

**Columbus Consolidated Government  
Council Meeting Agenda Item**

<b>TO:</b>	Mayor and Councilors
<b>AGENDA SUBJECT:</b>	Underserved and Inmate Healthcare Consultant Indigent Care - RFP No. 24-0009
<b>INITIATED BY:</b>	Finance Department

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It is requested that Council authorize the execution of a contract with PYA, P.C. (Atlanta, GA) for consulting services related to the development of a healthcare program for underserved and inmates indigent care.

PYA, P.C. shall assist the City with developing a fair, inclusive and equitable plan (the “Program”) to serve the target populations’ medical needs, including, but not limited to, limited acute inpatient care, outpatient care, x-ray, laboratory, primary medical care, and mental/behavioral health services (collectively, the “Medical Services”) for the uninsured person and medically underserved and incarcerated persons in the Muscogee County Jail.

Medically underserved persons are defined as residents of Muscogee County who are not covered under a private or governmental insurance plan and meet the income requirements of the Underserved Care Program. The income requirements are defined as having a total yearly income below 125% of the poverty income line guidelines for family units in the United States set by the United States Department of Health and Human Services.

Working with PYA, P.C., the City desires to achieve the following objectives concerning the Program:

1. Identify a diverse and inclusive group of healthcare organizations located in or near the City of Columbus to serve as a network of providers (The “Network”) for the provision of Medical Services.
2. Assess the impact of providing care to the Target Populations on local hospitals, health providers, and other key stakeholders. PYA, P.C. will consider the capacity of each provider within the Network to provide Medical Services in a high-quality manner, within the most appropriate care setting. Activities to complete this assessment may include, but not limited to:
  - a. Conduct on-site interviews with local healthcare stakeholders and providers, including, but not limited to:
    - i. Local government officials; City Council and Consolidated Government, including the Finance Department;

- ii. Hospital administrations (St. Francis-Emory and Piedmont Columbus Regional);
    - iii. Muscogee County Jail administration;
    - iv. Columbus Police Department;
    - v. Local mental health providers, and;
    - vi. Other relevant healthcare groups.
  - b. Demand and Supply projections – Based on historical information, current demographics, and projections, better understand the Medical Service needs for the Target Populations to assess the scope of the Network required to provide the Medical Services.
  - c. Determine innovative approaches to care delivery, i.e., telemedicine.
  - d. Determine and explore the scope of services – for example: mental health services, crisis management versus, screening, and therapeutic management.
  - e. Is there a restorative objective to help the “targeted population” to support moving out of the underserved status; What co-collaborators do the stake holders have?
3. Development of a contemporary reimbursement payment model to appropriately distribute funding to the Network, including:
  - a. The appropriate payment mechanisms (fee-for-service, others) for the Target Population, and
  - b. Mechanisms for contemporary claim adjudication and payment.
  - c. Submit a request for data and information to support the analysis.
4. Tracking mechanisms and the development of key performance indicators to evaluate the effectiveness of the Program.
5. Provide mechanisms for evaluating needs of the population and recommending a target tax levy for each year.
6. Provide a detailed scope of work for the consulting engagement along with an estimated timeline and range of professional fees.
7. Provide the methodology the City should use for selecting providers.

**RFP Advertisement and Receipt of Proposals:**

RFP specifications were posted on the web pages of the Purchasing Division, the Georgia Procurement Registry and DemandStar on November 14, 2023. This RFP has been advertised, opened and evaluated. Five proposals were received by the due date of January 5, 2024, from the following vendors:

**PYA, P.C. (Atlanta, GA)**

Avocet Enterprises, LLC (Chicago, IL)

Global SCR (Albany, GA)

<sup>1</sup> Kaufman, Hall & Associates, LLC (Chicago, IL)

<sup>2</sup> Valley Healthcare System, Inc. (Columbus, GA)

<sup>1</sup> The proposal from Kaufman, Hall & Associates, LLC included exceptions to the RFP specifications; the evaluation committee reviewed the exceptions and found them to be unacceptable and the vendor’s proposal did not receive further consideration. The Purchasing Division notified the vendor, in writing, of the findings.

<sup>2</sup> At the direction of the evaluation committee, the Purchasing Division contacted Valley Healthcare Systems, Inc. to ascertain if the vendor wanted to be a *consultant* to develop the program or if the vendor intends to participate in the resulting program. The vendor responded to the Purchasing Division, in writing, stating Valley Healthcare Systems no longer wants to be considered as a consultant to develop the program and instead, Valley Healthcare Systems would like to apply to participate in the resulting program.

The following events took place after receipt of proposals:

<b>RFP MEETINGS/EVENTS</b>		
<b>Description</b>	<b>Date</b>	<b>Agenda/Action</b>
Combined Pre-Evaluation Committee Meeting	02/15/24	The Purchasing Manager advised evaluation committee members of the RFP rules and process, and the project manager provided an overview of the contract requirements. Proposal copies were forwarded to the evaluation committee.
1 <sup>st</sup> Evaluation Committee Meeting	03/05/24	The committee discussed each proposal and determined clarifications were required from two vendors, and the proposal from another vendor should be rejected.
Clarifications Requested / Rejection Letter	03/13/24	The Purchasing Division requested clarifications from two vendors and sent a rejection letter to another vendor.
Clarifications Received	03/18/24	Clarification responses were received and forwarded to the evaluation committee for review; the committee did not require further clarifications.
Evaluation Forms Sent	03/21/24	Evaluation forms were forwarded to voting committee members.
Evaluation Forms Completed / Results to Committee	04/09/24	Evaluation forms were completed and returned to Purchasing for compilation results, which were forwarded to the committee for review and recommendation.
Recommendation	04/10/24	4 of the 5 voters unanimously recommended award to the highest-scoring firm of PYA, P.C. The 5 <sup>th</sup> voter was absent for the vote; however, the 5 <sup>th</sup> voter’s individual evaluation reflects the recommended highest vendor.

**Evaluation Committee:**

The proposals were reviewed by the Evaluation Committee, which consisted of one voting member from each of the following departments: Finance Department, Human Resources Department, Sheriff’s Office, Community Reinvestment Department, and Planning Department.

Serving as a non-voting advisor were an additional representative from the Finance Department, a representative from the City Attorney's Office, and a representative from the City Manager's Office.

**Award Recommendation:**

4 of the 5 voters unanimously recommended award to the highest-scoring firm of PYA, P.C. The 5<sup>th</sup> voter was absent for the vote; however, the 5<sup>th</sup> voter's individual evaluation reflects the recommended highest vendor. The committee recommends PYA, P.C. for the following reasons:

- The firm's ability to help the City to understand a discrete population's needs, and identifying creative solutions to those challenges is a positive signal of the firm's capabilities to meet the requirements.
- PYA has several ongoing engagements in which their consultants are providing services similar to the City's requirements. PYA's most similar project, on which PYA consultants have been engaged, involved the finance and reimbursement component of a behavioral health network development project in Milwaukee, Wisconsin.
- PYA's proposed pricing includes analysis of network providers, methodology for selecting providers, development of key performance indicators to assess the effectiveness of its program, as well as providing the technology needed. PYA is willing to customize its services based on budgetary restraints if there are any.
- PYA appears to have deep resources in a wide array of areas.
- PYA is able to meet the proposed timeline based on past successes. PYA's work plan and timeline is thorough. PYA will develop and deliver regular reports to the City regarding the status of each work plan, identifying any delays and [providing] solutions for timely resolution.

**Vendor's Experience/Qualifications:**

- Incorporated in the state of Tennessee in 1983, PYA operates a certified public accounting firm with 250 employees serving healthcare clients in all 50 states. PYA's ownership is shared among 24 individual shareholders, all of whom are full-time employees of the firm. No one other than PYA's 24 shareholders own any financial or equity interests in the firm.
- PYA is headquartered in Knoxville, Tennessee and has additional office locations in Atlanta, Georgia; Charlotte, North Carolina; Helena, Montana; Overland Park, Kansas; and Tampa, Florida.

- Approximately three-quarters of the firm's revenues originate from the provision of financial, strategic, compliance, and transactional consulting services for healthcare clients.
- The firm is on Forbes 2023 listing of *America's Best Tax and Accounting Firms*.
  - o Below is PYA, P.C.'s summary of how it is currently providing the same or similar services:
- Since early 2023, PYA has been providing consulting services to Rough Rider Health Value Network (RRHVN), a newly formed provider network designed to enhance the delivery of value-based healthcare to North Dakota residents. PYA's work includes supporting the RRHVN payer contracting team with reimbursement analyses for 23 hospital members. PYA is receiving and assimilating detailed financial data from each hospital (e.g., current payer contracts and fee schedules, billing information, financial statements). Through analysis of this data, PYA is developing an initial network fee schedule and shared savings model. PYA also is assisting RRHVN leadership to develop a comprehensive payer strategy by providing education and analysis of value-based contracting opportunities for specific patient populations.
- For the last eighteen months, PYA has been assisting a health system in West Texas transform its existing physician-hospital organization into a fully operational clinically integrated network (CIN). This work includes identification, evaluation, and recruitment of providers to ensure the CIN can provide a full range of high-quality services for the payers with which the CIN will contract; care redesign to ensure CIN providers can appropriately manage specific patient populations; and evaluation of payer contracting options, including direct contracts with local employers. As a result of this work, the CIN is now participating in value-based contracts with payers and negotiating additional arrangements.
- PYA continues to assist several mature provider networks with related network operations and payer strategies. This work includes developing and implementing criteria to evaluate potential participants (e.g., access, quality, cost) as well as evaluating current network participant performance (e.g., adherence to protocols, outcomes). Similar to the work for RRHVN, PYA also helps these networks evaluate proposed reimbursement models to determine participant impacts. Other work for which PYA is presently engaged also involve expertise directly relevant to the City's needs. For several health systems, PYA is functioning as an outsourced managed care department, directly negotiating with payers on behalf of clients. This work involves evaluating the impact of proposed fee schedules and value-based reimbursement on health system operations and access to care.

- Consultants in PYA's strategic planning service line are presently engaged in several market assessments throughout the country, helping providers quantify the supply of and demand for specific services to determine future investments. This includes, for example, expanding (or contracting) existing service lines, building new facilities, and pursuing strategic alliances with other providers.
- PYA provides ongoing assistance to several health systems relating provider needs assessments (PNAs) and community health needs assessments (CHNAs). For PNAs, PYA compiles and analyzes data to determine local supply of and demand for specific physician specialties to assist health systems develop provider recruitment plans. For CHNAs, PYA assists non-profit health systems identify, evaluate, and prioritize the health needs of their communities, develop implementation strategies to address those needs, and evaluate the impact of specific interventions.

The City's Procurement Ordinance Article 3-110 (Competitive Sealed Proposals for the procurement of Equipment, Supplies and Professional Services) governs the RFP Process. During the RFP process, there is no formal opening due to the possibility of negotiated components of the proposal. In the event City Council does not approve the recommended offeror, no proposal responses or any negotiated components are made public until after the award of the contract. Therefore, the evaluation results and cost information have been submitted to the City Manager in a separate memo for informational purposes.

Expenditures for services will be charged to: Community Care Fund – Non-Departmental – Non-Categorical – Consulting; 0204-590-3000-MEDC-6315.

**A RESOLUTION**

**NO. \_\_\_\_\_**

**A RESOLUTION AUTHORIZING THE EXECUTION OF A CONTRACT WITH PYA, P.C. (ATLANTA, GA) FOR CONSULTING SERVICES RELATED TO THE DEVELOPMENT OF A HEALTHCARE PROGRAM FOR UNDERSERVED AND INMATES INDIGENT CARE.**

**WHEREAS**, an RFP was administered (RFP No. 24-0009) and five proposals were received; and,

**WHEREAS**, the proposal submitted by PYA, P.C. met all proposal requirements and was deemed most responsive to the RFP.

**NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:**

That the City Manager is hereby authorized to execute a contract with PYA, P.C. (Atlanta, GA) for consulting services related to the development of a healthcare program for underserved and inmates indigent care. Expenditures for services will be charged to: Community Care Fund – Non-Departmental – Non-Categorical – Consulting; 0204-590-3000-MEDC-6315

Introduced at a regular meeting of the Council of Columbus, Georgia, held the \_\_\_\_ day of \_\_\_\_\_, 2024 and adopted at said meeting by the affirmative vote of members of said Council.

- Councilor Allen                    voting \_\_\_\_\_.
- Council District 1 Seat        voting \_\_\_\_\_.
- Councilor Begly                 voting \_\_\_\_\_.
- Councilor Cogle                 voting \_\_\_\_\_.
- Councilor Crabb                 voting \_\_\_\_\_.
- Councilor Davis                 voting \_\_\_\_\_.
- Councilor Garrett               voting \_\_\_\_\_.
- Councilor Huff                 voting \_\_\_\_\_.
- Councilor Thomas               voting \_\_\_\_\_.
- Councilor Tucker               voting \_\_\_\_\_.

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Sandra T. Davis, Clerk of Council

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B.H. "Skip" Henderson III, Mayor