**Blue & Gold Consulting RFP Questions and Answers**

* **Q:** Is the UC Blue and Gold product offered to other organizations or only UC?
* **A: Blue & Gold is only offered to UC employees and their eligible dependents**
* **Q:** Please describe the arrangement between UC and payors in regards to the Blue and Gold HMO as well as the current setup. (e.g., fully insured/self-insured/level premium arrangement? UC owns the network and payors administer only? )
* **A: UC Office of the President contracts with Health Net to administer the Blue & Gold HMO product. Health Net is responsible for the network. Blue & Gold is self-funded.**
* **Q:** What will be the governance for this effort and who will be involved it?
* **A: Governance will consist of a Project Steering Committee comprised of representatives from the 5 medical centers. The Project Steering Committee will work with the supplier on a day-to- day basis. An Executive Committee, including the Executive Vice President, UC Health; CEOs/Vice Chancellors, and other representatives of UC Office of the President will provide strategic guidance.**
* **Q:** What data does UC expect to provide (e.g., what level of detail, what scope, what sources/perspectives) to the supplier for purposes of the requested analyses?
* **A: The supplier should indicate the level and type of data that they require to complete the analyses. UC can provide de-identified data at the patient and encounter level, as well as claims and billing data. Cost information at the patient level can also be made available.**
* **Q:** What is the target timeline for completion of the requested work?
* **A: The project should be complete by May 31, 2025. Initial recommendations from the Financial Analysis (B.3), Network Gap Analysis (B.4) and Integrated Care Management Program Analysis (B.5) should be completed by March 1, 2025, to provide adequate time for socializing and modifying the recommendations.**
* **Q:** General - What is the overall timeline for the project, and are there any critical milestones?
* **A: The project should be complete by May 31, 2025. Initial recommendations from the Financial Analysis (B.3), Network Gap Analysis (B.4) and Integrated Care Management Program Analysis (B.5) should be completed by March 1, 2025 to provide adequate time for socializing and modifying the recommendations.**
* **Q:** General - Has each Blue & Gold member been delegated / attributed to a medical group?

**A: Yes**

* **Q:** What does that mean for medical groups that do not have a risk sharing contract with UC?
* **A: Medical groups that do not have a risk sharing contract with UC still have assigned members and accept delegation/financial risk consistent with the DOFR and DHMC regulations.**
* **Q:** General - Does UCOP have an expected budget range for this project?
* **A: As a public institution, we are focused on finding the right solution that meets our needs and maximizes value. We encourage suppliers to propose their best solution and related costs.**
* **Q:** General - Our firm has an existing Master Services Agreement with the University of California, Office of the President (“UCOP”). May we utilize that contract in lieu of submitting a redline of the standard contract?
* **A: If this RFP is awarded to a participating Supplier that has a current contract it is not likely that the same contract will be able to be used in lieu of contemplating a new agreement. UCOP has recently updated our Agreements as 7/1/2024. The most current terms will need to be incorporated into this new Master Services Agreement.**
* **Q:** General - The SOW will require significant information gathering, potential clarifications of information received, and general scheduling of discussions. Will there be internal resources at UCOP dedicated to ensuring timely access to ensure that the project deadlines are met?
* **A: Yes**
* **Q :** Please provide details on what internal resources are anticipated to be assigned to this engagement.
* **A: Resources will be made available to support extracting data, responding to data requests, supporting information gathering through UC-wide collaboratives and providing overall project management.**
* **Q:** Background – This RFP section mentions an existing structured total cost of care arrangement that is in place. Can you provide additional information regarding how employees are attributed to providers and how the costs are established?
* **A: Blue & Gold is an HMO. Employees are assigned to medical groups/IPAs (both UC owned/affiliated and non-UC medical groups/IPAs) and delegation is consistent with DOFR agreements with Health Net. Information regarding how budgets for the risk-sharing agreement of the UC groups are established will be provided to the successful bidder.**
* **Q:** B.1 - What specific parameters or metrics should be included in the landscape assessment?
* **A: Suppliers should propose metrics they believe will be most relevant to the landscape assessment.**
* **Q:** B.1 – This item uses the term “promising arrangements” which can have different meanings depending on the value-based contracting strategy of an organization. Can you provide clarification on what is meant by “promising”?
* **A: UC Health is interested in better understanding how other similarly situated academic medical centers align and share risk between individual campuses or medical groups and the system and achieve financial sustainability for the medical campuses/medical groups.**
* **Q:** B.2 - How many leaders are expected to be interviewed, and what is the timeline for these interviews?
* **A: Proposers should assume a minimum of 50 interviews and focus groups in total.**
* **Q:** B.3 – With regard to UC medical centers, from our prior engagements, we understand that some medical groups are identified as part of UC medical centers. Does “each medical center” in B.3 include facilities and medical groups for each UC campus?
* **A: “Each medical center” refers to facilities, ancillary services, and medical groups at: UC San Diego, UC San Francisco, UC Los Angeles, UC Davis, and UC Irvine.**
* **Q:** Is the financial performance analysis going to be done on the Blue & Gold members delegated to each UC medical center through UC medical groups?
* **A: Yes**
* **Q:** B.3.a – Does the scope of the financial performance evaluation include performance net of operating expenses or is it intended to only focus on revenue?
* **A: The financial performance analysis should include performance net of operating expenses, revenue, and the total cost of care budget.**
* **Q:** B.3.a/b and B.4.a - There is a certain amount of overlap between B.3.a/b and B.4.a, especially item B.4.a.vii (financial performance of delegated medical groups including hospital expense). Can you clarify?
* **A: B.3 (Financial Performance Analysis and Recommendations) focuses only on the UC medical centers. B.4 (Network Gap Analysis and Recommendations) looks at the entire Blue & Gold network including all non-UC providers.**
* **Q:** B.3.c.i – Can you provide examples of other plans from which employees will be migrating?
* **A: UC currently provides employees with HMO options of Blue & Gold and Kaiser, and PPO coverage.**
* **Q:** B.4 – Is network access part of this scope requirement?
* **A: No**
* **Q:** B.4 – This section seems to focus on delegated medical groups. Are specialty medical groups that do not accept delegation to be included in Scope #4?
* **A: No**
* Q: B.5 – Is there a central office in each UC medical center that performs population health, clinical integration, etc.?
* **A: To support the work and data gathering related to population health, clinical integration, etc., we expect the supplier to leverage UC-wide collaboratives that exist today and are focused on these areas.**
* **Q:** Exhibits.1, page 17 - This section states that proposals must “Provide a description of the site visit and methodology of assessing the financial information....”  We believe that we can assess the financial information virtually if the information can be provided electronically and a site visit is not required. However, if some information is not available electronically, a site visit may be needed. Please explain the rationale for the site visit.
* **A: If you believe a site visit is not required, please explain that in your proposal.**
* **Q:**  One of the bidder requirements is “extensive experience in health benefit design” but benefit design analysis and recommendations is not called out in B. scope.Is benefit plan design in scope?
* **A: The design of employee health plans is ultimately the responsibility of UC Office of the President. The supplier is not being asked to develop a benefit design; however, we expect that the successful bidder may ultimately have observations about how benefit design could be modified to encourage enrollment in the Blue & Gold product and specifically encourage increased enrollment with UC providers.**

* **Q:** Please provide your estimated budget limit or budget range for this project.
* **A: As a public institution, we are focused on finding the right solution that meet our needs and maximizes value. We encourage suppliers to propose their best solution and related costs.**
* **Q:** How many employees are covered by UC Health?
* **A: Approximately 130,000 individuals are enrolled in Blue & Gold. Enrollment at the five (5) medical centers campuses. Is approximately 102,000.**
* **Q:** What are challenges with current benefits, cost of care, or risk arrangements:
* **A: Current cost of care and reimbursement structures place unsupportable financial burden on the UC medical centers.**
* **Q:** Detailed costs requested for a five-year term, but contract is for one year. What costs should be incorporated beyond the first year?
* **A: Cost information needs to be provided for the specific services outlined in the Request for Proposals. As noted, UC may elect to extend the contract into a second year to address implementation and any such extension would be subject to scope and price negotiation at that time.**
* **Q:** Will a scoring-criteria be used to evaluate the proposals?
* **A: Yes**
* **Q:** Across how many health systems are interviews expected?
* **A: Proposers should assume a minimum of 50 interviews and focus groups in total.**
* **Q:** Do you anticipate onsite meetings?
* **A: Yes. We recognize that much of the work can be done offsite. However, we do expect that the principals will be available to meet onsite at least three times during this contract.**