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## Statement of Work

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## I. EXECUTIVE SUMMARY

The purpose of this Statement of Work (SOW) is to define the services, responsibilities, performance expectations, and implementation requirements for the operation of an employer sponsored onsite medical clinic ("Clinic"). The Clinic will provide accessible, high quality primary and preventive care to employees, support organizational health goals, and improve overall well-being and productivity.

## II. BACKGROUND AND CURRENT STATE

### a. CONTRACT AND FACILITY

Marathon Health is the current vendor. Information about the services offered can be found at <https://www.in.gov/investinyourhealth/preventive-care/government-center-clinic/>. The current clinic operates on a hybrid service model.

The Health and Wellness Clinic space is approximately 8,700 square feet located in Room W041 in the basement of the Indiana Government Center South (IGCS), 402 W. Washington Street, Indianapolis, IN 46204. A map of the space is included as Attachment K.

At the time of this RFP, the Health and Wellness Center staff includes:

- 0.8 FTE Physician Assistant/ Nurse Practitioner
- 1 FTE Registered Nurse
- 1 FTE Medical Assistant

They are supported by (not physically present):

- 2 Supervising Physician
- 1 Medical Director
- 1 Health Center Lead
- 1 Director of Operations
- 1 Client Success Manager

### b. MEMBERSHIP

There are approximately 28,025 current subscribers enrolled in one of the State's three benefit plans and approximately 53,807 members. All members may use the Health and Wellness Center located in downtown Indianapolis, but the target population includes employees on the Government Center campus and surrounding areas. We estimate the population to be served as 7,631. In addition to the State Personnel Department health plans, the Indiana State Police offer two health plans and the Conservation & Excise Officers are covered by the single but separate health plan. Ideally, the Clinic would also be able to serve their plan members or State employees with other insurance.

Currently 97% of State employees are enrolled in a consumer driven health plan (CDHP) that can be paired with a health savings account (HSA).

### c. HEALTH PLANS

Anthem currently serves as the third-party administrator for the State Personnel Department medical plans and CVS Caremark is the pharmacy benefit manager. Anthem and CVS Caremark also provide administrative services for the Indiana State Police plans and the health plan for Conservation & Excise Officers. Information on the State Personnel Department's health plans can be found at <http://www.in.gov/spd/2337.htm>.

Services provided in the clinic are currently paid in accordance with the health plans as adjudicated by Anthem (medical TPA) and CVS Caremark (PBM).

#### d. PURCHASING PROFILE

In aggregate, claims have totaled approximately \$146,000 annually for services in the Health and Wellness Center (current provider availability is 4 days a week M-Th). Since this number is based on past usage and may fluctuate up or down, the State is not in a position to guarantee that future spending will be at these levels.

The contracted vendor is expected to sign a lease agreement (Attachment J) and in lieu of rent, the contracted vendor will pay for capital improvements and in-kind services (e.g. clinic redesign, renovation, furnishings, wiring, maintenance, cleaning, and trash removal). Approval of the Indiana Department of Administration is required for changes to the facility. The State will retain responsibility for current infrastructure items such as fire alarm system, fire suppression system, HVAC (unless modified by clinic provider) and the cost of the utilities. The contracted vendor is responsible for maintenance including cleaning, trash removal, and replacement of lights. You may submit an additional proposal with a different amount for rent however you must explain and support the change in amount for it to be considered.

Please be advised that any data or spend figures provided in this solicitation are only estimates and are not to be construed as any amount to be offered under this RFP.

### III. SCOPE OF WORK

#### a. OBJECTIVES OF THE ENGAGEMENT

##### **Clinical Services**

The Vendor shall provide onsite medical services including, but not limited to:

- Primary Care
- Preventive care and wellness visits
- Immunizations & Injections
- Acute episodic care
- Chronic condition management
- Health coaching and care navigation
- Referrals and coordination with community providers
- Dispensing of Prescription Drugs (limited scope)

In addition to the services above, the State is interested in the following services in the clinic:

- Dispensing of Prescription Drugs, including limited scope
- Face to face counseling services that can be bill through the EAP program with Optum
- Vision exams
- Massage Therapy
- Physical Therapy
- Dermatology (limited scope)

##### **Staffing**

Vendor will provide appropriately credentialed clinical and administrative staff. Staffing may include:

- Nurse Practitioner and/or Physician Assistant
- Registered Nurse or Medical Assistant
- Clinic Manager or Coordinator
- Physician oversight (as required by state law)

Vendor is responsible for:

- Hiring, payment, and oversight of staff.
- Credentialing, background checks, and privileging
- Ongoing training, competency assessments, and safety certifications
- Staffing coverage during scheduled clinic hours

## **Management**

Vendor will provide day-to-day management of the Onsite Clinic during the life of the contract. This would include anticipated operating hours of 7:30 AM to 4:00 PM, Monday – Friday. The Clinic would be open all regular work weekdays and not be open for business for regularly scheduled state holidays. The list of scheduled holidays can be found at <http://www.in.gov/spd/2555.htm>.

Cleaning of clinic space including trash removal. The clinic provider will be responsible for space modifications made and general maintenance (light bulbs, restrooms, etc.)

## **Facility Setup**

Vendor will support:

- Clinical layout review and compliance recommendations including ADA requirements
- Equipment and supply specifications
- Medical technology and EMR hardware requirements
- Safety standards for patient care environments

## **Claims Processing**

Vendors must submit medical claims to the State's medical TPA and PBM (currently Anthem and Caremark) as network providers. The vendor is responsible for billing and collecting amounts due toward the members deductible and coinsurance from the patient.

### **b. QUALITY, SAFETY, AND COMPLIANCE**

#### **Clinical Quality Standards**

Vendor must operate the Clinic in alignment with recognized clinical quality and patient safety standards, including:

- Evidence based clinical protocols
- Incident reporting and risk mitigation processes
- Infection prevention practices
- Medication management and secure storage

## **Compliance**

Vendor must maintain compliance with all federal, state, and local regulations relevant to onsite clinical operations, including but not limited to:

- Licensing and scope of practice laws
- Privacy and confidentiality requirements
- OSHA safety regulations
- Medical waste handling and disposal standards

## **Performance Measurement**

Vendor will track, analyze, and report performance metrics such as:

- Access to care (appointment availability, utilization)
- Quality indicators (preventive compliance, chronic care outcomes)
- Patient satisfaction
- Safety incidents and corrective actions

Vendor will provide quarterly and annual reports to State leadership.

#### c. TECHNOLOGY AND DATA MANAGEMENT

Vendor responsibilities include:

- Implementation and maintenance of an electronic health record (EHR)
- Secure scheduling and documentation workflows
- Data encryption, access controls, and audit monitoring
- Reporting dashboards and population health analytics
- Ensuring all PHI is handled in accordance with applicable laws

#### d. COMMUNICATION AND EMPLOYEE ENGAGEMENT

Vendor will create and implement a communication plan that includes:

- Introduction to clinic services
- Onboarding and scheduling instructions
- Health education campaigns
- Ongoing engagement and promotional materials

All communication materials must be reviewed and approved by the State prior to release.

#### e. ROLES AND RESPONSIBILITIES

##### **Vendor Responsibilities**

- Deliver all clinical services outlined in this SOW
- Maintain quality and compliance standards
- Hire, train, and supervise clinic staff
- Procure and manage medical supplies
- Provide regular performance reporting

##### **Employer Responsibilities**

- Provide suitable clinic space and facility support
- Provide furniture, fixtures, and limited medical equipment (exam tables and chairs – including bariatric tables and chairs, blood draw chair, filing cabinets, refrigerators, procedure chair and light, and a pharmacy workstation)
- Coordinate internal communication approvals
- Facilitate employee access and awareness

#### f. PROJECT EXCLUSIONS

Dental care is provided by Onsite Dental. Employment related drug and alcohol testing are not covered services provided in the clinic.

#### g. DELIVERABLES AND DEADLINES

The Contractor shall provide, at a minimum, the following deliverables according to a mutually agreed upon schedule. Each deliverable must include the required compliance evidence and will be subject to formal review and approval by the State. Deliverables should be submitted in both editable and PDF formats.

Deliverables with Acceptance Criteria include, but are not limited to:

- **Project Kickoff Package**  
Includes kickoff agenda, team organization chart, and communication plan for implementation.  
*Acceptance Criteria:* Signed kickoff meeting minutes and list of State participants.
- **Implementation Plan**

Vendor is to provide a clear, easy-to-follow Project Implementation Plan that explains how you will set up and run an onsite clinic in our workspace. Your plan should show us how you will get the clinic ready, how you will manage the project, and how you will make sure everything runs smoothly once the clinic is open. We are asking vendors to provide a clear, easy-to-follow Project Implementation Plan that explains how you will set up and run an onsite clinic in our workspace. Your plan should show us how you will get the clinic ready, how you will manage the project, and how you will make sure everything runs smoothly once the clinic is open.

Your plan should include:

- A project schedule that shows key steps, milestones, and how tasks depend on each other.
- A simple overview of your project team, including who is doing what and how you will staff the clinic.
- A Requirements Traceability Matrix (RTM) that shows how you will meet each of the State's requirements.
- Clear procedures for identifying and managing issues and risks, including who gets alerted and when.
- A communication plan that outlines who you will communicate with, how often, and what updates you will provide.
- A quality plan that explains the standards you will use, how you will check your work, and what "acceptable" looks like.
- Training and deployment plans that describe how you will prepare staff and support the clinic launch.
- A list of the tools, systems, and collaboration methods you plan to use — all of which must be approved in advance.
- A change-control process describing how you will handle any changes to scope, resources, or timelines.

The Contractor shall propose any additional deliverables, artifacts, or work products necessary to meet the objectives of the engagement as part of its proposal. This could include but not limited to detailed staffing roster and credential documentation, safety and clinical protocol manuals, quarterly and annual performance reports, and incident reporting summaries (as applicable).

Following contract award, the State and the Contractor will collaboratively review, refine, and finalize the complete list of deliverables, associated acceptance criteria, and delivery dates. Any additional deliverables or deadlines not expressly listed above will be mutually agreed upon and incorporated into the finalized Deliverables and Deadlines Section.

All deliverables remain subject to formal State review and approval processes and will be stored in a State-designated repository.

#### **h. PAYMENT MILESTONES**

No payments will be issued for initial activities such as project kickoff. Instead, payment will occur based on the model determined in the final award and by mutual agreement of the awarded vendor and the State.

#### **IV. INDEPENDENT VERIFICATION AND VALIDATION**

In the event the State determines that any independent verification and validation ("IV&V") oversight is required by the State during the term of this Contract, the Contractor shall comply with any such oversight during the term of this Contract, pursuant to which an independent third-party review may be conducted by a reviewer selected by the State, for the purpose of verifying that the Contractor has performed its obligations in compliance with the terms of this Contract. In the absence of any such IV&V oversight, the Contractor shall comply with any other appropriate methods or means for verification and validation required by the State during the term of this Contract for the purpose of verifying and validating that the Contractor has performed its obligations in compliance with the terms of this Contract. The Contractor shall provide all information and documentation requested during the State's IV&V oversight or verification and validation efforts related to this Contract and in connection with any IV&V oversight or verification and validation efforts related to an initiative of which this Contract is a part.

## V. COMPLIANCE REQUIREMENTS

### a. STATEWIDE IT POLICIES, PROCEDURES, AND STANDARDS

The State has robust and comprehensive security standards that permeate all levels of the organization. The Indiana Office of Technology (IOT) has been tasked with establishing and maintaining these security standards. The security standards include assessing security risks, developing, and implementing effective security procedures, and monitoring the effectiveness of those procedures. If the proposed solution involves information technology-related products or services, all such products or services are to be compatible with any of the technology standards found in the [Statewide IT Policies, Procedures, & Standards](https://www.in.gov/iot/policies-procedures-and-standards/) (<https://www.in.gov/iot/policies-procedures-and-standards/>) that are applicable, including the assistive technology standard. The Contractor will be required to sign a Non-Disclosure Agreement (NDA) to access the IOT Information Security Framework. The Contractor should review the IOT Information Security Framework, and ensure their proposed solution meets all standards therein.

### b. ARTIFICIAL INTELLIGENCE STANDARDS

The State has adopted an enterprise-level policy governing the use of Artificial Intelligence (AI) within state government. The State's AI Policy is issued and monitored by the Office of the Chief Data Officer (OCDO), in cooperation with the Chief Privacy Officer (CPO) and the Management Performance Hub (MPH). As a complement to the AI Policy, the State Agency Artificial Intelligence Systems Standard outlines the rationale behind the AI Readiness Assessment Process required for the implementation or any use of AI by a state agency. That Standard outlines the requirement for the submission of a Readiness Assessment Questionnaire prior to implementation or use of an AI tool or system. Any proposed solution meeting these requirements must support the State's AI Policy and follow the AI Readiness Assessment Process. See <https://www.in.gov/mph/AI/> for more detailed information.

### c. DATA EXCHANGE

The State has robust and comprehensive data transmission standards that operate enterprise wide. The IOT established and maintains these standards, which support IOT's data exchange and API-led strategies for the State. The Contractor's solution must support the State's standard API and file transfer methods to facilitate secure data transmission, if applicable. The State's standardized data transmission technologies are the MuleSoft API Management and GoAnywhere Managed File Transfer (MFT) services. See <https://www.in.gov/iot/policies-procedures-and-standards/applications-standards/>.

## VI. KEY PERFORMANCE INDICATORS (KPIs)

The State will use Key Performance Indicators (KPIs) to measure performance and outcomes of the Contract. The specific KPIs and their targets will be defined and agreed upon by the State and the Contractor during the initial phases of the requirements under the Contract. At a minimum, on time delivery at quality standards of the scope provided within the budget set forth in the Contract will each be measured. Additionally, the State will collect a modified Net Promoter Score from customers to this Contract in its discretion. Low ratings on the modified Net Promoter Score or failure to meet any other KPIs may be deemed, at the discretion of the State, to constitute default under the Contract.

Any additional KPIs will be determined in the final award and by mutual agreement of the awarded vendor and the State.

## VII. END OF CONTRACT TRANSITION AND TURNOVER

The Contractor shall develop a turnover plan six months prior to contract end, detailing activities for transferring responsibilities, non-proprietary components, data, and operational documentation to the State or its agent. The Contractor shall maintain mutually agreed upon staffing levels during turnover and commence training and shadowing, as needed, prior to contract end for staff who will assume operations. The Contractor shall provide a knowledge transfer checklist (for example procedures, contacts, training materials) and deliver a data disposition certificate confirming deletion or return of State data within four months after contract completion unless otherwise agreed.