



**February 13, 2018**

**NOTICE OF REQUEST FOR PROPOSALS  
GENERAL CONDITIONS AND INSTRUCTIONS TO OFFERORS**

**For**

**HEDIS Text-Messaging Campaigns**

**L. A. CARE HEALTH PLAN  
1055 West Seventh Street, 11<sup>th</sup> Floor  
Los Angeles, California 90017  
Main Phone: (213) 694-1250  
Main Fax: (213) 438-5752**

**KEY DATES**

**Issue RFP: February 13, 2018  
Letter of Intent and Written Questions Due: February 26, 2018  
Vendor Proposal Due: March 8, 2018**

## 1. ABOUT L.A. CARE

L.A. Care's mission is to provide access to quality health care for Los Angeles County's vulnerable and low income communities and residents, and to support the safety net required to achieve that purpose.

As the nation's largest public health plan, L.A. Care is dedicated to helping Los Angeles County residents obtain health care for their families from doctors and other health care providers who understand and respect them. L.A. Care Health Plan is governed by 13 board members representing medical and health care professionals, as well as Medi-Cal consumers. L.A. Care is accountable to community stakeholders, not stockholders.

L.A. Care advances individual and community health through a variety of targeted activities including a Community Health Investment Fund that has awarded more than \$132 million throughout the years to support the safety net and expand health coverage. The patient-centered health plan has a robust system of consumer advisory groups, including the Regional Community Advisory Committees and the Executive Community Advisory Committee, health promoters, two Family Resource Centers that offer free health education and exercise classes to the community, and has made significant investments in Health Information Technology for the benefit of the more than 10,000 doctors and other health care professionals who serve L.A. Care members.

L.A. Care has approximately 1,800 employees, and projects \$7.5 Billion in Revenues for the 2017-18 Fiscal year.

### Programs

**Medi-Cal** – In addition to offering a direct Medi-Cal line of business, L.A. Care works with three subcontracted health plans to provide coverage to Medi-Cal members. These partners are Anthem Blue Cross, Care 1st Health Plan, and Kaiser Permanente. Since 2012, L.A. Care has enrolled more than 170,000 Seniors and Persons with Disabilities as members, and as of January 1, an additional 164,000 Healthy Way LA members transitioned to L.A. Care's Medi-Cal program. Medi-Cal beneficiaries represent a vast majority of L.A. Care members.

**L.A. Care Covered™** – As a state selected Qualified Health Plan, L.A. Care provides the opportunity for all members of a family to receive health coverage under one health plan in the Covered California state exchange.

**L.A. Care Cal MediConnect Plan**– L.A. Care Cal MediConnect Plan provides coordinated care for Los Angeles County seniors and people with disabilities who are eligible for Medicare and Medi-Cal.

**PASC-SEIU Homecare Workers Health Care Plan** – L.A. Care provides health coverage to Los Angeles County's In-Home Supportive Services (IHSS) workers, who enable our most vulnerable community members to remain safely in their homes by providing services such as meal preparation and personal care services

## 2. PURPOSE

L.A. Care is issuing this Request for Proposals ("RFP") to solicit proposals for providing **HEDIS Text-Messaging Campaigns** services. Interested Bidders may submit a proposal ("Proposal") containing the information requested in this RFP.

L.A. Care will select one Bidder to be contracted at L.A. Care's discretion to perform the required services. The Bidder will provide services as set forth in Exhibit A-1 (Statement of Work) to Appendix A (Master Services Agreement), pursuant to a contract to be entered into with L.A. Care. L.A. Care is under no obligation to order any work pursuant to this RFP.

### 3. SOLICITATION TERMS AND CONDITIONS

The following terms and conditions apply to the submission of proposals.

#### 3.1 Letter of Intent

The LOI is required prior to submission of an RFP response. The letter must be submitted to L.A. Care Health Plan, attention: Brittney Gordon, no later than **February 20, 2018**. Please submit the signed letter via e-mail to the address listed below. Letters must contain the following:

- a. Name of the vendor, address, and phone number
- b. Name, address, phone and fax number, and e-mail address of the person responsible/contact for the RFP response
- c. Brief description of the qualifications and experience of the vendor

#### 3.2 Proposal timetable. The timetable for this RFP is as follows:

Activity	Date*
Release of RFP	<b>February 13, 2018</b>
Letter of Intent (LOI) due to L.A. Care	<b>February 20, 2018</b>
Written questions due to L.A. Care	<b>February 26, 2018</b>
Questions and answers released	<b>March 1, 2018</b>
RFP Proposals Due (No Exceptions)	<b>March 8, 2018</b>
Confirmed Presentation Date, Presentation Agenda and Instructions Released	<b>March 12, 2018</b>
Presentation PowerPoint Due to L.A. Care	<b>March 15, 2018</b>
Bidder Presentation	<b>March 19-23, 2018</b>
Notification to Selected Bidder for Contracting	<b>April 30, 2018</b>

*\*L.A. Care reserves the right to change the date*

**Preparation and submission of a Proposal by interested Bidders will be at no cost or obligation to L.A. Care. L.A. Care reserves the right to terminate its efforts to contract for said services without obligation. Proposals and other materials submitted will become the property of L.A. Care and will not be returned. Your proposal must not be marked proprietary or confidential. Please note that L.A. Care is subject to the California Public Records Act.**

3.3 Submission of proposals. Proposals shall be submitted to L.A. Care, as follows. An electronic copy shall be submitted to:

Attention: Brittney Gordon, Buyer  
Email: [rfp@lacare.org](mailto:rfp@lacare.org)

3.4 Withdrawal of proposals. A Bidder may withdraw its proposal in writing on Bidder's letterhead or by email, signed by an authorized representative, to:

Attention: Brittney Gordon, Buyer  
Email: [rfp@lacare.org](mailto:rfp@lacare.org)

The notice of withdrawal must be received by L.A. Care before the proposal due date listed below.

3.5 Due date. Proposals are due by 5:00pm PST on **March 8, 2018**

3.6 Contact with L.A. Care personnel. All contact regarding this RFP or any matter relating thereto must be in writing and e-mailed to:

Attention: Brittney Gordon, Buyer

Email: [rfp@lacare.org](mailto:rfp@lacare.org)

If it is discovered that Bidder contacted and received information from any L.A. Care personnel, other than the person specified above, regarding this solicitation, L.A. Care, in its sole determination, may disqualify their proposal from further consideration.

3.7 Questions about this RFP. Bidders may submit written questions regarding this RFP by mail, fax or email to the individual identified above. All questions must be received by **February 20, 2018**. All questions, without identifying the submitting company, may be compiled with the appropriate answers and issued as an amendment to the RFP. When submitting questions please specify the RFP section number, paragraph number, and page number and quote the language that prompted the question. This will ensure that the subject of the question can be quickly found in the RFP. L.A. Care reserves the right to group similar questions when providing answers.

3.8 Amendment of RFP. L.A. Care retains the right to amend the RFP by a written amendment.

3.9 L.A. Care option to reject proposals. L.A. Care may, at its sole discretion, reject any or all proposals submitted in response to this RFP at any time, with or without cause. L.A. Care shall not be liable for any costs incurred by the Bidder in connection with the preparation and submission of any proposal. L.A. Care reserves the right to waive immaterial deviations in a submitted proposal.

3.10 Notice regarding the Public Records Act. By submitting a proposal, Bidder agrees to all of the following:

- (a) Proposals submitted in response to this solicitation shall become the exclusive property of L.A. Care, and Bidder grants L.A. Care the right to make unlimited copies of its proposal and any additional documents or communications submitted by Bidder.
- (b) L.A. Care is a public agency, and as such, its records are subject to disclosure under the California Public Records Act ("CPRA"), Gov't Code Section 6250 et seq. Proposals submitted in response to this solicitation are public records subject to disclosure to the public under the CPRA.
- (c) The CPRA grants L.A. Care the authority to withhold from the public all or part of a public record that is exempt from disclosure under the CPRA, and L.A. Care will exercise this authority in its sole and absolute discretion. L.A. Care shall not, in any way, be liable for any damages of any kind, whether under theory of contract, tort (including negligence), strict liability or otherwise, for the disclosure of a Bidder's proposal, communications about a Bidder's proposal, or any such related records or any parts thereof ("Bidder's records"). Each Bidder's sole remedy against L.A. Care is to seek injunctive relief prohibiting disclosure of Bidder's records.
- (d) In the event a Bidder believes parts of its proposal are protected from disclosure under the CPRA, Bidder shall (1) execute and submit with its proposal a Joint Defense, Confidentiality and Reimbursement Agreement ("Joint Defense Agreement"), which is attached as Appendix B to this RFP; and (2) submit a complete duplicate copy of its proposal as one electronic file in Adobe Acrobat PDF format, with those parts of its proposal which Bidder deems to be exempt from disclosure under the CPRA redacted using black-out ("redacted copy"). Do not omit any pages from the redacted copy.
- (e) **A Bidder may redact only those provisions of its proposal which are "Trade Secrets," or are otherwise exempt from disclosure under the CPRA.** "Trade Secrets" mean those trade secrets protected from disclosure pursuant to California Evidence Code 1060 et seq. and defined in California Civil Code Section 3426.1.

- (f) Bidder shall submit with its redacted proposal a separate letter detailing its basis for each redaction.
- (g) **A blanket statement of confidentiality or the marking of each page of the proposal as confidential shall not be deemed sufficient notice of a CPRA exemption, and a Bidder who indiscriminately and without justification identifies most or all of its proposal as exempt from disclosure, or submits a redacted copy but fails to execute and submit a Joint Defense Agreement, shall be deemed non-responsive.**
- (h) After L.A. Care receives a Joint Defense Agreement executed by a Bidder along with that Bidder's redacted copy, L.A. Care will review the redacted copy for responsiveness, and if the redacted copy is responsive, L.A. Care will execute the Joint Defense Agreement and return a copy to the Bidder.

3.11 Conflicts of interest. By submission of a proposal, Bidder warrants that no member of L.A. Care's Board of Governors or any officer, official, director, employee or consultant of L.A. Care whose position enables such member, officer, official, director, employee or consultant to influence L.A. Care's award or administration of an agreement in response to this solicitation or any competing agreement is currently or shall be employed in any capacity by the Bidder or shall have any direct or indirect financial interest in the selection of the successful Bidder.

3.12 Validity of proposals. Proposals submitted in response to this solicitation must remain valid for a period of at least six (6) months (183) calendar day.

3.13 Contract terms and conditions. Any agreement awarded in response to this RFP shall be subject to the terms and conditions in Appendix A (Master Services Agreement). The Master Services Agreement included in this RFP is provided to assist the proposer in submitting a bid and is subject to material change prior to execution to ensure compliance with applicable laws, regulations, L.A. Care payor agreements and L.A. Care policies and procedures.

3.14 Compliance with HIPAA. Any agreement awarded in response to this RFP will require access to protected health information or individually identifiable information, as defined by the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), Title XIII of the American Recovery and Reinvestment Act of 2009 and regulations and guidance promulgated thereunder ("ARRA"), also known as the Health Information Technology for Economic and Clinical Health Act (the "HITECH Act"), and other privacy statutes or regulations. The access, use and disclosure of such information shall be governed by the Business Associate Addendum.

3.15 Proposal preparation costs. Any costs incurred while developing responses to this RFP are the sole responsibility of the Bidder.

3.16 Eligibility for award. L.A. Care will not award any contract, purchase order, grant or other agreement to a vendor or grantee that is debarred, suspended or otherwise ineligible for the award of contracts or grants by any Federal agency or from participating in any Federal healthcare programs. Each Bidder must submit the following certification with its proposal.

Bidder certifies, to the best of its knowledge and belief, that the Bidder and/or any of its Principals:

- (a) Are ☐, are not ☐ presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency or from participating in any Federal healthcare programs;
- (b) Have ☐, have not ☐, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) contract or subcontract; violation of Federal or State antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, violating Federal criminal tax laws, or receiving stolen property;
- (c) Are ☐, are not ☐ presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in Section (b); and
- (d) Have ☐, have not ☐, within a three-year period preceding this offer, been notified of any delinquent Federal taxes in an amount that exceeds \$3,000 for which the liability remains unsatisfied.

For purposes of this certification, "Principal" means an officer, director, owner, partner, or a person having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a division or business segment; and similar positions).

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Date: \_\_\_\_\_

#### 4. PROPOSAL SUBMISSION REQUIREMENTS

4.1 Submission of proposals. Bidders shall submit a proposal to which service(s) they were invited, using the forms provided by L.A. Care and return an electronic copy in the same file format to:

**Attention:** Brittney Gordon  
**Email:** RFP@lacare.org  
**Subject:** <Bidder Name> –2018 HEDIS Text Messaging RFP: Proposal  
**Due Date:** March 8, 2018 5:00PM, PST

4.2 Proposal format. Vendor shall submit its proposal using the forms provided by L.A. Care as noted below:

Section	Description
Table of Contents	Bidder shall add one-page table of contents to their submission.
Proposal Requirements	<p>Bidder shall provide a description of Bidder's proposal which provides a broad understanding of the Bidder's approach, qualifications, experience, and staffing that addresses Sections 1 through XII below in <b>Appendix E, "HEDIS Test Messaging Campaign Proposal"</b> form.</p> <p>Limit your responses in <b>Appendix E</b> to the space provided in each section.</p>
I - Executive Summary	Summary of the contents of the Proposal to provide a broad understanding of the Bidder's approach, qualifications, experience, and staffing.
II – Qualifications	<p>Discussion of proposer's qualifications, including Firm's:</p> <ul style="list-style-type: none"><li>• Organizational structure (e.g., corporation, partnership, etc.)</li><li>• Number of years in business</li><li>• Scope of services available</li><li>• Relevant background and experience with Public Agencies, Health Care organizations, non-profits, etc.</li><li>• References (at least 3)</li><li>• Copies of the Bidder's most current financial statements.</li></ul> <p>*Also in Section X, complete the Business Requirements spreadsheet tab included as part of <b>Appendix C</b>.</p>
III – Program Structure (Approach)	<p>Provide a description of the evidence-based methodology the Bidder will use to meet the <b>Statement of Work (SOW)</b> requirements listed in <b>Exhibit A-1 to Appendix A</b>. Must provide information about the program structure, including:</p> <ul style="list-style-type: none"><li>• Evaluation methodology</li><li>• Examples of demonstrated effectiveness.</li></ul> <p>Include a staffing plan, identify any key personnel who will be assigned to the project, and describe how staff continuity will be provided.</p> <p>Identify any assumptions or variables that may impact the scope, schedules or pricing.</p>
IV - Content	Provide a description of the available content the Bidder will use to meet the SOW requirements listed in <b>Exhibit A-1 to Appendix A</b> .

Section	Description
	<p>Include description of how the Bidder ensures the content's literacy level and cultural appropriateness and available languages.</p> <p>Identify any assumptions or variables that may impact the scope, schedules or pricing.</p>
V – Technology	<p>Provide a description of the technology the Bidder will use to meet the SOW requirements listed in <b><u>Exhibit A-1 to Appendix A</u></b>.</p> <p>Include system requirements and limitations as well as how technology will be used.</p> <p>Identify any assumptions or variables that may impact the scope, schedules or pricing.</p>
VI – Reporting	<p>Provide a description of the reporting and evaluation the Bidder will use to meet the SOW requirements listed in <b><u>Exhibit A-1 to Appendix A</u></b>.</p> <p>Include a description of the reporting system, samples of reports, frequency of reports, and identify any requirements to access.</p> <p>Identify any assumptions or variables that may impact the scope, schedules or pricing.</p>
VII – Quality control plan	<p>Provide a comprehensive quality control plan Bidder will use to ensure the required services are provided as specified in the SOW in <b><u>Exhibit A-1 to Appendix A</u></b>.</p> <p>List any connections the Bidder might have with L.A. Care that could create a conflict of interest or bias. Describe the Bidder system in place used to identify and prevent possible causes of bias.</p>
VIII – Pricing	<p>Discuss the pricing methodology and structure (e.g., time and materials, fixed price, milestones, etc.), including any expenses.</p> <p>Include any variables, performance incentives, etc.</p> <p>Complete the Pricing Exhibit attached as <b><u>Appendix D</u></b>.</p>
IX – Exceptions to Master Services Agreement (MSA)	<p>A statement offering the Bidder's acceptance of, or exceptions to all terms and conditions provided by L.A. Care in <b><u>Appendix A (Master Services Agreement)</u></b>. For each exception, the Bidder shall provide:</p> <ul style="list-style-type: none"> <li>• An explanation of the reason(s) for the exception;</li> <li>• The proposed alternative language; and</li> <li>• A description of the impact, if any, to the Bidder's price.</li> </ul> <p>Indicate all exceptions to the MSA by providing a 'red-lined' version of the language in question, in the original Word document, with Track Changes turned on, and enable L.A. Care to identify those persons making changes or adding comments. L.A. Care relies on this procedure and any Bidder who fails to make timely exceptions as required herein, may be barred, at L.A. Care's sole discretion, from later making such exceptions.</p>

Section	Description
	<p>L.A. Care reserves the right to determine if Bidders' exceptions are material, singularly or in total, such that L.A. Care may deem the proposal non-responsive and not subject to further evaluation.</p> <p>L.A. Care reserves the right to make changes to the Agreement and its appendices and exhibits at its sole discretion.</p>
X – Exceptions to Statement of Work (SOW)	<p>A statement offering the Bidder's acceptance of or exceptions to all requirements outlined in <b><u>Exhibit A-1 (Statement of Work) to Appendix A</u></b>. For each exception, the Bidder shall provide:</p> <ul style="list-style-type: none"> <li>• An explanation of the reason(s) for the exception;</li> <li>• The proposed alternative language; and</li> <li>• A description of the impact, if any, to the Bidder's price.</li> </ul> <p>Indicate all exceptions to the SOW by providing a 'red-lined' version of the language in question, in the original Word document, with Track Changes turned on, and enable L.A. Care to identify those persons making changes or adding comments. L.A. Care relies on this procedure and any Bidder who fails to make timely exceptions as required herein, may be barred, at L.A. Care's sole discretion, from later making such exceptions.</p> <p>Please do not embed any of this RFP's L.A. Care or Bidder schedules and documents into your proposal.</p> <p>Please use the Schedules and Forms attached.</p> <p>L.A. Care reserves the right to determine if Bidders' exceptions are material, singularly or in total, such that L.A. Care may deem the proposal non-responsive and not subject to further evaluation.</p> <p>L.A. Care reserves the right to make changes to the SOW and its exhibits (if any) at its sole discretion.</p>
XI – Other Services	List any other services that Bidder offers with a brief description of each service.
XII – References	List three references of clients in the healthcare field for which Bidder provided telephonic interpreting services in the U.S. evidence-based text-messaging services that effectively improved HEDIS measures in the last five years. Bidder shall not include L.A. Care as reference.
XIII – Certifications	Certification regarding eligibility for award, provided in Section 3.13 (Eligibility for Award) above.
XIV– Joint Defense Agreement	If applicable, provide an executed Joint Defense Agreement ( <b>Appendix B</b> ) and submit a redacted copy of your proposal as outlined in Section 3.10 (Notice regarding the Public Records Act).
XV - Business Requirements	Complete the Business Requirements spreadsheet tab attached as part of <b>Appendix C</b> .
XVI – Information Technology Requirements	Complete the IT Requirements spreadsheet tab attached as part of <b>Appendix C</b> .

Section	Description
XVII – Privacy Requirements	Complete the Privacy Qualification Requirements - “Business Associate Risk Rating Form” or “BARR” attached as <b>Appendix C-1</b> .
XVIII – Evaluation Reports	Please provide any reports or white papers demonstrating the effectiveness of campaigns on impacting HEDIS scores. Please include in the heading of this document(s) “ <b>Appendix G</b> ”.

## 6. PRESENTATION REQUIREMENTS

6.1 Presentation date. Bidder will be invited to provide one-hour onsite presentation at L.A. Care’s headquarters at 1055 W. 7th Street, Los Angeles, CA 90017 between March 19, 2018 and March 23, 2018 on the condition that Bidder will submit their proposals by the due date.

L.A. Care will inform Bidder of the tentative assigned presentation date and time on February 26, 2018. Bidder must make their own travel arrangements. Any cost incurred for the onsite presentation by Bidders will be at no cost or obligation to L.A. Care. L.A. Care will confirm the assigned presentation date and time on March 9, 2018.

L.A. Care reserves the right to change dates related to presentation. In the event that these dates change, L.A. Care will inform Bidder in advance in writing.

6.2 Presentation materials. L.A. Care will provide Bidders with topics need be included in the presentation and instructions on March 9, 2018.

Due to L.A. Care’s security policies, L.A. Care will NOT be able to provide a laptop or run Bidder’s presentation file from a USB file storage device on L.A. Care’s laptops on the day of the presentation. Additionally, NO direct connection to the screen will be available.

Bidder must submit their presentation material (e.g. PowerPoint) to L.A. Care by March 15, 2018. L.A. Care will have the Bidder’s material ready on the screen for the presentation. A keyboard and a mouse will be provided to control the screen during the presentation.

**Attention: Brittney Gordon**  
**Email: RFP@lacare.org**  
**Subject: <Bidder Name> – 2018 HEDIS Text Messaging RFP: PPT**  
**Due Date: March 15, 2018 5:00PM, PST**

## 7. EVALUATION OF PROPOSALS

7.1 The selection of the Vendor will be based upon evaluation by L. A. Care considering all appropriate factors and criteria (subjective and otherwise) as L.A. Care may, at its sole discretion, deem relevant. In no event will L. A. Care be limited to selecting a successful respondent based solely upon total cost submissions.

7.2 Bidders will be evaluated on the following factors including, but not limited to:

- (a) Pricing
- (b) Program structure and demonstrated effectiveness
- (c) Available content and cultural appropriateness to L.A. Care’s population
- (d) Technology and reporting capabilities
- (e) References/ Previous relevant experience

- (f) Bidder's willingness to accept the Terms and Conditions outlined by L.A. Care in the Master Services Agreement, and the Requirements of the Statement of Work stated in Section X of the proposal will be considered.
- (g) L.A. Care retains the right to determine if Bidders' exceptions are material, singularly or in total, such that L.A. Care may deem the proposal non-responsive and not subject to further evaluation.

Bidders are discouraged from making numerous exceptions to the Agreement provided, and or Statement of Work unless absolutely essential. Bidders' proposals that contain Agreement or Statement of Work exceptions deemed excessive in volume or immaterial by L.A. Care may be evaluated less favorably.

## 8. SUMMARY

List of documents as referenced above:

<b>RFP Submittal Table of Contents Section</b>	<b>Document Number / Subsection</b>	<b>Document Name</b>	<b>Action Required</b>
	RFP Notice	Notice of Request for Proposal and General Instructions to Offerors.	Review RFP Requirements.
XIII	Section 3.13	Eligibility for Award Certification	Fill out and sign Certification
IX	Appendix A	Master Services Agreement (MSA), including Business Associate Addendum (BAA)	Review, indicate acceptance, or provide a redline with exceptions or comments.
X	Exhibit A-1	Statement of Work (SOW)	Review, indicate acceptance, or provide a redline with exceptions or comments.
XIV	Appendix B	Joint Defense, Confidentiality & Reimbursement Agreement.	Fill out and sign Joint Defense Agreement.
XV, XVI	Appendix C	Business and IT Qualifications Questionnaires	Fill out and sign requirements questionnaires.
XVII	Appendix C-1	Privacy Requirements – Business Associate Risk Rating Form ("BARR" form)	Fill out and sign BARR form.
VII	Appendix D	Pricing	Fill in detailed pricing exhibit as appropriate. Bidders are not allowed to change the structure of this pricing table and unit for pricing.
I, II, III, IV, V, VI, VII, VIII, IX, X, XI, XII	Appendix E	HEDIS Text Messaging Campaign Proposal	Use the form to provide Executive Summary and relevant information on Program Structure, Content, Technology, Quality Control and Disclosures per Section 4 above.  Bidders must place their responses in allotted space and are not allowed to attach any additional

			documents (unless specifically requested), and must not modify the form or exceed allotted space.
	Appendix F	Questions and Answers	Use the form to ask any questions or clarification needed to complete the RFP. <b>Questions are due along with the Letter of Intent by February 20, 2018.</b>
XVIII	Appendix G	Evaluation Reports	Please provide a PDF copy of any reports or white papers demonstrating the effectiveness of campaigns on impacting HEDIS scores.