



# South Park Health Service District

525 Hathaway Street • PO Box 1253 • Fairplay, CO 80440  
www.sphsdistrict.com • info@sphsdistrict.com

## Request for Proposal

January 31, 2018

To Whom It May Concern:

The South Park Health Service District, through its Board of Directors is soliciting proposals from qualified health care providers interested in establishing a **Medical Clinic** in an existing clinic building at 525 Hathaway Street, Fairplay, Colorado 80440. **It is anticipated that the medical clinic will open by Fall 2018.** If your health clinic or health system is interested in submitting a proposal, please email us at SPHSDistrict@gmail.com by **February 9, 2018 at 5:00 PM** expressing such interest and letting us know that this proposal was received.

**A voluntary pre-bid meeting and walk through will be held on February 16, 2018 at 1:00 PM. Bidders shall meet at the Health Service District at 525 Hathaway Street, Fairplay, CO.**

We invite your health care organization to submit a proposal to us no later than 5:00 PM, Mountain Time, on **March 30, 2018** for consideration to be a partner with South Park Health Service District to bring health care back to Park County. As our preferred submission type is electronic, please submit an electronic copy via e-mail to SPHSDistrict@gmail.com. Proposals must be identified in the subject line as: **“Response to RFP to Establish a Medical Clinic in Fairplay”**.

No proposals will be accepted after that date and time unless the Board extends the deadline by a written addendum.

If proposals are mailed or hand-delivered, proposals should be addressed to **South Park Health Service District, 525 Hathaway Street, PO Box 1253, Fairplay, Colorado 80440.** Faxed submissions will not be entertained.

The Board of Directors reserve the right to reject any or all proposals or portions of them, to waive irregularities, informalities, and technicalities, to re-issue or to proceed to obtain the service(s) desired otherwise, at any time or in any manner considered in the Board's best interest. The Board may, at its sole discretion, modify or amend any provision of this notice or the RFP.

The short-listed health care organizations will be notified as soon as practical after analysis of all submitted proposals but no later than April 13, 2018. The Board reserves the right to review details of services with potential applicants to ensure compatibility prior to the final

selection. **The Board may conduct Finalist meetings throughout the month of April 2018.**

It is our hope that this Request for Proposal will be self –explanatory, however if you need additional information, please email us. The deadline for questions or requests for clarification is Friday, **March 23, 2018 at 5:00 PM** and must be submitted electronically to [SPHSDistrict@gmail.com](mailto:SPHSDistrict@gmail.com).

Sincerely,

Board of Directors  
South Park Health Service District

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## **Scope of Services**

The South Park Health Service District, dedicated to meeting the health care needs of Park County residents and visitors, was elected into existence November 2017. The purpose of the Health Service District is to assist in supporting health services in the South Park region of Park County. Park County is designated as a Medically Underserved Population and a Health Professional Shortage Area. Health services at present are entirely lacking in our area. As the South Park Health Service District Board of Directors, we are committed to securing integrated medical and behavioral health services with consistent access to a medical home assured. Our solution is to provide our community with a primary care facility that offers affordable, accessible and coordinated care with a long-term commitment to the Park County communities. We are open to innovative practice designs and models. We are hopeful that the right candidate can also work with us to develop a creative behavioral health access plan working with local and/or private behavioral health providers to establish an integrated care system. The medical clinic at 525 Hathaway Street is currently vacant and the South Park Health Service District is seeking a sustainable solution. The South Park Health Service District Board of Directors will insure quality, compassionate care is rendered regardless of the patient's situation or ability to pay.

Therefore, the South Park Health Service District Board of Directors is seeking a health care provider to occupy the 525 Hathaway Street clinic and provide medical services to Park County residents and visitors. There may be a degree of financial support provided by the Health Service District that will be negotiated between the two parties at a later time. Existing equipment owned by Rocky Mountain Rural Health in the clinic building will be made available for use at no charge (Please See **Attachment A**). If approved, we expect that the medical clinic will be open around Fall 2018. The practice must accept all types of insurance- Medicare, Medicaid, CHP, Choice (VA), worker's compensation, private-as well as develop a plan to provide services to the uninsured.

The scope of this Request for Proposal encompasses most tasks associated with rural medical clinics. Because there is no hospital in Park County, residents requiring hospital services are referred to a hospital in a surrounding county or in the metro area. Geographic isolation, particularly in the winter months, necessitates that high quality primary care and urgent care services be available within the service area. Services that were provided by previous medical clinics and are expected of a new practice include: Well Child and Adult care including Women's health; acute and urgent care; chronic disease management; behavioral health and substance use disorder. Ancillary services should include on site laboratory, x-ray, ultrasound, and spirometry. On site laboratory services should consist of (but not be limited to) complete urinalysis, rapid drug screening, wet/KOH preps, rapid Step/FLU/RSV swabs, ISTAT-Chem 8 panels. Additional lab services include CBC, CMP, HGB A1C, and PT/INR. Based on the experience of the previous practice, EKG and onsite troponin capability will be needed for the evaluation of chest pain. Digital x-rays should be read on site with remote overreads provide by radiology service. As there are no pharmacies within the county, the clinic will need to provide limited pharmacy services-carrying essential medications such as antibiotics, antihypertensive, diabetic medications, etc.

While it is anticipated that the new clinic will have the scope of family medicine, it should be recognized that the patient population consists of many people with complex medical conditions and multiple morbidities. Park County has a high incidence of diabetes,

hypertension, heart disease, pulmonary disease, low birth weight and substance use disorder. The majority of the service area is at an elevation of 10,000 feet or more. Consequently, altitude related illnesses are seen frequently including altitude sickness (HAPE, HACE), acute and chronic hypoxemia, hypoxic erythrocytosis requiring intermittent therapeutic phlebotomy, sleep disordered breathing, pulmonary hypertension, CHF and Atrial Fibrillation. With many residents and visitors involved in construction, ranching and outdoor recreation, urgent care services are needed to deal with related trauma with the capability for IV hydration/antibiotics, suturing and wound care, casting and splinting for orthopedic injuries. X-ray services need to provide chest x-ray, limb films and abdominal films. Bedside ultrasound is needed to help with evaluation of hepatobiliary disease, renal and urologic conditions, as well as pregnancy evaluation.

It is essential to have a talented physician group and providers that value the privilege of working with our rural, mountain community in a timeless setting. A clinical nurse and/or practitioner is needed to manage patient care, to staff and provide outpatient care needs such as PICC line care and labs, wound care, diabetic teaching and chronic disease education. Qualified medical assistants are needed to assist physicians with compassionate care, emergencies and greet clients or assist as needed. Efficient billing and coders to capture details of billing in complicated and complex cases are needed.

In order to provide comprehensive services, the clinic practice will need to build a referral network for specialty services. Because of the large geographic area encompassed by Park County, patients will have varied preferences on which direction to go for specialty care and testing. Consequently, the referral network will need to extend into the surrounding areas, including Jefferson, Denver, Summit, Teller, El Paso, Chaffee and Fremont Counties. It is expected that the clinic practice will work in collaboration with Park County Public Health, Park County Human Services, Rocky Mountain Rural Health, Senior Coalition, Park County Mental Health Alliance, RE-2 School Districts as well as the future school-based health clinic.

Additional to the above services listed, proposals must describe a business plan to include:

- Plan for how applicant will deliver on each element delineated in the Scope of Services
- Clinic business hours and days
- Plan for off-hour coverage
- Clinic reception facilities and service procedures
- Estimated time to first open appointment
- Estimated wait time for urgent care services
- Billing practices and collections
- Reporting practices
- Implementation plan

*The Board reserves the right to modify the scope of services at any time before execution of a contract to add, delete, or otherwise amend any item(s), as it deems necessary, in its sole judgment, and in the best interest of the Board.*

## **Background and History**

The purpose of this Request for Proposal is to gather information from your organization relative to the Board's required scope of service and key selection criteria. Organizations selected as finalists may be expected to address more detailed issues regarding financial and other specifics of their organization and operations. These same finalists may be expected to participate in interviews with the Board of Directors and other Park County residents.

Park County is located in the Rocky Mountains and is accessible solely by mountain passes. Park County is home to many isolated, rural communities with nearly 17,000 residents. Mountainous terrain isolates neighboring towns and cities. Any community member currently seeking medical care must cross at least one pass in order to access a provider.

Fairplay is the county seat for Park County. Although the actual service area of South Park includes 7,181 residents with a location in Central and South-Central Park County, we expect the clinic to offer services to anyone seeking medical care. Park County ranks 29<sup>th</sup> out of 57 Colorado communities for health care outcomes. 86% receive prenatal care and 85% of adults over 65 receive annual diabetic screening. Over 59% of Park County residents receive flu shots annually and childhood obesity rate is 17%. Because of its geographical isolation, Park County is designated as a Primary Care Health Professional Shortage area, Medically Underserved Area/Provider, and a Dental Health Professional Shortage area indicating a shortage of Medical and Dental health care in the county.

The struggling community lost its physician in 2013 and its last practicing nurse practitioner in 2016. The primary care practice at 525 Hathaway Street was privately owned and operated from 2003 to 2013 by a local physician. In late 2013, and into early 2014, the practice changed ownership to an urban group practice with multiple offices throughout the state. The group practice left Fairplay in the summer of 2014, leaving the community without access to primary care locally. Annual patient visits ranged from 4,860 to 5,146 while the average visit rate ranged 2.4 to 2.6. From the 2013 practice, the payer mix is listed below. These numbers are expected to fluctuate as more eligible patients enroll into Medicaid and churning occurs between carriers.

- Private Insurance 56% (21% of which was Anthem Blue Cross Blue Shield)
- Medicare 17% (16.36% of Park County residents are over 65)
- Medicaid 13% (this number is likely to increase)
- Self-Pay 9%
- Sliding Scale 5%

Without any local primary care access, a community survey was conducted to get a snapshot of the issue of accessibility to care and perceptions of the need for a primary care clinic. Overwhelmingly, access to care was cited as the primary disparity facing residents with 74% responding "no place to go for care" and "transportation" preventing them from receiving health care. 88% of respondents indicated they would use a healthcare center in Fairplay and 79% noted the importance of being charged for services based on ability to pay. It was agreed that a primary care facility that offers affordable, accessible and coordinated care with long term commitment to Park County is the best solution to address these issues.

In November 2017, the South Park Health Service District was approved as a measure to gain health care access in Park County sustainably. The Board of Directors are all residents of South Park that are dedicated to seeing health care access return to the county. Additionally, Park County approved a sales tax increase to offset the financial burdens associated with opening and maintaining a clinic in Fairplay. The South Park Health Service District Board of Directors is looking forward to providing sustainable, integrated health care to the region through this RFP process.

## **Project Schedule and Deliverables**

The Board reserves the right to modify the list of deliverables at any time before execution of a contract to add, delete, or otherwise amend any report or other deliverable, as it deems necessary, in its sole judgment, and in the best interest of the Board.

The Board reserves the right to add related services as needed.

## **Proposal Requirements**

PROPOSALS MUST MEET THE REQUIREMENTS OUTLINED IN THIS REQUEST FOR BID TO BE CONSIDERED VALID. PROPOSALS WILL BE REJECTED IF NOT IN COMPLIANCE WITH THESE REQUIREMENTS.

Proposal Submission Requirements:

- Clinical experience/ demonstrated performance
  - A detailed description of the proposer should be presented. This description should include the Proposer's history, experience, and summary of other services provided. A list of pertinent clients and references from those clients must be included to illustrate the Proposer's past performance.
- Key management and medical staff
  - The Proposer's management and pertinent medical staff must be identified, as well as the key staff assigned to this service. This information should include the resumes of pertinent individuals. In addition, a list of job descriptions of personnel assigned to these services should be listed.
- ❖ Each proposer shall submit its proposal(s) in the number, form, and manner, and by the date and time and at the location required in the Cover Letter section of this proposal.
- Each Proposer shall provide all information requested in this Request for Proposal. The proposer must organize its proposal package to address each of the elements in this RFP. The proposer should carefully read all instructions and requirements and furnish all information requested. If a Proposal does not comply with all terms, conditions, and

requirements for submittal, the Board may consider it unacceptable and may reject it without further consideration.

➤ If you find discrepancies or omissions in this RFP or if the intended meaning of any part of this RFP is unclear or in doubt, send a written request for clarification or interpretation to SPHSDistrict@gmail.com no later than March 23rd, 2018. Requests for clarification or interpretation must be submitted via e-mail to SPHSDistrict@gmail.com.

➤ The Board, at its sole discretion, may require any Proposer to augment or supplement its proposal or to meet with the Board for interview or presentation to further describe the Proposer's qualifications and capabilities. The requested information, interview, meeting, or presentation shall be submitted or conducted, as appropriate, at a time and place the Board specifies.

➤ The Board reserves the right, at its sole discretion, to reject any proposal that is incomplete or unresponsive to the requests or requirements of this RFP. The Board reserves the right to reject any or all proposals and to waive and accept any informality or discrepancy in the proposal or the process as may be in the Board's best interest.

➤ Proposal as a Public Record

▪ Under the laws of the State of Colorado, all parts of a proposal, other than trade secret or proprietary information may be considered a public record which, if properly requested, the Board must make available to the requester for inspection and copying. Therefore, to protect trade secret or proprietary information, the Proposer should clearly mark each page - but only that page - of its proposal that contains that information. The Board will notify the proposer if such information in its proposal is requested, but cannot, however, guarantee the confidentiality of any proprietary or otherwise sensitive information in or with the proposal. Blanket marking of the entire proposal as "proprietary" or "trade secret" will not protect an entire proposal and is not acceptable.

❖ Term of Proposal's Effectiveness

➤ By submission of a proposal, the Proposer agrees that its proposal will remain effective and eligible for acceptance by the Board until the earlier of the execution of a final contract or 180 calendar days after the proposal submission deadline.

❖ Execution of a Contract

➤ The Successful Proposer shall, within ten (10) business days after receipt of a contract, exclusive of Saturdays, Sundays and holidays, execute and return the contract to the Board together with evidence of proper insurance and intent to conform to all requirements of the contract. Attached hereto or which are a part hereof and all applicable federal, state and local laws and ordinances prior to or at the time of execution of the contract.

❖ "Short-listing"

➤ The Board reserves the right to select a limited number (a “short list”) of Proposers to make an oral presentation of their qualifications, proposed services, and capabilities. The Board will notify the Proposers selected for oral presentations in writing.

❖ Proposer’s Familiarity with RFP; Responsibility for Proposal

➤ By submission of a proposal, the Proposer acknowledges that it is aware of and understands all requirements, provisions, and conditions in and of this RFP and that its failure to become familiar with all the requirements, provisions, conditions, and information either in this RFP or disseminated either at a pre-proposal conference or by addendum issued prior to the proposal submission deadline, and all circumstances and conditions affecting performance of the services to be rendered by the successful proposer will not relieve it from responsibility for all parts of its Proposal and, if selected for contract, its complete performance of the contract in compliance with its terms. Proposer acknowledges that the Board has no responsibility for any conclusions or interpretations made by Proposer on the basis of information made available by the Board. The Board does not guarantee the accuracy of any information provided and Proposer expressly waives any right to a claim against the Board arising from or based upon any incorrect, inaccurate, or incomplete information or information not otherwise conforming to represented or actual conditions.

❖ Anticipated Proposal Processing

➤ The Board anticipates it will - but neither promises nor is obligated to - process proposals received according to the following schedule:

- Issue Request for Proposals January 31, 2018
- Deadline to Express Interest in Submitting Proposal February 9, 2018 at 5:00 PM
- Deadline for Submitting Questions March 23, 2018 at 5:00 PM
- Deadline for Submitting Proposal March 30, 2018 at 5:00 PM

❖ Interpretation

➤ The Board is not responsible for any explanation, clarification, interpretation, representation or approval made concerning this RFP or a Proposal or given in any manner, except by written addendum. The Board will e-mail or otherwise deliver one copy of each addendum issued, if any, to each individual or firm that requested and received a RFP. Any addendum is a part of and incorporated in this RFP as fully as if originally written herein.

## **Qualifications for Proposal**

Each Proposer, regardless of the form of its business entity, must meet the following requirements. Failure to meet all requirements may be cause for rejection of a proposal. If Proposer is a partnership or a joint venture, at least one general partner or constituent member must meet the requirements. Each Proposer must:

- Be authorized to conduct business in the State of Colorado, County of Park and the Town of Fairplay.
- Possess or demonstrate it qualifies for all applicable licenses, certificates, permits, or other authorizations required by any governmental authority.

## **Proposal Contents**

Each proposal shall include the following parts in the below order. Please separate and identify each part for quick reference. Each proposal should be organized so as to facilitate its evaluation.

### ➤ Cover Letter

- The cover letter shall identify and introduce the Proposer and provide other general information about Proposer's business organization including, at least, in one or more attachments or in the Proposal, Proposer's name, principal address, federal ID number, telephone and facsimile numbers, and e-mail address.
- If a joint venture, state the name of each firm participating in the joint venture and each principal officer of each firm; each officer's experience and the proportionate share of the joint venture owned by each joint venture partner.

### ➤ Executive Summary

- The Executive Summary should provide a complete and concise summary of Proposer's background, area(s) and level(s) of expertise, relevant experience and ability to meet the requirements of this RFP. The Executive Summary should briefly state why Proposer is the best candidate for the engagement. The Summary should be organized so it can serve as a stand-alone summary apart from the remainder of the proposal.

### ➤ Exceptions

- Proposer shall itemize any exceptions it has to the RFP. If it has no exceptions to or deviations from any part of this RFP, it shall so state on an "Exceptions" page. If no deviations or exceptions are identified, Proposer understands that if the Board accepts the Proposer's proposal, it must comply with and conform to all of the requirements of the RFP.

### ➤ Qualifications

- In the Qualifications section, each Proposer should state in detail its qualifications, and experience, and how its services and/or products are unique and best suited to meet the requirements and intent of this RFP. Proposer may include as much information as needed to differentiate its services and product(s) from other Proposers. At a minimum, please include, the following:

- How Proposer meets or exceeds qualifications;

- A description of the nature of the health care provider's experience in providing the services sought by this RFP in rural areas;

➤ Proposed Services

▪ Proposer shall describe in detail how Proposer's management and operating plan for delivery of the services for the engagement will achieve the intent and goal(s) of the RFP. In its response to this sub-section, Proposer shall provide or describe:

- An organizational chart specific for the proposed engagement;
- Resumes of key management personnel;
- An operational plan describing in detail how Proposer will achieve the intent and purpose(s) of the engagement;
- If applicable, a detailed description of the professional services/training to be provided;
- Trouble shooting/follow-up protocols;
- Project management tools to be used in implementation;
- Proposed budget.

➤ Business Plan

➤ Service Level Agreement

▪ Proposer shall include, along with proposed services, a proposed Service Level Agreement (SLA) encompassing the metrics by which the performance of each service is measured as well as the remedies and/or penalties the proposer faces for failing to meet such service level requirements.

➤ Financial Information

- The Proposer shall include the following financial information:
  - Balance sheet and income statement for the last two (2) fiscal years or a financial summary therein, prepared in accordance with generally accepted accounting principals, reflecting the current financial condition of the Proposer.

## **Proposal Evaluation and Selection Criteria**

The South Park Health Service District Board of Directors issuing this RFP will evaluate each proposal submitted. The Board may, but shall not be obligated to, entertain formal presentations. The Board may, but shall not be obligated to, hold public meetings to discuss the proposals. The Board will only consider proposals that are received on or before the proposal submission deadline, and which meet all the requirements of this RFP.

The Board will score each Proposal in each of the following categories:

- Experience and Staffing Plan

- Business Plan including Proposed Budget
- Proposed Services
- Sustainability
- Schedule/Timeline
- Commitment to the Community
- Implementation Plan

The ratings are not intended or to be interpreted as a reflection of a Proposer's professional abilities. Instead, they reflect the Board's best attempt to quantify each Proposer's ability to provide the medical services sought by the Board and to meet the specific requirements of this RFP, for comparison purposes.

The Board does not intend by this RFP to prohibit or discourage submission of a proposal that is based upon a Proposer's trade experience in relation to the nature or scope of work, services, or product(s) described in this RFP or to prescribe the manner in which its services are to be performed or rendered.

The Board will not be obligated to accept, however, significant deviations from the work or services sought by this RFP, including terms inconsistent with or substantially varying from the services or the financial and operational requirements of the RFP, as determined solely by the Board. The Board reserves the right to reject any proposal that does not furnish or is unresponsive to the information required or requested herein. The Board reserves the right to reject any proposal or to waive or to accept any deviation from this RFP or in any step of the proposal submission or evaluation process so as to approve the award of the contract considered in the Board's best interest, as determined in the Board's sole discretion.

Although the Board prefers that each Proposer submit only one proposal including all alternatives to the proposal that the Proposer desires the Board to consider, it will accept proposals from different business entities or combinations having one or more members in interest in common with another Proposer. The Board may reject one or more proposals if it has reason to believe that proposers have colluded to conceal the interest of one or more parties in a proposal, and will not consider a future proposal from a participant in the collusion.

The Board reserves the right to reject any or all proposals. Failure by a Proposer to respond thoroughly and completely to all information and document requests in this RFP may result in rejection of its proposal. Further, the Board reserves the right to independently investigate the financial status, qualifications, experience, and performance history of a Proposer.

The Board reserves the right to cancel the approval or authorization of a contract award, with or without cause, at any time before its execution of a contract and to later enter into a contract that varies from the provisions of this RFP, if agreed to by another Proposer.

## **Attachment A**

**List of Existing Medical Equipment at 525 Hathaway Street, Fairplay, CO 80440 include:**

- X-ray Machine
- Digital Processor
- Ultrasound Machine
- ISTAT
- ZOLL AED
- Colposcopy Unit with Instruments
- Crash Cart
- EKG Machine
- Binocular Microscope
- Ophthalmoscope/Otoscope x5 (in each exam room)
- Exam Table (in each room)
- Centrifuge
- 3 Full Sized Refrigerators
- 1 Small Refrigerator
- Autoclave
- Baby Scale and Adult Scale
- Waiting Room Furniture
- Misc. Ortho Goods
- Misc. Clinical Supplies
- Misc. Office Furniture