

Accenture Response to

Puerto Rico Department of Health Medicaid Program

**RFO: Puerto Rico Medicaid
Enterprise System, Enterprise
Project Management Office
(ePMO) Vendor
2021-PRMP-MES-EPMO-003**

March 18, 2022





01

Attachment B:
**Title Page, Vendor Information,
Executive Summary, Subcontractor
Letters, and Table of Contents**

1. Attachment B Title Page, Vendor Information, Executive Summary, Subcontractor Letters, and Table of Contents

1.1. Title Page

Puerto Rico Department of Health Medicaid Program

RFO: Puerto Rico Medicaid Enterprise System, Enterprise Project Management Office (ePMO) Vendor

2021-PRMP-MES-EPMO-003

March 18, 2022

Submitted To:

**Puerto Rico Department of Health
Medicaid Program, Attn: Elizabeth Otero Martinez**
268 Luis Munoz Rivera Ave.
World Plaza – 12th Floor (Suite 12)
San Juan, Puerto Rico 00918

Submitted By:

Rob Cohan
President
Accenture Puerto Rico LLC.
Metro Office Park 7, Calle #1, Suite 204
Guaynabo, PR 00968-3122
Incorporated in Puerto Rico
Phone Number: 512-732-5619
Email Address: Robert.cohan@accenture.com

Subject to acceptance by PRMP, the vendor acknowledges that by submitting a response and signing in the space indicated below, the vendor is submitting a formal offer to meet that which is being requested within this RFO.



Original Signature

03/18/2022

Date

By signature hereon, the vendor certifies that:

1. All statements and information prepared and submitted in response to this RFO are current, complete, and accurate.
2. The vendor's response meets the requirement of this RFO.
3. The vendor will comply with all federal and Commonwealth laws, rules, and regulations that are in force currently or anytime during the term of a resulting contract.
4. The vendor acknowledges and accepts that the full response contents and associated documents will become open to public inspection in accordance with the laws of Puerto Rico. PRMP will hold "confidential" all response information, including both technical and cost information, during the evaluation process, except for the questions and answers before the submittal of proposals. All other information associated with the RFO, including but not limited to, technical scores and reasons for disqualification, will not be available until after the contract has been awarded in accordance with the laws of Puerto Rico.
5. The company represented here is an authorized dealer in good standing of the products and services included in this response.
6. The vendor, any subcontracting partners, and its proposed resources are eligible to participate in this transaction and have not been subjected to suspension, debarment, or similar ineligibility determined by any federal, state, or local governmental entity; are in compliance with the Commonwealth's statutes and rules relating to procurement; and are not listed on the federal government's terrorism watch list as described in Executive Order 13224. Entities ineligible for federal procurement are listed at <https://sam.gov/content/home>.
7. Prior to award, the vendor affirms it will have all current approvals, licenses, or other qualifications needed to conduct business in Puerto Rico.

1.2. Vendor Information

1.2.1. Payment Address

In the table below, the vendor should provide the name, title, and address to which PRMP should direct payments for the goods and services within this RFO.

Table 1: Payment Information

Payment Information			
Name:	Accenture Puerto Rico LLC	Title:	Adrian Bazzini - Delivery Lead
Address:	Metro Office Park, Calle 1 Building 7, Suite 204, Office 202		
City, State, and Zip Code:	Guaynabo, Puerto Rico, 00968		
Phone:	787-793-4300	Fax:	N/A
Email:	Adrian.S.Bazzini@accenture.com		

1.2.2. Legal Notice Address:

In the table below, the vendor should provide the name, title, and address to which PRMP should send legal notices.

Table 2: Legal Notice Information

Legal Notice Information			
Name:	Accenture Puerto Rico LLC	Title:	Adrian Bazzini - Delivery Lead
Address:	Metro Office Park, Calle 1 Building 7, Suite 204, Office 202		
City, State, and Zip Code:	Guaynabo, Puerto Rico, 00968		
Phone:	787-793-4300	Fax:	N/A
Email:	Adrian.S.Bazzini@accenture.com		

1.3. Executive Summary

We understand that the Puerto Rico Department of Health, through the Puerto Rico Medicaid Enterprise Systems (PRMES), seeks a reputable, experienced professional services organization to drive the project management office (ePMO) to best deliver critical Medicaid related projects for Puerto Rico.

This work underscores the importance of robust, flexible, iterative project management, and transparent communication. To achieve your vision to modernize PRMES, your ePMO vendor must understand the complexity of MES along with the unique needs of Puerto Rico and its public healthcare programs. Accenture's capabilities in Medicaid, Integrated Eligibility and Health Insurance Exchanges, along with our history of quality delivery, innovation, and transparency uniquely qualify us to provide your ePMO services. We can make progress together—quickly and effectively.

A Qualified Partner

Selecting a qualified partner with proven experience working with the Medicaid program, CMS, particularities of Puerto Rico's healthcare environment, contracts and contractors, and running large project management offices is key to success. Having the right people available to support PRMES with deep experience in the different areas of the project beyond project management and program management is essential. For more than 35 years, Accenture's Public Service operating group of over 30,000 practitioners has combined our capabilities, experience, and research-based insights to support public service and health care organizations. We have supported Medicaid and Health and Human Services clients in many states in this time, helping them transform by becoming more efficient, transparent, accessible, and responsive in providing services to residents. Accenture also has extensive experience working with many federal agencies, confirming our compliance with federal regulations and our unwavering commitment to working with the highest professional and ethical standards. For example, Accenture currently operates www.healthcare.gov for the federal government.

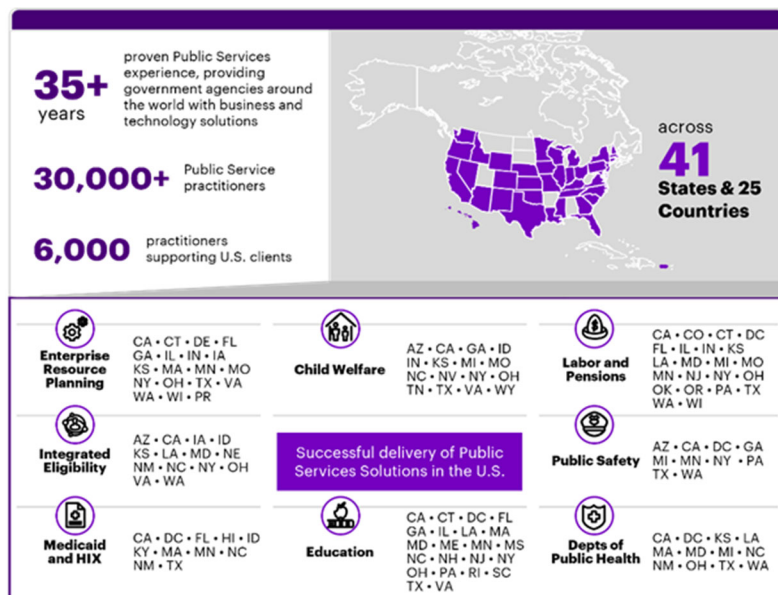


Figure 1: Our experience across the health and human services spectrum has equipped us with leading practices we will apply to the Puerto Rico MES ePMO.

Approach to Delivering Goods and Services

We bring a project management approach grounded in transparency, risk reduction, and delivering outcomes. Our ePMO team will bring together the insights we have gained delivering MES project management services with leading practices from the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK), Capability Maturity Model Integration (CMMI), Agile frameworks, and the healthcare industry. All of these will establish a foundation of our project management services, delivered with a focus on timeliness, quality, consistency, transparency, innovation, compliance, and continuous improvement.

Our experience and insights will be crucial to bringing together the processes and teams to deliver a solution that achieves the project value and vision, using project management and effective communication to:

- Manage resources across all projects
- Engage your employees to acquire knowledge and buy-in to the solutions
- Develop project management methodology, leading practices and standards
- Develop and monitor compliance with project management standards & policies
- Coordinate communication across projects
- Use existing processes, automation, and improvement

We will apply these methods and customized metrics across the project, providing PRMES with defined robust processes and procedures for monitoring and measuring project outcomes and to support day-to-day management of the project. We will assist the team in providing not simply project management support, but also in training staff. The goal in providing training is to continue to grow the PRMES staff resources' experience and to foster collaboration. This approach has won substantial credibility and past awards working with federal and state agencies. In conjunction with regular meetings and frequent communication, the team will foster close collaboration between PRMES, the corresponding federal agencies such as CMS, and all other constituents such as local vendors, thereby facilitating resolution of issues quickly and effectively.

This work has resulted in systems and programs that provide better outcomes for children and families, greater effectiveness for case managers, and improved accountability to the residents and community partners served by those programs. As a result of this experience, we know the unique challenges MES programs face, and will bring those leading practices forward as we continue to work on improving outcomes for Puerto Ricans.

Timeframe for delivering the goods and services

Accenture is prepared and able to begin the project management efforts for the MMIS Phase III immediately after contract signature as requested in the RFO. We also have the capacity to expand our team and leverage our tools to be able to accommodate additional projects quickly.

The proposed team

CMS and MES Certification experience. We bring a deep understanding of CMS regulations and MES certification requirements. We understand the MES Certification Toolkit (MECT) and outcomes-based certification. We meet regularly with CMS leadership to better understand their policies, direction, and guidance. We also help support the office of national coordination create integration standards.

A long-standing local presence – Accenture Puerto Rico has over 15 years and close to 100 employees continuously serving clients in Puerto Rico. We will assign **Bilingual**

local staff to this project to help encourage communication, teamwork, and knowledge transfer with your staff.

An ecosystem of local partners – We have teamed with AMV Strategy (Annie Mayol), MMISME (Valeria de la Gandara) and Truenorth to enhance our Puerto Rico-specific Medicaid knowledge, bilingual capabilities in PR Medicaid and local technical resources.

Relevant knowledge of the Puerto Rico Medicaid environment, the Gainwell system and integrations – We have worked with different Medicaid platforms and are bringing Gainwell experience to bear on this project.

Key Advantages of the Accenture proposal

Extensive Experience Across Public Service. With Accenture you not only have access to our team's experience but also the broader Accenture organization with experience in health. We serve 200 health clients including all top-10 managed care plans, eight of the 10 largest health providers, and leading state and federal public health agencies. This experience enhances the services we provide PRMES by infusing leading practices from similar clients, innovative technologies, and unique insights from thought leaders around the world.

For Puerto Rico by Puerto Ricans – Accenture's goal is to empower PRMES to be able to develop its personnel to actively participate in and manage future projects. Our goal is to work collaboratively with your staff, other agencies, your other vendors, and other constituents to help you develop capabilities for the future.

Project and Program Management skills – Accenture's project management methodology, tools and capabilities are second to none. We integrate these capabilities with deep analytics, business intelligence and machine learning to optimize reporting, understand issues before they happen, and increase the overall effectiveness of the PMO. Many organizations claim PMBOK skills but when they need reliable project management expertise for mission-critical systems, they count on Accenture.

Proven Risk Management Methodology. We use a robust risk management process that mitigates risk to PRMES, residents, providers, and other stakeholders. The overall goal of our established risk management methodology is to progressively reduce exposure to events that threaten the program's objectives from being achieved. We will provide a systematic approach for identifying and assessing risks, determining cost-effective risk reduction actions, and monitoring and reporting progress in reducing risks.

Innovation and Continuous Improvement. Innovation and continuous improvement are key tenets of the service we deliver to our clients. We are dedicated to driving improvements while fostering the spirit of innovation and identifying opportunities for operational improvement.

Closing

At its core, your mission is about people—delivering services to more than 1 million residents of Puerto Rico who are most in need with the compassion, dignity, and respect they deserve. What you do every day makes the lives of Puerto Ricans easier and helps those who might otherwise go without medical care for themselves or for their children. We share a passion for your mission. Throughout this proposal, we demonstrate how Accenture can help you drive the future of PRMES and help Puerto Ricans develop the skills to help themselves. We bring to Puerto Rico significant benefit as a vendor that assesses, operates, and transforms MES. We bring lessons learned from other State Medicaid MES modernization programs, Integrated Eligibility and Health Insurance Exchanges, and know how to succeed in a multi-vendor governance model.

1.4. Subcontractor Letters (If Applicable)

If applicable, for each proposed subcontractor the vendor should attach to **Attachment B: Title Page, Executive Summary, Subcontractor Letters, and Table of Contents** a letter from the subcontractor, signed in blue ink by an authorized signatory legally binding the subcontractor, which includes the following information:

- The subcontractor's legal status, federal tax identification number, DUNS number, and principal place of business address.
- The name, phone number, fax number, email address, and mailing address of a person who is authorized to legally bind the subcontractor to contractual obligations.
- A description of the work the subcontractor will perform.
- A statement of the subcontractor's commitment to performing the work if the vendor is selected.
- A statement that the subcontractor has read and understands the RFO and will comply with the requirements of the RFO.
- A statement that the subcontractor will maintain any permits, licenses, and certifications requirements to perform its portion of the work.



March 10th, 2022

Puerto Rico Department of Health
Medicaid Program, ATTN: Elizabeth Otero Martinez
268 Luis Muñoz Rivera Ave.
World Plaza - 12th Floor (Suite 12)
San Juan, Puerto Rico 00918

Dear Mrs. Otero Martinez:

Truenorth Corporation is Puerto Rico's largest, locally owned, management and technology consulting firm. Founded in 2001, we have grown steadily to become the leading providers of consulting and technology services. We are a top-tier consulting partners for the government of Puerto Rico as well as for the banking, telecommunications, and manufacturing sectors, to name a few. Being locals, but with significant international experience, we understand the island's business culture. We build on this understanding, together with our 350 and growing skilled technical resources that provide government experience, exceptional client services, and a track record of proven success in managing the delivery of healthcare solutions. Since 2009, Truenorth has been working actively with the Puerto Rico Medicaid Program (PRMP) in multiple initiatives.

I, Carlos G. Fernández Ferrer, Partner and President of Truenorth Corp. certify the following:

1. Truenorth Corp. is an active corporation with federal tax identification # 66-0605711 and DUNS number 140461539 and principal place of business address: Triple S Plaza, Suite PH 1303, 1510 F. D. Roosevelt Ave., Guaynabo, Puerto Rico, 00968.
2. The following person is authorized by Truenorth Corp. to contractually obligate the organization

Name:	<u>Carlos G. Fernández Ferrer</u>	Phone:	<u>787-706-3033</u>
Mailing Address:	<u>Triple S Plaza, Suite PH 1303</u>	Fax:	<u>787-775-5980</u>
	<u>1510 F. D. Roosevelt Ave.</u>	Email:	<u>carlos@truenorth.pr</u>
	<u>Guaynabo, PR 00968</u>		

3. As a subcontractor, Truenorth will provide expert resources with proven knowledge about PRMP operations and technology platforms. They will be assigned as Business Leads, Project Managers, and Business Analyst, as applicable.
4. At Truenorth, we are fully committed to performing the assigned work in case the prime contractor is selected.
5. I have reviewed and understood the terms and conditions of the RFO and as a subcontractor Truenorth Corp. will comply with the requirements of the RFO.
6. Truenorth will maintain any permits, licenses, and certifications requirements to perform our assigned portion of the work in case the prime contractor is selected.

TRUENORTH CORP



Carlos G. Fernández Ferrer, Partner and President

Phone: 787-706-3033 Fax: 787-775-5980

March 10, 2022



March 10, 2022

Ref: Subcontractor Letter

To whom it may concern:

AMV Strategic Advisors, LLC is a private Limited Liability Company (LLC) registered in July 2021. The principal place of business is Guaynabo, Puerto Rico. The company's federal tax identification number is 66-09822590 and it does not have a DUNS number.

Authorized contact for AMV is Annie Mayol, President, and can be contacted through email at amayol@amvstrategicadvisors.com, phone 787-420-9656 or mail PO Box 1856, Guaynabo, PR 00970.

AMV, and its principal executive, Annie Mayol, has years of experience working with Puerto Rico healthcare industry, including working with the PR Medicaid Program and organizations like ASES, ASMCA, Centro Medico, etc. Annie Mayol will be part of the senior advisor team working the client relationship and overseeing the compliance of the contract deliverables and timelines.

AMV is committed to performing the work if the vendor is selected. We have read and understand the RFO and will comply with the requirements of the RFO.

AMV confirms that it will maintain any permits, licenses, and certification requirements to perform our portion of the work.

Any additional questions feel free to contact me through amayol@amvstrategicadvisors.com

Sincerely,

A handwritten signature in blue ink, appearing to read "Annie Mayol", written over a light blue horizontal line.

Annie Mayol
President

T. 787.420.9656

E. amayol@amvstrategicadvisors.com

Po Box. 1856 Guaynabo, PR 00970



SUBCONTRACTOR LETTER

3/15/2022

Re: Subcontractor Letter for PRMP MES ePMO-003

To Whom it may concern:

MMISME LLC is an active Florida Limited Liability Corporation holding Minority and Woman owned business enterprise (MBE/WBE) certifications in the State of Florida. It is also nationally certified as an MBE by the National Minority Supplier Council (NMSDC). MMISME LLC's Tax ID is 45-2682365 and DUNS number is 079672735 with principal place of business located at 126 Harbors Way, Boynton Beach, Florida 33435. The authorized representative of MMISME LLC is:

Vivian de la Gándara
President and Chief Executive Officer
678-983-6352 Phone
vdelagandara@mmisme.com
126 Harbors Way
Boynton Beach, Florida 33435

For this project MMISME LLC will provide staff augmentation services to Accenture Puerto Rico LLC. MMISME LLC is committed to performing the work and providing the named resources in the proposal if Accenture is selected. MMISME LLC has read and understands the RFP and will comply with the requirements. MMISME LLC will maintain any permits, license and certification requirements to perform the work MMISME LLC is subcontracted to perform.

Sincerely,

Vivian de la Gándara
President
MMISME LLC

MMISME LLC, 126 Harbors Way, Boynton Beach, Florida 33435

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All vendors, selected for negotiation by PRMP, will be given equivalent information concerning cost negotiations. All cost negotiations will be documented for the procurement file. Additionally, PRMP may conduct target pricing and other goods or services level negotiations. Target pricing may be based on considerations such as current pricing, market considerations, benchmarks, budget availability, or other methods that do not reveal individual vendor pricing. During target price negotiations, vendors are not obligated to reduce their pricing to target prices, but no vendor is allowed to increase prices.

All materials submitted to PRMP in response to this RFO shall become the property of the Government of Puerto Rico. Selection or rejection of a response does not affect this right. By submitting a response, a vendor acknowledges and accepts that the full response contents and associated documents will become open to public inspection in accordance with the laws of Puerto Rico. If a vendor determines there is a "Trade Secret" contained in the proposal, the vendor must send a written notification to the Solicitation Coordinator when submitting the proposal to prevent public disclosure of the "Trade Secret." A redacted version of the technical proposal must be provided to PRMP at the time of proposal submission if there are "trade secrets" the proposing Vendor wishes to not be made public.

A redacted proposal should be provided separately from the technical and cost envelopes and should be in addition to (not in place of) the actual technical or cost proposal. PRMP will keep all response information confidential, including both technical and cost information, during the evaluation process, except for the questions and answers before the submittal of proposals.

Upon completion of response evaluations, indicated by public release of a Notice of Award, the responses, and associated materials will be open for review on the website or at an alternative location as defined by PRMP. Any trade secrets notified by the vendor to the Solicitation Coordinator will be excluded from public release.

By signing below, I certify that I have reviewed this Request for Offers (and all of the related Amendments) in its entirety; understand the requirements, terms, and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the vendor to execute this bid or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that, to the best of my knowledge, the vendor has properly registered with any Puerto Rico agency that may require registration.

Accenture Puerto Rico LLC.

(Company)

Robert Cohan, President

(Representative Name, Title)

512-732-5619

(Contact Phone/Fax Number)



(Signature)

03/18/2022

(Date)



02

Attachment C: **Vendor Qualifications and Experience**

2. Attachment C: Vendor Qualifications and Experience

2.1. Organization Overview

This section of the vendor's Technical Proposal should include details of the vendor and subcontractor overview. The vendor's Technical Proposal should include: organization overview, corporate background, vendor's experience in the public sector, and certifications.

2.1.1. Organization Overview

Provide all relevant information regarding the general profile of the vendor.

Vendors are NOT to change any of the pre-filled cells in the following tables.

Table 3: Vendor Overview

Vendor Overview	
Company Name	Accenture Puerto Rico LLC
Name of Parent Company (If Applicable)	Accenture LLP
Industry (North American Industry Classification System [NAICS])	541618 - Other Management Consulting Services
Type of Legal Entity	LLC
Number of Full-Time Employees	~100 in Puerto Rico, ~675,000 globally
Last Fiscal year Company Revenue	~\$14M in Puerto Rico, ~\$55 Billion globally
Percentage of Revenue from State and Local Government Clients in the United States and its territories	~10 percent
Percentage of Revenue from IT Design and Implementation Services	~25 percent
Number of Years in Business	~ 50 years
Number of Years Vendor has been Providing the Type of Services Specified in the RFO	~ 50 years
Number of Employees Providing the Type of Services Specified in the RFO	~ 3,000
Headquarters in the United States	161 N Clark St Chicago, IL, 60601-3362 Chicago, IL
Locations in the United States	Accenture has 50 additional locations in the USA

2.1.2. Subcontractor Overview (If Applicable)

If the proposal includes the use of subcontractor(s), provide all relevant information regarding each subcontractor. This section may be duplicated in its entirety and a page created per subcontractor included.

The vendor is not to change any of the pre-filled cells in the following tables.

Table 4: Subcontractor Overview – Truenorth LLC

Subcontractor Overview	
Company Name	Truenorth Corp
Name of Parent Company (If Applicable)	N/A
Industry - North American Industry Classification System (NAICS)	541611
Type of Legal Entity	LLC
Company Ownership (e.g., Public/Private, Joint Venture)	Private
Number of Full-Time Employees	350
Last Fiscal year Company Revenue	\$59.8M
Last Fiscal Year Company Net Income	\$6.1M
Percentage of Revenue from State and Local Government Clients in the United States and its territories	95.5%
Percentage of Revenue from IT Design and Implementation Services	60%
Number of Years in Business	20 years
Number of Years Vendor has Been Providing the Type of Services Specified in the RFO	17 years
Number of Employees Providing the Type of Services Specified in the RFO	34
Headquarters in the United States	Guaynabo, Puerto Rico
Locations in the United States	Guaynabo, Puerto Rico

Table 5: Subcontractor Overview - AMV Strategic Advisors, LLC

Subcontractor Overview	
Company Name	AMV Strategic Advisors, LLC
Name of Parent Company (If Applicable)	N/A
Industry - North American Industry Classification System (NAICS)	Healthcare Consulting
Type of Legal Entity	LLC
Company Ownership (e.g., Public/Private, Joint Venture)	private
Number of Full-Time Employees	Annie Mayol Del Valle
Last Fiscal year Company Revenue	\$70,000 (July 2021- February 2022)
Last Fiscal Year Company Net Income	\$15,000 (July 2021- February 2022)
Percentage of Revenue from State and Local Government Clients in the United States and its territories	0%
Percentage of Revenue from IT Design and Implementation Services	60%
Number of Years in Business	8 months (AMV Strategic Advisors, LLC was incorporated July 2021)
Number of Years Vendor has Been Providing the Type of Services Specified in the RFO	As an individual, Annie Mayol has worked with Medicaid and other state health programs for 12 years.
Number of Employees Providing the Type of Services Specified in the RFO	1
Headquarters in the United States	Guaynabo, PR
Locations in the United States	Guaynabo, PR

Table 6: Subcontractor Overview - MMISME LLE

Subcontractor Overview	
Company Name	MMISME LLC
Name of Parent Company (If Applicable)	N/A
Industry - North American Industry Classification System (NAICS)	541611-Administrative Management and Strategic Consulting Services 541618-Other Management Consulting Services 541512-Computer Systems Design Services
Type of Legal Entity	Limited Liability Corporation
Company Ownership (e.g., Public/Private, Joint Venture)	Private
Number of Full-Time Employees	1
Last Fiscal year Company Revenue	\$545,474
Last Fiscal Year Company Net Income	\$581,410
Percentage of Revenue from State and Local Government Clients in the United States and its territories	100%
Percentage of Revenue from IT Design and Implementation Services	100%
Number of Years in Business	10.5
Number of Years Vendor has Been Providing the Type of Services Specified in the RFO	13.5
Number of Employees Providing the Type of Services Specified in the RFO	1
Headquarters in the United States	Boynton Beach, Florida
Locations in the United States	Boynton Beach, Florida

2.2. Mandatory Qualifications

This section details the mandatory qualifications. The vendor must complete this section to demonstrate that it has the experience needed to meet the requirements in this RFO. The table below lists each mandatory qualification, the vendor must note whether it meets the qualification and provide narrative demonstrating fulfillment of the requirement. The vendor must list each project experience separately and completely every time it is referenced.

Table 7: Mandatory Qualification Items(s)

Mandatory Qualification Item(s)	Vendor Meets?		Provide a Brief Narrative to Demonstrate Fulfillment of Requirement
The vendor must have at least six (6) years of experience in establishing and maintaining a project management office of similar size, scope, and complexity as described in this RFO.	YES	NO	We have been working with the states of North Carolina and Texas doing ePMO activities for their MEDICAID program four (4) and eighteen (18) years respectively
The vendor must demonstrate at least three (3) years' experience in Medicaid and Health and Human Services.	YES	NO	We have been working with the states of North Carolina and Texas doing ePMO activities for their MEDICAID program four (4) and eighteen (18) years respectively
The vendor must include at least three (3) references from projects performed within the last three (3) years that demonstrate the vendor's ability to perform the scope of work described in the RFO. Vendors may only use one (1) reference per project performed.	YES	NO	In the following Sections we have included three references of our ePMO done in different states

2.3. Existing Business Relationships with Puerto Rico

Describe any existing or recent (within the last five [5] years) business relationships the vendor or any of its affiliates or proposed subcontractors have with PRMP, and/or Puerto Rico's municipalities.

2.3.1. Accenture Puerto Rico

Accenture has been working with different Puerto Rico government agencies since 2005. We implemented the entire back-office technology platform at the Puerto Rico Aqueducts and Sewer Authority (PRASA) based on SAP technology and are currently supporting over 70 percent of PRASA's systems, including program and project management. Our support includes all core business processes including Finance, HR, Payroll, Procurement, Supplier Relationship Management, warehouse management, customer services, billing and invoicing of more than 1.2M of clients, collections.

During the last 4 years, Accenture has been working with PREPA (and now LUMA) performing Consulting strategy projects related to the digital transformation components of PREPA's Grid Modernization strategy, procurement strategy and IT technology projects. Accenture is also currently supporting LUMA's customer service solution including their billing and invoicing system.

100% of all utility's invoices generated in Puerto Rico are coming from Accenture supported technology solutions.

In addition, we have also executed and are currently executing different Consulting Strategy projects for the PR Department of Economic Development and Commerce (DDEC) and the Office of Management and Budget (OGP).

In addition to our involvement with public sector entities, Accenture has a significant presence working with private sector entities on the island. We have established an Accenture team that is operating Raytheon Technologies' (formerly known UTC or Hamilton Sundstrand of Puerto Rico) global procurement department processing all procurement requisitions created around the world from Puerto Rico. We work with Puerto Rico's largest financial institution, with Puerto Rico's largest Fintech company, and numerous other local subsidiaries of global companies that rely on Accenture for local services.

2.3.2. Truenorth

Since 2009, Truenorth has been working actively with the Puerto Rico Medicaid Program in various initiatives. The company was involved with the operation, project management, and implementation of the official Eligibility and Enrollment platform MEDITI. Subsequently, Puerto Rico Medicaid contracted Truenorth to develop and implement MEDITI2, which was officially launched and implemented island-wide in July 2017. MEDITI2 was the official E&O Application used by the Medicaid Program to evaluate more than 1.7 million beneficiaries.

Truenorth oversaw the implementation and management of the Call Center of the Medicaid Program. In addition, Truenorth carried out multiple strategic initiatives such as the analysis for the increase of the poverty level in Puerto Rico, eligibility limits, the capacity analysis and workload distribution in the Program offices, and the implementation of the remote process for the eligibility evaluation due to the declaration of the public health emergency because of Covid-19.

2.3.3. AMV Strategic Advisors, LLC

AMV Strategic Advisors, LLC and its affiliates have no business relationships with PRMP or Puerto Rico municipalities within the last five (5) years.

2.3.4. MMISME, LLC

From January of 2016-October of 2021 MMISME LLC provided consulting services on the Puerto Rico Medicaid Management Information System (PRMMIS) Pre-DDI Project as well as the Module 1/Release 1 Project. During the Pre-DDI Project MMISME LLC provided support producing the Project Management Office (PMO) Weekly Status Reports which provided overview of all stakeholder statuses on the project and documented action items and risks. During Module 1/Release 1 MMISME LLC was assigned MMIS Certification Responsibilities in the PMO to support the Puerto Rico Medicaid Program complete tasks associated with MMIS certification including achieving successful certification of the Decision Support System, Encounter Processing, Program Integrity and Enterprise Technical components of Puerto Rico's first MMIS.

2.4. Business Disputes

Provide details of any disciplinary actions and denote any that are pending litigation or Terminated for Cause or Convenience and associated reasons. Also, denote any other administrative actions taken by any jurisdiction or person against the vendor. List and summarize all judicial or administrative proceedings involving your sourcing activities, claims of unlawful employment discrimination, and anti-trust suits in which you have been a party within the last five (5) years. If the vendor is a subsidiary, submit information for all parent companies. If the vendor uses subcontractors, associated companies, or consultants that will be involved in any phase of this project, each of these entities will submit this information as part of the response.

2.4.1. Accenture Puerto Rico

No business disputes during the last 20 years.

2.4.2. Truenorth

No business disputes within the last five (5) years.

2.4.3. AMV Strategic Advisors, LLC

No business disputes within the last five (5) years.

2.4.4. MMISME, LLC

No business disputes within the last five (5) years.

2.5. References

2.5.1. Vendor (Prime) References Form

Include at least three (3) references from projects performed within the last three (3) years that demonstrate the vendor's ability to perform the scope of work described in this RFO. PRMP prefers references from three (3) different clients/projects to demonstrate experience; however, this is a not a requirement.

The vendor should include a project description, contract dates, and contact information (customer points of contact, addresses, telephone numbers, and email addresses). The vendor should explain whether it performed the work as a prime contractor or as a subcontractor.

The vendor is NOT to change any of the pre-filled cells in the following tables. The vendor may add additional reference tables as necessary.

Table 8: Vendor Reference #1 – NC Medicaid Transformation

Vendor Information		
Vendor Name: Accenture	Contact Name:	Kristin Thorn
	Contact Phone:	+1 617-488-4943
Customer Information		
Customer Organization: North Carolina Department of Health and Human Services	Contact Name:	Jay Ludlum
	Contact Title:	Assistant Secretary for Medicaid
Customer Address: 1050 Umstead Dr Raleigh, NC 27603	Contact Phone:	(919) 210-1216
	Contact Email:	jay.ludlam@dhhs.nc.gov
Project Information		
Total Vendor Staff:	100+ (flexible staffing model to scale with demand)	
Project Objectives: North Carolina is changing the way residents receive Medicaid services through the Medicaid Transformation Program. The goal of the program is to improve beneficiary health outcomes and achieve better financial predictability and stability by transitioning Medicaid beneficiaries from Medicaid Fee-For-Service (FFS) to Medicaid Managed Care (MC). The transition to managed care encompasses more than 2.1 million eligible Medicaid beneficiaries, including beneficiaries with severe behavioral health conditions and foster children. The Medicaid Transformation has been described by Governor Cooper as the most significant change to happen to healthcare in North Carolina in the last 50 years.		
Project Description: In 2015, the NC General Assembly enacted legislation directing DHHS to transition Medicaid and NC Health Choice from fee-for-service to managed care. Under managed care, the state contracts with insurance companies, which are paid a predetermined set rate per enrolled person to provide all services. In July 2020, legislation authorized NC Medicaid Managed Care to begin July 1, 2021, for Standard Plans and Dec. 1, 2022, for Behavioral Health I/DD Tailored Plans.		

The Medicaid Transformation project includes the services listed in below section.

Vendor's Involvement:

Accenture has been working with NC DHHS on this transition since 2017, serving as the state's primary Medicaid transformation partner. NC DHHS asked Accenture to support both the design and implementation across the following service areas:

- Program management (including governance, quality, portfolio, demand & capacity, financial and service management)
- Procurement support
- Future state business process design, aligned to MITA
- Future state requirements development, aligned to MITA
- Technology Architecture
- Implementation design and roadmaps
- Organizational design
- End user procedures development
- Readiness review support across the Department, PHPs (MCOs), Tribe and Enrollment Broker
- Business integration design and management
- System Integration design and management
- Defining and managing the testing strategy and execution
- Technology operations

Working as an extension of the DHHS team, Accenture applied best practices and methodologies to help DHHS work efficiently and balance competing agency demands against the complexity of the Transformation project, including:

- Coordinating and managing a complex environment with 30 technology and business partners, each with unique technology stacks
- Working in parallel with Managed Care Organizations to conduct provider education and outreach
- Engaging with multiple State divisions and balancing competing priorities to ensure stakeholder alignment on overlapping program design areas
- Designing and implementing multiple programs with overlapping and compressed timelines
- Planning, coordination, and execution of end-to-end testing across different stakeholders and vendors with diverse technology infrastructure and their unique testing environment limitations
- Transitioning the department readiness and mindset from execution to oversight of the Managed Care contract through a data-driven approach
- Standing-up and enabling a robust operational process to manage 30 vendors engaged in the transition
- Rapidly transitioning to all virtual environment and remaining virtual through implementation and stabilization as necessitated by COVID-19

Program Management

Accenture provides overall Program Management for the North Carolina Medicaid Transformation program. This involves program coordination and tracking across sixteen (16) business/capability project teams, different agencies and 30 vendors, including managed care organizations and provider groups. Cross-functional governance teams' charters were created to ensure the work was planned, tracked, and completed in alignment with business goals. Technology teams are integrated within each business/capability team to support and encourage automation where appropriate. The overall project management services include adhering to industry-standard program management practices and applying proven project management methodologies including:

- Developing and managing of an Enterprise Project Plan Enterprise Project Plan that integrates all technical and non-technical projects, deliverables, and activities. The Enterprise Project Plan describes the approach to implement the operational Managed Care designs across processes, staffing, and systems, focusing on effective integration between those dimensions.
- Developing and managing of a Master Integrated Schedule, including scope, change control, risk management, and quality assurance. The Master Integrated Schedule and associated Program Management tools support the management of transformation tasks across the initiate, design, develop, and implement project lifecycle stages.
- Developing and managing requirements across the project emphasizing the technical requirements being driven by systems integration efforts.
- Using Jira as a project lifecycle tool to capture risks, issues, requirements, change requests, project artifacts, and program structure.

- Establishing project management governance, including risk and issue management, requirements management, program change control management, cross-functional governing boards, and an organizational structure.
- Establishing weekly reporting tools/utilities such as hill-climber charts and weekly Jira digest to share project data anomalies and report progress against associated project tasks, milestones, deliverables, risks, issues, dependencies, assumptions, and decisions and support NC DHHS in creating public-facing reporting and stakeholder communications.
- Flexibly supporting each vendor's methodology and the integration of different state divisions. Working with each group, establishing cross-workstream guiding principles and standards is essential to drive consistency and ensure a shared vision for the transition.
- Managing resources by maintaining project organization structures and staffing plans for Accenture and client resources.
- Creating an Operational Design Summary that summarizes the process, technology, and staffing designs.
- Adhering to Client Data Protection standards by conducting training and managing, granting, and revoking system access as our resources roll on and off our project.
- Maintaining staffing continuity to the extent possible to retain Accenture resources with NC DHHS expertise and experience, and approaching staffing with flexibility, scaling resources to meet the ebbs and flows of project demands to make the most efficient use of resources.

Throughout the life of this project, Accenture has taken an open and collaborative approach to stakeholder engagement. When the pandemic hit in 2020, we pivoted to remote work and ramped up communications through daily morning stand-up calls, weekly program status reports, and bi-weekly risks and issues and Change Control Board meetings. PMO oversight was also established to ensure alignment with published guidance and orientation for new team members as they joined.

In addition to the core functions noted above, Accenture has also supported the Department across key components of the transition to managed care.

Governance

Accenture worked with NC DHHS leadership to implement a comprehensive governance model that included all the Business Units and Capability teams, departmental leadership, and Medicaid leadership and covered all aspects of program governance including change control, status reporting, risk and issue management, and reporting. The structure was designed to incorporate new programs and stakeholders as the project evolves so that a consistent approach was implemented, and the Department could build upon what had been developed rather than continually amending the model as each new stakeholder becomes engaged in the transition.

Communications and CMS Engagement

Accenture has worked with NC DHHS to develop engagement strategies with external stakeholders and to develop communications and coordinate across divisions in support of program updates and implementation efforts. Accenture has supported the Department developing program updates, organizing webinars, drafting press releases, knowledge articles, presentations, and developing rollout plans. Accenture supported the Department, and its partners engage with beneficiaries through mailed notices/letters; social media; videos, call centers, and the beneficiary portal.

In addition, Accenture has worked with the Department to plan and prepare for bi-weekly status meetings with CMS on the NC Medicaid Transformation program. Accenture helped the Department prepare agendas, talking points, and in managing and tracking actions items from CMS.

Data and Analytics

Accenture developed a data and analytics strategy that identified the data governance, data management policies, and process and technology enhancements that would be needed to enable secure and timely exchange of data across the Department and their managed care vendors. As part of managing the overall implementation, Accenture worked across different functional areas of the Department to identify their data and analytics needs to successfully play their new role of providing regulatory oversight. Accenture developed business requirements, translated them into technical requirements that included templates for reports, metrics, and dashboards to allow development of reports, key performance indicators and extracts. Accenture developed analysis plans to provide a prescriptive method that allowed functional areas of the Department to monitor the service level agreements and liquidated damages in the managed care contracts. The analysis plan included detailed analysis instructions, calculation output and recommendation on next actions. Accenture also supported development of a few key operational dashboards to assist the Department with enhancing

data quality of their foundational data domains and improve oversight of their Managed Care Organizations.

Business Integration

In parallel to the Managed Care Transformation Program the Department is also replacing the current MMIS system and moving to a more modular Medicaid Enterprise Solution (MES). This MES solution must not only incorporate current needs but be forward looking to ensure the solutions will support the Managed Care Programs that are being implemented. Accenture is supporting the effort but helping to describe those future needs and work with the MES Team to incorporate them into the modules.

Call Center

Accenture partnered with NC DHHS to develop the NC Medicaid Customer Service Strategy that established the oversight and governance plan for NC Medicaid call center operations. Accenture provided the NC Medicaid Call Center with enhanced capabilities via ServiceNow CRM implementation and supported over 12 process improvement initiatives, staffing model development, and the launching of the Medicaid Call Center (MCC) Overflow call center. The NC Medicaid customer service model is now comprised of eight operational groups, each providing a designated set of services.

With a mandate to focus on all call centers (state and vendor), oversight extends across the Medicaid Contact Center, Medicaid Help Center Triage, Enrollment Broker, 5 PHPs, the EBCI Tribal Option, the Beneficiary Ombudsman, and 6 behavioral health LME-MCO plans. This critical function ultimately oversees the primary interaction points with beneficiaries, members, and providers. Accenture also developed an operational oversight playbook to support oversight of NC DHHS' network of seventeen Managed Care call centers, including a transfer/referral matrix, call center scripts/talking points, quality assurance monitoring, reporting, SLA oversight, outage management processes, and other vital processes.

Electronic Visit Verification

Accenture was asked by the Department to provide post-implementation support to the Department's Electronic Visit Verification (EVV) solution by working with them to implement new processes, train staff, and load clients in their EVV solution. Accenture supported NC Medicaid stand up an EVV Command Center to establish and manage communication with key PCS and CAP/DA and CAP/C provider organizations and integrated with ServiceNow for managing, tracking, and resolving issues raised by providers. Accenture has also provided technical assistance and additional training and tools to all provider types to help them get integrated with an EVV solution and set up to submit claims with the required EVV data. Another key component has been supporting the State with doing outreach to individual providers experiencing hardship due to EVV implementation challenges and helping them to resolve any technical and process challenges that are preventing their claims from being adjudicated and paid.

Accenture has also provided ongoing support to the Department to help make the transition easier for providers. This has included improvements to the state EVV website to make it more user friendly and easy to access information; organizing stakeholder materials and meetings; establishing KPIs and SLAs to ensure vendors adherence with the 21st Century Cures Act; assisting in putting together a survey to gather data on how the EVV rollout has been for providers and areas they may need assistance; and working with the Medicaid Investigation Department to ensure accuracy of data submitted by providers.

Healthy Opportunities Pilot

Accenture is helping North Carolina develop the first federally funded stand-alone program focused on Social Determinants of Health (SDOH). The State of North Carolina is launching a pilot program, Healthy Opportunities, to address SDOH for Medicaid Beneficiaries. This is part of the State's 1115 waiver where CMS has approved the use of Medicaid dollars to deliver social services related to Housing, Food Insecurity, Transportation, and Interpersonal Violence. Healthy Opportunities will be used to test and evaluate the health outcomes of beneficiaries who are enrolled over a period of 5 years.

The Accenture team is responsible for Project Managing the design and implementation of the business and system processes and technologies required to launch the Healthy Opportunities Pilot. The following are the key roles that the Accenture team plays in the implementation of the Healthy Opportunities Program:

- Program Management: the team is responsible for developing and maintaining the overall project plan to implement the pilot program. The team worked across external and internal stakeholders to track progress, decisions/risks/issues and provide periodic updates to leadership to keep them informed on the project status.

- Overall Data Strategy and Architecture Support: the team also assists the State in developing the overall systems and data strategy to ensure there is integration between the new systems for the SDOH platform, Health Plan systems, existing State operational and analytical systems, and external evaluator data interfaces. Due to the Pilot being tied to 1115 waiver, the team works to ensure the appropriate operational data moves between systems to support program oversight and evaluation. The team is also assisting the state with defining their overall oversight needs and developing reporting templates to meet those needs.
- Care Management Platform Design/Requirements Development: the team is responsible for assisting the State in defining the business and data requirements for the State Vendor to develop the SDOH care management platform to support the Pilot Program design.
- Health Plan Systems Implementation: the team works hand in hand with the State to assist the contracted Health Plans to implement changes within their enterprise systems to support the facilitation of the program. This requires in depth knowledge of Health Plan's ability to support the implementation of innovative SDOH programs.

Advanced Medical Homes

The Department launched the Advanced Medical Home (AMH) program as the primary vehicle for delivering local care management as the state transitions to Medicaid managed care. The AMH program requires prepaid health plans (PHPs) to delegate certain care management functions to providers services as AMHs at the local level. To perform their delegated management roles and other responsibilities to manage population outcomes, AMHs will need to establish and maintain a wide range of connections to multiple data systems and sources, ensuring timely access to complete, accurate, individual-level and population level data. Accenture team worked with Department staff to develop the overall data strategy and architecture to support the launch of the AMH program in North Carolina. We also assisted the Department in defining oversight metrics and reports to monitor the foundational data interfaces and the overall AMH program.

Covid-19 Response

Accenture was asked by the Department to help them quickly pivot to respond to Covid-19. Accenture helped the Department transition their workforce to remote capabilities, established a Help Center, and supported the program management of other Covid-19 response efforts. During the onset of Covid-19, Accenture led the transition of the NC Medicaid Call Center team to remote operations by enabling the Avaya Virtual Agent for remote call management in conjunction with DIT and the Department's ITD Network team. Accenture also assisted in troubleshooting Avaya connectivity issues and making real-time call flow menu updates and the development of Work From Home policies and coordinated equipment delivery for each call center agent.

Accenture also supported the Department implementing and tracking the program flexibilities introduced to ease the burden on providers and ensure members remained eligible and able to receive needed health care services during the pandemic. Accenture developed of evaluation plans using computational analytics methods to allow the Department to understand the effectiveness of the flexibilities they introduced to manage and support their members during COVID-19 pandemic.

Project Benefits:

The managed care program went live on time with all 30 vendors collaborating to meet schedules and was rolled out without any significant challenges. As a result of the program structure, the best practices adopted and the program management processes implemented, potential issues were identified early in the overall rollout, providing time to work with NC DHHS's vendor community to resolve the issues before impacting any members or providers. A key success factor, adopted at the prompting of NC DHHS leadership, was fostering a badge-less environment bringing all vendors to the table using common governance tools, and moving as one team towards the common goal of launching managed care on time, serving members, and paying providers.

The following key outcomes have been achieved through Accenture and NC DHHS's collaborative efforts:

- Developed 161 Future State Business Processes Based on MITA
- Designed the Future State Technology Architecture and Defined 1,000+ Interfaces to date in support of Standard Plans, Tailored Plans, Healthy Opportunities, and The Integrated Care for Kids program.
- Defined the End-to-End Testing Strategy and Managed Execution
- Developed and Implemented a Technology Operations Model

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- Defined 22,500+ Requirements that represent the Managed Care Program Design and leveraged Jira as a requirements management tool to provide traceability by MITA business area/process, NC DHHS program requirement/policy and CMS checklists.
- Management of 12 Projects within the Program that include over 430+ NC DHHS, vendor, and Accenture FTEs
- Ongoing Management of the Master Workplan with just under 12,000 Tasks
- Conducted 40+ collaborative Transformation Program (transition) design sessions to address all gaps identified during requirements validation and developed and submitted transition design plans
- Coordinated a demonstration of complete and accurate functionality using fully functioning End-to-End transaction processes across MES.
- End-to-End managed and facilitated test execution of 140 tech features, tracking % completed, defects and fixes, test results, and risks/issues across 30 vendors. End-to-End tech features included testing some of the critical interfaces; member enrollments, provider enrollments, PCP/AMH assignments, historical and ongoing claims interfaces, encounters, and Capitation payments.
- Developed a Future State Organizational Design for a 350+ FTE Organization
- Developed a Skills Matrix, Job Profiles, and Training Plan to Support the Organizational Design
- Drafted over 30 End User Procedures to Support Future State Process Execution
- Supported the Department in the drafting 5 RFPs
- Supported the Department in conducting Readiness Reviews that included 4,300+ Criteria with 8,300+ Criteria planned for the additional Managed Care Program planned to launch
- Designed and stood up a business-oriented operations team including a ticketing system to track ongoing business incidents – users have logged over 10,500 business incidents since July 2021.
- Supported LME/MCO disengagement and transition for nine counties
- Worked with CMS to identify improved approach to facilitating capitation rate changes.
- Supported the frequent capitation changes to Standard Plan and LME/MCO rates due to COVID response and changes in ICF and HCBS provider reimbursement
- Successfully managed to deploy 698 interfaces for data sharing across 33 systems managed by more than 25 organizations/Technology Partners in support of Standard Plan rollout.
- Built and deployed a contract management platform to control the submission and approval of all managed care partner deliverables
- Designed and implemented a first in the nation Integrated Transitional Care Solution that relies on transferring beneficiary and clinical data between delivery systems to ensure continuity of care, enabling 220 data interfaces to support this work.
- As part of this transformation, Accenture led developing analysis plans and reporting specifications for the Department to enable data driven oversight and monitoring of their Manage Care Organizations. About 125 new reports and 25 KPIs were designed to assist with oversight and monitoring.
- Supported the oversight of managed care organizations tracking a comprehensive set of service level agreements (SLAs) and liquidated damages embedded within the contract that has resulted in 14+ Corrective action plans (CAPs) and associated damages to date.
- Developed a comprehensive audit framework that evaluates Health Plan's performance against established requirements along with establishing a predefined annual audit schedule.
- Created an implementation score card to evaluate performance across all health plans on 5 metrics. These include readiness, end to end testing, contractual deliverables, network adequacy and tech ops.

Key Personnel

Name: Jacqueline Powe	Role: PMO Lead
Name: Mandi Kamin	Role: Communications Lead
Name: Vikas Gupta	Role: Care, Benefits and Analytics Lead
Name: Alexandra Manbeck	Role: Member Implementation and Engagement Project Manager

Name: Megan Ihrman	Role: Finance Project Lead			
Name: Garrick Prokos	Role: Healthy Opportunity (SDOH) Lead			
Name: Ryan Hebl	Role: Managed Care and Compliance Lead			
Name: Stacy Harris	Role: Transition of Care Lead			
Name: Jesse Gooley	Role: Readiness Lead			
Project Measurements:				
Estimated Project One-time Costs: Client prefers not to disclose	Actual Project One-Time Costs: Client prefers not to disclose			
Reason(s) for change in one-time cost: Client prefers not to disclose				
Original Value of Vendor's Contract: Client prefers not to disclose	Actual Total Contract Value: Client prefers not to disclose			
Reason(s) for change in value: Client prefers not to disclose. Services were completed on budget.				
Estimated Start & Completion Dates:	From:	1/2017	To:	Present
Actual Start & Completion Dates:	From:	1/2017	To:	Present
Reason(s) for the difference between Estimated and Actual Dates: N/A				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: N/A				

Table 9: Vendor Reference #2 – Texas Medicaid

Vendor Information		
Vendor Name: Accenture	Contact Name:	Chris Mayfield
	Contact Phone:	+1 512-732-5605
Customer Information		
Customer Organization: Texas Health and Human Services Commission (HHSC)	Contact Name:	Michael Blood
	Contact Title:	Director, Contract Administration
Customer Address: 12365 Riata Trace Pkwy Austin, TX 78727	Contact Phone:	+1 512-730-7407
	Contact Email:	michael.blood@hhsc.state.tx.us
Project Information		
Total Vendor Staff:	1000+ staff and contractors	
Project Objectives: The Texas Medicaid and Healthcare Partnership is a group of contractors to administer the Texas Managed Medicaid Information System (TMMIS) and other state health care programs on behalf of the Texas Health and Human Services Commission.		
Project Description: The Texas Medicaid and Healthcare Partnership administers the Texas Managed Medicaid Information System (TMMIS) and other state health care programs on behalf of the Texas Health and Human Services Commission to support processing of approximately \$13 billion worth of Medicaid claims per year. This includes system maintenance and modifications for over 40 major systems and subsystems across a variety of technologies and 14 primary business functions, including more than 800 staff and contractors, 22 subcontractor agreements, and nearly 70 vendors.		
Vendor’s Involvement: Since 2003, Accenture has maintained and operated the fully certified MMIS system that supports Texas Medicaid. Our systems support work encompasses planning, design, architecture, development, testing, implementation, operations coordination, and maintenance for healthcare automated systems and business application software that integrate hardware, software, and communication technology. This scope entails: • Monitoring 42 systems for performance compliance and potential functional issues • Completing the full Software Development Lifecycle (SDLC) for new implementations and system modifications, including project management, system analysis and design, coding, testing, deployment, and post-production support • Change management activities, including end-user training and support for new solutions and processes • Business requirement elicitation and development in a multivendor, multiagency, multi-stakeholder environment for the DDI of several Medicaid-related data warehouses and support solutions In 2014, HHSC expanded our scope to include fiscal agent services which covers the member, provider, program contact center, claims processing and payment, provider recruitment enrollment and management, financial management, medical authorization, and Third-Party Liability. Across these service areas, Accenture provides program and legislative support to inform business operations and guide HHSC policy decisions and also runs the Program Management Office (PMO). We		

have delivered over 10,000 technology and operations projects ranging from less than 40 hours to over 100,000.

The Accenture-led PMO uses strict Governance and Procedures for Change Management throughout the project. We maintain a consolidated view of all ongoing initiatives and their health/progress. Accenture is CMMI Level 4 certified. The PMO coordinates Change Management through the weekly Change Control Board (CCB) meeting, which is part of the weekly Operating Committee meeting. We prepare and facilitate this meeting with State and vendor participants to make certain pending system changes receive the appropriate prioritization, visibility, and approval. Accenture uses Hewlett Packard (HP) Project and Program Management (PPM) to plan and monitor system changes. We customized PPM workflows and data to align with the SDLC and required documentation for different types of system changes. System changes can only be deployed when they have progressed through the PPM workflow including providing links to all the documentation. As an additional measure of compliance with our documented process, our maintenance and modification service requests (SRs) undergo change management audits at different points of the project using PPM to validate progress and compliance.

Because of our long history at Texas Medicaid, Accenture has helped HHSC navigate numerous shifts in the healthcare landscape, leveraging our national expertise across state and federal programs to guide HHSC through changes in federal and state rules and regulations. Below is a sample of some of the overarching challenges we've encountered during our nearly 23-year partnership with HHSC:

- Program scale: Texas Medicaid works with over 100,000 providers serving 4 million residents
- Complex, multi-vendor environment: Navigating and managing multiple subcontractors and vendor agreements
- Complexity of the legacy system: Accenture supports over 1,400 interfaces to external systems
- Tight vendor transition: Accenture completed the initial takeover in a record 84 days

Throughout the duration of the project, Accenture has maintained a robust staff of seasoned Health & Public Service and Systems Integration professionals. Our team brings decades of targeted agency, system, and Medicaid program knowledge.

Transparency and open, frequent communications are the cornerstone of our business with HHSC. Each year, we work closely with HHSC leadership to co-create the Annual Business Plan and align on our shared objectives. Additionally, we hold numerous regular touchpoints across stakeholder groups including monthly Executive Steering Committee meetings, weekly Operating Committee meetings, multiple work groups, regular project meetings for Change Order Requests (CORs), and departmental meetings to track against key metrics and project milestones.

Accenture strives to bring innovation to everything we do, and in keeping with this philosophy, we've established a Continuous Improvement Project (CIP) within Texas Medicaid to identify and operationalize innovative ideas. For instance, in 2019, Accenture identified automation opportunities and applied RPA to several processes including:

- Automating online provider licensing board searches and applying the updates to enrollment records
- Verifying claims data and creating accounts receivable records
- Accessing and taking screenshots of providers' national provider identifiers (NPIs) in a federal database and comparing to a database of providers to exclude from Medicaid

Since we first began implementing RPA in 2019, we've saved over 40,000 hours in employee time that we've been able to reallocate to other tasks. RPA is a low-cost solution that can be implemented relatively quickly. As a result of these successes and ease of implementation, we've been working with OIG to initiate the automation of one of their repetitive provider enrollment processes.

We've also implemented AI with our Contact Center in the form of Agent Assist. Agent Assist helps Contact Center agents to research callers' questions in a way that quickly and accurately guides them towards the correct responses. As a result of these efficiencies, Agent Assist enabled us to reduce staff by 10 FTEs.

Project Benefits:

Across with breadth and lifespan of this project, Accenture has implemented countless improvements and achieved significant results. Below is a sample of some of the overarching outcomes:

- Claims processing timeliness improved from 87 percent within 30 days to over 99 percent within 30 days
- Elimination of a 250,000-paper claim backlog

- Reduction of end-to-end provider enrollment processing time by more than 50 percent - Increased third-party liability recoveries by more than 100 percent				
Key Personnel				
Name: Sienna Nelms-Hardesty		Role: PMO Lead		
Name: Andrea Daniell		Role: Operations Account Lead		
Name: Kipyn Miller		Role: Account Management & Legislative Affairs (AML) Manager		
Name: Michelle Adams		Role: Program Enhancement Manager		
Name: Peggy Daniels		Role: Applications Services/Business Integration Architect		
Name: Michael Berke		Role: Technology Services Senior Manager		
Project Measurements:				
Estimated Project One-time Costs: Client prefers not to disclose		Actual Project One-Time Costs: Client prefers not to disclose		
Reason(s) for change in one-time cost: Client prefers not to disclose				
Original Value of Vendor's Contract: Client prefers not to disclose		Actual Total Contract Value: Client prefers not to disclose		
Reason(s) for change in value: Client prefers not to disclose				
Estimated Start & Completion Dates:	From:	2003	To:	Present
Actual Start & Completion Dates:	From:	2003	To:	Present
Reason(s) for the difference between Estimated and Actual Dates: N/A				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: N/A				

Table 10: Vendor Reference #3 – Iowa Eligibility Integrated Application System (ELIAS)

Vendor Information		
Vendor Name: Accenture	Contact Name:	Joseph Lindemann
	Contact Phone:	+ 1 (913) 319-1983
Customer Information		
Customer Organization: Iowa Department of Health and Human Services	Contact Name:	Anthony Lyman
	Contact Title:	Chief Information and Technology Officer
Customer Address: 1305 E Walnut St. Des Moines, IA 50319	Contact Phone:	+ 1 (515) 281-8303
	Contact Email:	alyman@dhs.state.ia.us
Project Information		
Total Vendor Staff:	100	
Project Objectives: The State of Iowa selected Accenture to dramatically restructure how eligibility is processed to meet new requirements and volume in accordance with the Affordable Care Act’s (ACA) seven standards and conditions. Our project objective was to support the State’s efforts to meet federal guidelines, improve customer services, reduce technology costs, and integrate eligibility processes across several human service and health programs.		
Project Description: To achieve this, configured and customized the Accenture Citizen Self Service Portal (ACSSP) and Accenture Benefits Management System (ABMS) components of the Accenture Human Services Suite (AHSS) to modernize and replace the agency’s legacy eligibility system. The resulting system supports the State’s growing Medicaid program which serves 684,000 Iowans (roughly 22.4% of the population) and growing.		
Vendor’s Involvement: • 20 Project Managers/PMO • 50 Agile professionals across five 10-person Scrum teams consisting of 1 Product Owner, 2 Business Analysts, 4 Developers, 3 Testers • 5 Automation Testers • 15 Technical Architecture professionals across DevArch, DevOps, DBA, and Infrastructure support • 10 Maintenance and Operations team members for incident and defect triage, routine maintenance releases		
Project Management The PMO team on ELIAS oversaw all aspects of project management including preparing 30 and 60-day budget forecasts for the time and materials engagement; developing key project plan deliverables; and developing Process Guidelines (PGLs) documentation to govern people and processes. Other responsibilities included the submission of an annual Project Control Document that outlined several processes including: • A comprehensive Project Communication and Involvement Plan • Project Control Tools Identification and Usage • Scope Management Approach and Techniques • Status Reports		

- Contract Management and Subcontract Management of six subcontracts
- Risk and Issue Management and Tracking
- Deliverable Development, Production, and Review Procedures
- Updated Project Organization Chart

Change Management and Training

The Change Management program began on the first day of system design and included:

- Assessing and promoting the commitment of leadership to managing the changes for using a new system
- Establishing the key decision-making and governing processes
- Identifying and involving the key stakeholders in designs
- Assessing readiness for change and preparing Change Discussion Guides
- Preparing stakeholders for the transition to the new business model and information system
- Extensive communication plan timed to achieve increasing levels of stakeholder understanding throughout the life of the project

The Training team developed the training curriculum, strategy, and approach. The team developed all training content, designed training courses on all processes, and planned, conducted, and managed the delivery of training to more than 13,000 users.

Implementation Support

Since our first successful release in October 2013, Accenture has been responsible for maintenance and operations of the production system. This includes regular hotfix releases for incident/defect/patch deployments as well as scheduled monthly maintenance activities. M&O also covers maintenance and coverage of long-term audit capabilities pursuant to state and federal requirements for case data.

Technology Support

ELIAS is representative of a broad spectrum of Technology Support Services from testing to complex interface support. For instance, Accenture implemented numerous Federal Data Services Hub (FDSH) interfaces including the account transfer process to the Federally Facilitated Marketplace (FFM) and income and identity interfaces to support streamlined verifications. This required compliance with IRS data sources through specialized encryption routines to be compliant. Additionally, our support extends to security functions such as establishing and maintaining authentication workflow and upkeep as well as periodic federal compliance assessments (IRS encryption, MARS-E, etc.) The team also includes release management support activities, automated regression testing, and service introduction to support end to end processes for release readiness.

Project Benefits:

The benefits to Iowa's citizens included:

- CMS named Iowa a Top 5 State for MAGI Implementation for Medicaid
- Transitioned from legacy platform to Implemented Accenture Public Service Platform (APSP) Architecture, Self Service Portal (ACSSP) and Worker Portal (ABMS) for an Integrated Eligibility system within 13 months
- Implemented Medicaid Presumptive Eligibility external portal (MPEP) to provide qualified health providers and clinics a streamlined application submission
- Developed streamlined external application portal for Medicaid, SNAP, and TANF applicants in English and Spanish
- Used ELIAS rules engine-based determinations for MAGI and Non-MAGI coverage groups to support Medicaid Expansion in Iowa
- Processed over 60% of annual renewals automatically by implementing Passive Renewal functionality
- Prepared 5 regions of county field offices providing training materials for over 20 different Iowa audiences.
- Provided over 100 training materials, job aids, user guides and online help capabilities combined
- Developed over 35 integrated and standardized process guides.

Key Personnel

Name: Joseph Lindemann		Role: Account Executive	
Project Measurements:			
Estimated Project One-time Costs: Client prefers not to disclose		Actual Project One-Time Costs: Client prefers not to disclose	
Reason(s) for change in one-time cost: Client prefers not to disclose			
Original Value of Vendor's Contract: Client prefers not to disclose		Actual Total Contract Value: Client prefers not to disclose	
Reason(s) for change in value: Client prefers not to disclose			
Estimated Start & Completion Dates:	From:	3/5/2012	To: 12/31/2020
Actual Start & Completion Dates:	From:	07/01/2021	To: 12/31/2020
Reason(s) for the difference between Estimated and Actual Dates: Late start			
If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: N/A			

Table 11: Vendor Reference #4 – Michigan Public Health Institute (MPHI)

Vendor Information		
Vendor Name: Accenture	Contact Name:	Lisa Cawley
	Contact Phone:	+1 313-887-2284
Customer Information		
Customer Organization: Michigan Public Health Institute (MPHI)	Contact Name:	Renée Branch Canady, PhD, MPA
	Contact Title:	Chief Executive Officer, MPHI
Customer Address: 2436 Woodlake Circle, Suite 300 Okemos, MI 48864	Contact Phone:	+1 517-324-8300
	Contact Email:	rcanady@mphi.org
Project Information		
Total Vendor Staff:	5	
Project Objectives: In response to the needs created during the COVID-19 pandemic, the Michigan Department of Health & Human Services (MDHHS) Office of Equity and Minority Health and Michigan Public Health Institute (MPHI) received a \$20m grant through the federal Coronavirus Aid, Relief and Economic Security (CARES) Act. The resulting Rapid Response Initiative (RRI) was part of Governor Whitmer’s Statewide Task Force on Racial Disparities. The project funded community-driven projects with an equity lens that are focused on filling immediate service gaps and eliminating the disparate impacts of COVID on communities of color and other vulnerable or marginalized populations. After a competitive RFP process, 33 organizations were awarded grants through the MPHI Rapid Response Initiative. All grant funds were to be spent between October 1, 2020 and December 30, 2020 and had to comply with Coronavirus Relief Fund (CRF) and uniform guidance.		
Project Description: The project stood up and enabled a PMO support structure to distribute \$20m in COVID-19 relief funds within 60 days into communities of color that were disproportionately impacted by COVID-19.		
Vendor’s Involvement: Through extensive coordination and collaboration with MDHHS and MPHI, Accenture supported the administration of The Coronavirus Racial Disparities Task Force Rapid Response Team Initiative. Our team provided the following services: project governance; program management set up and ongoing support; grants management process design; ongoing monitoring, reporting oversight and high-touch technical support for all 33 subrecipients.		
Program Management Set Up and Ongoing Support - Supported the establishment of a project governance structure. - Created and produced weekly program management status report. - Established weekly status cadence with Steering Committee. - Developed a project plan with project timeline, roles and key milestones (i.e., reporting deadlines). - Tracked decisions, monitored key activities, documented and escalated risks and issues.		
Grants Management Process Design and Support - Developed workplan and budget template/guidance for subrecipients. - Maintained master data on subrecipient (e.g., subrecipient profile and program data).		

- Supported MDHHS/MPHI to finalize a compliant grant agreement template. - Supported MPHI in distribution of grant agreements to subrecipients. - Provided technical briefings to subrecipients (e.g., on CRF regulations, spending requirements, the reporting and invoicing process). - Coordinated and delivered targeted support to subrecipients to ensure that costs are allowable and aligned to their workplans, with support from MPHI and MDHHS. - Developed an invoice template and design invoicing process; collected and completed first review of subrecipients' submitted invoices; MPHI to conduct secondary review. - Designed and implemented the risk assessment for program performance and subrecipient compliance risks, which could include a program's inability to implement the program as originally designed, risk of failing to meet performance measurements, risk of not expending all resources by the completion of the Federal CRF program. - Led ongoing monitoring of subrecipients for compliance with federal requirements (i.e., uniform guidance), with support from MPHI/MDHHS. - Assisted MPHI in developing supporting documentation to assist with program audits, if any, by grantor or US Department of Treasury.	
Establish and Manage Reporting Process - Designed report templates suitable for the specified reporting required by the Federal source of funding. - Determined the method by which reports were collected (e.g., uploaded to SharePoint, posted to designated website, etc.). - Oversaw the reporting process, including collection and review of reports. - Assisted with communication of the reporting process, as needed to MPHI program managers, subrecipients and contractors. - Created initial draft of MDHHS final report for MPHI review and finalization.	
Project Benefits: In three months, the program awarded grants to 33 subrecipient organizations and 80 sub-grantees. As of January 1, 2021, 95.4% of awarded subrecipient funds totaling \$17,557,139.09 were expensed¹. Sample of Programs Enabled: Covid-19 testing and vaccinations, telehealth and mental health services, personal protective equipment distribution, mobile food trucks and food delivery, lactation support for new mothers, emergency shelters, distance special education and physical fitness learning, and economic support for small businesses and families Populations Served Include: children, seniors, disabled, veterans, new mothers, formerly incarcerated, and cancer patients ¹ As of January 2021; final reporting in progress. Does not reflect MPHI administrative costs.	
Key Personnel	
Name: Lisa Cawley	Role: Client Account Lead
Name: Andrea Arce	Role: Program Manager
Name: Sarah Melvin	Role: Project Manager
Name: Jan Percival	Role: Subrecipient Lead
Name: Tyler Middlebrook	Role: Business Analyst
Project Measurements:	
Estimated Project One-time Costs: Client prefers not to disclose	Actual Project One-Time Costs: Client prefers not to disclose
Reason(s) for change in one-time cost:	

Client prefers not to disclose				
Original Value of Vendor's Contract: \$300,000		Actual Total Contract Value: \$522,000		
Reason(s) for change in value: Contract modification to increase team size				
Estimated Start & Completion Dates:	From:	10/05/2020	To:	01/29/2021
Actual Start & Completion Dates:	From:	10/05/2020	To:	01/29/2021
Reason(s) for the difference between Estimated and Actual Dates: N/A				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: N/A				

2.5.2. Vendor (Prime) Additional Referenced Engagements

Table 12: Additional Reference Engagement – Large State Human Services Agency

Large State Human Services Agency
Project Objectives: The Project provided design, development, implementation, maintenance, and operations of the automated system that manages access to public assistance programs for counties throughout the state.
Project Description: The Project implemented, maintained, and operated a dynamic, outcome-oriented system. The system provided an integrated, user-friendly, automated system to manage the increasing complexity of public assistance and employment programs. The system is a web-based integrated eligibility system fully operational for the key public assistance programs of TANF, SNAP, Medicaid, Child Care and Employment Services.
Vendor's Involvement: The agency contracted with Accenture to design, develop, implement, maintain, and operate the integrated eligibility system. Accenture delivered the following services for the project: • Project Management • Design, Development, and Testing • Infrastructure Design and Deployment • Configuration Management • Data Conversion • Change Management and End-user Training • Implementation • Maintenance and Operations Project Scope System application functionality supports the following business areas: • Data Collection and Application Registration – Collects customer information and registers customer applications for benefits • Eligibility Determination and Benefits Calculation – Determines eligibility and calculates benefits for Cash (e.g., TANF, Foster Care), SNAP and Medicaid per applicable regulations • Benefit and Service Delivery – Manages the authorization, control and delivery of benefits and services and identification and maintenance of overpayments • Document Control/Imaging – Generates and stores all applicable documentation • Scheduling – Manages employee availability and scheduling of customer appointments • Collaboration – Develops and maintains a databank comprising local service providers, training providers and employers • Quality Review – Enables tracking of case reviews including random sample selection • Investigation/Hearings Management – Tracks referrals and history of information tied to potential fraudulent actions or court cases filed against either workers or recipients • Reporting – Supports State Policy Driven and Management Reporting, User Auditing, Ad-Hoc Reporting and Business Intelligence Analytics • Client Access – Provides simplified access to benefits for customers via an online application system available on internet • Staff/Security Administration – Provides the ability to assign pre-defined Security Roles, Access to System and User's Security Access Creation and Customization. • Batch/Interfaces – Allows for mass updates and two-way communication with external systems/agencies. Project Management The Project Management Office oversaw the entire project. Responsibilities included: • Deliverable Management • Contract Management and Subcontract Management

- Risk and Issue Management
- Facility/Office Management

The Project Management process included the submission of an annual Project Control Document that outlined several processes including:

- A comprehensive Project Communication and Involvement Plan
- Project Control Tools Identification and Usage
- Risk and Issue Management and Tracking
- Scope Management Approach and Techniques
- Status Reports
- Deliverable Development, Production, and Review Procedures
- Updated Project Organization Chart

Change Management and Training

The Change Management program began on the first day of system design and included:

- Assessing and promoting the commitment of the County leadership to managing the changes for using a new system
- Establishing the key decision-making and governing processes
- Identifying and involving the key stakeholders in designs
- Assessing customer readiness for change and preparing Change Discussion Guides
- Preparing stakeholders for the transition to the new business model and information system
- Extensive communication plan timed to achieve increasing levels of stakeholder understanding throughout the life of the project

The Training team developed the training curriculum, strategy, and approach. The team developed all training content, designed training courses on all processes, and planned, conducted, and managed the delivery of training to users. The Training team continues to work closely with the functional-design team to coordinate training for functionality changes.

Implementation Support

Accenture's implementation approach came from practical, proven experience managing large-scale implementations of integrated human-services systems. To implement successfully, we delivered:

- An integrated Client and Accenture team to encourage strong relationships with client leadership and a solid understanding of the client's business processes and culture
- A phased release approach to reduce business disruption and increase users' ability to assimilate and adapt to changes associated with implementation
- A readiness assessment to identify and manage any gaps related to readiness for the change and system implementation
- End user support after each major system release – to confirm that workers understand the support resources

Maintenance and Operations

The Project included a Maintenance and Operations phase. We provided a tightly integrated maintenance and operations organization to support users and production and development environments effectively:

- SLA-based management
- Common infrastructure and desktop
- Managed desktop and server configuration with remote control capability
- Bi-monthly release management
- Coordinated scheduling of maintenance and change deployment
- Use of a centralized service desk
- Integration of client provided support resources
- Integrated enterprise monitoring and management framework
- Level 3 Application Help Desk
- Technology refresh

Project Benefits:

The solution included:

- Large number of local offices and counties, two data centers, and a 200-seat development facility.
- Millions of transactions processed daily.

Table 13: Additional Reference Engagement - Healthcare.gov

Healthcare.gov
Project Objectives: The Patient Protection and Affordable Care Act (ACA) created new health insurance exchanges, at both the state and federal level. These exchanges are public-private marketplaces where Americans can apply for a tax subsidy and shop for health insurance plans, across insurance companies. HealthCare.gov, the website for the federal exchange, is the front door for the Federally Facilitated Marketplace (FFM). Many people are aware that the initial launch of HealthCare.gov had a number of challenges, which received extensive coverage and political, media and public scrutiny. People may not be aware, though, that the FFM is much more than just a website. It includes: • A plan management system for loading healthcare plans onto the website • Interfaces with state and federal systems • Interfaces with insurance companies for enrollment, premium payment and reinsurance programs to support premium price stabilization and accurate payments • Interfaces with the IRS for the tax subsidy • The new Small Business Health Options Program (SHOP) A rescue of the website began in November 2013, and in January 2014, the federal government hired Accenture Federal Services as the prime development contractor, with responsibility for stabilizing and improving the website, and finishing development of the additional systems and interfaces.
Project Description: The initial launch of the HealthCare.gov website was historic—yet it had its share of challenges. CMS urgently needed help navigating to a successful outcome. Not only was CMS transitioning from an incumbent to a new contractor during a critical time, the agency also was transitioning to a new data center provider, the overall program was complex with multiple stakeholders, the customer base was demanding, there were issues with the underlying technology and the project was under high scrutiny. CMS chose Accenture Federal Services to rescue, stabilize and enhance HealthCare.gov to build a positive experience for consumers. Accenture created a collaborative and comprehensive transition plan that mitigated the transition risk and enabled Accenture to begin hands-on delivery immediately. CMS also needed Accenture to build new software for IRS tax forms, risk adjustment and re-insurance payments to insurance companies, and small business enrollment.
Vendor's Involvement: Quick Transition Using an innovative workcell transitioning approach, Accenture ramped up more than 500 people in just over six weeks. Critical to the transition was successfully gathering knowledge from multiple organizations internal and external to CMS. Accenture conducted more than 450 knowledge transfer sessions to capture over 700 knowledge artifacts. The team also hosted 16 days of intensive, requirements “lock-in” sessions that included Accenture developers, testers, business architects, technical architects and CMS business executives. The team captured 3,300 testable and traceable requirements. This successful transition—unprecedented in its scale and sense of urgency—reduced risk and positioned the team to start hands-on delivery and rescue activities as soon as possible. The entire transition of the program from incumbent to Accenture took eight weeks...four weeks faster than originally proposed. Successful Operations

To stabilize the site, Accenture completely took over maintenance and operations during the peak period of the 2014 open enrollment. The team tackled defects and delivered urgently needed fixes ahead of schedule, thereby maintaining operations throughout the peak enrollment period.

The effort included:

- Stabilizing the notices infrastructure and software to generate 2.9 million notices with a daily peak of more than 340,000 notices.
- Significantly improving Account Transfer performance, reducing the response time for inbound transfer by 99.8 percent.
- Stabilizing the FFM application in preparation for an expected enrollment surge. On March 31, 2014—the last day of the first open enrollment—the FFM supported a peak of more than 185,000 concurrent users with fast response times. For the second and third open enrollments, there was no unplanned downtime for any components for which Accenture was responsible. The Accenture team also accelerated online response times to under a quarter of a second.

To keep the system fully functioning, especially during peak enrollment, Accenture provided continual monitoring and reporting for HealthCare.gov. Each week, the team delivered multiple software releases, with significant enhancements.

Shop Delivery

Accenture quickly mobilized a team to take over Small Business Health Options Program (SHOP). In just eight months, the team started with requirements analysis and successfully delivered a commercial off-the-shelf (COTS) package.

This included customization, performance testing, functional testing, security auditing and integration with other CMS systems. Accenture collaborated closely with the COTS manufacturer to launch a new line of business for the marketplace in this very short time period, with a smooth go-live and very low defect count.

Innovative, Cloud-Based Solutions

The new federal and state health insurance exchanges created new marketplaces for insurance companies to sell new insurance products to new consumers. To stabilize the pricing of risk, the ACA included new reinsurance and risk adjustment programs.

The former helped offset larger-than-expected claims, and the latter helped transfer payments from issuers that took on lower-than-expected risk to those that took on higher-than-expected risk.

These programs required gathering confidential claims information from 800 different insurance issuers and then performing complex, risk stabilization calculations and analytics. CMS needed to provide a solution where issuers-maintained control of their confidential claims information, as input to the risk calculations, but CMS controlled the risk algorithms, software and reference data.

Accenture developed a cutting-edge solution that provides issuers a complete data processing environment, which each issuer owns and operates. The “EDGE” system uses Amazon Web Services (AWS) to connect with more than 800 issuers, to share and process claims information in the cloud according to the CMS analytical algorithms. Issuers maintain complete control of their proprietary claims and pricing data; CMS has visibility to the outputs, but not the inputs, of the algorithms. Additionally, 135 issuers elected to participate as AWS-deployed servers, using a fully automated environment provisioning process that has successfully and securely processed the issuers’ data without requiring internal infrastructure investment. The other issuers used an on-premise deployment model, which still took advantage of the same software images and upgrade processes.

The EDGE system enables CMS to create a level playing field for all issuers. It provides consistent software and data version management across the universe of independent installations. EDGE simplifies and expedites deployment for issuers, reducing time from several days in a standard software distribution and configuration model to as little as 15 minutes, while enabling hands-free software upgrades and execution of remote commands.

Program Integrity

Millions of Americans count on the integrity of their enrollments and tax subsidy calculations. And the 800 issuers count on the integrity of how their plans are displayed on HealthCare.gov, how their enrollments are processed, and how they get paid for reinsurance and risk adjustment.

Accenture worked with CMS to build in program integrity. We built an entirely new system for policy-based payments, to make sure the tax subsidy payments to issuers resolved to the penny, for each and every enrollment in the FFM. In addition, CMS hired an independent contractor and auditor to vet the EDGE system for reinsurance and risk adjustment payments. That contractor determined that a full 100 percent of the billions of dollars in payments was accurately calculated.

At a detailed level, we built in logging and auditing capabilities for all key transactions. And we worked with CMS to build a robust security program, which proactively detects potential vulnerabilities. Our joint security team achieved Authority to Operate (ATO) on schedule, for all of the systems that Accenture built and maintained.

Technology. Delivery. Discipline.

Rescuing the website required immediately instilling technology discipline, along with significant investment in automation and tooling. To improve the fully manual test and release process, the Accenture team created fully automated, regression test suites at all levels:

- 15,500-unit test cases in Java
- 1,400 functional tests, end-to-end, for the user interfaces
- 15,400 functional data validation and batch validation tests
- 990 transactions tested in a comprehensive, end-to-end performance suite, reflecting a real-world transaction mix.

This comprehensive regression suite runs on a regular basis, and provides automated emails and executive dashboards for monitoring. The automated functional testing consists of more than 300,000 test steps and is typically executed five times per week. The automation of this functional testing saves over 50,000 hours per year in manual testing. This high level of automation has allowed the team to dramatically improve the quality, reliability and speed of new software builds.

Accenture also created automated build and deployment scripts, not only for the software, but also for the software environments. Development and testing teams can now “click a button” to automatically provision new environments in AWS. They can also click a button to deploy software releases to those environments. This includes checking out the versioned code from the repository, building the software, checking code quality, running it through a battery of automated tests, validating performance and moving the software items into the environment. We have moved from fully manual processes, which are time-intensive and error-prone, to a fully automated Development and Operations (DevOps) capability.

Moreover, Accenture created a robust operations monitoring stack. The stack includes a suite of monitoring tools and dashboards that integrate with:

- Automated paging software for the operations team, with built-in, automated escalations if a team member does not respond quickly
- Detailed transaction and log information
- Interactive chat tools used by the operations teams, where the monitoring tools also posts automated updates

In addition to monitoring live traffic on the site, down to the level of individual transactions, the stack also monitors the performance of synthetic transactions. The synthetic transactions run every few minutes, around the clock, to proactively uncover production issues before consumers do.

Multi-Speed IT

Beyond just the technology, Accenture also brought methodology discipline to the program. This included introducing delivery techniques to make sure CMS realized business benefits incrementally, over time, without having to wait for a full-blown or big bang solution.

Additionally, Accenture and CMS together created an enterprise-ready agile approach, for new development. Accenture combined its proven, enterprise agile methods with CMS' Expedited Life Cycle (XLC) system development process. This approach blends the benefit of agile with government requirements for documentation, auditing, traceability and independent verification. In sum, this approach enabled efficient delivery with sound risk management and proven software delivery practices.

CMS embraced agile, with actively engaged product owners, who represented multiple stakeholders and made decisions quickly. After each three- to four-week sprint, Accenture demonstrated the updated software for CMS acceptance, giving CMS real-time visibility into progress of the software build. This built confidence and allowed agile teams to incorporate feedback and re-prioritize along the way. The program's use of agile has also helped improve collaboration between IT and the business on strategic system initiatives.

Architecture Simplification

[HealthCare.gov](https://www.healthcare.gov), as originally built, had technical debt built up from the technical complexity of the software. The Accenture team innovated and simplified the technical plumbing of HealthCare.gov and other related systems.

This had multiple business benefits:

- Accenture saved CMS more than \$4M per year in software licenses, data center costs and other labor; Accenture significantly reduced the number of servers required
- The website is now faster; response times went from roughly half a second to a quarter of a second
- The website is now easier to maintain and extend

This approach was so successful that another contractor is considering doing architecture simplification on its software, for similar benefits.

Cloud First Approach

Accenture delivered the new EDGE software in the cloud, as mentioned. That is not the only use of the cloud—Accenture has taken a "cloud first" approach, wherever using the cloud makes sense and meets CMS' security needs.

For example, the suite of automated functional tests is run from servers in the cloud, which can scale up or scale down, as necessary. As another example, the new environments for new software capabilities are deployed in AWS. Accenture made it as simple as literally pushing a button: provisioning a new environment plus the COTS middleware plus the application software is fully automated.

Cloud-Based CRM

Accenture recommended using salesforce.com to quickly build a Customer Relationship Management (CRM) solution that would help improve collaboration and outreach with issuers. The initial prototype was deployed within weeks; the full solution was complete and operational in four months.

The unified CRM solution replaced dozens of disassociated email templates, contact lists and Excel spreadsheets. Email generation improved from 30 minutes to 10 minutes. Issuer lookup and update time improved from 20 minutes to 1 minute. Reporting time improved from 30 minutes to 2 minutes. These results all occurred on a platform that is now more accurate and easier to use.

Cloud-Based DevOps

Accenture implemented full DevOps processes and technologies to accelerate development and deployment. Automated tasks across environments include code check-out, build and packaging; code quality scanning; security scanning; unit testing, functional testing and initial performance testing; software deployment; and release smoke testing.

The team used tools such as Junit, GitHub, Amazon Web Services, Splunk, JIRA Software (including Jira, Confluence and HipChat), Fortify, Python and Bash to support continuous delivery.

The DevOps approach has significantly reduced manual errors, improved software release quality and allowed the team to deliver faster.

Culture

Transforming HealthCare.gov required a shift in culture. Team members adopted a “one team, one goal” mindset and created a blame-free environment, where everyone would succeed or fail together.

It was not a client/vendor relationship that had clear lines of separation. Rather, it was one cohesive team that worked collaboratively and transparently. Everyone was open about schedules, risks and defects, and all worked together to share knowledge and solve problems proactively. Instead of finger pointing, people were rewarded during daily meetings for candidly acknowledging, “This isn’t working...and here’s what we need to do to fix it.”

Project Benefits:

- In just six weeks, Accenture mobilized more than 500 skilled professionals to transition the project at an unprecedented speed. Within eight weeks, Accenture delivered significant technical improvements to the website, stabilizing it during the peak of [HealthCare.gov](#)’s initial enrollment period. This enabled millions of Americans to enroll in health insurance, many for the first time.
- Closed critical defects, resulting in a significant reduction of error rates.
- Delivered 256 releases, 99 percent on time with the remainder delivered no more than 7 days after the planned release date.
- Generated more than 18 million notices, 2.9 million inbound account transfers and 1.7 million outbound account transfers during the 2015 enrollment period.
- Improved the loading time for healthcare plans by 98 percent for small business consumers; load time went from ~200 plans per day to ~420 plans per hour.
- Implemented the first-ever automated policy-based payments process, for program integrity.
- Worked with CMS and issuers directly to successfully on-board and conduct outreach for more than 800 issuers for the Risk Adjustment / Reinsurance program, using the EDGE solution.
- Implemented Salesforce in a matter of weeks, ensuring more than 1,200 issuers received high levels of assistance in tasks related to their acceptance of marketplace policies and tools.
- The stability of the website and the program contributed to year-over-year increases in enrollment. For 2016 open enrollment, HealthCare.gov enrolled & re-enrolled 9.6 million consumers in 38 states.

2.5.3. Subcontractor References (If Applicable)

If the vendor's proposal includes the use of subcontractor(s), provide three (3) references for each subcontractor. The Commonwealth prefers references that demonstrate where the prime and subcontractors have worked together in the past.

Table 14: Subcontractor Reference (#1) – Truenorth Corp

Subcontractor Information		
Vendor Name: TRUENORTH CORP	Contact Name:	Carlos G. Fernández Ferrer
	Contact Phone:	787-706-3033
Customer Information		
Customer Organization: Puerto Rico Medicaid Program Puerto Rico Department of Health	Contact Name:	Luz Cruz Romero
	Contact Title:	Director of Operations / Policies and Procedures
Customer Address: 268 LUIS MUÑOZ RIVERA AVE. WORLD PLAZA – 5TH FLOOR SAN JUAN, PUERTO RICO 00918	Contact Phone:	787-765-2929 x 6732
	Contact Email:	Luz.cruz@salud.pr.gov
Project Information		
Total Vendor Staff:	8	
Project Objectives: Improve the level of service to beneficiaries. Expand customer service capacity. Comply with federal regulations.		
Project Description: Truenorth designed and implemented a Technological Transformation Plan to increase the level of services, resource efficiency, and level of compliance with Federal Government regulatory mandates. Under the Medicaid Program, Truenorth provided project management services for The Puerto Rico Department of Health, focusing on IT strategic initiatives and production systems maintenance. Key benefits included improving service times by 48%, increasing service capacity, and taking over a million calls a year through the implementation of a call center. MEDITI2, the Truenorth-developed solution, is responsible for eligibility determination for the Medicaid program in Puerto Rico. There are 1.7 million cases per year who receive almost \$1,960 million annually. The Medicaid verification and determination of benefits is currently processed through the custom-built system, MEDITI2. MEDITI2 is a custom-developed web-based application with several modules, including appointment calendar, application form, calculation sheet, fraud detection, and query/response support. The system is available via intranet within the Medicaid Program and integrated multiple tools that automated processes within Quality Control, Queue Management at the office, and the Transactional Web Portal.		
Vendor's Involvement: It Strategic Support, Project Management, And System Maintenance		
Project Benefits: Implementation of controls to monitor the quality of eligibility assessments Automation of manual processes		

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Visibility of daily operation performance Compliance with federal and state requirements Auto Appointment Processing Savings Improvement in the level of attention of the beneficiaries in the re-certification process				
Key Personnel				
Name: Dany Villafuerte		Role: Director / Account Manager		
Name: Husein Silmi		Role: Project Manager		
Name: Juan Chipi		Role: Project manager / Senior Business Analyst		
Name: Esther Amaral		Role: Call Center Project Coordinator		
Name: Griselle Hernandez		Role: Virtual Appointment Project Manager		
Project Measurements:				
Estimated Project One-time Costs: N/A		Actual Project One-Time Costs: N/A)		
Reason(s) for change in one-time cost: N/A				
Original Value of Vendor's Contract: \$976,440.00 (last year)		Actual Total Contract Value: \$9776,440.00		
Reason(s) for change in value: N/A				
Estimated Start & Completion Dates:	From:	10/01/2020	To:	09/30/2021
Actual Start & Completion Dates:	From:	10/01/2020	To:	09/30/2021
Reason(s) for the difference between Estimated and Actual Dates: N/A				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: N/A				

Table 15: Subcontractor Reference (#2) – Truenorth Corp

Subcontractor Information		
Vendor Name: TRUENORTH CORP	Contact Name:	Fabian Fejgielman
	Contact Phone:	787-706-3033
Customer Information		
Customer Organization: Puerto Rico Aqueduct and Sewer Authority (PRASA)	Contact Name:	Arnaldo Jiménez Acevedo
	Contact Title:	Vice President Of Strategic Planning
Customer Address: 604 BARBOSA AVE HATO REY, PUERTO RICO	Contact Phone:	787-620-2277
	Contact Email:	arnaldo.jimenez@acueductospr.com
Project Information		
Total Vendor Staff:	125	
Project Objectives: Implement a Revenue Optimization Program and Water Theft Detection.		
Project Description: Management of the Revenue Assurance Program. For the last nine (9) years, Truenorth has been directing a multidisciplinary team of business, management, and technical consultants focused on re-engineering revenue generating business processes. The goal has been to generate \$190M in additional net profit by optimizing and redesigning organizational structures, business practices, SOPs, and technological tools in business areas directly related to the revenue stream. A list of key services provided includes project management, budget administration, field service operations, geo referencing, software application development, and data analysis and business intelligence.		
Vendor's Involvement: Project Management, Budget Administration, Field Services, Application Development, and Data Analysis		
Project Benefits: Collected \$190 million in additional net proceeds for PRASA		
Key Personnel		
Name: Fabian Fejgielman	Role: Director / Account Manager	
Name: Rafael Rivera Nieves	Role: Project Manager	
Name: Ronald Pinder	Role: Project Manager	
Project Measurements:		
Estimated Project One-time Costs: N/A	Actual Project One-Time Costs: N/A	
Reason(s) for change in one-time cost: N/A		
Original Value of Vendor's Contract: \$11M annually	Actual Total Contract Value: \$11M annually	

Reason(s) for change in value: N/A				
Estimated Start & Completion Dates:	From:	2009	To:	Present
Actual Start & Completion Dates:	From:	2009	To:	Present
Reason(s) for the difference between Estimated and Actual Dates: N/A				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: N/A				

Table 16: Subcontractor Reference (#3) – Truenorth Corp

Subcontractor Information		
Vendor Name: TRUENORTH CORP	Contact Name:	Carlos G. Fernández Ferrer
	Contact Phone:	787-706-3033
Customer Information		
Customer Organization: PUERTO RICO WIC PROGRAM PUERTO RICO DEPARTMENT OF HEALTH	Contact Name:	Jeanette Canino Santos
	Contact Title:	Director
Customer Address: 268 LUIS MUÑOZ RIVERA AVE. WORLD PLAZA – 6TH FLOOR SAN JUAN, PUERTO RICO 00918	Contact Phone:	787-766-2805 x 5071
	Contact Email:	jcanino@salud.pr.gov
Project Information		
Total Vendor Staff:	7	
Project Objectives: Expand the service channels for beneficiaries. Automate processes that are carried out manually. Monitor the performance of the program operations. Facilitate the eligibility evaluation process to retain beneficiaries.		
Project Description: Strategic transformation and maintenance of the technological platform to support the operational transformation of the Program and the fulfillment of programmatic goals by the regulatory entities. The project consists of the design, management, and implementation of new service channels for the beneficiary to facilitate the provision of services. The transformation requires work at the level of multiple dimensions that must be articulated to achieve the objectives. Management of people-centric initiatives and assistance with organizational change management are success factors that are considered in the development of the project. As a result of the project, technological tools have been successfully implemented, such as the WIC Merchant Inspection System, the WIC Food Selection and Evaluation platform, the Clinic Monitoring Platform, the Virtual Appointment Platform, the Productivity and Queue Platform, and the Employee Portal. These implementations have succeeded in expanding service channels, measuring service delivery performance, and virtualizing certain services.		
Vendor’s Involvement: Project management, system deployment, change management, and technical support		
Project Benefits: Implementation of controls to obtain visibility and monitor the performance of the operation. Implementation of new communication mechanisms and service channels. Virtualization of services and processes to participants, merchants, and food distributors. Beneficiary retention and outreach initiatives.		
Key Personnel		

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Name: Dany Villafuerte		Role: Director / Account Manager		
Name: Guillermo Fernandez		Role: Project Manager		
Name: Zunilda McDougal		Role: Project Manager		
Project Measurements:				
Estimated Project One-time Costs: N/A		Actual Project One-Time Costs: N/A		
Reason(s) for change in one-time cost: N/A				
Original Value of Vendor's Contract: \$881,960		Actual Total Contract Value: In progress		
Reason(s) for change in value: N/A				
Estimated Start & Completion Dates:	From:	10/01/2021	To:	09/30/2022
Actual Start & Completion Dates:	From:	10/01/2021	To:	09/30/2022
Reason(s) for the difference between Estimated and Actual Dates: N/A				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: N/A				

Table 17: Subcontractor Reference (#4) – AMV Strategic Advisors

Subcontractor Information				
Vendor Name: AMV Strategic Advisors		Contact Name:	Annie Mayol Del Valle	
		Contact Phone:	787-420-9656	
Customer Information				
Customer Organization: TeleMedik		Contact Name:	Nilda Gonzalez	
		Contact Title:	COO	
Customer Address: Cale Felipe de Plana 5, Carr. 20, Guaynabo, PR 00965		Contact Phone:	787-642-0898	
		Contact Email:	Nildamguerror@telemedik.com	
Project Information				
Total Vendor Staff:	1			
Project Objectives: US Market Expansion Project				
Project Description: TeleMedik has been providing services to the Medicaid and Medicare Advantage population in Puerto Rico for the past 25 years. TeleMedik is looking to expands their programs and services to manage Medicaid and MA population in the mainland, especially in states with large Hispanic populations.				
Vendor's Involvement: AMV Strategic Advisors are their consultants working to develop the market expansion plan and help facilitate the meetings with key decision makers in target states.				
Project Benefits: To be determined				
Key Personnel				
Name: Annie Mayol		Role: Senior Advisor		
Project Measurements:				
Estimated Project One-time Costs: \$60,000		Actual Project One-Time Costs: \$60,000		
Reason(s) for change in one-time cost: N/A				
Original Value of Vendor's Contract: \$60,000		Actual Total Contract Value: \$60,000		
Reason(s) for change in value: N/A				
Estimated Start & Completion Dates:	From:	08/03/2021	To:	08/03/2022
Actual Start & Completion Dates:	From:	08/03/2021	To:	08/03/2022
Reason(s) for the difference between Estimated and Actual Dates: N/A				

If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: N/A

Table 18: Subcontractor Reference (#5) - AMV Strategic Advisors

Subcontractor Information				
Vendor Name: AMV Strategic Advisors		Contact Name:	Annie Mayol Del Valle	
		Contact Phone:	787-420-9656	
Customer Information				
Customer Organization: Community Council Health Systems		Contact Name:	Joe Watkins	
		Contact Title:	CEO	
Customer Address: 4900 Wyalusing Ave. Philadelphia, PA 19131		Contact Phone:	267-220-4285	
		Contact Email:	Joe.Watkins@cchss.org	
Project Information				
Total Vendor Staff:	1			
Project Objectives: Business Expansion.				
Project Description: CCHS is a provider of mental health services to the Medicaid population in West Philly and surrounding areas. They were greatly impacted by COVID and need support with revenue generation and growth.				
Vendor's Involvement: AMV Strategic Advisors is providing support to the Executive Team of CCHS in developing their strategic plan, identifying opportunities of revenue generation and growth, and supporting with implementing strategies of culture and organizational change.				
Project Benefits: 2,000 mental health clients - youth and adults				
Key Personnel				
Name: Annie Mayol		Role: Senior Advisor		
Project Measurements:				
Estimated Project One-time Costs: \$60,000		Actual Project One-Time Costs: \$60,000		
Reason(s) for change in one-time cost: N/A				
Original Value of Vendor's Contract: \$60,000		Actual Total Contract Value: \$60,000		
Reason(s) for change in value: N/A				
Estimated Start & Completion Dates:	From:	10/01/2021	To:	10/01/2022
Actual Start & Completion Dates:	From:	10/06/2021	To:	10/01/2022
Reason(s) for the difference between Estimated and Actual Dates: N/A				

If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: N/A

Table 19: Subcontractor Reference (#6) - AMV Strategic Advisors

Subcontractor Information				
Vendor Name:		Contact Name:	Annie Mayol Del Valle	
AMV Strategic Advisors		Contact Phone:	787-420-9656	
Customer Information				
Customer Organization:		Contact Name:	Maria Fernanda Levis	
Impactivo		Contact Title:	President	
Customer Address:		Contact Phone:	787-565-1227	
1606 PR-25 \$703		Contact Email:	Maria.levis@impactivo.com	
San Juan, PR 00909				
Project Information				
Total Vendor Staff:	1			
Project Objectives:				
Development of a Commercialization Plan for Smart PCMH				
Project Description:				
Impactivo has been developing technology to support the needs of the clients (FQHCs in Puerto Rico) and have a patent for one call Smart PCMH.				
Vendor's Involvement:				
AMV is supporting Impactivo with the development of a Commercialization Plan for Smart PCMH and development of a Marketing and Sales Strategy				
Project Benefits:				
Support Primary Health Clinics in the management of patient care to ensure higher quality and lower cost				
Key Personnel				
Name: Annie Mayol		Role: Senior Advisor		
Project Measurements:				
Estimated Project One-time Costs: \$40,000		Actual Project One-Time Costs: \$40,000		
Reason(s) for change in one-time cost: N/A				
Original Value of Vendor's Contract: \$40,000		Actual Total Contract Value: \$40,000		
Reason(s) for change in value: N/A				
Estimated Start & Completion Dates:	From:	1/1/2022	To:	7/1/2022
Actual Start & Completion Dates:	From:	1/15/2021	To:	7/1/2022

Reason(s) for the difference between Estimated and Actual Dates: winter holidays created a short delay
If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: N/A

Table 20: Subcontractor Reference (#7) - MMISME LLC

Subcontractor Information		
Vendor Name:	Contact Name:	Vivian de la Gándara
MMISME LLC	Contact Phone:	678-983-6352
Customer Information		
Customer Organization:	Contact Name:	Sam Walker
District of Columbia (DC) Department of Healthcare Finance (DHCF)	Contact Title:	Project Manager
Customer Address:	Contact Phone:	443-744-0802
441 4th Street Northwest, Washington DC, 20001	Contact Email:	Sam.Walker@dc.gov
Project Information		
Total Vendor Staff:	2	
Project Objectives:		
Update the DHCF Medicaid Information Technology Information (MITA) State Self-Assessment (SS-A)		
Project Description:		
The DHCF MITA SS-A Update Project is a five-year contract currently in its 3rd year. The project team is responsible for updating the MITA SS-A each year for the project. Deliverables MMISME is responsible for producing/updating include MITA Training Plan, MITA Training Development and Delivery, MITA Concept of Operations, MITA Roadmap, MITA Profiles.		
Vendor’s Involvement:		
Provided Staffing for the following roles on the project: MITA Lead and MITA Business Analyst		
Project Benefits:		
Maintains DHCF's MITA SS-A documentation required for planning document submissions up to date on an annual basis.		
Key Personnel		
Name: Vivian de la Gándara	Role: MITA Lead	
Name: Alicia McCord-Estes	Role: MITA Business Analyst	
Project Measurements:		
Estimated Project One-time Costs: N/A	Actual Project One-Time Costs: N/A	
Reason(s) for change in one-time cost: N/A		
Original Value of Vendor’s Contract: \$610,000	Actual Total Contract Value: \$610,000	
Reason(s) for change in value: N/A		

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Estimated Start & Completion Dates:	From:	October 2019	To:	August 2025
Actual Start & Completion Dates:	From:	October 2019	To:	August 2025
Reason(s) for the difference between Estimated and Actual Dates: N/A				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: MMISME LLC partnered along with the Prime Contractor on the development and submission of the MITA SS-A Project proposal and is delivering services outlined in the proposal that was submitted to DHCF which included filling the roles of MITA Lead and MITA Business Analyst.				

Table 21: Subcontractor Reference (#8) - MMISME LLC

Subcontractor Information				
Vendor Name:	Contact Name:	Vivian de la Gándara		
MMISME LLC	Contact Phone:	678-983-6352		
Customer Information				
Customer Organization:	Contact Name:	Angela Ramsey		
Florida Agency for Healthcare Administration (AHCA)	Contact Title:	Senior Management Analyst Supervisor		
Customer Address:	Contact Phone:	850-412-3440		
2727 Mahan Drive, MS #22 Tallahassee, Florida 32308	Contact Email:	Angela.Ramsey@ahca.myflorida.com		
Project Information				
Total Vendor Staff:	3			
Project Objectives: Enterprise Project Management and Advisory Services.				
Project Description: Strategic Enterprise Advisory Services (SEAS)				
Vendor's Involvement: Provided Staffing for the following roles on the project: MITA Lead, MITA Business Analyst, Certification Manager, Certification Analyst to support the project				
Project Benefits: To help AHCA implement and manage multiple implementations while ensuring consistency and adherence to standards successfully and on time.				
Key Personnel				
Name: Vivian de la Gándara	Role: MITA Lead and MMIS Certification Manager			
Name: Ellen Emenheiser	Role: MMIS Certification Analyst			
Name: Alicia McCord-Estes	Role: MITA Analyst			
Project Measurements:				
Estimated Project One-time Costs: \$29,600,000	Actual Project One-Time Costs: \$29,600,000			
Reason(s) for change in one-time cost: N/A				
Original Value of Vendor's Contract: \$101,000	Actual Total Contract Value: \$101,000			
Reason(s) for change in value: N/A				
Estimated Start & Completion Dates:	From:	10/27/2017	To:	12/31/2022
Actual Start & Completion Dates:	From:	10/27/2017	To:	12/31/2022

Reason(s) for the difference between Estimated and Actual Dates: N/A
If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: Led the 2017/2018 MITA SS-A update effort and the production and delivery of the following two deliverables: Revised MITA SS-A and Update Process and well as the Medicaid Enterprise Certification Management Plan

Table 22: Subcontractor Reference (#9) - MMISME LLC

Subcontractor Information		
Vendor Name: MMISME LLC	Contact Name:	Vivian de la Gándara
	Contact Phone:	678-983-6352
Customer Information		
Customer Organization: Florida Agency for Healthcare Administration (AHCA)	Contact Name:	Angela Ramsey
	Contact Title:	Senior Management Analyst Supervisor
Customer Address: 2727 Mahan Drive, MS #22 Tallahassee, Florida 32308	Contact Phone:	850-412-3440
	Contact Email:	Angela.Ramsey@ahca.myflorida.com
Project Information		
Total Vendor Staff:	1	
Project Objectives: Consulting Services		
Project Description: To provide consulting services for the MMIS/DSS/Fiscal Agent Procurement.		
Vendor's Involvement: Provided Staffing for the following roles on the project: MITA Lead		
Project Benefits: Prepared AHCA for the procurement of its new MMIS solution.		
Key Personnel		
Name: (Add more rows as needed) Vivian de la Gándara	Role: (Add more rows as needed) MITA Lead	
Name: (Add more rows as needed) N/A	Role: (Add more rows as needed) N/A	
Project Measurements:		
Estimated Project One-time Costs: \$2,535,728.80	Actual Project One-Time Costs: \$2,535,728.80	
Reason(s) for change in one-time cost: N/A		
Original Value of Vendor's Contract: \$500,000	Actual Total Contract Value: \$500,000	
Reason(s) for change in value: N/A		

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Estimated Start & Completion Dates:	From:	8/2014	To:	12/2014
Actual Start & Completion Dates:	From:	8/2014	To:	12/2014
Reason(s) for the difference between Estimated and Actual Dates: N/A				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of the subcontracted activities: Led the 2014 MITA SS-A effort and the production and delivery of the following three deliverables: Report of Florida MMIS/DSS functions/Operations Assessment and Comprehensive Review of the current MITA SS-A, Update MITA SS-A, Complete Gap Analysis Report Based on SS-A Updates and MMIS/DSS Functionality and Operations Assessment.				



03

Attachment D: **Project Organization and Staffing**

3. Attachment D: Project Organization and Staffing

This section will provide instructions to vendors to submit their overall approach to staffing the project using Attachment D: Project Organization and Staffing.

Instructions: Staffing strategies are to be employed by the vendor to help ensure all requirements and service levels are met to the satisfaction of PRMP. The evaluation of the vendor's staffing approach shall be based on the ability of the vendor to satisfy the requirements stated in this RFO. Therefore, the vendor should present detailed information regarding the qualifications, experience, and expertise of the proposed staff and an Initial Staffing Plan.

For ease of formatting and evaluation, **Attachment D: Project Organization and Staffing** provides the required outline for the vendor's response to staffing. The vendor's response to the following should not exceed 25 pages, excluding key personnel resumes and the forms provided in this attachment.

Please refer to **Appendix 3: Staff Qualifications, Experience, and Responsibilities** of the RFO for the details pertaining to staff qualifications, experience, and responsibilities.

3.1. Initial Staffing Plan

As part of the vendor's bid response, the vendor should provide an Initial Staffing Plan. In addition to the requirements described in **Attachment E: Mandatory Requirements** the vendor's narrative description of its proposed Initial Staffing Plan should include the following:

- A description of the vendor's proposed project team that exhibits the vendor's ability and capability to provide knowledgeable, skilled, and experienced personnel to accomplish the Scope of Work (SOW) as described in this RFO.
- Organization charts for the project showing both the vendor staff and their relationship to PRMP staff that will be required to support the project. The organization chart should denote all key staff and non-key positions for this project, and a summary of each key staff member's responsibilities.
- Identification of subcontractor staff, if applicable.

Accenture understands PRDoH's desire to obtain the best Medicaid experienced talent and to retain that talent. Just as we invest in our team members, PRDoH also invests time and knowledge into all team members that you interact with. Our approach to proposing our staffing plan and organizational structure is to bring talented PMO staff that have extensive experience operating in Medicaid engagements to the island. It is with this reason that we propose the following organization structure which highlights both team members that are familiar with PRDoH's organization, systems, and processes, bring direct Medicaid experience and who are experienced in managing large complex projects.

PRDoH will benefit from an experienced leadership team that brings decades of management and delivery experience dedicated to addressing your needs, achieving your desired business outcomes, and supporting the ePMO teams.

In addition to the leadership team, the organization structure is highlighted by Medicaid experienced project teams that are intimately familiar with your organization and with the complexity of implementing Medicaid solutions. Our proposed staff is made up of both Accenture employees as well as staff from our subcontractors. These roles are highlighted on the organization chart below. Our approach of using a blended team

made up of both experienced local subcontractor staff and US based staff will allow PRDoH to benefit from Accenture's extensive Medicaid experience while also benefiting from having local Puerto Rico staff who are familiar with the differences between US and Puerto Rico Medicaid programs.

As PRDoH identifies additional projects and needs, this structure will allow for scaling with the benefit of a common leadership team providing PRDoH with a sense of continuity and continued partnership.

We staff projects carefully, and we equip our resources with reliable methodologies we call Accenture Deliver Methods (ADM) to deliver consistent outcomes. Because we carefully align resources to client requirements, team members often work together on similar projects, with an established understanding of work styles and strengths.

Accenture builds teams by focusing on each team member's strengths, and on how they complement one another. Before starting a project, our teams clarify the purpose of the work and a shared goal, as well as reasonable expectations of accountability and outcomes. We develop teams to foster a sense of belonging and to strengthen individual and team commitment to their shared goal. We also emphasize the importance of open, honest, and respectful communication. Employees build a rapport that improves the group dynamic and often the quality of work.

Staffing for this project has been assumed to start in June of 2022 as noted in the RFO. If contract execution is not complete by this date proposed staff may no longer be available. Accenture will substitute like for like resources in this situation.

3.1.1. Organizational Chart

Figure 2 below shows our proposed organizational chart. In addition to showing the Accenture team, we have also highlighted who we anticipate our team members interacting with from PRDoH and Implementation vendors.

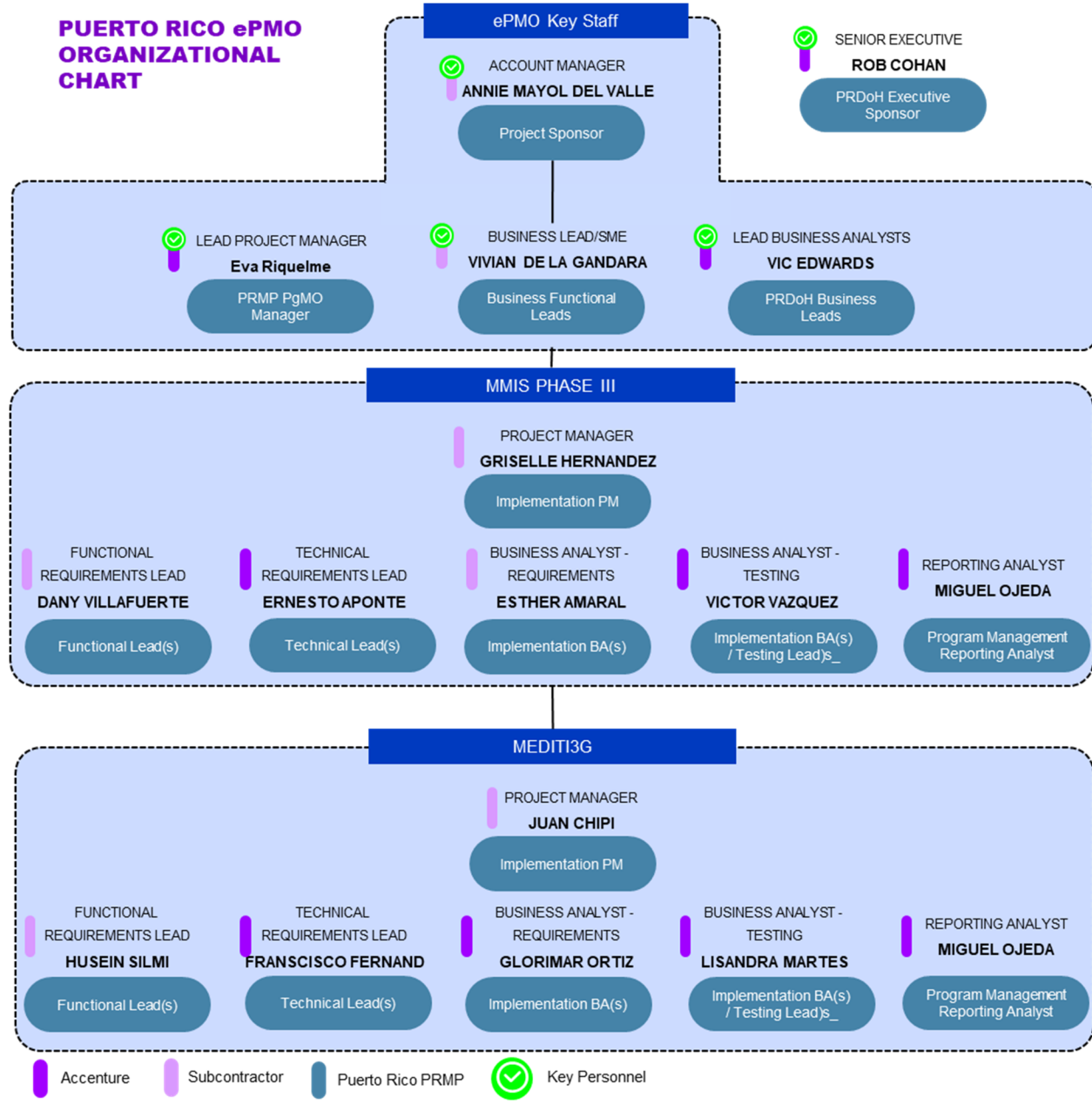


Figure 2: Accenture's proposed organizational chart

3.2. Use of PRMP Staff

Describe the business and technical resources PRMP should provide to support the development, review, and approval of all deliverables as well as the staff necessary to help ensure successful completion of this project. Specifically, the vendor should address the following:

- The key PRMP roles necessary to support project deliverables and scope of work.
- The nature and extent of PRMP support required in terms of staff roles and percentage of time available.
- Assistance from PRMP staff and the experience and qualification levels of required staffing.

PRMP may not be able or willing to provide the additional support the vendor lists in this part of its Proposal. The vendor therefore should indicate whether its request for additional support is a requirement for its performance. If any part of the list is a requirement, PRMP may reject the vendor's proposal if PRMP is unwilling or unable to meet the requirements.

The Accenture staffing plan has been created based on our experience managing Medicaid projects for several state engagements. Our goal is to minimize the impact to PRMP staff whenever possible but also create a highly collaborative project environment between Accenture, PRMP and Implementation staff. In Figure 2: Accenture's proposed organizational chart above, we have outlined the PRMP and Implementation team roles that the Accenture team would be most likely to interact with on a day-to-day basis outside of the normal governance structure. Percentage of time required will depend on the scope, complexity, project controls, governance and best practice processes that have previously been established by the PgMO.

In addition to the team members that we have listed in the organizational chart, we would also expect significant time and collaboration with PRMP, the PgMO, implementation vendors, governance, and oversight bodies to ensure a successful project execution. Accenture roles within each of the governance and oversight bodies would be defined in several of the ePMO deliverables such as the Project Management Plan and RACI Matrix.

3.3. Key Staff, Resumes, and References

Key staff consist of the vendor's core project team for the project. These resources are responsible for providing leadership and creating the standards and processes required for the various projects the e-PMO Vendor will help support. Resumes for key staff named in the Vendor's proposal should indicate the staff's role and demonstrate how each staff member's experience and qualifications will contribute to this contract's success.

Due to the nature of the work, PRMP is requesting a scaled staffing approach so that ePMO staffing levels can easily flex in accordance with short and long-term project needs. Vendors should show that they are able to provide staffing levels as described in Section 3.1.

PRMP has identified two distinct staffing groups and has identified example roles which at a minimum will be required to ensure ongoing ePMO success. Key Staff, including resumes and references, should be included in the Vendor's proposal for the MMIS Phase III project and the continuation of the MEDITI3G project. In addition, the Vendor should demonstrate its ability to quickly add additional resources through resumes and staff profiles that could be available upon request from PRMP.

These roles that PRMP expects the Vendor to propose are:

Key ePMO Staff

- Account Manager
- Lead Project Manager
- Business Lead/Subject Matter Experts (SMEs)
- Business Analyst(s)

Project Staff for each project

- Business Lead(s) / SME(s)
- Project Manager
- Business Analyst(s)

The ePMO Vendor must staff each project with at least one (1) resource who is fully bilingual in Spanish and English. Additionally, at least one key staff must be fluent in both Spanish and English. Additional qualifications, experience, and responsibilities for each key staff role are defined in **Appendix 3: Staff Qualifications, Experience, and Responsibilities**.

3.3.1. Resumes

PRMP considers the staff resumes (especially key project staff) as a key indicator of the vendor's understanding of the skill sets required for each staffing area and their ability to perform them. The vendor should complete the table below and include resumes of all the individuals who are being initially proposed. Each resume must not exceed three (3) pages and must demonstrate experience relevant to the position proposed. If applicable, resumes should include work on projects cited under the vendor's corporate experience, and the specific functions performed on such projects. Copies of diplomas, licenses, and credentials are encouraged but are not required, and are not subject to the 3-page limit. Clearly identify which of the staff listed are designated as key staff.

Table 23: Proposed Staff and Roles

Name	Proposed Role	Experience in Proposed Role
Rob Cohan	Executive Management	25 years
Annie Mayol Del Valle	Account Manager	25 years
Eva Riquelme	Lead Project Manager	22 Years
Vivian de la Gandara	Business Lead/Subject Matter Expert (SME)	23 years
Vic Edwards	Business Analyst	5 years

ROB COHAN

Senior Executive



Rob Cohan will serve as Accenture's Senior Executive for the TREC RAMP Project. Rob is a Managing Director in Accenture's Health and Public Service group, based in Austin, TX. Rob has served as a senior advisor and government services leader in transformation, operations, planning, and implementation of programmatic, administrative, and technology changes for more than 25 years. His experience includes working with Texas Public Sector agencies delivering technology strategy, technology management, and technology modernization work. He has served as Senior Executive for multiple Public Sector engagements including complex legacy system replacement efforts at numerous Texas agencies, including TxDOT, DMV, Comptroller, TWC, Texas Health and Human Services Commission (HHSC), DSHS, DFPS, and TEA, as well as for the cities of Austin, Houston, and San Antonio

YEARS OF EXPERIENCE

- 25+ Years' experience leading large-Scale System Implementation and Strategy projects

Relevant Experience

TxDOT

TxDOT CONNECT

Project Executive

November 2018 – Present

TxDOT CONNECT is a large modernization program of portfolio management, project management, asset management, contract management, and letting, while also replacing key engineering systems. Accenture is providing Project Management Office, Architecture, Change Management, Training, Communications, and Sourcing services.

- Serves as Quality Assurance Director and overall Engagement Executive
- Manages enterprise architecture, executive engagement, staffing management
- Leads strategy and modernization sourcing, coaching and support

TEXAS LOCAL GOVERNMENT AGENCIES (MULTIPLE)

Senior Executive

2015 - Present

- Cities of Dallas, Austin, San Antonio, Houston, and Fort Worth; Harris and Travis County; LCRA
- Served as executive leader of multiple projects at numerous local governments spanning Innovation, IT Strategic Planning, Management & Technology, CRM, Modernization, OCM and Sourcing Services
- Led 13 engagements with Texas local government clients providing strategy, technology, change management, advisory and operational improvement services

- Worked with numerous CIOs, City Managers, Mayors, Technology Directors and Managers, and Department Heads to identify and implement operational and technological improvements
-

**TEXAS DEPARTMENT OF
MOTOR VEHICLES**

**Transformation and
Modernization Project**

Managing Partner
2011 - 2014

- Scope included RTS system analysis, procurement strategy and identification of business improvement opportunities to define future state requirements for a new customer centric TxDMV operating model
- Worked with the Executive Director, COO, CFO and CIO.
- Led a team to blueprint a new operating and service delivery model for providing DMV services as a stand-alone agency separated from TxDOT.

Education, Certifications, and Affiliations

- B.B.A. in Business Administration, University of Texas, San Antonio
- Certified Public Accountant

ANNIE MAYOL

Account Manager



Annie Mayol will serve as Accenture's Senior Executive for the Project. Annie is the President and Founder of AMV Strategic Advisors, an elite consulting firm providing strategic consulting on healthcare management, business development and public affairs services focused on community relations and government affairs at the national, state, and local level. Mrs. Mayol's professional career has been defined by vision, strategy, tactics, and consensus building making her one of the most sought out Trusted Advisors for both private and public entities.

She has more than 25 years of work experience leading strategy and transformation of organizations in all key sectors: government, private and non-for-profit. Her experience included working with the Governor of Puerto Rico and the PR Secretary of Health, leading a multiagency team in charge of the transformation of the PR Health Department and implementation of all the fiscal, programmatic and compliance requirements of President Obama's health care reform. Mayol has also served as Senior Executive to multiple private organizations, including as Chief Administrative Office for MSO of Puerto Rico, Inc. which is the sister company of MMM Holdings, one of the islands leaders in healthcare management for the Medicare Advantage and Medicaid population.

YEARS OF EXPERIENCE

- 25 Years' experience leading strategy and transformation of organizations in government, private and not-for-profit

Relevant Experience

AMV Strategic Advisors LLC

President

August 2021 – Present

- Consulting firm providing services on healthcare management, strategic planning, business development, public affairs, and government relations at the national, state and local levels.
- Support clients with creating a comprehensive sustainable business development strategy; identify and pursue new business opportunities outside through the United States; and management of relations with key private, non-profit and government stakeholders.
- Provide consulting services to client around communications and marketing strategies, public affairs and coalition and partnership building.

MSO OF PUERTO RICO

Chief Administrative Officer
2015-2018

- Executive in charge of directing business operations, revenue cycle management, organizational initiatives, and operations/capital budget.
- Directed, managed, and supervised approximately 500 employees in the core operating departments - Claims, Business Configuration Unit, Call Center, Contracting and Provider Networks Management.
- Focused in executing the company vision, optimize inefficient processes and coordinate with department directors to implement ongoing continuous improvement.
- Orchestrated the successful development and implementation of a new capitated compensation contract for more than 1,500 primary care doctors transitioning all physicians with very few terminations and departures and ensuring improvement of Five Star Quality Measures.
- Implemented reduction improvement strategies focused on lowering waiting time in the call center, recovering outstanding payments, scaling down number of claims, improving aging and reducing the amount of time to release payments to providers.
- Developed and implemented an innovative incentive program for medical office staff

**PR DEPARTMENT OF
HEALTH**

Chief of Staff
201 - 2014

- Orchestrated the Organizational Transformation Strategic Plan focused in securing federal funds, leveraging existing state funds while meeting compliance and fiscal demands by the Governor of Puerto Rico and US Agencies.
- Oversaw the implementation of the Department's strategic projects, including monitoring weekly reports, directing weekly staff meetings and establishing important and urgent matters
- Manage relationships with the US Human and Health Services Agency and other related government agencies, both state and federal.
- Directed the strategies, execution, and continuous improvement strategies for the \$1.2 Billion Obama Care federal budget assignment. Focused in creating a robust operation focused on compliance, federal funds management, fiscal health, maximize federal fund use, disbursement and investment while establishing a robust prevention / education program.

- Oversaw the Interagency Task Force in charge of implementing the Affordable Care Act of 2010 and its requirement for Puerto Rico. Joint Commission
- Direct representation of the Secretary during negotiation, audits and compliance processes. Healthcare & Virus Prevention
- Worked closely with the Center for Disease Control (CDC) in the education/prevention strategies for Chikungunya and Dengue virus on the island. Operational Optimization
- Led the coordination with key staff members of the PR Health Insurance Administration (ASES) and the PR Medicaid Program in writing the new PR Medicaid State Plan based and coordinate with CMS its review and approval process.

Education, Certifications, and Affiliations

- Harvard University | John F. Kennedy School of Government - Master's in Public Policy
- American University | School of Public Affairs - Bachelor's in Political Science

EVA RIQUELME

Lead Project Manager



Eva has spent the majority of her career focused on serving clients in the public sector. She understands the unique requirements and challenges associated with large scale program delivery. Eva is committed to implementing PMO capabilities in a way that would support the strategic goals of the customer, reduce delivery risk and foster client success.

YEARS OF EXPERIENCE

- 22+ Years' experience helping clients to deliver on their mission by transforming their organizational performance.

Relevant Experience

STATE OF TENNESSEE (TN) TN DHS CHILD CARE PAYMENT ASSISTANCE (CCPA)

Service Delivery Lead
August 2021 – Present

The TN Child Care Payment Assistance program was experiencing historically high demand for services. Accenture is supporting program operations for backlog reduction activities and implemented enabling technology solutions to improve the customer experience.

- Accountable for the performance of 130+ FTE delivery organization and business process outsourcing for state-wide Child Care Payment Assistance program
- Deployed cloud-based AWS telephony solution and related protocol documentation to standardize and improve customer service experience
- Established data-driven performance controls to evaluate workforce engagement, production, and quality for 30k+ provider application backlog

STATE OF TEXAS (TX) TX WORKFORCE COMMISSION – UNEMPLOYMENT INSURANCE BENEFITS PROGRAM

Service Delivery Lead
October 2020 – August
2021

The TN Child Care Payment Assistance program was experiencing historically high demand for services. Accenture is supporting program operations for backlog reduction activities and implemented enabling technology solutions to improve the customer experience.

- Accountable for the performance of a 300+ FTE delivery organization supporting over 1 million inquiries across 7.5 million claimants
- Deployed new operating model and data-driven performance controls to evaluate workforce engagement, production, and quality

- Recognized by the client with "Report Grade: A" in published Vendor Performance Report for contracted services

STATE OF TEXAS (TX)
TX MEDICAID
HEALTHCARE
PARTNERSHIP (TMHP)

Program Management Lead
October 2003 – October
2020

- Responsible for the Program Management Office (PMO).
- Progressive and increasing levels of responsibility for PMO leadership and support of a 1100+ program organization spanning technology and operations workstreams
- Work closely with executive clients across client customer groups to support program/project delivery across multiple organizational towers.
- Established enterprise level business processes – e.g., Governance, Risk and Issue Management, Enterprise Reporting, Change Control, and Contract Compliance across the program

Education, Certifications, and Affiliations

- Master of Public Affairs (MPAff), LBJ School of Public Affairs, University of Texas at Austin
- Bachelor of Arts (B.A.), English & Spanish Literature, University of California, Irvine

VIVIAN DE LA GÁNDARA

Business Lead / Subject Matter Expert (Medicaid)



Vivian de la Gándara is the president of MMISME LLC. She is a strong leader with a portfolio of skill sets developed over the course of more than 23 years working in the Medicaid space both in the private and public sectors. Vivian's experience encompasses all stages of Medicaid Management Information Systems (MMIS) which includes planning, design, development, installation and ongoing maintenance and operations. Vivian's experience includes working on 16 different MMIS solutions in various states and commonwealths across the US in addition to the US territory of Puerto Rico and the District of Columbia (DC).

Vivian possesses extensive Medicaid experience in the following areas:

- MMIS (Conduent and Gainwell solutions)
- Medicaid Information Technology Architecture (MITA)
- Strategic Planning
- Advanced Planning Documents (Planning, Implementation and Operations)
- Federal Certification using multiple methods including:
 - Medicaid Enterprise Certification Lifecycle (MECL) and the Medicaid Enterprise Certification Toolkit (MECT)
 - Outcomes Based Certification (OBC)
- MMIS Design, Development and Implementation (DDI)
- DDI Project Management
- User Acceptance Testing (UAT)
- Operational Readiness Testing (ORT)
- MMIS Fiscal Agent Operations
 - Call/Contact Center Management
 - Claims Management
 - Provider Enrollment
 - Provider Training and Outreach
- Technical Writing

YEARS OF EXPERIENCE

- 23+ Years' experience working in large-Scale System Implementation and regulatory projects

Relevant Experience

MISSISSIPPI DIVISION OF MEDICAID (DOM)

MMIS REPLACEMENT PROJECT (MRP)

Certification Manager/Consultant

September 2018 – Present

Supporting DOM with federal certification related tasks including:

- Monitoring the federal certification status for each milestone review
- Participating in federal certification planning

	Facilitating and documenting federal certification meetings
DISTRICT OF COLUMBIA (DC) DEPARTMENT OF HEALTHCARE FINANCE (DHCF) MITA STATE SELF-ASSESSMENT (SS-A) PROJECT MITA Lead October 2019 - Present	- Developing and updating the MITA Training Plan - Developing and delivering initial and refresher MITA training to District subject matter experts (SMEs) participating in the MITA SS-A update each year - Facilitating MITA workshops and capture SME assessment levels for each MITA business process annually - Leading the effort in writing the District's MITA SS-A Final Report each year
PUERTO RICO DEPARTMENT OF HEALTH (PRDOH) PUERTO RICO MMIS (PRMMIS) PROJECT MANAGEMENT Certification SME MITA SME Technical Writer January 2016 to September 2021	Contracted role providing oversight of federal certification process for the Puerto Rico MMIS (interChange) Module 1 under MECT 2.3 and the OBC Pilot on behalf of the Puerto Rico Medicaid Program (PRMP) PMO as well as provide MITA-related expertise and guidance on the project for Intervoice. Services include: - Providing MITA-related expertise and guidance to the project - Assisting the PMO in developing project status reports for the PRDoH - Assisting in the preparation of the CMS bi-weekly status reports and presentations for the monthly PRDoH Steering Committee - Documenting and tracking action items, risks, and decisions - Providing technical writing services - Assisting in the development and finalization of the implementation advanced planning document (IAPD), advanced planning document update (IAPD-U), and Operations Advanced Planning Document (OAPD) - Overseeing the federal certification process for the PRMMIS - Assisting with requirements definition for PRMMIS Module 2 Release
LOUISIANA DEPARTMENT OF HEALTH (LDH) LOUISIANA PPMO PROJECT – PROVIDER AND ELIGIBILITY &	Contracted role providing support to LDH with respect to certification of the Provider and Eligibility and Enrollment (E&E) solution modules serving on the states Enterprise Project Management Office (PMO) using the OBC process that LDH was piloting.

**ENROLLMENT
(LAMEDS)MODULES**

**Certification
Lead/Consultant**

July 2019 to August 2020

Certification related tasks including:

- Monitoring the federal Certification status
- Participating in federal Certification planning meetings with LDH and CMS/MITRE
- Facilitating and documenting federal Certification meetings with LDH and CMS/MITRE
- Preparing LDH for final review demonstrations
- Reviewing and providing feedback on evidence being provided to CMS/MITRE
- Participating in Final Review Meeting
- Supporting follow up with LDH action items that came out of the final reviews

**ALASKA DEPARTMENT OF
HEALTH AND SOCIAL
SERVICES (DHSS)**

**ALASKA MITA SS-A
PROJECT**

MITA SME

September 2019 to June
2020

Contracted role providing SME Services for Brilljent to support the MITA 3.0 Assessment of the Alaska Department of Health and Social Services (DHSS) Medicaid Enterprise.

Education, Certifications, and Affiliations

- Bachelor of Science, Journalism, University of Florida, Gainesville Florida
- Associate of Arts, Journalism, Gainesville Florida

VIC EDWARDS

Lead Business Analyst



Vic Edwards will serve as Accenture's Lead Business Analyst. Vic is a Program Manager in Accenture's Security and Identity space, based in Austin, TX. She has served as a manager, senior analyst, and subject matter expert in program & project management, root cause/corrective actions, change, risk management, requirements gathering, and data analysis for over four years. Her experience includes working with (100+) applications on AT&T's program wide Cloud Management Office, consisting of the Accenture factory (~300 resources) & 4 other Global Strategic Integrators focusing on driving application migrations while streamlining expectations and establishing repeatable processes/reporting. Previously she's held roles on the fourth largest Health and Public Service Account, Texas Medicaid Healthcare Project (TMHP,) in the Program Management Office and Enterprise Reporting.

Relevant Experience

Accenture myAccess Program

Consultant
November 2021 – Present

myAccess is a large security and identity program aimed at dramatically simplifying and improving security provisioning for Accenture. Within this internal project we provide the Project Management Office, Identity Governance Administration Operations, Architecture, Change Management, Training, and cross Program/Operations Communications.

- Program Management Office Escalation
- Enterprise reporting, executive and program engagement, staffing management
- Resource management, coaching, and support

AT&T Cloud Migration Office (Accenture)

Release Manager
May 2021 – November 2021

- 1 of 5 resources selected to manage application risk (100+) in Azure DevOps (ADO) as a new, strategic, initiative on AT&T's program wide Cloud Management Office (CMO) consisting of the Accenture factory (~300 resources) and including 4 other Global Strategic Integrators (GSIs)
- Within the organization this 5-person team has transformed the CMO program efforts from a "moving target" of expectations to streamlined, repeatable processes and reporting.
- Helped orchestrate and initiate program wide organizational definitions for tracked data points within ADO

- Responsible for driving calls with the Client AVP and VP of Cloud, along with roughly 25 other GSI Directors managing migration efforts, to effectively ensure accurate and succinct application reviews and risk mitigation
 - As part this team's efforts AT&T hit their objective of 100 applications migrated per month.
 - Priority skills: Azure Cloud + Data and Analytics
-

**TEXAS MEDICAID
HEALTHCARE
PARTNERSHIP (TMHP)**
**Program and Project
Management**

Senior Analyst
2017 - 2021

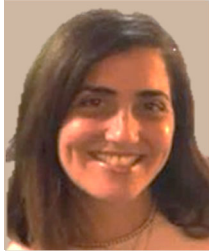
- Responsible for multiple client – facing deliverables, weekly status reporting, data collection, and data submission through a client tool to support key measures tracking, root cause research, resolution, and tracking
- Established internal Peer Review Checklist/ Process to ensure continued quality, reducing 30% of the PMO related errors
- Maintained excel workbooks containing historical information regarding Key Measures Reporting of over sixty – five (65) contractual requirements and client feedback, to meet key measure metrics, business needs, and conduct analysis on risk mitigation
- Created iterative reporting and data analysis on the reporting quality, as well as the historical and monthly progress made against and key measure items
- Maintained client – facing Process and Procedure documentation on various internal processes to effectively interact and communicate client/project expectations with both Texas Medicaid Healthcare Project (TMHP) and Accenture leadership
- Facilitated/coordinated the Root Cause Corrective Action (RCCA) process amongst multiple cross – functional areas and leadership within the TMHP project, using 6 sigma steps and the Ishikawa diagram to aid business teams in identifying procedural gaps and mitigation steps

Education, Certifications, and Affiliations

- B.S. in Psychology and Biology, University of Texas, El Paso

GRISELLE HERNANDEZ

MMIS Phase III - Project Manager



Griselle Hernandez has over 22 years of experience in project planning and execution for private and government implementation projects. Her proven ability to support multiple projects, coordination with diverse teams' resources has led to a consistent track record of on-time and on-quality delivery exceeding customer satisfaction.

Her depth knowledge in management techniques ensures projects are implemented within contractual obligations and regulatory requirements. Her strengths include outstanding leadership abilities, organizational development, customer relations, supervision, strategic planning, problem solving capabilities, and negotiation of with business partners and clients.

YEARS OF EXPERIENCE

- 22+ Years' experience leading private and government systems implementation and liaison between the Sales Department and Service Delivery for future projects.

Relevant Experience

TRUENORTH PUERTO RICO

Project Manager

December 2017 – Present

- Designs, leads, and implements system solutions.
- Responsible in the definition of solutions' scope, deliverables and acceptance criteria to ensure the solution being implemented and services meet customer expectations.
- Manage the Capacity Analysis for Puerto Rico Department of Health. Responsibilities include analysis of data, current process and systems, and meetings with Medicaid key personnel to determine the optimal need for human resources for the eligibility process.
- Manage and implements the Queue System Solution for key locations at Medicaid Program.
- Manage and implements Virtual Appointments System at Medicaid Regional Offices. Prepared statistical reports and dashboard for Medicaid Executive Team.
- In charge of the solutions implementation at 86 WIC (Special Supplemental Nutrition Program for Women, Infants, and Children) clinics, technical consultants to deploy and design.
- Manage the Sarbanes-Oxley (SOX) audit for telecommunications industry. In charge of

implementing IT General Controls and applications controls related to Business Technology, auditing activities, developing responses to audit findings, and leading remediation of audit findings.

NETXAR TECHNOLOGIES

Principal Project
Manager/Service Delivery
Manager
2007 - 2017

- Responsible for the direction and creation of the Project Management Office. Manages all project phases including initiating, planning, executing, closing and controlling outcomes. Ensures projects comply with budget control processes.
 - Manages Network Operations Center (NOC), service level agreements compliance and escalation methods. Thorough understanding of client business problems and both: (i) demonstrate the commitment to help the client to solve them; and (ii) use that knowledge to leverage the attainment of new orders.
 - Acted as liaison between the Sales Department and Service Delivery for upcoming projects and proactively do resource planning.
 - Determined project scope and develop resource, risk, quality, cost, and scope management plans while working towards achievable project milestones.
 - Conducted regular meetings with delivery staff for project status, potential risks, mitigation strategies, and lessons learned.
 - Established appropriate metrics for measuring key project criteria and ensuring project compliance.
 - Reduced cost of projects to positively impact the overall portfolio management cost.
 - Ensured NOC team responds within the SLA established to Service Desk telephone calls, emails, and ticketing system requests.
-

UNISYS PUERTO RICO

Project Manager
2000 - 2006

- Managed services and customer support agreements in the Global Infrastructure Services Division.
- Account Service Manager, responsible for leading the largest infrastructure managed services contract in Puerto Rico. Accountable for customer support processes, establishing standards and controls for the delivery of infrastructure services
- Led the implementation of project management methodology for the Practice Consulting Group.
- Recognized for effectively managing practice metrics such as employee chargeability, project budget compliance, revenue recognition, performance and quality requirements for

designated client personnel, and customer satisfaction.

- Managed Disaster Recovery Solutions for the banking industry. Conducted assessments and technology implementations in compliance.
- Managed security implementations; firewalls, intrusion detections tools, technical vulnerability assessment, organizational vulnerability assessment.
- Served as Transition Manager for the Infrastructure Management Services.
- Effectively directed and managed large hardware conversions and implementations for mainframes.
- Directed the implementations of document processors at Banco Popular de Puerto Rico, Scandata, and Banco Cooperativo.
- Directed networking project implementations including the standardization of equipment deployment, criteria acceptance standards, design and implementation for a Help Desk.

Education, Certifications, and Affiliations

- M.B.A. in Business Administration, Interamerican University, Rio Piedras, Puerto Rico
- B.B.A. in Business Administration, University of Puerto Rico, Rio Piedras, Puerto Rico

DANY VILLAFUERTE

MMIS Phase III - Business Lead / SME



Dany Villafuerte has over 25+ years assisting clients in the areas of utilities, insurance, healthcare, banking, government, distribution, and manufacturing with expertise in Project Management, IT Auditing & Regulatory Compliance, Process Reengineering, and Management Consulting.

Dany is a Certified Information System Auditor (CISA). He is a member of the Information Systems Audit and Control Association (ISACA) and was for three (3) years the Director of the Academic Relations and Private Corporate Liaison Committee of the Puerto Rico Chapter. Also, he is member of the InfraGard Program of the Puerto Rico Chapter. Furthermore, he possesses a master's degree in Industrial Engineering and has provided services within Puerto Rico, Perú, Costa Rica, Dominican Republic, and New York.

YEARS OF EXPERIENCE

- 25+ Years' experience leading complex solution implementation projects focused on IT solutions, governance, and process transformation.

Relevant Experience

PUERTO RICO MEDICAID PROGRAM

(DEPARTMENT OF HEALTH)

Management of Technology Transformation

Project Executive
July 2009 – Present

Truenorth Corp. was involved with the operation, project management, and implementation of the official Eligibility and Enrollment platform MEDITI. Subsequently, in the design, development, and implementation of MEDITI2, which was officially launched and implemented island-wide in July 2017. MEDITI2 was the official E&O Application used by the Medicaid Program to evaluate more than 1.7 million beneficiaries.

Dany oversees eight business analysts and technical consultants to design, implement and support multiple initiatives focused on the Technology Transformation of the Puerto Rico Department of Health/Medicaid Program. Some of these initiatives are:

- Implementation and maintenance of the Medicaid Eligibility platforms (MEDITI and MEDITI2)
- Design, configuration, and implementation of a Virtual Appointment solution
- Supplier selection and performance monitoring of the Medicaid Program call center

- Design, development, and implementation of the Fraud and Abuse System and Tools (FAST)
- Design, development, and implementation of the Management of Quality Control system
- System Simulation and Assessment to increase the Puerto Rico Poverty Level
- Process definition and system platform implementation to create a remote eligibility evaluation
- Capacity analysis and strategy definition to balancing eligibility workload

Currently, Truenorth is providing support in the interface between the Fraud and Abuse system and the new E&E system (MEDITI3G).

**PUERTO RICO WIC PROGRAM
(DEPARTMENT OF HEALTH)**

IT Strategic & Technology Transformation

Project Executive
 Apr 2017 – Present

Dany oversees a multidisciplinary team of consultants and developers to provide services in several IT strategic projects associated with:

- Automation of processes that were carried out manually
- New communication mechanisms and service channels for beneficiaries of the Puerto Rico WIC Program
- Controls to obtain visibility and monitor the performance of the operation
- Virtualization of services and processes for participants, merchants, and food distributors
- New mechanisms to make easy the eligibility evaluation process
- Beneficiaries' retention and outreach initiatives

ADMINISTRACIÓN DE SEGUROS DE SALUD DE PUERTO RICO (ASES)

Enrollment Counselor Services

Project Executive
 Aug 2020 – Present

Truenorth Corp. is provisioning the enrollment counselor services under the government health plan program (VITAL Plan). Dany provides the following services and deliverables:

- Call Center services
- Choice Counseling in person and over the phone
- Web-based application or platform to support online Choice Counseling and all other requested Enrollment Counselor activities
- Online provider search functionality available to the public (the "Provider Search Portal")

PUERTO RICO LOCAL GOVERNMENT AGENCIES

- Assessment for identification of revenue optimization initiatives at PR Workers Compensation (CFSE). Analysis,

(MULTIPLE)

Director
2006 - 2018

identification, and sizing of revenue opportunities to collect over \$120 million per year in insurance premium due to fraud detection and accuracy of payroll reported by clients.

- Management of Revenue Assurance Program at PR Electric Power Authority (PREPA). In charge of a multidisciplinary team of senior consultants to define and implement a revenue program focused on re-engineering revenue (energy theft, uncollectable accounts, fraud, incorrect meter setup, early detection of errors in the billing system, among others).
- Program management and production support of the Transactional Portal at Puerto Rico Housing Financial Authority. In charge of six (6) business analysts and developers to define, develop, implement, and maintain a transactional portal. This portal is supporting critical governmental initiatives with financial institutions to promote the real estate industry.
- Management of Revenue Assurance Program at PR Aqueduct and Sewer Authority (PRASA). Program definition (goals and objective, organizational structure, program plan, resources, and tools) in order to improve collection processes and identify new revenue opportunities.
- Implementation of SAP IS-U at Puerto Rico Aqueduct and Sewer Authority. Project Management for the implementation of SAP IS-U (Industry Standard for Utilities) modules to support all commercial activities. Planning, monitoring, and coordination with multiple contractors to integrate internal and external systems. Supporting during the definition of functional and technical requirements, construction, testing, and deployment phases.

Education, Certifications, and Affiliations

- Industrial Engineering Bachelor, University of Lima, Peru
- Master's degree in Industrial Engineering, University of Puerto Rico
- Certified Information Systems Auditor, CISA
- Member of the Information Systems Audit and Control Association (ISACA)
- ISACA - Director of the Academic Relations and Private Corporate Liaison Committee of the Puerto Rico Chapter

ERNESTO APONTE

MMIS Phase III – Technical Requirements Lead



Ernesto brings 10 years of combined technical experience with solutions like Identity and Access Management (IAM), Azure, Oracle EBS, and PeopleSoft on projects spanning federal and state government, property and casualty, and retail clients. Roles have included: IAM implementor/developer, IAM team lead, production support lead, production support coordinator, technical and functional lead, business analyst, SQL developer and tester. Learning new tools, passing acquired knowledge and serving as mentor to other resources is my greatest quality.

I have worked as technical and functional lead for release design, development, and testing. Developer experience with Linux Bash, PL/SQL, SOA 11g and Application Designer included unit testing, peer review and quality assurance review. Prior experiences include software testing, business process script automation, functional/technical design documentation creation and update. Oracle EBS financials work has been with OTC and PTP modules.

YEARS OF EXPERIENCE

- 10+ Years' experience in Identity and Access Management (IAM), Azure, Oracle EBS, PeopleSoft projects and State Medicaid/Financials projects

Relevant Experience

Florida Agency for Health Care Administration Technical Requirements Lead

November 2021 – Present

- Gather security requirements for integration of multiple Medicaid applications with existing IAM solution
- Discuss solution needs and present proposed functionality with the client and impacted stakeholders
- Coordinate and participate in the development of the tasks to implement the designed solution to on-board Medicaid applications into IAM

Baker Hughes IAM Project Manager

October 2021 – February 2022

- Lead team of 5 users to integrate 75+ applications with Okta. Also, in supporting migration to Microsoft Azure
- Report directly to Client Director on integration progress, ongoing risks, issues resolution and resource planning
- Point of Contact for IAM support required during onshore hours on apps being integrated

**Florida PALM
Identity & Access
Management
Implementer**

June 2020 – December 2021

- Design, build, and implement an IAM solution to achieve single sign-on (SSO) using OIDC and SAMLv2, auto-provisioning of users, and provide the management of roles to the external ERP PeopleSoft solution
- Meet with and coordinate meetings with state agencies for integration configuration and troubleshooting
- Serve as a liaison to project's Readiness Coordinators to depict the proposed/delivered IAM solution
- Document and hold sessions to transfer project knowledge Managed Security Services team

**Apollo SBA
Production and
Integration Support**

March 2020 – May 2020

- Support potential authentication issues with federation users (SAML/ OIDC)
- Inspect logs to confirm successful federation and support overall solution with information captured in ForgeRock
- Investigate on Single Sign On (SSO) errors received by users
- Monitor dashboards for errors, authentication and throttle. Raise incidents as required

**The Hartford Insurance
Operations Support
Lead**

- Support issues lines of business using identity and access management (IAM) are experiencing potentially caused by IAM issues. Look for errors in logs, check on agents' status and coordinate assistance from teams where IAM has dependency to clear ongoing issue
- Incident management and reporting. Help create a system to classify received incidents to ensure accurate reporting
- Search, analyze and report on future changes with potential impact on IAM application

Education, Certifications, and Affiliations

- Masters of Engineering – Industrial Engineering, Universidad de Puerto Rico
- Bachelor of Science – BS – Mechanical Engineering, Universidad del Turabo

ESTHER AMARAL

MMIS Phase III - Business Analyst



Mrs. Amaral is an experienced management consultant with over 25 years of experience in areas associated with Customer Service, Quality Management, and Training Management. Success in developing and implementing departmental strategies, improving operational efficiencies, and controlling costs. Has dedicated the last 9 years of her career to managing projects in the healthcare industry (Medicaid Program).

During her professional life, she acquired experience in various industries such as Government, Insurance, Telecommunications, Healthcare, and Education.

YEARS OF EXPERIENCE

25+ Years' experience in areas associated with Customer Service, Quality Management, and Training Management.

Relevant Experience

Truenorth Corp. Senior Consultant and Project Coordinator

November 2012 – Present

In charge of the supervision of an outsourcing-based call center, which provided services to the Puerto Rico Medicaid Program to attend customers' complaints and to make appointments for their eligibility annual evaluation.

The project required:

- Support in the evaluation and selection of potential call centers
- Implementation of processes and procedures to be used in the selected one
- Training of call center personnel (managers, supervisors, and agents)
- Support to supervisors and agents in the call center daily operations
- Ensure compliance of KPIs established in the contract
- Liaison between the call center and Puerto Rico Medicaid Program's seven regions (island wide), to support 1.3 million beneficiaries.
- Customer Service Manager in the ORANF Division at the Puerto Rico Aqueduct and Sewer Authority.

COMPAÑÍA DE AGUAS Communications and Training Director

2007- 2012

Compañía de Aguas was in charge of the "private administration" of the Puerto Rico Aqueduct and Sewer Authority (PRASA).

- Mrs. Amaral restructured, remodeled, and reorganized the Call Center.
- Implemented KPIs to measure performance, productivity, and quality service which led to a reduction of the abandoned rate from 32% to 3.5%, and the average speed of answer reduced from 15 minutes to 20 secs.
- She developed a training-needs assessment island wide for the PRASA.
- Implemented a material inventory control system, for a cost reduction of 35% during the first year.
- Designed and implemented a training plan for 6,000 employees, mostly focused on technical regulatory compliance required by the FDA and OSHA.

AT&T (US)

Site Quality Manager

2004 - 2007

Worked as Site Quality Manager to support the service provided by Intel of Puerto Rico, in the manufacturing of computers for AT&T Computers Division in Chicago, Illinois, and served as a liaison between both companies to ensure deadlines, production completion, and quality of products. In charge of a team, responsible for the inspection and approval of finished goods. She was part of the team, in charge of the evaluation and final approval of prototypes, built by Intel at their headquarters in Portland, Oregon.

AT&T OF PUERTO RICO

Call Center Director

1999 - 2004

Accountable for the supervision of the Call Center operations (24/7 service center), for customer service and telemarketing functions. Supported marketing campaigns thru outbound efforts, including sales offers, which exceeded the sales target by 1 million dollars. She was in charge of the implementation of a predictive dialer system, which reduced unproductive calls by 40%. Winner (team effort) of the Malcolm Baldrich Award for the customer service area.

Education, Certifications, and Affiliations

- B.S. in Industrial Engineering, Polytechnic University of Puerto Rico
- A.A.S. in Electronic Technology, University of Puerto Rico
- PMP Certification Course, Leadership for the Future, Train the Trainer, Generations Impact in the Work Environment, and others.

VÍCTOR M. VÁZQUEZ COLLAZO

MMIS Phase III - Business Analyst



Víctor M. Vázquez Collazo is a highly qualified IT Professional with over 23 years of solid experience in Programming and Analysis, who understands how to approach a problem from the out-of-the-box perspective; solve it fast and in the best way possible. Exemplary and demonstrated organizational skills and attention to details. Team oriented, self-literacy, with good communications skills, and fully bilingual (English & Spanish).

He has a Bachelor's degree in Computer Science, and a Master Degree in Open Information Systems. He started his professional career working with Triple-S Salud as a System Engineer. During his 20+ years of experience working with Triple-S Salud, he worked in positions such as System Engineer, Analyst Programmer II, Data and Quality Analyst and Configuration Analyst.

He also worked with MMM Holdings as a Business Analyst II, at charge to multiple projects inside the corporation. He has 2 years and a half of working experience with Truenorth Corporation as a Senior SW Business Analyst.

YEARS OF EXPERIENCE

- 26 years as a System Engineer, Analyst Programmer II, Data and Quality Analyst, Configuration Analyst, Business Analyst II and Senior SW Business Analyst.

Relevant Experience

TRUENORTH CORPORATION

October 2019 - Present

Victor, as a Senior Business Analyst, is supporting multiple projects in the following roles:

- Responsible for the collection and analysis of commercial requirements for development of software applications.
- Participates in the design and improvements of commercial processes for automation.
- Facilitates the sessions of information gathering, design and specifications of the solutions with the work team.
- Validate Unit Tests of the systems and perform quality tests if necessary.

In this position, he has managed the implementation of Information systems solutions and/or procedures for multiple clients.

- Universidad de Puerto Rico (2020).
 - Autoridad de Acueductos y Alcantarillados PRASA (2020 - 2022).
-

MMM Holdings LLC

March 2017 – September 2019

He was assigned to the Finance Division, he constantly taking care of the analysis of key projects of the corporation that impacts important functions of the finances of the company. Projects with the ReQlogic solution, permits to help the company to track all the Requisition and Invoices with the approvers. This solution interacts with the Microsoft Great Plains, to let the company to have control over their financials, inventory, and operations.

Part of his functions as Business Analyst includes defining scopes, analyzing the necessity of the company, the resources available to accomplish what the company needs. He conducts requirement gathering sessions and gather all the project requirements, with the business units and the IT department. Prepare reviews and approves several different deliverables like BRD, FTD, RRD, UT, DP, UAT and CGLV prior to release to ensure quality and accuracy. And prepares complex test scenarios to ensure nothing is left without analysis.

Blue Cross and Blue Shield of Puerto Rico (Triple-S Salud)

June 1998-July 2001

He was in charge of many quality assurance processes, to ensure the information other Configuration Analyst of the department, were correctly configured. He used many relational databases queries with SQL Language, to perform the analysis of different kind of data in many levels of complexity. Has knowledge of the Benefits module of QNXT let me predict and correct errors and to change the processes of the department, to avoid the most common errors in the Benefits configuration.

He establishes a searchable Knowledgebase of the QNXT databases and applications used to interact with the QNXT databases, to be used by other Configuration Analysts. In this Knowledgebase he includes tutorials, queries, a QNXT Benefits Module Data Dictionary and presentations and tests, to help them in their functions.

He was in charge in the creation of reports querying relational databases, to perform analysis of different kind of data for many departments of the company. Using GIS technology, he designed reports of provider networks, the company used to establish corporate policies. Designed multiple trainings for employees, providers, and

clearinghouses as well about corporate procedures and policies.

As part of his functions, he was the person interacting with the Blue Cross and Blue Shield Association (BCBSA) auditors. He increased the compliance of those audits from 65% to more than 90% when he finished the job as a Quality and Network Data Analyst

Education, Certifications, and Affiliations

- Master In Open Information Systems, Inter-American University (Inter Metro)
- Bachelor's In Computer Science, Metropolitan University (Cupey)
- Scrum Fundamentals Certified (SFC)
- Scrum Product Owner Certified (SPOC)
- Lean Champion
- Introduction to IBM Cúram Social Program Management 7.X - Functional Overview - 9D75G
- IBM Cúram Social Program Management (SPM) 7.X Technical Overview (9D76G)

MIGUEL OJEDA SCHULTD

MMIS Phase III & MEDITI3G - Data & Reporting Analyst



Miguel has worked for 15 years as a consultant, instructor, data analyst and engineer for private companies and public government agencies in Puerto Rico and Ecuador. He is an experienced software developer and data/report analyst with a demonstrated history of working with databases in Transportation, Retailing, Educational, Health and Banking industry. Skilled in OLPT & OLAP Database Development, ETL Process, Reporting Solution, and IT Service Management.

Mr. Ojeda has a Bachelor of Science in Computer Engineering focused on Information System. Also, he has a Master of Business Administration (MBA) focused on Security Information Management. Some certifications and continuous studies are part of his academic life.

YEARS OF EXPERIENCE

- 15 years as a consultant, instructor, software developer and data/reporting analyst

Relevant Experience

TRUENORTH CORPORATION

May 2019-Present

His career has been as Senior Software Developer of Truenorth Corporation. In this position, he has implemented database projects, data analyst / reporting and data integration solutions successfully. For private and public government agencies.

- CRIM (municipal property tax collector): a data integration & reporting project, its purpose was to create a single Tax Contributor Datawarehouse and through it build different tabular models for answering Executive board questions. Such as, collection amount behavior through the time, cadaster Inventory, taxpayer address updating and many more.
- Puerto Rico Medicaid Program: in charge of implementing new data structures and processes for Medicaid's eligibility system (MEDITI). Data interfaces implementation to establish communication among MEDITI and subsystems like FAST, MMIS, MEDIQ, SIGMA. Also, eligibility report set were developed such as beneficiaries by region, demographics, and some other variables.
- Puerto Rico Aqueducts and Sewers Authority (PRASA): in charge of developing data model which integrates data from different data sources to create a single unique ID for each part of the AAA infrastructure.
- Liberty Telecommunications: data integration / analysis project which helped with the account / services reconciliation among Salesforce and Invoice system. Also, report development such as:

delinquency accounts, blocked numbers for 911 service system, account/service reconciliation.

- Department of Education: data analysis and reporting for different systems created by Truenorth such as: MIGS, DEPP, WAN Monitor, SRM, SME. Some reports are:
 - Invoice Report by Region, City, Fiscal Year, Service, Schools.
 - Cost Control Monitoring by Provider, Region, Service, School, etc.
 - Saving Control Monitoring by Region, City, School, etc.
 - Quality Team Production Monitoring.
 - Capacity Plan and KPI Monitoring.
 - School Director Performance Monitoring.
 - Devices Performance Status Monitoring.
 - Ticket Report by Region, Service Type, School, etc.
 - School Service Maintenance Burndown Monitoring.

**SANTANDER
BANK**

March 2015 - May
2019

Miguel supported as Data / Report Analyst and Software Developer for the Bank Risk Unit. This position supported the Executive Board decisions. Some reports and analysis were:

- Credit cards, personal loans, mortgage delinquency analysis.
- Collection efficiency analysis, field collector trackers.
- Foreclosure, Bankruptcy and Loss Mitigation steps analysis.
- Internal and External collector productivity.
- Audit reports, collection letter process.
- Analysis, monitoring and managing of automated calling system data (best time to call, abandoned call, agent performance, inbound/outbound traffic).
- Collection Software Management.

Using SDLC methodology (waterfall and incremental spiral) to create in-house software application for different business units. Some were:

- **Loss Mitigation System (LMS)**
 - Create new loss mitigation service request.
 - Financial Situations Analysis (assets, liabilities, incomes expenses)
 - Loan Modification Analysis to offer payment's alternatives to clients.
 - Amortization Schedule.
- **Quality Calling Monitoring System (BSMS)**
 - Assessment for all dialer agents to measure calling quality.
 - Assessment for external agents to measure their performance during the visit.

All these applications come with a large set of reports to evaluate process performance.

**SOFTWARE
DEVELOPER
FREELANCER**

September 2005
- January 2016

After finishing college, he started a personal business which consisted in customized software development solutions for medium and small businesses. Use contemporary designing tools to create concise full windows applications according to specific client needs. Some projects were:

AchaSoft (2014)

Information System designed for a construction material warehouse. Some modules were: Batch management, Container Management, Account payable, Inventory & Material Requisition, Purchasing and Budget Management, Reporting and Analytics, Data Migration

InmoSoft (2008)

Information System designed for real estate business some modules were: Land Inventory, Legal Document Management, Account payable, Payroll, Reporting and Analytics.

BioSoft (2005)

Information System designed for a clinic; some modules were: Medical records: to register the patient evolution. Medical prescription & appointments: for setting the patient's appointment. This module helps to create the medical prescription and indications. Medical bills & Account payable

**MAMUT
ANDINO**

March 2006 -
December 2009

Planning, developing, and managing software application to be integrated in the company's information system. Some applications were Procurement, Payroll, Production, Accounting, Requisition, Inventory, Billing, Account Payable, Route planification, GPS, In and Out Vehicles, Employee Intranet, Budget, Job Orders, Travel Orders. Each of these applications contained a large set of reports to inform and monitor business unit processes.

Education, Certifications, and Affiliations

- Bachelor of Science in Computer Engineering, Polytechnic University, Guayaquil - Ecuador
- Master of Business Administration (MBA) in Management of Security Information, Ana G. Mendez University
- Data Analyst Associate Certified, Microsoft
- Scrum Developer Certified (SDC)
- Azure Data Engineer Associate Certified, Microsoft
- Tableau Fundamentals, Platzi
- Database Career (MySQL, MongoDB), Platzi
- Oracle Database 12c R2 PL/SQL Fundamentals, SDT Learning Corp
- Oracle Database 12c R2 SQL Workshop I, SDT Learning Corp
- Analyzing and Visualizing Data with Power BI, Microsoft – edX
- Advanced Excel, Dataworks
- Writing Queries Using Microsoft SQL Server 2008 Transact - SQL, SDT Learning Corp.

JUAN CARLOS CHIPI

MEDITI3G - Project Manager



Juan Carlos has worked for 27 years as a consultant, instructor, project manager, and program manager for private companies and public government agencies in Puerto Rico and the United States. He is an experienced leader with a demonstrated history of working in the Information Technology and Services industry. Skilled in IT Strategy, IT Service Management, and Cloud Solutions, with strong business development acumen.

He started his professional career, while still in college, working as a Software Engineer for the National Aeronautics and Space Administration (NASA) of the United States, at Kennedy Space Center in Florida, where he designed and developed the computer programs that control the electrical and instrumentation systems of the Space Shuttle. He has a Bachelor of Science in Computer Engineering and a Master of Business Administration (MBA) in Information Systems Management. Mr. Chipi is also Past-President of the Professional College of Engineers and Land Surveyors of Puerto Rico (CIAPR) – Institute of Computer Engineers (IICOM), the Puerto Rico Information Technology Cluster (PRITC) and the International Association of Microsoft Channel Partners – Puerto Rico Chapter (IAMCP-PR).

YEARS OF EXPERIENCE

- 27 years as a consultant, instructor, project manager, and program manager

Relevant Experience

TRUENORTH CORPORATION

February 2007-Present

His latest career opportunity has been as Senior Manager of Truenorth Corporation. In this position, he has managed the implementation of Information Systems solutions for multiple clients.

- Puerto Rico Department of Education Kronos Workforce Management system (2007).
- Doral IT Policies & Procedures development and Credit Decision Engine Requirements Gathering (2007).
- Puerto Rico Department of Health Information Systems Audit and Security Assessment (2008).
- Puerto Rico Aqueducts and Sewers Authority (AAA) Technology Program Management (2008-Present): In charge of the Technology Improvements Program, which was comprised of 50 projects and a budget of \$35,000,000, to be implemented in 4 years. His responsibilities included managing the cost, time, and quality of the projects; maintaining the risks and issues

logs; documenting and negotiating change requests; preparing and presenting the status of projects, on a monthly basis, to the CIO and the executive team; and managing a team of 35 Truenorth, client, and contractors' employees.

- MCS Information Systems Audit (2009, 2012).
- Indulac Information Systems Audit, IT Policies & Procedures development, and Business Continuity Plan development (2009-2010).
- Puerto Rico Medicaid Program Technology Program Management (2015-2017): Oversaw the implementation of Medicaid's eligibility system for Puerto Rico.
- Bancrédito IT Risk Assessment (2018).
- ASES Technology Program Management (2019-2020).
- CRIM Data Analytics solution (2020).
- Liberty Technology Program Management (2020-Present).

His responsibilities as Senior Manager of Truenorth Corporation include the structuring and management of projects from pre-sales to completion, including formulating the value proposition, writing the proposal, negotiating the contract, assembling the project team, managing the project, and overseeing the budget and the quality of the deliverables.

CIAPR

February 2005-January 2007

He continued his career as Director of Operations for the Professional College of Engineers and Land Surveyors of Puerto Rico (CIAPR), an organization that represents close to 12,000 active engineers in Puerto Rico. In this position, he oversaw the daily operations of the organization, including the Information Systems, Member Services, Facilities, Security, and Maintenance departments.

DADIVAN CORPORATION

August 2001-January 2005

He moved on to become a partner in Dadivan Corporation, where he occupied the position of Director of Information Technology Services and oversaw all company projects.

- Implementation of distance learning programs for Universidad del Turabo, Universidad Interamericana de Puerto Rico, and Universidad del Sagrado Corazón.
- Development of a new Microsoft Certified Technical Education Center (CTEC) for Dreyfous & Associates.

INTEGRATION TECHNOLOGIES CORPORATION

After finishing college and moving back to Puerto Rico, he started working for Integration Technologies Corporation, where he moved up the company ranks in positions that

June 1998-July 2001	included Consultant, Senior Consultant, Principal Consultant, and Business Line Manager.
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Education, Certifications, and Affiliations

- Bachelor of Science in Computer Engineering, Florida Institute of Technology
- Master of Business Administration (MBA) in Information Systems Management, University of the Sacred Heart
- Professional Engineer (PE)
- Scrum Master Certified (SMC)
- Scrum Agile Master Certified (SAMC)
- IBM Certified Associate Developer
- IBM Certified System Administrator
- Microsoft Certified Professional (MCP)
- Microsoft Certified Trainer (MCT)
- Microsoft Sales Specialist (MSS)
- Check Point Certified Security Administrator (CCSA)
- Check Point Certified Security Engineer (CCSE)
- Citrix Certified Administrator (CCA)
- Professional College of Engineers and Land Surveyors of Puerto Rico (CIAPR) – Institute of Computer Engineers (IICOM) – Past-President
- Puerto Rico Information Technology Cluster (PRITC) – Past-President
- International Association of Microsoft Channel Partners – Puerto Rico Chapter (IAMCP-PR) – Past-President
- Society of Hispanic Professional Engineers (SHPE)

HUSEIN SILMI

MEDITI3G - Business Lead / SME



Mr. Silmi has 30+ years of experience in the information systems industry. In his first years in the industry, he worked in the food processing industry for human consumption, leading the IT area at the national level. However, during his professional life he acquired experience in Project Management, Information Technology, Industrial Production Processes, Industrial Food Processing, Management and Consulting, Sanitary Industry, ISO 9000 Auditor.

Mr. Silmi has dedicated the last 11 years of his career to managing projects in the healthcare industry achieving successful implementations in eligibility systems for the Medicaid program, quality control systems, systems to monitor and prevent fraud in programs with Federal benefits in the health sector.

And more recently with the social distancing controls due to COVID-19, he has achieved the successful implementation of applications for mobile devices that allow maintaining the demands of social distancing without diminishing the quality of service provided by public and private institutions.

YEARS OF EXPERIENCE

- 30+experience in the information systems industry and Strategy projects

Relevant Experience

TRUENORTH CORPORATION

Senior Project Manager
April 2010 – Present

Within the most relevant tasks Mr. Silmi oversaw:

- Manage the implementation of the system to control and management of eligibility process (Medicaid Program - Puerto Rico Health Department)
- Manage the implementation of the system for Fraud and Abuse Control (Medicaid Program - Puerto Rico Health Department)
- Manage the implementation of the system to Control the Queue at the Medicaid office (Medicaid Program - Puerto Rico Health Department)
- Manage the implementation of the system for Monitoring the KPI's of the Medicaid Program (Medicaid Program - Puerto Rico Health Department)
- Manage the implementation of the system to provide transactional Web Site for the Medicaid Program (Medicaid Program - Puerto Rico Health Department)

	Support in the development of multiple statistical reports to monitor and improve business processes (Medicaid Program - Puerto Rico Health Department)
CRG CORP. Project Manager Jun 2007 – April 2010	- Manage the implementation of the system to control mortgage insurance (Financing Housing Authority - Puerto Rico Housing Authority) - Manage the implementation of the system to control claims mortgage insurance (Financing Housing Authority - Puerto Rico Housing Authority) - Planned, directed, and managed designated projects. Negotiated contracts that ensured quality resulting in increased profits by 300%. Prepared weekly project status reports for management.
WYETH, LLC IT Support Lead May 2004 - 2007	Support the SAP Sales and Distribution module for the sales department
EMPRESAS POLAR Multiple in IT department April 1992 – Dec. 2002	- Monitored and managed company main storage database growth - SAP Systems. - Managed and implemented IT / Financial solutions. Developed specifications and configurations for Accounts Payable and Profit Center Accounting modules. - Managed/Supervised National IT Teams. Responsible for installation, budgeting, and control new projects in the information technology areas. - Analyzed information Systems for many departments, such as: Human Resources, Finance and Production.

Education, Certifications, and Affiliations

- Information Systems Engineer, Universidad Isaac Newton, Venezuela
- SAP R/3 Academy Finance and Controlling (FI/CO), Sales and Distribution (SD)
- ISO 9000 Standards for Audit
- IBM Big Data Technical Professional
- PMP Training

FRANCISCO FERNANDEZ

MEDITI3G - Technical Requirements Lead



Francisco has over 20 years of experience in the information systems field providing leadership, innovation, management and best practices necessary for resolving complex business issues. He has worked in large scale projects with thousands of users, complex data silos in the private, governmental, and federal sectors, demonstrating he is an expert on his field contributing with the constant success of the company.

Francisco is a certified Product Owner (SPOC), Scrum Master (CSM), and has a variety of Microsoft certifications such as MCP, MCSD, Azure Administrator and DevOps Engineer Expert.

YEARS OF EXPERIENCE

20 years of experience in the information systems field.

Relevant Experience

TRUENORTH CORPORATION Multiple

July 2004 – Present

Lead a mayor business transformation for the Puerto Rico State Fund Corporation changing the formalization and collection departments processes.

- Project management in charge of the solution success.
- Coordination with third parties for several integration projects.
- New process definitions, design, development, and implementation of the Integrated Formalization and Collections System.
- Design and implement a new customer portal for yearly critical process and payment processing.
- Automation and external portals, which allows private insurance companies (third parties) to sell the State product.

After the Hurricane María hit in Puerto Rico, Francisco led a team that redesigned our Compass Engine to power up <http://www.status.pr> which was a tier 1 application for the Government of Puerto Rico during the disaster recovery.

- Worked hand in hand with the Governor staff to establish priorities and administrative goals.
- Worked as solution architect and requirements gathering among several government agencies during the emergency.

- Identification of key performance Indicators.
- Design of ETL processes.

Part of the Revenue Assurance Team for the Water Utility Company

- Expert in understanding data design with complex data access and data manipulation techniques.
- Responsible of analyzing data
- Designed and architect satellites software to support the operation.

Truenorth Senior Application Manager for the Software Development division.

- Coordinating several projects and teams providing excellent leadership and followership.
- Manages the production and work pressure of the Software Development Unit ensuring high production and morale.
- Key player in designing, managing, and developing the Truenorth Coding Standards.
- Led the initiative of refreshing the company's core values designed by our senior professionals.

Education, Certifications, and Affiliations

- Computer Science, University of Puerto Rico, Puerto Rico
- Scrum Product Owner Certified (SPOC)
- Certified Scrum Master (CSM)
- Microsoft Certified: DevOps Engineer Expert
- MCPS: Microsoft Certified Professional
- MCPD: Web Developer

GLORIMAR ORTIZ BURGOS

MEDITI3G - Business Analyst - Requirements



Mrs. Ortiz is a Customer Service professional with expertise in complex IT software implementations.

She possesses vast experience as a group leader and project manager, having managed multiple projects simultaneously at PRASA. A reliable manager, Mrs. Ortiz is a computer savvy, with extensive knowledge and experience on SAP.

Having engaged in multiple projects associated to the Commercial Department, she became proficient in the Customer Service arena. From the regular operation in the commercial offices, to the management of PRASA's strategic projects and the Central Customer Services Directorate.

YEARS OF EXPERIENCE

- More than 20 years of experience in a Government Public Corporation, leading work groups, managing process transformation strategies, and implementation of complex projects.

Relevant Experience

PUERTO RICO LOCAL GOVERNMENT AGENCIES (MULTIPLE)

- Management consulting support at the Puerto Rico Electric Power Authority (PREPA), to identify opportunities to improve processes on the web platform, new revenue opportunities, implementation of different initiatives, monitoring of work plans and measurement of different processes (unbilled accounts, collections, billing and reading errors, among others) on the Power Bi platform.
- Management consulting support in the Puerto Rico Vocational Rehabilitation Administration (ARV) to direct the Request for Proposals project for the Implementation and maintenance of a Case Management System to improve the level of service of its beneficiaries, increase the level of efficiency of its processes, improve regulatory compliance with federal and state agencies, culminating in the selection of the company that will offer the services.
- Support PRASA's Billing System SAP_IS-U project, a 22-million-dollar project. Support documentation, testing, and training processes for over 700 employees. Support data migration process and the implementation of SAP in the 28 customer service offices. Manage and supervise all maintenance related activities. Lead efforts

in response to requests for new improvements and manage the Help Desk platform.

- Manage requests for major changes, to include PRASA's tariff structure and the agency's regulations.
- Establish PRASA's Management Control Department and support the development of Business Intelligent (BI) as the official platform of centralized information for the data control and the analysis of trends of the different work at the commercial offices.
- Develop, implement, and supervise new processes in PRASA's digital platforms (web and mobile app). New processes were added, and existing ones improved, according to the needs of PRASA's customers.
- Support PRASA's selection process, in finding a company to provide bill printing and distribution to over 1.2 million customers. This project's budget was USD 4 million.
- Support the development of PRASA's billing application for the company's Commercial Department. Lead the application's testing, implementation, and training for the 28 commercial customer service locations. This application entailed a USD 2 million investment and allowed supervisors and general managers to have a better control and understanding on billing.

Education

- Inter-American University, Metro Campus, Bachelor of Arts, 1993
- PMP Course (Project Management Professional), University of The East, Carolina Campus, September 2013

LIZANDRA MARTES SIERRA

MEDITI3G - Business Analyst Testing



Lizandra Martes Sierra has been working as a Senior Business Analyst for more than 5 years. She currently manages projects for the Aqueduct and Sewer Authority (PRASA), the Traffic Safety Commission, and the Puerto Rico Lotteries. Lizandra has experience in managing personnel and equipment within the areas of Infrastructure, Servers, Networks and Help Desk.

She manages the risks of the different projects, budgets, and resource allocation. She participates in all phases of the project life cycle. She also performs system tests for more than three years. She plans and executes software tests to check its functionality. She identifies the risks, detects errors and communicates them to the work team. She evaluates the overall performance of the software and suggests how to improve it. She uses the Scrum methodology to manage the projects and validate the functional quality of the systems.

YEARS OF EXPERIENCE

- 5+ Years of experience leading projects, validating, and implementing systems.

Relevant Experience

LOTería ELECTRÓNICA DE PUERTO RICO

SILE

Project Manager and testing
January 2022 – Present

SILE (Integrated Electronic Lottery System) is a system under development to license Electronic Lottery vendors. The current processes will be carried out entirely digitally. The system will replace the coordinator section of the current SIL (Integrated Lottery System) application.

She manages the project, maintains direct communication with the client, collects the requirements, validates the system development, and creates the test scripts.

SILE will have three applications for the vendor, internal evaluator, and external evaluator, currently it has the following:

- Requirements Gathering
- Definition of evaluation processes and the granting of licenses
- System analysis and architecture
- Design, development, and customer approval of the vendors application
- Design of the coordinator's application
- System test of the coordinators application

**LOTERIA TRADICIONAL DE
PUERTO RICO**

Support SIL

Project Manager and testing
2020 - Present

Project management and system validation at the Lotería Tradicional de Puerto Rico. Truenorth Corp. is providing support services to the current SIL system (Integrated Lottery System). Lizandra Martes Sierra oversees receiving incidents and/or changes of improvements to validate the system. She is responsible for replicating issues and reporting bugs to the Truenorth Corp. development team. Together with the work team, corrections are made and reported to the client. The following deliverables will be offered:

- Check printing
- WEB application for supervisors
- Ticket transfers

**AQUEDUCT AND SEWER
AUTHORITY**

Support SIRE and SiM

SIAH

Project Manager and testing
2018 - Present

Project management and system validation at the Puerto Rico Aqueduct and Sewer Authority (PRASA). Truenorth Corp. is currently providing support for Employee Reimbursement (SIRE) and Corporate Security (SiM) applications. Lizandra Martes receives the reported incidents and/or improvement changes. She is responsible for replicating issues and reporting bugs to the Truenorth Corp. development team. Together with the work team, corrections are made and reported to the client.

- Modifications to the Employee Reimbursement System to benefit from the new regulation of the authority
- Modifications to the Interactive System of Metrics to report incidences of the service of the authority of aqueducts and sewage.

The Puerto Rico Aqueduct and Sewer Authority requested Truenorth Corp. to verify the current code of the Hydrant Automated Inspection System (SIAH) application. Lizandra Martes is in charge of planning and validating the existing code of the application. She is responsible for notifying the errors identified and the solution. She assigns tasks to resources, ensures compliance with the work plan, and approves changes to the development environment. She is also responsible for building the test scripts and assisting the client in user testing of her.

**COMMISSION FOR
TRAFFIC SAFETY OF
PUERTO RICO**

Support website

Project Manager and testing

Truenorth Corp. offers support for the Commission for Traffic Safety website. Lizandra Martes is in charge of receiving and documenting change requests. She implements in WordPress and validates the changes in the development and production environment in conjunction with the client. She is

2018 - Present

responsible for keeping the page active in production and offering improvements if necessary.

Education, Certifications, and Affiliations

- Industrial Engineering Bachelor, Inter American University of Puerto Rico
- Scrum Fundamentals Certified
- Scrum Product Owner Certified
- Six sigma yellow belt Certified

3.3.2. Key Staff References

The vendor should provide two (2) references for each proposed key staff. The reference should be able to confirm that the staff has successfully demonstrated performing tasks commensurate to the tasks they will perform for this project.

The name of the person to be contacted, phone number, client name, address, a brief description of work, and date (month and year) of employment should be given for each reference. These references should be able to attest to the candidate's specific qualifications. The reference given should be a person within a client's organization and not a co-worker or a contact within the vendor's organization. PRMP may contact one or more of the references given and the reference should be aware that PRMP may contact them for this purpose.

Vendors should use the format provided in the table below. Please repeat the rows and tables as necessary.

Table 24: Key Staff References – Annie Mayol Del Valle

Key Personnel Reference Form							
Key Personnel Name:	Annie Mayol Del Valle	Proposed Role:	Account Manager				
Reference 1							
Client Name:	TeleMedik	Client Address:	Cale Felipe de Plana 5, Carr.20, Guaynabo, PR 00965				
Contact Name:	Nilda Gonzalez	Contact Title:	COO				
Contact Phone:	787-642-0898	Contact Email:	Nildamguerrero@tilemedik.com				
Project Name: US Market Expansion Project			Start Date:	08/03/2021	End Date:	08/03/2022	
Project Description: TeleMedik has been providing services to the Medicaid and Medicare Advantage population in Puerto Rico for the past 25 years and is looking to expand their programs and services to manage Medicaid and MA population in the mainland, especially in states with large Hispanic populations.							
Project Role & Responsibilities: Consultant to develop the market expansion plan and help facilitate the meetings with key decision makers in target states.							
Reference 2							
Client Name:	Community Council Health Systems	Client Address:	4900 Wyalusing Ave. Philadelphia, PA 19131				
Contact Name:	Joe Watkins	Contact Title:	CEO				
Contact Phone:	267-220-4285	Contact Email:	Joe.Watkins@cchss.org				
Project Name: Business Expansion			Start Date:	10/01/2021	End Date:	10/01/2022	
Project Description:							

CCHS is a provider of mental health services to the Medicaid population in West Philly and surrounding areas. They were greatly impacted by COVID and need support with revenue generation and growth.					
Project Role & Responsibilities: Providing support to the Executive Team of CCHS in developing their strategic plan, identifying opportunities of revenue generation and growth, and supporting with implementing strategies of culture and organizational change.					
Reference 3					
Client Name:	Impactivo	Client Address:	1606 PR-25 \$703 San Juan, PR 00909		
Contact Name:	Maria Fernanda Levis	Contact Title:	President		
Contact Phone:	787-565-1227	Contact Email:	Maria.levis@impactivo.com		
Project Name: Development of a Commercialization Plan for Smart PCMH		Start Date:	01/01/2022	End Date:	07/01/2022
Project Description: Impactivo has been developing technology to support the needs of the clients (FQHCs in Puerto Rico) and have a patent for one call Smart PCMH.					
Project Role & Responsibilities: Supporting Impactivo with the development of a Commercialization Plan for Smart PCMH and development of a Marketing and Sales Strategy					

Table 25: Key Staff References - Eva Riquelme

Key Personnel Reference Form					
Key Personnel Name:	Eva Riquelme		Proposed Role:	Lead Project Manager	
Reference 1					
Client Name:	Texas Health and Human Services Texas Medicaid & Healthcare Partnership (TMHP)	Client Address:	12365 Riata Trace Pkwy, Austin, TX 78727 (TMHP Project Location) 4900 N Lamar Blvd, Austin, TX 78751 (Texas Health and Human Services Commission)		
Contact Name:	Michael Blood	Contact Title:	Director, Contract Administration Contract Administration & Provider Monitoring (CAPM) Medicaid and CHIP Services		
Contact Phone:	512-915-4844	Contact Email:	Michael.blood@hhs.texas.gov		
Project Name: Texas Medicaid & Healthcare Partnership (TMHP)		Start Date:	05/2014	End Date:	10/2020
Project Description:					

Texas Medicaid Healthcare Partnership (TMHP), supports 3.6 million Medicaid recipients and 45,000 healthcare providers through processing more than 12.5 million Medicaid claims monthly, maintaining data on Medicaid managed care transactions, and responding to Medicaid provider and client inquiries through a variety of channels.					
Project Role & Responsibilities: Program Management Office Lead Responsible for the following areas of PMO Support: • Governance • Risk and Issue Management • Change Control Board • Software Development Lifecycle Activities • Enterprise Communications • Team Member Onboarding • Enterprise Reporting/ Key Performance Measures • Root Cause and Corrective Action • Forecasting and Resource Actuals • Privacy and Security					
Reference 2					
Client Name:	Texas Workforce Commission (TWC) Customer Service and Unemployment Insurance (UI) Operations	Client Address:	101 E 15th St - N Lamar Austin, TX 78778-0001		
Contact Name:	Eric Holen	Contact Title:	Deputy Division Director		
Contact Phone:	Office 512-475-0435 Mobile 512-565-5218	Contact Email:	Eric.holen@twc.texas.gov		
Project Name: TWC Surge Contact Center			Start Date:	10/2020	End Date: 08/2021
Project Description: TWC UI brought Accenture to support contact center activity in response to an unprecedented surge in citizen demand for unemployment benefits. Accenture setup a cloud-based virtual call center using the AWS technology and client mainframe. Accenture trained and transitioned 345+ staff in three weeks and provided customer support through multiple contract extensions.					
Project Role & Responsibilities: Accountable for the performance of a 300+ delivery organization supporting customer inquiries for unemployment claims and related benefits Deployed data-driven performance controls to evaluate workforce engagement, production, and quality Met and exceeded established service levels/ key performance indicators Recognized by the client with "Report Grade: A" in published Vendor Performance Report for contracted services					

Reference 3					
Client Name:	Tennessee Department of Human Services (DHS)	Client Address:	DIVISION OF CHILD CARE AND COMMUNITY SERVICES 128 SERRAL DR. STE 1 GREENVILLE, TN 37745		
Contact Name:	TERESA STOUT	Contact Title:	CHILD CARE CERTIFICATE PROGRAM DIRECTOR		
Contact Phone:	Tel (423) 787 3045 Cell (423) 464-0561	Contact Email:	Teresa.stout@tn.gov		
Project Name: TN DHS Child Care Payment Assistance			Start Date:	08/2021	End Date: current
Project Description: TN DHS Child Care brought on Accenture to support contact center and backlog reduction activities activity in response to an unprecedented surge in applications for childcare payment assistance. Accenture provides contact center support, resolves customer inquiries, and supports review and triage for childcare assistance applications.					
Project Role & Responsibilities: Accountable for the performance of a 130+ delivery organization and business process outsourcing for state-wide Child Care Payment Assistance program Deployed cloud-based telephony solution and related protocol documentation to standardize and improve customer service experience Responsible for delivery of agent team tasked with backlog reduction for child care payment assistance applications and related customer inquiries.					

Table 26: Key Staff References – Vivian de la Gándara

Key Personnel Reference Form					
Key Personnel Name:	Vivian de la Gandara	Proposed Role:	Business Lead / Subject Matter Expert - Medicaid		
Reference 1					
Client Name:	District of Columbia (DC) Department of Healthcare Finance (DHCF)	Client Address:	441 4th Street Northwest, Washington DC, 20001		
Contact Name:	Sam Walker	Contact Title:	Project Manager		
Contact Phone:	443-744-0802	Contact Email:	Sam.walker@dc.gov		
Project Name: DC MITA Project			Start Date:	08/2019	End Date: 09/2025
Project Description: The DHCF MITA SS-A Update Project is a five-year contract that is in its 3rd year. The project team is responsible for updating					

the MITA SS-A each year for the project. Deliverables MMISME is responsible for producing/updating include MITA Training Plan, MITA Training Development and Delivery, MITA Concept of Operations, MITA Roadmap, MITA Profiles.							
Project Role & Responsibilities: MITA Lead-Responsible for overseeing the completion of the MITA SS-A and related deliverables							
Reference 2							
Client Name:	Agency for Health Care Administration	Client Address:	2727 Mahan Drive, MS #22, Tallahassee, Florida 32308				
Contact Name:	Angela Ramsey	Contact Title:	Senior Management Analyst Supervisor				
Contact Phone:	850-412-3440	Contact Email:	Angela.Ramsey@ahca.myflorida.com				
Project Name: Florida Strategic Enterprise Advisory Services (SEAS)			Start Date:	10/2018	End Date:	12/31/2022	
Project Description: Enterprise Project Management and Advisory Services							
Project Role & Responsibilities: Project Role & Responsibilities: Certification Manager and MITA Lead							
Reference 3							
Client Name:	Agency for Health Care Administration	Client Address:	2727 Mahan Drive, MS #22, Tallahassee, Florida 32308				
Contact Name:	Angela Ramsey	Contact Title:	Senior Management Analyst Supervisor				
Contact Phone:	850-412-3440	Contact Email:	Angela.Ramsey@ahca.myflorida.com				
Project Name: Florida Research and Planning			Start Date:	08/2014	End Date:	12/2014	
Project Description: To provide consulting services for the MMIS/DSS/Fiscal Agent Procurement which included updating the states MITA SS-A							
Project Role & Responsibilities: MITA Lead							

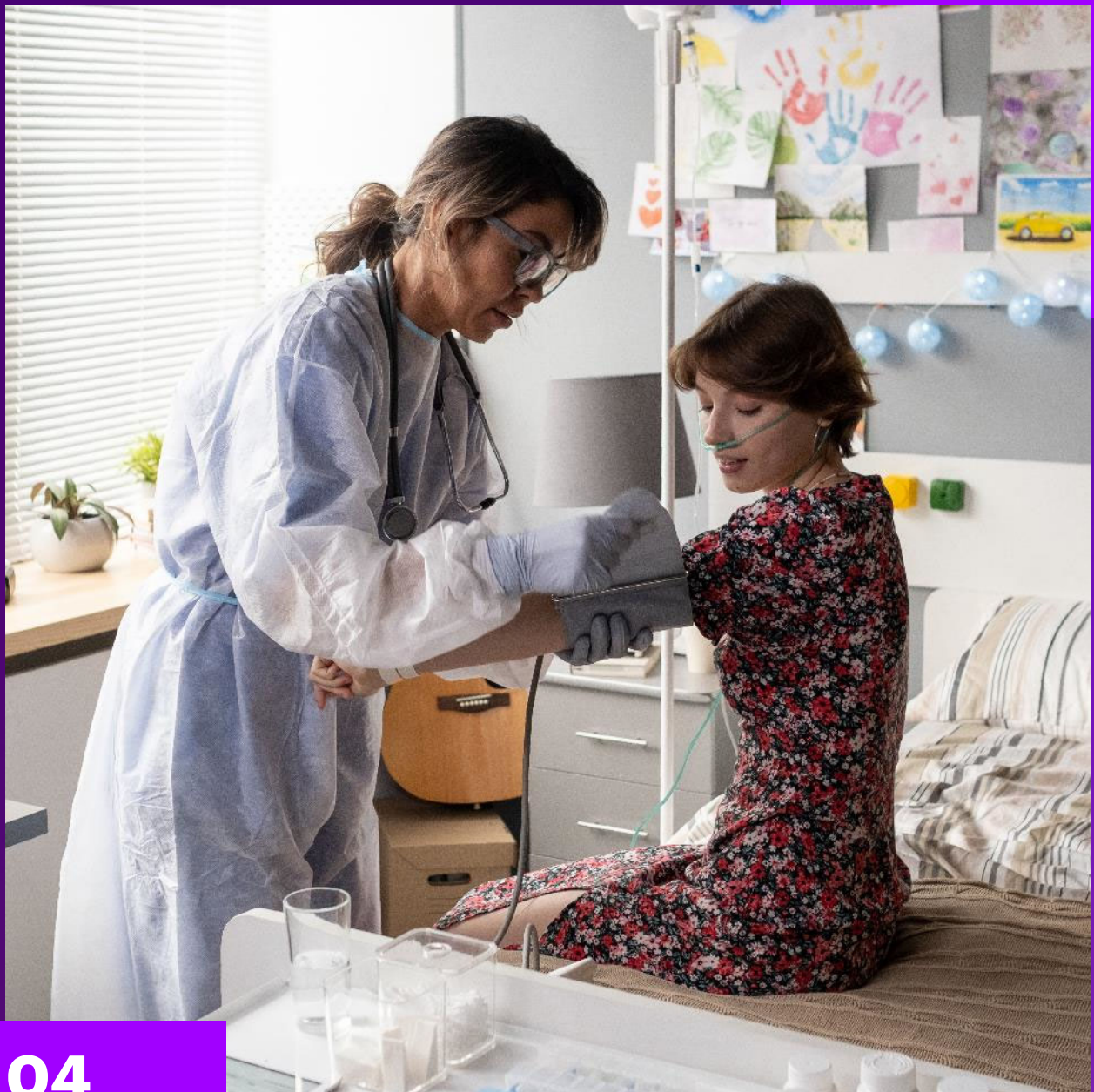
Table 27: Key Staff References – Vic Edwards

Key Personnel Reference Form			
Key Personnel Name:	Vic Edwards	Proposed Role:	Lead Business Analyst
Reference 1			
Client Name:	AT&T	Client Address:	AT&T Headquarters 208 S. Akard St. Dallas, TX 75202
Contact Name:	Michael Vannurden	Contact Title:	Software Deliver Services – RAID Hammer

RFO # 2021-PRMP-MES-ePMO-003
Puerto Rico Medicaid Enterprise System
Enterprise Project Management Office (ePMO Vendor)

Contact Phone:	N/A	Contact Email:	mv8298@att.com		
Project Name: AT&T Cloud		Start Date:	05/2021	End Date:	11/2021
Project Description: AT&T elected to become Public Cloud First Co., having contracted the work of having approximately 4,500 applications across 300,000 servers to Azure Cloud over the course of 4 years.					
Project Role & Responsibilities: - Helped Michael take over management for the final leg of the Optimization Factory of application risk (100+) in Azure DevOps (ADO), to maintain the strategic initiatives and processes established by Accenture's Cloud Management Office (CMO) for AT&T's program wide Cloud Management of 5 Global Strategic Integrators (GSIs) migration timelines. - Knowledge transferred the Factory Improvement call structure held with all GSIs, as well as the RAID discussion, and individual GSI shiproom migration factory calls to ensure repeatable call management processes would be utilized in the last leg of the Optimization Factory. - Helped transition the organizational definitions for tracked data points within ADO as well as created worked products used to drive calls with the Client AVP and VP of Cloud – both internally and in tandem with roughly 25 other GSI Directors, to effectively ensure accurate and succinct application reviews and risk mitigation.					
Reference 2					
Client Name:	Texas Health and Human Services Commission (HHSC)	Client Address:	12365 Riata Trace Pkwy, Austin, TX 78727		
Contact Name:	Estella Bell	Contact Title:	Claims Administration Contract Oversight		
Contact Phone:	512.424.6824	Contact Email:	estella.bell03@hhs.texas.gov		
Project Name: TMHP		Start Date:	4/2017	End Date:	05/2021
Project Description: - Accenture has used the RCCA process both to identify deficiencies and drive process improvements for the TMHP Project. Our process provides governance structure to assign, track, and communicate the root-cause analysis, impact assessment and resolution of any deficiency that does occur with missed key measures and contract requirements. - If our team identifies a reporting issue that impacts delivery, we will immediately notify appropriate HHSC contacts, conduct an impact analysis, and then coordinate with impacted stakeholders while we quickly resolve the issue. - We will then thoroughly analyze any reporting issues with the Ishikawa, or Fishbone, Diagram to identify the root cause and implement improvements to prevent recurrence. While simultaneously iterating an RCCA report to document the issue and remediation done against it.					
Project Role & Responsibilities: As an RCCA Analyst I helped coordinate the Root Cause and Corrective Action document creation and then historical maintenance of individual detailed investigations done by the business area(s) to understand the root cause of missed program metrics, and the steps taken to remediate future instances.					

- Coordinated multiple feedback cycles with Estella, to ensure that as a Stakeholder, we adequately addressed the gaps she identified within key measures and contract requirement root causes or corrective actions she maintained. - Established iterative approval process and tracking of Estella’s corrective actions to address timely issue resolution and sufficient documentation.						
Reference 3						
Client Name:	Texas Health and Human Services Commission (HHSC)		Client Address:	12365 Riata Trace Pkwy, Austin, TX 78727		
Contact Name:	Michael Blood		Contact Title:	Interim Deputy Associate Commissioner		
Contact Phone:	512.730.7407		Contact Email:	Michael.Blood@hhsc.state.tx.us		
Project Name: TMHP				Start Date:	4/2017	End Date: 5/2021
Project Description: - Accenture PMO manages the tasks, deliverables, risks, and issues for projects using our experience in effectively delivering PMO services for you. The PMO structure enhanced collaboration and delivery by using a demonstrated standard project management methodology. - As a PMO Enterprise Reporting team we created standardized processes for tracking project tasks through work plans, monitoring and managing deliverables, and addressing risks and issues. Under the current contract, the PMO is responsible for the submission of over 75 individual enterprise reporting deliverables each year and we do so timely with high quality. We have consistently decreased the average number of resubmissions each year across all enterprise reporting deliverables through continuous improvement initiatives.						
Project Role & Responsibilities: - Helped Michael maintain historical information and feedback regarding Key Measures Reporting of over sixty – five (65) contractual requirements, to meet future metrics, stakeholder and eventually end – user facing business needs, and to conduct analysis on risk mitigation. - Facilitated creation, review, and distribution of multiple client – facing deliverables, weekly status reporting, data collection, and data submission through a client tool to support key measures tracking, data trends, and future metrics. - Created rigorous internal Peer Review Checklist/ Process to ensure continued quality, reducing 30% of the PMO related key measure metric reporting errors. - Created, and sustained, client – facing Process and Procedure documentation for all Enterprise Reporting internal processes. This way, succinct and factual client/project expectations for both Texas Medicaid Healthcare Project (TMHP) and Accenture leadership are effectively communicated and reverberate throughout our processes.						



04

Attachment E: **Mandatory Requirements**

4. Attachment E: Mandatory Requirements

This section will provide instructions to vendors to respond to mandatory requirements as an attachment titled Attachment E: Mandatory Requirements.

Instructions: The mandatory requirements must be met by the vendor as a part of the submitted proposal. Failure on the part of the vendor to meet any of the mandatory requirements may result in their disqualification of the proposal at the sole discretion of PRMP. The term “must” stipulates and identifies a mandatory requirement. The vendor is to demonstrate compliance with mandatory requirements in their proposal. If the vendor’s proposal meets the mandatory requirements, the vendor’s proposal may be included in the cost evaluation of this RFO. For mandatory requirements that involve documentation, vendors should include that documentation with their technical proposal. Any documentation for mandatory requirements not supplied with their technical proposal must be submitted before contract execution. When appropriate, the vendor’s proposal must provide narrative responses addressing the area listed below:

Mandatory Requirements Response

1. The vendor must provide the right of access to systems, facilities, data, and documentation to PRMP or its designee to conduct audits and inspections as is necessary.

Accenture will provide access to the systems, facilities, data and documentation to PRMP or its designee related to this project during the duration of the project.

2. The vendor must support PRMP’s requests for information in response to activities including, but not limited to:
 - a. Compliance audits
 - b. Investigations
 - c. Legislative requests

Accenture will support PRMP’s requests for information for compliance audits, investigations and/or legislative requests during the project.

3. The vendor must provide authorization from a parent, affiliate, or subsidiary organization for the PRMP to have access to its records if such a relationship exists that impacts the vendor’s performance under the proposed contract.

Accenture does not anticipate that our performance on this project will be impacted by our relationship with other Accenture affiliated companies. Nonetheless, we will provide PRMP access to the records related to this contract.

4. The vendor must agree to comply with current and future PRMP and federal regulations as is necessary to support this RFO.

Accenture will comply with all PRMP and federal regulations as necessary to support this project.

5. The vendor must help ensure that all applications inclusive of internet, intranet, and extranet applications associated with this contract are compliant with Section 508 of the Rehabilitation Act of 1973, as amended by 29 United States Code (U.S.C.) §794d, and 36 Code of Federal Regulation (CFR) 1194.21 and 36 CFR 1194.22.

Accenture will comply with Section 508 of the Rehabilitation Act of 1973, as amended by 29 United States Code (U.S.C.) §794d, and 36 Code of Federal Regulation (CFR) 1194.21 and 36 CFR 1194.22 as well as other regulations, as applicable to this contract and to the performance of our contractual and professional obligations under this contract.

6. The vendor must perform according to approved SLAs and identified KPIs with associated metrics in the areas listed in Appendix 2: Service-Level Agreements and Performance Standards.

Accenture will comply according to the SLA's and KPI's listed in Appendix 2 and agreed to in the contract between the parties.

7. The vendor must initially submit and then update deliverables as is detailed within the RFO, as is necessary for project success, and at the request of PRMP.

Accenture will submit deliverables for approval per the established project timeline and milestones. We expect that PRMP will have ten days to review and approve them or return them with written comments for consideration when Accenture will have five days to remediate the deliverable. After that time and the implementation of the changes needed, the deliverable will be deemed accepted and approved by PRMP. We do this to help expedite the project and help it stay on schedule.

8. The vendor must submit updated deliverables for PRMP's approval based on the Project Schedule and Work Plan.

Accenture will submit updated deliverables for approval per the established project timeline and milestones. After that time and the implementation of the updated deliverable, the deliverable will be deemed accepted and approved by PRMP. We do this to help expedite the project and help it stay on schedule.

9. The vendor must provide a drug-free workplace, and individuals must not engage in the unlawful manufacture, distribution, dispensation, possession, abuse, or use of a controlled substance in the performance of the contract. (Drug-Free Workplace Act of 1988)

Accenture provides a drug free workplace to our over 674,000 employees around the world. Our code of business ethics (COBE) prohibits employees from engaging in the unlawful manufacture, distribution, dispensation, possession, abuse or use of any controlled substance and prohibits our employees to be involvement with illegal drugs in any way.

10. The vendor must comply with federal Executive Order 11246 related to Equal Employment Opportunity Act, the Clean Air Act, and the Clean Water Act.

Accenture complies with federal Executive Order 11246 related to Equal Employment Opportunity Act, the Clean Air Act and the Clean Water Act.

11. The vendor must perform all work associated with this contract within the continental United States (U.S.) or U.S. Territories.

Accenture will perform all work associated with this contract within the continental United States or U.S. Territories such as Puerto Rico.

12. The vendor must serve as a trusted partner to PRMP and represent PRMP's interests in all activities performed under the resulting contract.

Accenture is a trusted partner to over 6000 current clients around the world including hundreds of government agencies and large agencies of the United States federal government. It is important to note that approximately 90% of our clients have been clients for over 10 years. As such, we will represent PRMP's interests in all activities performed by Accenture as outlined under the resulting contract.

13. The vendor must serve as a trusted partner to MES Vendors in alignment with the requirements set forth in this RFO.

Accenture will serve as a trusted partner to other MES vendors participating in this RFO.

14. The vendor must, at a minimum, include the standard invoice package contents for PRMP, including, but not limited to:
- a. An authorized representative of the contracted party must sign an itemized description of services rendered for the invoice period. Additionally, the vendor must include a written certification stating that no officer or employee of PRMP, its subsidiaries, or affiliates, will derive or obtain any benefit or profit of any kind from this vendor's contract. Invoices that do not include this certification will not be paid
 - b. Provide PRMP with a summary, for time and materials related costs, of hours for services rendered inside and outside Puerto Rico as well as outside Puerto Rico for each vendor resource
 - c. Provide PRMP with a list of all deliverables and project services completed within an invoice period, as well as evidence that the PRMP has accepted and approved the work
 - d. Provide PRMP with three (3) physical and one (1) electronic invoice packages in support of the PRMP's review and approval of each invoice
 - i. Invoice Package #1 – Original Signature
 - ii. Invoice Packages #2 - #3 – Hard Copy
 - iii. Invoice Package #4 – Electronic

Accenture will comply with this requirement.

15. The vendor must use industry-standard project management standards, methodologies, and processes to help ensure the project is delivered on time, within scope, within budget, and in accordance with PRMP's quality expectations. PRMP utilizes the Project Management Institute® (PMI®) Project Management Body of Knowledge (PMBOK®) methodology.

Accenture will utilize industry-standard project management standards, processes and methodologies to deliver the project on time, within scope, within budget and in accordance with PRMP's published quality expectations.

16. The vendor must provide increased staffing levels if requirements, timelines, quality, or other standards are not being met, based solely on the discretion of and without additional cost to PRMP. In making this determination, PRMP will evaluate whether the vendor is meeting deliverable dates, producing quality materials, consistently maintaining high quality and production rates, and meeting RFO standards without significant rework or revision.

Accenture will provide the necessary staffing to comply with the timelines and quality described in this proposal and agreed to in the contract between the parties.

17. The vendor must agree that PRMP retains ownership of all data, procedures, applications, licenses, and materials procured or developed during the contract period.

Accenture agrees that all deliverables and materials produced during the contract period will be owned by PRMP.

18. The vendor must provide evidence that staff have completed all necessary forms prior to executing work for the contract.

Accenture will complete all necessary regulatory and compliance forms customary to doing work with the Government of Puerto Rico and the United States Federal Government. Our staff will also complete the necessary forms required to comply with regulations for this contract.

19. The vendor staff must not have the capability to access, edit, and share personal information data, with unauthorized solution users, including but not limited to:

- a. Protected Health Information (PHI)
- b. Personally Identifiable Information (PII)
- c. Financial Transaction Information
- d. Social Security Administration (SSA) data including, but not limited to: family, friends, and acquaintance information

Accenture shall have no access to PRMP's personal data and will not access personally identifiable information. As such, our vendor will not have the capability to access, edit or share personal information.

By signing below, I certify that I have reviewed these Mandatory Requirements in their entirety and agree that the vendor meets, and will continue to meet, each of these Mandatory Requirements in full.

Accenture Puerto Rico LLC.

(Company)

Robert Cohan, President

(Representative Name, Title)

512-732-5619

(Contact Phone/Fax Number)



(Signature)

03/18/2022

(Date)



05

Attachment F: **Response to Statement of Work**

5. Attachment F: Response to Statement of Work

This section will provide instructions to vendors to respond to the requested services detailed in this RFO.

Instructions: The responses to each part of the statement of work are required as part of the submitted proposal. Responses will be scored as part of the Technical Proposal Evaluation. The text response to each section in this Attachment must be one (1) page or less. The vendor may also add up to an additional one (1) page of images or diagrams for each response. Responses beyond one (1) page of text and two (2) pages including images and diagrams will not be reviewed.

5.1. Approach to Scope and Requirements Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

It is critical for programs the size and scale of the Puerto Rico Medicaid Enterprise Systems to manage scope and requirements efficiently to contain project costs and time and maintain high quality. We will use templates, tools, and accelerators from our Accenture Delivery Methods (ADM) and our knowledge of Medicaid programs to provide Scope and Requirements Management to PRMP. ADM aligns with industry standards, such as those published by the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK). Our team combines our project management acumen with extensive experience in health and human services, system implementations and technology operations. We can start fast and lead for the long haul.

Scope Management: Scope defines what must be completed, how it will be done, and who will be responsible. Our team will develop the Scope Management Plan as part of the Project Management Plan based on our ADM and in accordance with industry best practices. The Scope Management Plan will establish the processes, roles, and responsibilities for defining, controlling, verifying and managing scope throughout the project, including reviewing and approving changes. These include scope changes within a project, the addition of a project or service, and changes to key deliverables or service levels. Our approach to scope management is outlined in Figure 3.

Our team has knowledge of Medicaid business processes and systems and will bring this expertise to help analyze new Puerto Rico or federal regulations and guidance while assessing impacts to project scope and systems. As shown in Figure 4, we have experience performing similar services in other jurisdictions such as Texas HHSC. Our team will work in close collaboration with Program Management Office (PgMO) stakeholders and PRMP leadership on scope changes and their prioritization using the change management process.

Accenture believes in a culture of collaboration and transparency with our clients. To enable this culture, we will establish a regular cadence of communications with project stakeholders, including scheduling and coordinating scope status and review meetings with decision making stakeholders and project teams. For each meeting, we will document and make available related agendas and minutes.

Requirements Management: Management of requirements and their traceability across the project is critical for scope management and to support CMS certification. We have numerous examples helping clients manage scope and requirements for Medicaid projects, such as the example described in Figure 5. We will use these experiences to work with Implementation Vendors to create and maintain the Requirements Traceability Matrix for MES projects. We will advise on the tools and approach to achieve complete traceability by linking each requirement to one or more design documents and to one or more test cases. We will implement an approach to manage changes to requirements, providing an easy-to-read audit trail, or change history, for project requirements. This end-to-end traceability across project artifacts will provide confidence to PRMP that each requirement has been verified and evaluated for compliance with Puerto Rico and federal requirements. It will also facilitate our effort to conduct requirements gap analysis and raise issues or risks to the stakeholders as soon as we see them.

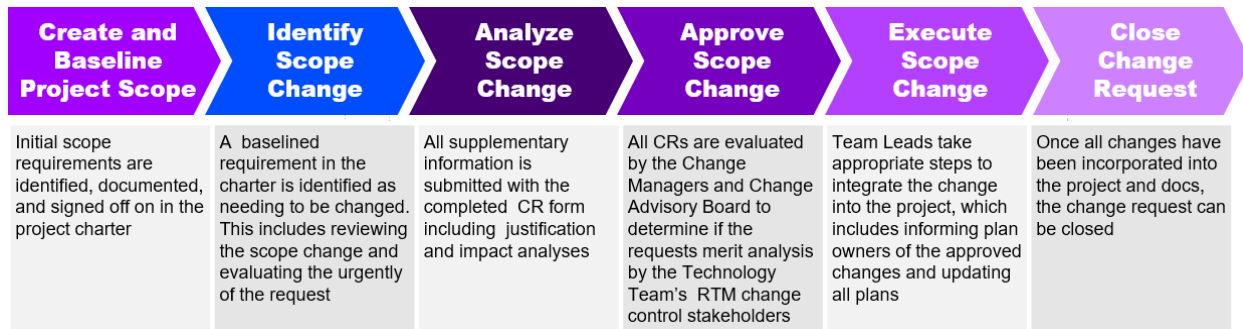


Figure 3: Accenture's proven Scope Management Process

With **Texas Health and Human Services Commission**, through our Legislative Affairs process and national footprint, we can successfully track new laws and guidelines. As each of these are proposed, we will review the draft language to identify initial impacts. When we discover impacts, these legislative and regulatory changes will rise on the priority list where we will monitor them through public comment and final adoption to assess if the impacts remain or have changed. When we identify impacts, this will also queue the rule or legislation that we discuss in our regular touchpoints with HHSC staff. Through these virtual or in-person meetings, we will gather your input, answer questions, and look for additional points we may need to research—ultimately, delivering to you a proposal for the changes that may be needed across your multi-vendor environment. This process will allow you to initiate the necessary projects before the mandated deadlines.

Figure 4: Sample Experience Managing Scope Related to State and Federal Regulation

Accenture has served as the **State of North Carolina Department of Health and Human Services (NC DHHS)** primary Medicaid transformation partner since 2017. Our team provides overall program management for the North Carolina Medicaid Transformation program, which involves program coordination and tracking across sixteen (16) business/capability project teams, different agencies and 30 vendors, including managed care organizations and provider groups. This includes scope and requirements management activities such as developing and managing requirements across the project, verifying future state requirements alignment with MITA, and using Jira as a project lifecycle tool to capture requirements, change requests, and project artifacts.

- ★ Defined **22,500 requirements** that represent the Managed Care Program Design
- ★ Leveraged JIRA as a requirements management tool to provide **traceability**
- ★ Conducted **40+** collaborative design sessions to address all gaps identified during requirements validation

Figure 5: Sample Scope and Requirements Management Experience

5.2. Approach to Deliverables Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

Accenture will manage and monitor project deliverables and related documents for compliance throughout the project and control changes through the formal change management process. We will collaborate with the PgMO to create a tailored Deliverable Management Plan that defines deliverable standards, review process, schedule, and acceptance criteria in alignment with Puerto Rico and federal requirements, including MITA, HIPAA standards and licensing requirements. Our approach, based on ADM, enables tailoring to project-specific requirements, such as producing deliverables in both English and Spanish. It also includes discussing deliverable expectations early, performing multiple reviews prior to submission during deliverable creation, and facilitating a formal deliverable review and acceptance process. We have used this approach on many projects in the past and find that the approach both improves quality and reduces schedule risk.

Accenture will bring a robust deliverable review process to limit schedule loss created by poor quality deliverables. We will use this process, depicted in Figure 6, to conduct and participate in reviews of the completed project deliverables and validate that they meet requirements and project objectives for adequacy, consistency, and completeness.

Once the review has been completed, our team will obtain evidence of PRMP's approval, such as the signature, name and role of the approver, date of approval, and deliverable description and acceptance criteria. We will version control all documents for audit and traceability purposes and make them easily available to the Stakeholders using role-based secure access to the document library.

Upon receipt of a Change Request for any deliverable, we will analyze, monitor, and track the impact on schedule, budget, and deliverable quality. Our team will regularly communicate deliverable progress through status meetings and review draft work products during interim deliverable checkpoints with the applicable project teams and decision makers. This will help us determine any risks or issues early, which we will escalate and follow-up on in a timely fashion. We will work with PgMO to determine the approach to mitigating identified risks and closing any gaps in the deliverables. We will document meeting agendas and minutes and make them easily available to all stakeholders.

We will store and manage project documentation, work products and deliverables according to the Documentation Management Plan delivered as part of the Project Management Plan. This plan will describe the approach to document management, including standards for storing documentation within the document library, and version control for project documentation.

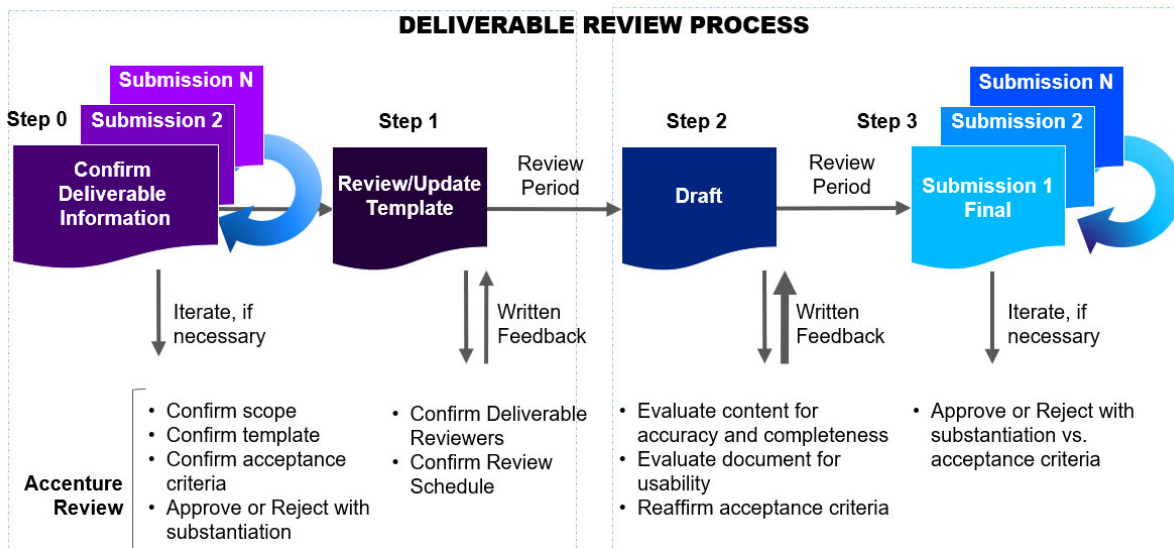


Figure 6: Accenture’s Robust Deliverable Review Process

5.3. Approach to Time and Schedule Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

Accenture will collaboratively work with PRMP to manage and monitor the Implementation Vendor's schedule for compliance with the Integrated Master Schedule (IMS). We will verify that quality standards align with those outlined in the Schedule Management Plan.

Our team, collaboratively with the PgMO, will develop the Master Project Schedule in compliance with PMI and industry best practices that identifies the activities to be completed during the implementation. Our approach, shown in Figure 7, will identify the planned start and end dates, duration, planned hours of effort, task dependencies, and assigned resources for each task. Defining common milestones, identifying dependencies across projects, and including adequate time for quality activities and reviews supports a common understanding of the program execution strategy and assists in identifying risks and managing issues. We will measure project progress against this baseline throughout the project.

Accenture will verify quality standards are met through ongoing status meetings with service area teams, reviewers, and decision makers. We will provide management of the schedule according to the Project Management Plan, Project Work Plan, and Master Project Schedule, including anticipating, avoiding, and mitigating schedule deviations as applicable.

Our approach includes regular monitoring of the project schedule. As part of our Weekly Project Status Report, we will provide schedule reporting measures and metrics, such as the Schedule Performance Index; completed, upcoming, and late tasks; milestones; and schedule changes. We will also deliver the current Master Project Schedule in Microsoft Project along with the Weekly Project Status Report. Status reporting in this way provides transparency, supports decision making, and enables critical path analysis and schedule forecasting.

As a leading systems integrator, we have extensive experience developing and managing project schedules across multiple workstreams and vendors. An example of this is our work with the Florida Agency for Health Care Administration where we are currently serving as the systems integrator. We completed the design, development and implementation of the integration platform and are responsible for providing ongoing support and services to assist AHCA and the future module vendors in connecting and communicating with the integration platform. Figure 8 describes how we support Time and Schedule Management for the project.



Figure 7: Schedule Development Process

As the Integration Services/Integration Platform vendor for the Florida Agency for Health Care Administration, we are responsible for developing and maintaining the project schedule to implement the integration platform, perform ongoing maintenance of the platform, and provide integration services to integrate MES modules into the platform in support of the state's modular MES modernization. As part of the project, we also developed a Schedule Management Plan, which explains how the team develops and manages the project schedule. It also identifies applicable schedule templates and the processes for submitting the schedule for review and baselining, progressively elaborating the schedule, submitting and approving changes to the schedule and schedule baseline, and ongoing updating and controlling requirements.	★ Works seamlessly in a multi-vendor environment, coordinating over 10 vendors and stakeholders ★ Successfully transitioned functions from legacy systems to achieve modularity and enabled high-quality, accessible, and secure data sharing across the enterprise ★ Implemented 17 integrations within the Agency and across Enterprise partners
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Figure 8: Sample Time and Schedule Management Experience

5.4. Approach to Human Resources Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

A critical component of implementing and operating a high quality, efficient organization is the people driving it. Delivering complex projects like those for the Puerto Rico MES require bringing the right mix of skills, experience, and resource management processes to create and maintain high performing teams. We will manage and monitor staffing for both our ePMO and implementation vendor teams for both adequacy and competency in alignment with approved Staffing Management Plans. We will verify that training needs are met by PRMP and vendors.

As part of project planning, our team, led by our Lead Project Manager, will develop the Staffing Management Plan as a component of the overall Project Management Plan. The Staffing Management Plan describes the approach to establishing and maintaining the staff necessary to accomplish the goals of the Puerto Rico MES projects on time and on budget. We will develop this plan using our ADM and our knowledge of human resource needs from our more than 30 years of experience working with Medicaid agencies. The plan covers the skill sets, qualifications, and experience of project staff and defines their roles and responsibilities on the project. It also depicts how each project team is structured and lines of accountability through an organizational chart.

Our resource management approach includes working with stakeholders to clearly articulate the resources, roles, and activities required to deliver a high-quality solution that addresses the project requirements. Using this approach, our team will collaborate with the PgMO to verify that the Staffing Management Plan defines resource needs for all in flight projects. The staffing models will balance current needs, capacity and people to monitor possible staffing surges as outlined in Figure 9. Our staffing process will include managing the onboarding and offboarding of project staff including training, ePMO systems access, and transition assistance.

Effective resource management is more than just acquiring the right team – it involves equipping individuals with a common understanding of team member roles in the project. Establishing a common understanding of accountability and responsibility for project work is especially important when working with multiple projects and teams with interdependent workstreams. Our team will develop a RACI (Responsible, Accountable, Consulted, and Informed) Matrix that details the responsible contacts to project services and deliverables.

Resource management is a continuous and ongoing activity. Managing project staff requires evaluating needs as project work begins, changes, or ends. Our team will evaluate and update Staffing Management Plans, including the organization chart, to support evolving resource management needs. We will monitor the availability, allocation, and performance of all resources required to complete project activities to identify instances of potential staffing shortages and/or over utilization. We will communicate and escalate any issues related to project staffing and will work to resolve them.

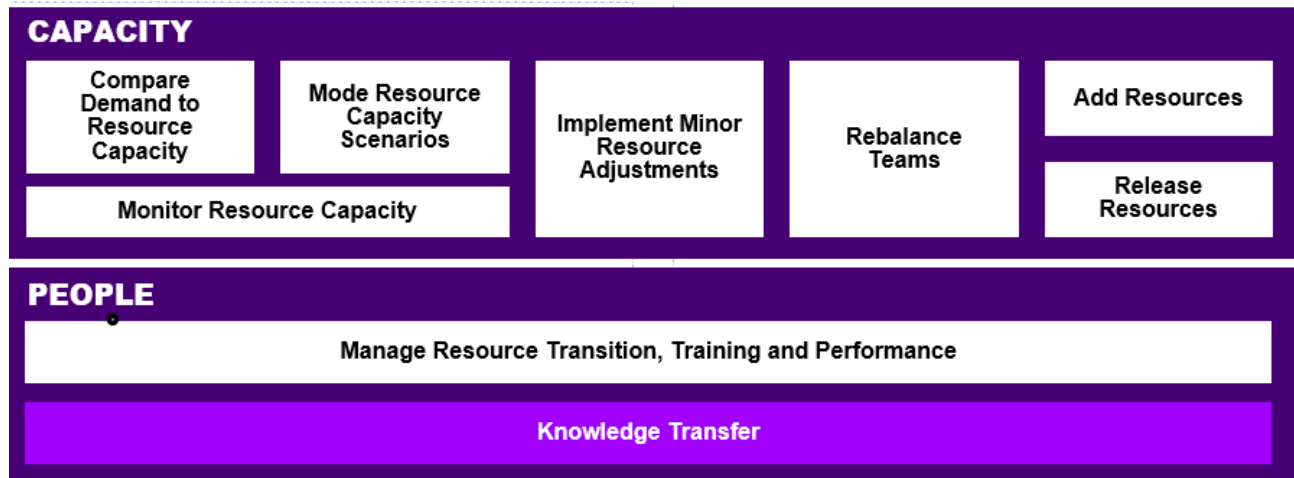


Figure 9: Accenture leverages capacity and people to meet PRMP needs at all times

5.5. Approach to Risk and Issues Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

Risks and issues are inherent in every project, especially projects the size and complexity of Medicaid programs. Our team brings decades of project management experience and Medicaid industry expertise to be able to foresee risks and issues early in the project life cycle. The team brings in-depth knowledge of best practices to identify, assess impact, define mitigation strategies, and monitor and report on project risks. We use an in-depth risk management process based on ADM, as outlined in Figure 10.

Accenture will provide a Risk and Issues Management Plan that provides a rigorous approach and process for managing and mitigating risks and resolving issues for complex Medicaid project implementations. The Risk and Issue Management Plan and processes align with Project Management Institute (PMI) Project Management Book of Knowledge (PMBOK) standards. The plan will describe our process to identify risks, perform qualitative and quantitative risk analysis, address risk response and mitigation plans, and describe how we control and review risks. A key component of our risk management process is development of a Risk Register. The Risk Register is a log of risks that could occur during the project, and the risk's level of impact, potential cost, and likelihood of occurring. We prioritize each risk, so we can address those with the highest impact, likelihood, and probability first. We record additional information for high- and medium-priority risks, including mitigation actions, contingency plans, responses, and the name of individual(s) responsible for monitoring and responding to the risk. Each risk has a logical milestone or date at which its likelihood increases, decreases, or ceases to be a risk. If a risk becomes an issue, we regularly review the issue through to resolution. Each issue is assigned an owner, action plan and target closure date. Issues are escalated using the approved governance structure. Issues are tracked through the Issue Register.

We operate with a culture of transparency and open communication with our clients. We will escalate risks and issues early and work with PgMO to define risk mitigation strategies and resolutions. We will facilitate collaboration between Medicaid enterprise and non-Medicaid enterprise stakeholders for any relevant risks or issues.

Our team will bring their expertise on risk identification and mitigation and issues resolution gained implementing and maintaining integrated eligibility solutions in states like Arizona, California, Idaho, Iowa, Kansas, Ohio and working with large Medicaid agencies such as Texas, North Carolina and Massachusetts to benefit PRMP. This enables our team to avoid common risks by bringing best practices like establishing common standards across projects up front, using industry standards where possible for data integrations, incorporating quality assurance activities, and including enough planning and effort for change enablement and training.

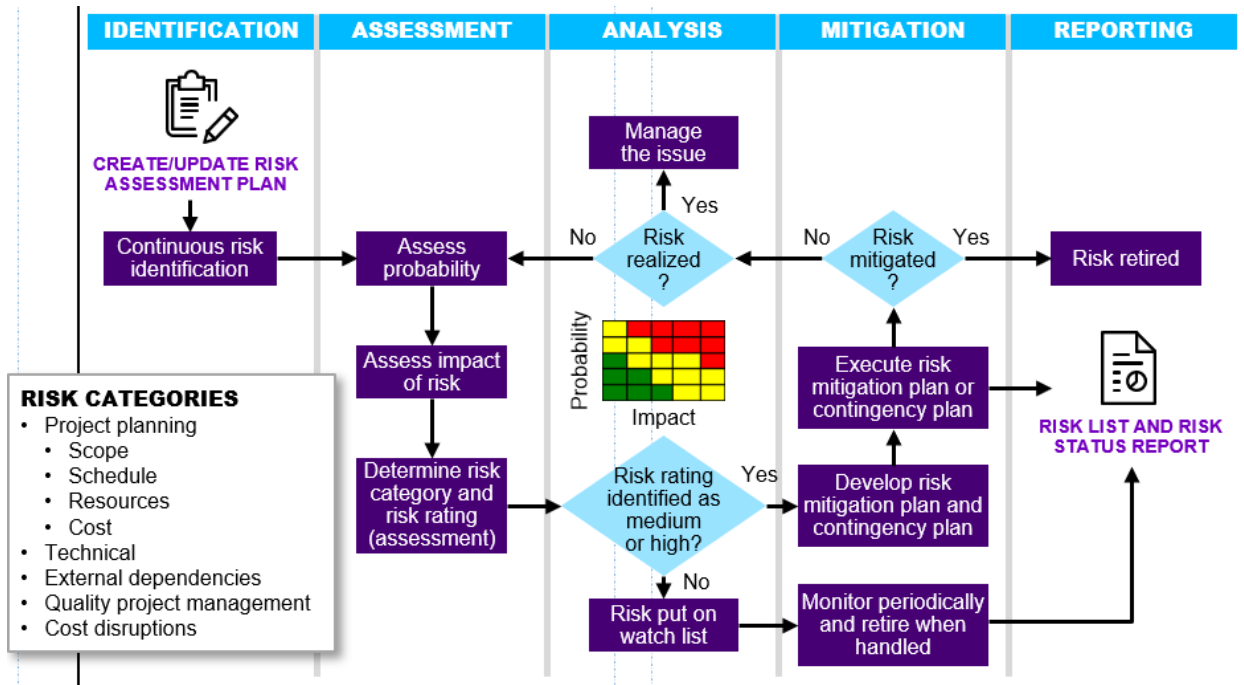


Figure 10: Our Risk Management Plan identifies risks early on and avoids schedule and quality discrepancies.

5.6. Approach to Budget and Cost Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

Managing and controlling costs are an important aspect of any project; however, this is even more critical for Medicaid where dollars spent on program administration come at the expense of delivering vital services to those most in need. When describing a successful project, many may use words similar in meaning to "high quality outcomes delivered on time and budget." Cost management, an integral part of a successful project, establishes the procedures for efficiently controlling costs enabling the project to be completed within the approved budget and contract terms. It also considers the effect of project changes and decisions that would impact the cost of completing the project.

Our Cost Management Plan summarizes the project's processes to manage cost, including:

- Cost Planning – Reviewing program goals and identifying the approach and metrics to track and monitor costs
- Cost Estimating – evaluating factors affecting project costs like scope, resources, software/hardware/licensing, schedule, risk contingencies and quantifying and predicting project costs based on factors evaluated in cost planning
- Cost Baseline – the approved budget that can only be modified through the change management process
- Cost Controlling – ongoing assessment of costs against the cost baseline, including monitoring earned value metrics and trends like Cost Performance Index

Cost and budget management is a continuous process of financial stewardship. Using the approach described above, Accenture will manage to the approved budget and monitor and report on actual and projected project costs per the Cost Management Plan. We will develop a communication cadence, including through weekly and monthly status reports, to report on the budget and cost status including tracking documents, budget projections and any issue or risk escalations. We will communicate any foreseen under or over budget in a timely fashion and work with all the stakeholders to mitigate and resolves risks and issues related to budget and cost management. We'll work collaboratively to determine the best approach to manage cost for PRMP projects, be it through earned value metrics or other means that can be found in the Accenture Delivery Methodology. Figure 11 depicts tools, based on our decades of cost management experience, that we could use to measure cost progress.

We help perform budget and cost management for numerous public sector clients. Figure 12 highlights how we helped CMS monitor and control project costs, including enabling CMS to strategically plan and execute against contract budget for planned 2021 Marketplace objectives, reprioritize capabilities to maximize value of the contract, and reduce costs.

ACCENTURE COST MANAGEMENT TOOL	BENEFITS FOR PRMP
Work Plan	Manage cost, effort, and schedule
Risk Tracking Tool	Measure risk base
Defects/System Change Request Tracking Tool	Inventory of system change requests and defects, document system changes, test cycle updates, and re-test results
Deliverable Tracking	Sets deliverable dates: “planned” and “actual”

Figure 11: Cost management tools developed based on decades of Cost Management experience

Since 2014, the **Centers for Medicare & Medicaid Services (CMS)** has closely partnered with Accenture to overhaul, redesign, improve — and fully modernize — the Federal Exchange for the future. This transformation successfully supported more than 9 million consumers and 400 issuers across 38 states — all while working in concert with more than 30 service providers and 19 hardware and software vendors.

Within eight weeks, Accenture delivered significant technical improvements to the website, stabilizing it during the peak of HealthCare.gov’s initial enrollment period. The complexity of this project required AFS to work with CMS to implement strong governance and program management, technology discipline, and innovation to deliver successfully, enabling millions of Americans to enroll and get access to healthcare. AFS works aggressively to manage cost, schedule, and quality risks, which includes management of a 10,000+ task integrated schedule.

Accenture effectively manages contract complexity and costs through proactive and comprehensive reporting and with an overall high degree of accuracy and very little fluctuation on a month-to-month basis. AFS works closely with CMS to control cost and address cost risk in a very open and transparent manner and took several actions to support cost-related risk mitigation. Additionally, Accenture manages all contract commitments on time and within budget. The team uses project management principles to provide accurate, detailed, and timely data on budgets, schedules, resources, and risks for effective decision making.

- ★ **20** PMO professionals
- ★ Accurate and reliable cost projections, within an approximately **+/-1 percent range** for the 6 prior consecutive years
- ★ Accenture provides CMS with tailored and extensive **Earned Value Management (EVM) reporting** and established more than 500 cost collectors and 1,000 work packages for detailed cost tracking.
- ★ **100%** on-time submission of **3,000+** contract deliverables

Figure 12: Accenture performs effective cost management for CMS.

5.7. Approach to Integration Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

As a multi-vendor, multi-agency environment, PRDoH interacts with a multitude of outside health organizations, entities, and stakeholders. The benefits of a multi-vendor environment include best of breed execution, diversity of talent and capability, use of individual domain experience, and diversification for delivery continuity. These benefits also present several challenges in managing standardized processes for clear program oversight. Accenture has experience performing project management services and operating in a multi-vendor environment and has learned a few lessons along the way. It is critical that all vendors understand the program/project vision and strategy as defined by PRMP.

Standardization of processes and approach to deliverables and other project tasks are critical to delivering successful outcomes aligned to business value. To confirm a standard set of processes are followed across all vendors and projects, Accenture would use its vast experience and best practices in ADM to tailor a multi-speed Delivery Framework that caters to PRMP specific requirements. The Delivery Framework would include a standard set of tools, techniques and processes that would help vendors and project teams have a common understanding and set of repeatable procedures to follow but also take into consideration project-specific requirements. The framework would have predefinition of specific deliverables and artifacts and include the processes, guidelines, checklists, templates, and tools as dictated by the selected methodology whether waterfall or Agile.

Accenture will work with the PgMO to confirm our understanding of the Puerto Rico Medicaid environment, shown in Figure 13, and requirements. We will establish and maintain the project-specific schedule, and enterprise schedule to provide PRMP an enterprise wide, multi-project, and project-specific insight into the health of the various in-flight projects. We will continuously assess and identify areas of improvement for integration across service areas and work with PgMO to determine an approach for its implementation.

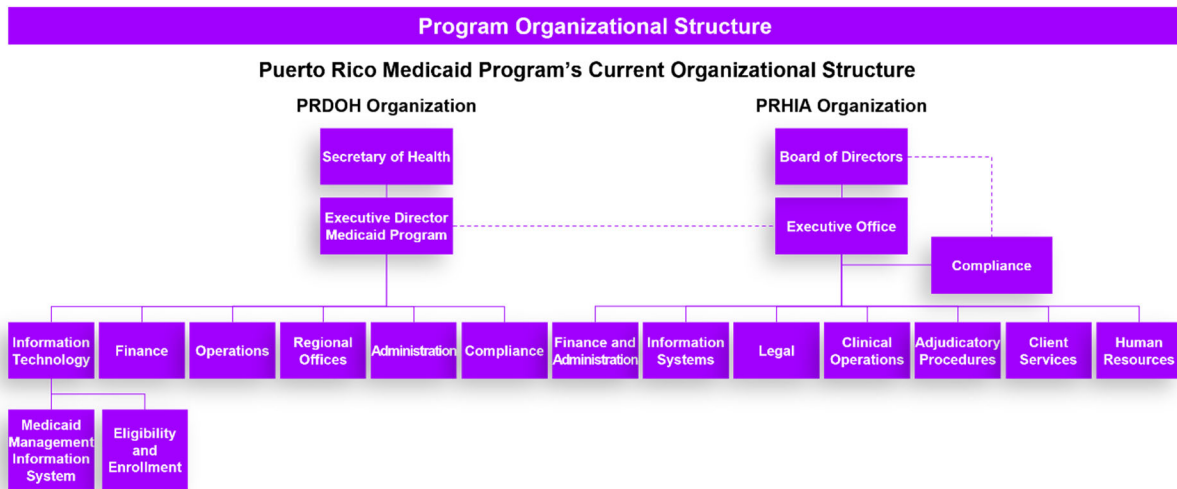


Figure 13: Accenture's understanding of the current Puerto Rico Medicaid environment

5.8. Approach to Testing Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

Our team brings in-depth experience and expertise in testing management. We use our testing methodology, Accenture Delivery Methods (ADM) for Testing, which supports agile and waterfall projects. ADM for Testing, illustrated in Figure 14, has a specific focus on enterprise testing efforts, to support broad programs like PRMP. We will use this approach to guide PRMP projects and Implementation Vendors to incorporate a cohesive test management approach that will encourage integration and standardization across projects.

Accenture will provide oversight for testing efforts across in-flight projects. We will use our proven processes from ADM to track and monitor testing plans, activities, and results. This will include establishing a common approach to plan, prepare, execute, and report on tests in various testing phases, including system testing, unit testing, user acceptance testing, regression, performance, and integration testing. Our team will support PRMP stakeholders with UAT logistics, such as system access details for end users, schedules, processes, and environment setup. Our team members proficient in Spanish will provide Spanish translations for UAT test cases as needed.

Our team will track, monitor, and report to stakeholders on the testing progress. We will review test results for compliance and quality for each test phase and report the results to stakeholders. We will support PRMP in creating a central repository for all defects across projects and provide a standard test progress and defect tracking reports with key metrics such as Planned vs. Actual Percentage Complete; Number of Open/Closed Defects; and Defects by Priority, Age, and Type.

In a multi-vendor environment where systems are highly integrated to support business processes, like that in a Medicaid enterprise, it is critical to establish standards and approaches to manage and monitor testing across systems and projects. Successful testing in an integrated environment requires that teams start planning for testing early, communicate effectively and often with all stakeholders, and establish the appropriate coordination throughout the testing phase. This includes identifying appropriate contacts, communicating expectations for testing processes and timing, and understanding and accounting for sensitive data and data anonymization as applicable. Our team will support PRMP in managing testing across projects and systems by establishing the framework and processes for monitoring test progress and discussing testing issues like defects or schedule delays that affect multiple systems, vendors or projects.

Our team will establish a cadence of status reporting on test progress, defect tracking and related project or global impacts so that the stakeholders have timely and up to date insight into project and enterprise health. We will escalate early and often if we foresee any impacts on schedule caused by testing delays, issues, or risks. Should such impacts occur, we will work with the PgMO to quickly identify resources that can support the testing effort so that project or program impact is minimized.

Accenture brings extensive experience and credentials in testing to PRMP. Some of these are shown in Figure 15. We have specific experience supporting testing for integrated eligibility and MES solutions across North America, enabling us to bring best practices and lessons learned to PRMP.

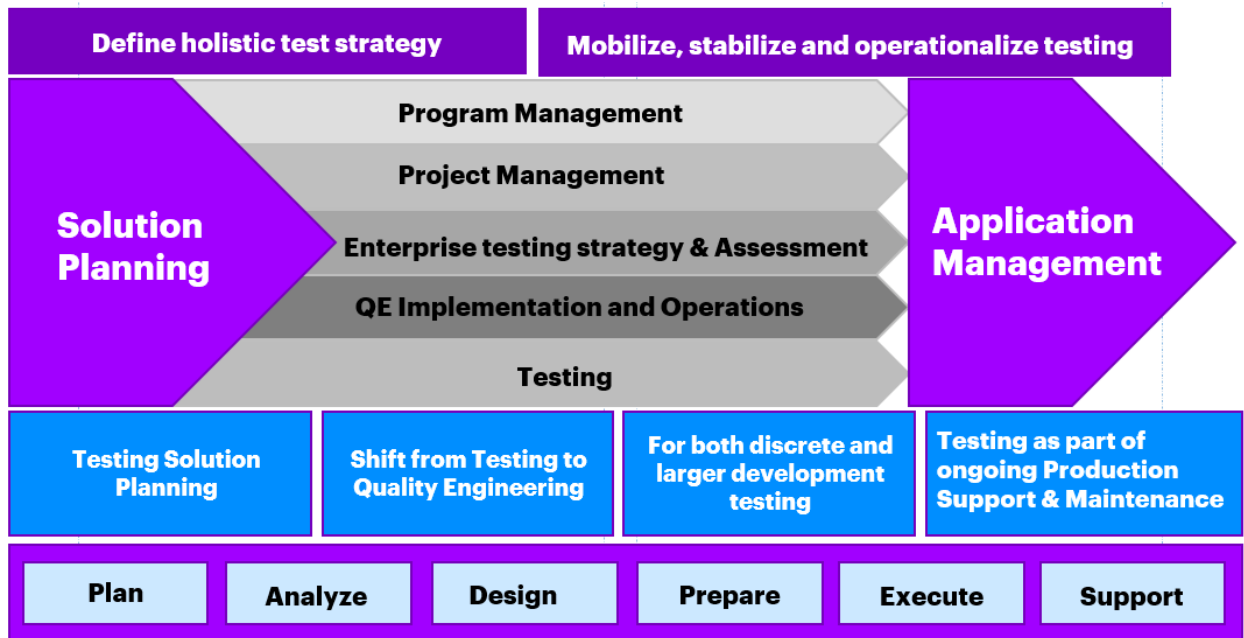


Figure 14: ADM for testing is a comprehensive program that encompasses every aspect of testing



Figure 15: Accenture has decades of testing experience

5.9. Approach to Quality Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

Accenture has field-tested quality assurance methodologies, standards and processes that we have applied and adapted for projects to validate services are provided on time, on budget, with high quality, and free of defects. Our quality and improvement philosophy and concepts are embedded into our organization as part of our standard processes and methodologies that we use to run our engagements and business. We execute a multi-layered approach to quality assurance that addresses client expectations, relationships, service and delivery quality, and process and delivery excellence. Accenture's quality management approach depicted in Figure 16 promotes high quality project planning, project activities and deliverables.

We begin planning for Quality Management at the onset of the project by establishing the quality policies, responsibilities, and metrics that enable the teams to achieve the goals and objectives defined for the project during implementation and operations. We would work with the PgMO to establish, author, and adhere to a Quality Management Plan that comprises three critical processes:

- Quality Planning – establishes the quality standards applicable, including deliverable acceptance criteria, and lays out the steps to achieve those standards.
- Quality Assurance – implements the activities necessary to confirm processes are being followed to achieve the agreed-to contractual requirements for projects.
- Quality Control – encompasses monitoring and measuring project outputs to establish compliance with defined standards and incorporates performance improvements where appropriate.

We will also provide a Performance Management Plan that will define our approach to measuring, monitoring, tracking, and reporting on the performance of project activities by PRMP, the System Integrator (SI), additional Puerto Rico government agencies, and service providers. It will define our approach to monitor and track completion of project deliverables against quality standards and SLAs. Accenture will develop reporting to provide executive leadership timely and accurate insight on the progress towards the project goals. We will provide reporting on quality goals and deliver a bi-monthly SLA Report that documents Implementation Vendor compliance with SLAs with details on any non-compliance. We will escalate any instances of an Implementation Vendor's non-compliance with quality standards or SLA's and work with PRMP and the PgMO on recommendations for improvements.

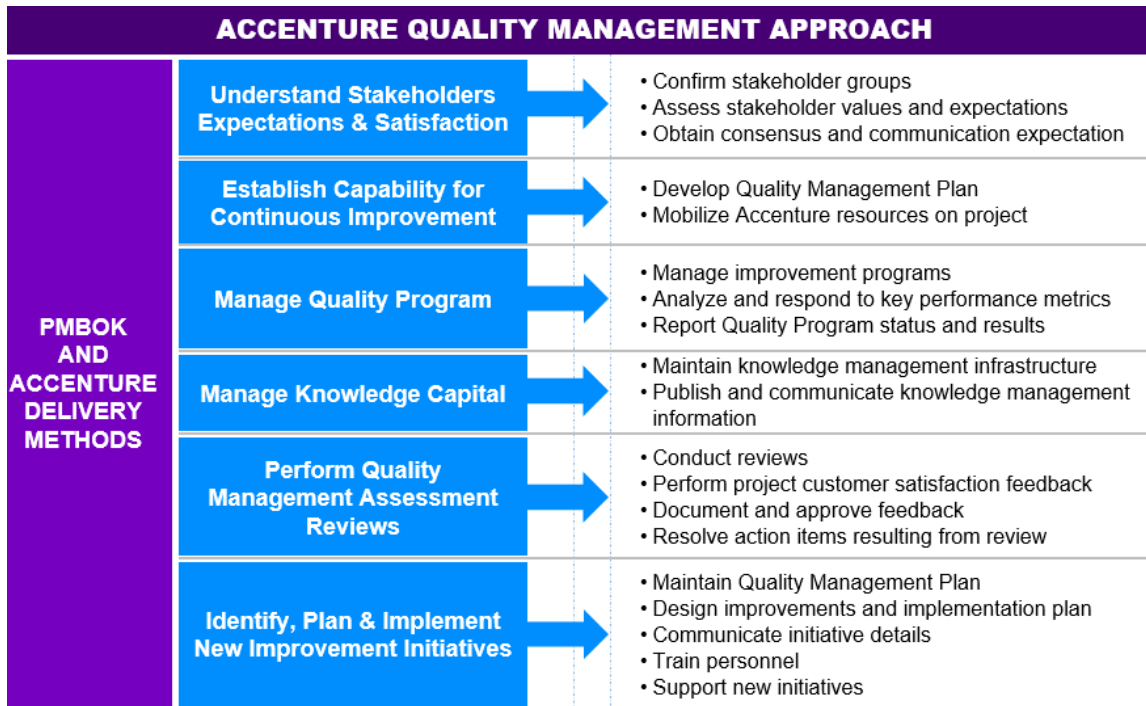


Figure 16: Our Quality Management approach supports high quality project outcomes

5.10. Approach to Communications Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

We begin Communications Management activities at the onset of the project and put them into practice throughout delivery. We will use Communications Management processes to address communication needs from a holistic perspective. Through the development of a Stakeholder Management Plan and Stakeholder Analysis, we will work with the PgMO to identify and confirm each stakeholder group affected by the project, assess their communication needs.

Using the Stakeholder Management Plan and Stakeholder Analysis, we will create a detailed Communication Management Plan that identifies the key messages and the frequency, communication channel, and format most appropriate for each stakeholder group to manage engagement throughout the project. The plan will help confirm that various audiences reach the proper stages of commitment in relation to the project's implementation timeline. Figure 17 depicts a standard process from ADM for developing a Communication Management Plan.

We are dedicated to creating an environment of open and honest communication founded on transparency and stakeholder awareness. Our approach to communication management supports stakeholder coordination, engagement, and satisfaction by verifying projects maintain open lines of communication and proper coordination across key project stakeholders.

Our communication efforts will include formal status reports, informal communications, and stakeholder participation and communications. Our team will verify that production and review of materials occurs in a timely and thorough manner ensuring data reliability. Status reports will be available both weekly and monthly, be tailored to specific CMS format requirements, and input into the Monthly CMS Project Status Reports.

Our PMO team will manage preparation for any state and federal reviews, including but not limited to, helping prepare for the visit, preparing presentation documentation and material, and any other project-related documents needed. We will support PRMP in responding timely to requests for reports or information required by various federal or territory-related entities and in explaining requested modifications and enhancements in detail to allow the business entities to work with the Implementation Vendor to resolve such requests.

We have led communications for many complex initiatives, including at NCDHHS and the Texas Health and Human Services Commission (HHSC), and we will use this experience to guide our communications on the PRMP ePMO Project. Accenture's experience communicating with technical and business stakeholders will be a large asset in developing communications both within and outside of PRMP. As an experienced Medicaid project management provider, we will work with PRMP to facilitate stakeholder interaction at all phases and provide consistent communication via both meetings and quality communication documents.

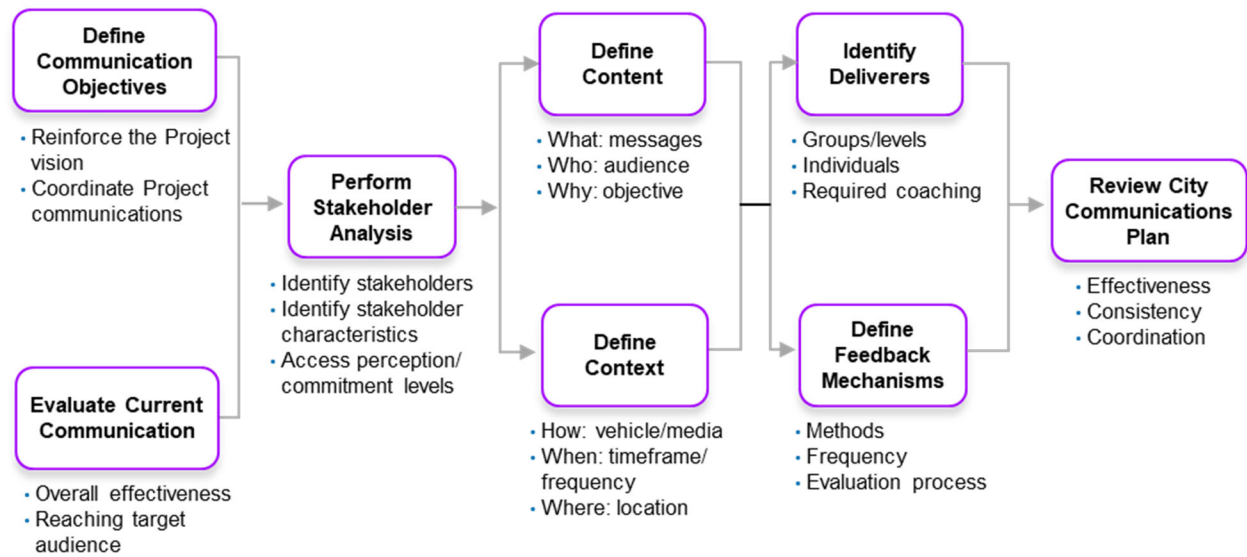


Figure 17: ADM includes a repeatable Communication Management process that customizes messages and delivery channels for each stakeholder group.

5.11. Approach to Change Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

Puerto Rico Medicaid has a long-standing staff, and we both appreciate and respect the methods that have allowed the program to flourish throughout the years. Our first objective will be to understand the current management structures, the way staff communicate, collaborate and the issues they have identified through their years of work for Medicaid. Our goal is to apply a rigorous process for change management so we can work with you to meet expectations for business value, delivery schedule, and budget utilization. Our team is well versed in the delivery disciplines of design, build, test, dependency management and scheduling. We will conduct preliminary sessions with stakeholders to determine the priority of a change and consider constraints such as policy, legislative and federal deadlines, budgets, and external dependencies. We will comply with your change management policies and procedures. We will leverage our business and technology expertise to propose thoughtful and cost-effective solutions to specific business problems, as well as potential technical enhancements such as tooling improvements or major software upgrades. We will also support meaningful prioritization discussions, based on the best use of schedule and available capacity.

Accenture will develop and leverage a Change Management Plan to identify and manage changes in scope, resources, schedule, and/or budget to identify which service areas require support in executing the Change Request process and to complement the Implementation Vendor's Change Management Plan. The plan will verify any proposed changes to any aspect of the program management plan are documented, controlled, monitored, and implemented with minimum disruption to the services being delivered, using the Change Request tool. The process will tightly integrate with any existing PRMP change management processes. The plan will be used by all parties to confirm that cross-vendor impacts, and dependencies are identified. Processes and flow diagrams for the involved steps, including conflict resolution, are a part of this plan. We will work with PRMP to identify specific diagrams and processes to be documented in this plan.

Accenture will manage Change Request (CR) forms and hold CR development, status, and review meetings with the relevant service areas and decision-makers. In addition, our team offers support in aligning the CR management plan to the implementation vendor's plan and provides change request assessments, reports, responses, review, objective decision-making and metrics to track progress.

5.12. Approach to Certification Management and Expertise

Describe the vendor's approach to performing these services as described in **4. Statement of Work** of this RFO.

Accenture will support PRMP, the PgMO, and the project implementation vendor throughout all phases of the CMS certification process shown in Figure 19. We will provide project management services to help PRMP achieve MES certification. Our team will identify certification activities during project planning and development of the Master Project Schedule and Project Work Plan that support program CMS certification efforts.

As part of our efforts, we will review the Certification Plans that define the roles and responsibilities and processes and procedures to support initial certification activities and ongoing compliance for MES solutions. Examples of certification activities in the plan include cataloging and providing supporting documents or artifacts necessary for certification activities, such as Operational Readiness Review (ORR) and Certification Review (CR) presentations and demonstrating and reporting on outcome statements and KPIs. Accenture will also work collaboratively across PRMP and with the implementation vendor to maintain compliance through the processes outlined in Figure 18.

To facilitate certification management, we will work with the PgMO to establish a document repository for the PRMP, the PgMO, and project implementation vendors to store certification plans, artifacts, and deliverables. This repository serves as the centralized storage for technical, operational, and program-related information required for the certification requirements. This provides the stakeholders a single location to access and review all certification documentation and deliverables. Our team will support the PRMP with updates to documentation and plans as needed to facilitate CMS certification. In addition, we will hold regular status meetings with service area teams to monitor and support CMS certification activities. Associated meeting agendas and minutes will also be stored within the document repository.

CMS is transitioning from a certification process based on MECT checklists to the Outcomes Based Certification (OBC) process. We know that the OBC process, shown in Figure 19, will focus on how well MES modules support desired business outcomes rather than conducting multiple project milestone reviews against the MECT checklists. Our team has knowledge and experience of the OBC process from our ongoing collaboration with CMS and our work with the states of North Carolina on their Medicaid Transformation project and Texas Medicaid on their EVV certification. For example, for the Texas Health and Human Services Commission (HHSC), our team was responsible for understanding the outcome statements, evaluation criteria and evidence, and key performance indicators (KPIs) required to certify the EVV solution and demonstrate performance of the system over time. We supported completing the certification intake form and tracking against the evaluation criteria and required evidence. In November 2020, we worked with Texas HHSC and CMS to complete the Operational Readiness Review ahead of receipt of final CMS approval on the certification in January 2022. Accenture has supported Texas HHSC in reporting quarterly KPIs to CMS for the EVV program since January 2021. Our expertise and experience within this process positions PRMP achieving CMS certification and meeting CMS requirements for enhanced funding.

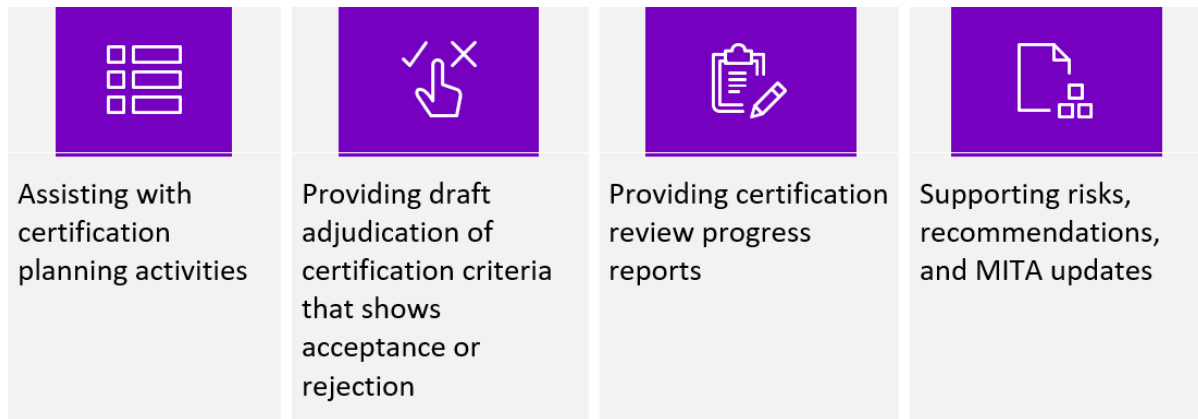


Figure 18: Accenture facilitates compliance through tried and tested activities

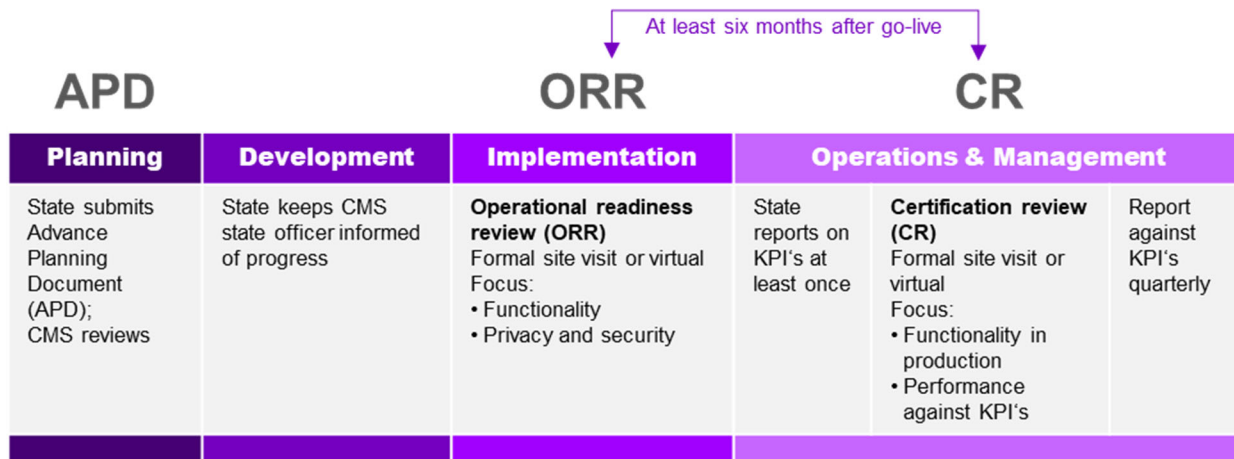


Figure 19: CMS Medicaid Enterprise Certification Lifecycle Process

5.13. Approach to Transition to Maintenance and Operations Management

Describe the vendor's approach to performing these services as described in 4. **Statement of Work** of this RFO.

Accenture uses Accenture Delivery Methods (ADM) to guide our approach to both transition to ongoing maintenance and operations and turnover services at the end of the contract to PRMP or another vendor. ADM provides proven processes to support an effective and low risk transition.

Our approach to transition is shown in Figure 20. We combine rapid-delivery capabilities, thought leadership, and industry and functional skills to facilitate an effective transition to ongoing operations and management of ePMO services described in Sections 5.1 – 5.12. We have a demonstrated record in service transition, successfully executing complex transitions for Integrated Eligibility and Medicaid projects. For example, we recently completed all transition activities and executed a successful cutover of Arizona's eligibility and determination system, HEAplus, without any outages, service disruptions, or major issues.

Similarly, we will use our demonstrated transition methodology, ADM for Service Termination depicted in Figure 21, which enables us to bring standardized processes and tools that can help minimize change impacts and reduce service disruption for PRMP. Our methodology will fully equip PRMP with the information, documentation, processes, and procedures needed to effectively and confidently operate the ePMO project. Designed as a reverse transition, it is structured to facilitate our planning, mobilization, and turnover of the project and our services. We will develop and submit a Turnover and Closeout Management Plan that will describe the responsibilities, processes, and approach, with a focus on knowledge transfer, to support the transition. The plan will also include details on communication and status reporting on transition activities and processes and criteria for verifying completion of transition of all PRMP assets. The Turnover Results Report will be delivered upon completion of activities described in the Turnover and Closeout Management Plan.

During the transition, we will maintain contractual services and service levels, while transitioning the work to PRMP or a successor contractor. We will provide operations support, training, and documentation for successful completion of tasks assigned to Accenture in the Turnover and Project Closeout Plan. We will approach transition planning activities using our experience coupled with our awareness of the critical importance of a successful transition that provides PRMP with a reliable, knowledgeable ally for transition planning and execution. Accenture is committed to the success of the PRMP program and the high quality of services provided to the citizens of Puerto Rico. We pride ourselves in being true to our core values of integrity and stewardship, which would guide our relationship with PRMP staff or a successor contractor.



Figure 20: Accenture Delivery Methods (ADM) for Service Transition

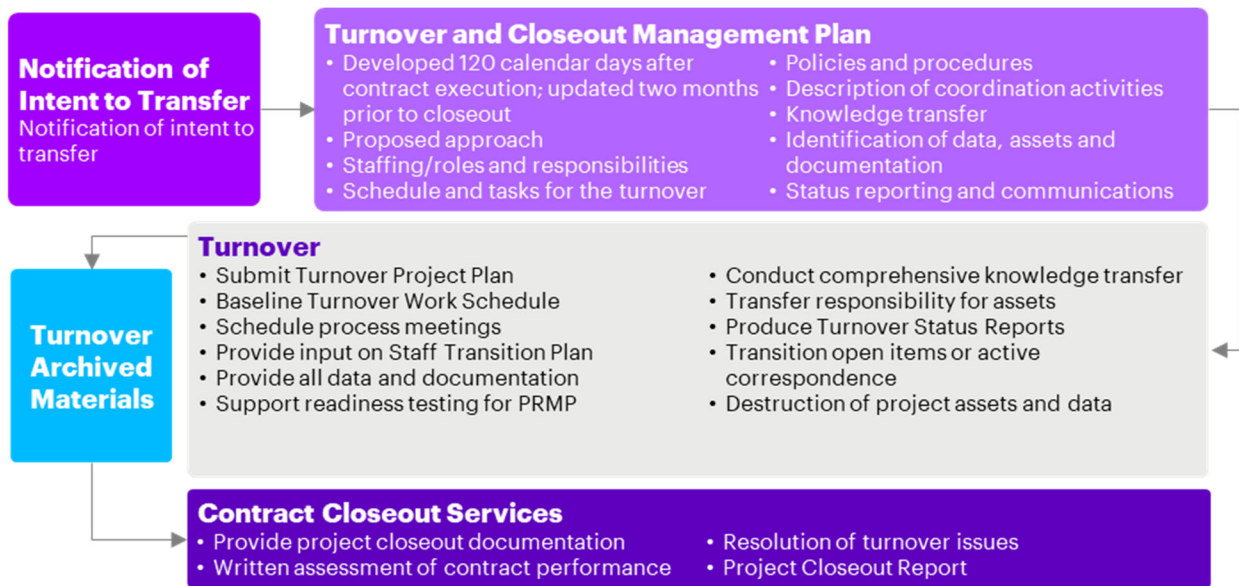


Figure 21: Accenture Delivery Methods (ADM) for Service Termination



06

Attachment G: **Terms and Conditions Response**

6. Attachment G: Terms and Conditions Response

This section describes the Terms and Conditions of the RFO, the PRMPs expectations of vendors, and compliance with federal procedures.

6.1. Title Page

The vendor should review **Attachment G: Terms and Conditions Response** signing each provided signature block using blue ink in order to note the vendor's acknowledgment and intent of compliance. The vendor should identify any exceptions to the Terms and Conditions. If exceptions are not noted in **Attachment G: Terms and Conditions Response** of the RFO but raised during contract negotiations, PRMP reserves the right to cancel the negotiation if, at its sole discretion, it deems that to be in the best interests of PRMP.

6.2. RFO Terms and Conditions

RFO Terms and Conditions consist of provisions throughout this RFO. Moreover, these provisions encapsulate instructions, State and federal procedures, and PRMP's expectations of the vendor when submitting a proposal. The vendor should understand and strictly adhere to the RFO Terms and Conditions. Failure to follow any instructions within this RFO may, at PRMP's sole discretion, result in the disqualification of the vendor's proposal.

Please provide an authorized signature stipulating the vendor's acknowledgment, understanding, and acceptance of these RFO Terms and Conditions.



Printed Name / Signature of Authorized Personnel

03/18/2022

Date

6.3. Customary Terms and Conditions

The selected vendor will sign a contract with PRMP to provide the goods and services described in the vendor's response. The following documents shall be included in any contract(s) resulting from this RFO:

- **Appendix 3: Service-Level Agreements and Performance Standards**
- **Appendix 6: Proforma Contract Draft** *inclusive of HIPAA Business Associate Agreement*

Please provide a signature stipulating the vendor's acknowledgment, complete review, and acceptance of these documents.



Printed Name / Signature of Authorized Personnel

03/18/2022

Date

If the vendor is NOT taking exceptions to any of PRMP Customary Terms and Conditions, then the vendor needs to provide a binding signature stipulating its acceptance of these documents. If the vendor is taking exceptions to any of PRMP Customary Terms and Conditions, then the vendor should write 'Taking Exceptions' on the line below and should follow the instructions for taking exceptions, as listed in Attachment G: Terms and Conditions Response, Section 6: Exceptions.

Taking Exceptions

Printed Name / Signature of Authorized Personnel

03/18/2022

Date

6.4. Mandatory Requirements and Terms

The following items are Mandatory Terms and Documents. Please be advised, the vendor should provide its affirmative acceptance of these items in order to move forward with consideration under this RFO.

- **Attachment E: Mandatory Requirements**
- Prior to the Contract resulting from this RFO is signed, the successful vendor must be registered with the “Registro Único de Proveedores de Servicios Profesionales” (RUP) from the Puerto Rico General Services Administration (ASG) and with the Puerto Rico Treasury Department (Hacienda) for the collection of sales and use tax (IVU) as a provider (if applicable) in the Internal Revenue Unified System (SURI). PRMP shall not award a contract, unless the vendor provides proof of such registration or provides documentation from the Puerto Rico Treasury Department that the Contractor is exempt from this registration requirement in the SURI system. The foregoing is a mandatory requirement of an award of a contract pursuant to this solicitation. For more information, please refer to the PR Treasury Department’s web site <http://www.hacienda.pr.gov>
- Prior to the Contract resulting from this RFO is signed, the successful vendor must provide a Certificate of Insurance issued by an insurance company licensed or authorized to provide insurance in Puerto Rico. Each Certificate of Insurance shall indicate current insurance coverages meeting minimum requirements as specified by this RFO. A failure to provide a current, Certificate of Insurance will be considered a material breach and grounds for contract termination. A list of the Insurance policies that may be included in this Contract are provided in

Appendix 6: Proforma Contract Draft.

- A performance bond may be required for this RFO.
- **Appendix 2: Service-Level Agreements and Performance Standards**
- **Appendix 6: Proforma Contract Draft** inclusive of HIPAA Business Associate Agreement

Vendors that are not able to enter into a contract under these conditions should not submit a bid.

Please provide an authorized signature stipulating the vendor’s acknowledgment, understanding, and acceptance of the Mandatory Requirements and Terms stipulated in this section.



Printed Name / Signature of Authorized Personnel

03/18/2022

Date

6.5. Commercial Materials

The vendor should list any commercial and proprietary materials it will deliver that are easily copied, such as Commercial Software, and in which PRMP will have less than full ownership (“Commercial Materials”). Generally, these will be from third parties and readily available in the open market. The vendor need not list patented parts of equipment.

Accenture Delivery Methods are proprietary delivery approaches based on industry standards and will be leveraged for the purposes of this engagement. We do not anticipate using commercial products other than Project Management tools, Microsoft Office products etc.

6.6. Exceptions

The vendor should indicate exceptions to PRMP’s Terms and Conditions in this RFO. Any exceptions should include an explanation for the vendor’s inability to comply with such term or condition and, if applicable, alternative language the vendor would find acceptable. Rejection of PRMP’s Terms and Conditions, in part or in whole, or without any explanation, may be cause for PRMP’s rejection of a vendor’s Proposal. If an exception concerning the Terms and Conditions is not noted in this response template, but raised during contract negotiations, PRMP reserves the right to cancel the negotiation, at its sole discretion, if it deems that to be in the best interests of PRMP.

The terms and conditions of a vendor’s software license, maintenance support agreement, and SLA, if applicable, will be required for purposes of contract negotiations for this project. Failure to provide the applicable vendor terms, if any, as part of the RFO response may result in rejection of the vendor’s proposal.

Instructions: Identify and explain any exceptions to PRMP’s terms and conditions using the tables provided below, adding tables, as needed. If no changes are listed, the vendor is indicating that no changes to the Terms and Conditions are proposed and that the vendor intends to accept them as written if the vendor’s Proposal is selected. Mandatory Requirements and Terms noted in this RFO are non-negotiable.

The vendor may add additional tables, as appropriate.

Do not submit vendor’s Standard Terms and Contracting Provisions in lieu of stipulating exceptions below.

Making revisions to PRMP statutes and regulations is prohibited.

PRMP has no obligation to accept any exception(s).

6.6.1. Exception #1 – Section 4 Compensation

Table 28: Exception #1

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor's Terms, If Any Provided As Part Of The RFO Response
Section 8.6 Appendix 6: Proforma Contract Draft - Section 4 – Compensation. Last paragraph	Accenture is able to comply with most of the requirements requested by Client, however, Accenture would like to request this minor change in this paragraph based on Accenture's current parameters of billing.	The FIRST PARTY shall verify the invoices within twenty (20) working-calendar days of the receiving date of the invoice and, if they comply with the requirements set forth in this Agreement, it will process the payment to the SECOND PARTY within thirty (30) days of the approval of the invoice. The FIRST PARTY will promptly notify the SECOND PARTY any questions regarding invoices so that the SECOND PARTY can receive timely payment. Any edits or resubmittal of invoices requested by the FIRST PARTY shall restart the clock for time for submittal. The procedure for acceptance of deliverables is defined in the FIFTH CLAUSE, from which invoices must include, as attachments, all receipts of accepted final deliverables as proof of acceptance.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

6.6.2. Exception #2 – Section 11 Intellectual Property

Table 29: Exception #2

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor's Terms, If Any Provided As Part Of The RFO Response
Section 8.6 Appendix 6: Proforma Contract Draft – Section 11 – Intellectual Property.	Accenture agrees the Client may retain title to intellectual property created hereunder. However, Accenture would like to discuss obtaining a license back to such intellectual property and the rights to modifications and enhancements to its pre-existing IP, along with residuals rights. Accenture seeks to protect its IP rights in order to provide these services and future services to other clients.	Each Party (or its licensors as applicable) shall retain ownership of its intellectual property rights, including patents, copyright, trade secrets and other proprietary rights ("IP") which were existing prior to each SOW, as well as its know-how and any IP developed, licensed or acquired by or on behalf of a Party or its licensors independently from the Services or the Deliverables, in each case including any modifications or derivatives (collectively "Pre-Existing IP"). Client grants to Accenture (and its subcontractors), during the term of each SOW, a non-exclusive, fully paid, worldwide, non-transferable license to use Client's Pre-Existing IP (and shall obtain the same license/consent as required from any third-party), solely for the purpose of providing the Services and Deliverables. Except for Pre-Existing IP and third-party materials in the Deliverables, all IP in the Deliverables is assigned to the Client. Client grants Accenture a non-exclusive, fully paid, sublicensable, worldwide license to use the Deliverables (and no Client Confidential Information may be shared or exposed to others). Accenture's Pre-Existing IP embedded in Deliverables may not be used separately. Accenture grants to Client, subject to any restrictions applicable to any third-party materials embodied in the Deliverables, a perpetual, worldwide, non-transferable, non-exclusive, irrevocable right and license to use Accenture Pre-Existing IP embedded in Deliverables for purposes of Client's and its affiliated companies' use, receipt and enjoyment of the Services and Deliverables only, and not on a stand-alone basis. Accenture is not precluded from independently developing for itself, or for others, anything, whether in tangible or non-tangible form, which is competitive with, or similar to, the Deliverables, provided they do not contain Client Confidential Information
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

6.6.3. Exception #3 – Section 13 Resolution and Termination

Table 30: Exception #3

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor's Terms, If Any Provided As Part Of The RFO Response
Section 8.6 Appendix 6: Proforma Contract Draft – Section 13 – Resolution and Termination. Bullet (b) first paragraph and (c).	Accenture is willing to comply with the Termination Assistance and Transition requirements, however, as part the industry standard, Accenture would like to request such provisions limited to the applicable SOW as not all services may require these actions and subject to reasonable payments for the service rendered by Accenture beyond the termination date	B. Termination Assistance If necessary, for the applicable SOW, within six (6) months of the end of the final term of this Contract, or upon notice of termination of the Contract, whichever is shorter, and without respect to either the cause or time of such termination, the SECOND PARTY will take all necessary measures to facilitate an uninterrupted transition to a successor, to the extent required by the FIRST PARTY based on the Transition Services detailed in Section C. The SECOND PARTY will, at any time during the six (6) months preceding contract termination, provide such information about the System under this maintenance and operations contract as will be required by the FIRST PARTY and/or the successor for purposes of planning the transition. In addition, the SECOND PARTY will within seven (7) calendar days provide historical records to the FIRST PARTY in a form acceptable to the FIRST PARTY for the preceding years during which the SECOND PARTY was under contract with the FIRST PARTY, and any other information necessary for a seamless transition. The parties will work together any additional amount for the Termination Assistance provision via amendment to this Agreement or the applicable SOW. C. Transition Services The SECOND PARTY shall provide assistance in turning over some or all artifacts, roles and processes to the FIRST PARTY and/or to another contractor. This section describes the facets of turnover planning and activities that are to start six (6) months preceding contract termination or upon request. Turnover must be smooth, timely, and without adverse impact on Providers, beneficiaries and users. The SECOND PARTY shall provide a Turnover Results Report that documents completion and results of each step of the Turnover and Closeout Management Plan. If necessary and subject to the applicable SOW, the parties will work together any additional amount for the Termination Assistance provision via amendment to this Agreement or the applicable SOW.

NOTES/COMMENTS: <FOR PRMP USE ONLY>

6.6.4. Exception #4 – Section 21 Insurance Policies

Table 31: Exception #4

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor's Terms, If Any Provided As Part Of The RFO Response
Section 8.6 Appendix 6: Proforma Contract Draft - Section 21 – Insurance Policies	Accenture is able to comply with most of the requirements requested by Client, however, Accenture because of its policies, is not able to provide the Client with its insurance policies, instead, we are able to provide a Certificate of Insurance issued by the Insurance Company where all the coverage and descriptions we be detailed.	Accenture maintains insurance customary to similar companies of its financial size and strength. If awarded the work, Accenture would request to have the opportunity to negotiate in good faith and maintain specific types and limits of insurance that are mutually agreed upon and appropriate to the scope of work, contract terms, engagement term and fees.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

6.6.5. Exception #5 – 36. Federal Funding Accountability and Transparency Act (FFATA) Compliance:

Table 32: Exception #5

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor's Terms, If Any Provided As Part Of The RFO Response
Section 8.6 Appendix 6: Proforma Contract Draft - Section 36 – FEDERAL FUNDING ACCOUNTABILITY AND TRANSPARENCY ACT (FFATA) COMPLIANCE	Accenture is able to comply with most of the requirements requested by Client, however, in this section Accenture would like to inform that as part is its business within the United States, the principal Accenture's entity is Accenture LLP. Accenture Puerto Rico is an affiliate of Accenture LLP for the matters related to Puerto Rico. Accenture is able to confirm that Accenture LLP as principal entity for the US has its DUNS number 13-782-0580. As a representation, Accenture would like to request to the client that the request of evidence described in section 36, allow Accenture LLP to provide its DUNS covering its other affiliates in the US, in this case, Accenture Puerto Rico.	
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

6.6.6. Exception #6 – Request of inclusion and indemnity provision:

Table 33: Exception #6

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor's Terms, If Any Provided As Part Of The RFO Response
Additional section: indemnity	Accenture proposes mutual indemnification obligations related to third party claims only, resulting from personal injury, death and real or tangible personal property, directly caused by the indemnifying party's negligence or willful misconduct. Further, Accenture would like to include mutual indemnification obligations for infringement of intellectual property rights, so long as the scope is limited to copyrights, trademarks and US patents (existing as of the date of the Contract) and subject to reasonable industry standard exceptions, and a reasonable set of remedies. This request is based on the involvement of third party vendors contracted by the Client.	Each Party will defend and indemnify the other Party, including its parents and affiliates, and their directors, employees, agents and representatives, against any third-party claims, including fines and penalties (and including interest and court costs), that a Party's IP provided in accordance with this Agreement or a Deliverable developed by a Party in accordance with this Agreement, (a) infringes a third-party's copyright, trademark or patent, or (b) misappropriates a third-party's trade secrets. If any Accenture IP used in the Services or embedded in the Deliverable is, or is likely to be held to be, infringing, Accenture will at its expense and option either: (i) procure the right for Client to continue using it, (ii) replace or modify it to make it non-infringing, or (iii) refund to Client the fees paid for it in exchange for its return. Client shall promptly notify Accenture in writing of the third-party claim and provide Accenture with reasonable cooperation and full authority to defend or settle the claim. The indemnifying Party will have no liability for any alleged infringement caused by the receiving Party's modifications, use of the IP or Deliverable in breach of this Agreement, the unauthorized combination of the IP or Deliverable with third-party products or services, the failure to use corrections or enhancements to the IP or Deliverable provided by the indemnifying Party, or where Accenture is the indemnifying Party any infringement that is caused by Accenture complying with Client's specifications.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

6.6.7. Exception #7 – Request of inclusion of a Limitation of Liability:

Table 34: Exception #7

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor's Terms, If Any Provided As Part Of The RFO Response
Limitation of Liability	Based on the needs of having access to Personal Data or Protected Health Information, Accenture proposes to include a provision that states the sole liability of either party to the other (whether in contract, tort, negligence, strict liability in tort, by statute or otherwise) for any and all claims in any manner related to the agreement will be payment of direct damages, not to exceed (in the aggregate) an amount equal to the total fees received by Accenture under the applicable statement of work. "The sole liability of Accenture and any of its affiliates (whether in contract, tort, negligence, strict liability in tort, by statute or otherwise) for any and all claims in any manner related to this Agreement, will be the payment of direct damages, not to exceed (in the aggregate) the fees received by Accenture with respect to the Services involved under the applicable agreement." Further, Accenture proposes to include an exclusion of indirect damages.	Notwithstanding anything to the contrary in this Agreement, except for each Party's obligation of IP indemnification, for breach of the obligations relating to Confidential Information (other than a breach in respect of Personal Data), and acts of fraud or willful misconduct, the sole liability of either Party to the other in relation to any and all claims in any manner related to the Agreement (whether in contract, tort, negligence, strict liability in tort, by statute or otherwise) will be for direct damages, not to exceed in the aggregate an amount equal to the total fees paid or payable to Accenture during the preceding 12 months under the applicable SOW (the "Cap"). For any liability related to breach of Personal Data obligations including obligations related to Protected Health Information subject to the Business Associate Agreement, such liability will be capped at two times the Cap. In no event will either Party be liable (whether in contract, tort, negligence, strict liability in tort, by statute or otherwise) for any: (i) consequential, indirect, incidental, special or punitive damages, or (ii) loss of profits, revenue, business, opportunity or anticipated savings. Nothing in the Agreement excludes or limits either Party's liability to the other for: (i) fraud or willful misconduct, (ii) death or bodily injury, and (iii) any other liability which cannot lawfully be excluded or limited.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

Legal Disclaimer

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The content of this document is subject to formal contract negotiations. Nothing in this document shall form the basis for any contract, and nothing contained in this document will be binding against Accenture unless expressly agreed to by Accenture under a formal contract. All representations and warranties, whether express or implied by statute, law, or otherwise, are hereby excluded.

Accenture interprets the following words and phrases used in the solicitation and this proposal in the manner indicated: “maximize,” “optimize,” and “optimal” mean to improve to a commercially reasonable degree; “minimize” means to reduce to a commercially reasonable degree; “best” means leading or of a high standard; “partner” and “partnerships” do not mean a legal partnership, but rather a collaborative relationship; “right,” where used as an adjective, means appropriate; and “ensure” and “enable” mean to use commercially reasonable efforts to implement.

This document was prepared on the instructions and information given by PRMP and, accordingly, no responsibility is accepted for any inaccuracy or error or any action taken or not taken in reliance on this document.

These limitations are not in any way intended to restrict continuing business discussions between PRMP and Accenture.