

Request for Proposal



Lurie Children's Request for Proposal for Service Integration Coordinator and Help line Services

Issue Date: 1/15/2021

Due Date: 2/26/2021

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Introduction

Ann & Robert H. Lurie Children's Hospital of Chicago (Lurie Children's) provides superior pediatric care in a setting that offers the latest benefits and innovations in medical technology, research and family-friendly design.

As the largest pediatric provider in the region with a 136-year legacy of excellence, kids and their families are at the center of all we do.

In 2012, we opened the doors to our new facility in downtown Chicago on the campus of our academic partner, Northwestern University Feinberg School of Medicine, located at 225 E. Chicago, IL 60611. It is the only freestanding hospital in Illinois, exclusively for children. U.S. News & World Report ranked Lurie Children's as one of the top pediatric hospitals in Illinois; ranked in all 10 specialties. Besides the downtown campus, Lurie Children's has an extension of other facilities for Lab, Research, and various clinics in the Greater Chicagoland area that rely on service from the Hospital.

Our Vision

We are guided by the belief that all children need to grow up in a protective and nurturing environment where each child is given the opportunity to reach their full potential. We believe this vision can provide a brighter future for all children.

Our vision is inspired by the courage of children and families. It is sustained by the extraordinary contributions of compassionate, knowledgeable and dedicated staff and volunteers, and built from our tradition of providing unsurpassed health care for children dating back to 1882.

Our Mission

We are dedicated to the health and well-being of all children. As the pediatric teaching facility of Northwestern University Feinberg School of Medicine, this commitment drives us to be a leader in:

- Pediatric healthcare delivery
- Research into the prevention, causes, and treatment of diseases that affect children
- Education for physicians, nurses and allied health professionals
- Advocacy for the general well-being of all children
- As a charitable organization, we serve children and their families to the best of our abilities and the limits of our resources

RFP Conditions

Ann and Robert H. Lurie Children's Hospital utilizes the Request for Proposal (RFP) processes to procure new products, services, and equipment.

The RFP contains a detailed description of requirements and specific instructions for response. Responses to this document should be made according to the instructions contained herein. Failure to adhere to instructions may be cause for rejection of a submission. Consideration in the procurement process is contingent upon the timely submission of all required documents. Incomplete responses may be disqualified from consideration.

Selected bidders will be chosen based on a demonstrated ability to provide the services described within this document and their ability to effectively collaborate with Lurie Children's and the partner organizations participating in the All Hands Health Network. Examples of decision criteria include but are not limited to the following:

- The overall quality of the program/service being offered
- Assessment of overall value
- Cost of doing business
- Number and scope of any conditions included in the proposal
- A detailed implementation plan
- Resources to support our program
- Metrics & Quality measures
- Cultural sensitivity
- Knowledge/engagement of the target community
- References (if requested)

RFP submissions will in no way obligate Lurie Children's to any business relationship. We reserve the express right to accept or reject any proposal or information request based on the discretion of Lurie Children's officers and designated staff. Lurie Children's may elect to implement any or all alternatives that best suit the needs of the organization.

Notwithstanding any other provision, potential bidders are hereby advised that RFPs are to be construed as a solicitation of information only and are not to be construed as an offer to enter into any contract or agreement. Thus, Lurie Children's reserves the unqualified right to reject any or all proposals for any reason.

Lurie Children's shall have the unconditional and unqualified right to withdraw, cancel, or amend any RFP at any time prior to submission. Lurie Children's has the sole discretion and reserves the right to determine whether any Bidder meets the minimum qualification standards.

Lurie Children's reserves the right to negotiate a contract with the selected bidder(s) and to determine whether a proposal is responsive, in an effort to select a proposal which best serves its programmatic objectives.

Lurie Children's reserves the right to reject any and all proposals received, or to negotiate separately with any source in any manner necessary, to serve the best interests of the organization.

Lurie Children's is not subject to competitive bidding laws, and therefore is not required to award contracts to low-bid respondents. Awards will be granted at the sole discretion of Lurie Children's. Any and all products and services bid furnished shall comply fully with all applicable Federal, State, and local laws and regulations. Relevant contracts and agreements shall in all cases be construed and governed under the laws of the State of Illinois.

False, incomplete, or unresponsive statements in a proposal response may be cause for rejection. The evaluation and determination of the fulfillment of the RFP requirements will be Lurie Children's responsibility and its judgment shall be final.

Lurie Children's has, at its sole discretion, the unconditional and unqualified right to determine that a time extension is required for submission of proposals, in which case, this updated timeline will be communicated to all Bidders.

Respondents will be expected to quote their most competitive pricing in the submitted proposals. Lurie Children's shall be the sole determiner of cost-to-quality value.

All proposals must be signed by an officer or representative of the respondent who is authorized and empowered to bind the respondent to the provisions of this RFP and to the pricing quoted for a period of at least one-hundred-eighty (180) days from the date of the proposal. Any cost increases anticipated beyond the 180 day quoted period should be noted and shall be reviewed and approved prior to award of bid.

RFP responses received after the specified due date will not be considered and will be discarded.

Required Contract Terms

Bidder contracts are required to include the following standard information when applicable:

1. States who the contract is between
2. Defines how each party will be referred to in the agreement
3. Effective date and duration
4. The reason for the contract
5. Description of product or service
6. Price and payment terms
7. Packaging and delivery requirements (if applicable)
8. Remittance address
9. 1099 information
10. Insurance detail
11. A contract term of 5 years with written yearly renewal contingent on approval and funding from CMS., A 30-60 day, no cause termination provision with pre-paid unabated fees returned, if applicable. All such contracts require Lurie Children's Legal Services review.
12. Definition of termination option with and without cause. Format for notification (with cause, without cause, written, not written).
13. Performance guarantees and warranties
14. Legal/regulatory requirements
15. A statement that company/agents/officers do not have any sanctions from Centers for Medicare and Medicaid Services (CMS) or the Illinois Department of Healthcare and Family Services (HFS), that it is monitored, and if they become an excluded provider, the agreement may be terminated immediately without penalty.
16. Confidentiality and HIPAA
17. Software licenses, restrictions, future upgrades; third party software restrictions; hardware
18. Service and maintenance parameters (as appropriate)
19. Clinical research parameters (as appropriate)
20. Signature lines with dates

Proposal Response Instructions

Communication Guidelines

All communication during this RFP must be directed to Antoinette Newburn, Sr. Strategic Sourcing Contract Administrator anewburn@luriechildrens.org, Supply Chain. All responses are required to be submitted by 5:00pm (central time), February 12, 2021. Interested Parties shall not contact any other person concerning this bid between the date of issuance of this document and the date of contract award unless previously authorized to do so. All questions and answers will be shared with every Bidder before the next stage in the bid process.

Proposal bid and response timeline

Request for Proposal released to Bidders	1/15/2021
Letter of Intent due to Lurie Children's	1/22/2021
Bidder written questions due	1/29/2021
Bidders' question and answer session	2/05/2021
Bid Submission Due	2/26/2021
Presentations (as needed)	TBD
Final decision released	TBD
Targeted Implementation	September 2021

Final Submission

Bidder shall submit 1 electronic copy to the RFP. Responses must be received by 5:00pm CST February 26, 2021 and should be delivered to the following address by the specified deadline:

Antoinette Newburn, Sr. Strategic Sourcing Contract Administrator
(Email): anewburn@luriechildrens.org

Respondents must submit one (1) electronic copy written in MS Word and converted to a single PDF document. Electronic RFP responses should be submitted with the words "(RFP Title)" clearly marked on the Subject Line.

Responses should be page marked, include a table of contents, and each section and attachment should be clearly delineated with page headings and cover pages. Only responses written on 8.5" x 11" paper in single-spaced 12 point Times New Roman font will be accepted. PowerPoint

presentations will not be accepted. Questions must be answered sequentially in the order they appear in this RFP.

Exhibit A - Purpose/Project Overview/Scope of Work

Purpose
Lurie Children's is seeking 1-2 organizations to partner with as subrecipients to an award received from the Centers for Medicare and Medicaid Innovation (CMMI) called Integrated Care for Kids (InCK) ¹ . As part of this project, Lurie Children's will be creating a socially and clinically integrated network called All Hands Health Network (AHHN) to serve children and families living in the 60639 and 60651 zip codes and who have Illinois Medicaid or CHIP for their medical insurance. This network will consist of many organizations ranging from health care providers such as hospitals or Federally Qualified Health Care Centers (FQHCs), community based social service organizations such as food pantries or housing providers, to governmental agencies/departments such as the Chicago Public Schools (CPS) or the Department of Children and Family Services (DCFS). The distinguishing requirement to be a part of this network is that the organizations must serve youth aged 0 up to 21 years from these two zip codes. The goal of this network will be to improve coordination and collaboration amongst child/family serving organizations to improve the health and social outcomes of the youth we will be serving. For more information about the InCK award, please visit https://innovation.cms.gov/innovation-models/integrated-care-for-kids-model .
Current State
January 2020 Lurie Children's secured a 7-year award from the Center for Medicare and Medicaid Innovation to implement a new model of care for children and youth age 0-21 in the 60639 and 60651 zip codes of Chicago with the overall goals of improving health and social outcomes for the youth and reducing medical expenditures. As part of this model of care, Lurie Children's will be using Service Integration Coordinators to provide care coordination services to youth and their families identified with moderate physical or behavioral health needs and/or high social determinant of health needs. Lurie Children's will also offer a help line which would be available 7 days/week for a total of 80 hours/week to assist families with urgent or emerging needs. In order to ensure strong collaboration within the community and to ensure staffing is representative of and familiar with the communities in these zip codes, we would like to partner with 1-2 organizations within the community to provide these services.
Needs Statement
Service Integration Coordinators: One of the key interventions of AHHN will be to introduce the role of a Service Integration Coordinator (SIC) into the community. The SIC will be an individual who provides care coordination and linkage services to children and families

¹ This program is supported by the Centers for Medicare and Medicaid Services (CMS) of the U.S. Department of Health and Human Services (HHS) as part of a financial assistance award totaling \$3,000,000 with 100% funded by CMS/HHS and 0% funded by non-government source(s). The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by CMS/HHS, or the U.S. Government.

with moderate social service and/or health needs. We will need a total of 10 FTEs of SICs for the program. Key activities of the SICs will include:

- Assisting families with completing an annual needs assessment
- Conducting functional needs assessment on families with more than 3 needs identified needs on the annual needs assessment
- Becoming familiar with the organizations within the community and acting as a liaison for those organizations to AHHN to assist them with getting their families to complete the annual needs assessment or for the organizations to make referrals into AHHN for youth with emerging needs
- Providing short-term (1-6 months) care coordination services for youth and their families identified as moderate risk. Care coordination services would include:
 - Conducting a second, more in-depth, functional assessment for the identified youth and their family
 - Developing a brief care plan to address needs identified through the assessment
 - Meeting face to face or virtually with families when indicated
 - Connecting families with needed services including helping families complete applications and possibly attending appointments/meetings with them to assist them in obtaining needed services
 - Interfacing with Medicaid Managed Care Organizations to coordinate care
 - Frequent contacts to assess family's progress in meeting goals identified on the care plan
 - Documenting the care plan, contacts and interventions in Lurie Children's EMR system and/or other systems as determined by Lurie Children's
 - Collaborating with other organizations serving the youth and coordinating services amongst those organizations to prevent duplication of services or gaps in care.

SIC requirements

- SICs must have at least a high school degree and preferably some training beyond high school such as training/certificate as a Community Health Worker.
- At least 50% of the SICs must be bilingual (spoken and written) in English and Spanish
- SICs must be familiar with and knowledgeable of the 60639 and 60651 zip codes
- SICs must be able to use computers for the sake of documenting their work, making referrals, and researching services for families
- SICs must have strong oral and writing skills
- SICs must have excellent interpersonal and customer service skills
- Experience working in health care or social service agencies preferred

*Note: Lurie Children's will provide 10 laptop computers for the SICs to ensure compliance with all digital privacy and security requirements. The award sub-recipient would be responsible for providing phones with digital data plans for the SICs so they may perform their job functions from within the community when needed.

Help line Services: A second key intervention of AHHN will be to provide a help line to be available 7 days/week for approximately 80 hours/week to the members of AHHN, with at least 50% of those hours occurring during the evenings or weekends. Potential callers would include eligible youth/families as well as organizations participating in AHHN. Volumes are not known at this time, but there are approximately 38,000 youth aged 0-21 years that are anticipated to be enrolled in AHHN. Key services provided by the help line will include:

- Assisting families with completing the AHHN annual needs assessment over the phone.
- Providing families with referrals to community services
- Answering questions about AHHN
- Helping families get connected with their SICs or other care coordination services

Help line requirements

- At least on staff person answering the helpline must be bilingual in English and Spanish per shift
- Translation services should be available for other languages spoken in the 60639 and 60651 zip codes.
- Help line personnel must have at least a high school degree and preferably some training beyond high school such as training/certificate as a Community Health Worker
- Help line must be available 7 days per week for an approximate total of 80 hours per week. Those hours must include evening hours Monday through Friday
- Help line personnel must be able to use computers for the sake of documenting their work, researching resources for families and completing assessments
- Help line personnel must have excellent oral and writing skills.
- Help line personnel must have excellent interpersonal and customer service skills
- Help line must have a quality assurance program that allows for the recording of help line calls and/or the monitoring of calls by a supervisor.
- Lurie Children's must have the ability to review recordings and/or listen in to calls for quality assurance purposes.
- Help line personnel must be able to take inbound calls and make outbound calls
- The organization providing the help line services must be able to provide detailed reports on common call-center metrics such as:
 - First response time
 - Adherence to schedule
 - Average speed to answer
 - Average handle time
 - Call volume
 - Peak hour traffic
 - Call type mix
 - Call abandonment rate
 - Average waiting time
 - Active waiting calls
 - Longest hold time rate
 - Agent utilization rate

Lurie Children's is seeking 1-2 organizations to partner with under this award. Organizations may submit proposals to provide these services in their entirety or may submit a proposal for either the SIC or help line services separately. We highly encourage multi-organization proposals with one organization acting as a lead organization and others as sub-contractors under the lead. We are seeking a total of 10 SICs to be provided under this award for a potential total of 5 years with an expected launch date of January 2, 2022. We do not have a set staffing model for the help line services at this time beyond the 7 day, 80 hour/week schedule outlined above. Actual staffing should be based on call volumes and need which is not known at this time. The help line would also go-live on January 2, 2022 and would be for a potential 5 years.

Business Volume

We expect to be conducting 38,000 annual needs assessments per year, the majority of which would be conducted online by families without any need for assistance. Some families may need assistance, however, due to language, literacy or technology barriers. Those families may need the assistance of SICs or the help line to complete their assessments. We estimate approximately 10% of families will be identified as moderate needs families eligible for care coordination services from the SICs with engagement periods ranging from 1 to 6 months. Help line volumes are unknown at this time but can be expected to vary throughout the year.

Expectations

We expect to have 1-2 bidders selected by late Spring and to work collaboratively to have fully trained and oriented staff ready to provide the above described services by January 2, 2022. The selected bidder must begin the process of hiring SICs by the Fall of 2021. Lurie Children's anticipates that orientation for SICs will begin in November, 2021. The orientation will be an inclusive and collaborative process including Lurie Children's and selected bidder. Please include these details in your staffing model plans and proposed budget. Training of staff will be a shared responsibility between the bidder and Lurie Children's. All trainings for staff must be reviewed and approved by Lurie Children's in advance.

Service Locations

All Hands Health Network will serve youth and families living in the 60639 and 60651 zip codes of Chicago, but will include organizations outside of those zip codes. Examples of participating organizations include, but is not limited to – Chicago Public Schools, Federally Qualified Healthcare Centers, private physicians' offices, food banks, housing agencies, community mental health centers, Medicaid managed care organizations, churches, day care providers, hospitals, etc. Service Integration Coordinators are expected to be travelling locally to meet with youth/families and/or the AHHN member organizations and therefore should be able to travel easily within those zip codes as a part of their jobs. Help line services may be provided from a place of the bidder's choosing within the continental United States but help line operators should have a working knowledge of the zip codes, AHHN organizations, and cultural attributes of the communities served.

Exhibit B - Request for Proposal Questions

A. Provide company/organization contact information. List one only key contact person who will be responsible for communicating with Lurie Children’s Supply Chain throughout the RFP process:

BIDDER CONTACT INFORMATION	
Company Name	
FEIN	
Contact Person	
Title	
Address	
Telephone Number	
Email	
Web Address	

B. Company/organization Background (limit 5 pages)

1. Provide the complete name of your company/organization and the names of all its subsidiaries in list format.
2. Is your company a subsidiary of a corporation? List the name of the parent corporation and list the names of all its subsidiaries.
3. Has your company been involved with an acquisition within the last five (5) years? If yes, explain.
4. Attestation that neither your organization nor any staff member involved with providing any services under this RFP are excluded from HFS or CMS participation.

C. Product or Service Specific Proposal Questions

Industry Specific Experience

1. **Organizational Capacity:** Tell us about your experience working within the target community, and what efforts you may have already been taken to engage the community in meaningful discussions/work around improving service delivery for children in the target community, especially as it relates to children’s health and social needs. Successful applicants must demonstrate that they have the organizational capacity to be a champion for the model and to provide the services described above through 1) existing, strong relationships within the Austin and Belmont-Cragin neighborhoods and 2) significant experience in community leadership and engagement, including coalition building; coordinating health and related social services. Please include a description of your organization’s experience working with Medicaid Managed Care organizations. Why do you think your organization is best suited to provide these services?

2. **Model:** Please describe your proposal. Are you applying for both the SIC and help line services? If no, which one are you applying for? Are you making a single-organization proposal, or are you proposing a multi-organization collaboration? If multi-organization, please list the other participating organizations and answer the organizational capacity questions above for each organization.
3. **Collaborative model:** If you are proposing a multi-organization collaborative, please describe your proposed model for collaboration. What entity would act as the "lead entity" for the collaborative? How would you monitor the work of the staff across organizations? What would be the governance structure for the collaborative? What organizations would be performing what types of activities (SIC, help line, other). How would funds flow between the organizations?
4. **Staffing:** Please describe your staffing model for your proposal. What would be the qualifications of the staff you would hire/assign to the project? What training would you provide (please include a preliminary training plan with your proposal)? How would you manage/oversee their work? How would you ensure staff are working equitably across all member organizations, and not be biased in favor of your own organization's clients? What hours would you propose for the staff? What would be the proposed supervisory structure for the team? Please describe how you will ensure high quality customer service and outcomes. Describe remediation processes for not meeting established goals. If your organization is applying to provide the call center services, please describe how you would adjust your staffing model to the volumes of incoming and outgoing calls over time.
5. **Reporting:** Please describe the reports that you plan to provide to Lurie Children's/All Hands Health Network on the activities and progress of your work as a sub-recipient under this project. If you have examples of reports that you would plan on providing as part of this project, please include them with your proposal
6. **Budget Narrative:** Please provide a detailed budget for your proposal using the CMS budget template located in section D. Applicants should provide a reasonable justification and rationale for the proposed model budget for the pre-implementation and implementation period in a narrative format. Specifically, applicants should provide a budget with sufficient detail that would allow Lurie Children's to understand how the applicants would meet their objectives given their budget and to assess the reasonableness of the proposed budget.
7. **Challenges/barriers:** Please describe any challenges/barriers you would anticipate to carrying out your proposal successfully and what steps you would take to address those challenges.

D. CMS Budget Workbook Template

The Budget Template will be used as a CMS grading template. Bidders should complete all sections to the best of their ability. Questions regarding the Budget Template will be addressed during the bidders' conference. Please note the instructions provided within each tab. Please complete one budget workbook for the work you would complete in 2021, and a second for the work you would complete in 2022.



RFP Budget
Workbook Template.x



RFP Budget
Workbook Template.x

Exhibit C: Completed Requirement's Checklist

	Summary of Checklist
1	Letter of Intent- Due January22, 2021
2	Exhibit B- Request for Proposal Questions
	Company/Organization Background
	Product/Service Specific Proposal Questions
3	Completed CMS Budget Workbook Template
4	Organization brochure

Exhibit D - RFP Terms of Participation

Please note the following Terms for participation in this RFP and for the provision of services should your proposal be accepted:

- 1) Unless otherwise stated by Ann & Robert H. Lurie Children's Hospital, the initial term for all agreements shall be five (5) years, with written yearly renewals contingent on approval and funding from CMS. A 30-60 day, no cause termination provision with pre-paid unabated fees returned if applicable.
- 2) Either party will be permitted to cancel the Agreement with a 60-day written notice.
- 3) Pricing submitted will remain firm for Year 1 and Year 2, limited to no more than a 3% increase annually thereafter.
- 4) It is expected that all proposal submissions should be competitive and fair. Ann & Robert H. Lurie Children's Hospital may seek "Best and Final" offers from participating Bidders after the initial review of all submitted proposals.
- 5) Participating bidders who exclude services/products from their offerings or set forth unacceptable stipulations will be considered "Non-Preferred" and therefore may be denied consideration in the RFP process.
- 6) New equipment, consumables, new services, products or technology introduced to any Ann & Robert H. Lurie Children's Hospital facility must be approved in advance by Supply Chain Administration prior to their use or implementation. Pricing must also be pre-approved. Any services/products introduced without prior approval or that do not comply with the established price schedule will not be reimbursed or will be reimbursed at a significantly reduced rate at the discretion of Ann & Robert H. Lurie Children's Hospital. Ann & Robert H. Lurie Children's Hospital will only pay undisputed invoices.
- 7) All on-site supplier employees, agents, or representatives must comply with the policies and procedures of Ann & Robert H. Lurie Children's Hospital. Ann & Robert H. Lurie Children's Hospital reserves the right to remove any supplier representative, agent, or employee from its premises who fails to comply with Bidder policies and procedures.
- 8) All bidders who conduct business with Ann & Robert H. Lurie Children's Hospital must attest that no individual or entity within their company is on the List of Excluded Individuals/Entities (LEIE), as governed by the U.S. Department of Health & Human Services, Office of Inspector General (OIG).
- 9) Bidder agrees that by signing the intent to respond, it is acknowledging having read and agreed to the terms and conditions of the bid process. **Signature on is not a guarantee of award or acceptance of proposal.**

[PRINT THIS DOCUMENT ON LETTERHEAD]

**Letter of Intent Lurie Children's Request for Proposal for Service Integration Coordinator and Help line Services
Request for Proposal (RFP)**

Date:

Dear Bidder/Partner,

On behalf of Ann & Robert H. Lurie Children's Hospital (Lurie Children's), I am providing this letter as an invitation to participate in the formal Request for Proposal for Lurie Children's Request for Proposal for Service Integration Coordinator and Help line Services. This RFP will allow the bidders the opportunity to answer questions and offer services to Lurie Children's subject to the Terms and Conditions set forth in this RFP and accompanying Exhibits.

Please confirm your participation by signing and returning this Intent to Respond to the attention of Antoinette Newburn by [Date]. Proposal responses will be due on [Date].by [Time].

Your signature and completion of the accompanying documents is not a guarantee of award, nor, that a proposal will be accepted by Lurie Children's. Please see Exhibit D for a complete list of RFP Terms of Participation.

Thank you in advance for your participation in the bid Process

Regards,

Antoinette Newburn, Sr. Strategic Sourcing Contract Administrator
Supply Chain

-----Do Not Cut-----

Please acknowledge acceptance of the terms and conditions of this letter by signing below:

Name: _____

Title: _____

Company: _____

I certify that I am authorized to sign on behalf of the organization I represent for this offer, and agree to all terms and conditions described herein.

*Request for Proposal for Service Integration Coordinator and Help line Services
Ann & Robert H. Lurie Children's Hospital of Chicago*

Signature: _____

Date: _____