



Enterprise Objective Monitoring and Control Services (EOMC)

Technical Proposal - Response to Puerto Rico
Medicaid Program Request for Proposal 2023-
PRMP-MES-EOMC-004

October 23, 2023





Juan M. Montañez
Senior Managing Director
FTI Healthcare

October 23, 2023

Puerto Rico Department of Health Medicaid Program
ATTN: Elizabeth Otero Martínez
268 Luis Muñoz Rivera Ave.
World Plaza – 5th Floor (Suite 501)
San Juan, Puerto Rico 00918

Dear Ms. Otero Martínez,

On behalf of FTI Consulting, Inc., it is my pleasure to present to the Puerto Rico Medicaid Program (PRMP) this technical proposal to provide enterprise objective monitoring and control (EOMC) services. We are confident that our team of experts and our proposed approach to supporting the PRMP will strengthen the PRMP's ability to implement its ambitious portfolio of programmatic and technology initiatives while facilitating transitions from current vendors. Additionally, we strongly believe we are uniquely qualified to assist the PRMP at a time of increased scrutiny and more demanding compliance requirements.

We thank you for your consideration of this proposal. Please do not hesitate to contact me if you have any questions or require any additional information related to this proposal.

Muchas gracias,

Juan M. Montañez
juan.montanez@fticonsulting.com
202-263-1449

Table of Contents

VOLUME 1. Title Page, Vendor Information, Executive Summary, Subcontractor Letters, and Table of Contents.....	4
VOLUME 2. Vendor Qualifications and Experience.....	8
VOLUME 3. Organization and Staffing.....	25
VOLUME 4. Mandatory Requirement Attestation	39
VOLUME 5. Response to Statement of Work.....	43
Due Diligence	59
Assessment and Requirements Development.....	60
RFP development, release, and execution approach	62
Vendor Evaluation	64
VOLUME 6. Attachment G: Terms and Conditions Response.....	93
VOLUME 7. Attachment H: Requirement Traceability Matrix.....	99
VOLUME 8. Appendix 2: Staff Qualifications, Experience, and Responsibilities.....	99

Table of Tables & Figures

Table 1: Payment Information	3
Table 2: Legal Notice Information.....	3
Table 3: Vendor Overview.....	8
Table 4: Subcontractor Overview.....	10
Table 5: Mandatory Qualifications	12
Table 6: Vendor References.....	15
Table 7: Subcontractor References.....	18
Figure A: Proposed EOMC team organization.....	27
Table 10a: Proposed Staff and Roles, Core Team (Key Personnel, Program Management Support Team).....	31
Table 10b: Proposed Staff and Roles, Shared Resource Pool (SRP)	33
Table 11: Key Staff References	35
Figure B: Risk Probability Matrix	46
Figure C: Risk Table	46
Figure D: Program/process assessment methodology	48
Figure E: Program/process assessment timeline and resource allocation (typical, high-level)	49
Figure F: V2A's PMO Methodology.....	51
Figure G: V2A's PMO Methodology- Key Tools	51
Figure H: Executive View Project Portfolio Status	52
Figure I: Project Portfolio Milestones.....	52
Figure J: Procurement and Contracting Acceleration Toolkit Components.....	56
Figure K: Due diligence domains	60
Figure L: Stakeholder Engagement Approach	60
Figure M: Typical IT solution stakeholder universe.....	61
Figure N: Sample RFP Requirement Areas and Evaluation Weights	65
Figure O: Sample RFP Requirement Areas and Evaluation Weights	65
Figure P: MITA Medicaid Enterprise business process model.....	68
Figure Q: Streamlined Modular Certification (SMC) Life Cycle	70

Table 12. Streamlined Modular Certification (SMC) Activities 71
Figure R: V2A change management framework 79
Figure S: Sample High-Level Communication Matrix Template 87
Figure T: Project-Specific Communication Matrix Template 88
Figure U: Program Information and Decision Flow 88

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

1. Title Page

On behalf of FTI Consulting, Inc. (“FTI”), I am pleased to submit this technical proposal in response to Request for Proposals (RFP) 2023-PRMP-MES-EOMC-004, Enterprise Objective Monitoring and Control Services (EOMC) Vendor. The team we are proposing to support the PRMP exemplifies our firm’s motto – **Experts with Impact** – since it has a unique combination of experience which covers Puerto Rico’s Medicaid program, national Medicaid programs, Medicaid Enterprise System initiatives, program management and change management. Additionally, we have assembled a team led by Puerto Ricans who are committed to becoming PRMP’s trusted advisor and program management agent as the PRMP pursues the goals outlined in the RFP. Our approach to managing the many complex Medicaid Enterprise System projects and the PRMP’s ambitious policy and operations initiatives will reignite progress across the entire program, reduce the burden these initiatives have placed on PRMP personnel, and ensure Puerto Rico can show meaningful advancement and is fully compliant with federal requirements and expectations.

We thank you in advance for your consideration of our proposal.

Muchas gracias,

Juan M. Montañez

Senior Managing Director

Name (Typed or Printed)	Juan M. Montañez
Title	Senior Managing Director
Company Name	FTI Consulting, Inc.
Physical Address	555 12 th St. Suite 700, Washington, D.C. 20004
Contact Information	Phone: 202-263-1449 Fax: 202-312-9101 E-mail: juan.montanez@fticonsulting.com
State of Incorporation	Maryland, USA

By signature hereon, the vendor certifies that:

1. All statements and information prepared and submitted in response to this RFP are current, complete, and accurate.
2. The vendor's response meets the requirement of this RFP.
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 RFP, 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.

Original signature of Signatory Authorized to Legally Bind the Company

Date

2. Vendor Information

The vendor should complete the following information in the subsections below:

- Primary point of contact for any questions pertaining to the vendor's payment address.
- Address to which PRMP should send legal notices for any potential future agreements.

2.1 Payment Address

Table 1: Payment Information

Payment Information:			
Name:	Juan M. Montañez	Title:	Senior Managing Director
Address:	555 12 th St. Suite 700		
City, State and Zip Code:	Washington, D.C. 20004		
Phone:	202-263-1449	Fax:	202-312-9101
Email:	Juan.montanez@fticonsulting.com		

2.2 Legal Notice Address

Table 2: Legal Notice Information

Legal Notice Information			
Name:	Matthew Bacsardi	Title:	Chief Counsel, US Operations
Address:	16701 Melford Blvd., Suite 200		
City, State, and Zip Code:	Bowie, MD 20715		
Phone:	+1 410 951 4820	Fax:	+1 410 224 7877
Email:	matthew.bacsardi@fticonsulting.com / legal@fticonsulting.com		

3. Executive Summary

This section should be a brief (one [1] to three [3] page) summary of the key aspects of the vendor's Technical Proposal. The Executive Summary should include an overview of the vendor's qualifications, approach to delivering the goods and services described in the RFP; time frame for delivering the goods and services; the proposed team; and the key advantage(s) of the vendor's proposal to PRMP.

FTI Consulting ("FTI") welcomes the opportunity to respond to RFP 2023-PRMP-MES-EOMC-004, Enterprise Objective Monitoring and Control Services (EOMC) Vendor issued by the Puerto Rico Department of Health's Medicaid Program (PRMP). We look forward to serving as the PRMP's trusted advisor and program management agent as the PRMP enters the next phase of its Medicaid Enterprise System (MES) program and engages in a series of ambitious, complex changes to Puerto Rico's Medicaid program. We have assembled a unique team of experts from **FTI, V2A Consulting (V2A)** and **Day Health Strategies (DHS)**, all of whom have relevant experience and connections, the ability to engage immediately on this contract, and the commitment to support Puerto Rico as it continues to make strategic investments in its Medicaid program.

We recognize that the PRMP would be making a major change in vendors if it selects FTI as its EOMC partner; to that end we would answer the "Why FTI?" question as follows:

- We have put together a team of **Puerto Rico and U.S. based experts** with **unparalleled knowledge of Puerto Rico**. Members of our team have worked with and have in-depth knowledge of Puerto Rico's Medicaid program, have extensive experience working with every major stakeholder in Puerto Rico's health care system, have a unique understanding of Puerto Rico's political and cultural dynamics and unique legal and regulatory environment, and will bring to the EOMC engagement over 15 years of experience working with Puerto Rico's Department of Health and the Health Insurance Administration on a broad range of projects.
- Our team has **Medicaid program expertise that spans the entire nation**, including other U.S. territories (particularly the U.S. Virgin Islands) where team members have led major program redesign initiatives and MES planning and implementation projects.
- Our team has **extensive experience working with all the parties involved in Puerto Rico's MES program, especially Gainwell Technologies and Curam/Redmane** – members of our team led implementations in U.S. states of the same Gainwell Technologies and Curam/Redmane systems being deployed in Puerto Rico.
- Our team has **unmatched connectivity to the Centers for Medicare & Medicaid Services (CMS)** at the central and New York City regional office. Members of our team are former CMS employees and have worked with central and regional office team leaders – including the Region 2 administrator and the Division of State Systems lead - in past MES projects and state plan redesigns.
- Our team has a **proven track record of putting clients first**. We join forces with our clients to meet every challenge without placing artificial constraints on resource availability or undue contracting or financial pressures on the client.
- All of the firms that make up the FTI team are **committed to supporting and empowering the PRMP** to fully leverage the potential of its information technology investments. Our team's mission will be to augment PRMP's capabilities and bandwidth while reducing burden on PRMP personnel who need to sustain PRMP operations while also juggling multiple projects. Members of our team are recognized for their **stakeholder engagement, coaching and mentoring, and change management expertise in Puerto Rico and across the U.S.** – all of these capabilities will be critical to our team's effectiveness. Additionally, our team believes in empowering clients and, as a result, not needing to perpetuate our presence or unnecessarily extend or grow our contracts.

We have partnered strategically with two organizations - **V2A Consulting** (V2A) and **Day Health Strategies** (DHS) – with exceptional talent, experience, and capabilities. FTI team members have collaborated with both organizations over the past 12 years, so we know how to work effectively **together**:

V2A Consulting and FTI team members collaborated on a Triple-S strategic planning engagement and have known each other for more than 10 years. Our partnership with V2A represents an exceptional union of V2A’s strategic planning, organizational change management, business process optimization and project management expertise with FTI’s healthcare subject matter knowledge and industry strategic and tactical advice. V2A has led major program management engagements with public and private sector entities in Puerto Rico, including with the Health Department on the reengineering of the Medicaid program offices spread across the island. Additionally, V2A is leading a procurement process and system transformation initiative with Puerto Rico’s General Services Administration; V2A’s procurement expertise will be instrumental to our ability to support PRMP procurements. V2A has outstanding program management credentials and Puerto Rico-based, fully bilingual resources that will effectively augment and enhance PRMP’s program management capabilities and facilitate a very smooth transition from current vendors.

Day Health Strategies and FTI team members have collaborated on multiple projects over more than ten years including on the previously referenced Triple-S strategic planning engagement and a health insurance exchange feasibility assessment project managed by the Puerto Rico Department of Health. DHS has extensive Medicaid program policy and operations knowledge and is led by Rosemarie Day, the former Chief Operating Officer of MassHealth, Massachusetts’ Medicaid program. MassHealth has many characteristics in common with Puerto Rico’s Medicaid program and it utilizes the same Gainwell Technologies Medicaid Management Information System (MMIS) platform being deployed in phases in Puerto Rico.

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 RFP and will comply with the requirements of the RFP.
- A statement that the subcontractor will maintain any permits, licenses, and certifications requirements to perform its portion of the work.

FTI is pleased to be partnering with the following firms, each of which brings a unique set of competencies and experiences that complements and augments FTI's capabilities:

- V2A Consulting (V2A), based in Puerto Rico. V2A will provide program management supports and lead the Integrated MES Program Management, Procurement and Organizational Change Management service areas.
- Day Health Strategies (DHS), based in Massachusetts. DHS will lead the Policy Supports service area and will collaborate with FTI resources on state plan amendments as needed.

The letters of commitment from each of these organizations, which provide all of the requested information, are included in this proposal in Attachment B: Subcontractor Letters.

5. Table of Contents

This section should contain a table of contents. The table of contents should include all parts of the proposal, including response forms, and attachments, identified by section and page number. The Table of Contents should also include a Table of Tables, Table of Figures, etc.

Refer to the third page of this document.

6. Disclosure of Response Contents

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 RFP 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 Proposal (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.

FTI CONSULTING, INC.

Company

Juan M. Montañez, Senior Managing Director

Phone: 202-263-1449 Fax: 202-312-9101

(Contact Phone/Fax Number)

(Date)

VOLUME 2. Vendor Qualifications and Experience

This section will provide instructions to vendors to complete information required for the organizational overview, corporate background, experience in the public sector, and certifications.

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,
- Certifications.

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

Company Name	FTI Consulting, Inc.
Name of Parent Company (If Applicable)	N/A
Industry (North American Industry Classification System [NAICS])	541614 - Process, Physical Distribution, and Logistics Consulting Services
Type of Legal Entity	Public Corporation
Company Ownership (e.g., Private/Public, Joint Venture)	FTI Consulting, Inc. is a publicly traded company trading under the symbol FCN on the New York Stock Exchange (“NYSE”).
Number of Full-Time Employees	As of June 30, 2023, FTI had over 7,800 employees worldwide
Last Fiscal Year Company Revenue	\$ 3,028,908,000 (2022)
Last Fiscal Year Company Net Income	\$ 235,514,000 (2022)
Percentage of Revenue from State and Local Government Clients in the United States and its territories	FTI Consulting clients include Fortune 500 corporations, FTSE 100 companies, global banks, major law firms and national and regional governments and agencies in the U.S. and other countries (for instance, FTI has done extensive healthcare work with the National Health Service in the United Kingdom). Furthermore, FTI clients have included entities based in or operating in Puerto Rico. That noted, unlike other consulting firms that have distinct public and private sector segments and profit and loss centers, FTI operates as a single enterprise. As such, at present we are not able to provide precise details on revenues and expenses broken down by government entity type or jurisdiction.
Number of Years in Business	41

Number of Years Vendor has been Providing the Type of Services Specified in the RFP	20+ (members of our team have provided these services for more than 30 years)
Number of Employees Providing the Type of Services Specified in the RFP	450
Headquarters in the United States	FTI Consulting, Inc. 555 12th Street NW, Suite 700 Washington, D.C. 20004
Locations in the United States (Note: while FTI Consulting does not have an office in Puerto Rico, FTI has full-time employees based in Puerto Rico).	Atlanta, GA Bethesda, MD Boston, MA Bowie, MD Brentwood, CA Charlotte, NC Chicago, IL Columbia, SC Dallas, TX Denver, CO Detroit, MI Glen Allen, VA Great Neck, NY Houston, TX Indianapolis, IN Irvine, CA Las Vegas, NV Los Angeles, CA McLean, VA Miami, FL Milwaukee, WI New York, NY Oakland, CA Palm Beach, FL Philadelphia, PA Pittsburgh, PA Portland, OR Redwood City, CA Roseland, NJ San Francisco, CA Santa Barbara, CA Scottsdale, AZ Seattle, WA Walnut Creek, CA Washington, D.C. Wayne, PA

1.1 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

Subcontractor Overview – V2A Consulting	
Company Name	V2A Consulting
Name of Parent Company (if applicable)	N/A
Industry – North American Industry Classification System (NAICS)	541611 - Administrative Management and General Management Consulting Services
Type of Legal Entity	Limited Liability Company
Company Ownership (e.g., Private/Public, Joint Venture)	Private (four partners - Manuel Calderón, Juan Pablo González, Roberto Jiménez and Graciela Salcedo)
Number of Full-Time Employees	48 (plus 30+ contractors)
Last Fiscal Year Company Revenue	\$10.4M
Last Fiscal Year Company Net Income	\$1.25M
Percentage of Revenue from State and Local Government Clients in the United States and its territories	45%
Number of Years in Business	19
Number of Years Vendor Has Been Providing the Type of Services Specified in the RFP	19
Number of Employees Providing the Type of Services Specified in the RFP	45
Headquarters in the United States	San Juan, Puerto Rico
Locations in the United States	San Juan, Puerto Rico

Subcontractor Overview – Day Health Strategies

Company Name	Day Health Strategies
Name of Parent Company (if applicable)	N/A
Industry – North American Industry Classification System (NAICS)	541611 - Administrative Management and General Management Consulting Services
Type of Legal Entity	Limited Liability Company
Company Ownership (e.g., Private/Public, Joint Venture)	Private
Number of Full-Time Employees	9
Last Fiscal Year Company Revenue	\$6.5M
Last Fiscal Year Company Net Income	Under \$1M
Percentage of Revenue from State and Local Government Clients in the United States and its territories	42%
Number of Years in Business	13
Number of Years Vendor Has Been Providing the Type of Services Specified in the RFP	13
Number of Employees Providing the Type of Services Specified in the RFP	8
Headquarters in the United States	Yes (Massachusetts)
Locations in the United States	Somerville, Massachusetts

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 RFP. 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 experience separately and completely every time it is referenced.

Table 5: Mandatory Qualifications

Mandatory Qualification Item(s)	Vendor Meets?	Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
<p>The vendor must have at least three (3) years of experience in establishing and maintaining an office of similar size, scope, and complexity as described in this RFP.</p>	<p>YES</p>	<p>Members of the FTI team – Juan Montañez, Jonathan Myers, Nicole Kaufman and Capri Dye – have led and played key roles in program and project management offices (PgMOs and PMOs) in health and human services agencies in multiple jurisdictions including but not limited to Puerto Rico, Delaware, the District of Columbia, Florida, Georgia, Hawaii, New Mexico, South Dakota, Tennessee and the U.S. Virgin Islands. These offices were instrumental in the implementation of large-scale Medicaid projects including managed care programs, program integrity programs, home and community-based services programs, and Medicaid enterprise systems including Medicaid Management Information Systems (MMIS), eligibility and enrollment (E&E) systems, fraud, abuse and waste detection systems (FADS), provider enrollment (PE) systems and data warehouse/decision support systems (DW/DSS). Additionally, Annie Mayol (FTI Managing Director), our proposed Account Manager, served as Chief of Staff for Puerto Rico’s Secretary of Health and led various transformation initiatives for the PRMP and the Puerto Rico Department of Health (PRDOH) as a whole. In addition, FTI’s partner V2A Consulting has almost 20 years of experience leading projects in Puerto Rico with government agencies – including the PRMP – and private sector organizations.</p>

Mandatory Qualification Item(s)	Vendor Meets?	Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
<p>The vendor must demonstrate at least seven (7) years' experience in Medicaid and CMS.</p>	<p>YES</p>	<p>Members of the FTI team have over 200 years of combined experience working with Medicaid agencies on a wide range of policy, operations, procurement, and information technology projects. Our team has extensive experience interacting with CMS on Medicaid Enterprise System projects in Florida, Georgia, Hawaii, Massachusetts, New Mexico, South Dakota, Tennessee and the U.S. Virgin Islands. The team also includes former CMS officials with deep expertise in Medicaid managed care and program integrity. Finally, our Policy Update Supports service lead is the former Chief Operating Officer of MassHealth, the expansive Medicaid program of the state of Massachusetts.</p>
<p>The vendor must include at least three (3) references from EOMC services within the last three (3) years that demonstrate the vendor's ability to perform the scope of work described in the RFP.</p>	<p>YES</p>	<p>Across all of its segments, FTI Consulting has practices that have deployed large-scale program and project management offices across every industry throughout the world. We have included five references from these types of PgMO/PMO engagements that show the breadth of FTI's program and project management work across the public and private sectors and across multiple industries. Additionally, members of the FTI team have led and participated in EOMC-like engagements in multiple states including Delaware, Florida, Georgia, New Mexico, South Dakota, Tennessee and the U.S. Virgin Islands. In Puerto Rico, members of the FTI team provided EOMC-like services including procurement development and management and the development of quality management and compliance processes/systems as consultants to the Puerto Rico Health Insurance Administration (ASES) and PRDOH. In addition to FTI's EOMC experience and capabilities, our partner V2A Consulting has a long track record of managing large, complex projects including a recently completed project with the PRMP and an ongoing project with Puerto Rico's General Services Administration.</p>

3. Existing Business Relationships with Puerto Rico

Describe any existing or recent (within the last three [3] years) business relationships the vendor or any of its affiliates or proposed subcontractors have with PRMP, and/or Puerto Rico's municipalities.

In the last three years, FTI Consulting has not held contracts with the PRMP or Puerto Rico's municipalities. That noted, during that period FTI Consulting has conducted work for Puerto Rico government instrumentalities; specifically, in 2020 FTI assisted the Government Employee Retirement System on matters related to the restructuring of that instrumentality's debt portfolio.

Our partner V2A Consulting has held contracts with the PRMP and is currently engaged on a project which impacts Puerto Rico's municipalities:

PRMP Organizational Change Management (April 2020-September 2021)

V2A developed and implemented a change management program in support of the implementation of MEDIT3G, the PRMP's new eligibility and enrollment system. The change management program enabled the PRMP to understand and manage the organization's level of readiness for the transition to MEDIT3G by identifying operational roadblocks and areas of resistance within the organization and developing strategies and tactics for overcoming resistance and both accelerating and deepening the system's adoption. V2A also monitored, measured and analyzed the level of readiness (prior to implementation) and the level of adoption (after implementation), which enabled the PRMP to implement corrective measures when and where needed to ensure a progressive transition, minimize setbacks, and avoid operational disruption.

Puerto Rico Office of Management and Budget (OMB) Municipal Transformation Strategy (ongoing)

V2A is supporting the reorganization and identification of capability needs for the Office of Municipal Management (OMM) within OMB. As part of this project, V2A collected municipality data and developed dashboards to provide visibility on fiscal and operational metrics. V2A also developed a funding strategy to support the transformation of municipalities to achieve sustainability through capacity building that addressed each municipality's operational capability gaps.

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 the service areas, each of these entities will submit this information as part of the response.

Neither FTI nor its proposed subcontractors have disciplinary actions, pending litigation, terminations, administrative actions or disputes of the kind described above within the last five years.

From time to time in the ordinary course of business, FTI Consulting is subject to claims asserted or un-

asserted, or named as a party to lawsuits or investigations, including formal legal proceedings with current/former clients regarding collection of past due amounts and generic commercial contact claims. There are no lawsuits that would affect FTI’s ability to provide services contemplated by this RFP (our firm’s size and ability to set up firewalls and dedicate resources to engagements would enable us, in the event of a lawsuit, to continue working on a project without any disruption).

5. References

The vendor must provide references for similar services completed in the past. PRMP may conduct reference checks to verify and validate the past performance of the vendor and its proposed Subcontractors.

5.1 Vendor (Prime) References Form

Include at least three (3) references from clients performed within the last three (3) years that demonstrate the vendor’s ability to perform the scope of work described in this RFP. **PRMP prefers references from three (3) different clients to demonstrate experience; however, this is a not a requirement.** The vendor should include a description of the similar services, 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.

Table 6: Vendor References

REFERENCE #1		
Vendor Information		
Vendor Name: FTI Consulting	Contact Name:	Ellen S. Smith
	Contact Phone:	508-450-2267
Customer Information		
Customer Organization: Puerto Rico Public-Private Partnerships Authority	Contact Name:	Fermin Gomez Fontanes
	Contact Title:	Executive Director
Customer Address: Governor Roberto Sánchez Vilella Government Center 300 Avenida José de Diego, San Juan, 00911	Contact Phone:	787-722-2525, ext 15330
	Contact Email:	Fermin.Fontanes@p3.pr.gov
Project Information		
Total Vendor Staff:	5	
Client Objectives: To establish highly qualified private partners to operate the electric Transmission and Distribution System, the PREPA Legacy Generation plants and to develop a new combined cycle 300MW power plant.		
Services Description: FTI is providing technical and financial advisory services to the P3.		
Vendor’s Involvement: FTI provides on-going advice and monitoring of the new LUMA and Genera PR contracts and is assisting in the RFP process for the new power plants.		
Services Benefits: The benefits include having qualified operators who can bring best practices, improved training, capital program management and prioritization which will result in improved reliability and resiliency of the electric grid.		
Key Personnel		

REFERENCE #1
Vendor Information

Ellen Smith	Senior Managing Director, Technical Advisory lead
John Cochrane	Senior Managing Director, Financial Advisory lead
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities: N/A	

REFERENCE #2
Vendor Information

Vendor Name: FTI Consulting	Contact Name:	Garrett Fultz
	Contact Phone:	832-667-5218
Customer Organization: Crescent Dunes Solar Facility	Contact Name:	Jim Miller
	Contact Title:	PIC Group – Director of O&M Services (Operator of CDS)
Customer Address: 11 Gabbs Pole Line Road, Tonopah, NV 89049-1071	Contact Phone:	(702) 741-4286
	Contact Email:	james.miller@picgroupinc.com

Project Information

Total Vendor (FTI) Staff:	6
Customer/Client Objectives: FTI was engaged by the stakeholders of a \$1 billion (DOE backed) distressed electrical generation plant to affect both a financial and operational turnaround. FTI assumed the leadership, onsite management, and asset management roles at the project company.	
Service Description: FTI created a program management office (“PMO”) to organize and align the operations and maintenance activities, construction activities, technical analyses, and commissioning work. This PMO spearheaded the identification and prioritization of issues, the crafting and selection of solutions, the implementation of the solutions, and the measurement of their performance. Additionally, FTI provided financial management, dispute advisory, and asset management. These services ensured and protected the financial viability of the project company while the FTI team onsite ensured the operating performance of the asset.	
Vendor’s Role/Involvement: Interim Management/Owner’s Rep: FTI assumed the role of CEO, CFO, and COO of the project company, and it deployed teams both onsite at the project location and offsite at the project’s asset manager.	
Benefits of Our Work (Goals/Objectives Met): FTI successfully executed the project’s turnaround efforts to enable long term performance and maximize the DOE’s ROI. FTI created and led an O&M optimization workstream, developed organizational KPIs, and drove compliance and transparency through the organization. In the first year of its involvement, plant output increased 500%. FTI’s financial management resulted in millions of dollars of operating cost savings through contract re-negotiations and procurement initiatives.	

Key Personnel (from FTI)

REFERENCE #2
Vendor Information

Name: Justin Pugh	Role: Interim CFO
Name: Nick Fernandez	Role: Primary Subject Matter Expert (Operations and Finance Lead)
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities: N/A	

REFERENCE #3
Vendor Information

Vendor Name: FTI Consulting	Contact Name:	Garrett Fultz
	Contact Phone:	832-667-5218

Customer Information

Customer Organization: Cenovus Toledo Refinery (previously BP-Husky)	Contact Name:	Dotch Phillips
	Contact Title:	Sr Manager – Turnaround & Projects Controls
Customer Address: 4001 Cedar Point Rd, Oregon, OH	Contact Phone:	(219) 370-8747
	Contact Email:	dotch.phillips@cenovus.com

Project Information

Total Vendor (FTI) Staff:	12
Customer/Client Objectives: FTI was engaged by a BP to implement a Program Management Office (“PMO”) for their \$250M annual Capital Project and Turnaround Portfolio at one of their main refineries in North America. FTI was tasked with implementing the site with a tailored solution to address inconsistencies in the site’s major process, controls and risk management. The implemented solution would enable the client to improve performance and optimize the site’s CAPEX and outage project portfolio.	
Service Description: FTI was engaged to execute a current state maturity assessment to determine the best path forward in optimizing the site’s performance and reliability. FTI deployed specialized boots on the ground to assist and implement industry best practices in major business areas like project controls, project, schedule and construction management, and cost engineering. FTI provided leadership and subject matter expert services to lead the development of a Future state roadmap supported with Data analytics to enable the client visibility on real time performance and KPI metrics to further prioritize the site’s investments and maximize ROI. FTI set up PMO to support the site and bring the initiatives/recommendation from concept to reality on the ground.	
Vendor’s Role/Involvement: FTI took over key areas of the organization to ensure gaps were covered to ensure all strategic initiatives were implemented and adopted by the client stakeholders. FTI assumed leadership roles in the following areas of the client’s organization: Cost Engineering, Scheduling, Project Controls, Risk Management, Business Analytics and Turnaround Special Services.	
Benefits of Our Work (Goals/Objectives Met): FTI successfully deployed boots on the ground to lead key development areas and generate a cultural shift to focus on the site’s performance, reliability ROI and bottom line. Successfully implemented a tailored Enhanced Project Delivery solution that enabled the client	

to fast-track change by leveraging technology and insights. Enabled the site with real time data analytics and KPI's to gain insight on the site's performance and reliability to facilitate the reduction of the site's indirect cost by 10%.

Key Personnel (from FTI)	
Name: Nick Fernandez	Role: Project Lead
Name: Martin Atchison	Role: Primary Subject Matter Expert and Project Controls Lead

5.2 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 7: Subcontractor References

V2A CONSULTING

Subcontractor Information	
Vendor Name: V2A Consulting	Contact Name: Graciela Salcedo
	Contact Phone: 787-919-7303
REFERENCE #1	
Customer Information	
Customer Organization: Puerto Rico Medicaid Program	Contact Name: Luz (Nildy) Cruz
	Contact Title: Director of Operations
Customer Address: 268 World Plaza, Suite 505 Ave. Muñoz Rivera Hato Rey, PR 00917	Contact Phone: 787-765-2929; ext. 6732
	Contact Email: Luz.cruz@salud.pr.gov
Project Information	
Total Vendor Staff:	7 people: 1 Engagement Director, 1 Engagement Manager, 2 Consultants, 3 Subject Mater Experts.
Client Objectives: To create understanding, involvement, and ownership within the regional and local office staff members to embrace the opportunities created by the new E&E [MEDITI3G] system.	
Service Description: V2A focused on gaining a deep understanding of existing processes, systems and the cultural attributes (values, behaviors and beliefs) that could propel or hinder the transition to a new system. With this understanding, V2A planned to create a structured change management program aimed at supporting these key stakeholders in embracing the forthcoming changes and addressing any resistance that may arise. Furthermore, V2A played a pivotal role in implementing the approved OCM plan, focusing on communication and training strategies, while also providing additional training and coaching to the local and regional leadership and staff to ensure the adoption of the desired mindsets and behaviors and reduce operational frictions towards a successful adoption of the new EE system.	
Vendor's Involvement:	

Subcontractor Information

- Understand the current state of key stakeholders' mindsets and behaviors towards current and proposed changes in processes and systems.
- Design a structured change management program aimed at coaching and supporting key stakeholders in embracing the changes and mitigating any resistance.
- Facilitate the implementation of the approved project OCM plan, particularly previously defined communications, and training plans, as well as additional training and coaching to local and regional office staff to ensure the desired mindsets and behaviors are adopted.

Service Benefits:

- Implementing a change management program to support the implementation of the new eligibility systems, allows the Medicaid program to understand and manage the level of readiness of the Program for the transition identifying operational roadblocks and areas of resistance within its culture, as well as the potential levers in the Program's "way of doing things" that could accelerate and deepen its adoption.
- Monitoring, measuring, and analyzing the level of readiness (before implementation), and the level of adoption (during implementation) allows the program to implement corrective measures when and where needed to ensure a progressive transition, minimizing setbacks, and operational disruptions.

Key Personnel

Graciela Salcedo	Engagement Director
Paul Cohen	Engagement Manager
Marlene De Varona	LEAN Methodology and Training SME
Carmen Denton	Training SME
Margarita Gregorio	Communications SME

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

REFERENCE #2

Customer Information

Customer Organization: Liberty Communications of Puerto Rico	Contact Name:	Nadji Khoury
	Contact Title:	CEO
Customer Address: 279 Ave. Ponce de León San Juan, PR 00917	Contact Phone:	787.657.3050
	Contact Email:	Nadji.khoury@libertypr.com

Project Information

Total Vendor	8 people: 1 Engagement Director, 1 Engagement Manager, 1 Senior Associate, 4
---------------------	--

Staff:	Associates, 1 Analyst
Service Description: Overseeing strategic projects, designing a stakeholder reporting tool, supporting functional teams in their transition to business-as-usual operations, defining a new operational model, and facilitating organizational redesign within key departments as part of the Liberty and AT&T post-merger integration program ensuring the successful cultural and operational blending of functional teams while expeditiously exiting Transition Services Agreements and achieving integration synergy targets	
Vendor's Involvement: <ul style="list-style-type: none"> • Manage the day-to-day post-merger integration program, oversee functional teams' integration work plans and the execution of strategic projects. • Ensure the successful operational and cultural integration of functional teams, ensuring a timely exit of TSA (Transition Services Agreements). • Ensure continuity of business operations to achieve the integration synergy targets. 	
Service Benefits: Seamless transition from two companies into one, integrating cultures, maintaining service level and customer satisfaction while achieving value capture targets.	
Key Personnel	
Manuel Calderón	Engagement Director
Joaquín Rodríguez	Engagement Manager
David Candelario	Senior Associate
Diego Trigueros	Associate
Mariya Pietrosyan	Associate
Rafael Arias	Associate
Aníbal Sánchez	Associate
Federico Forsythe	Analyst
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities: N/A	

REFERENCE #3		
Customer Information		
Customer Organization: Administración de Servicios Generales (ASG)	Contact Name:	Joel Fontanez
	Contact Title:	Sub-Administrador de la ASG
Customer Address: Centro Gubernamental Minillas, Torre Norte, Piso 12. 300 Ave. José De Diego, San Juan, Puerto Rico, 00911	Contact Phone:	787-362-7183
	Contact Email:	jfontanez@asg.pr.gov
Project Information		
Total Vendor Staff:	12 people: 1 Director, 1 Senior Manager, 2 Project Managers, 8 Consultants and 4 Developers	
Client Objectives: Promote the implementation of the Procurement Reform through the centralization of ASG functions		

Service Description:

- Support implementation of a new centralized procurement model for the PR Government behind an operational transformation that ensures standardization of processes, transparency, and savings.
- Evaluate, design, and implement the digital transformation of processes.
- Support ASG in centralizing procurement categories to achieve savings.
- Included capacity analysis of all areas, automation of procurement process under a web application and centralization of purchasing categories to achieve savings.

Vendor's Involvement:

- Diagnosis of purchasing processes using the LEAN Process Transformation methodology.
- Assessing ASG capacity for each purchasing method and identifying gaps.
- Optimization and design of purchasing processes to improve operational efficiency.
- Development and implementation of a digital procurement solution (JEDI 1.0) that simplified processes, provided visibility to stakeholders and achieve consistency in purchasing.
- Transforming the procurement process starting at the agency level (JEDI 2.0).
- Support change management processes to achieve adoption of the procurement tool (JEDI 1.0 and 2.0).

Service Benefits:

- Reduced processing time on all major purchasing methods.
- Gain visibility into operational KPIs, including case volumes, productivity, and savings.
- Improved satisfaction of stakeholders, including agencies, suppliers and ASG employees.
- Expansion of digital transformation at the agency level, improving cycle times from the beginning of the process and implementing contract catalog.

Key Personnel

Roberto Jimenez	Director
Mario Rodríguez	Sr. Engagement Manager
Adrián Pérez	Engagement Manager
Michelle Pabón	Sr. Associate
Cristina Quiñones	Associate
David Miranda	Associate
Christian Cullen	Associate
David Hernández	Associate
Juan Rodríguez	Associate
Gabriel Montané	Associate
Valentina Herrero	Analyst
Marcel Morales	Analyst

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

REFERENCE #4	
Customer Information	
Customer Organization: Triple-S Salud	Contact Name: Madeline Hernández-Urquiza
	Contact Title: Former President
Customer Address: P.O. Box 363628 San Juan, PR 00936-3628	Contact Phone: 939-640-3444
	Contact Email: Murquiza04@gmail.com
Project Information	
Total Vendor Staff:	3 people: 1 Engagement Director, 1 Engagement Manager and 1 Associate, plus additional teams for implementation of key projects
Client Objectives: Establish a comprehensive PMO framework aligned with the internal PMO structure to ensure the successful completion of the Triple-S Salud Strategic Plan implementation agenda. Focus on overall portfolio and program support, while providing implementation support to key initiatives, including transformation of critical processes using LEAN principles.	
Service Description: Provide central oversight and monitoring of strategic initiatives. Prioritize project portfolio, create dashboard with project status visibility and facilitate monthly sessions to provide project updates.	
Vendor's Involvement: Prior to this project, V2A had spearheaded the strategic planning process for the entirety of Triple-S Management. Recognizing our in-depth understanding of the organization and its strategic objectives, they chose to seek our assistance in managing their Program Management Office effectively. V2A became trusted advisor to the President, facilitating the strategic agenda of the organization, aligning efforts among all departments, and feeding into critical business and budget planning processes.	
Service Benefits: Clear visibility of strategic portfolio of projects, leading to successful implementation of initiatives.	
Key Personnel	
Graciela Salcedo	Engagement Director
Geraldine Rodriguez	Engagement Manager
Deliris Ortiz	Associate
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities: N/A	

Note: Members of the FTI team worked with V2A with this client.

DAY HEALTH STRATEGIES

Subcontractor Information	
Vendor Name: Day Health Strategies, LLC	Contact Name: Ross Weiler
	Contact Phone: 617-666-0040
REFERENCE #1	
Customer Information	
Customer Organization: Connect for Health Colorado	Contact Name: Kevin N. Patterson, MPA MURP
	Contact Title: Chief Executive Officer
Customer Address: 3773 E Cherry Creek North Dr Suite 1025 Denver, CO 80209	Contact Phone: 720-518-2151
	Contact Email: kpatterson@c4hco.com
Project Information	
Total Vendor Staff:	2
Client Objectives: Develop, document, and refresh a multi-year, S.M.A.R.T (specific, measurable, achievable, relevant, and time-bound) strategic plan, with a supporting tactical plan and measurement dashboard.	
Service Description: Connect for Health Colorado (C4HCO) has been a Day Health client since April 2017. Since then, we have completed several projects. The most pertinent project for the purpose of this proposal is the development of a multi-year strategic plan, an accompanying tactical plan, and a strategic plan refresh. This work began in April 2017, and C4HCO's 2017 – 2020 Strategic Plan was finalized in July 2017. Tactical plans were also developed for each goal in July 2017. In July 2020 C4HCO and Day Health launched a strategic plan “refresh” engagement, and a 2021 – 2024 Strategic Plan was finalized in December 2020.	
Vendor's Involvement: Day Health conducted research, facilitated leadership retreats and Board meetings, worked with internal and external stakeholders, organized and managed the project, and drafted/finalized the strategic plan and accompanying documents.	
Service Benefits: Day Health provided expertise, advice, an organized process, and resources to facilitate the process and develop, document, and communicate the strategic plans.	
Key Personnel	
Ross Weiler	Engagement lead
Rosemarie Day	Project Oversight and Strategic Advisor
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities: N/A	

Note: members of the FTI team worked with DHS with this client.

REFERENCE #2	
Customer Information	
Customer Organization: Beth Israel Lahey Health (BILH) Medicaid ACOs [as an approved Technical Assistance (TA) Vendor under the Massachusetts Executive Office of Health and Human Services (EOHHS) Payment Reform Technical Assistance Program (MassHealth TA Program)]	Contact Name: Katherine Record
	Contact Title: Formerly: Executive Director, Beth Israel Lahey Health Government Payors and Performance Network Compliance & Privacy Strategy Currently: Vice President, Medicaid Programs, Fallon Health
Customer Address: 701 Edgewater Place, Suite 420 Wakefield, MA 01880	Contact Phone: 860-977-6359
	Contact Email: katherine.record@fallonhealth.org
Project Information	
Total Vendor Staff:	6
Client Objectives: Understand, prepare for, comply with, and effectively execute responsibilities as an ACO participating in the MassHealth ACO program.	
Service Description: As an approved vendor under the MassHealth ACO TA program, Day Health was selected by BILH to assist with several projects for its two MassHealth ACOs during the period from July 2019 through March 2023. These projects covered a variety of areas, including policy, program design and evaluation, and compliance.	
Vendor's Involvement: Day Health led the following TA engagements: <ul style="list-style-type: none"> • Project management and support for DSRIP and Flex Services deliverable submissions for BILH and BIDCO ACOs • ACO strategic/sustainability planning – preparing for MassHealth 1115 Waiver Renewal • Design and operationalization of a social needs contingency fund • Design and operationalization of the MassHealth Flexible Services Program (FSP) • ACO care Management strategy, design, and evaluation assessment • Design and operationalization of a primary care practice HRSN screening and referral process 	
Service Benefits: Day Health provided advice, conducted research, and organized/managed each project, providing valuable insights, direction, and day-to-day support to the ACOs as they prepared for and executed their responsibilities under the MassHealth ACO contract.	
Key Personnel	
Name: Ross Weiler	Role: Engagement lead
Name: Rosemarie Day	Role: Oversight
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities: The above services were delivered as a subcontractor under a Master Agreement with Abt Associates, Inc., which served as the Prime Contractor representing MassHealth. Although the contractual relationship was that of a subcontractor through the MassHealth TA program, Day Health was selected by, had a direct relationship with, and performed all the described services for BILH.	

REFERENCE #3	
Customer Information	
Customer Organization: New Mexico Human Services Department Medical Assistance Division (Medicaid) (through a contract with Conduent)	Contact Name: Kristen Pierce
	Contact Title: Manager, Application Development & Support
Customer Address: Conduent State Healthcare 750 First Street NE, Tenth Floor Washington, DC 20002	Contact Phone: 678-778-6853
	Contact Email: Kristen.Pierce@conduent.com
Project Information	
Total Vendor Staff:	5
Client Objectives: Successfully implement a new Medicaid Financial Services Information System.	
Service Description: As a subcontractor to Conduent, Day Health provided policy and program research, analysis, documentation, and expertise in support of the configuration of the financial component of a new state Medicaid Management Information System (MMIS). This included researching, interpreting, and translating benefits, policies, and procedures for nearly all Medicaid programs for use in developing system requirements for the new system and supporting the development team throughout the process.	
Vendor's Involvement: Day Health was responsible for translating Medicaid program details into business logic for all Medicaid programs to prepare for the implementation of a new MMIS platform. Our team worked with the MMIS vendor to research and interpret benefit plan information to complete business logic templates comprising eligibility, coverage, network, and other key program details. Day Health also supported the translation of existing MMIS program logic for relevant benefits programs to be applied within the new system. Throughout the engagement, Day Health worked closely with the MMIS vendor, Conduent, on all aspects of this work. Day Health provided valuable subject matter expertise, project management, and strategic guidance throughout this process to our partners. Day Health played a key role in successfully interpreting and translating benefit plan details accurately and appropriately for use by developers.	
Service Benefits: Day Health's Medicaid program knowledge and ability to interpret and translate Medicaid program benefits, policies, and procedures in a manner that could be understood and utilized by the development team provided significant support during the system development process.	
Key Personnel	
Name: Ross Weiler	Role: Engagement lead
Name: Allie Merfeld	Role: Day-to-day client contact
Name: Rosemarie Day	Role: Oversight
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities: The above activities were provided through a subcontracting relationship with the IT vendor, Conduent, to whom all services were provided.	

VOLUME 3. Organization and Staffing

This section will provide instructions to vendors to submit their overall approach to staffing the Service Areas using [Attachment D: 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 RFP. 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: 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 2: Staff Qualifications, Experience, and Responsibilities](#) of the RFP for the details pertaining to staff qualifications, experience, and responsibilities.

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:

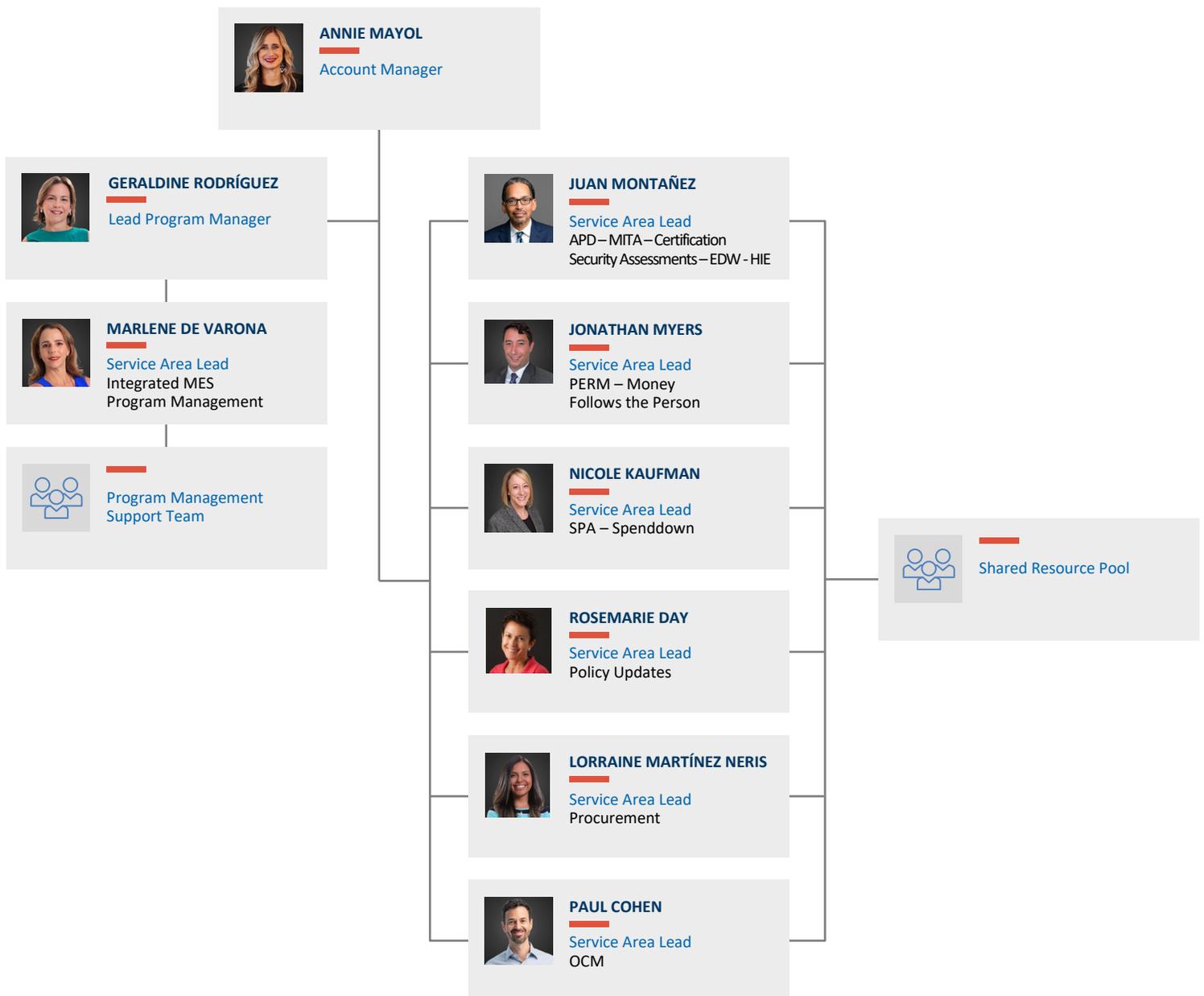
- A description of the vendor's proposed team that exhibits the vendor's ability and capability to provide knowledgeable, skilled, and experienced personnel to accomplish the Scope of Work (SOW) as described in this RFP.
- Organization charts showing both the vendor staff and their relationship to PRMP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

FTI is proposing an EOMC team which will be structured as shown in **Figure A** and described below:

- **Annie Mayol** (FTI) will serve as **EOMC Account Manager**. In that role, Ms. Mayol will be responsible for delivery and will be available to the PRMP throughout the life of the contract. Ms. Mayol will serve as our team's primary point of contact to PRMP, relay any concerns regarding the EOMC team's performance to the various service area leads, and work with PRMP to resolve performance issues in a timely manner. Ms. Mayol will manage the relationship with the PRMP Director and Program Manager. Ms. Mayol has over 15 years of experience leading and supporting healthcare initiatives in Puerto Rico. Additionally, as the former Director of Federal Affairs for the Governor of Puerto Rico and the former Chief of Staff to Puerto Rico's Secretary of Health, Ms. Mayol has an in-depth understanding of Puerto Rico's Medicaid program, federal funding, federal compliance requirements and the challenges unique to Puerto Rico as it relates to its Medicaid program's design and operations. Ms. Mayol is bilingual and based in Puerto Rico.
- We will establish a **Program Management Support Team (PMST)** staffed by three V2A program and project management experts, several of whom have already worked with the PRMP. The PMST will enable effective oversight of all of the projects in the MES project portfolio as well as the special programmatic initiatives, such as Spenddown and Money Follows the Person, which must be treated as projects to ensure their successful implementation. The PMST will be led by **Geraldine Rodriguez** (V2A), who will serve as the **EOMC**

Lead Program Manager. In this role, Ms. Rodriguez will be the primary liaison to Ms. Mayol and also work directly with the EOMC Service Area Leads to ensure that the PMST is meeting the needs of individual service areas. Additionally, the PMST will be the central collection and harmonization point for status management, issue management, change management, and other project management artifacts from all PRMP projects – MES projects and programmatic initiatives. The PMST will consolidate and synthesize the information from these artifacts to create program-level dashboards, reports, progress and status tracking artifacts, issue management tools and communications artifacts. Finally, Ms. Rodriguez and every member of the PMST will set up and maintain a bilingual document management and sharing environment using Microsoft SharePoint or other platform as determined by the PRMP. Ms. Rodriguez and every member of the PMST are bilingual and based in Puerto Rico. Additionally, several members of the PMST are certified project management professionals (PMPs).

Figure A: Proposed EOMC team organization



- Working closely with Ms. Rodriguez will be **Marlene de Varona** (V2A), our **Integrated MES Program Management Service Area Lead**. Ms. de Varona will bring her expertise as a Six Sigma Master Black Belt to evaluate historical and existing program management processes and systems, advise on program management practices and drive changes in program management processes and systems that result in improved information flow, higher-quality information, and reduce management and reporting burden across all PRMP projects. Ms. de Varona is bilingual and based in Puerto Rico.
- **Paul Cohen** (V2A), **Rosemarie Day** (DHS), **Nicole Kaufman** (FTI), **Lorraine Martinez** (V2A), **Juan Montañez** (FTI) and **Jonathan Myers** (FTI) will serve as Service Area Leads as indicated in **Figure A**. As service area leads, they will be responsible for all of the activities and deliverables within their service areas. Using the processes, systems and tools supplied by the PMST, the service area leads will systematically report updates and issues from their activities. The service area leads will also guide and conduct quality reviews on all deliverables generated from their areas. Finally, the service area leads will collaborate as needed – for example, Ms. Martinez as the Procurement Lead will work closely with Mr. Montañez as the lead over the information technology-centered service areas on any MES requests for proposals. Mr. Montañez, Ms. Martinez and Mr. Cohen are bilingual; Ms. Martinez is based in Puerto Rico.
- Given the need for flexibility in how various initiatives and tasks are resourced, we will establish a pool of subject matter experts (SME) from FTI and all of our partners. Working with Ms. Mayol and coordinating with over service area leads, each service area lead will draw from the shared resource pool to ensure optimal coverage for individual tasks. That noted, each service area lead will have at least one primary SME assigned to it. For instance, Capri Dye will support Mr. Montañez on tasks across all of the IT-centered service areas and Rosemary Raymondo (DHS) will support Ms. Day on tasks specific to policy updates. Five members of the Shared Resource Pool as currently configured are bilingual; three of them are based in Puerto Rico.

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 all required assignments. Specifically, the vendor should address the following:

- The key PRMP roles necessary to support Service Areas 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.

Recognizing the potential capacity challenges that our clients may experience, we place a strong emphasis on maximizing internal resources effectively and efficiently throughout the project. Our approach is designed to alleviate the burden on the client by harnessing our team's full capacity and technical capabilities to minimize the need for extensive support from their end. Nonetheless, there are some areas where the project can greatly benefit from identifying some key supporting roles.

First, in order to setup an effective and efficient EOMC, we will hold an all-day engagement kickoff event

with PRMP. During this kickoff event, the PRMP and FTI project teams will discuss and reach agreement on critical project management elements including, but not limited to, communications and reporting standards, document management systems and processes, and deliverable structure and formatting guidelines. During the kickoff event, we will also review and as needed modify the processes we will use to manage project status, issue discussion and resolution, and documentation of key decisions and actions.

Throughout the life of the contract, PRMP staff will receive weekly EOMC updates, weekly and monthly status reports, and meeting minutes. Additionally, whenever we are tasked with developing presentations or other artifacts for federal agencies and other Puerto Rico government agencies, we will discuss and agree with PRMP on the level of involvement, review and approval which we will require. For all of these interactions, we will design and implement LEAN processes and leverage a document management and collaboration repository (SharePoint or other platform, based on PRMP's input) for seamless collaboration that will ensure PRMP resources can focus their attention on key tasks and priorities, rather than administrative burdens.

We also aim to minimize the imposition of additional meetings on key client employees or leaders. Instead, we intend to integrate into existing forums, leveraging those platforms to gather input, secure approvals, and gather relevant feedback from key stakeholders. This approach promotes efficiency and aligns with our commitment to optimize resource utilization.

Furthermore, as part of our organizational change management (OCM) strategy, we will conduct stakeholder mapping exercises to identify champions within the client's organization. These champions will play a pivotal role in promoting the adoption of new practices among their teams and throughout the organization, reducing resistance to change.

As we progress through the engagement, we will ensure a smooth transition of knowledge and expertise to PRMP representatives. This knowledge transfer will be conducted in a manner that facilitates the client's ability to assume our roles and responsibilities with decreasing reliance on our guidance, fostering long-term sustainability.

In terms of the specific PRMP roles, we anticipate that PRMP will appoint a designated liaison who is experienced and well-connected within the organization. The percentage of time required from this role will vary depending on project phases but will be more during the initial stages. Additionally, we will ask PRMP staff to provide occasional support and subject matter expertise as needed. These staff members should have relevant qualifications and experience related to the project scope, ensuring that their contributions align with project objectives.

In summary, our approach is built on a collaborative and efficient partnership with PRMP, where roles and resources are strategically allocated to maximize project success while minimizing disruption to the client's daily operations.

3. Key Staff, Resumes, and References

Key staff consist of the vendor's core team for the Service Areas. These resources are responsible for providing leadership and creating the standards and processes required for the various assignments the EOMC Vendor will help support. Resumes for key staff named in the vendor 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 EOMC staffing levels can easily flex in accordance with short and long-term assignments needs. In compiling the initial staffing plan Respondents will need to plan for supporting PRMP's efforts; accordingly, PRMP has bifurcated the two staffing groups and has identified example roles which at a minimum will be required to ensure ongoing assignments success. See below:

Key Personnel:

Account Manager

- Annie Mayol (FTI)

Lead Program Manager

- Geraldine Rodriguez (V2A)

Service Area Leads

- Marlene de Varona (V2A) - Integrated MES Program Management
- Juan Montañez (FTI) – information technology centered service areas (APD, MITA, Certification, Security, EDW, HIE)
- Jonathan Myers (FTI) – PERM, Money Follows the Person
- Nicole Kaufman (FTI) – SPA, Spenddown
- Rosemarie Day (DHS) – Policy Updates
- Paul Cohen (V2A) – Organizational Change Management
- Lorraine Martinez (V2A) – Procurement

Program Management Support Team (PMST)

- Christian Cullen (V2A)
- Guillermo Guasp (V2A)
- Maria Gabriela Negrón (V2A)

Shared Resource Pool (SRP)

Resources in the SRP are subject matter experts in multiple fields who will be “activated” as needed to support tasks within specific service areas. These resources have experience and skill sets that position them to support work across service areas – this LEAN approach to resource management optimizes resource utilization and enables us to respond more quickly to ad-hoc support requests. Throughout our engagement we will ensure that internal team communications keep shared resource pool members aware of EOMC activity across all service areas; that will further ensure that these resources will be able to

respond to urgent or emergency requests.

All of the above noted, within the SRP we have identified at least one resource that will support each service area. As an example, because of her extensive health IT and MES experience Capri Dye will support Mr. Montañez across all of the IT-centered service areas.

More information on members of this pool is provided later in this proposal, and for purposes of illustrating the SRP’s capabilities we have included resumes of the following individuals in this proposal:

- Scott Banken (FTI)
- Carmen Denton (V2A)
- Capri Dye
- Elton Malone (FTI)
- Laura Medina (FTI)
- Allie Merfeld (DHS)
- Cindy Ward (FTI)

The EOMC Vendor must staff each assignment with at least one (1) resource who must be fluent in both **Spanish and English**. Additional qualifications, experience, and responsibilities for each key staff role are defined in [Appendix 2: Staff Qualifications, Experience, and Responsibilities](#).

The core FTI EOMC team – defined as the Account Manager, the Lead Program Manager, the Service Area Leads and the members of the Program Management Support Team – has nine fully bilingual members. Additionally, based on our initial resource plan there are three additional fully bilingual members in the SRP. Each service area will have at least one resource – the service area lead and/or a resource from the SRP – that is fully bilingual. For complete staff resumes, see **FTI Consulting - Attachment 1 – Team Bios**.

3.1 Resumes

PRMP considers the staff resumes (especially key 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 assignments cited under the vendor’s corporate experience, and the specific functions performed on such service areas. 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 10a: Proposed Staff and Roles, Core Team (Key Personnel, Program Management Support Team)

Name	Proposed Role	Experience in Proposed Role
Annie Mayol (FTI)	Account Manager	Over 15 years of experience leading and supporting healthcare initiatives in Puerto Rico. Additionally, as the former Director of Federal Affairs for the Governor of

Name	Proposed Role	Experience in Proposed Role
		Puerto Rico and the former Chief of Staff to Puerto Rico's Secretary of Health, Ms. Mayol has an in-depth understanding of Puerto Rico's Medicaid program, federal funding, federal compliance requirements and the challenges unique to Puerto Rico as it relates to its Medicaid program's design and operations. Ms. Mayol is bilingual and based in Puerto Rico.
Geraldine Rodriguez (V2A)	Lead Program Manager	Over five years of consulting experience, including establishing a PMO for a managed care organization. Licensed architect. Certified Scrum Product Owner.
Marlene de Varona (V2A)	Service Area Lead - Integrated MES Program Management	LEAN Master Black Belt with over 15 years of experience, including setting up and leading PMO in pharma industry. Previous experience as SME on the MEDIT3G OCM project with PRMP.
Juan Montañez (FTI)	Service Area Lead, All Information Technology-Centered Service Areas - APD Supports - MITA SS-A Supports - Streamlined Modular Certification Supports - Security Assessment Audits Supports - EDW Supports - HIE Supports	Thirty years of experience in healthcare and information technology, 20 years of experience working with state Medicaid agencies on MMIS/MES projects, experience working with the PRDOH and ASES on Puerto Rico Medicaid program initiatives, and experience working on MMIS/MES projects with Gainwell Technologies and Curam/Redmane.
Jonathan Myers (FTI)	Service Area Lead - PERM Supports - Money Follows the Person Supports	Over 12 years of experience at federal and state levels providing key operational and regulatory support across the full spectrum of Medicaid programs, including ASES and PRDOH. Supported multiple state Medicaid programs conducting compliance audits, PERM cycles, procurements, and HCBS requirements. Implemented key Medicaid program oversight and monitoring plans, tools and systems that evaluate real-time program and contractor performance.

Name	Proposed Role	Experience in Proposed Role
Nicole Kaufman (FTI)	Service Area Lead - SPA Supports - Spenddown Supports	Over 13 years of experience at the federal and state level with Medicaid federal authorities (SPAs, waivers, and 1115 demonstrations), policy analysis and implementation, and managed care procurements. CMS experience included serving as the primary author of the 2016 Medicaid Managed Care Final Rule.
Rosemarie Day (DHS)	Service Area Lead - Policy Updates	Former Chief Operating Officer of MassHealth (Massachusetts Medicaid program), and almost 15 years of experience advising state health and human services agencies on a wide range of policy matters.
Paul Cohen (V2A)	Service Area Lead - Organizational Change Management Supports	Led the team that supported PRMP's Organization Change Management efforts with MEDITI3G. Expert in organizational design, training, and development.
Lorraine Martínez Neris (V2A)	Service Area Lead, Procurement Supports	Over five years of experience in portfolio and project management. Certified Scrum Product Owner.
Christian Cullen (V2A)	Program Management Support Team Member	Three+ years of project management dashboard/report development and progress monitoring experience
Guillermo Guasp (V2A)	Program Management Support Team Member	Three+ years of experience in project management support
Maria Gabriela Negrón (V2A)	Program Management Support Team Member	Three+ years of experience in project management support

Table 10b: Proposed Staff and Roles, Shared Resource Pool (SRP)

Name	Proposed (Primary) Role	Key Experience in Proposed Role
Scott Banken (FTI)	Support SPA and Spenddown service areas	Almost 30 years of experience as a certified public accountant with 20 years focused on Medicaid, health insurance and value-based payment systems.
Carmen Denton (V2A)	Support OCM and Procurement service areas	Experience with private, government, and non-profit organizations, managing multimillion-dollar grants and driving high-

Name	Proposed (Primary) Role	Key Experience in Proposed Role
		impact initiatives for diverse populations and process development. Led training activities during the implementation of MEDITI3G within the PRMP.
Capri Dye	Support all IT-centered service areas and MES procurements	More than 15 years of experience leading or supporting health IT procurements and projects with federal, state and local government health and human services agencies.
Elton Malone (FTI)	Support Security and Policy Updates service areas	Program integrity and security analyst with extensive Medicaid and U.S. territory experience as a former lead in the U.S. Department of Health and Human Services Office of the Inspector General.
Laura Medina (FTI)	Support PERM service area	Data analyst with experience developing solutions for aggregating, normalizing, and incorporating data from disparate systems and leveraging SQL for generation of specialized reports and data files.
Allie Merfeld (DHS)	Support SPA and Policy Updates service areas	Public health professional with over five years of experience in health systems strengthening, data and analytics, health communications and behavior change, and strategies to promote health equity.
Cindy Ward (FTI)	Support SPA and MFP service areas	Clinician by training. Medicaid strategic consultant and thought leader on public health programs with a particular focus on care management and quality management initiatives. Over 20 years of experience in government health programs. Has consulted nationally with Medicaid State programs. Expert in Medicaid Managed Care requirements and Managed Care Plan operations.

Note: This is an initial set of SRP resources included in the proposal and not meant to be an all-inclusive list; depending on project needs we can add other FTI, V2A, DHS resources to the pool based on needed experience and skill set.

3.2 Key Staff References

The vendor should provide one (1) reference 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 the assignments in each Service Areas.

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 11: Key Staff References

Key Personnel Reference Form					
Key Personnel Name:	Annie Mayol	Proposed Role:	Account Manager		
Reference 1					
Client Name:	MMM	Client Address:	PO BOX 71114. San Juan, PR 00936-8014		
Contact Name:	Dr. Raul Montalvo	Contact Title:	President, MSO of Puerto Rico		
Contact Phone:	787-309-2440	Contact Email:	Raul.montalvo@mso-pr.com		
Project Name: Integration of First Plus to MMM			Start Date:	07/2014	End Date: 03/2015
Service Description: Led the project management team in charge of integrating 20,000 lives of Medicare Advantage from First Medical Health Plan into MMM. Oversaw the Project Plan and all deliverables; managed daily reports and weekly team meetings to ensure timely completion of the project.					
Service Role and Responsibilities: Lead Project Manager – responsible for ensuring all deliverables were completed by owners; coordinate all team members and manage reporting to the Executive team.					

Key Personnel Reference Form					
Key Personnel Name:	Geraldine Rodriguez	Proposed Role:	Lead Program Manager		
Reference 1					
Client Name:	ASTHO Association of State and Territorial Health Officials	Client Address:	2231 Crystal Drive, Suite 450, Arlington, VA 22202		
Contact Name:	Kristin Sullivan	Contact Title:	Director Public Health Systems Improvement and Infrastructure		
Contact Phone:	571-318-5473	Contact Email:	ksullivan@astho.org		

Project Name: Grant Management Optimization Toolkit	Start Date: Feb. 2021	End Date: Jul. 2021
Service Description: Centralize key functions at Grant Management Office to improve transparency, accountability, and reporting, as well as streamline management of grants and financial reports to maximize the utilization of federal grant funds.		
Service Role and Responsibilities: As Engagement Manager, Geraldine was the main point of contact for the client; she was in charge of managing the team leading the daily activities related to the diagnostic, design and implementation of the Toolkit, ensuring the quality of the deliverables.		

Key Personnel Reference Form			
Key Personnel Name:	Marlene de Varona	Proposed Role:	Lean Six-Sigma Black Belt
Reference 1			
Client Name:	PR Medicaid Program (PRMP)	Client Address:	70 Calle Vives Esquina Atocha Ponce, PR 00730
Contact Name:	Dr. Sally del Toro	Contact Title:	Director of Ponce Regional Office
Contact Phone:	(787) 765-2929 Ext. 6781	Contact Email:	sdeltoro@salud.pr.gov
Project Name: Organization Change Management (OCM) Support for New E&E System Adoption	Start Date: 03/2020	End Date: 09/2021	
Service Description: OCM program to ensure PRMP employees and beneficiaries embrace the changes brought about by the new MEDITI3G system and processes being implemented. Conducted a diagnostic to understand key stakeholder's mindsets and behaviors towards proposed changes. Then, designed a structured change management program along with the coordination of all training and communication efforts related to the new system.			
Service Role and Responsibilities: As a Culture & Change Management SME, Marlene played a key role in assessing PRMP Cultural attributes affecting the adoption, monitoring readiness for implementation and adoption of the new eligibility system. She oversaw the assessment and deployment of initiatives to improve operational performance in Pilot context at a Regional Office, provided training in Lean methodology to Champions and during the Pilot, contributed with Caseworkers MEDITI 3G training ensuring quality through a knowledge transfer assessment.			

Key Personnel Reference Form			
Key Personnel Name:	Juan Montañez	Proposed Role:	Service Area Lead, Information Technology-Centered Service Areas
Reference 1			
Client Name:	South Dakota Department of Social Services	Client Address:	700 Governors Drive Pierre, SD 57501
Contact Name:	Brenda Tidball-Zeltinger	Contact Title:	Deputy Secretary

Contact Phone:	605-773-3165	Contact Email:	brenda.tidball-zeltinger@state.sd.us		
Project Name:	MMIS Go-Forward Plan Development	Start Date:	05/2015	End Date:	11/2015
Service Description: Develop a plan for the phased replacement of the state's legacy MMIS with state-of-the-art, interoperable "modules" in accordance with federal guidelines.					
Service Role and Responsibilities: Led the assessment of existing MMIS systems/components, developed the methodology and toolset for evaluating go-forward option by MITA business area, developed the roadmap deliverable, and drafted an advance planning document (IAPD) to secure funding for the phased implementation of the roadmap.					

Key Personnel Reference Form					
Key Personnel Name:	Jonathan Myers	Proposed Role:	Service Area Lead PERM, Money Follow the Process		
Reference 1					
Client Name:	ASES	Client Address:	1549 CII Alda, San Juan, 00926, Puerto Rico		
Contact Name:	Milagros Soto Mejia	Contact Title:	Director Planning, Quality & Clinical Affairs Office		
Contact Phone:	787-474-3300	Contact Email:	msoto@asespr.org		
Project Name:	Mercer Contract	Start Date:	08/2012	End Date:	04/2022
Service Description: MCO Procurements, MCO Readiness Reviews, Comprehensive Oversight and Monitoring Program, Program Integrity, Reporting Specifications/monitoring, State Plan support, Congressional Reporting, BH oversight, Network Adequacy reporting measures and Quality Improvement Program.					
Service Role and Responsibilities: Project/initiative lead.					

Key Personnel Reference Form					
Key Personnel Name:	Nicole Kaufman	Proposed Role:	Service Area Lead SPA – Spenddown		
Reference 1					
Client Name:	New Mexico Human Services Department, Medical Assistance Division	Client Address:	P.O. Box 2348 Santa Fe, NM 87504-2348		
Contact Name:	Erica Archuleta	Contact Title:	Deputy Director		
Contact Phone:	505-709-8261	Contact Email:	erarchuleta@yahoo.com		
Project Name:	Mercer Actuarial Consulting Contract	Start Date:	10/2017	End Date:	05/2022

Service Description: Contract with New Mexico's State Medicaid Agency to provide actuarial support, directed payment development and implementation, managed care plan procurement development, managed care model contract amendments, section 1115 demonstration renewal application, federal guidance interpretation and policy analysis, and evaluation of federal authorities to achieve programmatic goals (e.g, HCBS waivers, SPAs, CHIP Unborn Child option, 1115 demonstration).

Service Role and Responsibilities: Procurement and 1115 Demonstration Renewal Lead, Policy Expert on Federal Authorities, Model Contract Amendment Manager,

Key Personnel Reference Form

Key Personnel Name:	Rosemarie Day	Proposed Role:	Service Area Lead Policy Updates
----------------------------	---------------	-----------------------	-------------------------------------

Reference 1

Client Name:	Connect for Health Colorado	Client Address:	3773 E Cherry Creek North Dr Suite 1025 Denver, CO 80209		
Contact Name:	Kevin N. Patterson, MPA MURP	Contact Title:	Chief Executive Officer		
Contact Phone:	720-518-2151	Contact Email:	kpatterson@c4hco.com		
Project Name:	Connect for Health Colorado	Start Date:	04/2017	End Date:	12/2020

Service Description:

Connect for Health Colorado (C4HCO) has been a Day Health client since April 2017. Since then, we have completed several projects. The most pertinent project for the purpose of this proposal is the development of a multi-year strategic plan, an accompanying tactical plan, and a strategic plan refresh. This work began in April 2017, and C4HCO's 2017 – 2020 Strategic Plan was finalized in July 2017. Tactical plans were also developed for each goal in July 2017. In July 2020 C4HCO and Day Health launched a strategic plan "refresh" engagement, and a 2021 – 2024 Strategic Plan was finalized in December 2020.

Service Role and Responsibilities:

In addition to oversight and guidance provided during each project with Connect for Health Colorado, Rosemarie formed a close working relationship with Kevin and provided executive-level support and insight on many occasions over the past several years.

Key Personnel Reference Form

Key Personnel Name:	Lorraine Martinez	Proposed Role:	Lead Program Manager
----------------------------	-------------------	-----------------------	----------------------

Reference 1

Client Name:	Administración de Servicios Generales (ASG)	Client Address:	Centro Gubernamental Minillas, Torre Norte, Piso 12. 300 Ave. José De Diego, San Juan, Puerto Rico, 00911		
Contact Name:	Joel Fontanez	Contact Title:	ASG Sub-Administrator		
Contact Phone:	787-362-7183	Contact Email:	jfontanez@asg.pr.gov		
Project Name:	Implementation of Procurement Transformation	Start Date:	Sept. 2020	End Date:	2024

Service Description:

Support implementation of a new centralized procurement model for the PR Government behind an operational transformation that ensures standardization of processes, transparency, and savings. Included capacity analysis of all areas, automation of procurement process under a web application and centralization of purchasing categories to achieve savings.

Service Role and Responsibilities:

As the engagement manager for this project, Lorraine was tasked with leading the team and daily efforts aimed at achieving ISO 9001 Certification for the ASG, seeking, among other things, the capture and understanding of customer needs, the redesign of purchasing processes in search of efficiencies, finding, and reducing error sources, and implementing mechanisms for managing performance at the individual and organizational levels.

Key Personnel Reference Form			
Key Personnel Name:	Paul Cohen	Proposed Role:	Service Area Lead, OCM
Reference 1			
Client Name:	PR Medicaid Program (PRMP)	Client Address:	268 World Plaza, Suite 505 Ave. Muñoz Rivera Hato Rey, PR 00917
Contact Name:	Luz (Nildy) Cruz	Contact Title:	Director of Operations
Contact Phone:	787-765-2929 ext. 6732	Contact Email:	Luz.cruz@salud.pr.gov
Project Name:	Organization Change Management (OCM) Support for New E&E System Adoption	Start Date:	03/2020
		End Date:	09/2021
Service Description:			
OCM program to ensure PRMP employees and beneficiaries embrace the changes brought about by the new MEDITI3G system and processes being implemented. Conducted a diagnostic to understand key stakeholder's mindsets and behaviors towards proposed changes. Then, designed a structured change management program along with the coordination of all training and communication efforts related to the new system.			
Service Role and Responsibilities:			
As Engagement Director, I oversaw the successful execution of the project and all its work fronts. I managed the client relationship with key PRMP stakeholders.			

VOLUME 4. Mandatory Requirement Attestation

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” stipulate 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 RFP. 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:

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.
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
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.
4. The vendor must agree to comply with current and future PRMP and federal regulations as is necessary to support this RFP.
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.
6. The vendor must perform according to approved SLAs and identified KPIs with associated metrics in the areas listed in **Appendix 1: Service-Level Agreements and Performance Standards**.
7. The vendor must initially submit and then update deliverables as is detailed within the RFP, as is necessary for the assignment’s success, and at the request of PRMP.
8. The vendor must submit updated deliverables for PRMP’s approval based on the Schedule and Work Plan.
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)
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.
11. The vendor must perform all work associated with this contract within the continental United States (U.S.) or U.S. Territories.
12. The vendor must serve as a trusted partner to PRMP and represent PRMP’s interests in all activities performed 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 RFP.
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 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
15. The vendor must use industry-standard Program Management standards, methodologies, and processes to help ensure the assignments are delivered on time, within scope, within budget, and in accordance with PRMP's quality expectations. PRMP utilizes the Program Management Institute® (PMI®) Program Management Body of Knowledge (PMBOK®) methodology.
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 RFP standards without significant rework or revision.
17. The vendor must agree that PRMP retains ownership of all data, procedures, applications, licenses, and materials procured or developed during the contract period.
18. The vendor must provide evidence that staff have completed all necessary forms prior to executing work for the 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 (FTI)
 - d. Social Security Administration (SSA) data including, but not limited to: family, friends, and acquaintance 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.

FTI Consulting, Inc

Juan Montañez, Senior Managing Director

Phone: 202-263-1449/Fax: 202-312-9101

Date

VOLUME 5. Response to Statement of Work

5.1 Scope and requirements management and expertise approach

a. Describe the vendor’s capabilities, knowledge and experience performing the services described in Statement of Work of this RFP.

The FTI team brings to the PMRP the right combination of knowledge, capabilities, experience, and **commitment** that – in our estimation – distinguishes it from other proponents and translates to unparalleled value for the PRMP.

- We have purposely assembled a team of experts in their respective fields. FTI’s motto is Experts with Impact because of its commitment to build a diverse, best-of-the-best workforce. Our partners V2A and DHS both augment and complement FTI capabilities. As a result, we have experts in:
 - Every EOMC discipline – including program management, procurement, process improvement, research and analytics, data analytics, and change management.
 - Every EOMC knowledge area – including healthcare policy, Medicaid program operations, healthcare information technology, information security, and federal funding requirements.

All of our experts are nationally recognized in their disciplines and knowledge areas, and they have worked with healthcare and Medicaid agency clients in Puerto Rico and the U.S.

- Our team knows the in-scope programs and systems, and we know the various stakeholders that make up the greater Medicaid and healthcare communities in Puerto Rico. Members of our team have had the privilege of working with every stakeholder in Puerto Rico’s Medicaid enterprise – defined broadly to include providers, health plans, vendors, and other healthcare government agencies. This experience, knowledge and understanding of each stakeholder, together with our comprehension of the connectivity and dependencies amongst these stakeholders, will be critical to the success of most PRMP initiatives be they an information system implementation or a programmatic initiative. As a team that “speaks the language” we are confident that we can interact, connect with and build understanding and consensus across all stakeholders.
- Because of the composition of our team, we bring a unique yet comprehensive understanding of Puerto Rico’s social, political and operational landscape, and the history and dynamics between the Government of Puerto Rico (including the PRMP) and the federal government – particularly the Centers for Medicare & Medicaid Services (CMS) and the Department of Health and Human Services Office of the Inspector General (HHS OIG), all of which will help us support the PRMP as it continues to pursue improvements in PRMP operations and interoperability with related agencies, the PRMP’s relationship with federal government authorities, and its ability to comply with monitoring, reporting and accountability requirements.
- Our team, composed heavily of fully bilingual Puerto Ricans, has unparalleled on-the-ground experience working in Puerto Rico, a commitment to work with and serve Puerto Ricans, and the drive to make the PRMP a model for other Medicaid agencies.

b. Describe the vendor’s approach to identifying short-term and long-term work activities.

Our approach to Identifying and managing both short-term and long-term activities throughout the course of our engagement will be grounded on our scope management process; adhering to a disciplined approach

to scope management will be critical to ensuring the EOMC work is properly resourced, tracked and completed on time and within budget. Our scope management process recognizes that EOMC work will be impacted by changing priorities within the PRMP as well as by external drivers including :

- Federal or Government of Puerto Rico legislation
- Federal or Government of Puerto Rico regulatory activity
- Changes in federal and Government of Puerto Rico healthcare policy
- Changes in federal compliance and reporting requirements
- Fiscal Oversight and Management Board directives
- Emergencies (hurricanes, earthquakes, or other “force majeure” events)

Following the EOMC engagement kickoff, our Account Manager and service area leads will meet weekly with the PRMP team to continuously assess the state of work across all EOMC service areas, in addition to discussing needs for EOMC supports that may not have been identified previously. We will then triage new work requests and – as needed - collect information and meet with key stakeholders to clearly establish the scope, level of effort and timing associated with a work request. After completing our triage, our Account Manager will meet with the PRMP team to agree on task priorities and resource allocation (or reallocation, as needed). Certain work requests may be covered under “Other EOMC Supports”, for which we have built a bank of resource-hours. Other work requests may warrant treatment as a “special project”, for which we would need to discuss and agree on a scope, budget and – if applicable – a contract amendment. More information on this process is provided in our response to the Other EMC Supports service area question.

Our Policy Updates team will continuously track developments that could result in unforeseen work for the PRMP and the EOMC contractor; through its systematic approach to providing updates it will build profiles of the potential impacts of these developments. Based on their assessments, our Account Manager and service area leads will convene to discuss those developments and – thereafter – engage the PRMP in discussions about how best to address those developments as proactively as possible. As an example, if a law were passed that would require a new report to Congress, a solicitation for a particular service, or Medicaid covering a new benefit or provider type, we would model the changes that law would trigger across all PRMP functions and MES systems. That modeling would become the basis for detailing to PRMP how each EOMC service area would facilitate the required changes.

The PMST will support all of the scope management activities described above by maintaining a EOMC task tracker and administering a Scope Management Plan which will detail a LEAN process to define, control, verify and manage scope.

c. [Describe your knowledge and experience with executing the possible assignments for the Services Areas included in the Statement of Work.](#)

As discussed in more detail in Sections 5.1, 5.2, and 5.3 of this volume and as further evidenced in our key personnel resumes, our team has led and supported comparable assignments across every one of the service areas outlined in the Statement of Work. Additionally, since this compilation of responsibilities is

unique in a state Medicaid agency context and leveraging the requirement for integrated program management, we have built into our proposal a program management function composed of a program management support team and an expert in process optimization that will coordinate work across all EOMC service areas and PRMP projects.

In addition to our team's collective experience and qualifications, ***we have the project management maturity and know-how to keep a large, multifaceted program on track.*** FTI team members have led and completed multiple complex IT and program design and implementation initiatives involving multiple interrelated tasks, diverse stakeholders, and complex policy and technology issues. Our approach to project management emphasizes accountability, frequent contact with the client, the early identification of project risks, constraints and strategies for proactively countering potential obstacles to project progress, and mechanisms to identify, alleviate, and resolve issues before they become barriers to the successful and timely completion of the project. FTI regularly communicates with project leaders so they can resolve any escalated issues, make necessary decisions, identify potential project risks, and implement mitigation plans. Such communications may include, but not be limited to phone and email messages, regular reports and progress updates, site visits, and one-on-one meetings or group sessions.

Our team knows what makes a program successful. It requires a committed and experienced team to realize the desired outcome of our client. We apply our knowledge and experience gained from similar projects to effectively complete the tasks, and aligned them to fit the local and culture realities faced by the client. Our approach to success is simple, yet is the founding principle our team relies on to assure we exceed our client's expectations.

- We LISTEN to our clients' needs to best plan for the project at hand
- We PLAN the project based on our clients' needs using best practice methodologies (Project Management Institute, Capability Maturity Model Integration, Agile, IEEE)
- We CARE about our client's success and achieving their goals
- We believe bringing a positive ATTITUDE each day enables our team to create an energetic and productive work environment
- We DOCUMENT and assess throughout the project to avoid unforeseen risks and manage requirements
- We TRACK not only our project timelines but our commitments to the client to ensure the optimal delivery of the solution

FTI understands the many facets involved in IT projects. Specifically, FTI has methodologies and approaches for IT and program strategy, project management (including risk management), requirement elicitation, and project evaluation. Our in-depth understanding of federal and state policies and regulations are infused into our consulting engagements; we leverage this knowledge to assure that project scoping and planning take into account any necessary regulations that may affect its design and implementation.

Finally, risk management is a vital component of our approach to managing projects. We capture risks in a risk log according to processes defined in risk management plans. Risk logs are updated both periodically and as-needed. Samples of risk management artifacts are provided in **Figures B and C.**

Figure B: Risk Probability Matrix

Risk Probability Impact Matrix					
Probability	1	2	3	4	5
90%	Yellow	Yellow	Red	Red	Red
70%	Yellow	Yellow	Yellow	Red	Red
50%	Green	Yellow	Yellow	Yellow	Red
30%	Green	Green	Yellow	Yellow	Yellow
10%	Green	Green	Green	Yellow	Yellow
Severity of Impact					

Figure C: Risk Table

Risk	Description	Source	Category	Mitigation Strategy

*1 – 5, low to high

d. Describe the vendor’s approach toward building relationships and collaborating with PRMP and PRMP staff.

We believe that the best way to respond to this question is by example. During the OCM Support project for the implementation of MEDITI3G, V2A managed communications and built relationship with PRMP personnel as follows.

Formal interactions:

- V2A actively participated in multiple recurring meetings established by the project's PMO. These meetings allowed us not only to hear directly from other providers but also to engage with key PRMP personnel.
- V2A maintained a weekly session with the project's PMO to address operational and day-to-day matters.
- V2A held a weekly session with Executive Management to share updates, receive input, approvals, and other critical decisions.
- V2A established an additional governance structure to manage five workstreams supporting change management. Their team members collaborated with PRMP leaders, and their multi-regional teams assigned to each workstream.

- V2A conducted a people mapping exercise to identify change and technology champions. These champions maintained regular communication with the V2A team, sharing achievements, challenges, recommendations, and ideas to improve the new eligibility system implementation process.
- Recognizing that effective communication is a vital component of change management, V2A implemented various initiatives to ensure timely and comprehensive information dissemination. These initiatives included virtual townhalls, newsletters, and the distribution of informative videos, among others.

Ad-hoc interactions:

- Different team members maintained open communication channels through phone, text messaging, and in-person meetings with PRMP representatives, especially to address emergent issues, validate information, and resolve problems.
- V2A's team had functional role divisions (Management, Training, Communications, Administration), serving as points of contact. PRMP knew whom to approach on the V2A team based on their specific needs or topics.

It is worth noting that this project began in the middle of the COVID-19 pandemic, making face-to-face communication impossible in the initial months. However, once PRMP employees returned to regional offices, the V2A team visited all regions to engage with directors, supervisors, case workers, and office clerks. These visits allowed us to listen to their concerns, answer their questions, and provide specific support where possible. Following these visits, PRMP personnel was consistent in its feedback – they valued their in-person engagement and highlighting their ability to speak their language and understand and respect their cultural context.

Having recently worked with PRMP in this project, V2A knows the key stakeholders involved in these technological projects and has a deep understanding of the culture and needs of the organization. We have the ability to support not just a technology implementation but PRMP's ability to fully leverage the technology's potential, and the right approach, discipline, and temperament to engage all of the project's stakeholders and maximize their effectiveness.

e. Describe your capabilities, knowledge and experience with assisting agencies/organizations with the services requested in this RFP.

Over the last 20 years members of FTI's team and our partners have worked with Medicaid agencies in Puerto Rico and across the U.S. – Delaware, the District of Columbia, Florida, Georgia, Hawaii, Indiana, Kentucky, Massachusetts, New Mexico, Rhode Island, South Dakota, Tennessee and the U.S. Virgin Islands – on a wide range of activities including policy management and updates, state plan amendments, MITA state-self assessments, advance planning documents and procurements.

Our collective team's work with Medicaid agencies includes leading and supporting MES projects from planning through procurement and implementation in Florida, Georgia, Indiana, Massachusetts, New Mexico, South Dakota and the U.S. Virgin Islands.

Additionally, FTI team members supported South Dakota's Department of Social Services on its

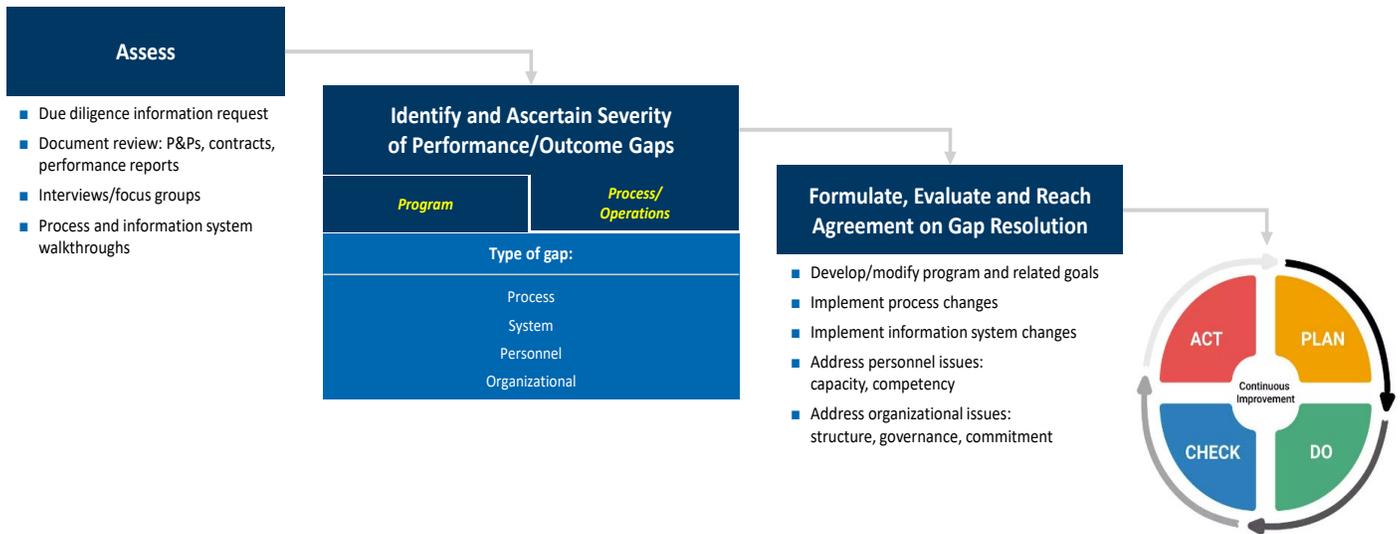
implementation of the same platform deployed in Puerto Rico as MEDITI3G with the same vendor (Redmane). Furthermore, FTI team members worked in Florida, Georgia, Indiana and Tennessee projects where they worked with the same Gainwell Technologies MES platform (interChange) being deployed in phases in Puerto Rico.

f. Describe the overall approach and plan for assessing PRMP, programs and processes, including an illustration of the timeline with key activities, deliverables and milestones that includes the anticipated resource allocations by labor category that will support the proposed plan.

Our approach to assessing PRMP programs and processes would follow an established framework designed to result in a comprehensive analysis of current-state operations and program effectiveness and set the stage for an evaluation of improvement opportunities; the methodology is illustrated in **Figure D** and described below.

The assessment would begin by establishing standardized definitions and defining performance and outcome expectations for the programs and operations processes within the scope of the assessment. We will then discuss and incorporate into our assessment toolset relevant performance and outcome expectations for the program or the processes; the basis for these expectations will be a combination of operational capability expectations outlined in the Medicaid Information Technology Architecture (MITA), program and process goals and objectives, and our team's experience working with other Medicaid agencies which can serve as performance and outcomes benchmarks. We use assessment worksheets to document the current state of the programs and processes. Algorithms built into the worksheets in conjunction with our team's observations are used to "score" and gauge the severity of performance and outcomes gaps. We also isolate the nature of the performance and outcomes gaps – for example, whether the gaps are tied to personnel, organization, process or information systems issues or deficiencies. Following the assessment, our subject-matter expert team would work with PRMP leadership across all disciplines – policy, operations, IT, analytics, budget and finance, HR, etc. – to develop a plan for resolving gaps and establish SMART targets for evaluating progress towards closing the gaps.

Figure D: Program/process assessment methodology

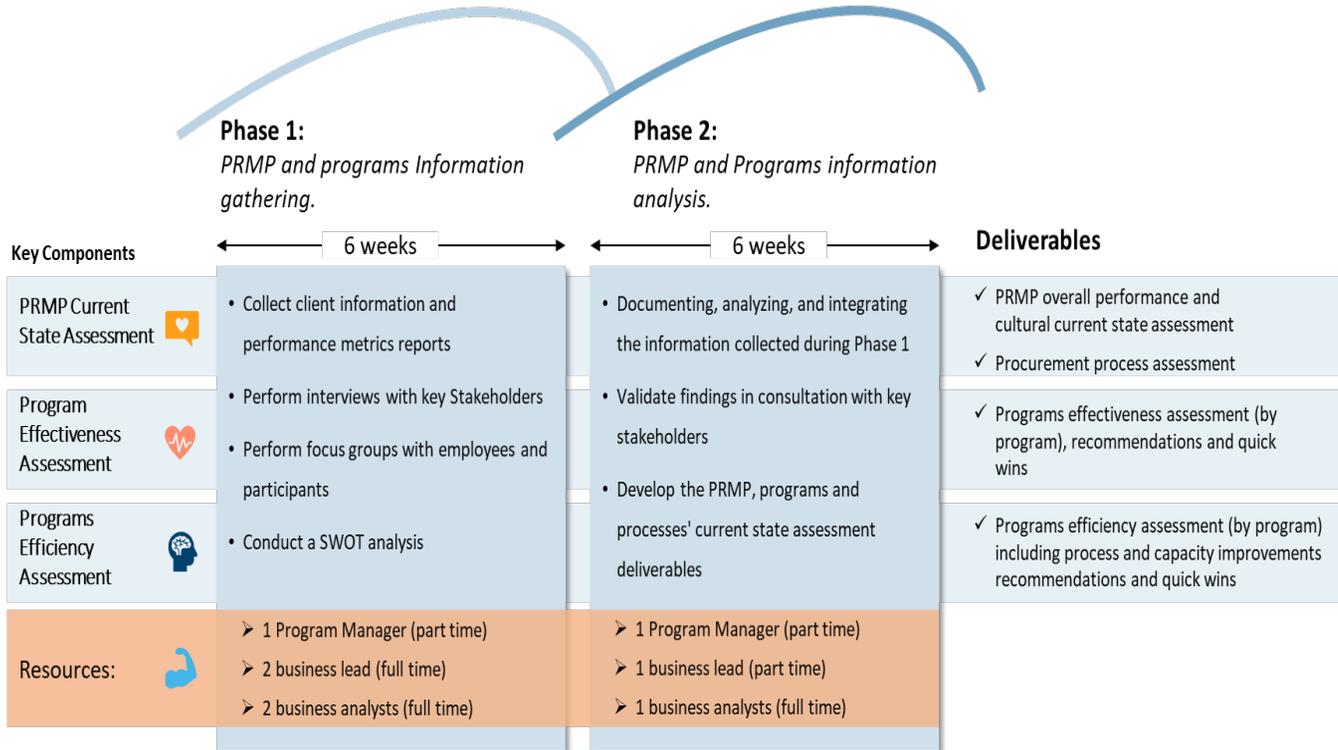


We would treat these assessments as projects. From a project management standpoint, we would initiate the assessment by collecting information and metrics, followed by engaging in interviews with key stakeholders, and – as needed – organizing focus groups involving PRMP staff and external stakeholders to gain deeper insights into key issues. A typical assessment project would then proceed in phases as follows:

1. Current state assessment: This would include a comprehensive cultural and overall performance assessment, which would leverage the assessment V2A conducted in 2020 as deemed applicable.
2. Program/process effectiveness assessment: Our team would evaluate whether the programs or processes are achieving their intended objectives.
3. Efficiency assessment: We would assess whether the resources allocated to these programs and processes are being utilized optimally to accomplish their defined goals. For this assessment we would leverage V2A’s extensive expertise in LEAN and capacity analysis.
4. Documentation and analysis.
5. Validation of findings in consultation with key stakeholders.
6. Deliverables, which would include a summary of observations/findings, an evaluation of key drivers/root causes, recommendations for gap resolution and a plan for implementing the recommendations.

A timeline and resource allocation for a typical assessment project is provided in **Figure E**.

Figure E: Program/process assessment timeline and resource allocation (typical, high-level)

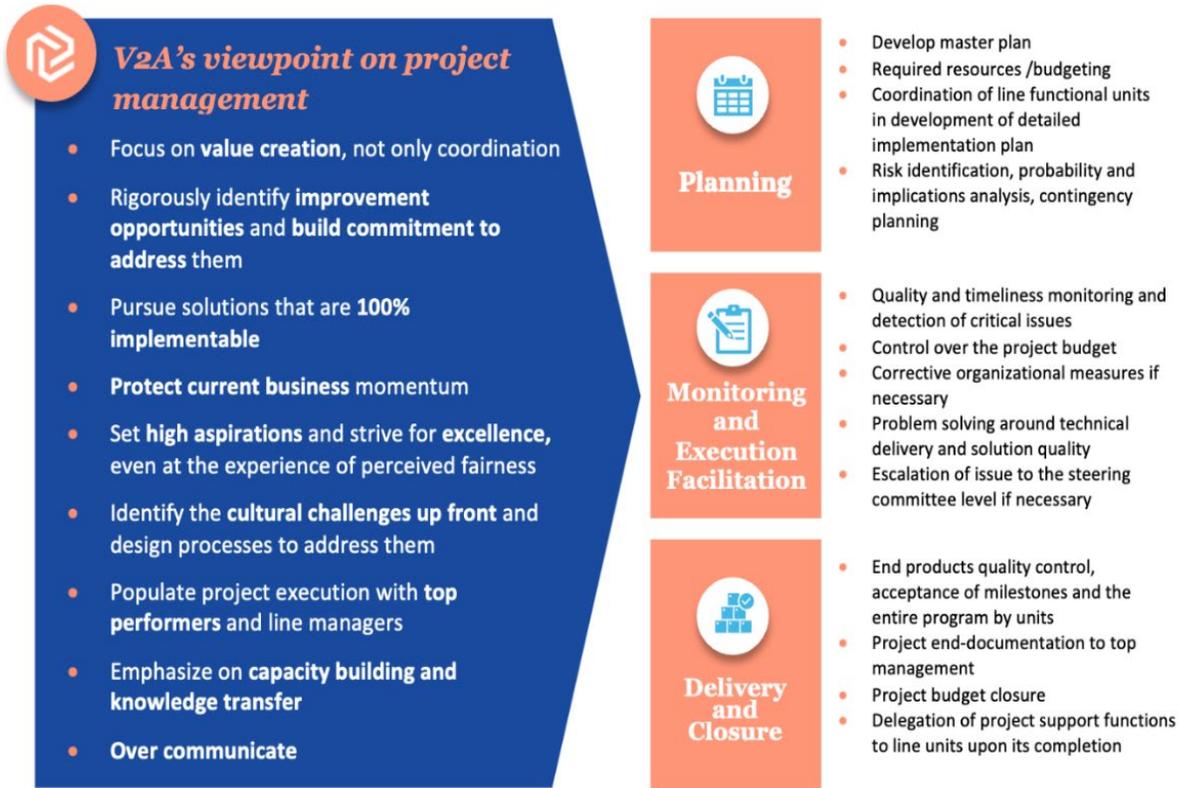


g. Describe in detail your Program Management experience with program management tools and processes. Provide recommendations for Program Management tools and how they could be use in PRMP.

We propose adopting V2A’s highly regarded program management methodology for the EOMC engagement. Over the past 15 years V2A has extensive experience establishing and maintaining program management offices (PgMOs) in various industries including health care, telecommunication, banking and life sciences. This includes leading multiple, large-scale post-merger integration initiatives that require a robust program management methodology and considerable project management discipline.

V2A’s PgMO methodology is divided into three phases: 1) planning, 2) monitoring and execution facilitation, and 3) delivery and closure. **Figure F** explains V2A’s methodology and the elements of each phase in more detail. In the planning stage we typically address project charters, scheduling, risk elements and resource planning, among others identified in the scope of work services. In the monitoring and execution facilitation stage we work diligently to make sure progress is achieved. In this phase we review on a continuous basis the results of individual and team efforts, we also provide constant visibility with comprehensive reporting and manage escalations and modifications to ensure alignment and goal attainment. On the final stage, we work to ensure appropriate closure of projects so that lessons learned can be capture and knowledge appropriately shared for future reference.

Figure F: V2A's PMO Methodology



SOURCE: V2A PMO Methodology

A robust set of tools and deliverables will be used in each of the phases of this work as shown in **Figure G**.

Figure G: V2A's PMO Methodology- Key Tools



SOURCE: V2A PMO Methodology

Our program management methodology starts by creating a Master Program Plan containing the work breakdown structure (WBS) of each PRMP project and other critical information such as estimated effort and duration by project phase and activity. The Master Project Plan is usually created in a project management application such as Microsoft Project and integrated into other Microsoft applications such as SharePoint.

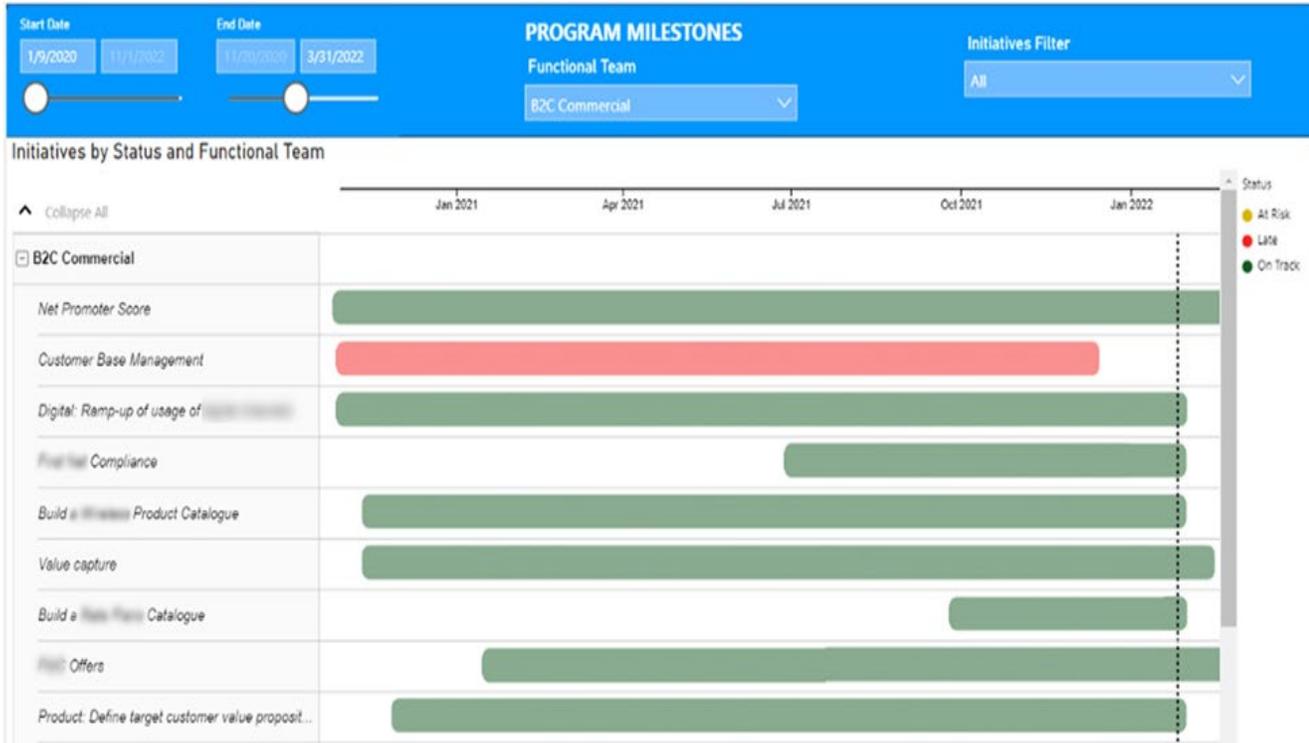
Different stakeholders demand different information and levels of detail. To that end, V2A customizes each stakeholder's view of the portfolio of initiatives. To simplify and streamline the creation of dashboards and reporting process, we automate the process via Microsoft Power Automate flows, leveraging Microsoft Database Managers and Power BI for visualization. V2A has extensive experience creating Program Portfolio Reporting tools for clients in our multiple post-merger integration and implementation projects.

As an example, an executive view of a portfolio can show project status and health at a glance (refer to **Figures H and I**).

Figure H: Executive View Project Portfolio Status



Figure I: Project Portfolio Milestones



V2A established and successfully utilized these program management processes and tools in as the following engagements:

- **Liberty Communications of Puerto Rico** - Program management of the post-merger integration of Liberty Puerto Rico and AT&T. (2021 – Present)
 - The project aimed to oversee and manage the post-merger integration program between Liberty and AT&T, focusing on functional team integration, the timely exit of Transition Services Agreements, and achieving integration synergy targets. The vendor's role involved managing strategic projects in various areas, designing a reporting tool, supporting functional teams in their transition to business-as-usual, defining a new operational model, and conducting organizational redesign. The goal was to achieve a seamless transition, integrating cultures, maintaining service levels, and customer satisfaction, all while realizing value capture targets.
- **Triple-S Salud** - Strategic Portfolio Program Management Support (2017-2020)
 - V2A established a comprehensive program management framework aligned with the internal PMO structure to ensure the successful implementation of the Triple-S Salud Strategic Plan. Managed a portfolio of over 100 projects, spanning all departments in the organization. Focus on overall portfolio and program support, while providing implementation support to key initiatives, including transformation of critical processes using LEAN principles.

5.2 Medicaid knowledge and experience

1. General statement about Medicaid knowledge and experience, including Puerto Rico experience

FTI welcomes the opportunity to support the PRMP with critical activities related to its Medicaid program and MES project portfolio. Our team is uniquely positioned and unparalleled with respect to our Medicaid knowledge and experience at the federal level, state level and within the Puerto Rico program. We have assembled a team of regulatory, policy, operational, and information technology experts with extensive experience working with state Medicaid agencies across the country. Collectively we have worked with CMS and in over 20 states and territories, including with PRMP and ASES, providing regulatory support, policy development, operational implementation of federal, congressional, and state/local requirements.

In Puerto Rico specifically, members of the FTI team have supported Puerto Rico's Government Health Plan in various capacities since 2009 including:

- MI Salud design, procurement and implementation
- Design and implementation of subsequent changes to the GHP including the Plan Vital procurements and implementation
- Oversight of GHP managed care organizations (MCOs)
- Development of state plan amendments (SPAs) and Directed Payments
- CMS negotiations
- Implementation of MCO oversight tools
- Support of negotiations that led to federal approval of directed payments to select providers

2. Please describe the vendor's knowledge and experience for each item:

a. Medicaid Enterprise System and/or Puerto Rico Medicaid Enterprise System (PRMES) AND

b. Management Information System Puerto Rico Medicaid Management Information System (PRMMIS)

Over the last 20 years members of our team, including our Service Area Lead Juan Montañez, have led MES planning projects and procurements and have designed and established PMOs for MES implementations in multiple states and territories. Several of those projects – specifically in Florida, Massachusetts, Tennessee and the U.S. Virgin Islands – have involved implementation and enhancements of MMIS solutions from Gainwell Technologies. As a result of our Florida, Massachusetts and Tennessee projects our team has built many years of experience working with the same MMIS platform – interChange – being deployed in phases in Puerto Rico.

c. Provider Enrollment Portal (PEP)

Members of the FTI team are very knowledgeable of changes made to the PEP portal since its inception. Members of our team coordinated with ASES and the PRMP to streamline and oversee provider screening and enrollment processes to ensure compliance with 42 CFR 455.410 and bring Puerto Rico's Medicaid

program into compliance with federal regulations and to meet congressional requirements, with the goal of achieving seamless coordination across local regulators, MCOs and providers. We will leverage this knowledge and experience, along with our team's experience implementing similar programs in other states, to support future PEP improvements.

d. Eligibility and Enrollment (E&E) and MEDITI3G

Members of our team led the E&E system planning and procurement in the state of South Dakota; following the procurement members of our team supported the establishment of the E&E system implementation PMO. The state selected the same information system (Curam's Social Program Management platform) and system integrator (Redmane) selected by the PRMP for the MEDITI3G project (the U.S. Virgin Islands selected the same parties for its VIBES project). As such, we are very familiar with both parties and how Curam has been deployed in multiple jurisdictions.

V2A deployed a team that provided organizational change management (OCM) supports for the implementation of MEDITI3G. This project's primary goal was to instill a deep understanding, promote active involvement, and build a sense of ownership of MEDITI3G among PRMP regional and local office staff, thus empowering them to embrace the opportunities presented by the new E&E system. Through our effective efforts, we successfully cultivated a strong comprehension and ownership of MEDITI3G among regional and local office staff. Through a robust change management program, V2A monitored readiness for the transition and enhanced post-implementation adoption. This program went beyond the initial scope, addressing operational challenges that could potentially impact the new system's implementation. This "extra mile", which included process mapping and capacity analysis efforts, coupled with V2A's Lean Methodology, facilitated a seamless system implementation. This comprehensive approach enabled PRMP to embrace the new system, ensuring a smooth transition while proactively identifying and resolving operational challenges, ensured a progressive transition, and effectively minimizing setbacks.

e. The Commonwealth's Health Information Exchange (HIE)

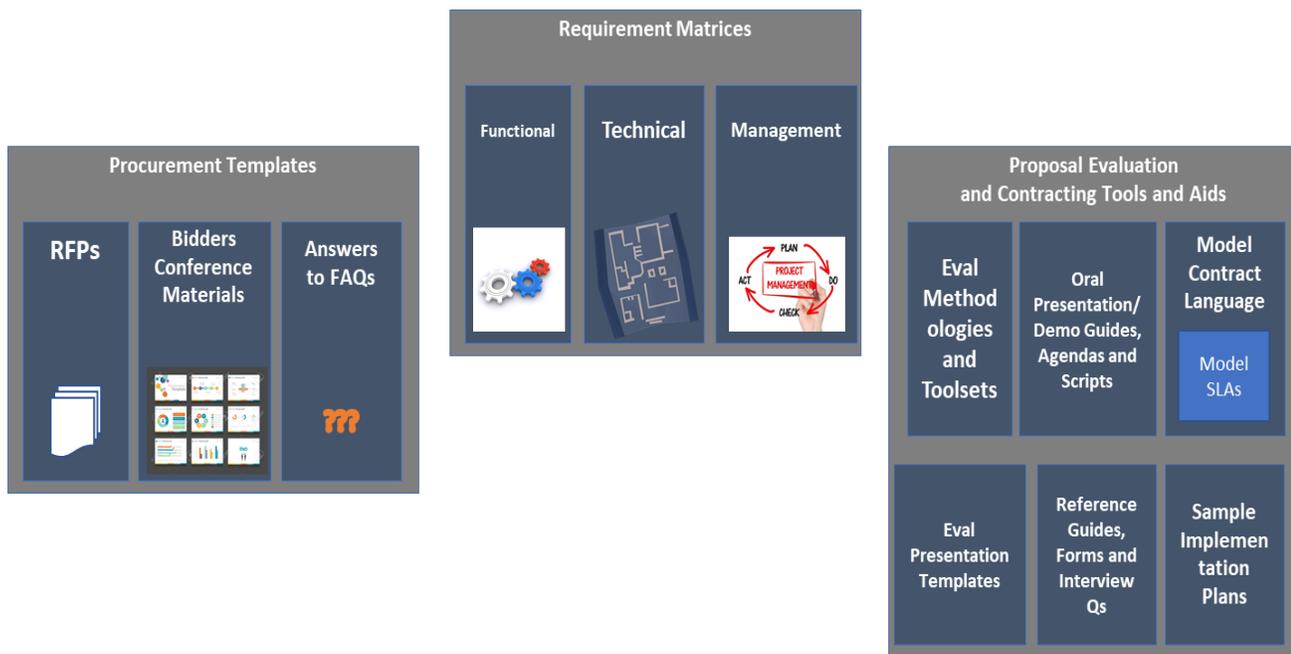
Members of our team are very familiar with the history of Puerto Rico's Health Information Exchange (HIE), including the relatively recent deployment of portions of Health Gorilla's stack to provide electronic lab result reporting and other services. Our team has built relationships with key HIE stakeholders including providers, health plans and Health Gorilla. We are aware of plans and related discussions to enhance the HIE's functionality and services. Furthermore, and potentially of value to the future of the HIE, members of our team have worked with HIEs in the U.S. to expand services and achieve financial sustainability through the optimization of contracts and fee structures and the securing of state and federal funding to support them. Members of our team have worked with nationally recognized HIEs such as CRISP, CORHIO (now known as Contexture) and South Dakota Health Link. Additionally, members of our team have developed Medicaid HIE advance planning documents for the states of Indiana, Massachusetts and Tennessee.

f. Procurement Office

Our team has extensive procurement experience, especially with healthcare IT procurements including requests for proposal for MES systems/modules. Over many years of providing procurement planning, development and logistical support we built an **MES procurement and contracting acceleration toolkit**. We have added to and continue to curate the toolkit. **Figure J** illustrates the key components of the toolkit.

Regarding procurement support, an added value we bring to the PRMP is V2A's work to transform the Government of Puerto Rico's procurement processes through the Administración de Servicios Generales (ASG). The project is aimed to streamline and enhance procurement processes, centralize functions within ASG, and support cost-saving measures. V2A's achievements include conducting a thorough process diagnosis using the LEAN Process Transformation methodology, assessing ASG's procurement capacity, and identifying areas for improvement. V2A successfully optimized and redesigned procurement processes to boost operational efficiency. Furthermore, V2A developed and implemented a digital procurement solution, known as JEDI 1.0, which simplified processes, offered visibility to stakeholders, and standardized procurement practices. The transformation continued with JEDI 2.0, starting at the agency level, and V2A played a pivotal role in facilitating change management processes to ensure the effective adoption of these procurement tools.

Figure J: Procurement and Contracting Acceleration Toolkit Components



The ASG project yielded tangible benefits including:

- Significant reductions in processing times across various procurement methods - the digital transformation extended to agency levels, enhancing cycle times from the outset of processes, and implementing a comprehensive contract catalog, further enhancing the project's success.

- Greater insights into key operational performance indicators such as case volumes, productivity, and cost savings.
- Improved stakeholder satisfaction including agencies, suppliers, and ASG employees

More recently, V2A has been leading the implementation of procurement process improvements for other government agencies that are clients of ASG, including as Seguridad Pública (DSP), Familia (DFPR) and the Department of Health. We are reengineering these agencies' internal procurement processes in alignment with the improvements made at ASG.

g. Program Integrity Unit (PIU)

Members of the FTI team have extensive expertise building, implementing, and coordinating the activities of Medicaid PIUs and Medicaid Fraud Control Unit (MFCUs) across the country. Our shared resource pool includes a former senior investigator with the Department of Health and Human Services (HHS) Office of the Inspector General (OIG). Additionally, FTI's healthcare practice has certified fraud examiners, auditors and compliance experts. FTI can evaluate and recommend performance improvements to existing PIUs to ensure core Medicaid Agency Fraud Detection and Investigation Program functions are coordinated and implemented. This includes but is not limited to key programmatic functions such as identification, investigation, and referral of suspected fraud cases, technical assistance conducting preliminary and comprehensive investigations, best practices regarding investigation resolutions, reporting and referral activities and coordination with MFCU, HHS OIG and other law enforcement activities. Our team can also provide technical assistance on strategies and policies to address key disclosures, oversight and accountability processes and will provide key liaison support to federal authorities and congressional requirements.

h. Money Follows the Person Grant (MFP)

Members of our team has been tracking activities related to the MFP planning grant awarded to Puerto Rico in 2022 and, having worked with ASES for almost 10 years, understand the Government's interest in the program and what they may be looking to achieve through its implementation. If properly implemented, this home- and community-based services (HCBS) demonstration program could have a significant positive impact on Puerto Rico's health care landscape by addressing critical needs of its population and a major healthcare supply and workforce deficit. While the goals of the MFP program are unique in Puerto Rico given the lack of nursing facilities and institutions, the grant does provide critical funds to analyze and plan for HCBS adoption and implementation. FTI has unique expertise implementing HCBS programs in other states, including policy development, provider training, oversight and monitoring and quality. FTI can leverage this expertise to help PRMP implement any recommendations coming out of the assessment currently in progress, support the establishment of partnerships with community stakeholders and other parties, and implement HCBS program performance management processes and systems.

i. Centralized Provider Enrollment and Credentialing (CPEC)

Following passage of enabling legislation and the CPEC solution/vendor procurement, FTI can coordinate and support the PRMP and its selected vendor in the phased implementation of CPEC modules. Having worked with ASES, health plans and providers in Puerto Rico for almost 15 years, we can help address challenges that may arise from the CPEC implementation, thereby ensuring that providers remain certified and eligible to deliver Medicaid services to beneficiaries. To the extent required, FTI can also provide strategic support on data sharing, reducing provider burden and abrasion, complying with federal requirements, interagency collaboration, and reporting and monitoring approaches. Members of the FTI team will leverage their experience implementing CPEC-like programs in other states.

j. Organizational Change Management (OCM)

We will rely on V2A's OCM services and capabilities, and augment these as needed with resources from FTI's strategic communications practice. V2A has carefully crafted an approach to guide individuals, teams, and organizations through a defined transition from their current state to a future one. Our main goal is to encourage organizational results by involving employees and helping them embrace a new way of working. Whether the OCM's target is a process, system, job role, or organizational structure change, our success relies on employees adopting new daily behaviors. This is at the core of change management. Understanding organizational cultures and climates can pose challenges during change management efforts. Therefore, having a pulse on these allows us to recognize cultural elements that might impede or facilitate the transformation process.

Organizations should strive to:

- Promote effective **communication** by listening to employees and teams, fostering dialogue to create a shared vision, understanding organizational needs, and seeking input on how to achieve them.
- Cultivate **coalitions** with a shared vision to generate momentum for change. Encouraging multiple coalitions with specific roles that support the transformation expedites the process. For instance, leveraging tech-savvy employees from different departments to assist their less tech-savvy peers in adopting new technologies.
- Ensure **commitment** through transparent discussions and a deliberate evaluation of the scale of the transformation, facilitating fair prioritization or reorganization of tasks to provide the necessary capacity for the transition activities. Often, organizations embark on transformations while expecting employees to maintain regular performance levels despite an increased workload due to the changes, which is not sustainable.

In addition, people need:

- Access to **information** regarding the vision, goals, and the outlined roadmap. Clear comprehension of guiding principles and expected contributions mitigates confusion and maintains focus.
- The necessary **capabilities**, resources, tools, knowledge, and support to smoothly transition to the new operational model. A lack of resources leads to frustration and potential burnout among employees.
- **Conviction** through fair incentives to overcome inertia and sustain commitment to the transition. Rewards

and recognition certainly aid, but it's the leaders acting as role models, instilling a sense of purpose and urgency, that truly fosters conviction for change.

k. Enterprise Data Warehouse (EDW)

Members of the FTI team have led EDW planning, developed EDW procurements, and designed and implemented EDWs specifically for Medicaid programs; as such we have in-depth knowledge of the challenges that have to be overcome – beginning with but not limited to establishing data governance, identifying and prioritizing analytics and reporting needs, harmonizing data from multiple sources, and providing the right level of self-service capabilities for program staff – to maximize the value of these systems. We are aware of the PRDOH's data warehouse initiative for which it contracted Nagnoi to establish a data management platform that will ingest data from multiple programs. FTI welcomes the opportunity to support PRMP's participation in that initiative and/or a separate PRMP EDW initiative – the latter may require an RFP, and FTI team members have extensive data warehouse/decision support system procurement and implementation experience.

5.3. Service area knowledge and experience

a. Procurement Support

We will leverage the **solution procurement and contracting acceleration toolkit** described in Section 5.2 of this volume to establish a common language we can use with PRMP and RFP respondents throughout each procurement and facilitate discussions around requirements, priorities, and procurement and contracting processes.

Our procurement approach incorporates the following major processes described in detail below:

- Due Diligence
- Current and Future Needs Assessment and Requirements Development
- RFP Development and Release
- Vendor Evaluation

Each of these processes allows for the effective planning, managing, and controlling of the procurement life cycle, ensuring the appropriate stakeholders understand the implications in each phase of the RFP development.

Due Diligence

As part of our “hit the ground running” strategy, our team will utilize a methodology and toolset developed and used for similar projects, including those used in our relevant projects noted in the *Company Overview/Organizational Qualifications* section of this proposal. These projects have similar characteristics to this project in that the assessments of IT capabilities and recommendations for IT solution requirements and procurement strategy followed the same methodology we are proposing for this project.

During this due diligence task, our team will also expand our knowledge about the current IT capabilities of the Department and prepare for interviews with the Department’s subject matter experts. We will gather, from the Department, relevant information such as:

- System architectural diagrams and component descriptions
- Process flow diagrams
- Inventory of systems used by the Department and data captured
- Contractual requirements that call on HIT for compliance

We will also collect information on HIT solution imperatives for the Department. We will provide suggested imperatives based on our understanding of the organization, health and human services program developments at the state and federal levels, a review of relevant solicitations/contracts from our toolkit, and our team’s collective experience in health and human services management and delivery and IT management. These imperatives will be organized along the domains shown in **Figure K**.

Figure K: Due diligence domains

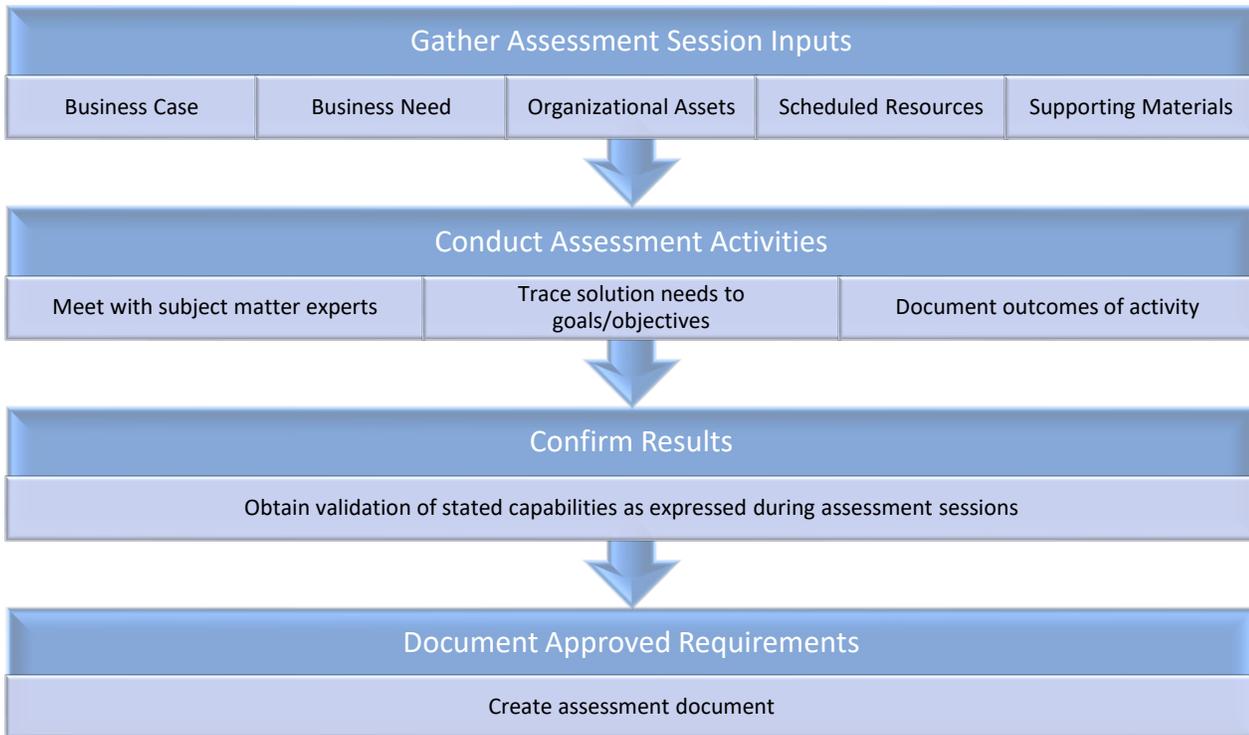


Assessment and Requirements Development

To extract detailed requirements for the solution being procured, the FTI team will conduct workflow assessment and requirement development sessions. These will be highly structured, facilitated sessions that bring together the PRMP’s business subject matter experts and IT specialists to define and review the requirements for the system as well as inform the FTI team on the current workflow/business processes that support all the Department’s programs that will be implementing the new IT solution.

Our approach to conducting these sessions will be based on the Business Analysis Body of Knowledge (BABOK) Solution Assessment and Validation process, a generally accepted approach to stakeholder engagement in major IT projects. The approach is illustrated in **Figure L**.

Figure L: Stakeholder Engagement Approach



To guide the overall direction of this effort, given the fact that multiple stakeholders will be engaged and represented throughout the process, FTI will work with the PRMP to identify stakeholders and establish and facilitate the assessment and requirement sessions. **Figure M** represents a typical stakeholder map our team has used to help identify key stakeholders in similar projects.

Figure M: Typical IT solution stakeholder universe



The assessment and requirement-gathering sessions will be used as an information and data collection technique, allowing for branching among related topics and the explanation of contextual information that affects the IT solution project. During the sessions, FTI will go through a series of probing questions to assess gaps, strengths, opportunities, and factors that must be accounted for in an IT solution RFP. In so doing, we will ensure that the roles of various project stakeholders (refer to **Figure M**) in securing buy-in for IT solution requirements and using the eventual solution are properly recognized.

Using all the information gathered regarding the PRMP's needs, we will formulate and facilitate agreement on an **IT solution target architecture** – the achievable end-state of technological capabilities that will set the stage for more detailed requirements and technology sourcing recommendations. Based on the target architecture, we will then facilitate agreement on key requirements for IT solution capabilities by major function. FTI will document these requirements in the form of a **requirements matrix**. Our requirement session methodology and approach are based on elicitation techniques in the aforementioned BABOK. These nine techniques include brainstorming, document analysis, focus groups, interface analysis, interviews, observation, prototyping, requirements workshops, and surveys/questionnaires. Using the best practice approaches from the BABOK, the team will facilitate a well-structured workshop to capture and prioritize the necessary requirements of the IT solution.

The success of these sessions is highly dependent on the expertise and knowledge of the participants, and FTI will work with the PRMP to identify the right participants. We will also create a detailed workshop schedule to align participants to the appropriate sessions. The creation of select journey maps and workflow diagrams will also help inform the requirements.

Final deliverables from this project phase will be:

- Solution functional, technical, and management (implementation, maintenance and operations, end-user support) requirements, prioritized and articulated for capturing vendor capabilities vis-à-vis said requirements.
- Future-state journey maps and workflow diagrams that illustrate select requirements.

RFP development, release, and execution approach

Accurate planning is an essential element of a successful procurement document. During this phase, the FTI team will develop the procurement and proposal evaluation strategy, an initial IT solution implementation plan (which vendors will be asked to address in their RFP responses), and a detailed RFP calendar of events.

Developing the RFP

The starting point for building the RFP is the complete requirement set for the IT solution derived from the assessment and requirement project phase. These requirements will be organized as follows:

- Functional requirements – specific capabilities that the system must possess, including features and functionality that end users would employ as well as automation capabilities that the Department would want to leverage.
- Technical requirements – these encompass usability, availability/performance/reliability, security, and the ease of configuration and changes.
- Management requirements – expectations of the selected vendor for the system's implementation, post go-

live maintenance and operations, and post go-live support of the system's end users.

Using information and documents gathered during the due diligence and assessment and mapping phases, FTI will construct the RFP by developing/incorporating:

- Narrative descriptions of the procurement process and corresponding timeframes
- Written description of the project background
- Scope of work to be performed based on defined requirements
- Department-specific boilerplate contract terms and conditions
- Bidders' library
- Fulfillment of administrative requirements specific to questions, bidders' conference, proposal format, proposal submittal, etc.
- Defined evaluation criteria

Below is an outline of a typical RFP. We will work with the PRMP to tailor the RFP to the exact needs/requirements of the project:

- Administrative Information
 - Response Submission Information (when/where/how)
 - Timeline of Dates
 - RFP Contact Information (who and how to contact)
 - Format and Content Requirements of Response
 - Evaluation Criteria
- Project Overview and Statement of Work (SOW)
 - Description of the Project Background (goals and objectives)
 - Contractor Statement of Work
- Requirements
 - Solution Requirements
 - Overview of the existing landscape
 - Preferences the Department has on the approach
 - Specific requirements for the solution
 - Management Requirements
 - Project management methodology
 - Staffing requirements
 - Deliverable Schedule
 - Training/knowledge transfer
 - Documentation requirements
- Qualifications
 - Contractor Qualifications
 - Company history/summary of business

- Financial health
 - Company references
- Staffing
 - Organization of staff
 - Resumes and references of key project staff (including project manager, implementation manager, testing manager, training manager)
- Cost
 - Cost by Deliverable
 - Implementation
 - Training
 - Maintenance and operations
- Appendix
 - Sample Contract Terms and Conditions
 - Bidders Library of available documents

Vendor Evaluation

FTI will use the requirements identified during the RFP development process to construct the RFP Evaluation Criteria. This will help ensure that all proposals received in response to the RFP are evaluated fairly and completely, with input from all major stakeholders, and within the guidelines provided by the PRMP.

As part of our approach, we will conduct a workshop with evaluation team members to provide instructions and guidance to staff on identifying areas in proposals that are incomplete or require further clarifications. The objective of this workshop will be to ensure all team members are aware of what is expected of them (their roles and responsibilities) and the schedule that must be adhered to for successfully completing this project. We will discuss in detail the criteria that have been developed to assist team members in evaluating the proposals. All evaluation team members will be expected to attend the workshop. We will also develop a scoring methodology to address corporate and staff qualifications and will provide the Department with scoring sheets and evaluation matrices as part of the procurement documents.

Our team will develop the content to address the evaluation criteria listed below:

- Technical approach/validation against requirements
- Qualifications: corporate, proposed project personnel
- Reference checks
- Cost evaluation

Examples of RFP evaluation criteria are presented below in **Figures N and O**.

Figure N: Sample RFP Requirement Areas and Evaluation Weights

Requirement Area	Evaluation Weight
Corporate Qualifications and Resources	Pass/Fail
Solution Qualifications	TBD%
<i>Solution meets all requirements with little or no configuration</i>	TBD%
<i>Previous successful implementations based on references</i>	TBD%
Staff Qualifications (Total)	TBD%
<i>Staff Experience and Credentials</i>	TBD%
SOW Understanding and Approach	TBD%
Cost	TBD%

Figure O: Sample RFP Requirement Areas and Evaluation Weights

Rating	Basis For Rating	Evaluation Points Awarded
Exceptional	<ul style="list-style-type: none"> The approach will yield a result that exceeds the objectives qualitatively. The proposal offers an approach or features with little or no risk. The response covers areas not originally addressed within the RFP category and includes additional information and recommendations that would prove both valuable and beneficial to the County. This response is considered an excellent approach demonstrating the Contractor’s authoritative knowledge and understanding of the project. 	4
Exceeds Objectives	<ul style="list-style-type: none"> A very good response that shows experience and knowledge within the category. The Contractor provides insight into their expertise, knowledge, and understanding of the subject matter. The collective approach yields a qualitative benefit to the project that is beyond the minimum objectives. The approach being proposed, or the majority of the features are acceptable or above the objectives set out in the RFP. The Contractor can easily implement additional features or options. A minimal number of resources will be required from the County. 	3
Meets Objectives	<ul style="list-style-type: none"> The approach or the majority of the features proposed meet the objectives. No apparent deficiencies noted. Some items could be improved on but are still considered acceptable. To enhance them may require rework and resources from the Contractor and/or the County. The ranking should reflect some qualitative achievement(s) such as an acceptable delivery timeframe, training program, etc. 	2

Rating	Basis For Rating	Evaluation Points Awarded
Fails to Meet All Objectives	<ul style="list-style-type: none"> The proposed approach or a majority of the features for the item are deficient. The approach taken is undesirable and correction would require a major and material change in the proposal. The correction of any deficiencies either collectively or individually, poses a serious problem in correction or has a "domino" effect on the other program features. 	1
Non Responsive	<ul style="list-style-type: none"> Fails to address requirements/evaluation questions. Non-responsiveness in one or more critical areas could disqualify the bidder from further consideration (to be determined during RFP development). 	0

Vendor Demonstrations

As part of the proposal evaluation process, FTI encourages clients to conduct demonstrations with a select group of vendors who, through proposal evaluation, the PRMP believes understands the ask of the RFP and can best meet the technology requirements being sought. FTI will work with the PRMP to schedule and facilitate these demonstrations with the appropriate solution vendors based on initial proposal evaluations.

The FTI team will come prepared with a vendor demonstration toolkit we have created and enhanced with each demonstration we have facilitated on behalf of our clients. Our toolkit contains a recommended agenda, vendor company questionnaire (with reference questions), as well as a vendor impressions worksheet (scorecard) to be completed by stakeholders in attendance. These demonstrations allow the PRMP to review the proposed IT solutions and discuss specific, targeted questions about your needs and how the solutions can support your business and program requirements.

Once the demonstrations have been completed, our team will gather stakeholder impressions and create an analysis by vendor and solution requirement type. Through these demonstrations, the Department, along with support from the FTI team, can make final recommendations on the vendor who is able to best meet the needs of the Department.

b. Advanced Planning Document Support

It is critical that an APD reflects a unified statement of need with obtainable objectives and a cohesive project plan that is well founded and understandable. Our team’s APD development processes are founded on proven experience building successful planning, implementation and operations APD and related updates for a host of initiatives. Our clients and CMS trust our process, our work, and our team to deliver APDs that serve the interests of both the Medicaid agencies and CMS. Members of our team have developed APDs for the states of Indiana, Massachusetts, South Dakota and Tennessee.

Our team is experienced in the construction and advancement of critical APDs to ensure enhanced federal financial participation (FFP). We have worked with a wide range of state Medicaid programs and public

health organizations to plan, analyze, deliver, oversee, review, and manage health care information technology (HIT) and business improvements. We are well-versed in leveraging multiple enhanced funding streams and aligning APDs – including those for MMIS, Enrollment and Eligibility Systems (E&E), HITECH, and Operations and Maintenance (O&M) – to promote reuse of Medicaid technologies within the state and among states, as well as to assure the state avoid requests for duplicate funding, which is critical in ensuring the expedient review by CMS.

We are confident that our experience with similar, earlier APD development projects, the relationship we have been able to build with key CMS resources throughout the country, and our understanding of Medicaid and APDs enable us to estimate potential resource requirements associated with modifications that CMS may require to the APD.

Throughout the life of each APD, the FTI team will provide technical assistance in the development of the APD and associated updates and documentation required by CMS. The FTI team will also assist in responding to CMS comments and review.

Traditional elements of the APD are:

- The Statement of Need and Objectives which will be based on findings documented in the SS-A that spell out the gaps in existing "systems" and the objectives of the Program.
- The Requirements Analysis, which will describe the primary gaps detected between the As-Is Environmental Scan and the To-Be Envisioned Future.
- The Alternative Analysis, which will describe approaches considered and chosen to the development of new systems and/or systems changes. FTI will summarize the alternatives, the selection process and rationale for the chosen alternative path.
- The Cost-Benefit Analysis, which will succinctly describe the planned program performance improvements, projected costs, and anticipated benefits. This section describes the assumptions, calculations, and measurement plan to assess performance and profile cost and benefits projected over the life of the program.
- The Project Management Approach, which will summarize the project deliverables, tasks, projected timeline, and project organization resource needs.
- The Proposed Project Budget, which will be built upon the existing APD, and mapped across the measurable annualized benchmarks and cost allocated as required by CMS.
- The Assurances, which may vary from typical APDs since the requirements for software ownership and federal licenses may not be applicable.
- The Cost Allocation, which will delineate the type of FFP by project, project phase and other funding mechanisms, and ensure Medicaid pays only its "fair share."

c. MITA SS-A Support

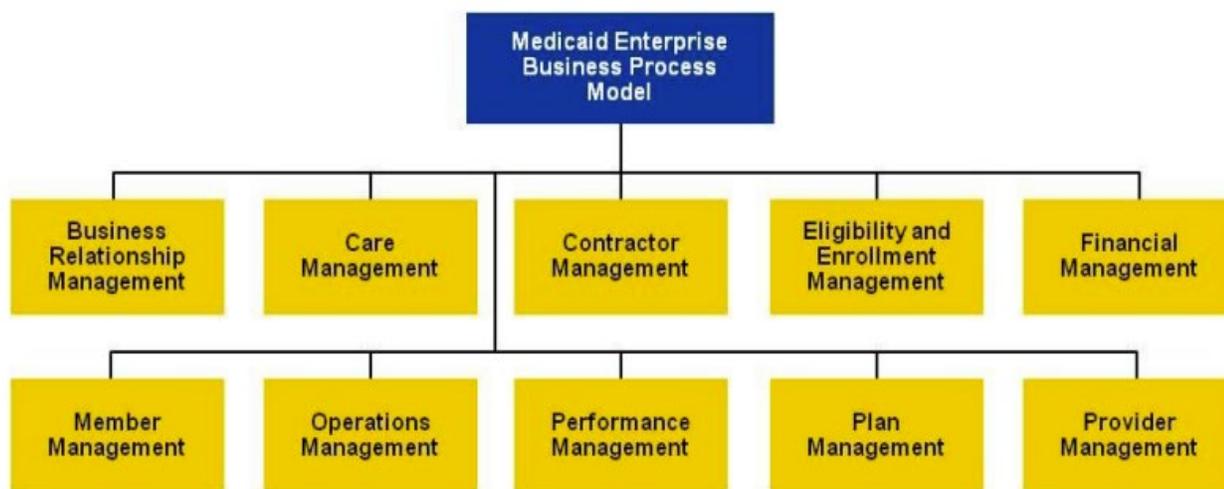
Members of the FTI team have conducted Medicaid Information Technology Architecture (MITA) state self-assessments (SS-As) in multiple states and territories including the District of Columbia, South Dakota and the U.S. Virgin Islands and – in a manner that makes us unique in the industry – have also conducted MITA assessments with two MES solution providers to help them align their solutions to MITA guidance. We have

created blueprints for both states/territories and MES solution providers for enhancing the capabilities of their MES solutions. This experience allows our team to immediately share a national perspective of implementations; and provide best practices and lessons learned from a state and vendor prospective. Having both views allows our team to rapidly react to Puerto Rico’s needs and provide a competent response based on our comprehensive experience in state Medicaid agencies and with MMIS solution vendors. Bringing this knowledge and experience to the project allows our combined team to reduce the burden on PRMP staff during this process.

We will utilize our assessment strategy based on the MITA Framework 3.0 to methodically facilitate workgroup sessions and gather information. The team proposed has used this framework to perform MITA State Self Assessments for the projects listed in our experience section response. We will ensure that all four MITA domains – business architecture, information architecture, technical architecture, and conditions and standards – are thoroughly addressed and updated in the assessments.

As part of the assessment process, the FTI team will first ascertain the current level of capability maturity that the PRMP has achieved across the MITA business processes contained in the MITA 3.0 framework; refer to **Figure P**. This will give the PRMP team the opportunity to gain a better understanding of each of the business processes and help frame the Current Capability Assessment. This work will be accomplished during an onsite kick-off and process mapping session. We will follow that step with more in-depth assessment sessions. Before the assessment sessions, the PRMP team will be provided refresher briefings on the three MITA architectures – business, information, technical – and a presentation on the CMS Conditions and Standards for MES investments which are incorporated into the MITA SS-A.

Figure P: MITA Medicaid Enterprise business process model



BA-4-2

Throughout the assessment sessions the FTI team and PRMP will discuss the workflows associated with the business processes it supports within each of the MITA Business Process Areas, how Information Architecture-related activities are currently performed, the existence and maturity of technical services

described in the MITA Technical Architecture, and the degree to which the existing systems conforms to the Seven Standards and Conditions. FTI will also capture the capability maturity level and document the potential initiatives for improving the maturity level for each of these architectures. Each facilitated session will begin with an FTI facilitator providing a brief overview of the MITA Architecture area, describing the MITA process or business services, and inviting the state subject matter lead to describe the current process for each of their areas in the existing State operations and how it aligns or differs from the MITA process. FTI will record process details that were different from process descriptions as outlined in the MITA guidance materials. After the group achieves a consensus understanding of the process, question and applicability, the group will be asked to reach consensus on its current level of capability maturity and any projects and/or initiatives that could contribute to an increased capability maturity. The results from each of these sessions will be summarized in this deliverable SS-A document and detailed in the completed assessment worksheet.

The FTI team will use documentation provided by the PRMP as a starting point for assessing the maturity level for each in-scope business process, information architecture component, technical service, and standard/ condition (this is captured in “Inventory and Set-up” on our project timeline). This will be supplemented by staff input and information from each facilitated session, as well as notes and additional information obtained following the session. FTI will then complete capability maturity matrices for each assessment component – Business Architecture, Information Architecture, Technical Architecture, and the Conditions and Standards – to compare and ensure consistency in scoring for all similar areas and attributes where similar responses were received from PRMP. FTI will then conduct an internal peer review of all assessment documents before reviewing the final version of the assessment with the PRMP team. FTI will ask the PRMP team to review the completed assessment documents and provided recommendations for revisions which FTI will incorporate into the final version of the SS-A deliverable.

d. MES Streamlined Modular Certification (SMC) and MES Outcomes-Based Certification (OBC) Support

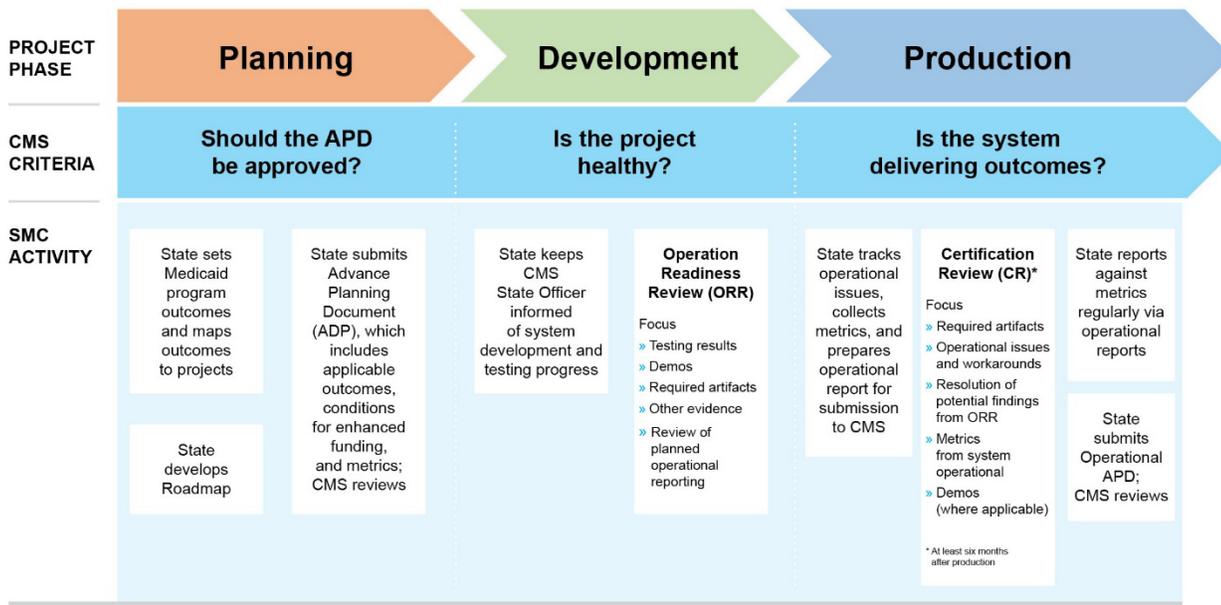
Our team has in-depth knowledge of CMS certification requirements for all MES modules including but not limited to data warehousing, analytics and decision support systems. Our team has specialized knowledge of outcomes-based certification requirements as well as the still-evolving Streamlined Modular Certification (SMC) requirements. CMS has been implementing SMC in phases; as part of this implementation CMS built a GitHub site for gathering and sharing relevant SMC artifacts including sample metrics for use in determining the impact of an MES module on Medicaid program performance and outcomes. Our team includes resources who have worked for CMS on multiple projects including the Medicaid EHR Incentive/Promoting Interoperability program, the Innovation Accelerator program and the Testing Experience & Functional Tools program. As such, our team has long-time relationships with key CMS players including the State Systems lead and regional office liaisons for IT projects, and have considerable insights into the impacts CMS is seeking from future MES projects. Finally, our team has directly involved in

the development, review and approval of APD) in various capacities – including as CMS contractors. Ultimately, we are optimally positioned to support the PRMP as it engages with CMS on certification activities.

Our team will support the PRMP through the SMC life cycle, illustrated in **Figure Q**, by leading certification planning, monitoring and reporting meetings, continuously reviewing certification activity progress, providing expert guidance on certification preparedness activities, reviewing certification artifacts and making recommendations for improvement as needed, and maintaining the certification artifact repository while ensuring its integrity. As part of this effort, we will work with the core project team during project initiation, as well as throughout the life of the project, to ensure that certification activities are integrated and represented in the project’s work plan.

We anticipate holding biweekly (or weekly, as the project approaches critical SMC milestones) certification status meetings; our team will schedule, lead, and provide documentarians for these meetings whether they are held in person or virtually. We recommend the meetings be attended by the MMIS project lead, representatives from PRMP and our team. We will document and track risks, issues and action items specific to the certification phase of the project.

Figure Q: Streamlined Modular Certification (SMC) Life Cycle



Finally, our certification team will serve as the focal point, consolidator and codifier of artifacts which must be submitted and/or made available to CMS officials and agents at key points in the certification process. These artifacts will include documents which CMS requires per the protocol, such as test plan and results, and recordings of system demonstrations which would be used to prepare for actual system review sessions. Within the project’s document management and collaboration platform, we will maintain a

certification folder where these artifacts will be maintained – properly tagged and with metadata that will facilitate search and retrieval.

Prior to delivery to CMS or use in meetings with CMS, our certification team will conduct critical reviews of all artifacts including demonstration scripts and other documentation of evidence produced for certification meetings – particularly operation readiness and certification review meetings. The team will review the artifacts from three perspectives:

- Does any evidence provided stand on its own? The evidence must demonstrate that the system (inclusive of policies, procedures and processes, and technology) meets the certification criteria. It is insufficient to simply affirm that the system meets the criteria. The evidence must support this conclusion on its own.
- Will an individual who is not involved in the project understand the evidence? The evidence will ultimately be reviewed by CMS staff who have not participated in the project on a day-to-day basis.
- Does the evidence match criteria provided by CMS?

Table 12 provides more details on expected SMC activities for each MES project.

Table 12. Streamlined Modular Certification (SMC) Activities

Streamlined Modular Certification Activities	Project Phase
Planning	
1. Map Medicaid program outcomes to project <ul style="list-style-type: none"> a. Review Agency and Business goals and objectives b. Identify State-specific outcomes 	Planning
2. Develop Roadmap <ul style="list-style-type: none"> a. As-is state b. To-be state c. Review MITA SS-A 	Planning
3. Develop draft State-specific outcomes and metrics	Planning
4. Include Outcomes, Conditions for Enhanced Funding, and Metrics in APD <ul style="list-style-type: none"> a. Review PAPD for outcomes b. Include standards and conditions c. Include CMS-required outcomes and metrics d. Include any State-specific outcomes and metrics; linking these to the business needs, to the goals of the Medicaid program, or making sure the IT supports the policy, supports the Medicaid program, etc. 	Planning
Development	
1. Keep CMS informed of the development, testing, and certification planning progress as a part of Monthly CMS State Officer meetings and the Monthly CMS Status Report	DDI
2. Create module Intake Form <ul style="list-style-type: none"> a. Establish Certification Documents Library in SharePoint or other project portal b. Grant access to the Certification Documents Library to applicable project resources 	DDI

Streamlined Modular Certification Activities	Project Phase
vi. Conduct CR with CMS <ol style="list-style-type: none"> 1. Cure Action Items 2. CMS Decision (Approx. 90 days) 3. Celebrate 	

e. PERM Compliance and Implementation Support

FTI will support Medicaid to address key compliance and implementation requirements as it relates to ongoing PERM cycles and payment integrity reviews. FTI will leverage our experience supporting multiple states address PERM contractor requests, data requirements and submissions (alongside the state fiscal agent), develop and respond corrective actions and other mitigation strategies as needed to ensure ongoing compliance. FTI will also help Medicaid, eligibility contractor, fiscal agent and other entities plan and support the three key phases (sampling phase, review phase, analysis and reporting phase) for the upcoming Review Year 2024 Cycle 3 process due to start in 2024. To the extent needed, FTI will support Medicaid’s PERM point of contact collaborate with the PERM federal contractors (Statistical Contractor, Eligibility Contractor, Data Processing and Medical Review contractors). Support may include timely and thorough responses to contractor questions, participation in review cycle meetings, and supports related universe quality control and data submission requirements.

As needed, FTI can also support the actual generation, review for completeness and quality, and delivery of PERM files. To that end, our Shared Resource Pool has a data analyst from our Data & Analytics (D&A) practice. Our D&A team has deep experience helping clients facing challenges involving massive amounts of data across disparate systems in complicated IT landscapes. The D&A team understands the complex relationships between various information sources and the impact they have on the operations of the business. Additionally, the team is skilled at automating the data collection and analysis processes to maximize the effectiveness of results while improving efficiency, reducing errors, and saving clients time and money. Furthermore, we have leveraged rapid web application development techniques to build client solutions requiring in-depth analysis of large, disparate transactional data sets. We incorporate the most powerful platforms, coding languages, reporting, and visualization tools to extract value from data, provide clarity by mapping mission-critical data sources, and build applications to simplify data interaction and facilitate decision-making.

Our D&A team has decades of experience in the healthcare industry, helping organizations address regulatory issues, navigate complex industry litigation, assess and strengthen their regulatory compliance infrastructures, and navigate the impact of regulatory changes on their businesses. Our team utilizes enterprise and relevant industry data to develop data-driven solutions that shape organizational decision-making and focus on improvement. We leverage our deep industry knowledge to provide corporations and law firms with multidisciplinary and independent advisory on subject matters related to machine learning, modeling, compliance, forensics, investigations, and strategy.

f. Integrated MES Program Management Support

As a Program Management Support vendor, V2A has showcased its capabilities through successful involvement in transformative projects such as the integration of Liberty Puerto Rico and AT&T, as well as the implementation of the Triple-S Salud Strategic Plan.

In its role managing the post-merger integration of Liberty Puerto Rico and AT&T, V2A demonstrated a comprehensive skill set. V2A responsibilities included overseeing strategic projects in various key areas such as Retail, Procurement, Finance, Supply Chain, and HR. V2A also took charge of designing and implementing a Program reporting tool to ensure effective stakeholder communication. Additionally, V2A supports extended to assisting functional teams as they transitioned to their end-state plans and adapt to the new operational model. V2A also supported organizational redesigns within critical departments. The results have been significant – a seamless transition from two distinct companies into one cohesive entity, harmonizing cultures while maintaining service levels and customer satisfaction, all while achieving our value capture targets.

In the context of the Triple-S Salud project, V2A demonstrated its ability to establish a robust program management framework aligned with an internal PMO structure. Overseeing a portfolio of over 100 projects spanning all organizational departments, V2A's focused on providing comprehensive portfolio and program support. V2A also played a critical role in supporting key initiatives, including the transformation of essential processes using LEAN principles (members of the FTI team worked with V2A on this initiative). V2A's objectives throughout this engagement included central oversight, portfolio prioritization, and the creation of a project status dashboard for enhanced visibility. Furthermore, we facilitate monthly sessions to provide project updates.

V2A brings visibility to project portfolios, ensuring the successful implementation of crucial initiatives. V2A also fosters seamless communication and collaboration among departments, ensuring alignment on project priorities. V2A's track record speaks to its expertise in managing complex programs, optimizing processes, and delivering tangible benefits to clients.

g. Spenddown Implementation Support

Puerto Rico's Medically Needy eligibility criteria has been modified in recent years to change income disregard amounts and less restrictive methods of treating income pursuant to section 1902(r)(2) of the Act (i.e., SPAs 22-0005, 21-0012 and 20-0014). To support the development and finalization of the medically needy spenddown requirements to be submitted for CMS approval, the EOMC support team will engage with PRMP's subject matter experts to understand the level of programmatic and financial analysis conducted to date and the desired implementation date. All required elements for a spenddown program as specified in 42 CFR part 436, subparts D and I – including but not limited to the length of the budget period, which must be one to six months; treatment of the retroactive period; and timeframe and order of deduction of medical expenses – will be tracked in a decision matrix to ensure all required elements and operational considerations are fully addressed. Gap analyses and review of other state Medicaid policies

will inform the scope and cadence of decision memos for PRMP's approval to ensure the desired implementation date can be met. The EOMC support team will complete the required MACPro template and support the PRMP during CMS's review process. In tandem with this process, the team will create policy and procedures for eligibility staff and beneficiary guides to prepare for successful implementation of this eligibility expansion.

h. State Plan Amendment (SPA) Support

The Medicaid State Plan is the primary blueprint for the program's administration and accountability that documents assurances of compliance with federal law and establishes eligibility criteria, scope of services, and reimbursement methodologies. Maintenance of the State Plan for alignment with current policies is critical to ensure the systems and operations across the agency and managed care organizations result in a consistent experience for beneficiaries and providers. State Plan authority presents a relatively streamlined process, when compared to federal waiver authorities, for approval of eligibility and service expansions as CMS is held to review and approval timeframes and Medicaid agencies have the benefit of retroactive approval to the start of the quarter in which the SPA was submitted. Our team's considerable experience spanning the universe of State Plan actions will support SPA strategic planning, development (i.e., cost projections to shape policy decisions, completion of templates and standard funding questions, public notice, and timely submission to CMS), and implementation (e.g., creation of normative letters and revised forms, communication with ASES regarding any necessary managed care contract amendments, and beneficiary communications, as applicable).

Our proposed SPA Service Area Lead for this workstream collaborated with PRMP staff to amend the CHIP State Plan for the Unborn Child option that authorizes pregnancy-related coverage from conception to birth regardless of immigration status. This work involved transferring all CHIP-related information to CMS's revised CHIP State Plan template and conducting preliminary negotiations with CMS. Direct experience with Puerto Rico's State Plan also includes in depth policy discussions with CMS for potential coverage of the Medicare Savings Program. In addition to eligibility and service expansions, State plan authority can be used to reduce ASES's administrative burden related to Plan Vital's directed payments for dental and behavioral health services. Currently, these directed payments are subject to annual federal approval because the minimum fee schedule is not specified in the State Plan. PRMP and ASES could consider adding these established minimum reimbursement expectations to the State Plan to take advantage of 42 CFR 438.6(c)(2)(ii) that excludes directed payments based on State plan approved rates from annual prior approval. Our team's experience supporting the PRMP with SPA actions combined with our knowledge of opportunities to expand Puerto Rico's Medicaid program to align with other Medicaid programs, where financial conditions allow, will result in a deliberative and streamlined SPA Support workstream. This workstream will collaborate with the Policy Updates team to ensure federal policy changes or opportunities are incorporated in SPA planning and execution.

For managing the flow of SPAs, we propose following an organized, transparent, and consistent approach that will include:

- Monitoring program changes at the federal and PRMP level to identify which require an SPA.
- For each change requiring an SPA, developing a plan and timeline for complete, accurate, compliant, and timely submission. This will include an organized process for drafting, review, discussion (internal and with CMS, if needed), public notice, and signoff.
- Facilitating the above process to ensure complete, accurate, compliant, and timely submission of each SPA.
- Monitoring the CMS approval process and providing support as needed through the approval date. This includes but is not limited to facilitating discussions with, and responding to inquiries and information requests from, CMS.
- Ensuring that submitted SPAs, CMS approvals, and supporting materials are maintained in a central repository that can be easily accessed by PRMP staff, as needed.

i. Money Follows the Person Implementation Planning Support

The results of the initial MFP program feasibility evaluation will primarily inform the key implementation steps required to move forward with MFP in Puerto Rico. FTI will leverage our experience supporting states implement the HCBS Settings Final Rule, which required key regulatory and operational requirements for HCBS adoption in Medicaid. Our multi-state experience with implementing community transition programs, quality improvement programs and provider/setting qualifications and standards are exceptionally well-tailored to support Puerto Rico's efforts to bring long term services and supports to the Medicaid program.

j. Policy Updates Support

Our partner Day Health Strategies (DHS) will lead this service area and bring its extensive policy experience and expertise, combined with FTI's, to the EOMC engagement. Our approach to supporting Medicaid policy evaluation, development and management will be grounded in decades of experience.

The DHS team is adept at primary and secondary research and will use an organized process to keep PRMP staff informed of contemplated and in-process changes to policies and procedures that will or could impact PRMP. On an ongoing basis, the DHS team will:

- Work with PRMP to implement and manage a forum for sharing pertinent information and discussing potential implications with the appropriate staff.
- Develop and implement a consistent communications strategy, process, and format.
- Monitor CMS activity to identify, research, and provide updates on potential and planned changes based on statutes, regulations, guidelines, and laws.
- Monitor and report on trends and activities in other states that PRMP should or may want to consider.
- Facilitate discussions on the above to determine which changes should be addressed, how, by whom, and when.
- Follow up on these discussions to provide additional information (e.g., topic "deep dives") as needed.
- Work with PRMP to develop and execute action plans resulting from the above activities.

Members of the DHS team have supported Medicaid agencies across in numerous policy initiatives including:

Organizational redesign: Conducted a comprehensive review of the state of Rhode Island's Executive Office of Health and Human Services' (which includes Medicaid) organizational structure and processes; recommended extensive changes to structures and roles; and identified ways to improve processes, communications, staffing, and workforce performance within key functional areas.

Workforce Enhancement Reporting and Marketing: Managed the distribution of ARPA funds to home and community-based services agencies in one state, including working with employers to develop a reporting process to collect data about their efforts to fund and develop a more diverse workforce. Developed and executed a social marketing campaign to promote new jobs and training opportunities created by these funds.

Medicaid program strategic planning: Collaborated with a state Medicaid agency to develop a long-term strategic plan for its Accountable Entities (ACO) program, including the establishment of program goals, objectives, strategies, and performance measures. Also developed long-term strategic plans for a State-based Marketplace and multiple Medicaid provider organizations.

Medicaid program evaluation: Worked with a state Medicaid program and key external stakeholders to evaluate specific aspects of its Accountable Entities program and recommend opportunities for improvement.

Expenditure report development: Produced a comprehensive annual report of enrollment, expenditures, utilization, and quality for a state Medicaid program.

Medicaid Demonstration (Section 1115) Waiver Renewal: Provided hands-on project management and subject matter expertise for a state Medicaid agency through the development, socialization, and writing of their 1115 Waiver renewal. Day Health led all public comment activities and created a roadmap for future waiver renewal projects the agency will undertake.

Medicaid Financial Services System Information Implementation Support: Provided policy and program research, analysis, documentation, and expertise in support of the configuration of a new state Medicaid financial services system.

Social Support Program implementation: Collaborated with an ACO and community partners providing nutrition and housing services on joint workflows and reporting for a Medicaid ACO program.

Implementing health-related social needs screening and referral process: Designed and operationalized a health-related social needs screening, including referral processes and tools, for use within primary care practices for a large integrated health system.

Compliance and audit readiness: Vetted a new care management organization's policies, procedures, and other documentation to ensure compliance with state and contract requirements.

State reporting: Collaborated with ACO and community partners to ensure timely and accurate reporting of quality, enrollment, and expenditure data to the state Medicaid agency.

Training: Conducted trainings for provider organizations of various types on topics including telemedicine workflows and best practices, alternative payment models, care coordination best practices, productivity techniques, cultural competency, and patient engagement and retention.

Medicaid Managed Care “Deep Dive”: Provided a comprehensive overview of Medicaid Managed Care strategies, programs, policies, providers, and value-based reimbursement for a care management company considering expansion.

Policy development facilitation for a Department of Insurance: Facilitated stakeholder sessions with state legislators, business leaders, providers, payors, community representatives, and executive branch agencies; drafting a white paper outlining recommended policies to ameliorate individual insurance market instability.

k. Other EOMC Supports

We treat this service area in our proposal as a bank of hours which will be accessed after PRMP and FTI discuss and agree on the scope, level of effort (measured in hours), estimated cost and deliverables for specific tasks. Any tasks for which the level of effort and estimated cost fall below a threshold which PRMP and FTI will jointly establish would be completed by drawing from the bank of hours and tracking hours by task. Tasks that required effort and/or would cost more than the agreed-to threshold would be treated as a special project for which a task order would be issued and executed by both parties before work on the project would begin.

l. Security Assessment Audits

Security assessments are an integral part of MES module certification under the SMC protocol; moreover, they are a best practice on any major IT project.

As a global provider of cyber, risk management, and investigation advisory services, FTI Consulting applies an expert-led, intelligence-driven, strategic approach to the most complex cybersecurity challenges. Our clients, representing every industry and sector and include the world’s largest multinational corporations and top law firms, rely on our deep expertise and customized, industry-focused solutions to cyber readiness, incident response, and complex cyber investigations and litigation. Our global team of dedicated cybersecurity consultants, incident response experts, developers, and data scientists with extensive investigative backgrounds has decades of experience at the highest levels of law enforcement, intelligence agencies, and global private-sector institutions. Our cybersecurity team can conduct security audits, investigations, forensic accounting, and advise on data privacy and protection, crisis management and strategic communications.

We have several analysts with extensive security and privacy experience and expertise on our Shared Resource Pool.

Our security assessment audit methodology incorporates the following:

- Clear definition of the audit’s objectives - identifying vulnerabilities, assessing compliance with security

standards, evaluating the effectiveness of security controls, etc.

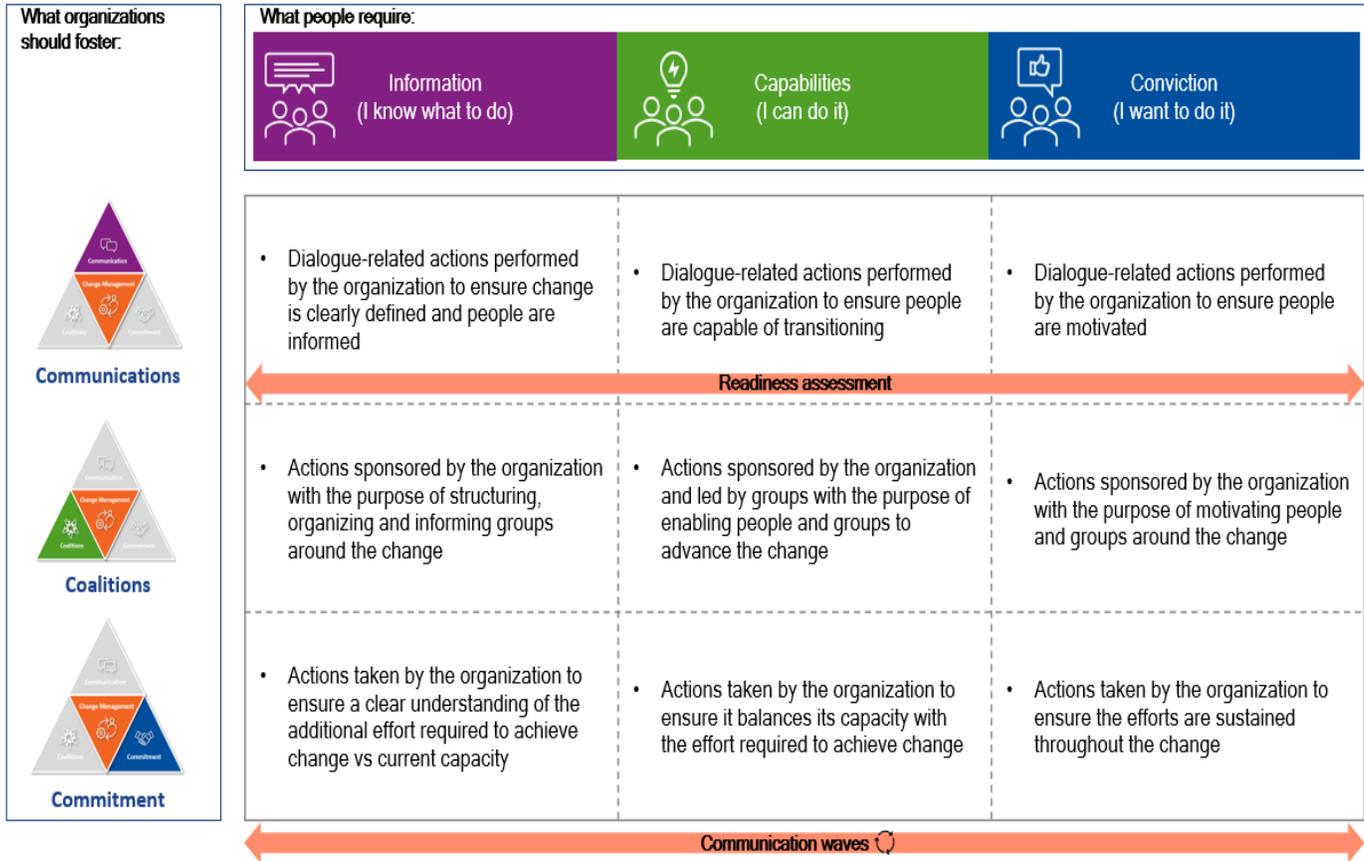
- Establishing the scope of the audit - systems, networks, data (including access to data and encryption mechanisms), policies and procedures, physical measures (e.g. access controls surveillance, security personnel), personnel training, etc.
- Establish audit criteria and parameters - industry standards, legal regulations, internal security policies, etc.
- Build an audit execution plan – audit goals, methods and tools, timeline for completion.
- Conduct the audit, including review of system configurations, vulnerability scans and penetration tests as deemed applicable.
- Create an audit report - document all findings, vulnerabilities, and areas for improvement; in the report, concerns would be categorized based on their severity and potential impact.
- Recommendations: provide recommendations for mitigating identified concerns.
- Support remediation: work with the organization to implement the recommended security improvements.
- Monitor progress and verify that concerns have been addressed.

Security audits should be comprehensive, iterative, and adapt to the evolving security threat landscape and the organization's changing needs.

m. Organizational Change Management (OCM)

We propose leveraging V2A's extensive OCM experience, including its PRMP experience, and its Change Management Framework in support of future PRMP projects. As illustrated in **Figure R**, V2A's Change Management Framework incorporates two critical components: what organizations should do to facilitate a successful transition, and what people require to navigate the change. We will ensure that OCM needs are incorporated into every PRMP project. Ultimately, we will monitor key transformation indicators, gauge organizational readiness before any transition and make essential adjustments and guarantee the organization's preparedness. Additionally, we will assess adoption rates of new processes and systems to ensure an enduring integration of new operational approaches and systems into the organization's DNA.

Figure R: V2A change management framework



n. Enterprise Data Warehouse (EDW)

Members of the FTI team have led EDW planning, developed EDW procurements, and designed and implemented EDWs specifically for Medicaid programs; as such we have in-depth knowledge of the challenges that have to be overcome – beginning with but not limited to establishing data governance, identifying and prioritizing analytics and reporting needs, harmonizing data from multiple sources, and providing the right level of self-service capabilities for program staff – to maximize the value of these systems. We are aware of the PRDOH’s data warehouse initiative for which it contracted Nagnoi to establish a data management platform that will ingest data from multiple programs. FTI welcomes the opportunity to support PRMP’s participation in that initiative and/or a separate PRMP EDW initiative – the latter may require an RFP, and FTI team members have extensive data warehouse/decision support system procurement and implementation experience.

o. The Commonwealth Health Information Exchange (HIE)

Members of our team are very familiar with the history of Puerto Rico’s Health Information Exchange (HIE), including the relatively recent deployment of portions of Health Gorilla’s stack to provide electronic lab result reporting and other services. Our team has built relationships with key HIE stakeholders including providers, health plans and Health Gorilla. We are aware of plans and related discussions to enhance the HIE’s functionality and services. Furthermore, and potentially of value to the future of the HIE, members of

our team have worked with HIEs in the U.S. to expand services and achieve financial sustainability through the optimization of contracts and fee structures and the securing of state and federal funding to support them. Members of our team have worked with nationally recognized HIEs such as CRISP, CORHIO (now known as Contexture) and South Dakota Health Link. Additionally, members of our team have developed Medicaid HIE advance planning documents for the states of Indiana, Massachusetts and Tennessee.

5.4 Staffing approach

- a. Provide the names of the proposed staff for each service area, include their qualifications and experience. Describe how the proposed staff are best suited to meet the requirements of this RFP.

Name	Proposed Role	Experience in Proposed Role
Annie Mayol (FTI)	Account Manager	Over 15 years of experience leading and supporting healthcare initiatives in Puerto Rico. Additionally, as the former Director of Federal Affairs for the Governor of Puerto Rico and the former Chief of Staff to Puerto Rico’s Secretary of Health, Ms. Mayol has an in-depth understanding of Puerto Rico’s Medicaid program, federal funding, federal compliance requirements and the challenges unique to Puerto Rico as it relates to its Medicaid program’s design and operations. Ms. Mayol is bilingual and based in Puerto Rico.
Geraldine Rodriguez (V2A)	Lead Program Manager	Over five years of consulting experience, including establishing a PMO for a managed care organization. Licensed architect. Certified Scrum Product Owner.
Marlene de Varona (V2A)	Service Area Lead - Integrated MES Program Management	LEAN Master Black Belt with over 15 years of experience, including setting up and leading PMO in pharma industry. Previous experience as SME on the MEDITI3G OCM project with PRMP.
Juan Montañez (FTI)	Service Area Lead, All Information Technology-Centered Service Areas - APD Supports MITA SS-A Supports - Streamlined Modular	Thirty years of experience in healthcare and information technology, 20 years of experience working with state Medicaid agencies on MMIS/MES projects, experience working with the PRDOH and ASES on Puerto Rico Medicaid program initiatives, and experience working on

Name	Proposed Role	Experience in Proposed Role
	Certification Supports - Security Assessment Audits Supports - EDW Supports - HIE Supports	MMIS/MES projects with Gainwell Technologies and Curam/Redmane.
Jonathan Myers (FTI)	Service Area Lead - PERM Supports - Money Follows the Person Supports	Over 12 years of experience at federal and state levels providing key operational and regulatory support across the full spectrum of Medicaid programs, including ASES and PRDOH. Supported multiple state Medicaid programs conducting compliance audits, PERM cycles, procurements, and HCBS requirements. Implemented key Medicaid program oversight and monitoring plans, tools and systems that evaluate real-time program and contractor performance.
Nicole Kaufman (FTI)	Service Area Lead - SPA Supports - Spenddown Supports	Over 13 years of experience at the federal and state level with Medicaid federal authorities (SPAs, waivers, and 1115 demonstrations), policy analysis and implementation, and managed care procurements. CMS experience included serving as the primary author of the 2016 Medicaid Managed Care Final Rule.
Rosemarie Day (DHS)	Service Area Lead - Policy Updates	Former Chief Operating Officer of MassHealth (Massachusetts Medicaid program), and almost 15 years of experience advising state health and human services agencies on a wide range of policy matters.
Paul Cohen (V2A)	Service Area Lead - Organizational Change Management Supports	Led the team that supported PRMP's Organization Change Management efforts with MEDITI3G. Expert in organizational design, training, and development.
Lorraine Martínez Neris (V2A)	Service Area Lead, Procurement Supports	Over five years of experience in portfolio and project management. Certified Scrum Product Owner.
Christian Cullen (V2A)	Program Management Support Team Member	Three+ years of project management dashboard/report development and progress monitoring experience

Name	Proposed Role	Experience in Proposed Role
Guillermo Guasp (V2A)	Program Management Support Team Member	Three+ years of experience in project management support
Maria Gabriela Negrón (V2A)	Program Management Support Team Member	Three+ years of experience in project management support
Scott Banken (FTI)	Support SPA and Spenddown service areas	Almost 30 years of experience as a certified public accountant with 20 years focused on Medicaid, health insurance and value-based payment systems.
Carmen Denton (V2A)	Support OCM and Procurement service areas	Experience with private, government, and non-profit organizations, managing multimillion-dollar grants and driving high-impact initiatives for diverse populations and process development. Led training activities during the implementation of MEDITI3G within the PRMP.
Capri Dye	Support all IT-centered service areas and MES procurements	More than 15 years of experience leading or supporting health IT procurements and projects with federal, state and local government health and human services agencies.
Elton Malone (FTI)	Support Security and Policy Updates service areas	Program integrity and security analyst with extensive Medicaid and U.S. territory experience as a former lead in the U.S. Department of Health and Human Services Office of the Inspector General.
Laura Medina (FTI)	Support PERM service area	Data analyst with experience developing solutions for aggregating, normalizing, and incorporating data from disparate systems and leveraging SQL for generation of specialized reports and data files.
Allie Merfeld (DHS)	Support SPA and Policy Updates service areas	Public health professional with over five years of experience in health systems strengthening, data and analytics, health communications and behavior change, and strategies to promote health equity.
Cindy Ward (FTI)	Support SPA and MFP service areas	Clinician by training. Medicaid strategic consultant and thought leader on public health programs with a particular focus on care management and quality

Name	Proposed Role	Experience in Proposed Role
		management initiatives. Over 20 years of experience in government health programs. Has consulted nationally with Medicaid State programs. Expert in Medicaid Managed Care requirements and Managed Care Plan operations.

b. Describe how staff will be identified, recruited, and supported by the vendor.

FTI and its subcontractors (V2A, DHS) have extensive experience working in these types of projects and have identified the best resources to perform that task described above. This staff has been identified and recruited based on their expertise in the field, and their experience working with similar project, especially in Puerto Rico. Another key recruitment factor is their capacity to speak and write Spanish and English fluently. The same process will be used to identify and recruit future staff members when needed. We have a bank of resources, from analyst level, to associate and more senior managers that could be recruited for specific support. We also have a network of subject matter experts that can be tapped into for their expertise. All of the team’s resources work under the supervision of an engagement manager and the account manager who will be supervising and supporting the staff in their day-to-day responsibilities.

c. Describe how the proposed staff will understand their roles and responsibilities based on the requirements described in this RFP.

We will conduct an Internal kickoff session called “team learning”. The entire team participates in this session, where the project’s objectives and detailed requirements are reviewed and expectations are clearly set. The roles and responsibilities of each team member, along with a detailed workplan with key milestones and deliverables are discussed, so everyone understands how they will contribute to the project’s success. Additionally, we conduct team building exercises to understand each person’s styles and working preferences to ensure the optimal performance of the team.

d. Describe how backup staff will be designated.

FTI and its subs will identify backup staff within their current staffing resources just in case any of the team members is out and not able to meet their responsibilities. The backup staff, when needed, will be given an onboarding meeting to ensure they are familiar with the roles and responsibilities and are aware of the status of the deliverables that the person they are replacing was managing.

e. Describe how continuity responsibilities will occur should a staff member need to be replaced.

Should a staff member need to be replaced, Annie Mayol (Account Manager) will assign temporarily their responsibilities to an existing member of the team to ensure continuity while the right replacement is

identified, recruited and onboarding/trained.

- f. Describe the management structure, staff management process and how talent management support will be provided.

Staff will be managed using a comprehensive and structured program management methodology. There will be a governance structure with clear roles and responsibilities for FTI's staff and its three subcontractors. The project team will have weekly staff meeting to discuss Project Plan, deliverables, timelines and any issues or risk. All members will be required to provide a written report at the end of the week to update the Account Manager of the progress of their work and will be required to update all required reporting dashboards. The team will have established KPIs and metrics that will be measure and review by the Account Mangers, Annie Mayol. She will have regular performance review meetings to track achievement and identify areas of improvement. If needed, training and any other support will be provided to staff members to ensure improvements. We will ensure continuously evaluating and improving processes, methodologies, and strategies throughout the contract's duration. Lessons learned from ongoing assessments would inform adjustments and optimizations.

- g. In the event a staff remediation plan is requested by the Department, describe how you will provide oversight and manage the remediation plan.

If a staff remediation plan is requested by the PRMP, FTI Account Manager will meet with PRMP to ensure clear understanding of the issues and will ensure to move quickly meeting with the staff member to discuss all concerns and put them on a Corrective Action Plan. The staff members will be closely monitored and will have to show improvement in a timely manner, or they will be replaced. If a replacement is needed, FTI will work with PRMP to present how we will ensure the roles and responsibilities are managed by others in the team while the replacement is recruited within 30 days of vacancy of the role.

5.5 Management approach

- a. Describe what you believe will be the most effective approach to managing the entire contract.

The most effective approach to managing the entire contract would involve a comprehensive and structured program management methodology. This methodology would include the following key elements:

1. **Project Governance:** Establishing a robust governance structure with clear roles and responsibilities for all stakeholders involved in the contract. This includes defining decision-making processes, escalation paths, and regular reporting mechanisms.
2. **Contract Management:** Setting up a process and functions at the Account Management level for overseeing the contract's execution, monitoring progress, and ensuring adherence to timelines and deliverables while ensuring visibility to PRMP through dashboards and forums to discuss deviations and agree on corrective

measures.

3. **Performance Metrics:** Establishing key performance indicators (KPIs) and metrics to measure the contract's progress and success. Regular performance reviews and reporting would be conducted to track achievements and identify areas for improvement.
4. **Stakeholder Engagement:** Implementing a proactive stakeholder engagement strategy to ensure alignment, buy-in, and collaboration among FTI, subcontractors, other vendors and PRMP key players. This would include regular meetings, status updates, and feedback sessions with stakeholders.
5. **Risk Management:** Developing a comprehensive risk management plan to identify, assess, and mitigate potential risks and issues that could impact the contract's success. This includes contingency planning and proactive risk monitoring. It can be done by integrating into current risk and issues management processes already implemented in PRMP or standing alone while insuring internal coordination with other PRMP-wide PMO efforts.
6. **Continuous Improvement:** Continuously evaluating and improving processes, methodologies, and strategies throughout the contract's duration. Lessons learned from ongoing assessments would inform adjustments and optimizations.
7. **Compliance and Quality Assurance:** Ensuring strict adherence to contract requirements, PRMP regulations and guidelines, and quality standards. Regular audits and quality control measures would be in place to ensure compliance.

b. Describe how SLAs will be monitored and reported

Managing Service Level Agreements (SLAs) is a critical component of the contract's success, therefore, in addition to the elements mentioned before regarding contract management, we plan to ensure the following elements:

1. **SLA Management:** We will establish and meticulously manage SLAs that align with the contract's goals and objectives. These SLAs will be developed in agreement with PRMP and any other relevant stakeholders to ensure they accurately reflect the expected performance standards and service levels.
2. **Performance Measurement:** To measure and monitor SLA compliance, we will implement a robust performance measurement system. This system will provide real-time insights into the contract's progress, allowing us to track key performance indicators (KPIs) against established SLAs. Regular performance reviews and reporting will enable us to promptly identify and address any deviations or issues affecting SLA adherence.
3. **Escalation Protocols:** In the event of SLA deviations or non-compliance, we will establish clear escalation protocols to address issues promptly. These protocols will define the necessary steps for issue resolution, including communication channels, responsible parties, and timelines.
4. **Transparency and Reporting:** Regular SLA performance reports will be provided, highlighting achievements, and identifying areas for improvement. This open dialogue ensures that everyone involved remains informed and aligned with the contract's objectives.

c. Describe how staffing/resource needs or changes will be managed.

Human Resource planning is critical to ensure adequate bandwidth to successfully implement projects. FTI, together with its 2 subcontractors, will identify and document project roles and responsibilities, as well as reporting relationships of all resources involved at the project and enterprise levels. This will result in a

Staffing Management Plan with organizational charts identifying all staff across vendors and projects. As part of the staffing management, we will ensure adequate processes are in place to manage on-boarding and off-boarding of resources, including systems access and training. We understand the importance of relying on highly skilled and qualified resources to deliver the work. Throughout the life cycle of the project, the EOMC will maintain a close pulse on the performance of key resources and manage and/or escalate any staffing-related issues on a timely manner.

Additionally, FTI will prepare and maintain a RACI matrix documenting the responsible, accountable, consulted, and informed role and individuals which we consider critical to ensure during the entire project that each of the players is clear about everyone's roles, responsibilities and scope avoiding rework, overlaps or gaps that ultimately translates in delays and increased costs.

Furthermore, even if the project has well-established roles, responsibilities and scopes, key project milestones may require a more intensive stakeholder interaction for which a properly agreed RACI Matrix exercise can help avoid friction and rework between parties.

d. [Describe how the Communication Plan will include all stakeholders, your approach to stakeholder analysis and how the communications will be managed.](#)

FTI and its subcontractors bring a wealth of experience in effective communication and stakeholder management. We believe that the right information based on facts and data, should be available to the proper decision-making bodies so that dialogues are well informed to make strong, consequential decisions in a timely fashion.

To ensure a consistent project governance, our approach to communications entails the management of four different levels of stakeholders for which content, tone, frequency and even language (English and Spanish) are seamlessly adapted:

- People and entities sponsoring the project (Federal and local government, DoH, CMS)
- Project's internal stakeholders are the people and entities directly participating in the project (PRMP leadership, PRMP project teams, vendors and other agencies involved)
- PRMP personnel not involved in the project
- General public

A template for a high-level communication management matrix is shown in **Figure S**, below:

Figure S: Sample High-Level Communication Matrix Template

LEVEL	AUDIENCE	FORUMS/ CHANNEL	PURPOSE	FREQUENCY
External Sponsors	DoH Secretary, CMS representatives	Status updates	Status updates, monitor milestones	Ad hoc
	CMS	Certifications		
Project	Project's leadership	Steering Committee	Ultimate decision-making body for the project	Monthly, Ad hoc
	Projects leads and teams	Weekly updates	Operational body, monitor progress	Weekly
Personnel	Project's leadership, general personnel	Townhalls	Status updates, Q&A, collect people's sentiment	As per communications plan
	Employees and direct supervisor	Regular operation meetings (Cascading)	Relevant project update and Q&A	As usual
General Public	General public	Traditional and social media	General information	As per communications plan

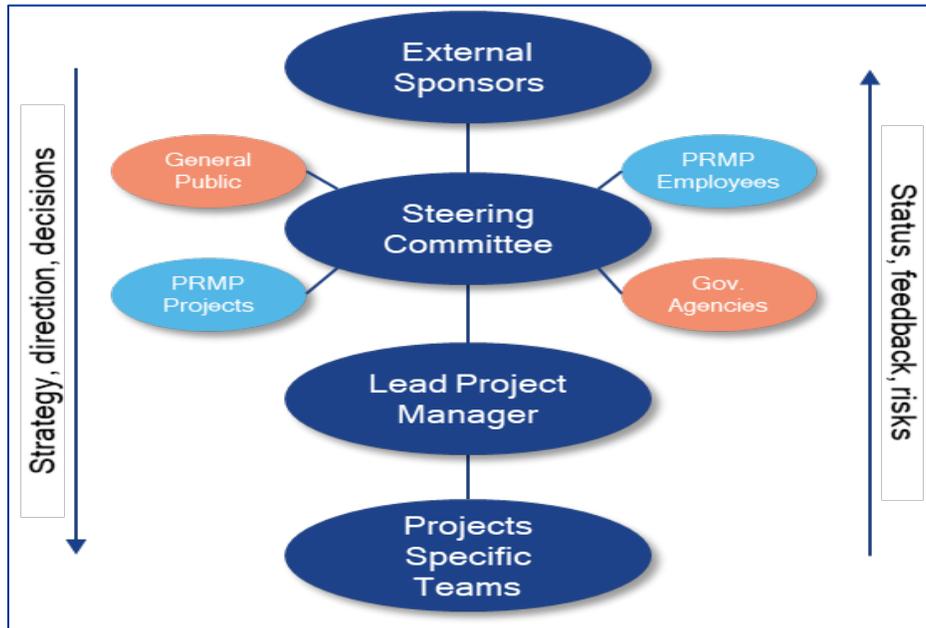
Focusing on the Project level, a more robust and detailed structure is required (refer to **Figure T**). A carefully designed and executed architecture for communication management is of paramount importance for an effective information and decision flow, allowing stakeholders not only to communicate progress but also to listen and receive relevant input and actionable feedback.

Figure T: Project-Specific Communication Matrix Template

GOVERNANCE FORUMS										
COMMITTEE	PURPOSE	AGENDA	MEMBERS				FREQUENCY	DURATION	INPUT FROM	OUTPUT TO
			LEADER	PARTICIPANTS	GUESTS	SECRETARY				

Moreover, a LEAN, high-functioning PgMO will allow for more seamless collaboration and communication across the various Medicaid projects. In **Figure U**, a representation of information and decision flow:

Figure U: Program Information and Decision Flow



A Communication Management Plan will be developed identifying all stakeholder groups with respective roles (WHO), outlining key messages to be shared with each group (WHAT), defining the preferred methods of communication (HOW) and determining the frequency of communication (WHEN). We will facilitate all on-going meetings with key stakeholders, including publishing meeting agenda and minutes in a timely fashion. We understand the importance of communicating projects' progress and results in an effective manner to federal and Puerto Rico Government reviewers.

5.6 Security approach

- a. Describe how you will ensure all staff, including subcontractors, will protect sensitive data.

The requirement to ensure confidentiality of corporate and client data is outlined in the FTI Consulting Data Privacy Policies and the FTI Consulting Information Security Policies. Additionally, FTI Consulting has developed standard Non-Disclosure and Confidentiality Agreements, which are required prior to disclosure of any information.

The Data Privacy Policy has been documented and approved by management. Additionally, privacy and security policies are communicated to the organization via the Security Awareness training program (mandatory), and monthly security awareness newsletters/advisories. Employees (full- and part-time) and contractors are made aware of the security policies at the time of hire. They are also required to complete annual refresher training, which provides another opportunity to review the latest policy information.

The FTI Consulting Vendor Privacy Risk Management Program requires that engagement of the vendor assessment team start at pre-selection activities as an essential and required part of the due diligence for

engaging a vendor. Roles and responsibilities are shared between the Vendor Representative (“VR”) and the Global Cybersecurity & Privacy (“GCP”) vendor compliance personnel.

A key provision of these policies and procedures are that before sharing any confidential or non-public FTI Consulting information with a potential vendor, it is critical that a Non-Disclosure Agreement (“NDA”) be executed. This protects both the vendor and FTI Consulting and allows both parties to share information with the understanding that any proprietary, system, and/or client information remains confidential prior to and after entering a service relationship.

b. [Describe how you will ensure data confidentiality.](#)

FTI Consulting's Information Security Policy is owned by the Chief Information Officer (“CIO”) and reviewed in consultation with the Chief Risk and Compliance Officer and General Counsel. The Managing Director/Head of Global Cybersecurity and Data Privacy ensures communication and compliance with the Information Security Policy. The full text of the FTI Consulting Information Security Policy can be provided upon request.

c. [Describe how you will train staff to ensure they understand and observe requirements related to confidentiality included in this RFP.](#)

The Security Awareness training program (mandatory), and monthly security awareness newsletters/advisories. Employees (full- and part-time) and contractors are made aware of the security policies at the time of hire. They are also required to complete annual refresher training, which provides another opportunity to review the latest policy information.

d. [Describe your processes if a security breach were to occur \(as it relates to this RFP\).](#)

FTI Consulting has an IT Risk Management (“ITRM”) program, which is responsive to the Enterprise-wide Risk Management (“ERM”) program. The ITRM program is managed by the ITG-GCP (“Information Technology Group”- “Global Cybersecurity & Privacy”) Division, and conducts various activities related to analysis, assessment, mitigation and monitoring of corporate risks in accordance with NIST 800-30 guidelines for Risk Assessment. The ITRM program is aggregated through a series of analysis steps and analyzed primarily through the lens of Business and IT Operational, Security, Legal, Regulatory and Compliance risks.

Additionally, as part of the Cyber Risk Management Program certification, FTI Consulting maintains from Verizon, we have a vulnerability risk management program through which we analyze risks across the enterprise and track compliance internally on an ongoing basis. Finally, FTI Consulting has an internally managed program against which we assess, track and record any vulnerabilities to ensure appropriate security posture.

5.7 Transition approach

a. Describe the activities and methodology to be included in the Transition Plan.

As the EOMC vendor, we will closely collaborate with PRMP staff to ensure seamless alignment and knowledge sharing throughout the project, facilitating a smooth transition to internal resources during project closeout.

Our commitment to close integration with client personnel is a fundamental aspect of our operational transition process. This process begins with an organized planning session involving project sponsors and key stakeholders to establish the timeframe, scope, involvement of client personnel, and any necessary engagement with third-party vendors. This meticulous approach ensures that client staff possesses the knowledge and confidence required to carry out essential activities once we disengage. Our goal is to ensure that the transition process is not an isolated event within a department but an orchestrated component within a broader change management plan.

During the turnover and closeout phase, we undertake various activities, including shadowing client staff, conducting one-on-one coaching sessions to guide staff in adapting to new or modified functions, and organizing training sessions to enhance capabilities and foster alignment among staff. Additionally, we provide clients with all project documentation in its finalized form and facilitate the transfer of assets and client access procedures.

b. Describe the staff responsible for the transition.

The core program management team composed of V2A consultants will be responsible for facilitating the transition. This staff is composed of highly skilled, bilingual, bicultural, local consultants that bring a wealth of strategic planning, organization change management, business process optimization and project management expertise. They are accustomed to working hand in hand with the client team to ensure a seamless transition of knowledge and materials.

c. Describe your approach to maintaining the Documentation Repository during Transition.

As mentioned before, maintaining the Documentation Repository is a critical aspect of our transition process. We recognize the importance of preserving all project-related documents and ensuring their accessibility for authorized PRMP personnel during and after our engagement. To achieve this, we either establish a structured and secure repository that serves as a centralized hub for all project documentation or leverage current repositories and practices used by PRMP to avoid the proliferation of content repositories. When the latter is the case, we make sure we provide recommendations to the client to improve or streamline current repositories and practices.

Our approach also involves categorizing and organizing documents systematically to facilitate easy retrieval. We implement strict version control measures to track document updates and revisions accurately.

Throughout the transition phase, we continue to update and manage the Documentation Repository, ensuring that it remains up to date with the latest project information. This approach guarantees that client staff can seamlessly access crucial documentation, even after our disengagement, promoting continuity and independence in managing project-related tasks.

VOLUME 6. Attachment G: Terms and Conditions Response

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

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 RFP 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.

2. RFP Terms and Conditions

RFP Terms and Conditions consist of provisions throughout this RFP. 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 RFP Terms and Conditions. Failure to follow any instructions within this RFP 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 RFP Terms and Conditions.

Printed Name / Signature of Authorized Personnel

Date

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 RFP:

- **Appendix 1: Service-Level Agreements and Performance Standards**
- **Appendix 3: 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

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.

Printed Name / Signature of Authorized Personnel

Date

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 RFP.

Attachment E: Mandatory Requirements

- Prior to the Contract resulting from this RFP 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 RFP 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 RFP. 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 3: Proforma Contract Draft**.
- A performance bond may be required for this RFP.
- Evidence of good standing.
- **Appendix 1: Service-Level Agreements and Performance Standards**
- **Appendix 3: 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

Date

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.

This is not applicable given the nature of the EOMC engagement.

6. Exceptions

Exception #1 – TWENTY-FIRST: INSURANCE POLICIES

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 RFP Response
Puerto Rico Medicaid Program Enterprise Objective Monitoring and Control Services (EOMC) Vendor Request for Proposals (RFP) TWENTY-FIRST: INSURANCE POLICIES	FTI Consulting cannot name the client as an additional insured on our professional liability policy.	Strike requirement to name “DEPARTMENT OF HEALTH of Puerto Rico” as an additional insured.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

Exception #2 – TWENTY-FIRST: INSURANCE POLICIES

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 RFP Response

<p>Puerto Rico Medicaid Program Enterprise Objective Monitoring and Control Services (EOMC) Vendor Request for Proposals (RFP)</p> <p>TWENTY-FIRST: INSURANCE POLICIES</p>	<p>FTI can provide 30 days' notice of cancellation, but cannot require its carriers to do so.</p>	
<p>NOTES/COMMENTS: <FOR PRMP USE ONLY></p>		

Exception #3 – TWENTY-FIRST: INSURANCE POLICIES

<p>Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)</p>	<p>Vendor's Explanation (Required for Any Rejection/Exception)</p>	<p>Vendor's Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section of Vendor's Terms, If Any Provided As Part Of The RFP Response</p>
<p>Puerto Rico Medicaid Program Enterprise Objective Monitoring and Control Services (EOMC) Vendor Request for Proposals (RFP)</p> <p>TWENTY-FIRST: INSURANCE POLICIES</p>	<p>FTI does not provide clients with copies of its insurance policies.</p>	
<p>NOTES/COMMENTS: <FOR PRMP USE ONLY></p>		

Exception #4 – SIXTEENTH: FORMER GOVERNMENT EMPLOYEES

<p>Document Title (Reference Specific Contractual Document)</p>	<p>Vendor's Explanation (Required for Any Rejection/Exception)</p>	<p>Vendor's Proposed Alternative Language (If Applicable)</p>
--	---	--

and Section in Which Exception is Taken)		Cross-Reference To Specific Section of Vendor's Terms, If Any Provided As Part Of The RFP Response
Puerto Rico Medicaid Program Enterprise Objective Monitoring and Control Services (EOMC) Vendor Request for Proposals (RFP) SIXTEENTH: FORMER GOVERNMENT EMPLOYEES	The representations contained herein need to be limited to the FTI professionals working under this contract	
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

Exception #5 – TWENTY-FIFTH: CONFLICT OF INTERESTS

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 RFP Response
Puerto Rico Medicaid Program Enterprise Objective Monitoring and Control Services (EOMC) Vendor Request for Proposals (RFP) TWENTY-FIFTH: CONFLICT OF INTERESTS	The conflict provisions need to be limited to the FTI professionals providing services under the contract. FTI cannot agree to have these terms apply to all of FTI.	
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

Exception #6 – COMPLIANCE WITH THE FEDERAL HEALTH INSURANCE AND PORTABILITY AND ACCOUNTABILITY ACT OF 1996

<p>Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)</p>	<p>Vendor’s Explanation (Required for Any Rejection/Exception)</p>	<p>Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section of Vendor’s Terms, If Any Provided As Part Of The RFP Response</p>
<p>Puerto Rico Medicaid Program Enterprise Objective Monitoring and Control Services (EOMC) Vendor Request for Proposals (RFP)</p> <p>COMPLIANCE WITH THE FEDERAL HEALTH INSURANCE AND PORTABILITY AND ACCOUNTABILITY ACT OF 1996</p>	<p>If FTI will not receive PHI in connection with these services, then this section should be removed from the contract.</p>	<p>Strike section if FTI will not receive PHI</p>
<p>NOTES/COMMENTS: <FOR PRMP USE ONLY></p>		

VOLUME 7. Attachment H: Requirement Traceability Matrix

Please see Attachment H: Requirements Traceability Matrix.

VOLUME 8. Appendix 2: Staff Qualifications, Experience, and Responsibilities

Vendor Role	Qualifications	Discuss Responsibilities
Account Manager	<ul style="list-style-type: none"> • A minimum of five (5) years of demonstrated experience in Program Management for a State Medicaid Agency with operations similar to PRMP, a large healthcare provider management organization of a similar size, or an organization of comparable size. • A minimum of three (3) years of demonstrated experience in Program Management. • A minimum of a bachelor's degree (a bachelor's degree can be replaced with an additional four (4) years related experience) • Knowledge of Program Management standards and best practices including PMBOK® 	<p>Account Manager will be responsible for delivery and will be available to the PRMP throughout the life of the contract. Account Manager will serve as our team's primary point of contact to PRMP, relay any concerns regarding the EOMC team's performance to the various service area leads, and work with PRMP to resolve performance issues in a timely manner. Account Manager will manage the relationship with the PRMP Director and Program Manager.</p>
Lead Program Manager	<ul style="list-style-type: none"> • A minimum of five (5) years of demonstrated experience in Program Management for a State Medicaid Agency with operations of a similar size to PRMP or a large healthcare provider management organization of a similar size. • A minimum of three (3) years of demonstrated experience in Program Management. • A minimum of a bachelor's degree (a bachelor's degree can be replaced with an additional four (4) years related experience). • Knowledge of Program Management standards and best practices, including the PMBOK® 	<p>The Lead Program Manager will be the primary liaison to the Account Manager and also work directly with the EOMC Service Area Leads to ensure that the PMST is meeting the needs of individual service areas. Additionally, the PMST will be the central collection and harmonization point for status management, issue management, change management, and other project management artifacts from all PRMP projects – MES projects and programmatic initiatives. The PMST will consolidate and synthesize the information from these artifacts to create program-level dashboards, reports, progress and status tracking artifacts, issue management tools and communications artifacts. Finally, the Lead Program Manager and every member of the PMST will set up and maintain a bilingual document management and sharing environment using Microsoft SharePoint or other platform as determined by the PRMP. The Lead Program</p>

Vendor Role	Qualifications	Discuss Responsibilities
		<p>Manager and every member of the PMST are bilingual and based in Puerto Rico. Additionally, several members of the PMST are certified project management professionals (PMPs).</p>
<p>Service Area Leads/ SME's</p>	<ul style="list-style-type: none"> • A minimum of five (5) years of demonstrated experience in area of expertise that the role is performing. • A minimum of three (3) years of demonstrated experience in business lead/SME support for a State Medicaid Agency with operations of a similar size to PRMP or a large healthcare provider management organization of a similar size. • A minimum of a bachelor's degree (a bachelor's degree can be replaced with an additional four (4) years related experience). 	<p>The Service Area Leads, they will be responsible for all of the activities and deliverables within their service areas. Using the processes, systems and tools supplied by the PMST, the service area leads will systematically report updates and issues from their activities. The service area leads will also guide and conduct quality reviews on all deliverables generated from their areas. Finally, the service area leads will collaborate as needed – for example, the Procurement Lead will work closely with lead over the information technology-centered service areas on any MES requests for proposals.</p>
<p>Program Management Support Team & Shared Service Team</p>	<ul style="list-style-type: none"> • A minimum of two (2) years of demonstrated experience in business analysis for a State Medicaid Agency with operations of a similar size to PRMP or a large healthcare provider management organization of a similar size. • A minimum of two (2) years of demonstrated experience in business analysis/project support for a Program Management office or similar engagement. • A minimum of a bachelor's degree (a bachelor's degree can be replaced with an additional five (5) years related experience). 	<p>Given the need for flexibility in how various initiatives and tasks are resourced, we will establish a pool of subject matter experts (SME) from FTI and all of our partners. Working with the Account Manager and coordinating with over service area leads, each service area lead will draw from the shared resource pool to ensure optimal coverage for individual tasks. That noted, each service area lead will have at least one primary SME assigned to it.</p>

EXPERTS WITH IMPACT™

FTI Consulting, Inc. is an independent global business advisory firm dedicated to helping organizations manage change and mitigate risk: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities. Connect with us on Twitter (@FTIConsulting), Facebook and LinkedIn.

FTI 2013

