

CLINICAL OPERATIONS ASSESSMENT

BIDDER'S CONFERENCES - MAY 11, 2023 & MAY 18, 2023

RFP # 23-1000-RFP08

1. **What Electronic Medical Record (EMR) or Electronic Health Record (EHR) software system does DCBOH currently use?**
Insight through Netsmart, we are now transitioning to their newer version, myInsight. It is cloud-based.
2. **Is this the first time the Board has done an assessment? If not, when was the last one done?**
There was a quality improvement assessment for clinically related items in the past but not this type of full-scale evaluation. It has been over 20 +years.

3. **What are the current services provided at each health center? Are they the same?**
DCBOH's clinical services are primarily nurse-driven clinical services, including child and adult immunizations, adult health services (such as STD screening and treatment, physicals), maternal and child health services (family planning, breast cancer, and cervical cancer screening program, hearing/vision/dental screenings for school, sports physicals), infectious disease services (HIV/STD testing and treatment, Tuberculosis screening and treatment, pre-exposure prophylaxis), travel medicine, refugee health services, and dental health services.

All nurse-driven clinical services are provided at our regional health centers (North, Clifton Springs, East, and TO Vinson). Infectious Diseases and Refugee Health (the TB clinic, the Refugee clinic, and the Ryan White Clinic) is only offered at the Richardson Health Center. Travel Medicine is currently only provided at the TO Vinson Health Center, but we are planning to resume it at our other health centers. Currently, the PREP clinic is only offered at 2 locations.

4. **Can you please provide a list of your health clinics and their locations?**

E.L. Richardson Health Center, 445 Winn Way, Decatur, GA 30030
T.O. Vinson Health Center, 440 Winn Way, Decatur, GA 30030
North DeKalb Health Center, 3807 Clairmont Road, Chamblee, GA 30341
Clifton Springs Health Center, 3110 Clifton Springs Rd, Decatur, GA 30034
East DeKalb Health Center, 2277 S. Stone-Mountain-Lithonia Rd., Lithonia, GA 30058

5. Will you consider outsourcing some areas like billing and back-office items?
It is a consideration we can look at.
6. What system or platform is HR currently using?
Peoplesoft and Munis.
7. For the data analytics component do you track or have a team in place that checks the charge and capture rate, error rate, clinical quality scores, or other efficiencies?
Yes, we have a billing manager who can pull some specific billing info from the EMR.
8. Is there a way to pull billing information for each center?
Yes. Data can be pulled for each health center. Regarding quality metrics, we currently do not have them, but in the new system, it has been requested to add more areas.
9. Are all the health center buildings set up the same?
No.
10. How many contracts will be awarded for this bid?
Originally, we were looking for 1 vendor, however, we are open to the possibility of two awards if one vendor does not have the skill set to singularly address the full Scope of Work as required.
11. Does DCBOH have any Community Health Outreach programs? How active are they in the community?
Yes, although please note our Community Health programs are under the Community Health Division and they are not included in this assessment as we are focusing on the clinical services being provided in our health centers.
12. Do you have a central billing office? Or is everything done differently at each individual facility?
We do have a billing department at the Richardson Health Center with a Billing Manager and Patient Billing Coordinator. Each health center also has a billing clerk. All claims from the 5 health centers come through them.
13. Do you have any software allowing all your facilities to communicate or share files amongst the health centers?
Yes, the same EMR system is utilized in all of the health centers. In addition to that, we do have an internal BOH website (intranet), an internal shared Y drive, and we also have Microsoft Outlook applications that allow staff to share files through OneDrive or utilize apps like SharePoint, etc.

14. What is the average number of patients that each location sees?

Average patient visits over the past 3 years:

East DeKalb	6822
North DeKalb	6300
T.O. Vinson	6393
Dental Clinics	1766
TB Clinic	4782
Refugee Health	5320
HIV/AIDS Clinic	2647

15. Are you able to work with or make any changes to the current EMR system to add codes or financials to potentially help your billing and HR processes?

Not presently. However, we are moving to an updated system, myInsight, where we will be able to make changes. As a public health agency, we are also limited in the services we can provide and what we can bill for since we do not provide primary care.

16. Will the awarded contractor be able to assist with the implementation of the new EMR system for efficiency?

This may be possible. We are in the process of transitioning and currently plan to complete the process by November 2023.

17. Will you be emailing or posting the newly updated extension for this solicitation?

Yes, the extension will be posted online.

18. What billing system do you use?

Billing is completed through our EMR system, Insight.

19. Are you looking to reevaluate where services are provided based on need?

Yes.

20. Are you open to looking at new tools?

If it's totally necessary for a change, we are open to looking at that; however, we are limited by budgetary restrictions.

21. Who do you think of as your competitors?

Other public health districts, such as Fulton, Cobb, and Gwinnett health districts. Additionally, federally qualified health centers, private providers, and neighboring private institutions, as well as, the increase in services being provided by large corporations, such as CVS, Walmart, and Walgreens, that are providing one-stop-shop types of services.

22. Do we want an overall process that can be applied through all the centers? Or do you want us to evaluate each center location separately?

Yes, that would be helpful. We don't have a preconceived notion of what we need. We want efficiency and a comprehensive review from you. We are open to recommendations.

23. How many patients do you see daily at each Health Center?

The daily visits vary based on the service at each health center and also ebb and flow throughout the year. Visits have a broad range. The number of patients we are able to see also depends on staffing. We may only see 6-10 patients in the adult health clinic but during the immunization rush before the school year begins, we see around 200 patients per day who need their immunization forms in order to start school.

24. Do you have lab services? Are they at all locations or is there one central lab?

We have outsourced most of our lab services to Quest. We also do send labs to LabCorp and the GA public health laboratory. There are some labs that we can do in-house. We do have a lab coordinator and a couple of lab staff in the Infectious Diseases and Refugee Health programs. We utilize medical assistants or nurses for phlebotomy/lab draws at the other health centers and send those to Quest.

What are the working hours for the clinics?

All health centers have operating hours of 8:15 a.m. to 5:00 p.m.

Special clinic days and/or hours are noted below:

Schedule of Coverage (E. L. Richardson)		Hours
Wednesday (Ryan White Clinic)	6:00 a.m.- 7:00 p.m.	13.0
Saturday- twice/month (Ryan White Clinic)	8:00 a.m. – 12:30 p.m.	9.0
Schedule of Coverage (T.O. Vinson)		
Thursday (late clinic)	7:00 a.m.-7:30 p.m.	12.5
Schedule of Coverage (Clifton Springs)		
Tuesday (late clinic)	7:00 a.m.-7:30 p.m.	12.5
Schedule of Coverage (East DeKalb)		
Tuesday (late clinic)	7:00 a.m.-7:30 p.m.	12.5

25. What is the number of personnel within your five (5) offices?

Staff in the health centers (these are approximate numbers and filled/unfilled positions change regularly)

- a. Clifton Springs – 20 full-time and part-time positions (7 vacancies)**
- b. East DeKalb – 6822 – 16 full-time and part-time positions (1 vacancy)**
- c. North DeKalb – 13 full-time and part-time positions (4 vacancies)**
- d. TO Vinson – 18 full-time and part-time positions (3 vacancies)**
- e. Dental clinics – 10 full-time and part-time positions (3 vacancies)**
- f. TB and Refugee clinics – 29 full-time and part-time positions (3 vacancies)**
- g. HIV/AIDS clinic – 26 full-time and part-time positions (please note this is a federally funded Ryan White HIV clinic so it is different and operates separately from the other clinical services)**

26. Do you offer telemedicine?

We purchased telemedicine equipment; however, our rollout was delayed because we were responsible for COVID-19 mass vaccination efforts. We have done small telemedicine pilots in our family planning clinic and in our HIV/AIDS clinic with small successes. We do have the capability from a technological standpoint to offer services, but staffing has been a barrier.

27. For billing, HR, and hiring practices is there existing process documentation in place, or is this something the consultant would need to map?

We have billing, HR, and hiring policies and procedures. However, the consultant may need to map out the current processes and recommend improvements.

28. Is there a strategic plan in place, is it active?

The BOH's strategic plan is outdated (2014-2017) and this is another project that is underway.

29. How many languages do you support?

We use the Language Line for patients who speak a language other than English. We have a large Spanish-speaking patient population at our North Clinic in Chamblee, and we see an incredibly diverse patient population in our TB/Refugee Clinic

30. You stated you want to improve your competitiveness. Are you open to marketing campaigns or things like that to promote?

Yes, this can be considered and may depend on the availability of funds. Currently, our in-house Office of Communications & Media Relations does most of our marketing related to all BOH activities.

31. Would you share the reason why this solicitation was extended from the original timeframe?

When the solicitation was requested, it had a very short time span for it to release and close. Given this, the decision was made to extend the timeframe in allowing the competitive community to have more time to view the solicitation for consideration of participation.

32. What was the original release date for this solicitation?

May 4, 2023

33. Are we free to propose the amount of time we believe it will take for us to do the work?

Absolutely, we encourage you to put in the amount of time you feel is appropriate to achieve the objective. The contract will provide for optional renewal year terms, should this project exceed the initial term given.

34. Is this contract for assessment and implementation?

One of the objectives is for the contractor to develop new workflows and SOPS.

Project objectives include, but are not limited to, the following:

1. Perform a thorough operational and financial assessment of the five (5) DCBOH health centers, including the Eleanor Richardson Health Center, T.O. Vinson Health Center, North DeKalb Health Center, East Health Center, and Clifton Springs Health Center, to include a detailed assessment of appointment scheduling and patient registration, insurance and billing practices, staffing and workflows, and the management/organizational structure.
2. To review human resources policies and procedures including hiring practices, credentialing, and develop recommendations for recruitment and retention of clinical staff, in particular, public health nurses.
3. To review financial policies and procedures from patient check-in to insurance filings and follow-up.
4. To develop clinical and financial standard operating procedures and workflows that will result in efficient and streamlined clinical operations and to provide updated procedures and workflows in printed and electronic formats.
5. To provide detailed findings and recommendations via in-person presentations to the District Health Director, key leadership, and stakeholders.

35. How is this project funded? Is it from your operational budget or is there a grant driving the need to assess the operations after all these years?

It is being funded with operational funds. This is not a grant-funded project.

36. When is the anticipated start of this project and what is your expectation for this project to end?
Since funds are from this year the plan is to be contracted and encumbered for this current fiscal year. The contract start would normally be with our new fiscal year which will be July 1st, but it could be sooner for those reasons. There is no fixed end date for this project. It will depend on the proposed project length from consultant.
37. For the HR side, what are you looking for, just the hiring process or all components of HR?
Mostly hiring, recruitment, retention, and workflow.
38. Do you have an Organizational Chart you can provide?
Please see Exhibit 1.
39. Is there project monies set aside for minority or small businesses?
No, but we do diversify our portfolio.
40. Are you able to share the scoring criteria, your review process, or expectations of what's most important to you?
It is intentional that you don't have the scoring information. It has not been finalized at this time. There are Technical and Cost components.
41. Once the 3 vendors are narrowed down for review, does it go directly to selection?
No. Once the vendors are narrowed down from the Technical Review. The three (3) remaining vendors' Cost Proposals are reviewed and discussed by the Committee. At this junction, the Committee will determine if they desire to bring either the top two or top three contenders in for a final discussion of their proposals, prior to the selection of the vendor for the award.
42. How big is the internal team that will be working collaboratively with the vendor?
That has not yet been determined.
43. What are your financial goals for this project?
Make more money/increase revenues, billing efficiencies, and have our Mobile Units be a revenue source.
44. Who is the point person for this project?
Dr. Sandra Valenciano, our CEO and District Health Director, will prioritize the resources needed.
45. Who is the Director of Nursing?
Linda O'Sullivan, DNP

46. Do you have any patient metrics, for example: How much does it cost for you to take care of 1 patient, or how much time it takes to complete a service?

We do not have this information readily available.

47. Are there any billing metrics, patient numbers, revenue, and collections over a period?

This information will be shared with the vendor of contract award.

48. Are there any other HIV clinics in DeKalb?

We have 1 HIV/AIDS clinic at the DeKalb County Board of Health (DCBOH) located at our Richardson Health Center. There are other HIV service providers outside DCBOH in DeKalb County.

49. Are you willing to change your floor plan, and can we propose a design for open space?

This solicitation is concurrently in play with a Space Planning Contract underway with the Board of Health. While that project is almost complete, you are welcome to present design options as we seek to optimize all areas for efficiency, including floor plan design.

50. From the Lab, what is the SOP, what are you looking for from that perspective?

We do have an SOP currently in process, that can be updated or revised for need. We have outsourced most of our lab services. It would be a matter of defining the workflow for the in-house lab services (ex. phlebotomy, TB testing, etc.) to determine efficient clinical workflows.

51. What is your internal working style, are there preferences for engaging with consultants from the staff standpoint?

We are not opposed to having surveys and other things if they are brief for the constraints of time and patients. Workshops would be fine for collaboration and educational needs. The consultant will likely have the most success if they are able to meet with staff in person for observation, evaluation, and recommendations. For meetings that involve stakeholders from multiple health centers, we utilize Microsoft Teams for virtual meetings.