



**ADMINISTRATIVE SERVICES AGREEMENT  
FOR RETIREE HEALTH PLAN FOR  
THE COUNTY OF ORANGE**

**Administrative Services Agreement**

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**ADMINISTRATIVE SERVICES AGREEMENT  
FOR  
RETIREE HEALTH PLAN  
FOR THE  
COUNTY OF ORANGE**

THIS “Contract” is effective January 1, 2016 by and by and between the County of Orange, a political subdivision of the State of California, hereinafter referred to as “County” and Blue Cross of California doing business as Anthem Blue Cross, hereinafter referred to as “Contractor”, which are sometimes individually referred to as “Party,” or collectively referred to as “Parties.”

**RECITALS**

WHEREAS, Contractor responded to a Request for Proposal (“RFP”) for offering Retiree health plan benefits to County Retiree enrollees;

WHEREAS, Contractor has been selected to offer such benefits to Retiree enrollees, effective January 1, 2016, through a Group Services Agreement (“GSA”) which may be amended from time to time and which must be approved by the State of California Department of Managed Health Care;

WHEREAS, in consideration of the County allowing Contractor to offer health benefits to County Retiree enrollees, Contractor has agreed to certain performance guarantees in connection with services provided under the GSA;

NOW, THEREFORE, the PARTIES mutually agree as follows:

**ARTICLES**

1. **Performance Guarantees:** Contractor agrees to provide the County the performance guarantees specified in Attachment A and to pay any penalties incurred in accordance with the terms of Attachment A.
2. **Contract Term:** The Contract shall commence January 1, 2016, and shall continue in effect through December 31, 2024, unless terminated by County.
3. **Entire Agreement:** This Contract, including the GSA and Attachments A, B, and C and Exhibits 1 through 2, contains the entire contract between the Parties with respect to the matters herein and there are no exceptions, alternatives, substitutions, revisions, understandings, agreements, restrictions, promises, warranties or undertakings, whether oral or written, other than those set forth herein or referred to herein. Notwithstanding, if there are any conflicts between the terms of, or the obligations created under this CONTRACT and the 2016 GSAs, the terms and conditions of the 2016 GSAs shall govern. The GSA is a contract that is filed and approved by the California Department of Managed Health Care (“DMHC”).
4. **Amendments:** No alteration or variation of the terms of this Contract shall be valid unless made in writing and signed by the Parties.
5. **Governing Law and Venue:** This Contract has been negotiated and executed in the State of California and shall be governed by and construed under the laws of the State of

California, without reference to conflict of laws provisions. In the event of any legal action to enforce or interpret this Contract, the sole and exclusive venue shall be a court of competent jurisdiction located in Orange County, California, and the Parties hereto agree to and do hereby submit to the jurisdiction of such court, notwithstanding Code of Civil Procedure section 394. Furthermore, the Parties specifically agree to waive any and all rights to request that an action be transferred for trial to another venue.

6. **Appropriation/Contingency of Funds:** This Contract is subject to and contingent upon applicable budgetary appropriations being approved by the County of Orange Board of Supervisors for each fiscal year during the Term of this Contract. If such appropriations are not approved, this Contract will be immediately terminated without penalty to the County.
7. **Taxes:** Unless otherwise provided herein or by law, price quoted does not include California state sales or use tax.
8. **Independent Contractor:** Contractor shall be considered an independent contractor and neither Contractor, its employees, nor anyone working under Contractor shall be considered an agent or an employee of County. Neither Contractor, its employees nor anyone working under Contractor, shall qualify for workers' compensation or other fringe benefits of any kind through County.
9. **Assignment or Sub-contracting:** The terms, covenants, and conditions contained herein shall apply to and bind the heirs, successors, executors, administrators and assigns of the Parties. Furthermore, neither the performance of this Contract nor any portion thereof may be assigned or sub-contracted by Contractor without the express written consent of County. Any attempt by Contractor to assign or sub-contract the performance or any portion thereof of this Contract without the express written consent of County shall be invalid and shall constitute a breach of this Contract. Notwithstanding the foregoing, the County consents to the subcontractors listed in Attachment D.3. Notwithstanding this paragraph or any other terms or provisions set forth in this Contract or its Attachments, none of the member-facing work done for the County, its employees, agents, directors, elected officials or their dependents as relates to this Contract may be performed outside the United States of America
10. **Non-Discrimination:** In the performance of this Contract, Contractor agrees that it will comply with the requirements of Section 1735 of the California Labor Code and not engage nor permit any sub-contractors to engage in discrimination in employment of persons because of the race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, or sex of such persons. Contractor acknowledges that a violation of this provision shall subject Contractor to all the penalties imposed for a violation of anti-discrimination laws or regulations including but not limited to Section 1720 *et seq.*, of the California Labor Code.
11. **Performance:** Contractor shall perform all work under this Contract, taking necessary steps and precautions to perform the work to County's satisfaction. Contractor shall be responsible for the professional quality, technical assurance, timely completion and coordination of all documentation and other services performed by the Contractor under this Contract. Contractor shall perform all work diligently, carefully, and in a good and workman-like manner; shall furnish all labor, supervision, machinery, equipment, materials, and supplies necessary therefore; shall at its sole expense obtain and maintain

all permits and licenses required by public authorities, including those of County required in its governmental capacity, in connection with performance of the services; and, if permitted to sub-contract, shall be fully responsible for all work performed by sub-contractors.

12. **Errors and Omissions:** All reports, files and other documents prepared and submitted by Contractor shall be complete and shall be carefully checked by the professional(s) identified by Contractor as Account Manager and key personnel, prior to submission to the County. Contractor agrees that County review is discretionary and Contractor shall not assume that the County will discover errors and/or omissions. If the County discovers any errors or omissions prior to approving Contractor's reports, files and other written documents, the reports, files or documents will be returned to Contractor for correction. Should the County or others discover errors or omissions in the reports, files or other written documents submitted by Contractor after County approval thereof, County approval of Contractor's reports, files or documents shall not be used as a defense by Contractor in any action between the County and Contractor, and the reports, files or documents will be returned to Contractor for correction at no charge to County.
13. **Patent/Copyright Materials/Proprietary Infringement:** Contractor shall be solely responsible for clearing the right to use any patented or copyrighted materials in the performance of this Contract. Contractor warrants that any software as modified through services provided hereunder will not infringe upon or violate any patent, proprietary right or trade secret right of any third party. Contractor agrees that, in accordance with the more specific requirement contained in paragraph 19 below, it shall indemnify, defend and hold County and County Indemnitees harmless from any and all such claims and be responsible for payment of all costs, damages, penalties and expenses related to or arising from such claim(s), including, but not limited to, attorney's fees, costs and expenses.
14. **Indemnification:** Contractor agrees to indemnify, defend with counsel approved in writing by County, and hold harmless County, its elected and appointed officials, officers, employees, agents and those special districts and agencies which County's Board of Supervisors acts as the governing Board ("County Indemnitees") from any claims, demands or liability of any kind or nature, including but not limited to personal injury or property damage, arising from or related to the services, products or other performance provided by Contractor pursuant to this Contract. If judgment is entered against Contractor and County by a court of competent jurisdiction because of the concurrent active negligence of County or County Indemnitees, Contractor and County agree that liability will be apportioned as determined by the court. Neither Party shall request a jury apportionment.
15. **Insurance:** Prior to the provision of services under this Contract, the Contractor agrees to purchase all required insurance at Contractor's expense and to deposit with the County Certificates of Insurance, including all endorsements required herein, necessary to satisfy the County that the insurance provisions of this contract have been complied with and to keep such insurance coverage and the certificates therefore on deposit with the County during the entire term of this Contract. In addition, all subcontractors performing work on behalf of contractor pursuant to this Contract shall obtain insurance subject to the same terms and conditions as set forth herein for Contractor.

Contractor shall ensure that all subcontractors performing work on behalf of Contractor pursuant to this Contract shall be covered under Contractor's insurance as an Additional

Attachment D – Redline Changes to Contract with Anthem Blue Cross

Insured or maintain insurance subject to the same terms and conditions as set forth herein for Contractor. Contractor shall not allow subcontractors to work if subcontractors have less than the level of coverage required by County from Contractor under this Contract. It is the obligation of Contractor to provide notice of the insurance requirements to every subcontractor and to receive proof of insurance prior to allowing any subcontractor to begin work. Such proof of insurance must be maintained by Contractor through the entirety of this Contract for inspection by County representative(s) at any reasonable time.

All self-insured retentions (SIRs) and deductibles shall be clearly stated on the Certificate of Insurance. If no SIRs or deductibles apply, indicate this on the Certificate of Insurance with a 0 by the appropriate line of coverage. Any self-insured retention (SIR) or deductible in an amount in excess of \$25,000 (\$5,000 for automobile liability), shall specifically be approved by the County Executive Office (CEO)/Office of Risk Management.

If the Contractor fails to maintain insurance acceptable to the County for the full term of this Contract, the County may terminate this Contract.

**Qualified Insurer**

The policy or policies of insurance must be issued by an insurer with a minimum rating of A- (Secure A.M. Best's Rating) and VIII (Financial Size Category as determined by the most current edition of the Best's Key Rating Guide/Property-Casualty/United States or ambest.com). It is preferred, but not mandatory, that the insurer be licensed to do business in the state of California (California Admitted Carrier).

If the insurance carrier does not have an A.M. Best Rating of A-/VIII, the CEO/Office of Risk Management retains the right to approve or reject a carrier after a review of the company's performance and financial ratings.

The policy or policies of insurance maintained by the Contractor shall provide the minimum limits and coverage as set forth below:

Coverage	Minimum Limits
Commercial General Liability	\$1,000,000 limit per occurrence (minimum limit) \$2,000,000 aggregate (minimum limit)
Automobile Liability including coverage for owned, non-owned and hired vehicles	\$1,000,000 limit per occurrence (minimum limit)
Workers' Compensation	Statutory
Employers' Liability Insurance	\$1,000,000 limit per occurrence
Professional Liability Insurance	\$1,000,000 per claims made or per occurrence

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Network Security and Privacy Liability Insurance	\$1,000,00 per claims mad or per occurrence
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**Required Coverage Forms**

The Commercial General Liability coverage shall be written on Insurance Services Office (ISO) form CG 00 01, or a substitute form providing liability coverage at least as broad.

The Business Auto Liability coverage shall be written on ISO form CA 00 01, CA 00 05, CA 0012, CA 00 20, or a substitute form providing coverage at least as broad.

**Required Endorsements**

The Commercial General Liability policy and the Network Security and Privacy policies shall contain the following endorsements, which shall accompany the Certificate of insurance:

- 1) An Additional Insured endorsement using ISO form CG 2010 or CG 2033 or a form at least as broad naming the County of Orange, its elected and appointed officials, officers, employees, agents as Additional Insureds.
- 2) A primary non-contributing endorsement evidencing that the contractor's insurance is primary and any insurance or self-insurance maintained by the County of Orange shall be excess and non-contributing. The endorsement shall read "County of Orange, its elected and appointed officials, officers, employees and agents".

All insurance policies required by this Contract shall waive all rights of subrogation against the County of Orange and members of the Board of Supervisors, its elected and appointed officials, officers, agents and employees when acting within the scope of their appointment or employment.

The Workers' Compensation policy shall contain a waiver of subrogation endorsement waiving all rights of subrogation against the County of Orange, and members of the Board of Supervisors, its elected and appointed officials, officers, agents and employees.

Contractor shall notify County in writing within thirty (30) days of any policy cancellation and ten (10) days for non-payment of premium and provide a copy of the cancellation notice to County. Failure to provide written notice of cancellation may constitute a material breach of the Contract, upon which the County may suspend or terminate this Contract.

If contractor's Professional Liability policy is a "claims made" policy, contractor shall agree to maintain professional liability coverage for two years following completion of Contract.

The Commercial General Liability policy shall contain a severability of interests clause also known as a "separation of insureds" clause (standard in the ISO CG 0001 policy).

Insurance certificates should be forwarded to the agency/department address listed on the



solicitation.

If the Contractor fails to provide the insurance certificates and endorsements within seven days of notification by CEO/Purchasing or the agency/department purchasing division, award may be made to the next qualified vendor.

County expressly retains the right to require Contractor to increase or decrease insurance of any of the above insurance types throughout the term of this Contract. Any increase or decrease in insurance will be as deemed by County of Orange Risk Manager as appropriate to adequately protect County.

County shall notify Contractor in writing of changes in the insurance requirements. If Contractor does not deposit copies of acceptable certificates of insurance and endorsements with County incorporating such changes within thirty days of receipt of such notice, this Contract may be in breach without further notice to Contractor, and County shall be entitled to all legal remedies.

The procuring of such required policy or policies of insurance shall not be construed to limit Contractor's liability hereunder nor to fulfill the indemnification provisions and requirements of this Contract, nor act in any way to reduce the policy coverage and limits available from the insurer.

16. **Confidentiality:** Contractor agrees to maintain the confidentiality of all County and County-related records and information pursuant to all statutory laws relating to privacy and confidentiality that currently exist or exist at any time during the term of this Contract. All such records and information shall be considered confidential and kept confidential by Contractor and Contractor's staff, agents and employees.
17. **Contractor Personnel:** Contractor warrants that all Contractor personnel engaged in the performance of work under this Contract shall possess sufficient experience and/or education and the required licenses set forth herein in good standing to perform the services requested by the County. County expressly retains the right to have any of the Contractor personnel removed from performing services under this Contract to the County. Contractor shall effectuate the removal of the specified Contractor personnel from providing any services to the County under this Contract within one business day of notification by County. County shall submit the request in writing to the Contractor's Account Manager. The County is not required to provide any reason, rationale or additional factual information if it elects to request any specific Contractor personnel be removed from performing services under this Contract.
18. **Contractor's Account Manager and Key Personnel:** Contractor shall appoint an Account Manager to direct the Contractor's efforts in fulfilling Contractor's obligations under this Contract. This Account Manager shall be subject to approval by the County and shall not be changed without the written consent of the County's project manager, which consent shall not be unreasonably withheld.

The Contractor's Account Manager and key personnel shall be assigned to this project for the duration of this Contract and shall diligently pursue all work and services to meet the project time lines. Key personnel are those individuals who report directly to the Contractor's Account Manager.

19. **Project Manager:** The County shall appoint a project manager to act as liaison between the County and the Contractor during the term of this Contract. The County's project manager shall coordinate the activities of the County staff assigned to work with the Contractor. The County's project manager shall have the right to require the removal and replacement of the Contractor's Account Manager from providing services to County under this Contract. The County's Project Manager shall notify the Contractor in writing of such request for removal of Contractor's Account Manager. The Contractor shall accomplish the removal within one (1) day after written notice by the County's project manager. The County's project manager shall review and approve the appointment of the replacement for the Contractor's Account Manager. The County is not required to provide any additional information, reason or rationale for the request for removal of Contractor's Account Manager from providing services to County under this Contract.
20. **Reports/Meetings:** The Contractor shall develop reports and any other relevant documents necessary to complete the services and requirements as set forth in this Contract. The County's project manager and the Contractor's Account Manager will meet on reasonable notice to discuss the Contractor's performance and progress under this Contract. If requested, the Contractor's Account Manager and other project personnel shall attend all meetings. The Contractor shall provide such information that is requested by the County for the purpose of monitoring progress under this Contract.
21. **Ownership of Documents:** The County has permanent ownership of all directly connected and derivative materials produced under this Contract by the Contractor provided however that the parties agree that all eligibility and claim records are the property of Contractor. Except in regards to eligibility and claim records, all documents, reports and other incidental or derivative work or materials furnished hereunder shall become and remain the sole properties of the County and may be used by the County as it may require without additional cost to the County. None of the documents, reports and other incidental or derivative work or furnished materials shall be used by the Contractor without the express written consent of the County.
22. **Title to Data:** All materials, documents, data or information obtained from the County data files or any County medium furnished to the Contractor in the performance of this Contract will at all times remain the property of the County. Such data or information may not be used or copied for direct or indirect use by the Contractor after completion or termination of this Contract without the express written consent of the County. All materials, documents, data or information, including copies, must be returned to the County at the end of this Contract.
23. **Audits/Inspections:** Contractor agrees to permit the County's Auditor-Controller or the Auditor-Controller's authorized representative (including auditors from a private auditing firm hired by the County) access during normal working hours to all books, accounts, records, reports, files, financial records, supporting documentation, including payroll and accounts payable/receivable records, and other papers or property of Contractor for the purpose of auditing or inspecting any aspect of performance under this Contract. The inspection and/or audit will be confined to those matters connected with the performance of the Contract including, but not limited to, the costs of administering the Contract. The County will provide reasonable notice of such an audit or inspection. The County reserves the right to audit and verify the Contractor's records before final payment is made.

Contractor agrees to maintain such records for possible audit for a minimum of three years after final payment, unless a longer period of records retention is stipulated under this

Contract or by law. Contractor agrees to allow interviews of any employees or others who might reasonably have information related to such records. Further, Contractor agrees to include a similar right to the County to audit records and interview staff of any sub-contractor related to performance of this Contract.

Should the Contractor cease to exist as a legal entity, the Contractor's records pertaining to this Contract shall be forwarded to the surviving entity in a merger or acquisition or, in the event of liquidation, to the County's Program Manager.

24. **Publication:** No copies of schedules, written documents, and computer based data, photographs, maps or graphs, resulting from performance or prepared in connection with this Contract, are to be released by Contractor and/or anyone acting under the supervision of Contractor to any person, partnership, company, corporation, or agency, without prior written approval by the County, except as necessary for the performance of the services of this Contract. All press releases, including graphic display information to be published in newspapers, magazines, etc., are to be administered only by the County unless otherwise agreed to by both Parties.
25. **Conflict of Interest:** The Contractor shall exercise reasonable care and diligence to prevent any actions or conditions that could result in a conflict with the best interests of the County. This obligation shall apply to the Contractor; the Contractor's employees, agents, and relatives; sub-tier Contractor's and third parties associated with accomplishing services hereunder. The Contractor's efforts shall include, but not be limited to establishing precautions to prevent its employees or agents from making, receiving, providing or offering gifts, entertainment, payments, loans or other considerations which could be deemed to appear to influence individuals to act contrary to the best interests of the County. The County Board of Supervisors policy prohibits its employees from engaging in activities involving a conflict of interest. The Contractor shall not, during the period of this Contract, employ any County employee for any purpose.
26. **Termination:** In addition to any other remedies or rights it may have by law, County has the right to terminate this Contract without penalty immediately with cause or after 30 days' written notice without cause, unless otherwise specified. Cause shall be defined as any breach of this Contract, any misrepresentation or fraud on the part of the Contractor. Exercise by County of its right to terminate the Contract shall relieve County of all further obligations.
27. **Breach of Contract:** The failure of the Contractor to comply with any of the terms, provisions, covenants or conditions of this Contract shall constitute a material breach of this Contract. In such event the County may, and in addition to any other remedies available at law, in equity, or otherwise specified in this Contract:
  - a. Afford the Contractor written notice of the breach and ten (10) calendar days or such shorter time that may be specified in this Contract within which to cure the breach; and/or
  - b. Discontinue payment to the Contractor for and during the period in which the Contractor is in breach; and offset against any monies billed by the Contractor but yet unpaid by the County those monies disallowed pursuant to the above; and/or
  - c. Terminate this Contract immediately, without penalty to the County.

28. **Disputes:** The Parties shall deal in good faith and attempt to resolve potential disputes informally. If a dispute concerning a question of fact arising under the terms of this Contract is not disposed of in a reasonable period of time by the Contractor's Account Manager and the County's project manager, such matter shall be brought to the attention of the Purchasing Agent by way of the following process:
- a. The Contractor shall submit to the Deputy Purchasing Agent a written demand for a final decision regarding the disposition of any dispute between the Parties arising under, related to, or involving this Contract, unless the County, on its own initiative, has already rendered such a final decision.
  - b. The Contractor's written demand shall be fully supported by factual information, and, if such demand involves a cost adjustment to this Contract, the Contractor shall include with the demand a written statement signed by a senior official indicating that the demand is made in good faith, that the supporting data are accurate and complete, and that the amount requested accurately reflects the amount for which the Contractor believes the County is liable.
  - c. Pending the final resolution of any dispute arising under, related to, or involving this Contract, the Contractor agrees to diligently proceed with the performance of his Contract, including the provision of services. The Contractor's failure to diligently proceed shall be considered a material breach of this Contract. Any final decision of the County shall be expressly identified as such, shall be in writing, and shall be signed by the County's Purchasing Agent or his designee. If the County fails to render a decision within 90 days after receipt of the Contractor's demand, it shall be deemed a final decision adverse to the Contractor's contentions.
29. **Orderly Termination:** Upon termination or other expiration of this Contract, each Party shall promptly return to the other Party all papers, materials, and other properties of the other held by each for purposes of execution of the Contract. In addition, each Party will assist the other Party in orderly termination of this Contract and the transfer of all aspects, tangible and intangible, as may be necessary for the orderly, non-disruptive business continuation of each Party.

At the end of the term of this Contract or in the event of termination of this Contract by either party, the Contractor agrees to provide County with a computer history tape (in a form and format reasonable acceptable to the County) with information necessary to transfer the records of each member's history of Claims within thirty (30) days of the effective date of the termination of this Contract. County may request copies of individual files necessary to reconstruct individual histories on specified members for up to five (5) years after termination of this Contract.

At the end of the term of this Contract or in the event of termination of the Contract by either Party and upon the request of County Contractor agrees to continue the administration of claims incurred prior to the effective ending date of this Contract for a period of six months after the termination date.

30. **Force Majeure:** Contractor shall not be in breach of this Contract during any delay beyond the time named for the performance of this Contract caused by any act of God, war, civil disorder, employment strike or other cause beyond its reasonable control, provided

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Contractor gives written notice of the cause of the delay to County within 36 hours of the start of the delay and Contractor avails himself of any available remedies.

31. **Consent to Breach Not Waiver:** No term or provision of this Contract shall be deemed waived and no breach excused, unless such waiver or consent shall be in writing and signed by the Party claimed to have waived or consented. Any consent by any Party to, or waiver of, a breach by the other, whether express or implied, shall not constitute consent to, waiver of, or excuse for any other different or subsequent breach.
32. **Remedies Not Exclusive:** The remedies for breach set forth in this Contract are cumulative as to one another and as to any other provided by law, rather than exclusive; and the expression of certain remedies in this Contract does not preclude resort by either Party to any other remedies provided by law.
33. **Notices:** Any and all notices, requests demands and other communications contemplated, called for, permitted, or required to be given herein shall be in writing, except through the course of the County’s project manager and Contractor’s Account Manager routine exchange of information and cooperation during the terms of the work and services. Any written communications shall be deemed to have been duly given upon actual in-person delivery, if delivery is by direct hand or upon delivery on the actual day of receipt or no greater than four calendar days after being mailed by US certified or registered mail, return receipt requested, postage prepaid, whichever occurs first. The date of mailing shall count as the first day. All communications shall be addressed to the appropriate Party at the address stated herein or such other address as the Parties hereto may designate by written notice from time to time in the manner aforesaid.

County: Program Manager, ~~Kim Derriek~~ Diana Banzet  
Human Resource Services/Employee Benefits  
333 W. Santa Ana Blvd., Room 137  
Santa Ana, CA 92701

DPA: Melvin Chua  
Human Resource Services/Employee Benefits  
333 W. Santa Ana Blvd., Room 137  
Santa Ana, CA 92701

Contractor: Anthem Blue Cross  
21215 Burbank Boulevard  
Woodland Hills, CA 91367  
~~21555 Oxnard Street  
Woodland Hills, CA 91367~~

34. **County Child Support Enforcement:** Contractor is required to comply with the child support enforcement requirements of the County. Failure of the Contractor to comply with all federal, state, and local reporting requirements for child support enforcement or to comply with all lawfully served Wage and Earnings Assignment Orders and Notices of Assignment shall constitute a material breach of the Contract. Failure to cure such breach within 60 calendar days of notice from the County shall constitute grounds for termination of this Contract.

35. **Change Of Ownership/Name, Litigation Status, Conflicts with County Interests:** Contractor agrees that if there is a change or transfer in ownership of Contractor’s business prior to completion of this Contract, and the County agrees to an assignment of the Contract, the new owners shall be required under terms of sale or other transfer to assume Contractor’s duties and obligations contained in this Contract and complete them to the satisfaction of County.  
County reserves the right to immediately terminate the Contract in the event the County determines that the assignee is not qualified or is otherwise unacceptable to the County for the provision of services under the Contract.  
In addition, Contractor has the duty to notify the County in writing of any change in the Contractor’s status with respect to name changes that do not require an assignment of the Contract. The Contractor is also obligated to notify the County in writing if the Contractor becomes a party to any litigation against the County, or a party to litigation that may reasonably affect the Contractor’s performance under the Contract, as well as any potential conflicts of interest between Contractor and County that may arise prior to or during the period of Contract performance. While Contractor will be required to provide this information without prompting from the County any time there is a change in Contractor’s name, conflict of interest or litigation status, Contractor must also provide an update to the County of its status in these areas whenever requested by the County.  
The Contractor shall exercise reasonable care and diligence to prevent any actions or conditions that could result in a conflict with County interests. In addition to the Contractor, this obligation shall apply to the Contractor’s employees, agents, and subcontractors associated with the provision of goods and services provided under this Contract. The Contractor’s efforts shall include, but not be limited to establishing rules and procedures preventing its employees, agents, and subcontractors from providing or offering gifts, entertainment, payments, loans or other considerations which could be deemed to influence or appear to influence County staff or elected officers in the performance of their duties.
36. **Precedence:** The documents herein consist of this Contract and its attachments. In the event of a conflict between or among the Contract documents, the order of precedence shall be the provisions of the main body of this Contract, i.e., those provisions set forth in the articles of this Contract, and then the Attachments and Exhibits.
37. **Headings:** The various headings and numbers herein, the grouping of provisions of this Contract into separate clauses and paragraphs, and the organization hereof are for the purpose of convenience only and shall not limit or otherwise affect the meaning hereof.
38. **Severability:** If any term, covenant, condition or provision of this Contract is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remainder of the provisions hereof shall remain in full force and effect and shall in no way be affected, impaired or invalidated thereby.
39. **Calendar Days:** Any reference to the word “day” or “days” herein shall mean calendar day or calendar days, respectively, unless otherwise expressly provided.
40. **Attorney Fees:** In any action or proceeding to enforce or interpret any provision of this Contract, or where any provision hereof is validly asserted as a defense, each Party shall bear its own attorney’s fees, costs and expenses.

41. **Interpretation:** This Contract has been negotiated at arm's length and between persons sophisticated and knowledgeable in the matters dealt with in this Contract. In addition, each Party has been represented by experienced and knowledgeable independent legal counsel of their own choosing, or has knowingly declined to seek such counsel despite being encouraged and given the opportunity to do so. Each Party further acknowledges that they have not been influenced to any extent whatsoever in executing this Contract by any other Party hereto or by any person representing them, or both. Accordingly, any rule of law (including California Civil Code Section 1654) or legal decision that would require interpretation of any ambiguities in this Contract against the Party that has drafted it is not applicable and is waived. The provisions of this Contract shall be interpreted in a reasonable manner to affect the purpose of the Parties and this Contract.
42. **Third Party Beneficiaries:** This Contract is for the benefit of the County and Contractor and not for any other person. It shall not create any legal relationship between Contractor and any employee, beneficiary or any other party claiming any right, whether legal or equitable, under the terms of this Contract or the GSA.
43. **Authority:** The Parties to this Contract represent and warrant that this Contract has been duly authorized and executed and constitutes the legally binding obligation of their respective organization or entity, enforceable in accordance with its terms.
44. **Health Insurance Portability and Accountability Act (HIPAA):** Contractor is a covered entity under the Federal HIPAA Privacy Rule [45 CFR Parts 160,162, and 164], understands that its disclosure of County employee PHI is subject to the requirements in the HIPAA Privacy Rule.
45. **Payment:** Premium payment will be based upon the number of active subscribers and associated rate as provided by the County to the Contractor on the monthly Premium Report. Payment for the month will be made on or before the 30<sup>th</sup> day of each month, representing payment for services provided in the current month, i.e. payment for the month of January will be paid by January 30<sup>th</sup>. In addition to Premium payment, Contractor agrees to pay for Open Enrollment communications costs billed by County based on the number of retiree health plans and the required communication materials needed, up to a maximum of \$16,500 annually.
46. **Survival:** Notwithstanding any provision to the contrary herein, the provisions of paragraphs 15, 16, 17, 18, 19, 20 and 21 shall survive the termination of this Contract.
47. **Employee Eligibility Verification:** The Contractor warrants that it fully complies with all Federal and State statutes and regulations regarding the employment of aliens and others and that all its employees performing work under this Contract meet the citizenship or alien status requirement set forth in Federal statutes and regulations. The Contractor shall obtain, from all employees performing work hereunder, all verification and other documentation of employment eligibility status required by Federal or State statutes and regulations including, but not limited to, the Immigration Reform and Control Act of 1986, 8 U.S.C. §1324 et seq., as they currently exist and as they may be hereafter amended. The Contractor shall retain all such documentation for all covered employees for the period prescribed by the law. The Contractor shall indemnify, defend with counsel approved in writing by County, and hold harmless, the County, its agents, officers, and employees from employer sanctions and any other liability which may be assessed against the Contractor or the County or both in connection with any alleged violation of any Federal or State statutes or regulations

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pertaining to the eligibility for employment of any persons performing work under this Contract.

48. **Changes:** Contractor shall make no changes in the work or perform any additional work without County's specific written approval.
49. **Terms and Conditions:** Contractor acknowledges that it has read and agrees to all terms and conditions included in this Contract.
50. **Incorporation:** This Contract and its Attachments A through C and Exhibits 1 and 2 are attached hereto and incorporated by reference and made a part of this Contract.
51. **County's Conflict of Interest Policy (Renewal):** The Contractor has confirmed in writing that they understand and are in compliance with the County's Conflict of Interest Policy as stated in Article 35 herein.

[THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK]



**CONTRACT SIGNATURE PAGE**

The Parties hereto have executed this Contract on the dates shown opposite their respective signatures below.

**CONTRACTOR\***

\_\_\_\_\_  
Print Name Title

\_\_\_\_\_  
Signature Date

\_\_\_\_\_  
Print Name Title

\_\_\_\_\_  
Signature Date

**\* If the Contractor is a corporation, signatures of two specific corporate officers are required as further set forth.**

**The first corporate officer signature must be one of the following: 1) the Chairman of the Board; 2) the President; 3) any Vice President.**

**The second corporate officer signature must be one of the following: a) Secretary; b) Assistant Secretary; c) Chief Financial Officer; d) Assistant Treasurer.**

**In the alternative, a single corporate signature is acceptable when accompanied by a corporate resolution demonstrating the legal authority of the signature to bind the company.**

\*\*\*\*\*  
**County of Orange, a political subdivision of the State of California**

\_\_\_\_\_  
Print Name Title

\_\_\_\_\_  
Signature Date

\*\*\*\*\*  
Approved by Board of Supervisors on: Date \_\_\_\_\_

APPROVED AS TO FORM:

\_\_\_\_\_  
Deputy, Office of County Counsel  
Orange County, California

## **Attachment A**

### **PERFORMANCE COMMITMENTS AND PENALITIES PERFORMANCE GUARANTEES ANNUAL SERVICE METRICS**

**1. Performance Commitments and Penalty Amounts**

In connection with the services Contractor will provide to the County with respect to the Plan, Contractor guarantees its performance as follows (A summary of all performance commitments and their associated penalties is attached as Attachment A):

**A. Average Speed of Answer Commitment.**

The average speed of answer for a phone call to the Service Center(s) during the Term (“ASA”) shall be no longer than the number of seconds designated in Attachment A.

**B. Evaluation of Average Speed of Answer**

**HMO Plans - Account Level**

(a) The ASA will be determined by measuring the sum of the total elapsed time between the moment when a telephone call is queued to the Service Center(s) and the time the caller is responded to, and dividing that number by the total number of telephone calls answered in the Service Center(s) during the Term.

(b) The calculation of ASA is based on all calls received by the Service Center(s) for all customers serviced in the Special Account Queue related to services provided by Contractor to the County Plan.

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(a) The ASA will be determined by measuring the sum of the total elapsed time between the moment when a telephone call is queued to the Service Center(s) and the time the caller is responded to, and dividing that number by the total number of telephone calls received in the Service Center(s) during the Term.

(b) The calculation of ASA is based on all calls received by the Service Center(s) for all customers serviced in the Special Account Queue related to services provided by Contractor to the County Plan.

**C. Average Speed of Answer Penalty.** The penalty for Contractor's failure to meet the Telephone Average Speed of Answer Performance Commitment shall be the amount shown in Attachment A.

**Abandonment Rate**

**D. Telephone Abandonment Rate Commitment.** The percentage of calls received by the Service Center(s) resulting in the caller terminating the call before speaking with a customer service representative (“Abandonment Rate”) shall, on average, be no greater

than the percentage designated in Attachment A.

**E. Evaluation of Abandonment Rate**

**HMO Plans - Account Level**

- (a) Abandonment Rate will be calculated using the total number of calls received during the Term that result in the caller terminating the call after it is queued to a customer service representative, divided by the total number of telephone calls received by the Service Center(s) during the Term, expressed as a percent.
- (b) The calculation of Abandonment Rate is based on all calls received by the Service Center(s) for all customers serviced in the Special Account Queue related to services provided by Contractor to the County Plan.

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- (a) Abandonment Rate will be calculated using the total number of calls received during the Term that result in the caller terminating the call after it is queued to a customer service representative, divided by the total number of telephone calls received by the Service Center(s) during the Term, expressed as a percent.
- (b) The calculation of Abandonment Rate is based on all calls received by the Service Center(s) for all customers serviced in the Special Account Queue related to services provided by Contractor to the County Plan.

- F. Abandonment Rate Penalty.** The penalty for Contractor's failure to meet the Telephone Abandonment Rate Performance Commitment shall be the amount shown in Attachment A.

**First Call Resolution (HMO Plans – Non-Medicare)**

**G. First Call Resolution Performance Commitment.**

The percentage of inquiries related to the Plan that are closed on the first inquiry, meaning that Contractor determines that no inquiries involving the same matter are received during the 45 Day timeframe preceding and following the inquiry, shall be the percentage designated in Attachment A.

**H. Evaluation of First Call Resolution.**

- (a) First Call Resolution will be calculated based on the inquiries received by Contractor related to services provided by Contractor to the County Plan.
- (b) The First Call Resolution rate will be calculated using the number of inquiries received from the County that were closed during the first inquiry, divided by the total number of inquiries received from the County, expressed as a percent.
- (c) An inquiry will be considered closed when Contractor gives it a closed status on the Inquiry Tracking System(s) and no inquiries involving the same matter are received

during the 45 Day timeframe preceding and following the inquiry.

**I. First Call Resolution Penalty**

The penalty for Contractor's failure to meet the First Call Resolution Performance Commitment shall be the amount shown in Attachment A.

**Customer Service Associate (CSA) Quality**

**J. CSA Quality Performance Commitment.**

A designated percentage of inquiries received by the Service Center(s) servicing the County (the “Service Center(s)” and randomly monitored, shall achieve Contractor's quality standards for issue resolution, ownership and professionalism. The designated percentage is shown in Attachment A.

**K. CSA Quality Evaluation**

(a) CSA Quality will be based on a random sample of all inquiries received from the County related to services provided by Contractor to the County plan.

(b) The CSA Quality rate will be calculated using the number of inquiries that achieved Contractor’s quality standards, divided by the total number of inquiries audited, expressed as a percent.

**L. CSA Quality Penalty.**

The penalty for Contractor’s failure to meet the CSA Quality Performance Commitment shall be the amount shown in Attachment A.

**Eligibility Processing –Maintenance (Ongoing) Automated Eligibility Time-to-Process**

**N. Maintenance (Ongoing) Automated Eligibility Time-to-Process Performance Commitment.**

A designated percentage of the file(s) received from the County after the effective date and during the Term shall be loaded onto the eligibility system within the number of Business Days, as designated in Attachment A, of the receipt of a complete and valid eligibility file. The designated percentage is shown in Attachment A.

**O. Evaluation of Maintenance (Ongoing) Automated Eligibility Time-to-Process.**

(a) Maintenance (On-going) Automated Eligibility Time-to-Process will be calculated by counting the number of Business Days from the Business Day that the file is received by Contractor to and including the Business Day the file is loaded onto the eligibility system. The Business Day the file is received will not be included in this calculation.

(b) “Business Days” will mean the days of the week that the responsible eligibility unit is conducting business, which excludes Saturdays, Sundays and holidays observed by Contractor.

(c) This Commitment will be contingent on the County submitting full files in which no more than two percent (2%) of the member records are erroneous. An “erroneous member record” will be defined as any member record lacking accurate information regarding the spelling of the participant’s name, the Social Security number, account,

branch, benefit option, network ID, effective date of coverage, termination date, address and any other demographic data.

- P. **Maintenance (Ongoing) Automated Eligibility Time-to-Process Penalty.**  
The penalty for Contractor’s failure to meet the Maintenance (Ongoing) Automated Eligibility Time-to-Process Performance Commitment shall be the amount shown in Attachment A.

**ID Card Maintenance (On-going) Performance**

- Q. **ID Card Maintenance (Ongoing) Performance Commitment.**  
A designated percentage of the ID cards issued to the County’s participants in the Plan will be mailed within specified Business Days of the date that the eligibility information necessary to issue that card is released to the ID card vendor. The designated percentage is shown in Attachment A.
- R. **Evaluation ID Card Maintenance (Ongoing) Performance.**
- (a) ID Card Maintenance (Ongoing) Performance will be calculated by counting the number of Business Days from the Business Day that eligibility information necessary to issue that card is released to the ID card vendor, to and including the Business Day the ID card is issued to the Plan participant. The Business Day the eligibility information is received by the vendor will not be included in this calculation.
- (b) “Business Days” will mean the days of the week that the responsible unit is conducting business, which excludes Saturdays, Sundays and holidays observed by Contractor.
- S. **ID Card Maintenance (Ongoing) Performance Penalty.** The penalty for Contractor's failure to meet ID Card Maintenance (Ongoing) Performance Commitment shall be the amount shown in Attachment A.

**Account Management**

- T. **Account Management Commitment.** Contractor’s Account Management Sales Team commits to provide services to the County of such quality as will result in Contractor's achieving the Account Management Composite Score, designated in Attachment B, on the Account Management Report Card. The Account Management Report Card is attached as Attachment B to this Agreement and must be completed, signed and dated by the County and returned to Contractor on a quarterly basis.
- U. **Evaluation of Account Management**
- (a) At the beginning of the Term, the County shall designate individuals on its benefits staff who will receive and complete the Account Management Report Card (Attachment B) on a quarterly basis.
- (b) The Account Management Report Card will be distributed to the Company’s designated staff members on a quarterly basis and shall be completed, signed and dated by the County and returned to Contractor within six (6) weeks of its distribution date.

If any quarterly Account Management Report Card is not received within six (6) weeks of its distribution by Contractor, that Account Management Report Card will not be included in the calculation of the Composite Score; and if any quarterly Account Management Report Card is not received within six (6) weeks of its distribution by Contractor, the Account Management Performance Guarantee Penalty Amount will be reduced. The amount Account Management Performance Guarantee Penalty Amount will be reduced as follows:

One (1) Account Management Report Card not received within 6 weeks of distribution: 25% reduction in Account Management Performance Guarantee Penalty Amount.

Two (2) Account Management Report Cards not received within 6 weeks of distribution: 50% reduction in Account Management Performance Guarantee Penalty Amount.

Three (3) Account Management Report Cards not received within 6 weeks of distribution: 75% reduction in Account Management Performance Guarantee Penalty Amount.

- (c) Following the end of the Term and receipt of the fourth (4<sup>th</sup>) quarterly survey from the County, Contractor will calculate the Composite Score in each performance assessment category by averaging the scores for the four (4) quarters of the Term. The assessments of each of the designated staff members and each of the performance assessment categories will be weighted equally. The Account Management Commitment will be deemed as fulfilled if the average of the Composite Scores in each category (“Account Management Composite Score”) is equal to or greater than the Account Management Composite Score indicated on Exhibit B.

V. **Account Management Penalty**

The penalty for Contractor's failure to meet the Account Management Commitment shall be the amount shown in Attachment A.

**Claims Accuracy**

**Medicare Advantage Plans - Book of Business**

W. **Payment Accuracy**

The Procedural Accuracy is measured as a percentage of correct payments in random sampled claims in a given period. A payment shall be deemed correct when the amount of benefits paid accurately reflects the amount of benefits payable under the plan for that claim, including no payment. The percentage shall be determined by dividing (i) the number of correctly processed claims sampled for such period by, (ii) the total number of claims processed sampled for such period. Results are provided quarterly. Penalty is based on an annual average. 98% of Claims free of payment error as related to total claims paid.

Y. **Financial Accuracy**

The Financial Accuracy is the measure of dollars paid correctly in connection with the claims sampled for an audit period expressed as a percent. Claim dollars shall be deemed to have been paid correctly when the check issued accurately reflects the amount of benefits payable under the plan for that claim. The percentage shall be determined by subtracting (i) amounts overpaid plus amounts underpaid among claims sampled for such audit period from, (ii) the total amount paid on the claims sampled for such audit period and dividing the difference by the total amount paid on the claims sampled for such audit period. Results are provided quarterly. Penalty is based on an annual average.

**Z. Claims Turnaround**

The Claims Turnaround is measured as the number of calendar days in which a claims processed to conclusion. The processing of a claim is considered completed on the date that a payment, an Explanation of Benefits form or a denial of claims has been forwarded to the person covered under the Plan or the provider of service. Results are provided quarterly. Penalty is based on an annual average.

**1. Weighting of Performance Results**

**AA. Weighting of Results for Telephone Services.** Results for Telephone Services from each assigned Service Center will be weighted by call volume in order to calculate the overall result unless membership by site is made available.

**BB. Evaluation of Services and Payment of Penalties**

- (a) Within four (4) months after the end of each calendar year during the Term, Contractor shall compile the necessary documentation and perform the necessary calculations to evaluate its fulfillment of each performance commitment set forth in this Agreement and make this information available to the County.
- (b) Any dispute concerning the amount Contractor determines to be owed under this Agreement must be raised in writing within sixty (60) days of the date that Contractor notifies the County in writing of its determination.
- (c) If Contractor fails to meet any of the performance commitments set forth in herein, Contractor shall pay to the Company the appropriate penalty set forth in Attachment A.
- (d) If the GSA under which Contractor provides insurance and/or administrative services to the Plan is terminated prior to the end of the Term of this Agreement, any penalties owed by Contractor shall be prorated for that portion of the year for which the contract was in force, except that Contractor shall owe no penalties for partial quarters and Contractor shall owe no penalties if the contract is terminated by the County with notice and without cause.
- (e) In the event that the period during which performance is measured is less than twelve (12) consecutive months, the penalty amounts set forth in Attachment A shall be prorated for that portion of the year for which performance measurements are in force.
- (f) The penalty amounts in Attachment A have been established in relationship to the

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actual annual premium that the County pays for each calendar year of the Term.

- (g) The total amount payable by Contractor during each calendar year of the Term for failure to meet the performance commitments set forth in this Contract Attachment 1, Part III shall not exceed the sum of the maximum penalties identified in Attachment A.



**ATTACHMENT A  
PERFORMANCE COMMITMENTS AND PENALTIES – EARLY RETIREE PLANS**

<b>Performance Category</b>	<b>Performance Commitment</b>	<b>Results Measured At</b>	<b>Penalty Amount</b>
<b>Claims Payment</b> - Financial Accuracy - Claim Processing Accuracy	99% of audited claim dollars paid accurately.	Account Level- HMO	.047% of annual premium
	95% of audited claims processed accurately.	Account Level-HMO	.047% of annual premium
<b>Call/Inquiry</b> - Average Speed of Answer (ASA) - Call Abandonment Rate - First Call Resolution - CSA Quality	Measured for the Term of the Agreement, results will not exceed: 100% of calls within 30 seconds to answer a phone call	Account Level-HMO	.047% of annual premium
	3% of calls received by Call Center(s) terminated	Account Level-HMO	.047% of annual premium
	85% of calls resolved on first call, 45 day look back/forward	Account Level- HMO	.047% of annual premium
	95% meet quality standards	Account Level- HMO	.047% of annual premium
<b>Employer Services</b> - Ongoing Automated Eligibility Processing - Ongoing ID Card Processing	Measured for the Term of the Agreement , results will meet or exceed: 100% files processed in 3 Business Days of receipt, but does not include process of errors or error report generation to client within 3 days of receipt.	Account Level- HMO	.047% of annual premium
	98.5% of ID cards mailed in 5 Business Days of clean enrollment(no missing information)	Account Level- HMO	.047% of annual premium
<b>Account Management</b>	Account Management Composite Score (all categories) of 3.0 or better on the Account Management Report Card based on four (4) quarterly assessments.	Account Level-HMO	.047% of annual premium
		<b>Total Financial Commitment</b>	<b>.423 % of annual premium</b>

Client Name: County of Orange

Account and/or SOC Number: \_\_\_\_\_

Lead Claim Office: \_\_\_\_\_

Agreement Term: \_\_\_\_\_

Projected # of Enrolled Employee Lives: \_\_\_\_\_

Sales Representative: \_\_\_\_\_

Sales Office/Routing #: \_\_\_\_\_

Underwriter Approval By: \_\_\_\_\_

**ATTACHMENT A-1**  
**PROPOSED PERFORMANCE COMMITMENTS AND PENALTIES – MEDICARE PLANS**

<b>Performance Category</b>	<b>Performance Commitment</b>	<b>Results Measured At</b>	<b>Penalty Amount</b>
<b>Claims Payment</b>			
- Financial Accuracy	99% of audited claim dollars paid accurately.	Book of Business	0.25% of actual annual premium
- Claim Processing Accuracy	95% of audited claims processed accurately.	Book of Business	0.25% of actual annual premium
<b>Call/Inquiry</b>	Measured for the Term of the Agreement, results will not exceed:		
- Average Speed of Answer (ASA)	80% of calls answered in 30 seconds	Book of Business	0.25% of actual annual premium
- Call Abandonment Rate	3% of calls received by Call Center(s) terminated	Book of Business	0.25% of actual annual premium
- CSA Quality	85% meet quality standards	Book of Business	0.125% of actual annual premium
<b>Employer Services</b>	Measured for the Term of the Agreement , results will meet or exceed:		
- Ongoing Automated Eligibility Processing	100% files processed in 3 Business Days of receipt, but does not include process of errors or error report generation to client within 3 days of receipt	Account Level	0.25% of actual annual premium
- Ongoing ID Card Processing	98.5% of ID cards mailed in 5 Business Days of receipt of CMS confirmation of enrollment	Account Level	0.25% of actual annual premium
<b>Account Management</b>	Account Management Composite Score (all categories) of 3.0 or better on the Account Management Report Card based on four (4) quarterly assessments.	Account Level	0.25% of actual annual premium
		<b>Total Financial Commitment</b>	<b>1.25% of actual annual premium</b>

Client Name: County of Orange

Account and/or SOC Number: \_\_\_\_\_

Lead Claim Office: \_\_\_\_\_

Agreement Term: \_\_\_\_\_

Projected # of Enrolled Employee Lives: \_\_\_\_\_

Sales Representative: \_\_\_\_\_

Sales Office/Routing #: \_\_\_\_\_

Underwriter Approval By: \_\_\_\_\_

**Attachment B**

**ACCOUNT MANAGEMENT REPORT CARD**

Rating Methodology:

- 5 = Completely Satisfied
- 4 = Very Satisfied
- 3 = Satisfied
- 2 = Somewhat Satisfied
- 1 = Dissatisfied

Client/Company Name: County of Orange  
 Completed By (please print): \_\_\_\_\_  
 Client Signature \_\_\_\_\_  
 Date completed: \_\_\_\_\_  
 Telephone #: \_\_\_\_\_

At the end of each quarterly period, please complete the box with the score that most closely reflects your level of satisfaction with the local account management team with respect to the following service categories. A separate quarterly report card must be completed, signed and dated each quarter.

Measurable Need	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	Composite to be completed by PG Unit
1. Provides effective support in preparing for, and conducting open enrollment events/sessions.					
2. Provides client with timely notification of issues impacting members.					
3. Responds to client’s issues & questions in a timely, comprehensive manner.					
4. Develops, follows through on action plans; effective coordination to resolve open issues.					
5. Is accessible and attends scheduled meetings.					
6. Delivers agreed upon reports and communication of Contractor results on time.					
Account Management Composite Score (All Categories)	N/A	N/A	N/A	N/A	

Fill in for each quarterly period:

Date Sent to Client:                      /  /        /  /        /  /        /  /    
 Date Returned by Client:              /  /        /  /        /  /        /  /  

If you rated any of the above categories less than “Satisfied” (3), please tell us why:

- X     1<sup>st</sup> Q:
- X     2<sup>nd</sup> Q:
- X     3<sup>rd</sup> Q:
- X     4<sup>th</sup> Q:

End of Year Comments:

Please return this form to: \_\_\_\_\_

**Attachment C****Staffing Plan**

Complete and submit as response to Instructions in Section II, Part A, Number 3.

**1. Primary Staff to perform Contract duties**

<b>Name</b>	<b>Classification/Title</b>
Colleen McGinnis Petty	Account Management Executive
Pam Morton	Sales and Renewal Executive, Employer Group Retiree
Clarence Winbush	Manager, Customer Care
Joe Kujawski	Manager, Employer Group Retiree Customer Care

**2. Alternate staff** (for use only if primary staff are not available)

<b>Name</b>	<b>Classification/Title</b>
Kimberly Burchard	Service Account Executive
Kathy Kuhr	Employer Service Representative
Sharon Secord	Employer Service Consultant, Employer Group Retiree

Substitution or addition of Contractor's key personnel in any given category or classification shall be allowed only with prior written approval of the County Project Manager.

The Contractor may reserve the right to involve other personnel, as their services are required. The specific individuals will be assigned based on the need and timing of the service/class required. Assignment of additional key personnel shall be subject to County Project Manager approval. County reserves the right to have any of Contractor personnel removed from providing services to County under this Contract. County is not required to provide any reason for the request for removal of any Contractor personnel.

**3. Sub-contractor(s)**

In accordance with Article 9, "Assignment or Sub-Contracting", listed below are Sub-contractor(s) anticipated by Contractor to perform services specified in this Contract.

<b>Company Name</b>	<b>Services Provided</b>
Accenture	Back office claims processing and enrollment and billing
Xerox	Print and mail services
SourceHOV	Front-end claims processing
Genpact	Back-end accounting and financial operations
Clarity	ID card production, printing, mailing
Cognizant	Back office claims processing and enrollment and billing
CDR	Recovery Audits
Optum	Recovery Audits
Healthways	Silver Sneakers