



REQUEST FOR PROPOSAL (RFP)
DOUGLAS COMMUNITY
HEALTH CARE NEEDS ASSESSMENT
FOR
DOUGLAS, ARIZONA



SEPTEMBER 2015

Background:

In 2013 the Sierra Vista Economic Development Foundation (SVEDF) adopted Healthcare as one of its economic pillars. The goal was to recruit new companies into this industry. Since that time the foundation has formed a steering committee to help provide direction and assist in this pillar.

In 2015 the SVEDF voted to undergo a name change to reflect the regional work they do and are in the process of changing the name to Arizona Regional Economic Development Foundation. Along with the organizational name change came the recognition that a healthcare needs assessment needs to be conducted for the entire county. The retreat was held prior to the closing of Cochise Regional Hospital – since then the Foundation realized it needed to focus not only on the Cochise County but specifically on the Douglas region.

Cochise Regional Hospital recently closed its doors on July 31, 2015 as a result of financial insolvency. This insolvency was related to the stoppage of payments to Cochise Regional Hospital from the Centers of Medicare & Medicaid Services for failure to correct several deficiencies to Cochise Regional Hospital conditions of participation.

Cochise Regional Hospital was a Critical Access Hospital with 25-beds for all patient types-acute, observation with a staff of over 70 employees providing a variety of services including:

- 24/7 Emergency Department
- Laboratory
- Medical Imaging (X-Ray, MRI, Nuclear Medicine, Mammography, Ultrasound, Imaging)
- Physical Therapy
- Respiratory Therapy
- Swing Bed

Cochise Regional Hospital provided these various health care services to patients in the Douglas area with a population of 20,000 residents.

Copper Queen Community Hospital located in Bisbee (25 miles) is also designated a Critical Access Hospital. Given today's regulations that stipulate a new CAH designated facility must be located more than a 35 mile drive from any hospital or other CAH.

Copper Queen Medical Hospital recently announced their plans to construct a free standing Emergency Room in Douglas. This represents an investment of over \$6 Million dollars. This facility is scheduled to be in operation in the spring of 2016.

This announcement provided a great relief to the Douglas community but it does not represent a small hospital that could provide the Douglas community with the adequate number of beds to address the community's acute and outpatient health care needs.

Douglas Health Care Stakeholders Group agreed on a meeting held at Douglas City Hall on August 13, 2015 to initiate the process to conduct a Community Health Care Needs Assessment for the Douglas community.

Purpose of the Study:

To gain further understanding of the healthcare sector in Cochise County more specifically in the Douglas area a health care needs assessment needs to be conducted for the Douglas community.

The Douglas Community Healthcare Assessment will provide the Douglas community with a look at the current state of its health and healthcare. This assessment will show where the community is doing well and where it can improve. An area of focus for this assessment will be on the recent closure of Cochise Regional Hospital, in an effort to determine the current and future needs for a hospital in Douglas. The Cochise Regional Hospital service area will be used as the primary service area for this Community Needs Assessment.

Scope of Work-Community Health Needs Assessment:

The Douglas Community Health Needs Assessment shall provide the following information for the Douglas Community:

1. Demographics
2. Social and economic statistics
3. Health of the overall community and its population segments
4. Healthcare resources and assets
5. Develop strategies to ensure that the Douglas area hospital has the appropriate number of physicians needed to support and sustain its operations
6. Conduct a payor mix analysis
7. Current state of the Douglas community health and healthcare
8. Areas of possible partnerships between the existing healthcare providers
9. Understanding of the range of issues affecting the Community's health and healthcare system(s)
10. Outline what the community is doing well as it relates to healthcare services and where it needs improvement
11. Determine the current and future needs for a hospital in Douglas
12. Identify key healthcare trends and patterns
13. Identify the area's health care providers with a look at the current state of its health and healthcare
14. The current health care providers have developed their own ancillary delivery service systems. This is extremely important in the financial sustainability of a future hospital facility as these services and revenue is already absorbed by the current health care providers.
15. Analyze the financial benefits and sustainability that a Hospital Taxing District may provide to the Douglas Hospital as well as the impacts to the Douglas community.

Service Area:

The service area for the Cochise Regional Hospital and Copper Queen Community Hospital will serve as the Douglas Community Service Area for this health needs assessment.

Community Needs Assessment:

The needs assessment will provide information on the demographics of the community as well as social and economic statistics such as:

1. Population
2. Education
3. Income
4. Housing
5. Poverty
6. Crime
7. Employment

8. Unemployment
9. Detailed description of the population to be served

Health Statistics for the service area are expected to include:

1. Insurance coverage
2. Tobacco use
3. Alcohol and drug use
4. Teen pregnancy rate
5. Low birth weight rates
6. Infant mortality rate
7. Sexually transmitted infection incidence rates
8. HIV incidence rate
9. Tuberculosis rate
10. Leading cause of death
 - a. Leading causes of death in Arizona
 - b. Leading causes of death in Cochise County
 - c. Leading causes of death in Douglas, Arizona

This needs assessment will contain information on the access to healthcare that will include:

1. Healthcare insurance
 - a. Total coverage
 - b. Private health Insurance
 - c. Medicare
 - d. Medicaid
2. Hospitals in the Area
 - a. Distance/time between hospitals
 - b. Services
 - c. Number of beds
 - d. Cases/Discharges
 - e. Number of bed days
 - f. Charges
 - g. Leakages
3. Healthcare Providers in the Area
 - a. Distance/time between clinics
 - b. Services
 - c. Cases
 - d. Charges
 - e. Leakages
4. Compiling and Interpreting Assessment Responses
5. Identifying Priorities and Issues
6. Determine the priorities and strategies at the local level and determine how these priorities align at the regional and statewide priorities and efforts, as a stronger impact to health outcomes could be made if all the efforts are aligned
7. Identify the top health needs of the City identified by the top Fifty Diagnostic Related Groups (DRG) from the hospitals in Cochise County using the most recent available data
8. Identify the primary and chronic diseases in Douglas and Cochise County
 - a. Number of cases in Douglas and Cochise County
 - b. Number of days these cases were in Healthcare facilities in Douglas and Cochise County

9. Existing healthcare facilities and resources within the Douglas community that are available to respond to the health needs of the community and are available to address the health needs identified
 - a. The intent is to closely collaborate with many of these health care facilities on regular basis to meet the health needs of patients, residents and families.

Upon completion of the data collection, analysis of the data will provide the information needed for the assessment of the community's healthcare needs.

Comparative Analysis:

The past performance of Cochise Regional Hospital (CRH) and the health of the Douglas community shall be compared against the performance of 3-5 hospitals that serve communities similar to Douglas (Population 15,000 – 25,000) and are located within approximately 1-to-2 hour drive to a major metropolitan community with a population of 500,000 to 1,000,000 very similar in nature to the current Douglas-Tucson geographical scenario but also keeping in mind the recent construction of the Canyon Vista Medical Center located in Sierra Vista which serves as a regional hospital.

It is anticipated that most, if not all, of the peer communities will be located outside Arizona. Enclosed please find the list of similar communities to Douglas along the US-Mexico Border that shall be used for this comparative analysis as part of the Douglas needs assessment.

- Nogales, Arizona
- Deming, New Mexico
- Chaparral, New Mexico
- Sunland Park, New Mexico
- Eagle Pass, Texas
- Roma, Texas
- Uvalde, Texas
- Blythe, California
- Brawley, California

CRH will be compared against the hospitals in the comparative analysis group based on the number of beds, specialties, payor mix, staff size, discharges, cases, number of bed days, charges, transfers, and other hospital performance data. In addition, information on demographics, social, economic and financial statistics, and health characteristics to include an inventory of health care providers in the area will be reported for each of the communities in the comparative analysis group.

The comparative analysis will show how Douglas compares to other similar communities and will provide insights on the performance potential of Douglas if operated similar to one or more of the hospitals in the comparative analysis. The payor mix analysis should provide a good understanding of the financial sustainability of the hospitals, as the percentage of patients who utilize Medicaid in Douglas is 50-70% of the volume.

Deliverables:

- Survey
- Final Report: Douglas Community Health Care Needs Assessment

Cost Proposal:

The consultant shall provide the Arizona Regional Economic Development Foundation with a lump-sum fee to conduct the Douglas Community Needs Assessment. Payment for these services will be made within 15 days after the delivery of the final needs assessment report.

It may be necessary to visit Douglas to meet with key individual of the Douglas Health Care Stakeholders Group to review preliminary findings or review the final needs assessment report. Travel expenses for this project shall be billed separately. The cost of travel will be billed at direct cost to the Consultant. In the event that the Consultant may need to purchase data for this project, it must first receive approval from the Foundation and it will be billed at the Consultant's direct cost.

Schedule:

This study needs to be conducted as soon as possible. This project must begin immediately after receiving the "Notice of Award Letter" and shall be completed within 90 calendar days.

Consultant's Qualifications:

1. Demonstrated experience in the assessment of growth potential of service areas for hospitals located throughout the southwest
2. Demonstrated experience in the successful completion of Community Health Care Needs Assessments throughout the United States
3. Demonstrated experience in helping hospitals conduct community health needs assessment and the development of implementation strategies that address priority needs
4. Demonstrated experience in assisting hospitals, associations, and policy makers with community planning and program assessment and the development of policy and program guidelines
5. Demonstrated experience in the completion of Community Health Care Needs Assessment by incorporating evidence-informed initiatives aligned with identified needs, mission and capabilities, and community resources
6. Demonstrated consulting, management, and policy analysis experience in the healthcare industry

Contents of Proposal:

Statement of Qualifications:

1. The proposal should include a description of the capacity to perform the Douglas Health Care Needs Assessment including
 - Organizational Mission
 - Knowledge of the City of Douglas
 - Experience with Quantitative and Qualitative Data Collection and Analysis
 - Facilitation of Focus Groups and Public Forums
 - Creation and Delivery of Surveys
 - Experience with Community Needs Assessments or Similar Projects
 - References

Work Plan:

2. The proposal should include a description of the project approach, including
 - Methodology and rationale
 - Quantitative Data Identification and Analysis

- Qualitative Assessment and Community and Government Engagement
- Comprehensive Findings and Recommendations

Implementation Plan:

3. The proposal should describe the implementation plan, including:
 - Tasks
 - Key Staff
 - Milestones
 - Completion Date
 - Deliverables

Cost Proposal:

4. Competitive proposals will be considered for the Douglas Healthcare Needs Assessment and will result in a fixed price contract.

A detailed cost proposal showing estimated hours and personnel for each task align with a total not to exceed cost is required. Provide the billing rates or range for each classification of key staff members, including sub-consultants and percentages.

Consultant Selection Process:

5. The proposal will be evaluated and ranked by the Douglas Health Care Stakeholders Group and contract will be awarded by the Foundation. The following factors will have the most weight in the evaluation of the proposals:
 - Knowledge and Experience of Key Staff
 - Demonstrated Competence on Community Needs Assessments or Similar Projects
 - Cost
 - Project Time Frame
 - Understanding of the Work/Community