APPENDIX D

REQUEST FOR PROPOSAL
FOR
HEALTH AND WELFARE CONSULTANT
QUESTIONNAIRE

Please respond by placing questions, answers, and any exhibits for each of the numbered sections below on separate sheets labeled with the name of your firm and the date, for inclusion with your submittal/response to the RFP:

1. Proposer Information

a. Describe the work experience and list the total number of years of experience your firm has in providing health and welfare consulting services to public pension systems.

b. Describe the varieties of health benefits consulting services provided by your firm. Examples might be, but should not be limited to, consultation and advisory services, health plan bid and renewals, strategic planning, program evaluation and development, legislation and regulatory analysis, communications for public pension plans, etc.

c. List the complete range of services you provide within the entire scope of your business operations. Break out each area with the percentages they contribute to your total annual revenue for the firm. Explain your firm's main areas of specialization and core business expertise.

d. Describe the type of ownership for your firm and any relationships with parent or affiliated companies or joint ventures. Break out the health benefits consulting services as a percentage of the total business revenue if your firm is owned by a parent company.

e. Over the past five years, has your firm or any of its affiliates or parent company or any officer or principal, been involved in any business litigation or other legal proceedings related to providing consulting services? If so, provide a brief explanation and indicate how the litigation was resolved or its current status.

f. If you have any other types of pending litigation against your firm, not related to pension system consulting, do you feel any negative outcome is possible for the litigation that could impact your firm's ability to provide the services described in this RFP? Explain.

g. Describe your plans and/or arrangements in place for any business continuance should your firm's facilities become inoperable because of an emergency, such as a fire, earthquake, etc.

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h. Is your firm a State or City certified minority-, or woman-owned, business enterprise?

i. If your firm has more than one office location, which of your firm's offices will be servicing this account? List the specific locations as a part of your response and indicate the hours of availability for each location. Do you have any current or future plans to relocate the listed office(s) or personnel that would be servicing the account from the location(s)? Explain.

j. What are your firm's relative competitive advantages? What areas of strength do you feel distinguish your firm from your competitors? Explain.

k. Have you had a health benefits consulting services contract with any governmental entities terminated within the past five years? If yes, describe the situation and the entity involved.

2. Employee Information

a. Provide information about the account manager you will be assigning to manage the consulting contract with LACERS, including the name, position in your organization, backup, professional accreditations, and experience in providing these types of management services.

b. Provide specific information/biographies on the key employees your firm will be dedicating to providing the services described in the RFP. Break out the plan for the use of your key employees in servicing the various phases of the scope of services.

c. Describe your backup plan to assure the firm will be capable of providing these services in the event of unforeseen absences.

d. Provide an organizational chart illustrating the structure of the proposed project team. Include a primary and secondary nomination for each position detailed in the organizational chart.

3. Services

a. Describe your firm's policies regarding customer service. How do you monitor quality of customer services provided by your staff as they relate to your consulting services? What key issues do you recognize as being important to this process from a client's perspective?

b. What expectations do you feel a client should hold regarding a health and welfare consultant while they are dealing with your firm?

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c. Describe your firm's capabilities for providing flexibility in dealing with problems that may occur between a health plan carrier and a client.

d. How much time, on average, does your staff spend meeting health plan carriers on behalf of a client? What is your firm's philosophy regarding the amount of time your staff should spend meeting with a client to conduct a program evaluation or provide legislative updates?

e. Describe any areas of service contained within the Scope of Services that you feel your firm would find inconsistent with the types of health benefits consulting services you would typically provide.

f. Describe your process in recommending a health and welfare plan, including the following:

- Creation of a proposed RFP for a health and welfare plan
- Proposed outreach to assure adequate response to the RFP
- Evaluation of a respondent's ability to provide services to retirees

g. Describe your evaluation process of a proposed health and welfare plan fee structure.

h. Describe your process in recommending a strategy for effective communication of health and welfare benefits, including the following:

- Determination of what information should be communicated
- Determination of communication vehicles
- Assistance in drafting documents

i. What other communication is provided to clients (include description and/or samples of newsletters, seminars, research, etc.)? What unique educational or other client service capabilities can you offer a client? Be specific.

j. Describe your process for an on-site performance review of a health plan carrier with respect to any applicable standards, tasks, or deliverables in the contract of the health plan carrier being reviewed.

k. Describe any care management/health improvement programs your firm has developed in the last two to three years in terms of success, cost, implementation, and how it (they) were integrated into the employer's overall health care strategy, etc.

l. Describe Medicare Part D integration strategies developed by your firm for your largest public sector health plans in terms of cost, ease of implementation, how it fit into the employer's overall healthcare strategy, etc.

m. Describe your firm's experience with providing administrative, strategic, and management services on self-funded medical, dental, and vision plans, including but not limited to: underwriting services; premium development; actuarial review; claims review; auditing and monitoring; etc. Include the firms experience in helping the organization transition from fully insured to self-funded plans. What criteria are considered?

4. Reporting

a. Describe your firm's capabilities and experience in generating the type of reports referenced in the Scope of Services section III of the RFP.

b. Provide templates of commonly used forms your firm will provide for the purpose of reporting on the status of a project.

c. Submit two redacted work plan status reports, as examples of the types of reports you would provide to LACERS.

d. What types of quality controls do you use to assure your reports meet the requirements and the timelines of your clients?

e. Attach two examples of the types of requirements/documents you have prepared for work consistent with the expectations for reporting during a health plan bid and renewal process. Explain the value added for your reports versus the usual reporting mechanisms provided by other firms.

f. Provide an example of a health benefits related recommendations report. If you do not regularly produce such a document for your clients, provide a sample of the type of document you would be providing to fulfill this type of requirement.

g. Provide a typical report you would provide to a client for the purposes of a program evaluation or meeting a client's strategic planning initiative.

h. What kinds of software applications have you developed that would give a client such as LACERS enhanced reporting capabilities? For example, health plan utilization and disease management dashboards that would enable LACERS to easily recognize the cost drivers, monthly medical costs, and monthly prescription costs of its population, as well as compare such data to relevant health industry benchmarks.

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i. How have you used technology to better serve your clients? For example, providing web-based document sharing services, such as a web portal with access to various reports and resources.

5. Conflicts of Interest/Confidentiality

a. The employees and/or contractors assigned to manage the account for LACERS shall function as consultants to LACERS and as such, shall be subject to all applicable conflicts of interest laws, including but not limited to, the California Political Reform Act (California Government Code Section 87100, et seq.), California Government Code Section 1090, and the City of Los Angeles Governmental Ethics Ordinance (Los Angeles Municipal Code Section 49.5.1, et seq). Indicate understanding.

b. Does your firm or any parent/subsidiary firms have a policy on potential conflicts of interest between your firm, staff, and clients? Explain.

c. Disclose any relationship you have or have had with any LACERS Board member, consultant, or LACERS employee. If there are no conflicts of interest, state, “There are no conflicts of interest to report.” Briefly describe your philosophy relating to the consultant’s relationship with Board members and staff.

d. Indicate any contacts your firm, or any parent/subsidiary firms may have had regarding soliciting a contract with LACERS. Have you engaged in any marketing efforts with LACERS? If so, describe the specific efforts.

e. What methods does your firm use to assure that no conflicts of interest are overlooked in dealing with providing client services? What steps would you expect to take if a conflict of interest was discovered?

f. What method does your firm use to assure the protection of confidential, client provided information? Describe.

g. What methods does your firm use to assure that there are no unauthorized disclosures of client information? Describe.

h. Has your firm, or any parent/subsidiary firms, been involved with, within the past five years, any litigation involving any unauthorized release of client confidential information? If so, explain.

i. Provide a list of the finalists for the last five projects in which your firm took part in the procurement process. In each case, provide in detail any specific affiliation between you and the finalists. For each project listed, did your firm or any parent/subsidiary firms, or any employees or affiliated organizations, benefit financially from any awarded contract based upon your recommendations when your firm was not allowed to seek that services contract, but did provide consulting services to help in seeking to award a contract for such services? If so, explain.

6. Strategic Plan Initiatives

a. Provide samples of project plans and status reports that have been utilized by your firm in the past that relate to a project similar to the strategic plan data initiative as referenced in the Scope of Services section III, Item 26 of the RFP.

b. Provide a high-level project plan similar to a data initiative, as referenced in the Scope of Services section III, Item 26 of the RFP that includes an estimated number of dedicated staff and the amount of time that will be spent on fulfilling a strategic plan data initiative.

c. Provide examples and descriptions of standard tools and resources utilized by your firm for the purpose of assisting in the strategic planning of a client.

d. Provide examples of innovative cost-reduction programs your firm has developed for a client.

e. Has your firm ever developed a health plan cost-reduction program that linked medical care to subscriber behavior? Provide examples of this or other innovative health-related cost-reduction programs your firm has developed for a client and the savings realized as a direct result of the cost-reduction program.

f. Describe a retiree wellness program that your firm developed. What were some of the challenges and how did your firm/team overcome them? What data was tracked and measured?

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7. Miscellaneous

a. Describe your firm's ability to educate staff in the health and welfare arena, particularly in light of current health care legislation and its impact on public pension systems. Provide examples.

b. Provide any relevant information not asked for or provided elsewhere in this RFP that will help LACERS evaluate your firm's ability to serve as its health and welfare consultant.

c. Describe in detail any value-added events, services or items that your firm provides to your clients that would fall under the scope of this RFP (e.g. conferences, software, books, etc.).

d. Does your company offer any ancillary services that could assist LACERS in administering its health plans and serving its members?