

# Request for Information 24-003



State of Alaska  
Department of Health  
Division of Finance and Management Services

**Date Issued: June 17, 2024**

## COORDINATED CARE DEMONSTRATION PROJECTS

### **Introduction:**

Alaska Statute 47.07.039 enables the Department of Health (the Department) to engage in coordinated care demonstration projects for Medicaid beneficiaries. The purpose of the demonstration projects is to assess the efficacy of various health care delivery models with respect to cost, access, and quality of care for Medicaid beneficiaries. Through this Request for Information (RFI), the Department is seeking public input to inform the development and implementation of potential demonstration projects and gauging interest from qualified vendors. The Department intends to use the information received through this RFI to help inform a possible subsequent Request for Proposals (RFP).

### **Background Information:**

#### Department Overview

The mission of the Department is to promote the health, well-being, and self-sufficiency of Alaskans. The Divisions of Behavioral Health, Health Care Services, and Senior and Disabilities Services provide regulatory oversight, claims processing, facility licensing, and enforcement of Medicaid and state regulations. The Department actively engages with stakeholders and partners to identify opportunities for innovation within Medicaid and to improve health outcomes for all Alaskans.

The partnership between Tribal Health Organizations and the Department is essential in providing services to beneficiaries and access to care to Alaskans. The Department works closely and collaboratively with the Tribal health system. Additionally, the Department actively participates in formal Tribal consultation on issues impacting the Medicaid program.

#### Statutory Framework for Coordinated Care Demonstration Projects

Enacted in 2016 as part of the Medicaid Redesign initiatives under Senate Bill 74, AS 47.07.039 authorizes the Department to implement one or more coordinated care demonstration projects and provides a statutory framework for soliciting proposals. Responses for demonstration projects must include three or more of the following elements:

1. Comprehensive primary-care-based management for medical assistance services, including behavioral health services and coordination of long-term services and support;
2. Care coordination, including the assignment of a primary care provider located in the local geographic area of the recipient, to the extent practical;
3. Health promotion;
4. Comprehensive transitional care and follow-up care after inpatient treatment;

5. Referral to community and social support services, including career and education training services available through the Department of Labor and Workforce Development under AS 23.15, the University of Alaska, or other sources;
6. Sustainability and the ability to achieve similar results in other regions of the state;
7. Integration and coordination of benefits, services, and utilization management;
8. Local accountability for health and resource allocation; and/or
9. An innovative payment process, including bundled payments or global payments.

Responses to this RFI for demonstration projects must also include information demonstrating how the project will implement cost-saving measures, including innovations to reduce the cost of care for Medicaid beneficiaries through expanded use of telehealth for primary care, urgent care, and behavioral health services.

The Department is permitted by AS 47.07.039 to contract with entities situated to improve care coordination for Medicaid recipients and meet the goals of this project, including provider-led entities, managed care organizations, accountable care organizations, primary care case managers, and others to implement a demonstration project. A demonstration's fee structure may include global payments, bundled payments, capitated payments, shared savings and risk, or other payment structures.

### Goals

The Department's primary goals for the coordinated care demonstration projects are to drive innovation and enhance the delivery of health care services for Medicaid beneficiaries by improving quality, reducing costs, and increasing accessibility. In addition to any potential statewide projects, the Department is also interested in demonstration projects that feature region- or population- specific solutions. The Department seeks to support a strong, patient-centered, health care economy anchored by a robust primary care system with an emphasis on lower acuity and preventive services.

### **Request for Information (RFI):**

#### Purpose

The purpose of this RFI is to request preliminary information from potential vendors and stakeholders to help inform the development of a possible future RFP for coordinated care demonstration projects. From potential vendors, the Department is seeking responses demonstrating their capabilities and readiness to implement a coordinated care demonstration project. From the public and other interested parties, the Department is seeking suggestions, recommendations, and ideas related to the development of coordinated care demonstration projects.

#### Response Format and Content

Respondents are encouraged to answer all the questions listed below to help inform the development of a possible future RFP for care coordination demonstration projects, however, are not required to answer every question. It is not necessary to repeat the question in the response, but please clearly indicate the question number for which a response is provided. Throughout the response, please highlight the information considered to be critical to the proposed model.

Respondents who are not prepared to answer these questions are invited to share concepts for improved delivery system models they would like the Department to consider.

Recommended total limit for responses is 25 pages.

## Questions

1. Organizational Background and Experience
  - a. Please provide a brief overview of your organization, including its history, mission, and experience with health care projects. If you are submitting a collaborative response with another organization, please identify the lead entity and key contact person(s).
  - b. Provide relevant examples of similar past projects, specifically detailing your organization's role and the outcomes achieved.
2. Overview
  - a. Provide a high-level description of the proposed project and model.
  - b. Identify the service area for the model and whether it could potentially shift over time.
  - c. Identify the Medicaid beneficiary population to be served by the model.
    - i. Identify whether there are specific populations the model aims to serve, especially those with specific health conditions or social challenges.
    - ii. Discuss any minimum or maximum membership thresholds and the rationale behind them.
    - iii. Comment on whether voluntary or mandatory participation would better support the model's objectives.
    - iv. Explain if and how the covered population might change over time.
  - d. Identify the services that will be included in the model.
    - i. Outline the services included within the model.
    - ii. Detail and rationalize any exclusions of services from the model.
    - iii. Explain how the model will facilitate coordination across a comprehensive array of services.
    - iv. Discuss whether the model allows for the expansion of covered services in the future.
  - e. Describe the payment methodology that will be utilized in the model.
    - i. Provide a general overview of the proposed payment methodology (e.g., risk-based, shared savings, administrative fee, etc.)
    - ii. Describe how the payment methodology supports value-based payment. Specifically, explain how payments to providers will be based on performance, including any positive or negative adjustments related to quality and/or efficiency, rather than solely on the volume of services provided.
    - iii. Please indicate whether the payment methodology includes measures for local accountability in health and resource allocation.
3. Statutory and Regulatory Considerations
  - a. Describe any current state and federal Medicaid authorities or requirements that would be leveraged to implement the proposed project.
  - b. Please identify any statutory or regulatory changes that would be necessary to permit the model to operate.
4. Implementation Considerations
  - a. Describe your organization's readiness to propose a demonstration project through a possible future RFP process, as well as your organization's readiness to begin implementation if selected for award of the possible future RFP.
  - b. Please describe the major implementation tasks and provide a high-level timeline for implementation activities.
    - i. If you envision a phased approach to implementation (e.g., expanding populations, services, or payment approaches over time), please indicate the distinct phases in your high-level timeline.

5. Risks

- a. Describe what you see as the greatest risks of the proposed coordinated care demonstration project model.
  - i. What are the major barriers to implementing the proposed model?
  - ii. Are there innovative approaches in the proposed model that carry significant financial risk?

6. Benefits

- a. Describe what the benefits of the proposed coordinated care demonstration project model.
  - i. How does the model promote person-centered and person-directed care?
  - ii. How does the model promote utilization of primary care?
  - iii. How does the model achieve better health outcomes for the Medicaid beneficiaries served?
  - iv. How does the model generate savings for the Medicaid program?
  - v. How does the model advance transformation of health care delivery in Alaska?
- b. Please describe any additional considerations would like the Department to consider that have not been described above.

**Response Information:**

Please provide responses in writing via email no later than **4:00 p.m. Alaska time on July 18, 2024**, to the following point of contact.

Jacqueline “Jackie” Lea  
Procurement Specialist  
Department of Health  
Division of Finance and Management Services

Email: [jacqueline.lea@alaska.gov](mailto:jacqueline.lea@alaska.gov)

**Please also copy [doh.procurement.proposals@alaska.gov](mailto:doh.procurement.proposals@alaska.gov) on the submission.**

It is the responsibility of the interested party to follow up with the procurement specialist listed above to ensure your response was received prior to the time and date specified.

All questions must be directed to the procurement specialist listed above.

Responses in Microsoft format is preferred, with attachments submitted as PDF, Microsoft Word, Adobe, Microsoft Excel, or PowerPoint files.

Please ensure the response includes your company’s name and contact information (including email) for the individual(s) who should be notified if the Department releases a solicitation.

**Important Notice:**

Responding to this RFI is not a requirement for any future contract opportunities. Responses to this RFI are for informational purposes only and will not be evaluated. Do not include cost estimates as they will not be considered in a response. Proprietary information, if any, should be minimized and **MUST BE CLEARLY MARKED**. Information not marked as proprietary may become public. This RFI does not extend any rights to prospective vendors or obligate the state to conduct a solicitation or purchase any goods or services. Nor will the State be financially responsible for any costs associated with the preparation of any response for the

requested information. This RFI is issued for the sole purpose of obtaining information as described in this notice. However, the information obtained from this request may be used to prepare a purchase, contract, or solicitation in the future.