

NEVADA HEALTH PARTNERS  
NEVADA BUSINESS GROUP ON HEALTH  
EMPLOYEE WELLNESS PROGRAM  
REQUEST FOR PROPOSAL

AUGUST 15, 2014

CONTACT: Terri Lightfoot  
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775.329.8007



August 15, 2014

Dear Employee Wellness Program Provider:

Nevada Health Partners invites you to respond to this Request for Proposal for an Employee Wellness Program to be implemented on January 1, 2015.

Nevada Health Partners Members include Atlantis Hotel, Spa and Casino, Club CalNeva Hotel and Casino, Carson City Nugget, Carson Tahoe Health System, City of Reno, City of Sparks, Click Bond, Diocese of Reno, John Ascuaga's Nugget, Lakeside Inn and Casino, NVEnergy (Northern Nevada), Peri Brothers Family Farms, Washoe County, Nevada and Washoe County School District.

Nevada Health Partners will utilize a proposal review and evaluation process to select one Contractor who can provide all the required services detailed in this RFP. Respondents are encouraged to include differentiating services in their response.

We look forward to selecting a Wellness Program that will meet the needs of our public and private entities by providing a comprehensive best practices wellness program that:

- engages all employees while creating a healthy work environment
- identifies and provides support for chronic conditions and all major health and/or lifestyle risks
- offers innovative individual and team challenges
- provides measurable, meaningful results
- achieves cost savings.

Sincerely,

*Terri Lightfoot*

Terri Lightfoot, CEO  
Nevada Health Partners  
Executive Director  
Nevada Business Group on Health

## **General Definitions**

**Agreement** means the negotiated Profession Services Agreement, including all exhibits attached to it and incorporated in it by reference, and all amendments, modifications, or revisions made in accordance with its terms and conditions entered into by and between the Contactor and Nevada Health Partners.

**Contractor** means the entity awarded a contract pursuant to Nevada Health Partners RFP process, and includes the Contractor's subcontractors.

**Member** means an active or future member of Nevada Health Partners – Nevada Business Group on Health that participates in health and wellness service(s) contracts.

**Professional Services Agreement (PSA)** means the sample contract provided by the Respondent.

**Proposal** means the documents submitted by a Respondent in response to this RFP.

**Respondent** means the firm, entity, company, or vendor submitting a Proposal in response to this RFP.

## **Wellness Specific Definitions**

**Active Engagement** – is a behavior condition of a Participant, verified and recorded by the Contractor, indicating that a Participant, in the opinion of the Contractor, is responsive and responsibly complying with the recommendations and others instructions communicated to the Participant based on a set of Active Engagement Criteria. Active Engagement cannot be defined in terms of attaining set targets in physical characteristics or behavior, e.g., target blood pressure, weight, food consumption, exercise goal attainment, etc.

**Active Engagement Criteria** – a set of conditions, set forth in the Professional Services Agreement used to determine whether a Participant is considered to be exhibiting Active Engagement behavior. Active Engagement Criteria must be clearly defined to all Participants

**Biometric Screening** - the measurement of physical characteristics that can be used as part of a Health Risk Appraisal to benchmark Participant health status and identify personal health risks. Examples include height, weight, body mass index, blood pressure, blood cholesterol, blood glucose, etc.

**Enrollment Period** – is the one-time-per-year period, set by the Member, when eligible Participants may opt-in or opt-out of the Wellness Program. NOTE: The very first Enrollment Period shall be set after the initial signing of the contract Agreement between Nevada Health Partners and the Contractor, whenever that date occurs. All subsequent Enrollment Periods for the Wellness Program shall occur during the Member's annual medical, dental, and vision-care healthcare plan enrollment period.

**Health Advisor** – a certified health professional working with Participants to facilitate improvement or maintenance of current health status.

**Health Check-In** – person-to-person contact made between a Participant and Health Advisor taken in order to achieve a Wellness Program goal by discussing progress the Participant has made with respect to the major health issues identified in the Health Risk Assessment, reviewing status of weekly program participation and engagement including strategies for maximum health, impact, answering any questions the participant may have regarding their health and/or providing answers or recommendations for follow-up advice and care as needed.

**Health Questionnaire** – evaluation that focuses on the biological, psychological and social factors related to a Participant's physical health status, such as adherence to medical treatment, symptom management and expression, health-promoting behaviors, health-related risk-taking behaviors, and overall adjustment to medical illness.

**Health Risk Appraisal (HRA)** – a systematic approach to collecting information from a Participant consisting of a Health Questionnaire and a Biometric Screening to identify personal risk factors limited to those which the program is able to address, and informs recommendation of Wellness Target Risk Program(s) to Participants to promote health, sustain function and/or prevent disease.

**Master List** – is an archived list of current Participants, refreshed, validated and maintained on a daily basis by the Contractor; including, but not limited to: (1) enrolled Participants, and (2) dependents who elect or decline participation in the Wellness Program.

**Participant** – eligible employee and/or dependent

# **NEVADA HEALTH PARTNERS NEVADA BUSINESS GROUP ON HEALTH**

## **WELLNESS PROGRAM RFP – AUGUST 2014**

### **SECTION 1 - GENERAL INVITATION**

Nevada Health Partners and the Nevada Business Group on Health (NHP – NVBGH) are 501 (C) 6 corporations in the State of Nevada that operate as a business league of public and private employers that seek to improve the quality of health care while reducing costs for employers and employees through our value-based purchasing of hospital, out-patient facility, pharmacy benefit management, dental, employee assistance program and other health and wellness benefit services.

Nevada Health Partners invites the submission of proposals from firms with proven expertise and experience to provide an employee Wellness Program to our current Members defined as individual public and private entities and potentially, in the future, additional individual employer groups as well as represented labor groups.

The goal of the Wellness Program will be to drive healthier behaviors and outcomes for all Participants (defined as employees and their covered dependents) focusing on the common chronic conditions that effect Participants and drive treatment costs. The Contractor will provide highly effective offerings designed to identify, prevent and manage chronic conditions and other health concerns for Participants with the goal of improving overall health which will, in turn, measurably minimize health care costs.

The Wellness Program Contractor will provide dynamic support and solutions through best practices that can be refined and incorporated with initiatives from academic and other third-party sources resulting in a Wellness Program that will be the new standard for wellness amongst NHP - NVBGH Members and which can serve as a foundation for the implementation of future wellness initiatives for our Members, our community and our state.

### **SECTION 2 - BACKGROUND AND CURRENT STATUS**

Nevada Health Partners was founded in 1995 as the Nevada Health Care Coalition. We are one of a select group of coalitions/business groups that collectively negotiate and purchase health care services. The Nevada Business Group on Health is a 501 (C) 6 sister organization that provides information and education on health services and benefits.

Nevada Health Partners represents approximately 30,000 employee and dependent lives in Northern Nevada. The existing strategic plan is to achieve year-over-year growth through additional health care service offerings as well as geographic membership expansion into rural and Southern Nevada.

Some Members have existing Wellness Programs that incorporate part, but not all, of the overall requirements of the Contractor. Members have demonstrated by a unanimous vote the willingness to migrate their Wellness Programs to a common Contractor.

### **SECTION 3 - GENERAL PROVISIONS**

#### **3.1 RFP INFORMATION RESOURCES**

Respondents must communicate only with Terri Lightfoot, CEO, Nevada Health Partners. All questions, requests for clarification or comments must be electronically submitted to [tlightfoot@nvbgh.org](mailto:tlightfoot@nvbgh.org).

Respondents are encouraged, but not required, to submit questions and clarifications per the Timeline. Please clearly indicate in the email subject line “Question or Request for Clarification – Wellness Program RFP”.

No telephone calls will be accepted unless the questions are of a general nature.

A Respondent that deviates from any of these restrictions may be subject to immediate disqualification from the RFP process.

#### **3.2 TIMELINE AND PROCEDURE FOR SUBMITTING PROPOSALS**

<b>TIMELINE</b>	
<b>KEY ACTIVITY</b>	<b>TARGET DATE</b>
Nevada Health Partners Issues RFP	08/14/2014
Questions and Clarifications Due	09/04/2014
Questions and Clarifications Response	09/18/2014
RFP Addendum to Questions	09/18/2014
Proposals Due	10/02/2014
Evaluation Process	10/03/2014 – 10/10/2014
Finalists Notified	10/14/2014
On-Site Presentations (if requested)	10/28/2104 – 10/29/2014
Contract Award	10/31/2014
Contracted Services Implementation Date	01/01/2015

To be assured of consideration, Proposal must be received by Nevada Business Group on Health, [tlightfoot@nvbgh.org](mailto:tlightfoot@nvbgh.org), no later than 4:00 pm PDT on October 2, 2014.

Proposals must be submitted in a secure electronic file. Sections should be organized in accordance with subject matter sequence as set forth in this RFP. Each page of the proposal must be numbered in a manner so as to be uniquely identified. Proposals must be clear, concise and well organized.

### **3.4 REQUIRED CONTENTS OF PROPOSAL**

Respondents are advised to adhere to the submittal requirements of the RFP. Failure to comply with the instructions of this RFP may be cause for rejection of a non-compliant Proposal. Respondent must provide information in the appropriate areas throughout the RFP. By submitting a response to this RFP, Respondent acknowledges that if its Proposal is accepted by NHP - NVBGH, the Proposal and related submittals may become part of the Contract.

The Proposal must include a cover letter signed by an authorized representative of the organization committing Respondent to provide the services to NHP-NVBGH Members as described in this RFP and in accordance with the terms and conditions of any contract awarded pursuant to the RFP process. The cover letter must:

1. Indicate the number of years the entity has been in business, and provide an overview of the experience of the entity and its key personnel committed to this project.
2. Identify the legal name of the organization, headquarters address, principal place of business, legal form, (e.g. corporation, joint venture, limited partnership), the names of principals or partners and ability to conduct business in Nevada.
3. Indicate the name, telephone number(s) and email address(s) of the principal contact(s) for oral presentation and contract negotiations.
4. Confirmation of the Respondent's commitment to comply with contract terms and provisions.

### **3.5 CONFIDENTIALITY**

Respondent may designate those portions of the Proposal which contain trade secrets or other proprietary data that must remain confidential. If a Respondent includes data that is not to be disclosed to the public for any purpose or to be used by NHP - NVBGH except for evaluation purposes, the Respondent must:

1. Mark the title page as follows "The RFP Proposal includes trade secrets or other proprietary data that may not be disclosed outside NHP - NVBGH and its Members and may not be duplicated, used or disclosed in whole or in part for any purpose other than to evaluate this Proposal. The data subject to this restriction are contained in sheets (insert page numbers or other identification). NHP - NVBGH, for purposes of this provision, will

include persons assisting in the evaluation of Proposals. If, however, a contract is awarded to this Respondent as a result of or in connection with the submission of this data, NHP - NVBGH has the right to duplicate, use or disclose the data to the extent required in the resulting contract". This restriction does not limit the right of NHP – NVBGH to use the information contained in the data if it is obtained from another source without restriction.

2. Mark each sheet or data to be restricted with the following legend: "Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this Proposal".
3. Acknowledge receipt of each Addendum issued by NHP - NVBGH, if any.

#### **SECTION 4 - EVALUATION**

An Evaluation Committee which will consist of representatives from NHP – NVBGH Voting Members, will consider the completeness and responsiveness of the Respondent's Proposal as described below:

**Preliminary Proposal Assessment:** The Evaluation Committee will assess the Respondent's compliance and adherence to all statements and requirements. Proposals that are incomplete or missing key components necessary to fully evaluate the Proposal may, at the discretion of the Evaluation Committee, be rejected from further consideration.

**Proposal Evaluation:** The Evaluation Committee will evaluate the extent to which the Respondent's Proposal meets the service requirements set forth in the RFP. The evaluation process will include a detailed analysis of the Respondent's qualifications, experience, proposed implementation and management plan, cost proposal and other considerations including the likelihood of success in reducing health care spend and increasing employee health outcomes through the Respondent's expertise and resources. During the Proposal Evaluation, the Evaluation Committee may also review information gained by checking references.

After the Evaluation Committee completes its review of Proposals, it will submit to the NHP - NVBGH Board of Directors a short list. At the sole discretion of the NHP - NVBGH Board of Directors the Respondents may be (1) subject to a site visit, (2) and/or be invited to appear before the Evaluation Committee and the Board of Directors for an oral presentation, (3) to clarify in more detail information that was submitted in the Respondent's Proposal, (4) and/or to ask Respondent to respond to additional questions.

NHP - NVBGH Board of Directors and the Evaluation Committee will vote on a decision and notify the Respondent(s) of refusal of their Proposal, to offer alternate options, or to participate in contract negotiations.

#### **SECTION 5 - ADDITIONAL DETAILS OF THE RFP PROCESS**

If it becomes necessary to revise or expand upon any part of this RFP, an addendum will be electronically sent to all the prospective Respondents prior to the Proposal due date. An addendum may include, but will not be limited to, the following:

1. Responses to questions and requests for clarification sent to NHP - NVBGH; or



2. Responses to questions and requests for clarification raised during the Evaluation Process.

NHP – NVBGH reserves the right to seek clarification of any information that is submitted by any Respondent in any portion of its Proposal or to request additional information at any time during the evaluation process. Any material misrepresentation made by a Respondent may void the Proposal and eliminate the Respondent from further consideration.

NHP - NVBGH reserves the right to terminate this RFP solicitation if the Board of Directors determines this action to be in the best interest of NHP - NVBGH Members. The receipt of Proposals or other documents will in no way obligate NHP - NVBGH to enter into any contract of any kind with any party.

NHP - NVBGH is not responsible for any costs or damages incurred by Respondents, member(s), partners, subcontractors or other interested parties in connection with the RFP process, including but not limited to costs associated with preparing the Proposal and/or participating in any conferences, site visits, demonstrations, oral presentations or negotiations.

In order to award a contract that represents the best value to NHP – NVBGH Members, NHP - NVBGH reserves the right to enter into concurrent price negotiations with one or more qualified Respondent(s). The NHP - NVBGH requirement that a selected Respondent negotiate is not a commitment by NHP - NVBGH to award a contract.

## **SECTION 6 - CONTRACT TERM AND STANDARD PROVISIONS**

Any contract awarded pursuant to this RFP for the NHP - NVBGH Wellness Program will be a base contract for a period of three years. NHP - NVBGH will have the discretion to extend such contract for a total of three one-year extension periods under the same terms and conditions. As provided above, if at any time during the term NHP - NVBGH adds additional Members, the Contractor shall implement the Wellness Program at such new Members on the same terms and conditions either by amendment to the NHP - NVBGH Professional Services Agreement or by a Participation Agreement with new Member(s).

A Professional Services Agreement will contain standard terms and conditions that the Respondent should expect within any similar agreement. The Respondent should understand that Members of NHP – NVBGH are both public and private entities who may require specific contract terms. Such additional contract terms will govern the relationship between the Contractor and Member for that Member's program. Nothing herein should be construed as limiting the ability of NHP - NVBGH in contract negotiations to require acceptance of additional provisions protective of the Member's interest.

Please attach a copy of your standard Professional Services Agreement clearly marked “**DRAFT**”.

## SECTION 7 – SCOPE OF SERVICES

NHP – NVBGH Members have determined that the ideal relationship will meet the following needs:

- Ability to offer currently provided or coordinated services
- Ability to inform and motivate employees to adopt healthier lifestyles
- Increased access to quality focused and cost effective programs
- Accurate and timely program administration
- Reliable, meaningful data and reporting from which to make decisions regarding Wellness Program management
- Performance guarantees consistent with industry standards
- Ability to provide on-site services that are proactive and responsive in the management of the Wellness Program
- Health Risk Appraisals
- Biometric Screening
- Ultimately reduce health care costs for NHP – NVBGH Members

This Section requests your organization’s response to minimum Wellness Program requirements identified by NHP - NVBGH individual employer Members. Respondents may list additional/supplemental services separately from the minimum requirements, and indicate the additional cost of such additional/supplemental services in their Pricing Proposal. If the additional/supplemental services are “bundled” for pricing purposes, the effect of the “bundling” must be clearly indicated.

For each response in this section, it is required that the Respondent assumes responsibility of all aspects of compliance with **Health Insurance Portability and Accountability Act of 1996 (HIPAA)**, **Genetic Information Nondiscrimination Act of 2008 (GINA)**, **Americans with Disabilities Act (ADA)**, **The Age Discrimination in Employment Act of 1967 (ADEA)**, **Consolidated Omnibus Budget Reconciliation Act (COBRA)** and any other applicable laws and regulations.

### 7.1 - COMPANY PROFILE INFORMATION

Provide the name, address, legal structure, principal owners and key management personnel of the organization.

Indicate the licensure or authority under which the organization is permitted to do business in the State of Nevada.

Does the organization use subcontractors? If yes, for what services? Are any of the organization’s operations or operations of the organization’s subcontractors located outside of the United States? If Respondent proposes that major portions of the work will be performed by different team members (e.g. joint venture partners, subcontractors), Respondent must request by electronic mail an additional form to be completed for each subcontractor. The email must be addressed to [tlightfoot@nvbgh.org](mailto:tlightfoot@nvbgh.org) and the subject line must read: WELLNESS RFP – SUBCONTRACTOR – JOINT VENTURE REQUEST FORM.

Provide a chronological history of all mergers and/or acquisitions involving the organization and Respondent principal team members for the past five (5) years including all present and former subsidiaries or divisions and any material restructuring activities, if applicable, including any forthcoming actions, if such disclosure has already been generally available to the public and is permitted by law.

Provide a summary of current and future projects and commitments to include projected completion dates. Describe how any uncompleted projects and/or contractual commitments to other clients will affect your ability to deliver Services, capacity to perform within the timeline in this RFP and affect dedicated resources committed to the NHP - NVBGH Wellness Program.

## **7.2 - EXECUTIVE SUMMARY**

Provide an Executive Summary of the organization and its experience in health and wellness promotion to public and private sector employers. Include a discussion of the organization's understanding of the NHP – NVBGH Wellness Program intent and objectives and how he organization's Proposal would achieve those objectives. The Summary must discuss the Respondent's strategy and methodology for successfully implementing and managing an employee Wellness Program; capacity to perform; approach to project management; satisfying the scope of services in the RFP; success in the management of employer health, wellness and health care costs and any additional factors for NHP - NVBGH consideration.

Provide a description of the Wellness Program Respondent would provide to NHP – NVBGH Members, subject to the requirements listed in WELLNESS PROGRAM REQUIRED SERVICES (Exhibit 1). The Wellness Program description should provide NHP - NVBGH with sufficient detail to evaluate the robustness and effectiveness of the Respondent's Wellness Program, including but not limited to:

- Explanation of how each component of the Wellness Program as specified in Exhibit 1 will be fulfilled. Including a thorough explanation of all rules affecting Participants and actions required by Participants
- Examples or descriptions of expected Participant experiences
- Explanation of how the Wellness Program will engage Participants and drive healthier behaviors
- Evidence of improved health outcomes from the Wellness Program or similar Wellness Programs, and the ability to reduce health care costs through the impact of the Wellness Program
- Abilities or attributes that distinguish your wellness services from other tools and vendors in the marketplace

Describe how the organization identifies areas of need, high-risk and opportunities for sustainable behavior change.

Create a proposed Wellness Program project plan and schedule listing all standard activities. Provide a separate Wellness Program project plan and schedule listing all activities that would incur additional cost.

Describe the frequency, duration, and timeline for direct employee contact sessions for health coaching and targeted interventions. Are these sessions face-to-face, telephonic, electronic?

Are Wellness Program participants allowed to retain their current physician relationship?

### **7.3 - HEALTH RISK APPRAISAL**

Describe the main objectives of the organization's Health Risk Appraisal.

Does the organization's HRA capture:

- a. Demographic characteristics – age, sex
- b. Baseline data including, but not limited to, smoking, hypertension, obesity, sedentary lifestyle, cancer risk and acute drinking
- c. Personal and family medical history (in compliance with the General Information Non-Discrimination Act regarding family medical history)
- d. Physiological data – weight, height, blood pressure, cholesterol
- e. Attitudes and willingness to change behavior in order to improve health?

Describe the channels available to administer an annual HRA.

Describe the measurements detailed in the HRA (i.e. overall score that is delineated into specific areas such as nutrition, fitness, stress).

Describe the channels available to report to individuals their HRA health rating or score.

Does the organization's HRA report provide recommendations on how individuals can reduce their health risks by changing their lifestyle?

Describe the process for using the HRA to promote behavior change focusing on how the HRA can be used as part of an integrated, multi-component Wellness Program.

Describe the organization's process to provide aggregated data reporting for NHP – NVBGH Members. Please detail if your report includes:

- a. Demographic data of participants
- b. High risk areas
- c. Cost projections in terms of increased healthcare, absenteeism and presenteeism
- d. Cost savings in terms of reduced healthcare, absenteeism and presenteeism
- e. Identifying appropriate health interventions
- f. Monitoring utilization of appropriate health interventions

What certifications and licensures does the organization currently hold to permit the activities associated with Health Risk Appraisals? Are you licensed and/or certified in the State of Nevada?

### **7.4 - BIOMETRIC SCREENING**

Describe the organization's abilities to conduct biometric screenings in conjunction with administration of a Health Risk Appraisal (HRA). Include a description of methods available -

finger stick, venipuncture, etc. Provide a list of all tests you can conduct including, but not limited, to:

- a. Lipid Panel
- b. Glucose
- c. Height
- d. Weight
- e. BMI
- f. Body Fat Percentage
- g. Blood Pressure
- h. Hip Measurement
- i. Waist Measurement
- j. Flu Shot
- k. Other Vaccinations
- l. Comprehensive Metabolic Panel
- m. Cotinine Test

Can Biometric Screenings be conducted on-site at NHP – NVBGH Members?

Will the organization provide biometric screening services or will they be provided through a sub-contractor? If provided through a subcontractor, please list the sub-contractor name and Nevada locations.

Can the organization accept direct electronic records in order to populate Biometric Screenings in real-time?

What certifications and licensures does the organization currently hold to permit the activities associated with Biometric Screening Services? Are you licensed and/or certified in the State of Nevada?

## **7.5 - EDUCATION, COMMUNICATION AND MARKETING MATERIALS**

Describe the education and marketing materials that are included as part of the organization's standard Wellness Program. Please provide examples of materials that can be co-branded to meet the needs of individual NHP – NVBGH Members. Are there any limitations? Are there any additional charges for these services? If yes, please detail.

Describe the organization's ability to reach all participant's through diverse channels including web portal (customized to individual Member/employee level), web based applications, social media, leadership engagement, supervisor (team leader – wellness champion) training, on-going coaching and consistent, continuous interactive coaching at all stakeholder levels. Include education and communication channels that are available other than through electronic devices. Are there any additional charges for these services? If yes, please detail.

Does the organization have a program designed to engage senior leadership/management?

What communication support is provided as part of the organization's Wellness Program? Please delineate the tools that are included as a "standard package" and what services may incur additional fees.

Describe the organization's participation in planning, marketing and attending health fairs. Include a proposed schedule. Are there any additional charges for these services?

Describe the web-based services that are available to participants. Explain the methodology for site content development. How often is it updated?

Describe the security measures that are in place to protect participant information (i.e. individual password protection for web-based services).

Describe the process for addressing participant privacy concerns including how the organization communicates to the participants what information is released to their employer. Can this information be customized? Is there an extra cost?

What information is the organization able to report to the individual Member as well as NHP - NVBGH regarding web-based services utilization?

Please provide a guest access password and log-in instructions so the Evaluation Committee can review the web-based services.

## **7.6 - INCENTIVE DESIGN, ADMINISTRATION AND TRACKING**

Describe the organization's ability to assist with incentive design including incentives that are not directly related to a reduction in health insurance premiums.

What has the organization found to be the most effective incentive approach?

What is the organization's experience impacting individuals who are "non-movers" as well as those who fail to remain compliant with health and lifestyle management, health and lifestyle coaching and health and lifestyle challenges?

Describe the organization's process and capabilities to assist with administration (utilization monitoring, participant compliance, rewards) of the incentive program including seamless integration into individual Member electronic management systems.

Describe the process for administering registration, tracking participation and reporting outcome on health and lifestyle education, challenges, etc.

Describe how Participant Wellness Program activity or other data is obtained. Is it on a self-reported or verifiable basis? If the data is verified, please describe the steps used to ensure accuracy.

Does the organization have mechanisms for employees to track their own participation in the Wellness Program?

Describe how the organization reports on participation and achievement. Please describe any limitations due to HIPAA compliance.

## **7.7 - QUALITY ASSURANCE**

Briefly describe the organization's quality assurance processes and procedures.

Describe the methods and frequency for updating the clinical information that supports the algorithms for disease and care management programs.

Describe required education and certification of the counselors and/or coaches as well as the organization's training to assure that all staff is knowledgeable in techniques and strategies.

Describe the organization's issue resolution process. Is it available 24 hours a day?

Provide a copy of the organization's participant and client satisfaction surveys.

## **7.8 - REPORTING**

Describe the organization's ability to integrate Wellness Program data with individual Member health service providers and third-party-administrator(s).

Describe the reports available to the individual participants and aggregate employer reports which overview all outcomes from the HRA, Biometric Screening and Wellness Program activities. Please include a timeline of when these reports will be made available.

Provide a sample of the organization's standard individual and aggregate reports.

Provide a copy of the evaluation/satisfaction survey related to individual programs as well as a copy of how these results are reported back to NHP – NVBGH and the individual Member.

Provide a copy of aggregate data from previous evaluation surveys with a current client. (The report can be white labeled.)

Describe the organization's methodology for computing Return on Investment (ROI) of the Wellness Program.

## **7.9 - TECHNOLOGY**

Describe how the organization will utilize data from current providers for employees who previously participated in health screening activities. Describe the required format for the data transfer. (The data provided will conform to HIPAA regulations.)

Describe how your organization will supply biometric screening data to the individual Member medical insurer in an agreed upon and compliant format.

Describe information processing equipment and software. Is the software proprietary to the organization?

Describe the organization's data management, storage (record retention policy) and security capabilities. Is data kept in a central location? Are there back-up locations? If yes, how many and where?

## **7.10 - ACCOUNT MANAGEMENT**

List those who will be primarily responsible for program service delivery, including their education and professional backgrounds.

Will the organization assign a dedicated Account Manager and/or Account Executive to NHP - NVBGH? Describe how the Account Manager/Executive will interact with individual Members as well as with NHP - NVBGH.

Will the organization agree to a key personnel clause which requires a minimum of 30 days advance notice of any changes in assigned Account Management personnel including a clause that would allow NHP - NVBGH to refuse any proposed Account Management changes? Reasonable exceptions would apply to situations beyond the organization's control (e.g. resignation with less than 30 day notice.)

## **7.11 - IMPLEMENTATION**

Describe a typical implementation process including necessary lead time for the launch of a successful Wellness Program, as well as annual enrollment events. Attach a sample implementation plan representative of the organizations processes and timelines.

## **7.12 - REFERENCES**

Respondent must provide at least three (3) references of current clients and two (2) former clients contracted to perform services of a magnitude similar to NHP - NVBGH (public entities as well as private entities). Experience will not be considered unless complete reference data is provided. At a minimum, the reference data must include:

- Client name, address, contact person name, telephone, email address
- Description of services
- Nature and extent of Respondent's involvement as the prime contractor. Identify services, if any, that are subcontracted and to what other company.
- Contract Term (Start and Expiration)
- Lessons learned from the experience
- How the experience will be leveraged to provide exceptional service to the NHP – NVBGH Wellness Program

Respondent must agree that NHP - NVBGH may verify all references and that reference contacts are aware that they are being used and agree to be contacted for interview and possible follow-up. Also, that NHP - NVBGH may solicit from previous clients, or any available sources, relevant information concerning Respondent's (or subcontractors) record of past performance.



**NEVADA HEALTH PARTNERS**  
**NEVADA BUSINESS GROUP ON HEALTH**  
**WELLNESS PROGRAM RFP – AUGUST 2014**

**EXHIBIT 1**

**GENERAL WELLNESS PROGRAM REQUIREMENTS**

The successful Contractor's Wellness Program must, at minimum, deliver to all Participants: (1) annual Health Risk Appraisal and Biometric Screening (2) periodic health check-ins with a qualified health advisor/coach, and (3) regular target risk programs for all Participants.

In addition to providing all required wellness programming and access, the Contractor must perform all administrative functions for the Wellness Program including monitoring and tracking Participant compliance, producing all employee communication materials relating to each Nevada Health Partners – Nevada Business Group on Health (NHP – NVBGH) Member Wellness Program (including but not limited to materials leading up to the launch of the Wellness Program, as well as ongoing communications to the Participants), quarterly program updates and results tracking. Please note that these administrative functions will require the provision of electronic files of all Participants to the NHP - NVBGH Member.

**MINIMUM REQUIRED ELEMENTS**

Responsive Proposals will describe the Respondent's solutions for the NHP - NVBGH Wellness Program within the general outline below with the goal of a Wellness Program that will:

- Engage Participants in proactively managing their health
- Result in measureable improved health outcomes for Participants
- Drive a reduction in healthcare costs for all members
- Maintain compliance with HIPAA, GINA, ADA, ERISA, PDA, COBRA and all other pertinent laws, rules and regulations

**A. SCALE AND ENROLLMENT**

1. Manage employee and dependent enrollment process for the NHP - NVBGH Wellness Program, including producing, processing and managing enrollment documents and forms. Each Member will provide a list of potential participants along with contact information to assist in this process. The enrollment process should include a process for reviewing and approving Participant exemptions from the Wellness Program to ensure compliance with all applicable federal and/or state laws or extraordinary life situations.
2. Enrollment process is a choice. Participants will indicate their desire to enroll in the Wellness Program by signing an agreement in which they agree to be an active

Participant in all aspects of the Wellness Program (the form should define the Active Engagement Criteria). Individuals choosing not to enroll in the Wellness Program likewise need to declare so in a signed statement (worded, provided and kept by the Contractor).

3. Provide Wellness Program Services to all Participants

**B. HEALTH RISK APPRAISAL**

1. Coordinate and conduct an annual Health Risk Appraisal (HRA) designed to identify existing and emerging health issues and to provide a baseline for establishing a health improvement – health maintenance plan.
  - a. Health Risk Appraisal will occur as soon as possible after Contract execution, with precise timing to be specified in the Implementation Plan.
  - b. In all subsequent years, the Health Risk Appraisal (HRA) will occur during the first quarter of the calendar year or as may otherwise be agreed to with the individual Member.
2. Create and administer a Health Risk Appraisal (HRA) consisting of questions in sufficiently plain language as to be successfully completed by Participants without assistance from a medical professional.
3. Provide convenient access to the Health Risk Appraisal as well as convenient submission options.

**C. BIOMETRIC SCREENING**

1. Develop a Biometric Screening process consisting of cost-efficient health tests that can be administered by qualified individuals on-site or at locations convenient and accessible to Participants. The Biometric Screening should supplement the HRA in identifying health risks, areas of behavioral lifestyle changes, and triggering actions leading to targeted risk participation.
  - a. At a minimum, the Biometric Screening must include tests to measure body fat (e.g. body mass index, waist measurement, or other body fat measurement method) and blood pressure for all Participants.
  - b. All employees and their covered dependents should be encouraged to take a lipid profile and/or A1C blood draw tests including very strong encouragement for those who demonstrated a need for these tests.
  - c. The Respondent should suggest any additional tests required to identify health risks that will be addressed by corresponding wellness target risk programs as part of its Proposal, and supply scientific or empirical rationale, and a cost-benefit case for all additional tests and targeted risk programs. NHP - NVBGH reserves the right to request a revised price proposal based on the rationale proposed for the inclusion of such targeted risk programs.
  - d. Additional tests for uniformed fire personnel clearly related to specific risk associated with firefighting. Fire specific tests should include:



their doctors in lieu of a Wellness Program provided Biometric Screening if these were the same tests as the Biometric Screening would perform as part of the Wellness Program.

7. Results of the HRA must be shared with Participants in a timely manner through an initial personalized results sharing procedure.
  - a. Report should be backed by the results of the HRA and all tests conducted in the Biometric Screening.
  - b. Identify potential individual health risks, and how to address them specifically through the Wellness Program, including offering recommendations for their enrollment in target risk programs.
  - c. Multiple high-touch methods of communication are encouraged for presentation of results.
8. Participants must receive paper or email output of their HRA so that they may share the results with their physician or other health care provider if desired.

#### **D. CHECK-INS**

1. Perform in-person or telephonic check-ins to:
  - a. Discuss progress the Participant has made with respect to major health issues identified in the annual HRA.
  - b. Answer any appropriate questions the Participant may have regarding their health.
  - c. Provide recommendations or answers for follow-up advice and care as needed.
  - d. Motivate and encourage Participants in regard to setting and reaching future health goals.
2. Provide and manage a system to schedule check-ins ahead of time, with options to do so via a central Wellness Program website or telephonically (which may consist of an IVR-based automated system or personal assistance). Participants should receive frequent reminders to schedule necessary check-ins to facilitate meaningful compliance.
3. The check-ins are to be initiated by the health advisor contacting the Participant at the number, date and time specified, and may last up to thirty (30) minutes.
4. To the largest extent feasible, Participant should speak with the same health advisor for each check-in to help foster trust between Participant and health advisor.
5. Check-ins must be available at convenient times and days to allow Participants to perform their check-in during work time if permitted by the individual Member as well as available outside of normal working hours, including evenings and/or weekends.
6. Develop clear guidelines for number and frequency of check-ins based on the Wellness Program in which the Participant is enrolled.

7. Provide health advisors with all applicable certifications and trainings as required by law, and as necessary to be effective advisors for Participants.

#### **E. WELLNESS TARGET RISK PROGRAMS**

1. Create and run a number of target risk programs aimed at driving healthier behaviors and outcomes (or continuing good health behavior) for Wellness Program Participants by providing education, challenges, outcome awareness, behavior tracking, and biometric measurement components. Target risk programs should address common health risks for a broad spectrum of Participant risk levels from low-risk (such as weight maintenance, exercise optimization, etc.) to high-risk (such as obesity, heavy smoker, etc.). Target risk programs should include, but should not be limited to, the following:
  - a. Hypertension
  - b. Hyperlipidemia
  - c. Nutrition
  - d. Significant Sedentary Risk
  - e. Tobacco Usage
  - f. Diabetes – Pre-Diabetes
  - g. General Fitness
  - h. Other risks (asthma, stress, alcoholism, etc.)
2. Target risk programs are to be designed to drive significant health improvement/condition treatment, which will then lead to reduced future healthcare expenditures for the Member.
3. Target risk programs must be sufficiently robust to drive health improvements but still be convenient for the Participants.
4. NHP - NVBGH Wellness Program will be year-round, with regularly occurring programming. The expectation of NHP - NVBGH is that target risk programs will include regular reporting and tracking of program adherence and be conducted on a basis determined by the individual Member or that the Respondent can demonstrate commensurate or improved effectiveness at driving improved health outcomes and lower costs.
5. All required target risk programs are expected to be flexible around employee vacation and holidays.
6. Specific target risk programs will be elected by Participants, without restrictions or limits other than those required by the Participant's health. The selected Contractor must generate strong recommendations for Participants as to the target risk programs in which they should consider enrolling based on risks, especially emerging chronic conditions or unsatisfactory chronic condition treatment, identified by the HRA or Biometric Screening or prior target risk program process.
  - a. EXAMPLE: A Participant demonstrating a risk for diabetes should be encouraged to enroll in a target risk program that may help them mitigate their risk, but should not be required to enroll in any specific target risk program.

- b. **EXAMPLE:** A Participant who does not smoke should not be allowed to enroll in a tobacco cessation program specifically designed to mitigate smoking risk.
- 7. Update curricula as necessary to refresh target risk program materials and incorporate findings from NHP – NVBGH Member review of the Wellness Program and results.
- 8. Manage target risk program enrollment process at initiation of Wellness Program and any subsequent target risk selections by Participants. The Wellness Program may impose reasonable time limits upon the ability of Participants to switch target risk programs during the year.
- 9. Target risk programs offered by the Contractor must be convenient to access for all Participants.
  - a. A variety of engagement methods for Participants (online, telephonic, on-site kiosks, etc.)
  - b. Compliant with common system requirements: any online programming must be easily accessible with shared standard computer programs and browsers.
  - c. Multilingual; English and Spanish required

#### **F. MEMBER TRACKING**

- 1. Manage Participant sign-up during Wellness Program enrollment period. Contractor must maintain a Master List of (1) Member's enrolled Participants and covered dependents (2) Participants and their covered dependents who elect not to participate in the Member's Wellness Program.
- 2. Develop reasonable criteria for Active Engagement in each component of the Wellness Program:
  - a. HRA scheduling and attendance
  - b. Check-in scheduling and follow-through
  - c. Active participation in target risk programs
  - d. Criteria should balance rigor of program with reasonable convenience for Participants, with specific attention to low impact engagement for healthy participants. The goal of the criteria is to ensure active engagement and minimize any non-active participation.
- 3. A critical component for compliance criteria is Active Engagement. Active Engagement cannot be defined in terms of attaining set targets in physical characteristics or behavior (e.g. target blood pressure, weight, food consumption, exercise goal attainment, etc.
- 4. The Wellness Program must include a process to acknowledge and track approved short and long term absences from the Program (e.g. bereavement, medical leave, etc.), temporarily exempting Participants from the Wellness Program Active Engagement criteria.
- 5. Track Participant compliance with HRA, check-ins, and target risk programs through maintenance/updating of the Master List.

6. Establish a system of warnings for Participants to alert them of instances of non-compliance. The system should be flexible and attempt to notify Participants via multiple means including phone, email, or any other means that prove practical. All warning notifications must produce a verifiable receipt and audit path.
7. Establish the number of separate infractions and subsequent warnings allowed without consequence. Non-compliance that results in expulsion from the Wellness Program will be determined at the third infraction.
8. All Active Engagement compliance criteria, infractions and the warning system must be clearly defined and communicated to Participants. No compliance policy may disclose any individual health information to NHP – NVBGH or Members. Participant warnings and infractions will only be disclosed in aggregate to NHP – NVBGH and Members. NHP – NVBGH Members will only be informed of an individual's status as a Participant or Non-Participant in the Wellness Program with no disclosure of Protected Health Information (PHI).
9. Notify non-compliant Participants of their removal from the Wellness Program due to their third infraction caused by their non-compliance with the Wellness Program. The notice from the Contractor should inform the Participant of the change in their status along with any information deemed necessary by the Contractor. The notice will not include any opt-out language regarding the start of opt-out penalty, if any; this notice will come from the individual Member.
10. NHP - NVBGH reserves the right to audit compliance processes and resulting opt-outs annually. In the event the audit shows the compliance criteria was not adhered to, resulting in an understatement of Participant opt-outs, the Contractor will be obligated to reimburse NHP – NVBGH and Members for all overstated Participant payments. (This audit must be through a third party if, at any point, it would encounter any Protected Health Information or records.)
11. Provide NHP – NVBGH and Members will full refresh of the Master List capturing current (1) all compliant Participants and (2) all non-compliant employees and dependents once a week to aid in payroll incentives, reductions and opt-out processing.
12. Provide participation details to NHP – NVBGH Members for a Member administered process for hearing disputes or appeals by Participants who feel they have been unduly declared non-compliant with the Active Engagement criteria. This process will occur monthly to make allowances for extraordinary life events on a verifiable, good-faith basis. The Contractors' responsibilities will include providing details validating the decision to declare a Participant non-compliant (such as documentation of timing when warnings were issued, Participant receipt of warnings, etc.) The Contractor also will be expected to reinstate Participants who are deemed to have been unfairly removed from the Wellness Program. At no point will NHP – NVBGH or Members have access to private medical results or information and no appeal based on that necessity shall be heard.

## **G. LAUNCH OF WELLNESS PROGRAM – ANNUAL ENROLLMENT**

1. Contractor must develop and design various brochures, pamphlets and materials, including any individual Participant waivers of liability against NHP – NVBGH and Members as may be required and as subject to the approval of NHP - NVBGH Members. Contractor must be able to co-brand such materials with NHP – NVBGH and Member information. If such materials need to be mailed to Participants, then the Contractor must arrange to have the most cost effective method and mechanisms in place to execute this task when required.
2. Contractor shall provide presentation and informational materials to support the launch of the NHP - NVBGH Wellness Program encouraging wide-spread participation.
  - a. Coordinate publications and events after the Wellness Program announcement has been made and before the Wellness Program is launched.
  - b. Presentation to NHP - NVBGH Member key stakeholders to explain the Wellness Program and train on-site wellness champions.
3. No contractual provision, or correspondence to NHP – NVBGH or Members or other document shall limit the Contractor’s responsibility for the accuracy and completeness of these materials or for compliance with all laws, statutes and regulations.
4. Develop and maintain a NHP – NVBGH wellness website that can be co-branded for individual Members that provides readily accessible, substantive information about the Wellness Program for employees and their dependents seeking additional information.
5. Conduct a minimum of one or more trainings in preparation for the Wellness Program launch for Human Resources representatives and various key stakeholders (e.g. “Wellness Champions”) across multiple Members and departments. These will be “train the trainer” events to fully prepare Human Resources representatives as well as other key stakeholders such as Participant “Wellness Champions” to encourage participation and answer common/anticipated questions during the Enrollment Period.

## **H. ON-GOING REPORTS**

1. Develop informative and actionable communications highlighting the progress of the Wellness Program in each preceding month and for the program to date on a monthly basis. Communications should summarize high-level macro trends including participation, program enrollment and key behavior and biometric benchmarks. Provide de-identified performance data to NHP – NVBGH and Members which in form and substance protects the privacy of individual Participants once a quarter. (These reports must conform to HIPAA.
2. At minimum, Contractor will be required to produce regular reports electronically in a file-format necessary to interface with individual Member applications to Members that include but are not limited to:



- a. Complete Master List refresh update of current Participant population by name and unique identification tag – monthly, unless requested otherwise.
  - b. List of opt-out population, by name and unique identification tag
  - c. Wellness target risk program enrollment population by program type
3. Tailor communications and presentations:
  - a. Nevada Health Partners – Nevada Business Group on Health Members
  - b. Updates for all Wellness Program Participants (newsletters)
4. In the event that NHP – NVBGH and/or Member(s) enters into an additional commitment (with current Contractor or another contractor) to integrate medical claims history and pharmacy claims data for grant, research or for predictive modeling to develop risk profiles, Contractor must share data as permitted by law in an accessible format.

#### **I. OTHER REQUIREMENTS**

1. Contractor shall directly perform the services specified in this RFP. Thus, Proposals from consultants or brokers not capable of directly performing the specified services will be considered non-responsive. Respondents may subcontract elements of the Services, but are ultimately responsible for overseeing, managing and directing all subcontractors. Joint Ventures, Partnerships, or LLCs (e.g. a health insurance company which has entered into such an arrangement with a Wellness provider). They must be so identified as a Joint Venture, Partnership or LLC and their Proposals must identify the specific functions that will be performed by the respective members of such Joint Venture, Partnership or LLC.
2. Contractor shall administer and develop a Wellness Program in accordance with the Sections and Exhibits included in this RFP. No Proposal will be considered unless the preliminary Cost Proposal is provided by the Proposer as set forth in Exhibit 2.
3. Contractor shall review and advise NHP – NVBGH Members on the Wellness Program. The Contractor will be responsible for advising NHP - NVBGH Members of all operational changes, industry-specific litigation, industry-specific practices and pending legislative changes that may affect coverage provided under the Services during the term of the Professional Services Agreement.
4. Contractor shall provide all information that is necessary for the effective provision of the Wellness Program, including legal and administrative advice and assistance as needed.
5. Contractor shall maintain confidentiality of NHP - NVBGH Member employee records in compliance with all federal, state and local laws and regulations, and to maintain other information deemed proprietary or confidential NHP - NVBGH Member(s) or pursuant to applicable law. Any data provided by NHP – NVBGH Member(s) to the selected Proposer, or encountered by Contractor during the performance of the Services, must be kept strictly confidential, and may not be sold, marketed, furnished or otherwise made available to any person or entity for any purpose.

6. Contractor shall ensure that any Participating Providers are appropriately licensed, insured and of high quality and meet all other requirements specified by the Proposer.
7. Contractor shall retain all records directly or indirectly related to the performance of Services during the term of any contract and for a period of seven (7) years after termination or expiration of any contract, or if later, until all pending disputes are resolved. NHP - NVBGH Member(s) have the right to review, abstract, audit and copy all records and accounts of the selected Contractor directly or indirectly related to any contracts with NHP – NVBGH Member(s). (This audit must be through a third party if, at any point, it would encounter any private medical information or records.)
8. Contractor shall ensure that in no case may Services be offered except by persons and firms authorized and duly licensed as required by federal, state and local laws and regulations. The Proposer(s) must provide evidence of a license to do business in the State of Nevada, and all other licenses and certifications as may be necessary to provide the Services as described herein.
9. Contractor shall offer such services in conformance with applicable federal and state laws and regulations, ordinances, personnel policies, procedures, rules and the terms of the applicable Wellness Program.
10. Contractor shall provide emergency contact information for its key managers responsible for oversight of the Wellness Program. Such key managers shall include operational and account management staff capable of and in a position to resolve emergency situations or as may be deemed necessary in the opinion of NHP – NVBGH Member(s).
11. Contractor shall provide written representation and warranty that all medical staff, technologists, technicians and Contractor's or subcontractor's professional staff have met the Contractor's credentialing criteria, licensing and/or certification and insurance requirements.



