

Final RFP Questions and GHC-SCW Responses
September 3, 2021

1. Does your organization rely on any strategic planning framework that you would like to keep as you update your strategic plan (e.g., Balanced Scorecard, SWOT Analysis, PESTLE Analysis, Five Pillars, etc.), or are you looking to adopt the recommended framework of the consultant?

GHC-SCW does not have a set process for strategic planning. We are looking for the vendor to propose the framework.

2. Has a market analysis already been completed within GHC-SCW, or will a market analysis need to be completed as part of the strategic planning engagement?

Some market analysis exists and will be provided to the selected vendor. The vendor can recommend additional market analysis needs as part of their onboarding.

3. Is the RFP focused solely for the GHC-SCW Health Plan, or does it also include the provider group (clinical) practice?

As a staff-model insurer, GHC-SCW maintains a single balance sheet for the insurance and care delivery operations. Although care delivery and insurance operations are distinct, leadership views the organization as a single entity. The strategic plan will span both clinical and insurance operations.

4. May we request a current listing of GHC-SCW Board members and leadership, specifically those that will be involved in the strategic planning process? The primary purpose of the request, at this time, is to assure we comply/identify any conflict-of-interest issues.

A current listing of GHC-SCW Board members and senior leadership can be found [here](#).

5. Please provide a count/listing of the total expected participants in the facilitated sessions.

Full participation in the facilitated sessions has not yet been determined but will likely span between 8 (the GHC-SCW leadership team) and up to 19 (full Board and leadership team).

6. For facilitated sessions, does GHC-SCW require or anticipate any restrictions due to COVID that we need to be aware of and/or anticipating any changes due to the current surge in COVID cases in Wisconsin?

Facilitated sessions should be flexible in nature and will likely be some combination of in-person and virtual. Currently, due to the surge in COVID cases locally and nationally, Board meetings and senior leadership team meetings are being held virtually.

7. The RFP States that final tasks and costs are negotiated at a later point. Should first responses to the proposal provide a time/resource/cost range or a specific estimated cost/time/resources?

The RFP responses should be as specific as possible with the scope of services and estimated cost. If a range of possible costs is provided, an explanation of the ranges should also be included (i.e., what circumstances would lead to the high end or low end of the range).

8. Are travel/supply costs be included in the current response?

Yes, the proposal should be all-inclusive of the anticipated costs for the vendor to provide the requested services.

9. Do responses need to specify rates or project estimated total costs only?

Specific hourly rates are not necessary but may be beneficial to understand how the vendor arrived at the estimate.

10. For business costs (expenses other than professional consulting), are these recorded as a separate pass-through line item or is there another preferred method?

Vendors should be as detailed as possible in their cost estimates. If there are anticipated costs over and above the consulting fees, they should also be detailed. An aggregate line item such as "Materials" or "Pass-Through Costs" is acceptable as long as a commensurate level of detail is provided.

11. What are your criteria for evaluating "Small Business Participation and Diversity & Equity Status"?

RFP responses should include any information that highlights Small Business Participation or the Diversity & Equity Status of the vendor (in the vendor's estimation). Evaluation will be based on the information provided and will be scored on the following scale:

- 0 points: Does not provide any information about Small Business Participation or the Diversity & Equity Status of the organization
- 5 points: Provides information in the RFP response on either Small Business Participation or Diversity & Equity Status.
- 10 points: Provides information about both Small Business Participation and Diversity & Equity Status

Scoring is at GHC-SCW discretion and will consider all information provided by the prospective vendor's response.

12. In the RFP, under Question 10 under Qualifications Tier 1 - Are you asking whether the vendor (and the team members) have internally implemented diversity and inclusion training or if the vendor has the capability to consult/facilitate/execute on diversity training for clients?

The request is to understand what diversity, equity and inclusion training the vendor has implemented internally within their own organization.

13. What internal resources does GHC-SCW plan to provide as part of the engagement?

Examples may include:

- project manager representation for GHC-SWC
- meeting space/location
- scheduling coordinator
- project executive lead/role
- Other?

GHC-SCW will provide executive oversight of the project through the Chief Strategy and Business Development Officer. Scheduling of staff and Board engagements will also be provided through GHC-SCW. The vendor will be expected to provide project management resources for the engagement. If additional services are required from GHC-SCW, the vendor should outline them in the RFP response.

14. Does GHC-SCW have a budget estimate/range in mind?

GHC-SCW is looking for the vendor to make a proposal for the services outlined. At this time, there is not a defined budget.

15. Are there any areas of the GHC-SCW strategy and/or operations that are excluded from the scope of this project? (For example, our experience is that if there is a new system (i.e., claims), that has just been implemented that it might be excluded from the planning process).

There are no areas of GHC-SCW that are out of scope for the strategic planning engagement.

16. Because a timeline with dates is requested in the RFP, are there dates/weeks that will be blacked out? (Example – Thanksgiving week, weeks of December 20 and 27th). Please specify as appropriate any ‘blocked dates’.

At this time, there are no blocked dates, but the vendor should plan for participation in the monthly Business Strategy Committee as well as the full Board meetings. These typically occur during the third week of the month (Tuesday and Thursday, respectively). GHC-SCW also observes all major holidays and operations are closed on those dates (e.g., Thanksgiving).