health Plan  
711 E. Daily Drive, Suite 106  
Camarillo, CA 93010-6082

The Chief Executive Officer, or his or her designee, will respond to the protest within 30 calendar days of receipt of the protest. The determination of the Chief Executive Officer shall be final.

To the furthest extent permitted by law, strict compliance with the procedures and time limits set forth in this section are mandatory and are the Proposers' sole and exclusive remedy in connection with this section's subject matter. A Proposer's failure to comply with these procedures and time limits will constitute a waiver of any right to further pursue a protest, any legal action, or relief that arises out, relates to, or is incident to this RFP.

Attachment #, Name, or Documentation	Instructions	File
1 – Master Services Agreement, Attachment 1	This is GCHP’s standard master service agreement template.	<a href="https://www.goldcoasthealthplan.org/media/r/9885a6998f43">https://www.goldcoasthealthplan.org/media/r/9885a6998f43</a>
2 – Statement of Work, Attachment 2	This is GCHP’s Master Services Statement of Word template.	<a href="https://www.goldcoasthealthplan.org/media/r/e09793cb19b945a79c757094e1eb">https://www.goldcoasthealthplan.org/media/r/e09793cb19b945a79c757094e1eb</a>
3 - Conflict of Interest Compliance Certificate, Attachment 3	Complete this form, sign it and return the signed copy with your RFP. <b>This is a required form.</b>	<a href="https://www.goldcoasthealthplan.org/media/r/d73fe94f5f33442e0424b1e8d45e7">https://www.goldcoasthealthplan.org/media/r/d73fe94f5f33442e0424b1e8d45e7</a>
4 - Client References, Attachment 4	Complete this form and return it with your proposal response.	<a href="https://www.goldcoasthealthplan.org/media/r/c28f4ebd931a152e0424b1e8d45e7">https://www.goldcoasthealthplan.org/media/r/c28f4ebd931a152e0424b1e8d45e7</a>
5 - Pricing Format, Attachment 5	Complete this form and return it with your proposal response.	<a href="https://www.goldcoasthealthplan.org/media/r/6c24330a401e152e0424b1e8d45e7">https://www.goldcoasthealthplan.org/media/r/6c24330a401e152e0424b1e8d45e7</a>
6 - Intent to Propose, Attachment 6	Complete this form, sign it and return the signed pdf copy to the Procurement Contact on or before 5:00pm 11/27/23. <b>This is a required form.</b>	<a href="https://www.goldcoasthealthplan.org/media/r/a4a1267635b84be48b22b6f18eb7">https://www.goldcoasthealthplan.org/media/r/a4a1267635b84be48b22b6f18eb7</a>
7. – Section 3 Response, Attachment 7	Use this document to submit your responses to section 3 of the RFP	<a href="https://www.goldcoasthealthplan.org/media/r/7f49cd4763924a159239a860845c">https://www.goldcoasthealthplan.org/media/r/7f49cd4763924a159239a860845c</a>