



**Town of Fairplay**  
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February 2, 2015

## **Fairplay Primary Care Clinic Acquisition Request for Proposals (RFP)**

### **DESCRIPTION, GOALS AND OBJECTIVES**

#### ***Description***

The primary care practice at 525 Hathaway Street, Fairplay, CO 80440 was privately owned and operated from 2003 to 2013 by local physician, Dr. Katherine Fitting as South Park Medical Group (SPMG). In late 2013, early 2014, the practice changed ownership to an urban group practice with multiple offices throughout the state. The group practice left Fairplay in the summer of 2014 leaving the community with further limited access to primary care services. The facility is currently vacant and the Town of Fairplay is seeking sustainable solutions to increase access to care.

In collaboration with the Town of Fairplay, the Colorado Department of Local Affairs, and the Colorado Rural Health Center, residents and stakeholders will assist the successful implementation of a primary care practice.

#### ***Goals and Objectives***

The collaborators on the project have the goal of bringing in a partner or partners that have similar outlooks on the needs and benefits of rural practice, with the outcome of establishing a long-lasting primary care practice. Objectives to obtain this goal include (1) negotiating and recruiting provider(s) with high aptitude for retention, (2) establishing systems to ensure sustainability, financial and operational, (3) using innovative integration of health systems and individual providers as necessary.

A long-term goal of the clinic will be to expand its previous patient panel to include a diverse payer mix and become the essential resource for primary care within the community.

### **REVENUE AND EXPENDITURE INFORMATION**

The medical arts building is owned by the Town of Fairplay. The clinic is located on the second floor of the two-story facility. The new practice will lease the space from the Town of Fairplay at an agreed upon monthly rate. Also housed in the building is Rocky Mountain Rural Health, a health advocacy organization serving the

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South Park area, which will be donating the use of approximately \$30,000 of equipment and supplies to the next practice.

The payer mix, with related County demographics is listed below. These are expected to change as more eligible patients enroll into Medicaid and churning occurs between carriers.

- Private insurance: 56% (21% of which is Anthem Blue Cross Blue Shield)
- Medicare: 17% (16.36% of Park County residents are over 65)
- Medicaid: 13% (this number is likely to increase)
- Self pay: 9%
- Sliding scale: 5%

The clinic has historically had a larger proportion of Medicaid and Medicare patients than found in Park County and private practices, overall. Additionally, this percentage may be understated because Medicare managed care plan members are included in the private insurance county which may overstate the private insurance and understate the Medicare percentage of the payer mix.

The previous clinic employed a total of 7 FTE staff inclusive of medical providers, clinic support, reception, billing, administrative and financial support from staff.

- 0.8 Physician
- 1.4 Nurse practitioners
- 2 Clinical support staff (1 MA, 1 EMT)
- 1 Front desk/receptionist
- 0.8 Billing/front desk back-up
- 1 Office manager

Accounting and practice management responsibilities were contracted.

The new clinic ownership will be responsible for the implementation of all clinical and administrative staffing, equipment and supplies not included in the materials donated for use by Rocky Mountain Rural Health.

## **TERMS AND CONDITIONS**

Terms for proposal:

- I. Key dates: Proposals must be received no later than February 25, 2015. Proposals should be delivered to **Tina Darrah, Town of Fairplay Town Administrator and Town Clerk**, [tdarrah@fairplayco.us](mailto:tdarrah@fairplayco.us), 719-836-2622, 901 Main Street/P.O. Box 267, Fairplay, CO 80440.
- II. All proposals must include a statement of authorization to bid signed by a principal of the responding company.
- III. All proposals must use the proposal format outlined in this RFP.

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- IV. Bidder status: bidder must disclose any relevant conflicts of interest and/or pending lawsuits.
- V. The Fairplay Clinic Business Plan may be available to respondents through Tina Darrah for the purposes of assisting with RFP response development.
- VI. Proposals will be reviewed and respondents will be notified for further discussion during March 2015.

## **BACKGROUND**

The residents of Fairplay have become accustomed to the motto that was brought forth by South Park Medical Group – new-fangled medicine with old-fashioned caring. Services that were provided and are expected of the new practice include well child and adult care, acute and emergent care, and chronic disease management. Ancillary services should include on-site laboratory, x-ray, ultrasound, and spirometry. On-site services consisted of, but were not limited to, complete urinalysis, rapid drug screening, wet/KOH preps, rapid Strep/Flu/RSV swabs, and ISTAT-Chem 8 panels. Additionally, lab services included CBC, CMP, Hemoglobin/a1c, PT/INR, and Hemoglobin/HemoCue to its lab capabilities. Digital x-rays were read on-site.

Fairplay is located in Park County and serves as the county seat. Since 2010, Park County has grown from 16,262 people to 16,615 (3 percent). The population is expected to grow to 18,950 by 2018. The age categories in the population are as follows: 634 (0-4), 2,335 (5-17), 2,413 (18-34), 3,282 (35-49), 5,290 (50-64), 2,528 (65-84), and 133 (85+). Minorities make up nine percent of the population. The median household income is \$60,731, while 11 percent of the population lives in poverty.

There are currently two APN primary care practices in the county. In 2012, the uninsured made up 15 percent of the population (2,455), with 352 children without coverage. In 2011, the average annual medical spending per capita spending was \$7,939 in Park County. In 2013, 1,371 Park County residents were enrolled in Medicaid.

Park County ranks 29<sup>th</sup> out of 57 Colorado counties for health outcomes. Eighty-six percent of residents receive prenatal care and 85 percent of adults over 65 receive annual diabetic screening. Over 59 percent of Park County citizens over 65 receive flu shots annually and the childhood obesity rate is 17 percent.

Park County is located on the eastern slope of the continental divide in central Colorado. Fairplay is the county seat of Park County. Due to the mountainous terrain, the residents of Fairplay are isolated from neighboring towns and cities. Any patient traveling out of South Park must cross a mountain pass to access medical care.

Because of its geographic isolation, Park County is a federally designated Primary Care Health Professional Shortage Area, Medically Underserved Area/Population, and a Dental Health Professional Shortage Area indicating a shortage of medical and dental health care providers in the County.

Because there is no hospital in Park County, residents requiring hospital services are referred to a hospital in surrounding counties or the metro Denver area. Geographic isolation, however, particularly during winter months, necessitates that high quality primary care services be available within the service area.

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While Park County has a population of over 16,500 people, the actual service area for the clinic includes 7,181 residents, the population in central and south central Park County (Census Tracts 3, 4, and 5). Historically, the clinic served 26 to 30 percent of the service area (1,867 to 2,154 residents). Annual patient visits range from 4,860 to 5,146, while the average visit rate ranges from 2.4 to 2.6. This is higher than FQHC averages.

## **DESIRED RESPONDENTS**

The Town of Fairplay wishes to bring one or more of the following entities into the community to provide primary care services within the clinic space:

- Individual providers
- Group practices
- Hospital system with outpatient expertise
- Community health center

In addition to maintaining a sustainable clinic that provides quality care, the Town of Fairplay also requires applicants to demonstrate a commitment to the South Park area with expressed intent to practice long-term. The Town of Fairplay is open to and invites innovative practice designs and models, including partnerships and shared space among multiple organizations.

## **PROPOSAL SPECIFICATIONS**

Submissions that answer the following questions will be accepted for review.

- I. Detail your business' experience in providing quality primary care services to rural communities.
- II. Provide a statement of disclosure of any existing conflicts of interest.
- III. Discuss commitments the applicant will make to the community in serving long-term.
- IV. Identify any communities in which the applicant has stopped providing services, including rationale.
- V. Describe the proposed practice model including any innovative design and ideas on shared spaced collaboration.
- VI. Identify the lead personnel that will be responsible for successful implementation of the practice.
- VII. Describe how the applicant will approach practice implementation including provider recruitment, number and type of staff that will be employed (clinical and administrative), a full listing of services expected to be provided, and name of EHR vendor that will be used. Discuss the communication process used by the applicant to discuss issues with the Town of Fairplay.
- VIII. Set forth a fee structure for common procedures. Identify the applicant's ability to accept Medicaid, Medicare and uninsured patients. Additionally, provide the type of ownership structure that the clinic will assume.
- IX. Identify any partners or affiliations that the applicant will utilize in the practice.
- X. Provide names and contact information of business affiliates familiar with the applicant's primary care practice in rural and/or underserved communities.

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## **IMPLEMENTATION RESOURCES**

Point of contact: Tina Darrah, Town Administrator and Town Clerk, Town of Fairplay  
[tdarrah@fairplayco.us](mailto:tdarrah@fairplayco.us)  
719-836-2622  
901 Main Street/P.O. Box 267, Fairplay, CO 80440

Collaborators: Colorado Department of Local Affairs  
Colorado Rural Health Center  
Dr. Katherine Fitting

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