



of South Central Wisconsin

a non-profit consumer-sponsored health plan

Group Health Cooperative of South Central Wisconsin

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REQUEST FOR PROPOSAL (RFP)

Group Health Cooperative of South Central Wisconsin (“GHC-SCW”) is seeking proposals from qualified consultants to facilitate the development of an updated strategic plan with the board of directors and senior leadership team.

GHC-SCW will select the qualified individual that is best suited to support and represent GHC-SCW in accordance with the criteria outlined within and will negotiate rates and tasks as a component of the selection and award process.

Please submit RFP responses, document examples and signed ‘Statement of Truth and Accuracy’ to GHC-SCW **via email** no later than **September 10, 2021, at 5:00 p.m. Central Daylight Time (CDT)**, to Marty Anderson, Chief Strategy and Business Development Officer via e-mail at manderson@ghcscw.com.

GENERAL INFORMATION

Group Health Cooperative of South Central Wisconsin Overview

GHC-SCW is a non-profit, member-owned health plan providing high-quality health care services, including primary care and specialty care to more than 70,000 members living in and around Dane County, Wisconsin.

More than 40 years ago, GHC-SCW pioneered a movement in Dane County as the area's first health maintenance organization. It began with people from GHC-SCW's own community who knew there was a better way to provide health care – a non-profit, member-owned cooperative that could bring health insurance and health care together for the benefit of members. Today, that idea has grown into a nationally recognized leader in health care. Throughout that time, GHC-SCW has stayed true to a cooperative spirit that believes the health of many makes us all better. Better Together.

Our Mission Statement: To provide accessible, comprehensive, high-quality healthcare and outstanding service in an efficient and personalized manner.

Our Vision: To be a leader among HMO's in providing high-quality medical care, impeccable service and competitive benefit levels and premium rates.

Our Common Values:

- **Patient Centered:** When health insurers and health care providers are brought together under one roof, we are better together. Our care team model focuses on supporting the needs of our patients/members and providing the best in safe, high-quality coordinated health care. Members and their providers participate in making meaningful decisions that lead to better outcomes.
- **Quality Driven:** When members and their providers each participate meaningfully in the decisions that lead to better health care, we are better together. GHC-SCW continues its tradition of providing proactive health promotion and disease management outreach to our members to consistently achieve high-quality health care accreditation.
- **Innovation:** When we work to lift each other up, show appreciation and collaborate in the best interests of the member, we are better together. GHC-SCW has made innovative advancements which include the implementation of an electronic medical record system and GHCMYChart, access to innovative Complementary Medicine benefits and Wellness reimbursement services.
- **Community Involved:** When we join with our community to further the causes for which we share a common concern, we are better together. We are proud to promote programs that strengthen lives, and make our community a safer, stronger and healthier place to live and grow. GHC-SCW employees share their time and talent; and we recognize that the value of what we give is also what we gain – for our employees, our members and our community.
- **Not-for-Profit Cooperative:** When we share a common purpose, a common voice, and a common vision, we are better together. We use our surpluses to improve clinics, enhance health care benefits and give back to the community. Our members, not our profits, are our priority. We have a unique “cooperative” governance structure that works directly for our members.

GHC-SCW is committed to fostering a caring and compassionate environment while ensuring that individual differences are valued. We are a quality-driven cooperative built on collaboration, community involvement, innovation, and belonging. It is essential that all employees, members, and patients feel secure and welcome, that the opinions and contributions of all individuals are respected and that all voices are heard.

Engagement Overview

GHC-SCW will engage a consultant to facilitate the creation of an updated strategic plan. The consultant's services are to include, but are not limited to:

- Review of the current Mission, Vision and Values
- Assessment of the current strategic plan
- Facilitation of sessions with management and Board members to revise the current strategic plan and secure alignment around key strategies
- Development of a measurement scorecard and resource plan for execution of the identified strategies.

The current strategic plan became effective in 2018. Given the rapid changes experienced in the payer and healthcare markets in the last eighteen months, it is critical to develop a forward-thinking plan for the next 3-5 years. The GHC-SCW senior leadership team and board of directors would like to begin work on this initiative in October of 2021, with a goal of completing the plan by the end of February 2022. This would allow time for tactic development to drive budget requests and priorities in the summer of 2022.

INSTRUCTIONS

General Submittal

Applicants will submit one electric copy of their proposal, example documents and a signed copy of the 'Statement of Accuracy and Truth' from Appendix A to Marty Anderson, Chief Strategy and Business Development Officer, at manderson@ghcscw.com by 5 p.m. CDT on **Friday, September 10, 2021**. Questions and clarifications regarding this proposal may be submitted to the same e-mail until close of business on Friday, August 27, 2021. Written responses to all questions will be distributed to applicants the following week.

Proposal Evaluation Criteria

Submissions will be reviewed and scored by a small group of senior leadership and Board of Directors members. GHC-SCW will base its scoring of proposals on the following criteria:

FACTORS	WEIGHT / POINTS
Key Personnel Qualifications and Experience	0-30 PTS
Strategic Planning Process Overview	0-30 PTS
Scope of Work and Proposal Cost	0-15 PTS
Knowledge and Experience with Local Madison Market	0-15 PTS
Small Business Participation / Diversity and Equity Status	0-10 PTS

The top 2-3 applicants will be invited to participate in executive-level presentations of their proposal. A final applicant will be selected, and the project awarded, on **October 1 , 2021**. Please see the timeline below for a full sequence of events.

Timeline

EVENT	DATE
Release Request for Proposals [GHC-SCW]	Monday, August 16, 2021
Submit Questions or Requests for Clarification of RFP Questions and Requirements [Applicants]	Friday, August 27, 2021
Submit Complete Proposals Via E-mail [Applicants]	5:00 p.m. Friday, September 10, 2021
Review RFP Submissions [GHC-SCW]	September 13-15, 2021
Notify Top Applicants [GHC-SCW]	September 16, 2021
Deliver Executive Presentations [Applicants]	Week of September 20
Award Contract [GHC-SCW]	October 1, 2021

QUALIFICATIONS (TIER 1)

The qualification section must contain a description of the Applicant’s qualifications, area of expertise, and prior experience with providing services like those described in this RFP and must specifically address the following questions:

1. Provide the Applicant’s name, address, telephone number, a brief description of the company’s history, ownership structure and the parent company’s website.
2. Provide a service portfolio and description of the Applicant’s service philosophy and approach to strategic planning and services. What separates and distinguishes Applicant from other applicants?
3. Describe your experience leading organizations through the strategic planning process.
4. List prior strategic planning engagements and references that demonstrate experience and expertise leading an organization through the development of a successful strategic plan.
5. Share your knowledge and experience working in the Madison, WI healthcare and payer landscape. What do you see as the largest challenges and opportunities based on what you know about the market?
6. Provide profiles of staff who would be assigned to this project.
7. What other services does your firm provide which may aid or supplement the services requested in this RFP?

8. Identify by name any GHC-SCW board member, GHC leadership or GHC employee who holds a position of director, officer, partner, trustee, manager or employee in the Applicant's company, as well as the names of any near relatives who are employed by GHC-SCW.
9. Briefly describe your ownership structure and note any diversity status that applies to your company.
 - a. LBE - Large Business Enterprise
 - b. SBE – Small Business Enterprise
 - c. MBE – Minority Business Enterprise
 - d. WBE – Woman Owned Business Enterprise
 - e. SDB - Small Disadvantaged Business Enterprise
 - f. SDV – Service-Disabled Veteran Owned Small Business
 - g. VET – Veteran Owned Small Business
10. Has your organization implemented any form of diversity, equity and inclusion training for staff and leaders?
11. Does your company currently have a formal diversity and inclusion policy? If so, could you share that with us?

SERVICES, PROCESS AND DELIVERY (TIER 2)

Please respond to the following questions to highlight the services you will offer to GHC-SCW. Provide as much detail as necessary to highlight your prior experience with providing the services.

1. Provide an overview of your approach and process to strategic planning services.
2. From your experience, what makes a successful strategic plan?
3. Provide your philosophy on incorporating diversity equity and inclusion into strategic planning?
4. Describe the role of the Board of Directors and senior leadership in the strategic planning process.
5. In Applicant's estimation, what pre-requisites must GHC-SCW have completed before embarking on the strategic planning process?
6. What are the key components of a strategic plan included in your scope of services? [Note: while a review of the Mission, Vision, and Values is a key component of the strategic plan, GHC-SCW does not believe these will require a revision at this time.]
7. Provide an overview of your key engagement steps and how you would apply them to GHC-SCW's October - February timeline. Include descriptions of activities, participants and time needed. Please provide examples of relevant tools used.

8. Describe the people, tools and other resources you will need for a successful engagement.
9. What barriers can derail a strategic planning initiative? How do you successfully mitigate those risks?
10. Describe and include sample deliverables, if possible, from a strategic planning engagement. Include examples of how diversity, equity and inclusion were incorporated into this projects (if applicable)
11. Describe how you have facilitated the creation of measurement scorecards to communicate progress towards goals/tactics between senior leadership and the Board level. Please include examples.
12. Provide an overview of your fee structure and payment terms including a detailed breakdown of your estimated costs for this engagement.
13. Please share any other thoughts or ideas not already covered about how you might approach this engagement with GHC-SCW.

TERMS AND CONDITIONS

1. Notwithstanding any other provision of the RFP, Applicants are hereby advised that this RFP is a solicitation of proposals only and is not to be construed as an offer to enter into any contract or agreement. Thus, GHC-SCW reserves the unqualified right to reject any or all proposals for any reason.
2. GHC-SCW shall have the unconditional and unqualified right to withdraw, cancel or amend this RFP at any time. Applicants shall bear all costs associated with the preparation and furnishing of responses to this RFP. GHC-SCW, in its sole discretion, reserves the right to determine whether any Applicant meets the minimum qualification standards, to determine whether a proposal is responsive, and to select a proposal that best serves GHC-SCW's programmatic objectives. GHC-SCW reserves the right to negotiate a binding contract with the selected Applicant.
3. All proposals shall be firm for a period of 180 days following the proposal submission due date.
4. The final contract(s) with the selected Applicants(s) will be prepared by GHC-SCW and will incorporate this Request for Proposal, including terms and conditions referenced herein.
5. By submitting a proposal, the Applicant acknowledges and understands that the final contract, if awarded to the Applicant, will require that all right, title, and interest to works developed pursuant to the final contract, including copyright, vests with GHC-SCW and/or the Applicant will agree to assign all right, title, and interest, including copyright in the work(s) to GHC-SCW, in perpetuity.

6. No waiver, amendment, or other modifications of the terms of this RFP shall be binding upon either party unless expressed in writing and signed by both GHC-SCW and an Applicant.
7. By submitting a proposal, the Applicant acknowledges and understands that in the performance of services, if the contract is awarded to Applicant, the Applicant shall be and act as an independent contractor and not as the agent or employee of GHC-SCW. It is expressly understood and agreed that this RFP and any subsequent contract awarded is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture, or association between GHC-SCW and the Applicant. The Applicant is not, and will not become, an employee of GHC-SCW and is not entitled to the benefits provided by GHC-SCW to its employees, including, but not limited to, group insurance, pension plans, workers' compensation, or unemployment insurance.
8. An Applicant shall exercise extreme care and due diligence to prevent any action or conditions which could result in conflict with the best interest of GHC-SCW. Throughout the term of any subsequent contract, if awarded to Applicant, Applicant shall not accept any employment or engage in any work, which creates a conflict of interest with GHC-SCW or in any way compromises the work to be performed under this RFP or subsequent contract.

APPENDIX A

STATEMENT OF TRUTH AND ACCURACY

I certify that all information contained in my proposal is truthful and accurate to the best of my knowledge and belief. I further certify that I am duly authorized to submit this proposal on behalf of the company as its agent and that the company is ready, willing, and able to perform if awarded a contract.

Name & Title, Printed	Mailing Address
Authorized Signature	City, State & Zip Code
Name of Company	Telephone / Fax Number
	Email