

Valencia County RFP #VCR-FY21-004
Market Assessment and Clinical Needs Study
Written Questions and Answers
Amendment #2

1. The RFP number mentioned on page 7 does not match the RFP number on the cover page, which is correct?
 - A. The number on page has been updated as part of Amendment #2 and the correct RFP number VCR-FY21-004.

2. There is no date offered for contract negotiations, what is the deadline on this line item?
 - A. We anticipate that contract negotiations will take place between November 24th and December 16, 2020.

3. Is there a limit on the amount of references that can be provided?
 - A. There is no limit to the amount of references in which you choose to include in your response.

4. What is the overall timeline for completion once the award has been given to the Offeror?
 - A. The County is very eager to secure the market assessment and clinical needs study. That said, there is no finite period of time within which to generate the feasibility study for the County's healthcare needs. We anticipate that we will work closely with the selected offeror to define the timeframe during the negotiation of the contract.

5. Can the County expand on the list of stakeholders that are in scope for this engagement? We need clarification on what, specifically, they are asking. Is it for the potential offerors who will utilize this information in helping to develop their proposals to construct and operate a hospital/24 hour emergency healthcare facility in Valencia County? Is it the public? The Commission?
 - A. The County would hope that the selected offeror would work with the Commission, the Public, and the proposed offerors, in developing the market assessment and clinical needs study.

6. How do you define the area for the assessment?
 - A. The RFP mentions the needs for Valencia County and the surrounding regions. The area for the assessment is inclusive of both the incorporated and unincorporated areas of Valencia County.

7. Is the future need strictly an inpatient demand forecast or would Emergency Department and Ambulatory be included as well?
 - A. We would anticipate the assessment would include both Emergent and Ambulatory care in addition to an inpatient demand forecast.

8. There are two time horizons mentioned for projections, 3-5 years and 5-10 years, please clarify the overall time horizon relating to projections and recommendations for this engagement.
 - A. We would recommend that a potential offeror provide both the 3-5 and 5-10 year projection as identified in the RFP.
9. There is mention of factoring in partnerships, please clarify this element of the scope.
 - A. We are not familiar with a reference to the partnership element of the scope.
10. The RFP mentions “opportunities for future healthcare development”, can you please clarify this is related to facility recommendations.
 - A. We would anticipate that the plan’s coverage of the identification of opportunities for future healthcare development would involve the potential for such development in light of the relative growth of the community and additional users of the health care facilities.
11. The RFP mentions a “high-level financial feasibility assessment”, please clarify the depth that this model would go into.
 - A. We would expect that such high-level financial feasibility assessment would need to be sufficiently detailed as would permit potential offerors to make an informed decision regarding whether they wish to invest in developing the necessary infrastructure to construct, operate, and maintain a hospital/24 hour emergency healthcare facility in Valencia County.
12. The RFP mentions a “phased/sequenced facilities program”, please clarify this requirement including depth, and in-scope facilities.
 - A. The RFP requests that, among other things, the plan develop options for a phased/sequenced facilities program consistent with organizational strategies, resources and needs. The County is looking for both an identification and assessment of health resources and needs of the community, and to develop options for how we might best be able to plan to meet the varied medical needs of the community over time, if we to the extent that we are unable to do so immediately. Again, I would suspect that such a program would need to be specifically detailed as would permit potential offerors to make an informed decision regarding both the feasibility and potential future development of both hospital/24 hour emergency healthcare facility, as well as future ancillary facilities, in Valencia County.
13. The RFP mentions assessing “population traffic and migration patterns”, please clarify the depth that this component would entail.
 - A. The RFP requests that, among other things, the plan address and assess such issues as population traffic and migration patterns to develop options that optimize healthcare facility location within Valencia County. Without dictating the manner and scope of that analysis, the County would anticipate that such study, at minimum, would identify

the arterial roads and thoroughfares, other infrastructural advantages and impediments in providing healthcare in the community ,and the patterns of migration and development between the various regions of the County so that a potential offeror can make an informed determination as to how to reach the widest segment of the population with the healthcare services they will be making available.

14. Has the County ever completed a Market Assessment and Clinical Services Need Study in the past? If so, when?
 - A. Anecdotally, I believe the County completed a Market Assessment and Clinical Services Need Study about fifteen years ago, though I have not been able to find any documentation regarding the same. Additionally, it is my understanding that Ameris Corporation completed a feasibility study for a proposed site in Rio Communities and one for a site in Belen.
15. What is the start and end date of the project?
 - A. That will be negotiated with the highest ranked offeror. We anticipate that work will commence upon the County's receipt of the legislative appropriation for this study, which has since been received. This project is time sensitive, as the County is lacks a Hospital/24 hour emergency healthcare facility.
16. Is there a do-not-exceed project cost? If so, what is it?
 - A. There is not a do-not-exceed project cost, though cost is 200 out of the 1200 available points for this project.
17. Has the County already identified staff and other stakeholders that would be involved in this project? Can you provide specifics of their titles and numbers?
 - A. While the County has not formally identified staff and other stakeholders that would be involved in this project, we would be pleased to share the titles and numbers of those individuals that we anticipate would be involved in this project.
18. Is there a Steering Committee identified for this engagement? If so, how many people are in this group?
 - A. There is no steering committee yet identified for this engagement. Depending on the needs of the Contractor, the availability of resources, and a determination as to whether a steering committee would be beneficial to assist in directing the focus and scope of the assessment, the County reserves the right to develop such a committee.
19. Will community involvement/input be required during this project? If so, will this be in English and Spanish?
 - A. There is no formal requirement for community involvement, though we anticipate a successful offeror will include a community participation element. A translator may be necessary to communicate with members of the community.
20. We were interpreting page 11 section 15 that the winning offeror would then review the contract terms and propose any changes in the negotiating process. Based on our call

today however I believe I heard that the County would like each offeror to also propose any contract terms changes with the submission of our proposal? Can you clarify?

A. Section C(15) of the Proposal makes plain that the Contract will follow the format specified by the County and contain the terms and conditions set forth in Appendix B, Sample Contract. Should an Offeror object to any of the County's terms and conditions, as contained in the RFP for Appendix B, the Offeror must propose specific alternative language. The County may or may not accept the alternative language, at the County's sole discretion. General references to the Offeror's terms and conditions or attempts at complete substitutions are not acceptable to the County and could lead to disqualification of the Offeror's proposal. Offerors must provide a brief discussion of purpose and impact, if any, of each proposed change followed by the specific proposed alternate wording in order for the proposed alternate wording to be considered.

21. Have you identified a specific location for any future facility, or just the general county area? Is the desired location Los Lunas or Belen or is that part of the feasibility analysis?

A. The County has not identified a specific location for any future facility, but anticipates that the facility will be located within the geographic boundaries of Valencia County.

22. Due to COVID-19 and safety regulations, is there a possibility of submitting our response via email or a password protected portal?

A. The County requests that the responses be submitted as detailed in the solicitation. Offerors are welcome to mailing their proposals.

23. Can we submit 'binders' via email (something that we have done with State of Maine and the City of Phoenix, Arizona)?

A. The County requests that the responses be submitted as detailed in the solicitation. Offerors are welcome to mailing their proposals.

24. What is Valencia County's access to inpatient and outpatient market share data for Valencia County?

A. While the County does not have access to inpatient and outpatient market share data, it anticipates that such information may be acquired from Lovelace, Presbyterian and UNMH, or maybe also from the NMDOH.

25. Is Valencia County ("**the County**") expecting offerors to access the data, or will the County provide the data and the offerors synthesize the data?

For example, does the County have access to inpatient and outpatient market share data by service offering, and are they able to provide this data into a synthesized format to the selected vendor?

A. As noted above, the County does not have access to inpatient and outpatient market share data. Accordingly, we will not be providing that data in a synthesized format.

26. In regard to the high-level financial feasibility assessment. Can the County please be specific and detail exactly what is being sought of the offeror?
What outcomes are expected from the assessment?

Can you please provide an example of the proposed healthcare models that may be an option for further analysis to provide context to the bidding consultants?

A. As the County is not an expert in the development of high-level financial feasibility assessments, or the available proposed healthcare models that may be an option for further analysis, it is unable to provide such examples. That said, the County is looking to secure a high-level financial feasibility assessment as customary in the industry and as would permit the potential offerors to make a determination as to whether the development of a hospital/24 hour emergency healthcare facility in Valencia County would be financially feasible, assessing the likelihood of success of each model based on Valencia County payer mix/reimbursement trends, demographic trends, physician recruitment trends, evolving technologies, alternative care models, which should also include an assessment of the migration patterns for healthcare and what patterns could be influenced/changed by new services and what will not change.

27. Being since the County is requesting offerors terms and conditions, instead of the offeror stating alternative language to the County's terms and conditions (Appendix E) – Would it meet the requirement for the County to accept language that states the offeror would agree to negotiate a contract based on the County's terms and conditions and the offeror's terms and conditions if awarded the contract?

A. The County would respectfully request that the potential offerors comply with the requirements of Section C(15), which requires that the Offeror must propose specific alternative language if they object to particular provisions in the contract attached as Appendix B, and that Offerors provide a brief discussion of purpose and impact, if any, of each proposed change followed by the specific proposed alternate wording in order for the proposed alternate wording to be considered.

28. Instead of one (1) original and six (6) copies of the proposal, would the County be willing to accept an electronic version of the response?

A. As noted above, the County requests submission of the proposals as set forth in the solicitation. Offerors are welcome to mail proposal packets, as provided in the proposal.

29. Please expound on the following planning goal: "Develop options for a phased/sequenced facilities program consistent with organizational strategies, resources, and needs." Is the county wanting the offeror to develop a phased approach to opening new facilities based on the healthcare demand in the area?

A. As noted above, the County is not an expert in the development of market assessments, and is unable to identify options for a phased/sequenced facilities program. The County would expect that the offeror would develop a phased approach for making healthcare services available in the County based on healthcare demand and available resources,

commencing with an examination of the feasibility of the development of a hospital/24 hour emergency healthcare facility in Valencia County .

30. Please clarify the following planning goal: “Provide examples of potential facilities (e.g., Micro Hospital, Ambulatory Destination Center, Freestanding Emergency Department, etc.).” Does the county want the offeror to identify the healthcare demand by specialty, and then recommend the facility type for the identified healthcare specialty?

A. The County anticipates that, as part of its market and needs assessment, the selected offeror will examine what sorts of potential facilities will be feasible in light of the available financial and medical resources. An identification of the healthcare demand by specialty, and the facility type for the identified healthcare specialty may be helpful and appropriate.