

Puerto Rico Medicaid Program
Health Information Exchange (HIE) Operations and Technical Services

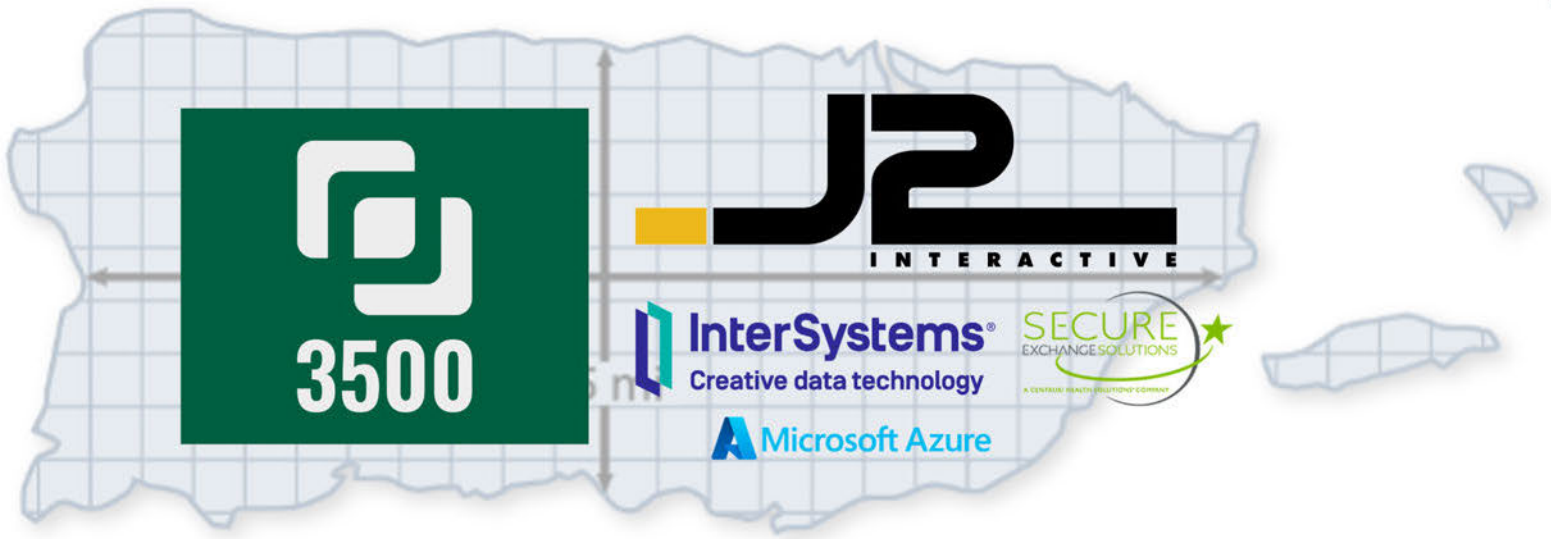
Response to Request for Proposals

Solicitation Number: 2024-PRMP-MES-HIE-001

3500 Square Team

Technical Proposal

March 13, 2024



Original Proposal

Submitted by:

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Notice of Confidentiality

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This document, together with any presentations or demonstrations that have been or might be made by the Team to Puerto Rico Medicaid Program ("Recipient"), contain confidential information (the "Information") of the Team and have been prepared or made in response to Recipient's Request for Proposal for the HIE Operations and Technical Services. The Information is disclosed on the condition that Recipient will use the Information solely in connection with its review and analysis of this response (the "Purpose"). No license is granted to Recipient with respect to software or other intellectual property. Recipient shall not directly or indirectly disclose, allow access to, transmit or transfer any Information to any third party without the Team's prior written consent. Recipient may disclose the Information only to those of its employees (or to nonemployee proposal evaluators covered by a written confidentiality agreement) who have a need to know the Information for the Purpose. All Information shall remain the property of the Team and their respective companies.



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Utuado, PR 00641

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March 13, 2024

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

RE: RFP 2024-PRMP-MES-HIE-001

Dear Ms. Otero Martinez:

3500 Square and J2 Interactive (Team 3500) welcome the opportunity to present the enclosed response to the Puerto Rico Department of Health (PRDoH) Puerto Rico Medicaid Program (PRMP) Request for Proposals (RFP) for HIE Operations and Technical Services. We are recommending a complete health information exchange solution built on InterSystems HealthShare technology and hosted in the Microsoft Azure Health Cloud to serve as the solution to meet the overall requirements outlined in the RFP. We are confident that Team 3500 brings the resources, experience, and technology to help the PRMP write the next chapter for the Puerto Rico Health Information Exchange (PRHIE).

The pages that follow contain a straightforward response to each of the questions posed in the RFP. We have intentionally kept our answers simple and avoided extensive narrative about product capabilities, implementation methodology, and other details. That said, we would be happy to provide any follow-up information you may need, or to refine our effort and budget estimates based on new information about project scope that the PRMP may wish to share.

On behalf of all of us at 3500 Square and J2, thank you for taking the time to review and consider this proposal to help you lay the foundation for the next phase of the PRHIE's growth. In the meantime, if you have any questions regarding the contents of our proposal, feel free to reach out to us whenever it is convenient using the contact information below.

Name	<u>Francisco Dominicci</u>	Phone	<u>787.814.0087</u>
Address	<u>PO Box 309</u>	Fax	<u>787.894.1390</u>
	<u>Utuado, PR 00641</u>	Email	<u>FCDominicci@3500Square.com</u>

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

In addition to providing a signature to 6: *Disclosure of Response Contents* in this section, failure to sign the Submission Cover Sheet or signing it with a false statement shall void the submitted response or any resulting contracts.

Original signature of Signatory Authorized to Legally Bind the Company / **Date**

Name (Typed or Printed)	Francisco C. Dominicci
Title	President and CEO
Company Name	3500 Square
Physical Address	Carr #10 Km 43.5, Bo Salto Abajo Sector Graulau, Utuado PR 00641
State of Incorporation	Puerto Rico

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. The 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. If a vendor provides a redacted copy of their proposal along with an unredacted copy, PRMP will publish the redacted copy of the proposal.
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 compliant 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 the award, the vendor affirms it will have all current approvals, licenses, or other qualifications needed to conduct business in Puerto Rico.

Table of Contents

Attachment B: Vendor Information and Executive Summary	1
2. Vendor Information	1
2.1 Payment Address.....	1
2.2 Legal Notice Address.....	1
3. Executive Summary	1
4. Subcontractor Letters	5
6. Disclosure of Response Contents.....	5
Attachment C: Vendor Qualifications and Experience.....	7
1. Vendor Response Framework.....	7
2. Organization Overview.....	7
2.1 Organization Overview.....	7
2.2 Subcontractor Overview (If Applicable).....	10
3. Existing Business Relationships with Puerto Rico	10
4. Business Disputes	10
5. References.....	10
Attachment D: Vendor Organization and Staffing.....	23
1. Initial Staffing Plan	23
2. Use of PRMP Staff.....	26
3. Key Staff, Resumes, and References	27
3.1 Resumes	27
3.2 Key Staff References.....	28
Attachment E: Mandatory Specifications	37
1. Submission Requirements	37
2. Mandatory Requirements	46
3. Mandatory Qualifications.....	68
Attachment F: Outcomes Traceability Matrix.....	74
Attachment G: Response to Statement of Work.....	75
1. Approach Business Specifications	75
Governance.....	75
Data Governance	78
Policy.....	78
Technical Assistance.....	79
Operational Reporting and SLAs.....	79
Technology Architecture and Vendor Partnerships	79
2. Approach to Technical Specifications	80
2.1 Proposed Solution Overview.....	80
2.2 Solution Approach.....	81
3. Approach to Required Deliverables.....	90
D01: Monthly Status Report	90
D02: PRHIE Work Plan	90
D03: Kickoff Meeting.....	90
D04: Implementation Plan	90
D05: HIE Participant Engagement and Technical Assistance Plan	90

<i>D06: Operations Management Plan</i>	91
<i>D07: Security, Privacy, and Confidentiality Plan</i>	91
<i>D08: Staffing Management Plan</i>	91
<i>D09: Incident Management Plan</i>	91
<i>D10: Training Readiness Plan</i>	91
<i>D11: Data Management Plan</i>	91
<i>D12: Disaster Recovery and Business Continuity Plan</i>	91
<i>D13: Public Health Systems Plan</i>	91
<i>D14: Pilot Implementation and Management Plan(s)</i>	91
<i>D15: Data Transition Plan</i>	92
<i>D16: Detailed System Design Document</i>	92
<i>D17: Independent, Third-Party Security, and Privacy Controls Assessment Report</i>	92
<i>D18: Outcomes Based Certification (OBC) Support Plan and Reporting</i>	92
<i>D19: Turnover and Closeout Management Plan</i>	92
Attachment H: Initial Project Schedule	93
Phase 1 – Governance, Operations, Planning and Mobilization.....	94
<i>Deliverable 1: Establishment of HIE Operations and Governance</i>	94
<i>Deliverable 2: Phase 1 HIE Participation Agreements</i>	94
<i>Deliverable 3: Technical Requirements Discovery</i>	95
<i>Deliverable 4: Environment Setup</i>	95
<i>Deliverable 5: Technical Integration</i>	95
<i>Deliverable 6: Outbound Interfaces</i>	96
<i>Deliverable 7: Functional Development</i>	97
<i>Deliverable 8: Historical Data Migration from HG Platform</i>	101
<i>Deliverable 9: User Acceptance Testing, Training, and Go-Live</i>	102
Attachment I: Terms and Conditions Response	103
1. Title Page.....	103
2. RFP Terms and Conditions.....	103
3. Customary Terms and Conditions.....	103
4. Mandatory Requirements and Terms.....	104
5. Commercial Materials.....	105
6. Exceptions.....	105
Appendix 1 – List of Team 3500 Attachments	110

Table of Tables

<i>Table 1: Payment Information</i>	1
<i>Table 2: Legal Notice Information</i>	1
<i>Table 3: Vendor Response Framework - Partners and Subcontractors</i>	7
<i>Table 4: Vendor Overview – 3500 Square</i>	8
<i>Table 5: Vendor Overview – J2 Interactive</i>	9
<i>Table 6: Vendor Reference 1</i>	11
<i>Table 7: Vendor Reference 2</i>	14
<i>Table 8: Vendor Reference 3</i>	16
<i>Table 9: Vendor Reference 4</i>	18
<i>Table 10: Proposed Key Staff and Roles</i>	28
<i>Table 11: Key Staff Reference – [REDACTED]</i>	28
<i>Table 12: Key Staff Reference – [REDACTED]</i>	29
<i>Table 13: Key Staff Reference – [REDACTED]</i>	30
<i>Table 14: Key Staff Reference – [REDACTED]</i>	32
<i>Table 15: Key Staff Reference – [REDACTED]</i>	33
<i>Table 16: Key Staff Reference – [REDACTED]</i>	34
<i>Table 17: Mandatory Requirements</i>	46
<i>Table 18: Mandatory Qualifications</i>	68
<i>Table 19: Exceptions from Team 3500</i>	106

Table of Figures

<i>Figure 1: Team 3500 organization chart</i>	25
<i>Figure 2: Team 3500 governance framework</i>	75
<i>Figure 3: Team 3500 governance Advisory Board structure</i>	76
<i>Figure 4: Team 3500 PRMP HIE proposed solution architecture</i>	80
<i>Figure 5: InterSystems HealthShare supported IHE profiles</i>	88

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Attachment B: Vendor Information and Executive Summary

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 the PRMP should send legal notices for any potential future agreements.

2.1 Payment Address

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

Table 1: Payment Information

Payment Information			
Name:	Francisco C. Dominicci	Title:	President & CEO
Address:	PO Box 309		
City, State, and ZIP Code:	Utuaado, PR 00641		
Phone:	787.814.0087	Fax:	787.894.1390
Email:	Accounting@3500square.com		

2.2 Legal Notice Address

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

Table 2: Legal Notice Information

Legal Notice Information			
Name:	Francisco C. Dominicci	Title:	President & CEO
Address:	PO Box 309		
City, State, and ZIP Code:	Utuaado, PR 00641		
Phone:	787.814.0087	Fax:	787.894.1390
Email:	Contracts@3500square.com		

3. Executive Summary

This section should be a brief (one- to three-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 services described in the RFP; time frame for

delivering the services; the proposed team; and the key advantage(s) of the vendor's proposal to the PRMP.

3500 Square and J2 Interactive are extremely pleased to submit this proposal to provide HIE operations and technical services to the Puerto Rico Medicaid program. We believe that our proposed solution, built on the InterSystems HealthShare technology platform, is ideally suited to help the PRMP provide vastly improved functional capability, data quality, and long-term growth potential in the service of the Puerto Rico HIE (PRHIE).

Our proposal draws not only on our understanding of the current PRHIE technology environment and business objectives, but also on our extensive body of work with health information exchange. 3500 Square brings exceptionally qualified leadership with deep experience in executive roles for statewide and regional HIEs, while J2 offers unmatched experience in HIE implementation services, having delivered large-scale HealthShare solutions for statewide and regional HIEs across the United States and around the world. Together, our team has decades of experience not only in the management and governance of large and complex HIEs with many stakeholders and diverse patient populations, but also in executing smooth transitions from legacy technology to more robust and scalable solutions that deliver on the full promise of what HIE can accomplish.

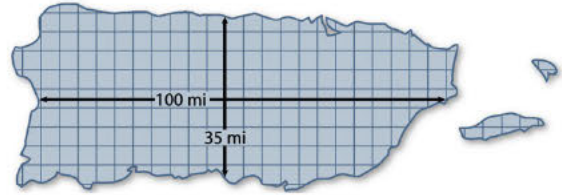
Although we have made every effort to address the RFP requirements in sufficient detail, we recognize that we still have only a preliminary understanding of the critical success factors that matter most to the PRMP and the community you serve. Should any aspect of this response be lacking, we hope that you will not hesitate to engage us in dialogue so that we can refine our proposal to reflect a better understanding of your needs. All of us are fully committed to the success of the PRHIE initiative, and willing to work with you to ensure that our first steps together will ultimately lead to transformational innovation for the benefit of Puerto Rico.

About 3500 Square

3500 Square LLC stands out as a robust ally for the PRHIE, bringing a wealth of IT and healthcare system integration experience to the table. Our involvement in the U.S. Department of Veterans Affairs NTP NextGen PACS project showcases our expertise in delivering complex IT projects tailored to healthcare needs, reflecting our potential to contribute significantly to PRHIE's objectives of enhancing health data interoperability and management across Puerto Rico. Our capabilities in cloud-hosted solutions, cybersecurity, and continuous support are particularly relevant, ensuring the PRHIE can offer scalable, secure, and efficient healthcare data services.

Incorporating 3500 Square's comprehensive IT services and strategic approach to technology optimization will greatly enhance the PRHIE infrastructure, promoting better healthcare outcomes through more effective data sharing and management. Our dedication to simplifying IT systems aligns with the PRHIE mission to streamline healthcare processes and improve access to care for patients and providers alike. With 3500 Square's record of improving IT efficiencies and our commitment to security and reliability, the PRHIE can look forward to a partnership that not only advances technological capabilities but also reinforces the commitment to delivering quality healthcare services.

Choosing 3500 Square aligns PRMP with a company embodying Puerto Rico's innovative spirit and talent, bringing a global edge with strategic offerings. This partnership leverages the island's skilled, bilingual workforce for state-of-the-art IT solutions, positioning 3500 Square uniquely in using local talent for worldwide technological excellence. 3500 Square's commitment to leveraging Puerto Rico's rich technology landscape for global IT advancements highlights a mission-driven approach to streamline, optimize, and modernize technology for global clients, enhancing the PRHIE's capabilities with a touch of local innovation and global competitiveness.



3500 Square takes its name from the size of Puerto Rico, signaling the company's close ties to the Commonwealth

About J2 Interactive

J2 Interactive is an award-winning software development and IT consulting firm specializing in customized solutions for health systems, research institutions, health information exchanges, and government agencies. Twice ranked #1 for Technical Services in the annual Best in KLAS survey, our expertise runs the gamut from technology strategy and best-practices consulting to systems integration, application development, health information exchange, and healthcare analytics.



J2 brings a depth and breadth of experience in health information exchange that is second to none. Since 2007, when we helped the Long Island Patient Information Exchange (LIPIX, now Healthix) become the first HIE to go live on InterSystems' HealthShare platform, no firm has compiled a more impressive record of success with HIE projects than J2.

J2 customers for whom J2 has designed and built comprehensive HIE solutions from the ground up, as well as provider organizations and government agencies for whom J2 has implemented some subset of those HIE capabilities.

J2's clients include the two largest health information exchanges in the country (Healthix in New York and Manifest MedEx in California); the statewide exchanges for

Michigan, Missouri, Montana, North Carolina, and Rhode Island; large provider networks such as Cedars-Sinai and Northwell Health; and government agencies such as the Indian Health Service, the Social Security Administration, and the Department of Veterans Affairs. These organizations rely on us to establish, maintain, and enhance large-scale, highly complex interoperability frameworks supporting thousands of providers and tens of millions of patients.

About InterSystems HealthShare

InterSystems Corporation is a global software company with world headquarters in Cambridge, Massachusetts and more than 35 offices worldwide providing solutions and support to customers

in 80+ countries. InterSystems designs, develops, markets, and implements advanced data management, connectivity, and analytics technologies for industries that demand the highest possible software performance and reliability. InterSystems also provides complete health information and electronic medical record systems for hospitals, primary care, community care, and laboratories in select countries on five continents. InterSystems technology powers over one billion health records worldwide, including those of 2 of 3 Americans and 9.2 million U.S. Veterans.

To power the PRHIE, Team 3500 is proposing three components of InterSystems award-winning HealthShare platform:

- **InterSystems HealthShare Unified Care Record**, a powerful interoperability platform and clinical data repository that provides a shared, comprehensive, and normalized longitudinal record for every patient in a community
- **InterSystems HealthShare Patient Index**, a standalone enterprise master person index (EMPI) solution that provides a “single source of truth” for identity and demographic information
- **InterSystems HealthShare Health Insight**, a robust analytics solution that provides real-time, actionable insights for care as well as in-depth retrospective analysis for clinical, business, and population health management

Approach, Timeline, and Key Advantages

As detailed further in the sections that follow, Team 3500 proposes to deliver the capabilities required by the PRMP in two successive implementations that together comprise the two-year base period of performance specified by the RFP. Our approach is designed to minimize the time it takes to achieve a full-featured HIE solution that will allow the PRMP to retire its legacy PRHIE platform, achieving this milestone within the first year of the contract. In close collaboration with key PRMP staff, we will quickly establish a robust operations and governance structure that emphasizes active engagement with key stakeholders from the community we serve, ensuring that input and feedback from these stakeholders drives every aspect of our technical solution.

From the outset, 3500 Square will provide the executive leadership for the PRHIE, as well as a growing team of local resources facilitating a close connection with the community. J2, meanwhile, will provide the technical team responsible for implementing the full HIE solution. Over time, particularly in the option years of the contract, Team 3500 will shift more responsibility to local resources for ongoing support and enhancement of the solution.

Key advantages of our proposed approach include:

- A simple team structure that combines a small group of high-leverage HIE leaders with the leading implementer of HIE solutions in North America
- Deep experience with HIE operations and governance at the executive level
- Best-in-class HIE technology, proven at massive scale for HIEs both in the U.S. and globally
- Award-winning HIE implementation expertise
- Strong ties to Puerto Rico and passionate commitment to its patient population
- Sustained commitment to employment and training of local resources
- Accelerated time to value / retirement of legacy technology

4. Subcontractor Letters

If applicable, for each proposed subcontractor the vendor should attach to **Attachment B: Title Page, Vendor Information, 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, Data Universal Numbering System (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.

No subcontractors are being proposed for the Team 3500 solution. 3500 Square and J2 Interactive will provide all services for the implementation, management, and operation of the PRMP HIE solution.

6. Disclosure of Response Contents

All vendors selected for negotiation by the PRMP will be given equivalent information concerning cost negotiations. All cost negotiations will be documented for the procurement file.

All materials submitted to the 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 help prevent public disclosure of the “trade secret.” A redacted version of the technical proposal must be provided to the 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. The 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 the 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 RFP (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 the 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.

(Signature)

Francisco C. Dominicci, President & CEO
3500 Square, LLC
719.373.8135 (m); 787-894-1390 (f)
March 13, 2024

Attachment C: Vendor Qualifications and Experience

1. Vendor Response Framework

Vendors may partner with other vendors to submit a single proposal response to the RFP. If multiple vendors are submitting a joint proposal one vendor must be identified as the primary vendor for purposes of communications during the procurement process and for contract negotiations if the joint proposal is selected as the winning proposal. Puerto Rico will negotiate a single contract for the services in this RFP. Note, however, that contracts between vendors may be subject to CMS review as a condition for federal financial participation and to ensure compliance with federal procurement regulations.

Vendors may utilize sub-contractors to provide specific functions as part of the vendor’s response, or to augment expertise or staffing capacity. Puerto Rico will negotiate a single contract for the services in this RFP but contracts between vendors and their subcontractors may be subject to CMS review. Table 3 details the vendor response framework to provide information regarding partners and subcontractors.

Table 3: Vendor Response Framework - Partners and Subcontractors

Vendor Response Framework	
Primary Vendor	3500 Square, LLC
Partner Vendor A	J2 Interactive, LLC
Software Provider A	InterSystems Corporation
Software Provider B	Secure Exchange Solutions (SES)
Hosting Provider	Microsoft Corporation
Subcontractor A	N/A

2. Organization Overview

This section of the vendor’s technical proposal should include details of the vendor and subcontractor overview. The vendor’s technical proposal should include organization overview, corporate background, vendor’s experience in the public sector, and certifications.

2.1 Organization Overview

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

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

If multiple vendors are partnering in a combined response to the RFP replicate the following table (Vendor Overview) so that the response includes one table for each vendor participating in the joint response.

Table 4: Vendor Overview – 3500 Square

Vendor Overview	
Company Name	3500 Square, LLC – Primary Partner
Name of Parent Company (If Applicable)	N/A
Industry (North American Industry Classification System [NAICS])	541512 - Computer Systems Design Services
Type of Legal Entity	Limited Liability Company
Company Ownership (e.g., Private/Public, Joint Venture)	Private
Number of Full-Time Employees	5
Last Fiscal Year Company Revenue	██████████
Last Fiscal Year Company Net Income	\$ ██████████
Percentage of Revenue from State and Local Government Clients in the United States and its Territories	None
Number of Years in Business	2 years
Number of Years/ Experience Vendor Has With this Type of Services Specified in the RFP	Members of the executive team each have over a decade of experience in HIE at the federal and state level. As an entity, 3500 Square has two years of experience in HIE.
Number of Employees Providing the Type of Services Specified in the RFP	3
Headquarters in the United States and its Territories	Puerto Rico
Locations in the United States and its Territories	Puerto Rico with remote employees in Denver, CO

Table 5: Vendor Overview – J2 Interactive

Vendor Overview	
Company Name	J2 Interactive, LLC - Partner
Name of Parent Company (If Applicable)	N/A
Industry (North American Industry Classification System [NAICS])	541511 - Custom Computer Programming Services 541512 - Computer Systems Design Services 541519 - Other Computer Related Services
Type of Legal Entity	Limited Liability Company
Company Ownership (e.g., Private/Public, Joint Venture)	Private
Number of Full-Time Employees	Approximately 280
Last Fiscal Year Company Revenue	██████████
Last Fiscal Year Company Net Income	██████████
Percentage of Revenue from State and Local Government Clients in the United States and its Territories	Approximately 30% including state and local government as well as statewide and regional health information exchanges (HIEs)
Number of Years in Business	23 years
Number of Years/ Experience Vendor Has With this Type of Services Specified in the RFP	20 years - J2 has been an InterSystems premier implementation partner since 2004. We have been designing, building, and supporting HIEs since 2007, when we worked alongside InterSystems to launch the first full-scale HealthShare implementation for the Long Island Patient Information Exchange (LIPIX), which later became Healthix and expanded to serve over 21 million patients across the New York City metropolitan area.
Number of Employees Providing the Type of Services Specified in the RFP	Of J2's 280 employees, nearly all have experience in healthcare interoperability, including HIE implementations, especially on the InterSystems platform. We attest that at least 200 of our current staff have hands-on experience in the proposed technology.
Headquarters in the United States and its Territories	J2 headquarters is in Charlestown, Massachusetts.
Locations in the United States and its Territories	J2's employees telecommute full-time. Our staff are located throughout the United States.

2.2 Subcontractor Overview (If Applicable)

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

N/A

3. Existing Business Relationships with Puerto Rico

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

As the representative of 3500 Square, we are currently in the process of obtaining Act 60 status in Puerto Rico. This initiative is part of our strategic plan to leverage the tax incentives provided under Act 60, aimed at fostering economic development and attracting investment to the island. Our application to this program represents an effort to establish a formal operational presence in Puerto Rico, intending to explore and engage in beneficial economic activities within the local market. It is essential to clarify that the application for Act 60 status does not, per se, establish a direct business relationship with the Puerto Rico government, the Puerto Rico Municipalities Program (PRMP), or any of Puerto Rico's municipalities.

This status is poised to evolve as 3500 Square continues to identify and pursue opportunities that align with our business objectives and the goals of Act 60, which includes stimulating the local economy and contributing to the developmental efforts of the island.

To this point, neither 3500 Square nor J2 Interactive has entered any business relationships with the PRMP or any of Puerto Rico's municipalities within the last five years.

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 years. If the vendor is a subsidiary, submit information for all parent companies. If the vendor uses subcontractors, associated companies, or consultants that will be involved in any phase of this operation, each of these entities will submit this information as part of the response.

3500 Square, along with our partner J2 Interactive, maintains a clean record free of any disciplinary actions, legal disputes, or administrative proceedings. We are dedicated to conducting our business in a lawful and ethical manner, ensuring the highest level of service and integrity in all our dealings.

5. References

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

Vendor (Prime) References Form

Include at least three references from projects performed within the last three years that demonstrate the vendor’s ability to perform the scope of work described in this RFP. The vendor must include references from three different clients/projects. If multiple vendors are submitting a joint proposal include a reference response for each of the vendors participating in the joint proposal.

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

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

Table 6: Vendor Reference 1

Vendor Information – VA					
Vendor Name: 3500 Square, LLC	<table border="1" style="width: 100%;"> <tr> <td style="width: 30%;">Contact Name:</td> <td>Francisco C. Dominicci</td> </tr> <tr> <td>Contact Phone:</td> <td>719-373-8135</td> </tr> </table>	Contact Name:	Francisco C. Dominicci	Contact Phone:	719-373-8135
Contact Name:	Francisco C. Dominicci				
Contact Phone:	719-373-8135				
Customer Information					
Customer Organization: U.S. Department of Veterans Affairs (VA)	<table border="1" style="width: 100%;"> <tr> <td style="width: 30%;">Contact Name:</td> <td>██████████</td> </tr> <tr> <td>Contact Title:</td> <td>██████████████████</td> </tr> </table>	Contact Name:	██████████	Contact Title:	██████████████████
Contact Name:	██████████				
Contact Title:	██████████████████				
Customer Address: Washington, DC	<table border="1" style="width: 100%;"> <tr> <td style="width: 30%;">Contact Phone:</td> <td>██████████</td> </tr> <tr> <td>Contact Email:</td> <td>██████████████████</td> </tr> </table>	Contact Phone:	██████████	Contact Email:	██████████████████
Contact Phone:	██████████				
Contact Email:	██████████████████				
Total Vendor Staff:	2 out of a team of approximately 20				
Objectives:					
<p>The objectives of the NTP NextGen PACS initiative are central to the transformation and enhancement of the VA’s teleradiology capabilities, addressing the critical need for a modern, robust, and flexible imaging solution. This initiative is rooted in the Veterans Health Administration’s (VHA) ongoing effort to provide high-quality, efficient, and accessible care to Veterans across the United States through its National Teleradiology Program (NTP). The NTP, which has been operational 24/7 for over a decade, currently supports 125 sites across all Veterans Integrated Services Networks (VISNs) and is projected to interpret between 1.0 and 1.5 million studies annually. The requirement for a next-generation PACS stems from the need for a system that is optimized for NTP’s teleradiology workflow and reading environment, capable of serving as a replacement PACS for VISNs as they transition off existing contracts and equipped with cross-site image viewing and sharing capabilities linked to VA’s electronic medical records (EMRs).</p> <p>The overarching objectives of the NextGen PACS include the full deployment and implementation of a PACS solution tailored to the NTP’s specific needs, followed by an expansion phase to support VISNs. This involves not just the technological advancement of PACS capabilities but also ensuring the system’s alignment with VA’s Cloud First Policy, indicating a shift towards cloud-hosted solutions to improve scalability, reliability, and security. The central PACS servers, application servers, and Vendor Neutral Archive (VNA) are to be hosted in the VA Enterprise Cloud (VAEC) via Microsoft Azure, underlining a commitment to leveraging cloud computing’s benefits for healthcare imaging.</p> <p>Deployment and final validation of the NTP NextGen PACS are mandated to be completed within 12 months after the contract award, with the option for VISN PACS deployment to follow in FY24. This phased approach underscores the program’s adaptability and scalability, allowing for the gradual expansion and integration of PACS services across the VA’s extensive network. Additionally, the</p>					

Vendor Information – VA

system design includes considerations for cloud-readiness, redundancy, and fault tolerance to eliminate single points of failure, ensuring that the VA's teleradiology services remain uninterrupted and effective in serving veterans' healthcare needs.

In essence, the objectives of the NTP NextGen PACS initiative are to provide a scalable, cloud-hosted, and optimized imaging solution that enhances the VA's teleradiology services. By doing so, the program aims to improve the quality, accessibility, and efficiency of radiological services for veterans, aligning with the VHA's mission to provide exceptional care to those who have served.

Description:

The NTP NextGen PACS program, spearheaded by the Veterans Health Administration (VHA) under the National Teleradiology Program (NTP), is a transformative initiative designed to enhance the Picture Archiving and Communication System (PACS) capabilities across VA's radiology departments. This ambitious program seeks to provide an advanced, cloud-hosted, enterprise-scale PACS solution to support VA's in-house teleradiology services, which are operational 24/7 and cater to approximately 125 sites. This solution is pivotal for the processing of 1.0 to 1.5 million studies annually by approximately 100 radiologists working remotely. The program is structured into two phases: the initial deployment and implementation of the NTP-specific PACS solution, and an optional expansion phase to extend support to the Veterans Integrated Services Networks (VISNs), facilitating cross-site image viewing and sharing while integrating seamlessly with VA's EMRs.

The program outlines a comprehensive list of deliverables and tasks spanning various aspects of the project. Key deliverables include a Solution Architecture Document, Interface Control Documents for DICOM HL7 MPI EMR and PIV interfaces, Project Deployment and Installation Back-out and Rollback Plan for cloud-hosted resources, ATO Documentation, and HL7 Report Migration Plan, among others. These documents are critical for ensuring the project's alignment with VA's technical and security standards, facilitating a smooth transition to the new system, and maintaining ongoing compliance with federal regulations.

Major tasks encompass architecture and design, planning, build and development, and implementation and deployment, with a strong emphasis on cloud-first policy compliance, system scalability, and security. The contractor is tasked with developing a cloud-hosted solution that addresses identified cloud-readiness gaps, supports setup, configuration, and provisioning of the solution in the VA Enterprise Cloud (VAEC) environment, and ensures the system's design incorporates appropriate redundancy and fault tolerance. Additionally, the contractor is responsible for the importation of approximately 50M+ reports from the existing NTP PACS, validating and deploying the solution according to the established back-out and rollback plan, and providing comprehensive training and support post-deployment.

The NextGen PACS initiative is a critical investment towards enhancing the VA's radiological services and infrastructure, aiming to improve the quality of care for veterans through more efficient and advanced imaging services. This effort underscores the VA's commitment to leveraging technology to meet the evolving needs of its radiology departments, ensuring that veterans receive timely and high-quality radiological evaluations and care.

Vendor's Involvement:

As a subcontractor for the NTP NextGen PACS project, 3500 Square plays a pivotal role in ensuring the success and reliability of the program through focused efforts in project and program management as well as the provision of a 24/7/365 Service Desk. In the realm of project and program management, 3500 Square is responsible for the development and continuous updating of the Contractor Project Management Plan (CPMP). This critical document outlines 3500 Square's comprehensive approach, including timelines, methodologies, tools for execution, schedule milestones, risk assessment, and resource allocation. Furthermore, 3500 Square is tasked with the regular submission of weekly progress reports to maintain transparency and constant communication with the VA. These reports detail work completed, upcoming tasks, resolution of any encountered problems, and the status of all deliverables, ensuring the VA is kept abreast of project progress and any challenges that arise.

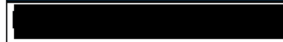

On the support side, 3500 Square establishes and maintains a 24/7/365 Service Desk, a cornerstone of the project's commitment to providing uninterrupted and high-quality service. This includes staffing an

Vendor Information – VA


in-house support desk with level 1 technical support personnel always available, with level 2 support on standby to respond within 30 minutes of any issue being reported. This structure ensures rapid resolution of issues, contributing to the system’s goal of 99.99% uptime. 3500 Square also implements proactive system monitoring across all servers, storage, and critical services/processes, further supporting the system’s robustness and reliability. An online web portal provided by 3500 Square allows for efficient tracking of work orders, enabling transparent and effective issue resolution and system maintenance.

These responsibilities underscore 3500 Square’s integral role in the deployment, operation, and ongoing support of the NTP NextGen PACS, contributing significantly to the project’s aims of enhancing the quality, efficiency, and accessibility of radiological services across the VA’s healthcare system. Through diligent project management and reliable technical support, 3500 Square supports the VA’s mission of providing exceptional care to veterans, ensuring that the NTP NextGen PACS achieves its objectives.


Key Staff

	Project Management
	Service Desk Support

Measurements:

Estimated Costs: \$ 	Actual Costs: Tracking to budget
--	-------------------------------------

Reason(s) for change in cost:
Project is tracking on time and on budget.

Original Value of Vendor’s Contract: 	Actual Total Contract Value: Tracking to Budget
---	--

Reason(s) for change in value:
Project is tracking on time and on budget.

Estimated Start and Completion Dates:	From:	July 2023	To:	Present
Actual Start and Completion Dates:	From:	July 2023	To:	Present

Reason(s) for the difference between estimated and actual dates:
Project is tracking on time and on budget

If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities:
3500 Square is a subcontractor to Frontier Acquisitions. The items listed under Vendor Involvement were all implemented by 3500 Square staff in collaboration with VA and our partners on the project.

Table 7: Vendor Reference 2

Vendor Information – Healthix					
Vendor Name: J2 Interactive, LLC	<table border="1" style="width: 100%;"> <tr> <td style="width: 30%;">Contact Name:</td> <td>Lou LaRocca</td> </tr> <tr> <td>Contact Phone:</td> <td>617.241.7266 x11</td> </tr> </table>	Contact Name:	Lou LaRocca	Contact Phone:	617.241.7266 x11
Contact Name:	Lou LaRocca				
Contact Phone:	617.241.7266 x11				
Customer Information					
Customer Organization: Healthix	<table border="1" style="width: 100%;"> <tr> <td style="width: 30%;">Contact Name:</td> <td>██████████</td> </tr> <tr> <td>Contact Title:</td> <td>███</td> </tr> </table>	Contact Name:	██████████	Contact Title:	███
Contact Name:	██████████				
Contact Title:	███				
Customer Address: ██████████	<table border="1" style="width: 100%;"> <tr> <td style="width: 30%;">Contact Phone:</td> <td>██████████</td> </tr> <tr> <td>Contact Email:</td> <td>██████████</td> </tr> </table>	Contact Phone:	██████████	Contact Email:	██████████
Contact Phone:	██████████				
Contact Email:	██████████				
Total Vendor Staff:	Across all statements of work: Variable, ranging between 2 and 8 For J2 Managed Terminology only: 2				
Objectives: Healthix, the largest regional HIE in the United States, has adopted a patient-centric care model that seamlessly coordinates health information across Manhattan, Brooklyn, Queens, Staten Island, and Long Island. At the heart of Healthix is the largest implementation of InterSystems HealthShare by any regional HIE in the United States, built from the ground up by J2.					
Description: Healthix brings together data from healthcare organizations throughout greater New York City and Long Island to create comprehensive longitudinal patient records for more than 21 million patients. Healthix data contributors include hospitals, health insurance plans, physician practices, behavioral health facilities, long-term care facilities, Medicaid health homes, New York City correctional facilities, independent labs and radiology centers, independent pharmacies, and community-based care organizations. Healthix also incorporates data from other qualified entities, or local hubs for electronic health information, through the Statewide Health Information Network of New York (SHIN-NY).					
Vendor’s Involvement: Since 2007, Healthix has relied on J2 for HIE interface and application development, analytics, systems support, project management, and strategic technology consulting. Over the past 17 years, J2’s work at Healthix has been highlighted by three major milestones: <ul style="list-style-type: none"> • J2 was responsible for the initial implementations of InterSystems HealthShare for the Long Island Patient Information Exchange (LIPIX) in 2007 and the Brooklyn Health Information Exchange (BHIX) in 2009. For each of these customers, J2 built a highly scaled, parallel interoperability platform, based on a federated model for data aggregation with full support for robust consent policies and other critical health information exchange capabilities. • In 2015, after LIPIX had evolved into Healthix and merged with BHIX, J2 led the effort to consolidate the LIPIX and BHIX instances of HealthShare into a single, unified exchange that supports all the integrations, use cases, and administrative features of LIPIX and BHIX across a fully merged and de-duplicated set of patient records spanning the entire New York City metropolitan area. • In 2021, Healthix acquired the J2 Managed Terminology service, enabling the organization to achieve semantic interoperability across clinical domains (such as labs, diagnoses, vaccinations, medications, radiology, and allergies) as well as demographic data (race, ethnicity, and gender). Since its launch in 2007, the Healthix exchange built by J2 has grown to include data from over 5,000 organizations (including hospitals, clinics, and a wide array of other community organizations) serving over 21 million patients.					

Vendor Information – Healthix

J2 has helped extend the HealthShare core capabilities to support a series of innovative features and programs which include:

- Clinical repository and identity management for over 21 million patients
- Bidirectional EHR interoperability with a growing list of vendors, including Cerner and Epic as well as Allscripts, eClinicalWorks, Netsmart, and NextGen
- Single sign-on to accelerate provider adoption
- Direct-enabled secure messaging to support Meaningful Use
- Targeted functional improvements to support clinical research
- Health Home integration to facilitate care management
- Health plan integration to enable Healthcare Effectiveness Data and Information Set (HEDIS) reporting and other quality measures
- Real-time clinical event notification, including lab results, discharge summaries, diagnoses, chief complaints, discharge dispositions, and problem lists
- Connectivity with the Statewide Health Information Network for New York (SHIN-NY) and with the NYC Emergency Patient Search Portal (NYCEPS)
- Helping participants meet the requirements of incentive programs such as the New York State Medicaid Health Home Program and the Delivery System Reform Incentive Payment (DSRIP) Program
- One-click access to diagnostic-quality radiology images
- Risk management and analytics integration to assign individual risk and stratify populations for serious health conditions and events (e.g. ER visits, readmissions)

Note: Although J2's relationship with Healthix dates to 2007, to meet the RFP requirement to include projects within the last three years, the following information focuses only on our recent implementation of J2 Managed Terminology.

Starting in June 2021, J2 has provided Healthix with licenses and maintenance related to J2 Managed Terminology, a cloud-hosted terminology service that enables semantic interoperability for multiple clinical and demographic domains across an entire enterprise. Healthix has also engaged J2 to provide professional services related to the J2 Managed Terminology service, including setup and configuration, terminology analysis, data mapping, and training of internal staff.

The license subscription continues to be active in 2024 and includes 50 authorized users with a maximum patient count of 15 million. Healthix uses the software to improve inbound data quality and normalize it to conform with accepted industry standards such as ICD-10, CPT, LOINC, RxNorm, and SNOMED-CT. These standardized codes vastly increase the data quality within each patient's longitudinal clinical record, giving patients and their care teams a clear and unambiguous history across all their encounters at facilities throughout the New York City metropolitan area.

Key Staff

	CTO
	Terminology Program Specialist

Measurements:

Estimated Costs:	Actual Costs:

Reason(s) for change in cost:
 N/A. All professional services were delivered on time and within the anticipated budget.

Vendor Information – Healthix				
Original Value of Vendor's Contract:		Actual Total Contract Value:		
[REDACTED]		[REDACTED]		
Reason(s) for change in value: The original one-year license [REDACTED] has been renewed twice [REDACTED] for a total of [REDACTED]. The original services contract ([REDACTED]) was extended for an additional three months ([REDACTED]) at the customer's option.				
Estimated Start and Completion Dates:	From:	June 2021	To:	June 2022 (license) September 2021 (services)
Actual Start and Completion Dates:	From:	June 2021	To:	Present (license) December 2021 (services)
Reason(s) for the difference between estimated and actual dates: The customer has chosen to renew the software license on an annual basis to the present day. The customer also chose to exercise an option to extend J2's configuration and staff mentoring services for an additional three months.				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities: N/A. J2 is the prime contractor for all work performed at Healthix.				

Table 8: Vendor Reference 3

Vendor Information – VA	
Vendor Name: J2 Interactive, LLC	Contact Name: Lou LaRocca
	Contact Phone: 617.241.7266 x11
Customer Information	
Customer Organization: U.S. Department of Veterans Affairs (VA)	Contact Name: [REDACTED]
	Contact Title: [REDACTED]
Customer Address: Washington, DC	Contact Phone: [REDACTED]
	Contact Email: ryan.vanvickle@va.gov
Total Vendor Staff:	46 J2 staff on a team of nearly 200
Objectives: Health Data Management (HDM) is part of the VA Office of Information and Technology (OIT) Office of Health Informatics and manages middleware platforms, software products, system integrations, health data integrations, and EHR integrations for all aspects of their systems lifecycles and their DevSecOps. The flagship product in the HDM product line is the Veterans Data Integration and Federation Enterprise Platform (VDIF-EP), a standards-based, unified healthcare IT integration and interoperability	

Vendor Information – VA

platform that services and enables the VA EHR, including the ability to read, write, and share VA EHR data.

VA was dealing with an extensive backlog of unresolved issues from the previous VDIF contract that needed to be addressed to support external VA product teams dependent on the VDIF-EP for ongoing application development. Specifically, there was a need for a functioning API Manager, capable of performing at scale, to allow external VA developers to access unified, normalized data from over 130 instances of VistA across the enterprise.

Description:

HDM is a massive, multi-year project with nearly 200 resources and 25 scrum teams, operating in parallel to intake, prioritize, and deliver continuous improvements across all products and VA customers. The delivery team utilizes a DevSecOps methodology and Scaled Agile Framework (SAFe) practices focused on bringing about business value through continuous delivery and improvement.

J2's work on the HDM program has resulted in significant improvements across the organization, including the following:

- Drastic reduction of the issue backlog across the HDM product line, alleviating pain points across multiple VA product teams both within and outside the HDM program
- Greater than 50% reduction of HDM product intake timeframe
- Dramatic acceleration of VA's application development efforts across the enterprise through standard HL7, JSON, and FHIR integration, as well as reusable APIs that wrap existing VistA remote procedure calls
- Improved care coordination, reduction of errors and duplicative tests, and increased patient safety

Vendor's Involvement:

Solutions implemented by J2 within the HDM program include:

- Self-Service API Manager, which allows VA developers across the enterprise to develop applications with no knowledge of proprietary programming languages and minimal intervention from HDM staff
- Integration with the VA Advanced Medication Platform (AMPL), which supports VA pharmacists by providing expert medical knowledge during patient care, leading to increased quality of care, better efficiency, and improved health results
- Integration with the VA Bed Management System (BMS), enabling the launch of a brand-new graphical user interface (GUI) for BMS
- Integration with VA Patient Record Flags, which alert VHA medical staff and employees of patients whose behavior and characteristics may pose a threat either to their safety, the safety of other patients, or compromise the delivery of quality health care
- Integration with VPR, which extracts patient data from VistA as Extensible Markup Language (XML) or JavaScript Object Notation (JSON) to share patient data with VA's Community Care partners
- VistA Automated Testing Suite (VATS), which supports a highly scalable, fully automated testing approach

Key Staff	
	Technical Program Manager
	Lead Architect
	Engineering and Development Lead

Vendor Information – VA					
Measurements:					
Estimated Costs: [REDACTED]		Actual Costs: Tracking to budget.			
Reason(s) for change in cost: N/A. The project has been executed on time and within the anticipated budget.					
Original Value of Vendor’s Contract: [REDACTED]		Actual Total Contract Value: [REDACTED]			
Reason(s) for change in value: The client has exercised Option Year 1 as well as multiple optional tasks that have increased J2’s team size from 37 resources to 46.					
Estimated Start and Completion Dates:		From:	Sept. 2022	To:	Sept. 2023
Actual Start and Completion Dates:		From:	Sept. 2022	To:	Present
Reason(s) for the difference between estimated and actual dates: The contract includes one base year and four option years, of which one has been exercised to date. We expect the next option year to be exercised, extending the period of performance through at least September 2025.					
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities: J2 is a subcontractor to Veterans EZ Info (VetsEZ). The items listed under Vendor Involvement were all implemented by J2 staff in collaboration with VA and our partners on the project.					

Table 9: Vendor Reference 4

Vendor Information – Manifest MedEx		
Vendor Name: J2 Interactive, LLC	Contact Name:	Lou LaRocca
	Contact Phone:	617.241.7266 x11
Customer Information		
Customer Organization: Manifest MedEx	Contact Name:	[REDACTED]
	Contact Title:	[REDACTED]
Customer Address: 6001 Shellmound Street, Suite 500 Emeryville, CA 94608	Contact Phone:	[REDACTED]
	Contact Email:	[REDACTED]
Total Vendor Staff:	Across all statements of work: Variable, ranging between 15 and 30 For the SaPHIRE project only: 16	

Vendor Information – Manifest MedEx

Objectives:

Manifest MedEx (MX), California's largest nonprofit health data network, exchanges data for nearly 40 million patients served by more than 1,800 healthcare providers, 125 hospitals, and 13 health plans. The exchange was formed by merging two large regional exchanges, Cal INDEX and Inland Empire HIE. In 2017, MX called upon J2 to migrate data from the legacy systems and synchronize it into a single health data network running on HealthShare. By unlocking patients' health data from its various silos and bringing it together on an open platform, J2 helped MX deliver on its promise to improve healthcare provider workflows, health research, quality and performance reporting, and population health management.

Description:

Within the last three years, J2 has delivered on two strategic projects to help advance the capabilities of an interoperable California to help all patients in the Golden State.

SaPHIRE

The first project, nicknamed SaPHIRE (Surveillance and Public Health Information Reporting and Exchange), is a population health management service built to meet the specific requirements of the California Department of Public Health (CDPH). CDPH hosts a massive Electronic Lab Reporting (ELR) database to protect the welfare of over 40 million residents and visitors. The statewide response to COVID-19 caused information volumes to soar, and the state needed a better way to collect, organize, track, and report lab result registry data. To meet growing requirements, the department expanded its original platform to create SaPHIRE.

Cloud Migration and Upgrade

The second strategic initiative was a complex migration of MX's entire HIE infrastructure, built by J2 on InterSystems HealthShare, from a self-hosted AWS environment to a new InterSystems-managed hosting environment. This effort required J2 to faithfully migrate a massive amount of sensitive clinical data for 39 million patients, while upgrading MX's functional capabilities to the latest release of HealthShare, with as little downtime as possible—and complete the project in only ten months.

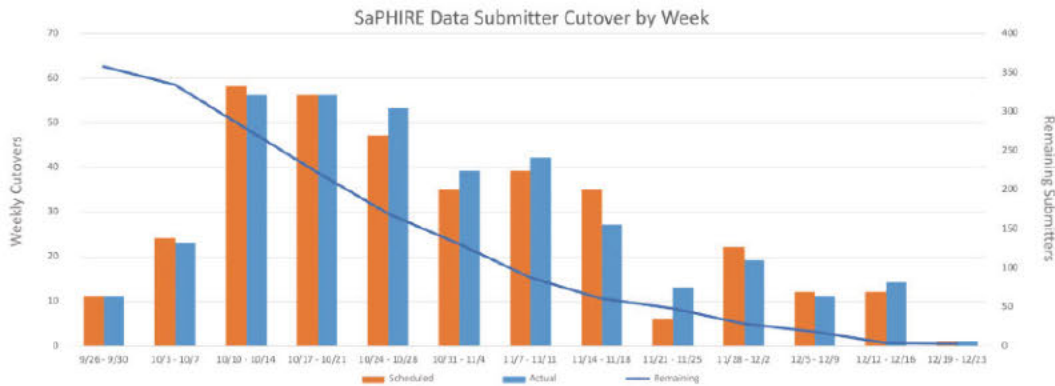
Vendor's Involvement:

Since first engaging with MX in 2017, J2 has completed over 100 distinct statements of work in support of MX's HealthShare-based HIE platform and related activities. Our projects for MX have spanned a broad mix of technical and analytical skills, including integration, custom application development, and even helping MX achieve certification through the National Committee for Quality Assurance (NCQA) Data Aggregator Validation (DAV) program, a nationwide validation certification program that ensures an organization's management and exchange of health data and data workflows are of meet the highest quality standards.

For the SaPHIRE project, J2 worked closely with MX to plan and execute a comprehensive strategy for enabling efficient, reliable, and secure public health interoperability across the State of California. J2's specific contributions included assisting MX with:

- Mobilizing a team of solution architects, engineers, and HIE subject matter experts
- Building the necessary interoperability framework to enable secure inbound and outbound data feeds with over 350 participants
- Migrating all participants to the new platform
- Creating pipelines to normalize and route all collected data to CDPH
- Integrating a message compliance verification engine with third-party message content uplift technology
- Building data validation capabilities to screen inbound messages
- Implementing enhancements on the fly to swiftly address data quality issues

Vendor Information – Manifest MedEx



J2 helped Manifest MedEx meet the state's aggressive deadline by onboarding more than four data submitters per day over a span of three months.

J2 also helped MX and CDPH standardize and improve the quality of the data feeds. To achieve this, J2 collaborated with MX to introduce detailed reporting and data visualizations to identify data improvement opportunities that better inform public health decision-making. By 2022, SaPHIRE's success encouraged the State of California to modernize the system for future growth and expanded use. To help with this goal, J2 worked with MX to:

- Deploy a “front door” for data submissions to the California Reportable Disease Information Exchange (CaREDIE), the state’s electronic lab reporting solution
- Implement and launch a new platform for data acquisition and aggregation, building on the state’s extensive investment in Rhapsody
- Streamline the ingestion of exponentially growing volumes of lab and other types of data from across the state
- Normalize data from multiple complex domains and more than 350 sources
- Troubleshoot and improve data quality over time

Most recently, following the success of the initial project, CDPH took steps to expand on the promise of SaPHIRE as a modernized, future-oriented, and robust lab data and public health reporting platform. J2 is currently collaborating with MX to implement a new capability for ingesting electronic case reports (eCRs) within the SaPHIRE framework.

To successfully deliver MX’s cloud migration and upgrade, J2 needed to execute an extremely complex upgrade and data migration exercise on a tight budget within a compressed timeframe. The upgrade and data migration required J2 to conceive and develop multiple innovative techniques that have since been adopted by InterSystems as standard best practices for transitioning customers to their managed services platform. These techniques enabled faster, highly secure, and fully reliable migration of massive volumes of data between environments and allowed MX to cut over with minimal downtime and zero disruption to its stakeholders. The migration dramatically lowered MX’s overall hosting costs for HealthShare, reducing their operating budget and enabling MX to divert valuable resources to other initiatives.

Key Staff

██████████	Project Manager – SaPHIRE
██████████	Technical Architect – Migration and Upgrade
██████████	Lead Implementation Project Manager

Vendor Information – Manifest MedEx			
Measurements:			
Estimated Costs: [REDACTED]	Actual Costs: [REDACTED]		
Reason(s) for change in cost: For both projects, J2 completed the work on time and under budget, accounting for the lower actual costs. In the case of the upgrade project, the surplus funds (along with additional funds allocated by the customer) were reallocated to follow-on projects that the customer originally thought could not be accomplished within their budget.			
Original Value of Vendor's Contract: \$ [REDACTED]	Actual Total Contract Value: [REDACTED]		
Reason(s) for change in value: There was no change in contract value for the SaPHIRE project. For the migration and upgrade, the customer requested additional follow-on work after successful completion of the initial project (see above).			
Estimated Start and Completion Dates:	From:	July 2022 (SaPHIRE) March 2023 (migration)	To: December 2022 (SaPHIRE) December 2023 (migration)
Actual Start and Completion Dates:	From:	July 2022 (SaPHIRE) March 2023 (migration)	To: December 2022 (SaPHIRE) Ongoing (migration)
Reason(s) for the difference between estimated and actual dates: J2 completed both projects within the original timeframe. In the case of the upgrade project, the customer's follow-on requests have extended our period of performance.			
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities: For the SaPHIRE project, J2 is a subcontractor to MX and the end client is CDPH. For the migration project, J2 is a subcontractor to InterSystems, and the end client is MX. In both cases, the items listed under Vendor Involvement were all implemented by J2 staff in collaboration with our project partners.			

Subcontractor References (If Applicable)

No subcontractors are being proposed for the Team 3500 solution. 3500 Square and J2 Interactive will provide all services for the implementation, management, and operation of the PRMP HIE solution.

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

N/A.

Attachment D: Vendor Organization and Staffing

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

For ease of formatting and evaluation, **Attachment D: Vendor Organization and Staffing** provides the required outline for the vendor’s response to staffing. The vendor’s response to the following should not exceed 20 pages, excluding key personnel resumes and the forms provided in this attachment.

1. Initial Staffing Plan

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

- 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 as described in this RFP.

3500 Square has recruited international HIE industry leaders for this RFP response to ensure the successful implementation and management of the Puerto Rico HIE. In years 1 and 2, 3500 Square will utilize the expertise of these HIE leaders, local resources, and implementation experts from J2 Interactive. In subsequent program years, 3500 Square will expand its local resources to ensure appropriate onsite support, maintenance, and operations of the HIE.

Executive leadership of the Puerto Rico HIE will consist of the following international industry experts with over 50 years of collective health and health information exchange experience:

- [REDACTED] – *MHA, Executive Director*
- [REDACTED] – *Technical, Operations, and Security Lead*
- [REDACTED] – *Legal and Policy Advisor*
- [REDACTED] – *Customer Success Lead / Data Analyst Lead*

[REDACTED] will serve as the Executive Director for the Puerto Rico HIE. In this role, he will leverage his industry expertise to ensure the program’s strategic goals are adequately met. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] will serve as the Technical, Operations, and Security Lead. [REDACTED]

[REDACTED] will serve as the Legal, Policy, and Governance lead, as well as the CISO. [REDACTED]

[REDACTED] will serve as the Customer Success and Data Analysis Lead. [REDACTED]

- Organization charts for the operation showing both the vendor staff and their relationship to the PRMP staff that will be required for the delivery of all necessary HIE services. The organization chart should denote all key staff and non-key positions with a summary of each key staff's responsibilities.

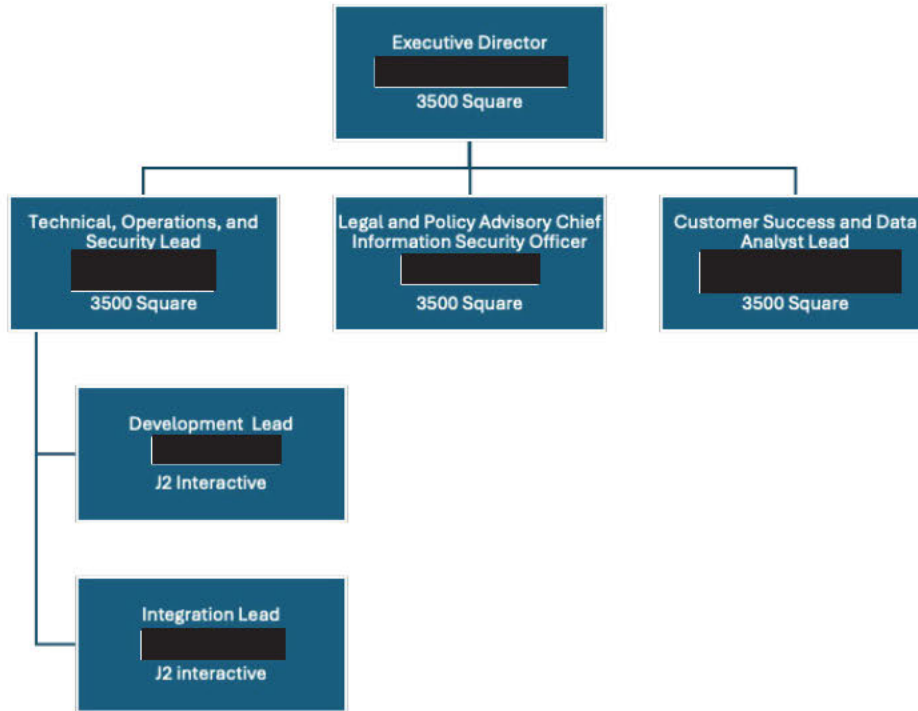


Figure 1: Team 3500 organization chart

Team 3500's PRHIE Executive Director will serve as the executive sponsor and primary point of contact for PRMP staff. All staff, deliverables, and work products will be managed by 3500 Square resources, as depicted in the organizational chart in *Figure 1* and in alignment with required program deliverables. While our proposal does not call for subcontractors, all vendor relationships will be managed through contractual agreements and flow-down provisions, in accordance with the program requirements, to complete all deliverables described in the Deliverables Definitions table and uphold the service level agreements described in the SLA portion of the RFP.

Team 3500's Technical, Operations, and Security Lead will supervise all technical aspects of the PRHIE, including general governance and oversight as well as supervision of the implementation effort outlined in this proposal. For the two-year base period of performance, his team will consist entirely of highly qualified resources from J2 Interactive. The J2 team will be led by a Project Manager, Technical Architect, and Development Lead. Total J2 headcount in Phase 1 (roughly the first year of the contract) will vary somewhat to accommodate heavier periods of activity, peaking at 10 FTEs serving in the following roles:

- Project Manager – 1 FTE
- Development Lead – 1 FTE
- Systems Engineer – Variable, up to 1 FTE
- Integration Lead – 1 FTE
- Integration Engineer – Variable, up to 4 FTE
- HealthShare Developer – 2 FTE

During Phase 2 (roughly the second year of the contract), the J2 team will maintain a consistent headcount of 8.5 FTEs serving in the following roles:

- Project Manager – 1 FTE
 - Development Lead – 1 FTE
 - Systems / Support Engineer – 0.75 FTE
 - Application / Support Engineer – 0.75 FTE
 - Integration Lead – 1 FTE
 - Integration Engineer – 2 FTE
 - HealthShare Developer – 2 FTE
-
- Identification of subcontractor(s) staff or organizational structures, if applicable.
Not applicable.

 - Detailed explanation of how the primary vendor will manage any subcontractor partnership including but not limited to the performance standards in place between the prime and subcontractor, if applicable.
Not applicable.

2. Use of PRMP Staff

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

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

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

In our approach to minimize the impact on PRMP staff, we propose a streamlined and efficient model of engagement that emphasizes strategic oversight rather than operational involvement. Recognizing the importance of PRMP's oversight while also valuing their time and existing commitments, we suggest establishing a Strategic Oversight Committee comprising a select few senior officials. This committee will convene quarterly, or as strategically necessary, ensuring our project aligns with overarching goals without requiring frequent, time-consuming meetings.

Additionally, we will designate a minimal number of points of contact (POCs) within PRMP, ideally one or two individuals, who will serve as the primary liaison between our team and PRMP. These POCs will be our go-to for escalating issues, facilitating strategic discussions, and ensuring smooth communication flows. By limiting the number of direct liaisons and leveraging automated reporting tools and dashboards, we aim to significantly reduce the day-to-day demands on PRMP staff. These

tools will provide PRMP with real-time access to project metrics and progress reports, enabling oversight without the need for constant, direct involvement in project management tasks.

To encapsulate, our strategy prioritizes PRMP's governance role and minimizes their operational load, ensuring that PRMP staff can maintain oversight with minimal impact on their daily responsibilities. This approach is designed not only to respect PRMP's resource constraints but also to foster a productive, efficient partnership that drives the project to success with strategic input and minimal operational demand on PRMP staff.

3. Key Staff, Resumes, and References

Key staff consist of the vendor's core executive and middle management team for this engagement. These resources are responsible for providing leadership and creating the standards and processes required to provide HIE services. Resumes for key staff named in the vendor's proposal should indicate the staff's role and demonstrate how each staff member's experience and qualifications will contribute to this vendor's success.

These roles that the PRMP expects the vendor to propose, but are not limited to:

Key Staff

- Executive Director
- Technical Lead and Managers
- Operations Lead and Managers
- Lead roles for:
 - Customer Success (Technical Assistance and Support)
 - Integration Engineer(s) Specialized in Health Level-7 (HL7) Data Platforms
 - Developer(s)
 - Network and Information Systems Management Lead
 - Data Analyst/Informaticist
- Security Expert(s)/Assigned Chief Information Security Officer (CISO)

See the organizational chart in *Figure 1* and accompanying descriptions in the "[Initial Staffing Plan](#)" section for details on how Team 3500 will fill each of these roles.

3.1 Resumes

The PRMP considers the key staff resumes as an indicator of the vendor's understanding of the skillsets required for each staffing area and their ability to perform them. The vendor should complete the table below (Table 10) and include resumes of all the individuals who are being initially proposed. Each resume must not exceed three pages and must demonstrate experience relevant to the position proposed. If applicable, resumes should include work performed under the vendor's corporate experience, and the specific functions performed on such engagements. Copies of diplomas, licenses, and credentials are encouraged but are not required and are not subject to the three-page limit; however, these documents may be requested and must be submitted to PRMP upon request.

Table 10: Proposed Key Staff and Roles

Name	Proposed Role	Experience in Proposed Role
██████████ 3500 Square	Executive Director	15+ years in HIT and HIE executive leadership
██████████ 3500 Square	Technical, Operations, and Network Lead	15+ years in HIT and HIE executive leadership
██████████ 3500 Square	Legal and Policy Advisor Chief Information Security Officer	15+ years in HIT and HIE executive leadership 10+ years in senior information security roles
██████████ 3500 Square	Customer Success Lead Lead Data Analyst	15+ years in HIT and HIE executive leadership 20+ years in clinical executive leadership 20+ years in healthcare informatics
██████████ J2 Interactive	Integration and Development Lead	30+ years in HIT systems engineering / architecture
██████████ J2 Interactive	Development Lead	15+ years in HIT development

See the attached *Team 3500 Key Staff Resumes* for details on the qualifications of Team 3500’s key staff.

3.2 Key Staff References

The vendor should provide two references for each proposed key staff. The reference should be able to confirm that the staff has successfully demonstrated performing tasks commensurate to the tasks they will perform in alignment with this RFP and the resulting contract.

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 coworker or a contact within the vendor’s organization. The PRMP may contact one or more of the references given and the reference should be aware that the PRMP may contact them for this purpose.

Vendors should use the format provided in Table 11 below. Please repeat the rows and tables as necessary.

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Attachment E: Mandatory Specifications

1. Submission Requirements

This RFP includes multiple sections that specify proposal submission requirements, including, but not limited to, **1.3 RFP Timeline**, **3.11 Proposal Submittal and Instructions**, and **7. Attachments**. The vendor must at least meet all proposal submission requirements as part of this RFP, including, but not limited to, formatting, completeness, timeliness, and accuracy, as described in the sections. Failure to meet any of the submission requirements of this RFP may result in disqualification of a proposal, in accordance with Mandatory Requirements.

Vendors must provide a response to each of the following mandatory requirements. Vendor responses will then be verified by the PRMP to establish and maintain compliance between the PRMP and the HIE vendor. The first section requires initialing and narrative explanation. The second section does not require narrative explanation; however, the vendor must still include and initial these mandatory requirements as part of their proposal.

Narrative Explanation Required Below According to Response Indication:

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

Team 3500 acknowledges and fully supports the PRMP's requirement for unrestricted access to systems, facilities, data, and documentation necessary to conduct thorough audits and inspections. Our commitment is to ensure transparency, compliance, and the highest standards of data integrity and security. To this end, we will implement and maintain robust access controls and monitoring systems designed to facilitate PRMP's oversight without compromising the security and confidentiality of the data entrusted to us.

Our approach includes:

- *Structured Access Protocols*: Establishing clear protocols for PRMP or its designee's access, ensuring such access is facilitated promptly and securely, aligning with the requirements for audits and inspections.
- *Comprehensive Documentation*: Maintaining meticulous documentation of all systems, data flows, and processes, making them readily available for PRMP's review as needed. This ensures any inspections or audits can be conducted with a full understanding of our systems and practices.
- *Security and Privacy Safeguards*: Implementing state-of-the-art security measures that protect against unauthorized access while allowing for the necessary oversight by PRMP. This includes encryption, multi-factor authentication, and continuous monitoring of access to sensitive information.
- *Collaboration and Reporting*: Working closely with PRMP to schedule audits and inspections, providing all necessary support and information promptly. We are committed to a collaborative approach, ensuring that PRMP has all the insights and data required to fulfill its oversight responsibilities effectively.

- *Continuous Improvement:* Using feedback from audits and inspections to continuously improve our systems and processes. This proactive approach to compliance and security ensures that we not only meet but exceed the standards set forth by PRMP.

By affirmatively responding to this requirement, we assure PRMP of our unwavering commitment to transparency, accountability, and the rigorous safeguarding of all data and systems under our stewardship.

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

Team 3500 fully recognizes and affirms our commitment to support the PRMP's requests for information in relation to compliance audits, investigations, and legislative requests. Understanding the critical nature of these activities, we are prepared to ensure full cooperation and provide timely, accurate, and comprehensive information as required. Our approach is structured around the following key principles:

- *Proactive Engagement:* We will establish a dedicated point of contact within our organization responsible for managing and responding to PRMP's information requests. This ensures that PRMP has a clear and direct line of communication for all inquiries related to compliance audits, investigations, and legislative requests.
- *Timely Response:* Acknowledging the time-sensitive nature of these requests, we commit to responding within the timelines established by PRMP or as promptly as possible, ensuring that PRMP's ability to comply with its obligations is not hindered by delays in information provision.
- *Comprehensive Information Sharing:* We will provide complete access to the required data, documentation, and systems, maintaining transparency and ensuring that PRMP has all the necessary tools for thorough and effective audits, investigations, and response to legislative inquiries.
- *Secure Data Handling:* While ensuring accessibility, we will adhere to the highest standards of data security and privacy, guaranteeing that all information sharing complies with applicable laws and regulations to protect sensitive data.
- *Collaborative Approach:* Recognizing the potential complexities involved in compliance audits, investigations, and legislative requests, we will work collaboratively with PRMP, offering our expertise and assistance to navigate any challenges effectively.
- *Continuous Improvement:* We will use insights gained from compliance audits and investigations to continuously improve our processes and systems, thereby enhancing our compliance posture and minimizing the risk of future issues.

We understand the importance of this requirement and are fully prepared to allocate the necessary resources and adopt processes to meet PRMP's needs. Our commitment to supporting PRMP's requests for information is unwavering, and we view this as a critical component of our partnership with PRMP.

2. 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.

In response to the requirement for providing authorization from a parent, affiliate, or subsidiary organization for the PRMP to access records, we hereby affirm that this requirement does not apply to our proposal. Our organizational structure does not involve a parent, affiliate, or subsidiary relationship that impacts our performance under the proposed contract. Therefore, there is no need for such authorization in our case. We are fully capable and authorized to grant PRMP direct access to all necessary records, data, and documentation related to the performance of the proposed contract without the need for further approvals, excepting those required to comport with any related regulatory restrictions on disclosure.

Furthermore, we emphasize our commitment to strictly adhere to all applicable laws, regulations, and guidelines concerning the access, handling, and protection of records. This commitment ensures that any access provided to the PRMP for the purposes of oversight, audits, or any other contractual obligation will be conducted in full compliance with legal standards, safeguarding the confidentiality and integrity of sensitive information. Our organization has established robust data governance policies and practices to ensure that we not only meet but exceed the requirements for legal compliance in every aspect of our operations related to the proposed contract.

3. The vendor must help ensure that all applications inclusive of internet, intranet, and extranet 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.

The proposed software underwent rigorous accessibility testing during all phases of development to ensure that its full functionality is available to people with disabilities. InterSystems is committed to compliance with section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d), as amended by Congress in 1998. InterSystems is responsive to issues discovered that are not in compliance with the standards. In addition, we support our software for industry-leading browsers, use responsive design that enables the content to adjust to different screen sizes, and create web pages that adapt to browser space to ensure content consistency across devices.

Understanding the importance of maintaining this compliance as our technologies evolve, we commit to the following actions for any future development or new requirements:

- *Accessibility Review:* Proactively conduct accessibility reviews of all new applications and major updates to ensure they meet or exceed Section 508 standards.
- *Implementation of Best Practices:* Apply necessary enhancements to ensure new content and functionalities are accessible, adhering to the most current web accessibility guidelines and practices.
- *User-Centered Testing:* Regularly test our applications with a range of assistive technologies and include feedback from users with disabilities to guarantee both compliance and usability.

- *Continuous Education:* Provide ongoing training to our development, content, and support teams on updates to accessibility standards and best practices, ensuring our staff remains at the forefront of web accessibility.
- *Ongoing Monitoring:* Establish a routine monitoring and review process to ensure continuous adherence to Section 508 standards, adapting our practices to incorporate the latest developments in accessibility standards and technology.

Our organization's commitment to accessibility goes beyond mere compliance; it reflects our dedication to inclusivity, ensuring that our technologies are accessible to every user. We recognize the dynamic nature of web accessibility standards and commit to a process of continuous improvement to uphold these essential principles in all our future developments.

4. 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 the PRMP. In making this determination, the PRMP will evaluate whether the vendor is meeting service levels as defined in the contract.

Team 3500 understands and fully commits to the high standards and expectations outlined in the RFP regarding project requirements, timelines, quality, and service levels. Our approach is designed to be proactive, ensuring that the need for increased staffing levels to meet these standards is an exception rather than a norm.

Our [initial staffing plan](#) (Attachment D, Section 1) is constructed to align with the project's scope and complexity from the outset. This plan includes a comprehensive risk management strategy that identifies potential challenges early, allowing for timely adjustments to our staffing model or project approach as needed. We will maintain open and continuous communication with PRMP, providing transparent updates on project progress and any areas requiring attention. This ensures that PRMP is always informed and involved in decision-making processes related to staffing and project execution.

Should there be a need for increased staffing levels to maintain project momentum and meet established standards, we are prepared to make such adjustments swiftly and efficiently, without additional cost to PRMP, provided that the project scope remains consistent with the understanding outlined in this proposal and that the project timeline is not impacted by forces outside Team 3500's control. This commitment is underpinned by our robust resource management processes and a deep bench of qualified professionals ready to be deployed to address specific project needs.

We recognize the importance of meeting service levels as defined in the contract and are dedicated to achieving these through careful planning, effective management, and a collaborative partnership with PRMP. Our proposal demonstrates our capability and readiness to meet the project's demands, ensuring its success with minimal need for staffing adjustments. However, should the unforeseen occur, we are fully prepared to respond in a manner that upholds our commitment to the project's success and to the satisfaction of PRMP.

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

Team 3500's approach ensures comprehensive compliance with all contractual and regulatory obligations. Recognizing the importance of this requirement for the PRMP, we commit to:

- *Pre-Contract Preparation:* Before initiating any work under the contract, we will conduct a thorough review and completion of all necessary forms, including but not limited to confidentiality agreements, conflict of interest disclosures, and any other forms specified by the PRMP or relevant legal and regulatory bodies. This process ensures that all team members are fully briefed and compliant from day one.
- *Documentation and Records Management:* We maintain a robust documentation management system that securely stores all signed forms and relevant documentation. This system allows for easy retrieval and verification of compliance, ensuring transparency and readiness for any audits or inspections.
- *Regular Compliance Checks:* Our internal compliance team conducts regular checks to ensure ongoing adherence to all contractual obligations and updates any required documentation as necessary. This proactive approach keeps our team compliant throughout the duration of the project.
- *Transparency with PRMP:* We will provide the PRMP with access to all necessary documentation and evidence of signed forms upon request. This commitment to transparency supports the PRMP's oversight and governance responsibilities, ensuring a collaborative and compliant project environment.

Our dedication to fulfilling this requirement is part of our broader commitment to the project's success, ensuring that all staff engaged in the contract are appropriately vetted, informed, and compliant with all necessary legal and regulatory standards. This approach not only meets the PRMP requirement but also reinforces the trust and integrity essential for a successful partnership.

6. The vendor staff must not have the capability to access, edit, and share personal data, with unauthorized staff, including, but not limited to:
- a. Protected Health Information (PHI)
 - b. Personally Identifiable Information (PII)
 - c. Financial Transaction Information
 - d. Federal Tax Information
 - e. Social Security Administration (SSA) data including, but not limited to, family, friends, and acquaintance information

Team 3500 is committed to safeguarding personal data. We understand the sensitivity of protected health information (PHI), personally identifiable information (PII), financial transaction information, federal tax information, and Social Security Administration data, including information about family, friends, and acquaintances. To this end, we ensure that our staff, including all subcontractors and affiliates involved in the execution of this contract, adhere strictly to the following protocols:

- *Access Controls:* We implement rigorous access controls that restrict data access strictly to authorized personnel. This includes the use of role-based access controls (RBAC), ensuring that individuals only have access to the data necessary for their specific role within the project.
- *Training and Awareness:* All staff undergo regular and comprehensive training on data protection policies, including understanding the types of sensitive information handled and the legal and ethical obligations to protect this data.
- *Data Handling and Sharing Protocols:* Strict protocols govern the handling and sharing of sensitive information. These protocols are designed to ensure that data is not inadvertently or inappropriately accessed, edited, shared, or exposed to unauthorized personnel.
- *Monitoring and Auditing:* Continuous monitoring and regular auditing of access and handling of sensitive data are conducted to ensure compliance with data protection standards. This includes logging and tracking all access to sensitive information to detect and respond to any unauthorized access attempts.
- *Compliance with Applicable Laws and Regulations:* Our operations comply with all relevant data protection laws and regulations, including HIPAA for PHI, GLBA for financial information, and other relevant federal and state regulations. We stay abreast of legal changes to ensure ongoing compliance.
- *Incident Response Plan:* In the event of a data breach or unauthorized access, we have a robust incident response plan in place to promptly address and mitigate any potential damage. This plan includes timely notification to PRMP and affected individuals as required by law.

By implementing these measures, we ensure that sensitive personal data is protected throughout the lifecycle of this project, aligning with PRMP's expectations and regulatory requirements. This approach minimizes risks and ensures the integrity and confidentiality of sensitive information entrusted to us.

7. The vendor must maintain a sufficient staff model to provide the services outlined in the contract while meeting or exceeding the applicable service level agreements.

Our organization is committed to delivering high-quality services in alignment with the Puerto Rico Health Information Exchange (PRHIE) contract requirements. We understand the importance of maintaining a staff model that not only meets but exceeds the service level agreements stipulated. To this end, we will:

- Implement a robust staffing strategy that is responsive to the dynamic needs of the PRHIE, ensuring that we have the capacity to adjust our staffing levels proactively to address any changes in workload or project scope.
- Use a comprehensive performance monitoring system to continually assess the effectiveness of our staff model against the service level agreements and project deliverables. This system will enable us to make data-driven decisions regarding staffing adjustments as needed.

- Engage in regular communication with PRMP to provide updates on our staffing model and its effectiveness in meeting the contract's objectives. This will include sharing insights from our performance monitoring activities and any plans for staffing adjustments.
- Prioritize the recruitment and retention of highly skilled professionals who are committed to the success of the PRHIE. This includes offering competitive compensation, professional development opportunities, and a supportive work environment to attract and retain top talent.
- Ensure that all staff assigned to the PRHIE project are thoroughly trained and possess the requisite knowledge and skills to perform their roles effectively. This includes ongoing training to keep pace with the latest developments in health information exchange technologies and best practices.

We are dedicated to providing the PRMP with a high-performing team that will contribute to the successful implementation and operation of the PRHIE, thereby supporting the improvement of healthcare delivery and outcomes across Puerto Rico.

8. On a monthly basis the vendor must, at a minimum, include the standard invoice package contents for the 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 the 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 the PRMP with a list of all services completed within an invoice period, as well as evidence that the PRMP has accepted and approved the work.
 - c. Provide the PRMP with three physical and one electronic invoice packages in support of the PRMP's review and approval of each invoice.
 - i. Invoice Package #1 – Original Signature and Hard Copy
 - ii. Invoice Packages #2 – #3 – Hard Copy
 - iii. Invoice Package #4 – Electronic

In response to the PRMP's requirements for monthly invoice package contents, Team 3500's approach will be thoroughly aligned with the expectations and structured to ensure comprehensive transparency and accountability. To this end, we affirm our commitment to the following practices:

- *Itemized Description of Services:* Every invoice we issue will contain a detailed description of the services provided during the invoice period. This ensures that all charges are transparent and directly correlated to the deliverables and services rendered.
- *Written Certification of Compliance:* Each invoice will be accompanied by a written certification, signed by an authorized representative of our organization, affirming that no officer or employee of the PRMP, its subsidiaries, or affiliates will derive any

benefit or profit of any kind from our contract. This certification is a testament to our ethical practices and commitment to integrity in all our dealings.

- *List of Completed Services:* We will provide a comprehensive list of all services completed within the invoice period, ensuring that PRMP has a clear record of the work accomplished. This list will be supported by evidence of PRMP’s acceptance and approval of the work, further solidifying the transparency and mutual accountability in our partnership.
- *Physical and Electronic Invoice Packages:* In adherence to PRMP’s requirements, we will prepare three physical copies and one electronic copy of each invoice package. This practice ensures that PRMP has the necessary documentation in various formats for review, approval, and archival purposes. The breakdown is as follows:
 - Invoice Package #1: This will feature the original signature and be provided as a hard copy, serving as the primary document for official records.
 - Invoice Packages #2 and #3: These hard copies will serve as additional records for internal and external auditing purposes.
 - Invoice Package #4: The electronic version will facilitate easy distribution and review by PRMP staff, ensuring that digital records are maintained alongside physical documentation.

This structured approach to invoicing, combined with our commitment to adhering to all specified contents, reflects our dedication to maintaining a clear, accountable, and transparent financial relationship with PRMP. It underscores our commitment to ensuring that all invoicing and financial reporting are conducted with the highest standards of accuracy and integrity.

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

In response to the RFP requirement to comply with federal Executive Order 11246, the Clean Air Act, and the Clean Water Act, Team 3500 affirms our commitment to these standards with the following statement:

“We affirm our commitment to fully comply with federal Executive Order 11246 related to Equal Employment Opportunity, the Clean Air Act, and the Clean Water Act. Our organization adheres to the principles of equal employment opportunity and environmental stewardship, ensuring that our operations and practices not only meet but exceed the regulatory requirements set forth by these mandates. We understand the importance of fostering a diverse and inclusive workplace, as well as protecting the environment through responsible business practices. In line with this, we implement comprehensive policies and procedures to ensure compliance with these federal mandates, regularly reviewing and updating our practices to align with any changes in the law or its interpretation. We are dedicated to maintaining the highest standards of compliance, and we commit to working closely with the PRMP to ensure that all aspects of our contract adhere to these critical regulations.”

This response underscores our organization's dedication to legal compliance, environmental responsibility, and equal opportunity, highlighting our proactive approach to adhering to federal mandates.

10. 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)

In alignment with the Drug-Free Workplace Act of 1988 and adhering to our commitment to maintaining the highest standards of safety and health in our workplace, we hereby affirm our adherence to a drug-free workplace policy. This includes prohibiting the unlawful manufacture, distribution, dispensation, possession, abuse, or use of controlled substances in the performance of activities related to the contract.

We understand the importance of a safe and healthy work environment for all employees and contractors involved in executing the contract's requirements. Thus, we have implemented comprehensive policies and programs designed to ensure a drug-free workplace, including but not limited to:

- Conducting awareness and education programs to inform employees and contractors about the dangers of drug abuse in the workplace, the organization's policies regarding maintaining a drug-free workplace, available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- Establishing a mechanism for drug testing, where legally permissible, to ensure compliance with our drug-free workplace policy.
- Taking appropriate disciplinary action against employees who violate the drug-free workplace policy, up to and including termination, or requiring such employees to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.

We are committed to working closely with the PRMP to ensure that all aspects of our drug-free workplace policy are understood and effectively implemented, ensuring a safe, healthy, and productive environment for the duration of the contract.

2. Mandatory Requirements

Table 17 details the mandatory requirements that the vendor must include and initial as part of their proposal.

Table 17: Mandatory Requirements

Mandatory Requirement Item(s)	Vendor Meets Requirement? Y/N	Provide a Brief Narrative to Demonstrate Understanding and Fulfillment of Requirement *Response should note any exceptions to meeting requirement
The vendor must comply with current and future Puerto Rico and federal regulations as necessary to support the services outlined in this RFP	Y	<p>Team 3500 fully understands the necessity of adhering to both present and future Puerto Rico and federal regulations relevant to this RFP's services. Our approach integrates:</p> <ul style="list-style-type: none"> • Proactive Monitoring: Keeping abreast of regulatory changes to ensure our services comply with evolving legal standards. • Adaptive Operations: Implementing an agile compliance framework that swiftly adjusts to new regulations. • Continuous Education: Regularly updating our team's training on pertinent regulations to maintain compliance. • Engagement and Transparency: Collaborating with regulatory experts and maintaining open communication with PRMP about our compliance strategies. <p>This strategy underscores our dedication to regulatory compliance, ensuring our services meet all legal requirements now and in the future.</p>
The vendor must perform according to approved SLAs and associated metrics in the areas listed in Appendix 2: Service-Level Agreements and Performance Standards	Y	<p>Team 3500 is fully committed to adhering to the mandatory requirements specified in Appendix 2: Service-Level Agreements and Performance Standards of the RFP. We understand the importance of these SLAs in ensuring the delivery of high-quality, reliable, and secure Health Information Exchange (HIE) services.</p> <p>Our approach is designed to meet or exceed the approved SLAs and associated metrics, covering all areas listed, including Deliverable Service Level, Solution Availability, Solution Performance, Operations Incident Management, Disaster Recovery and Business Continuity, Data Quality and Management, Technical Support, Reporting, Staffing, Security and Privacy Incident Notification, Security Breach, HIE Service Enhancements, CMS Certification, PRMP Queries and Requests, Meeting Agendas, Meeting Minutes,</p>

Mandatory Requirement Item(s)	Vendor Meets Requirement? Y/N	Provide a Brief Narrative to Demonstrate Understanding and Fulfillment of Requirement *Response should note any exceptions to meeting requirement
		<p>Change Request Tracking and Responses, and HIE Turnover.</p> <p>Team 3500 has in place robust systems, processes, and a highly skilled team dedicated to ensuring that we not only meet but exceed the expectations laid out in the SLAs. We are prepared to work closely with PRMP to monitor, report, and continuously improve our performance against these standards, ensuring the success and sustainability of the HIE initiative.</p> <p>We look forward to the opportunity to further demonstrate our commitment to excellence and to partnering with PRMP in achieving the objectives of the HIE program.</p>
<p>The vendor must perform all work associated with this contract within the continental United States (U.S.) or U.S. Territories.</p>	<p style="text-align: center;">Y</p>	<p>Team 3500 acknowledges and fully agrees to the requirement that all work associated with this contract will be performed within the continental United States (U.S.) or U.S. Territories. We understand the importance of this stipulation for regulatory compliance, data security, and operational integrity. Our team, resources, and operational infrastructure are strategically positioned within the specified geographic boundaries to ensure seamless service delivery and adherence to this contractual obligation.</p> <p>We are committed to leveraging our local presence to facilitate effective communication, timely project execution, and adherence to all applicable laws and regulations. Team 3500 looks forward to delivering high-quality services in alignment with the goals and expectations of the Health Information Exchange initiative, ensuring that all contractual work is performed within the designated areas.</p>
<p>The vendor must serve as a trusted partner to the PRMP and represent the PRMP's interests in all activities performed under the resulting contract.</p>	<p style="text-align: center;">Y</p>	<p>Team 3500 is fully committed to serving as a trusted partner to the Puerto Rico Medicaid Program (PRMP) and will diligently represent the PRMP's interests in all activities performed under the resulting contract. We understand the significance of this role and are dedicated to establishing a partnership based on transparency, integrity, and mutual respect.</p> <p>Our approach is centered on aligning our operational objectives, strategies, and processes with the goals and priorities of the</p>

Mandatory Requirement Item(s)	Vendor Meets Requirement? Y/N	Provide a Brief Narrative to Demonstrate Understanding and Fulfillment of Requirement *Response should note any exceptions to meeting requirement
		<p>PRMP, ensuring that every action we take and decision we make advances the PRMP's mission and serves the best interests of the program and its beneficiaries.</p> <p>Team 3500 pledges to maintain open lines of communication, provide timely and accurate reporting, and engage in proactive problem-solving and collaboration to address challenges and capitalize on opportunities. We are dedicated to upholding the highest standards of professionalism and ethical conduct, ensuring that the PRMP's interests are at the forefront of our efforts.</p> <p>We look forward to building a strong, productive partnership with the PRMP, and to contributing to the success and sustainability of the Health Information Exchange initiative as a trusted and reliable partner.</p>
<p>Data Ownership: The vendor must agree that the PRMP retains ownership of all data, procedures, applications, licenses, and materials procured or developed during the contract period.</p>	<p style="text-align: center;">Y</p>	<p>Team 3500 unequivocally agrees and acknowledges that the Puerto Rico Medicaid Program (PRMP) retains full ownership of all data, procedures, applications, licenses, and materials procured or developed during the contract period. We recognize the critical importance of data ownership rights in safeguarding the integrity, confidentiality, and accessibility of the PRMP's information assets.</p> <p>As a committed partner, Team 3500 will ensure that all contractual deliverables, including but not limited to data, software, documentation, and any other intellectual property developed during this project, are managed in strict compliance with the terms of the contract. Our policies and procedures are designed to affirm and protect the PRMP's ownership rights while providing the highest levels of service and support.</p> <p>Notwithstanding the foregoing, the InterSystems HealthShare software, which has been proposed by Team 3500 in this proposal will be licensed under a separate software subscription license agreement between InterSystems and 3500 Square and is expressly excluded from PRMP's "Data Ownership" described in this section.</p> <p>We are fully prepared to implement all necessary measures to secure the PRMP's data and intellectual property, ensuring that</p>

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		<p>they remain under the PRMP’s control and jurisdiction throughout the contract duration and beyond. Team 3500 is dedicated to fostering a relationship based on trust, respect, and adherence to the principles of data stewardship as defined by the PRMP.</p> <p>We look forward to working closely with the PRMP to achieve its objectives, secure in the knowledge that the PRMP’s data and intellectual property are protected under our partnership.</p>
<p>Security: The vendor must comply with information, data, and cybersecurity requirements as applicable for contractors and vendors doing business with the Commonwealth. Reference agencies and laws include Puerto Rico Innovation and Technology Service (PRITS), the Office of the Chief Government Cybersecurity Officer (within PRITS), Law 75-2019; HIPAA; and Law 151 of June 22, 2004.</p>	Y	<p>Team 3500 affirms its commitment to adhering to the information, data, and cybersecurity requirements as mandated for contractors and vendors engaging with the Commonwealth of Puerto Rico. In our response to the RFP, we acknowledge and confirm our compliance with the standards and regulations set by the Puerto Rico Innovation and Technology Service (PRITS), the Office of the Chief Government Cybersecurity Officer within PRITS, as well as adherence to Law 75-2019, HIPAA (Health Insurance Portability and Accountability Act), and Law 151 of June 22, 2004.</p> <p>Our approach to fulfilling these requirements includes:</p> <ul style="list-style-type: none"> • PRITS and Cybersecurity Compliance: Implementing stringent cybersecurity measures and protocols that align with the guidelines and policies established by PRITS. This includes regular cybersecurity training for our team, adherence to best practices in data protection, and ensuring that our systems and processes are up-to-date with the latest cybersecurity standards. • Law 75-2019 and HIPAA Compliance: Rigorously following the stipulations of Law 75-2019 and HIPAA to protect the privacy and security of personal health information (PHI). This entails maintaining a comprehensive privacy policy, conducting regular risk assessments, and implementing necessary safeguards to ensure the confidentiality, integrity, and availability of PHI.

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		<ul style="list-style-type: none"> • Law 151 of June 22, 2004 Compliance: Ensuring that our operations comply with the requirements of Law 151 of June 22, 2004, which mandates the protection of personal information within information systems. Our commitment to data privacy and security extends to the implementation of advanced security technologies and practices to prevent unauthorized access, disclosure, alteration, or destruction of personal data. • Collaboration with the Office of the Chief Government Cybersecurity Officer: Actively collaborating with the Office of the Chief Government Cybersecurity Officer to promptly detect, report, and address any cybersecurity vulnerabilities or incidents. This collaboration includes participating in cybersecurity exercises, sharing threat intelligence, and adopting a proactive stance towards enhancing the cybersecurity posture of our HIE services. • Continuous Monitoring and Improvement: Employing continuous monitoring strategies to swiftly identify and mitigate potential security threats. We are dedicated to continuously improving our security measures in response to emerging threats and evolving cybersecurity landscapes. <p>Team 3500 is fully prepared to demonstrate our understanding and fulfillment of these requirements through detailed documentation, evidence of compliance, and readiness to undergo any necessary audits or evaluations by the Commonwealth's designated agencies. Our goal is to ensure that our HIE services not only meet but exceed the cybersecurity expectations of the Commonwealth, thereby fostering a secure and trustworthy environment for the management and exchange of health information.</p>
<p>Security: The vendor must include an independent security assessment plan aligned with the assessment guidelines in the</p>	Y	<p>Team 3500 hereby affirms the following commitments:</p> <ul style="list-style-type: none"> • Adherence to CMS Guidance for MES Certification: Team 3500 pledges to include an independent security

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<p>CMS guidance document for MES certification. If a different framework is proposed for the assessment, the vendor shall ensure that the security assessment plan details how the vendor's framework is mapped to the NIST SP 800-53A framework, MARS-E, or agreed upon security controls framework.</p> <ol style="list-style-type: none"> a. The vendor confirms use of the NIST SP 800-53A framework OR identify the framework proposed and include a mapping of the proposed framework to the NIST SP 800-53A. b. Vendor confirms that a security assessment plan will be submitted to be included in a contract if vendor is awarded the RFP. c. Vendor commits to annually comply to an independent third- party security risk assessment for the HIE's third parties that transmit, process, or store data under the HIE's contract with PRMP. The vendor shall include the cost of the annual assessment within operating cost. 		<p>assessment plan that aligns with the assessment guidelines detailed in the CMS guidance document for MES certification. We recognize the importance of adhering to these guidelines to ensure the security and integrity of the Health Information Exchange (HIE) services we provide.</p> <ul style="list-style-type: none"> • Framework Compliance and Mapping: Team 3500 confirms our use of the NIST SP 800-53A framework as the foundation for our security assessment plan. If a different framework is proposed for any specific aspect of the assessment, we will provide detailed mapping to demonstrate how our chosen framework aligns with NIST SP 800-53A, MARS-E, or any other agreed-upon security controls framework. This ensures a comprehensive and compliant security posture that meets or exceeds the standards expected by the Commonwealth. • Security Assessment Plan Submission: Upon being awarded the RFP, Team 3500 commits to submitting a detailed security assessment plan for inclusion in our contract. This plan will outline our approach to identifying, evaluating, and mitigating potential security vulnerabilities, ensuring that our HIE services remain secure and reliable. • Annual Third-Party Security Risk Assessments: Team 3500 commits to undergoing an independent third-party security risk assessment annually for all third-party services that transmit, process, or store data under the HIE contract with the Puerto Rico Medicaid Program (PRMP). This commitment underscores our dedication to continuous improvement and adherence to best practices in cybersecurity. The costs associated with these annual assessments will be included within our operating costs, ensuring transparency and accountability. <p>By affirming these commitments, Team 3500 demonstrates our dedication to maintaining the highest standards of security and compliance. We understand the critical nature</p>

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		of the services we provide and are committed to ensuring that our HIE services are secure, compliant, and aligned with the Commonwealth's objectives and legal requirements.
<p>Security: The vendor will provide security-related reports at defined frequencies that align to NIST 800-53a security control requirements, MARS-E, or agreed upon security controls framework.</p> <p>a. The vendor confirms they can provide security-related reports. Report topics include:</p> <ol style="list-style-type: none"> i. privileged account review ii. audit log review iii. continuous monitoring/security metrics report iv. Plan Of Action & Milestones (POAM) review v. Vulnerability assessment vi. system access review vii. roles review for separation of duties viii. contingency plan review/test ix. incident response plan review and training x. risk assessment; awareness training xi. review system security plan and 	Y	<p>Team 3500 confirms the ability to provide security-related reports at defined frequencies that align with NIST 800-53a security control requirements, MARS-E, or an agreed-upon security controls framework. We are fully capable of generating and delivering comprehensive reports on various critical security aspects including:</p> <ul style="list-style-type: none"> • Privileged Account Review: We ensure that privileged accounts are strictly controlled and monitored, providing reports on their use and the enforcement of principle of least privilege. • Audit Log Review: Regular reviews of audit logs to identify any unusual or unauthorized activities, ensuring that all actions are logged and traceable. • Continuous Monitoring/Security Metrics Report: Implementation of continuous monitoring strategies to detect and respond to threats in real time, with metrics that provide insights into the security posture. • Plan of Action & Milestones (POAM) Review: Development and maintenance of POAMs to address and track the resolution of identified vulnerabilities and compliance issues. • Vulnerability Assessment: Conducting regular vulnerability assessments to identify and mitigate potential security weaknesses before they can be exploited. • System Access Review: Regular reviews of system access controls and permissions to ensure that they align with the principle of least privilege and separation of duties. • Roles Review for Separation of Duties: Ensuring roles within the organization are defined to minimize the risk of fraud and unauthorized activities. • Contingency Plan Review/Test: Reviewing and testing the contingency

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update xii. disaster recovery presentation and review xiii. system wide security assessment xiv. Internal and External Penetration test xv. static/dynamic code analysis or peer review xvi. HIE governing board security policy review		<p>plans to ensure they are effective and up-to-date for disaster recovery and business continuity.</p> <ul style="list-style-type: none"> • Incident Response Plan Review and Training: Regularly reviewing the incident response plan and conducting training exercises to ensure preparedness in the event of a security breach. • Risk Assessment; Awareness Training: Conducting comprehensive risk assessments and providing ongoing security awareness training to all employees. • Review System Security Plan and Update: Ensuring the system security plan is regularly reviewed and updated to address emerging threats and changes in the environment. • Disaster Recovery Presentation and Review: Presenting and reviewing the disaster recovery plans to ensure they are comprehensive and effective. • System Wide Security Assessment: Conducting assessments of the security posture across the entire system to ensure comprehensive protection. • Internal and External Penetration Test: Performing both internal and external penetration tests to identify vulnerabilities that could be exploited by attackers. • Static/Dynamic Code Analysis or Peer Review: Utilizing static and dynamic code analysis tools, and peer reviews, to identify and mitigate vulnerabilities in software development. • HIE Governing Board Security Policy Review: Engaging with the HIE governing board to review and update security policies to ensure they remain effective and compliant. <p>Team 3500 is committed to maintaining the highest standards of security and compliance, and we will incorporate these reporting requirements into our operational processes to ensure transparency, accountability, and the continuous improvement of our security posture.</p>

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<p>Federal Interoperability Policy Standards: All HIE services will comply with security, privacy, and interoperability policies as listed below.</p> <p>a. The vendor confirms that the following identified policies are being followed:</p> <ul style="list-style-type: none"> i. Federal Information Security Management Act (FISMA) ii. Health Insurance Portability and Accountability Act (HIPAA) iii. Health Information Technology for Economic and Clinical Health Act (HITECH) iv. Patient Protection and Affordable Care Act v. National Security Agency (NSA) Security Recommendation Guides vi. Office of the National Coordinator for Health Information Technology (ONC) Cures Act Final Rule on Information Blocking vii. Centers for Medicare and Medicaid Services (CMS) 	Y	<p>Team 3500 can confidently affirm its commitment to adhering to Federal Interoperability Policy Standards as detailed in the RFP. This includes full compliance with a comprehensive suite of regulatory and policy frameworks that are critical for ensuring the security, privacy, and interoperability of health information exchanges (HIE). Specifically, Team 3500 acknowledges and is prepared to follow the standards and regulations set forth by:</p> <ul style="list-style-type: none"> • The Federal Information Security Management Act (FISMA), • The Health Insurance Portability and Accountability Act (HIPAA), • The Health Information Technology for Economic and Clinical Health Act (HITECH), • The Patient Protection and Affordable Care Act, • Security recommendations provided by the National Security Agency (NSA), • The Office of the National Coordinator for Health Information Technology (ONC) Cures Act Final Rule on Information Blocking, • The Centers for Medicare and Medicaid Services (CMS) Interoperability and Patient Access Final Rule, • Commonwealth regulations regarding privacy and security, • And the Trusted Exchange Framework and Common Agreement (TEFCA). <p>By following these guidelines, Team 3500 ensures that all HIE services offered are not only in compliance with the current legal and policy landscape but are also positioned to adapt to future changes and requirements. This commitment is underpinned by a deep understanding of the operational, security, and privacy challenges unique to the healthcare sector and the importance of fostering a secure and interoperable health information environment.</p> <p>InterSystems technology is deployed worldwide meeting required security</p>

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<p>Interoperability and Patient Access Final Rule</p> <p>viii. Commonwealth regulations regarding privacy and security</p> <p>ix. TEFCA</p>		<p>standards including ISO 27001, HIPAA, HITECH, EU DPD and GDPR, APEC CBPR, HITRUST, NIST, SOC, and FIPS.</p>
<p>Security – Hosting: The vendor confirms that hosting services are controlled and managed for access, information exchange, and identity authentication.</p> <p>a. The vendor confirms that:</p> <p>i. Hosting services have controls in place to prevent unauthorized access, with automated monitoring of service availability and to detect potential intrusions in the production environment</p> <p>ii. Hosting Services support the exchange of SAML 2.0 (or supported version) security assertions with other systems, including eHealth Exchange and custom attributes. Vendor will use SAML attributes for logging and access control determination decisions</p> <p>iii. Hosting services support:</p>	Y	<p>In addressing the specific requirements for hosting services in terms of security, access control, information exchange, and identity authentication, Team 3500 has teamed up with Microsoft to provide a fully compliant hosting environment using the Azure Cloud for Health, meeting and exceeding the specified criteria as follows:</p> <p>a. Control and Management for Access and Intrusion Detection</p> <p>i. Preventing Unauthorized Access and Intrusion Detection: Azure Cloud for Health employs robust security controls to prevent unauthorized access. This includes automated monitoring of service availability, along with advanced intrusion detection mechanisms in the production environment, leveraging Microsoft's comprehensive security stack.</p> <p>ii. Support for SAML 2.0 Security Assertions: Azure Cloud for Health supports the exchange of SAML 2.0 security assertions with other systems, facilitating seamless integration with eHealth Exchange and the use of custom attributes. SAML attributes are leveraged for detailed logging and precise access control decisions, enhancing both security and operational transparency .</p> <p>iii. Authentication and Certificate Revocation Detection:</p> <p>i. OAuth Federated Authentication: Azure Cloud for Health supports OAuth federated authentication for</p>

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<ul style="list-style-type: none"> i. OAuth federated authentication for both web services as well as for browsers ii. OCSP x.509 certificate revocation detection (or supported version) iii. Other methods of x.509 certification revocation detection b. Hosting services will support identity federation standards (SAML, SPML, WS-Federation, etc.) to authenticate and authorize users. The NIST SP 800-63 document suite provides technical requirements for federal agencies implementing digital identity services (4-volume set) c. Hosting services will provide strong (multi-factor) authentication options (digital certs, tokens, biometrics, etc.) for user access in keeping with the NIST SP in cited above. 		<p>web services and browsers, enabling secure and flexible access control mechanisms for both applications and end-users.</p> <ul style="list-style-type: none"> ii. OCSP x.509 Certificate Revocation Detection: Azure Cloud for Health implements OCSP for x.509 certificate revocation detection, ensuring that compromised or invalid certificates are quickly identified and mitigated. iii. Additional x.509 Certificate Revocation Methods: Besides OCSP, Azure Cloud for Health supports other methods for x.509 certificate revocation detection, adhering to industry standards and best practices to safeguard against certificate-based security threats. <p>b. Support for Identity Federation Standards: Azure Cloud for Health supports a wide range of identity federation standards, including but not limited to SAML, SPML, WS-Federation, etc. This comprehensive support facilitates the authentication and authorization of users across diverse systems and applications, ensuring compatibility with the technical requirements set forth in the NIST SP 800-63 document suite for digital identity services.</p> <p>c. Strong Authentication Options: Azure Cloud for Health offers strong, multi-factor authentication options, such as digital certificates, tokens, and biometrics, aligning with the guidelines established in the NIST SP 800-63. This multi-layered approach to user authentication significantly enhances the security posture of hosted services by requiring multiple forms of verification before granting access.</p> <p>By leveraging Microsoft's robust cloud infrastructure, Azure Cloud for Health Team</p>

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		3500 PRHIE solution is designed to meet the stringent security and compliance demands of healthcare organizations, ensuring that data is protected, and access is securely managed.
<p>Security – Encryption: The vendor confirms that Encryption Services work to ensure that all health information in transit and at rest is unusable, unreadable, or indecipherable to unauthorized individuals through use of a technology or methodology specified by the Secretary of the Federal Department of Health and Human Services in the guidance issued under section 13402 (h)(2) of the American Recovery and Reinvestment Act of 2009 (P.L. 111-5), or any update to that guidance.</p>	Y	<p>Team 3500 can confirm that Azure Cloud for Health employs robust encryption services to secure all health information, both in transit and at rest, rendering it unusable, unreadable, or indecipherable to unauthorized individuals. This is in alignment with the technology or methodology specifications outlined by the Secretary of the Federal Department of Health and Human Services, as per the guidance issued under section 13402(h)(2) of the American Recovery and Reinvestment Act of 2009 (P.L. 111-5), along with any updates to that guidance.</p> <ul style="list-style-type: none"> • Encryption of Data in Transit: Azure Cloud for Health ensures the security of data in transit using industry-standard encryption protocols such as TLS (Transport Layer Security). This ensures that any data moving between Azure services and clients is encrypted and protected from interception or eavesdropping by unauthorized parties. • Encryption of Data at Rest: For data at rest, Azure Cloud for Health uses several encryption options, including Azure Storage Service Encryption for Microsoft-managed keys, customer-managed keys in Azure Key Vault, and disk encryption for virtual machines. These encryption methodologies ensure that all health information stored within Azure services is encrypted and inaccessible to unauthorized users. • Compliance and Regulatory Adherence: Azure Cloud for Health's encryption practices are designed to meet or exceed regulatory requirements and standards for data protection in the healthcare industry. This includes adherence to HIPAA (Health Insurance Portability and Accountability Act) regulations and HITECH (Health Information Technology for Economic and Clinical Health) Act provisions for the protection of EHRs.

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		<p>By leveraging Azure’s comprehensive encryption capabilities, Team 3500 can assure stakeholders that the solution will provide the highest levels of security and compliance for protecting sensitive health information. Azure’s encryption technologies are continuously updated and refined to address evolving threats and compliance requirements, ensuring that the solution remains at the forefront of data protection in the healthcare sector.</p>
<p>Security – Intrusion-Detection and Firewall Protection: The vendor confirms that hosting services will have aggressive intrusion-detection and firewall protection per NIST SP 800-53A Rev 5 SI-04(01) System Monitoring, System-wide intrusion detection systems.</p>	Y	<p>Team 3500 is dedicated to deploying a technology solution hosted on Azure Cloud for Health. Our commitment encompasses adherence to the highest security standards, notably those stipulated by NIST SP 800-53A Rev 5 SI-04(01) concerning System Monitoring and System-wide intrusion detection systems.</p> <p>Approach to Intrusion-Detection and Firewall Protection:</p> <ol style="list-style-type: none"> 1. Compliance with NIST SP 800-53A Rev 5 SI-04(01): Our hosting services are designed around Azure’s security framework, ensuring full compliance with NIST SP 800-53 standards. This compliance is supported by Azure Policy’s regulatory compliance built-in initiatives, which provide a clear, structured approach to implementing the stringent security controls required by these standards. 2. Comprehensive Security Tools: While the specific tools and solutions may be selected based on evolving project needs and technological advancements, our approach is to employ a sophisticated security tool that offers a comprehensive view of our security posture. This tool will enable effective monitoring, assessment, and remediation across all workloads, tailored to meet the specific NIST SP 800-53 requirements and best practices. It will support features such as: <ul style="list-style-type: none"> • Continuous monitoring and automated alerting to swiftly identify and address potential security threats.

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		<ul style="list-style-type: none"> • A dashboard for real-time insights into the security status of our hosted services, allowing for immediate and informed decision-making. • Automated response mechanisms to ensure quick and effective action is taken against identified security concerns, minimizing the impact on our services. <p>Key Features of Our Security Implementation:</p> <ul style="list-style-type: none"> • Adaptive Security Measures: Utilizing advanced security solutions, we can dynamically adjust our security measures to align with both current and future NIST SP 800-53 requirements and best practices. • Automated Response and Remediation: Emphasizing the importance of rapid response, our security strategy includes automated remediation workflows to address security alerts efficiently, reducing the potential for human error and ensuring timely resolution. <p>Enhancing Security with AES 256 Encryption:</p> <p>Recognizing the paramount importance of data protection, our security framework incorporates AES 256 Encryption for safeguarding data at rest and in transit. This encryption standard is recognized for its robust security, providing an additional layer of defense against unauthorized access and ensuring that sensitive health information is securely encrypted, further enhancing our commitment to data privacy and security.</p> <p>Commitment to Security and Compliance:</p> <p>Team 3500's strategic approach to implementing security in Azure Cloud for Health underlines our pledge to protect health information against unauthorized access and cyber threats comprehensively. By leveraging Azure's extensive security features and employing a sophisticated security tool, we ensure a solution that not only addresses current security and compliance demands but</p>

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		is also robust and flexible enough to adapt to future challenges and regulations.
<p>Security – Legal Compliance: The vendor confirms that all HIE services will cooperate completely with the Commonwealth's Chief Information Officer in the detection of any security vulnerability of the hosting infrastructure, reporting any security breach with conformance with PR laws.</p> <p>a. The vendor confirms awareness of PR laws and PRITS (Puerto Rico Innovation & Technology Service – the central agency driving technological advancements) policies for detecting and reporting vulnerabilities, including security breaches.</p>	Y	<p>Team 3500 acknowledges and affirms its commitment to fully comply with the Commonwealth of Puerto Rico's regulations and policies concerning the detection, reporting, and management of security vulnerabilities within the hosting infrastructure for Health Information Exchange (HIE) services. Our team is well-informed and aware of the Puerto Rico laws and the policies set forth by the Puerto Rico Innovation & Technology Service (PRITS) – the central authority responsible for spearheading technological advancements within the Commonwealth.</p> <p>In alignment with this commitment, Team 3500 has established comprehensive protocols and procedures designed to:</p> <ul style="list-style-type: none"> • Detect Security Vulnerabilities: Employ state-of-the-art tools and practices for continuous monitoring and early detection of any potential security vulnerabilities within our hosting infrastructure. This includes regular security assessments, penetration testing, and adherence to industry best practices in cybersecurity. • Report Security Breaches: In the unfortunate event of a security breach, Team 3500 is prepared to promptly report such incidents in strict accordance with Puerto Rico laws and PRITS policies. Our incident response plan outlines clear steps for immediate notification to the Commonwealth's Chief Information Officer and other relevant authorities, detailing the nature of the breach, affected data, and containment measures taken. • Cooperate with Commonwealth Authorities: Team 3500 is dedicated to working closely with the Commonwealth's Chief Information Officer and PRITS to facilitate any investigations into security vulnerabilities or breaches. This cooperation will extend to providing access to necessary data, logs, and

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		<p>systems to aid in the detection, analysis, and prevention of future cybersecurity threats.</p> <ul style="list-style-type: none"> • Continuous Improvement: Recognizing the dynamic nature of cybersecurity threats, our team commits to ongoing improvement of our security measures. This includes regular updates to our security protocols in response to new threats, as well as active engagement with PRITS to stay abreast of evolving policies and best practices. <p>Team 3500's approach to security and legal compliance is rooted in a culture of transparency, accountability, and continuous improvement. We are fully committed to safeguarding the integrity and confidentiality of health information entrusted to us, in full compliance with the laws and policies of the Commonwealth of Puerto Rico.</p>
<p>Security – Reporting: The vendor must demonstrate that Hosting services will issue ongoing reports regarding HIE security audits and compliance activities in a format and frequency reasonably requested by the Commonwealth.</p>	Y	<p>Team 3500 is fully committed to ensuring the highest standards of security and compliance for the Health Information Exchange (HIE) services we provide. In alignment with the requirements set forth by the Commonwealth, we hereby affirm that our hosting services are designed to provide ongoing and comprehensive reports on HIE security audits and compliance activities. These reports will be delivered in a format and frequency that align with the reasonable requests of the Commonwealth, ensuring transparency and facilitating continuous oversight.</p> <p>Our approach includes:</p> <ul style="list-style-type: none"> • Regular Security Audits: Conducting thorough security audits of the HIE infrastructure to identify and address any vulnerabilities or non-compliance issues promptly. • Comprehensive Compliance Activities: Implementing a robust compliance program that aligns with federal and Commonwealth regulations, ensuring that all HIE operations meet or exceed the required standards. • Transparent Reporting: Preparing detailed reports that cover the outcomes

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		<p>of security audits and compliance activities, including any identified risks, remediation plans, and actions taken to address potential security concerns.</p> <ul style="list-style-type: none"> • Adaptability to Requests: Ensuring flexibility in our reporting processes to accommodate the specific format and frequency requests from the Commonwealth, enabling efficient and effective communication. • Ongoing Improvement: Utilizing the insights gained from these reports to continually enhance our security and compliance frameworks, thereby ensuring the HIE remains resilient against emerging threats and fully compliant with evolving regulatory requirements. <p>Team 3500 understands the importance of maintaining a secure and compliant HIE environment and is dedicated to providing the Commonwealth with the necessary reporting to demonstrate our adherence to these critical standards. We are prepared to work closely with the Commonwealth to ensure our reporting meets their needs and expectations, fostering a partnership based on trust, transparency, and shared commitment to protecting sensitive health information.</p>
<p>Security – Security Management: The vendor must demonstrate that industry-standard security management will be implemented and administered by the vendor.</p>	<p style="text-align: center;">Y</p>	<p>Team 3500 commits to implementing and administering industry-standard security management practices to ensure the integrity, confidentiality, and availability of all data processed, stored, or transmitted. This commitment encompasses adherence to recognized frameworks such as the National Institute of Standards and Technology (NIST) Special Publication 800-53, which provides a comprehensive set of security controls. Our approach includes:</p> <ul style="list-style-type: none"> • Regular risk assessments to identify and mitigate vulnerabilities. • Implementation of strong access control measures to ensure that only authorized individuals have access to sensitive information.

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		<ul style="list-style-type: none"> • Continuous monitoring of our systems and networks for signs of unauthorized access or other security incidents. • Encryption of data in transit and at rest to protect against unauthorized disclosure. • Regular security awareness training for all employees to ensure they understand their roles and responsibilities in protecting sensitive information. • Incident response planning to ensure a timely and effective response to security incidents. • Compliance with all applicable laws and regulations related to data protection and privacy. <p>By adopting these practices, Team 3500 ensures that our security management protocols align with the highest industry standards, providing our clients with confidence in the safety and security of their data.</p>
<p>Public Health: The vendor must provide local code mapping to improve the level of accurate reporting of disease reporting to improve population health.</p> <p>a. The vendor confirms that when local institutions use their own codes for reporting diseases, which still need to be mapped to industry standards, the HIE will match the reported codes to national standards, improving the accuracy of reports and supporting data aggregation of public health disease reporting data.</p>	Y	<p>Team 3500 is committed to enhancing public health through the precise reporting of disease data and the improvement of population health management. We confirm our capability and intention to provide local code mapping to elevate the accuracy of disease reporting across the health information exchange (HIE) network. Utilizing Rhapsody Semantic, a leading data mapping and normalization tool, Team 3500 ensures that:</p> <p>Local to National Code Mapping: When local institutions use their proprietary codes for disease reporting, our HIE services, powered by Rhapsody Semantic, will efficiently map these codes to nationally recognized standards. This process not only guarantees the uniformity of disease reporting across various platforms but also significantly enhances the accuracy and reliability of the data collected.</p> <p>Improvement in Data Quality and Interoperability: By standardizing disease codes, Team 3500 facilitates improved data quality, ensuring that information is interoperable across different healthcare</p>

Mandatory Requirement Item(s)	Vendor Meets Requirement? Y/N	Provide a Brief Narrative to Demonstrate Understanding and Fulfillment of Requirement *Response should note any exceptions to meeting requirement
		<p>systems. This is crucial for aggregating public health disease reporting data, enabling health officials to gain a comprehensive understanding of population health trends and emerging public health threats.</p> <p>Support for Public Health Initiatives: The accurate mapping and normalization of local disease codes to national standards support the effective data aggregation necessary for public health surveillance, research, and response initiatives. This capability is vital for informing public health strategies, policy-making, and targeted interventions aimed at improving community health outcomes.</p> <p>Commitment to Continuous Improvement: Team 3500 is dedicated to continuously enhancing our data mapping processes to keep pace with evolving local coding practices and updates to national and international disease classification standards. This commitment ensures that our HIE remains a reliable resource for disease reporting and public health management.</p> <p>In summary, Team 3500, using Rhapsody Semantic, affirms our capacity to bridge the gap between local disease coding practices and national standards, thereby improving the accuracy of disease reporting and contributing to the betterment of population health outcomes.</p>
<p>User Access and Management – User Account Management: The vendor confirms that they provide participants with access to IT Administrative access to manage end-user accounts, submit/edit requests for end-user accounts on their behalf, to alleviate provider burden for account management outside of password requirements.</p>	Y	<p>Team 3500 confirms that our services include providing participants with IT Administrative access to manage end-user accounts. This access allows participants to submit and edit requests for end-user accounts on behalf of their users, effectively alleviating the provider burden associated with account management tasks beyond password requirements. Our approach ensures efficient, streamlined user account management, enhancing the overall user experience within the HIE environment. Team 3500 is committed to simplifying administrative processes for our partners, ensuring that they can focus on delivering quality healthcare services.</p>

Mandatory Requirement Item(s)	Vendor Meets Requirement? Y/N	Provide a Brief Narrative to Demonstrate Understanding and Fulfillment of Requirement *Response should note any exceptions to meeting requirement
<p>User Access and Management – End- User Authentication: The vendor confirms they use Security Assertion Markup Language (SAML) Single-Sign-On (SSO) authentication whereby EHR users can access HIE services efficiently and securely from within their workflow environment.</p> <ul style="list-style-type: none"> a. The vendor confirms support for federated identity management. b. The vendor confirms that integration with a variety of EHR system types is in place. 	Y	<p>InterSystems HealthShare is deployed with SAML and SSO in some of the largest healthcare systems in the country to enhance security and streamline workflows for clinicians. With SAML, HealthShare can provide secure authentication mechanisms, allowing clinicians to log in securely using their existing credentials. SSO integration enables clinicians to access multiple applications within HealthShare without needing to log in separately. SAML and SSO help enhance security by reducing the risk of password-related vulnerabilities, such as password reuse and exposure to phishing attacks. This ensures that clinicians can focus on patient care without compromising security.</p> <ul style="list-style-type: none"> a. InterSystems HealthShare supports federated identity management using OAuth 2.0. Federated identity management enhances security by centralizing authentication and access control, reducing the risk of unauthorized access and data breaches. It allows clinicians to access patient information across the HIE network based on their roles and responsibilities. Cross-domain authentication streamlines the process and improves workflow efficiency. b. InterSystems HealthShare is designed to be interoperable and can integrate with any EHR system using standard interfaces and protocols. The HealthShare Clinical Viewer seamlessly integrates with popular EHR systems such as Epic, Cerner, Allscripts, athenahealth, and MEDITECH. <p>As part of our proposal, we have budgeted the necessary implementation services to support SSO integration via SAML or OAuth for the 5 largest health systems during the initial solution standup. Additional connections can be supported in subject to additional services budget being allocated.</p>
<p>User Access and Management – Provider Directory: The vendor must support for provider directory</p>	Y	<p>The proposed solution provides a secure messaging portal for providers to exchange messages. The secure message portal is a component of the Secured Exchange</p>

Mandatory Requirement Item(s)	Vendor Meets Requirement? Y/N	Provide a Brief Narrative to Demonstrate Understanding and Fulfillment of Requirement *Response should note any exceptions to meeting requirement
<p>services for individuals and facilities:</p> <ul style="list-style-type: none"> a. The vendor confirms provider Directory support for Direct Secure Messaging. b. The vendor confirms that Provider Directory Services associate providers with facilities and health systems. 		<p>Solutions (SES) Direct HISP solution that we are deploying and supports the sending and receiving of sensitive patient information such as medical records, lab results, and clinical notes.</p> <ul style="list-style-type: none"> a. The integration of SES Direct HISP platform offers several benefits including: <ul style="list-style-type: none"> • Maximizing care coordination by setting up alerts and notifications and having access to all healthcare ecosystem partners with the provider directory services • Allowing small clinics to leverage Direct Secure Messaging to reach their patients • Only SES offers advanced message routing based on contents to empower the HIE community to manage communications to fit their workflow needs, reducing inefficiencies and avoiding missed communications b. The user/clinician directory associates providers with facilities and health systems, supporting the ability to provide access to data and route messages to providers based on the locations with which they are affiliated.
<p>User Access and Management: The vendor must support identity and access management services.</p> <ul style="list-style-type: none"> a. The vendor confirms that identity and access services include user profiles and contact information. b. The vendor confirms that identity and access services manage patient-provider attribution. 	Y	<p>The proposed solution provides robust services to manage user profiles, including authentication and authorization, and storing and managing contact information associated with those user profiles. This ensures secure access to systems and resources while maintaining accurate records of user identities and their corresponding contact details.</p> <p>The existence and nature of the relationship between patients and providers is critical information for effective care coordination. The proposed solution stores a registry of patient-provider relationships, creating new entries both when they are explicitly stated and when they are implied by clinical information flowing through the system. The proposed solution analyzes HL7 messages to infer relationship information. The patient and provider records are linked to Patient Index and Clinician Directory, respectively.</p>

Mandatory Requirement Item(s)	Vendor Meets Requirement? Y/N	Provide a Brief Narrative to Demonstrate Understanding and Fulfillment of Requirement *Response should note any exceptions to meeting requirement
		<p>Providers can assert a clinical relationship via UIs and APIs to add a relationship for a patient under their care. With the patient-provider relationship, real time alert, care coordination and data integration can be more meaningful and result in better outcomes. Some examples of these registries could include disease-specific cohorts such as diabetes, hypertension or cancer, high-risk cohorts for patients with multiple chronic conditions or frequent hospitalizations, preventative care cohorts and population health cohorts.</p>
<p>User Access and Management – PRDoH Access: The vendor must confirm that PRDoH personnel will have access to the HIE through the Provider Portal.</p>	Y	<p>Yes, PRDoH personnel will have access to the HIE through a provider portal, the HealthShare Clinical Viewer. In a typical HIE deployment using HealthShare, key user roles include healthcare providers, system administrators, HIE coordinators, public health officials, researchers, payers, and patients. User roles are configurable, and we can either modify existing ones or add completely new ones based on the needs of the Commonwealth.</p> <p>The solution has a robust role-based security model with privileges assigned to resources. Role-based access control (RBAC) enables and disables access to specific features and data. Granularity can be as fine-grained as needed down to individual resources. For each resource the user can have Read (R), Write(W) or Read Write (RW) access.</p> <p>The solution provides a robust consent management engine, which can manage full patient opt-in and opt-out functionality. The consent engine also supports the ability to flag certain clinical data as sensitive by patient, or facility, or facility location, or provider NPI number, or by code (diagnosis, LOINC, etc.) Data defined as sensitive can have additional access restrictions and audit requirements applied to it when accessing this data. In addition, the solution provides a “break-the-glass” feature that is fully ATNA-audited with compliance to HIPAA. The consent engine is integrated with role-based access policies such that only users with both an appropriate role and the necessary consent have access to a specific patient’s data.</p>

Mandatory Requirement Item(s)	Vendor Meets Requirement? Y/N	Provide a Brief Narrative to Demonstrate Understanding and Fulfillment of Requirement *Response should note any exceptions to meeting requirement
The MPI technology solution must be an independent module of the HIE technology architecture. PRMP expects that the PRHIE employs a best-in-class MPI that is accessible to the overall solution and supports Patient Demographic Query, Patient Identifier Cross-Reference, and Cross Community Patient Discovery.	Y	A key component of the solution is InterSystems HealthShare Patient Index. Patient Index is an independent EMPI module that integrates seamlessly with the rest of the HIE platform. Patient Index supports patient demographic queries by providing a centralized repository of patient information. It facilitates patient identifier cross-referencing by linking different identifiers (such as medical record number or social security numbers) to a single, unique patient record, enabling accurate patient matching across disparate systems. It enables seamless cross-community patient access and discovery through IHE transactions frameworks XCA/XCPD.

3. Mandatory Qualifications

The vendor must complete this section to demonstrate that it has the experience needed to meet the requirements in this RFP. Table 18 below lists each mandatory qualification. The vendor must note whether it meets the qualification and provide narrative demonstrating fulfillment of the requirement. If multiple vendors are submitting a joint proposal as a response to the RFP, the primary respondent should replicate the table and complete it for each vendor participating in the joint response.

Table 18: Mandatory Qualifications

Mandatory Qualification Item(s)	Vendor Meets Qualification? Y/N	Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
The technology services described in Section 4.2.2 must be provided by vendor(s) that have experience in health information exchange(s) of similar size and scope as described in this RFP.	Y	Team 3500 is proud to affirm our compliance with the mandatory requirement outlined in Section 4.2.2 of the RFP. Our organization brings a wealth of experience in operating and managing health information exchanges (HIEs) that closely match or exceed the size and scope described in this RFP. We have successfully implemented comprehensive technology services, including enterprise identity services, interface specifications, care coordination services, data quality and reporting, API services, and more across multiple HIE initiatives. Our record of accomplishment includes:

Mandatory Qualification Item(s)	Vendor Meets Qualification? Y/N	Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
		<ul style="list-style-type: none"> • Enterprise Identity Services: Implementing Master Patient Index (MPI) solutions that accurately match, link, and aggregate records across disparate data sources, ensuring the creation of unique longitudinal health records for each individual. • Interface Specifications and Configuration: Developing and maintaining robust data interface specifications based on required ONC standards, facilitating seamless data transmission and effective error remediation processes with participating institutions. • Care Coordination Services: Providing real-time access to longitudinal health records, enhancing care coordination through advanced provider portal access, EHR-embedded data access workflows, and APIs. • Public Health Reporting and Medicaid Data Services: Streamlining public health interoperability requirements and mandates and transmitting structured Medicaid data to support real-time needs and reporting obligations. • API Services: Demonstrating extensive capabilities in FHIR API technology to ensure compliance with federal requirements for payer, provider, and patient data access. <p>Our experience encompasses working with healthcare providers, public health authorities, and Medicaid operations in multiple jurisdictions, delivering HIE services that enhance patient care, improve data quality, and ensure interoperability. We are committed to bringing this depth of experience and expertise to Puerto Rico's healthcare and public health communities, ensuring the successful delivery of technology services as outlined in Section 4.2.2 of the RFP.</p>
<p>The vendor must have the ability to staff the organization and contract with subcontractors to meet PRMP's HIE program objectives and associated timelines.</p>	Y	<p>Team 3500 is fully equipped to meet the PRMP's HIE program objectives and associated timelines, underpinned by our robust organizational capabilities. Our approach ensures that the right blend of expertise, technology, and resources is deployed to deliver exceptional results for the PRMP.</p> <ul style="list-style-type: none"> • Organizational Capabilities: Team 3500 has a proven track record of successfully staffing large-scale health information exchange projects. To take one recent

Mandatory Qualification Item(s)	Vendor Meets Qualification? Y/N	Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
		<p>example, the HDM project required J2 Interactive to fully staff a team of 37 individuals within three weeks of contract start and fulfill multiple subsequent increases in team size immediately upon request. See the "References" section in Attachment C (Vendor Qualifications and Experience) for details. Our dedicated recruitment and human resources teams are adept at identifying, vetting, and onboarding professionals who are not only leaders in their field but also share our commitment to innovation and excellence in healthcare technology. Our staffing strategy is built to scale, allowing us to swiftly adapt to the evolving needs of the PRMP's HIE program, ensuring that project milestones are met with precision and efficiency.</p> <ul style="list-style-type: none"> • Commitment to Timelines: Team 3500 employs rigorous project management methodologies, underpinned by agile principles, to ensure that all aspects of the HIE program are executed within the specified timelines. Our project managers are PMP-certified professionals with extensive experience in health IT projects, ensuring that every project phase is meticulously planned, monitored, and adjusted as necessary to meet deadlines. We place a strong emphasis on communication and collaboration, both within our team and with PRMP stakeholders, to ensure that any potential obstacles to timely delivery are identified early and addressed proactively. <p>In summary, Team 3500's approach to staffing and subcontractor management is designed to provide the PRMP with the confidence that its HIE program objectives will be met on time and to the highest standards of quality. We are committed to partnering with the PRMP to achieve a transformative impact on Puerto Rico's healthcare landscape.</p>
The vendor must have demonstrated experience operating and managing health system services including the direct provision of services to the provider community.	Y	3500 Square has recruited a team of international HIE leaders to operate and manage the PRHIE. 3500 Square's executive leadership team bring 50+ years of collective experience in healthcare and HIE industry leadership and have each demonstrated their ability to implement, operate, and maintain health system services including the direct provision of services to the

Mandatory Qualification Item(s)	Vendor Meets Qualification? Y/N	Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
		<p>provider community. Each of these leaders has extensive experience managing and operating health system governance models, implementing HIE technical solutions, financial strategies, engaging diverse healthcare communities, and working with local, state, and federal government agencies. Team 3500 Square's subcontractors are also industry leaders in providing HIE technical solutions and have extensive experience developing, implementing, and supporting local, regional, and national interoperability solutions.</p>
<p>The vendor must include at least three references from projects performed within the last two years that demonstrate the vendor's ability to perform the scope of the work described in this RFP. The vendor must include references from three different projects/clients that provide details on the vendor's experience operating and managing a health information exchange or related services.</p>	Y	<p>See our responses to the following sections for references of J2 Interactive as well as key members of Team 3500:</p> <ul style="list-style-type: none"> • Attachment C (Vendor Qualifications and Experience), Section 5 (References) • Attachment D (Vendor Organization and Staffing), Section 1 (Initial Staffing Plan) • Attachment D (Vendor Organization and Staffing), Section 3 (Key Staff, Resumes, and References)
<p>The vendor must commit to staff and operate a place of business in the Commonwealth during any contract resulting from this procurement process and help ensure local support for outreach and onboarding, HIE participant education, representation on governance bodies, and help desk functions. Operations in Spanish and English are a part of meeting this requirement.</p>	Y	<p>Team 3500, operating as Prime and Partner, is a company that is not only headquartered in Puerto Rico but also deeply embedded in its professional and cultural fabric. As a fully bilingual organization, we are uniquely positioned to meet the needs of the Commonwealth's diverse population, offering services and support in both Spanish and English with native fluency and cultural competence.</p> <ul style="list-style-type: none"> • Local Presence and Compliance: Our commitment to the Commonwealth goes beyond mere physical presence. As a company fully registered with all required departments within the Commonwealth, we adhere strictly to all local labor laws, rules, and regulations. This compliance ensures that our operations are not only effective but also aligned with the legal and ethical standards that govern businesses in Puerto Rico.

Mandatory Qualification Item(s)	Vendor Meets Qualification? Y/N	Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
		<ul style="list-style-type: none"> • Local Support and Outreach: Incorporating our commitment to establish and operate a local office, Team 3500 is dedicated to providing comprehensive support for outreach and onboarding, HIE participant education, representation on governance bodies, and bilingual help desk functions. Our local operations will serve as a hub for these activities, ensuring that we are closely connected to the communities we serve and responsive to their needs. • Education and Governance Participation: Our Puerto Rican roots enhance our ability to participate meaningfully in governance bodies and provide educational programs tailored to the local context. Our bilingual capabilities ensure that these programs are accessible to all participants, fostering an inclusive environment that respects and values the linguistic diversity of Puerto Rico. • Help Desk Functions: The bilingual help desk, operated by our local team, underscores our commitment to accessible support. By offering services in both of Puerto Rico's official languages, we ensure that all HIE participants can receive assistance in the language they are most comfortable with, enhancing user experience and satisfaction. <p>In summary, 3500 Square as Prime and Partner's operations are deeply ingrained in Puerto Rico's landscape. Our headquarters in Puerto Rico, full bilingual capabilities, compliance with local regulations, and commitment to supporting the Commonwealth's health information exchange initiatives underscore our dedication to contributing positively to Puerto Rico's healthcare ecosystem.</p>
<p>The vendor must agree to meet all federal and local requirements related to the operation of a Medicaid Enterprise system and the management and distribution of private health information.</p>	Y	<p>Team 3500 unequivocally commits to meeting all federal and local requirements related to the operation of a Medicaid Enterprise system and the management and distribution of private health information. Our compliance framework is meticulously designed to align with the Health Insurance Portability and Accountability Act (HIPAA), the Centers for Medicare & Medicaid Services (CMS) standards, and all applicable Puerto Rico health information laws and regulations.</p>

Mandatory Qualification Item(s)	Vendor Meets Qualification? Y/N	Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
		<ul style="list-style-type: none"> • Compliance Strategy: Our approach integrates comprehensive training, robust data protection measures, and continuous monitoring to ensure compliance with the intricate landscape of health information laws. We understand the critical importance of safeguarding private health information and the specific demands of operating within a Medicaid Enterprise system. • Federal and Local Law Adherence: Team 3500 stays at the forefront of regulatory changes and industry best practices through active participation in regulatory forums, ongoing education, and collaboration with legal experts. This proactive stance ensures our operations not only comply with current regulations but are also poised to adapt to future changes. • Privacy and Security Measures: We employ state-of-the-art security technologies and practices, including encryption, access controls, and regular security assessments, to protect the integrity and confidentiality of health information. Our privacy policies are rigorously enforced, ensuring that all health data is managed with the utmost respect for individual privacy and in strict compliance with HIPAA and other relevant regulations. • Audit and Reporting: Team 3500 has established a transparent audit and reporting mechanism that allows for the timely identification and remediation of any compliance gaps. Our internal audit team works in conjunction with external experts to regularly review our compliance posture, ensuring continuous alignment with federal and local requirements. <p>In conclusion, Team 3500's commitment to compliance is unwavering. We pledge to work diligently to meet and exceed the regulatory requirements for the operation of the Medicaid Enterprise system and the secure management and distribution of private health information, ensuring a trusted and compliant HIE solution for the PRMP.</p>

Attachment F: Outcomes Traceability Matrix

See the attached *Team 3500 Attachment F: Outcomes Traceability Matrix.xlsx*.

Attachment G: Response to Statement of Work

1. Approach Business Specifications

Describe the vendor's approach to meeting or exceeding the PRMP's specifications and outcomes, as described in **Attachment F: Outcomes Traceability Matrix** and **Section 4: Scope of Work (SOW)** of this RFP.

Team 3500 responses provide specific details and examples outlining our approach by covering the requested subcategories under separate subheadings.

Governance

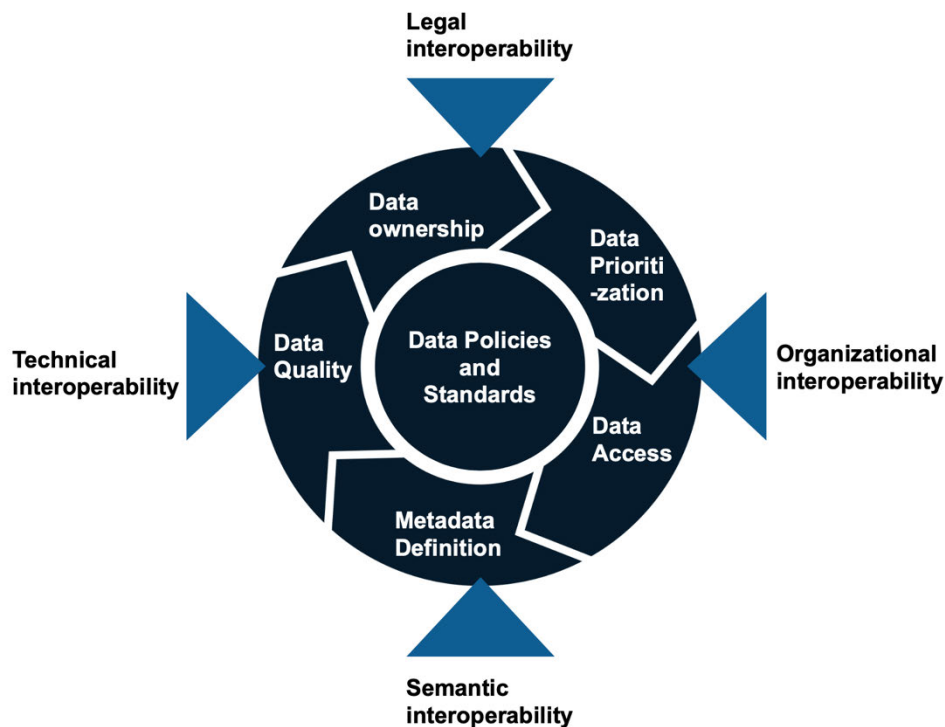


Figure 2: Team 3500 governance framework

Comprehensive interoperability and data governance can be optimized through the combined effect of four dimensions:

- **Legal Interoperability:** The ability for organizations that operate under different legal frameworks and policies to work together and exchange data, while ensuring high standards for data protection.
- **Organizational Interoperability:** The ability and willingness for organizations to exchange data based on detailed agreements for collaboration and synchronization of their processes.

- **Semantic Interoperability:** The ability for systems to exchange, interpret, and use exchanged information with a focus on transparency about scope, format, and importance of retained data and services.
- **Technical Interoperability:** The ability for different information technology systems and application to communicate and exchange data.

3500 Square’s executive leadership team has extensive experience developing, implementing, and managing HIE governance models encompassing all four of these dimensions. Upon award, 3500 Square will immediately establish a scalable and inclusive governance model to ensure appropriate stakeholder engagement, data governance, and oversight of the program based on the structure shown in *Figure 3* and in alignment with the activities described in the Deliverables Dictionary.

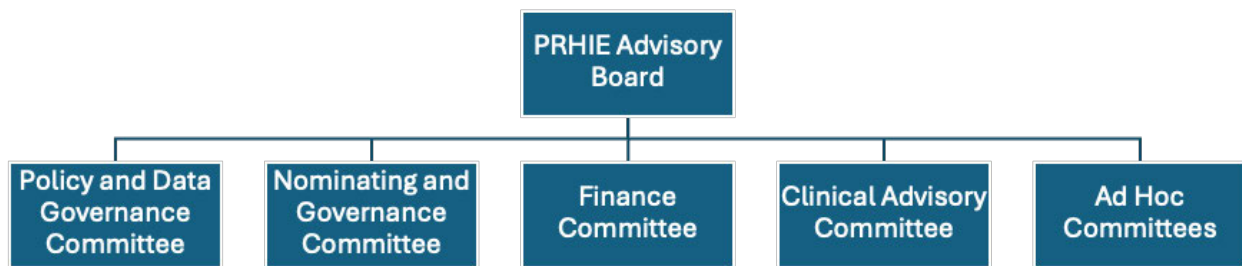


Figure 3: Team 3500 governance Advisory Board structure

PRHIE Advisory Board:

The PRHIE Advisory Board will operate as the governing oversight body for the HIE and will initially consist of 10-12 stakeholders representing Puerto Rico’s diverse healthcare community. Advisory Board members will include the following industry representatives:

- 2-3 Hospital Representatives
- 2-3 Payer Representatives
- 1 Behavioral Health Representative
- 1 FQHC Representative
- 1-2 Independent Provider Representatives
- 1 Public Health Representative
- 1 PRMP Representative
- 1 Patient/Consumer Representative

Upon award, 3500 Square will convene key stakeholder groups listed above to begin establishment of the governance structure including charter development, meeting cadence, officer elections, and meeting format with a planned completion date of no later than 45 days post-award. The PRHIE Advisory Board will elect Officers annually. PRHIE Advisory Board Members will serve staggered 3-year terms with an expectation of serving on at least one Committee.

Policy and Data Governance Committee

The Policy and Data Governance Committee will operate as the governing oversight body for HIE data use policies and procedures. The Policy and Data Governance Committee will initially consist of 10-20 stakeholders representing Puerto Rico’s diverse healthcare community with expertise in

data governance and privacy policy from their respective specialties. Committee representatives will include the following industry representatives:

- 3-5 Hospital Representatives
- 3-5 Payer Representatives
- 2 Behavioral Health Representative
- 2 FQHC Representative
- 2-4 Independent Provider Representatives
- 1-2 Public Health Representative
- 1-2 PRMP Representative
- 1-2 Patient/Consumer Representative

Upon award, the Policy and Data Governance Committee will be responsible for the collaborative development of the overarching HIE Participant Agreement, HIE Policies and Procedures, and allowable use cases. These policies will serve as the data governance framework of the HIE, will be updated as deemed necessary, and will be reviewed and approved by the HIE Advisory Board on an annual basis at minimum. At least 2 members of the PRHIE Advisory Board shall serve on the Policy and Data Governance Committee.

Nominating and Governance Committee

The Nominating and Governance Committee will convene annually to identify and nominate key stakeholders to the PRHIE Advisory Board and various committees. Nominations for PRHIE Advisory Board representatives and committees will be reflective of healthcare industry stakeholders as listed above and approved annually by the PRHIE Advisory Board. The Chair of the PRHIE Advisory Board will also chair the Nominating and Governance Committee.

Finance Committee

Implementation of a sustainable financial model for the HIE is critical to ongoing success. As such, the Finance Committee will be responsible for development and oversight of the program's sustainability. The Finance Committee will meet quarterly, at minimum, to receive updates on the program's financial status and will be chaired by the Treasurer of the PRHIE Advisory Board.

Clinical Advisory Committee

The Clinical Advisory Committee will meet quarterly, at minimum, to ensure consideration and inclusion of appropriate clinical use cases for the HIE and ongoing engagement by diverse clinical stakeholders. The Clinical Advisory Committee will be chaired by a healthcare provider representative of the PRHIE Advisory Board and staffed by clinical experts from 3500 Square.

Ad Hoc Committee Structure

Ad Hoc Committees may be established by the PRHIE Advisory Board as deemed necessary. Ad Hoc Committee may be necessary to address specific needs of the HIE over time. Examples of Ad Hoc Committees may include, but not limited to: Technology Advisory, Patient Engagement, Social Determinants, Population Health, Data Analytics, etc. Ad Hoc Committees will aim to leverage diverse industry expertise in specific fields to support specific operational and strategic needs of the HIE.

Data Governance

Data Governance of the HIE will be overseen by the Privacy and Data Governance Committee and approved by the PRHIE Advisory Board with the primary goal of creating and managing legal agreements to support data sharing, appropriate use cases, and patient privacy. HIE data governance must be managed through standardized HIE participant agreements developed in collaboration with stakeholders, uniform HIE policies and procedures, consent, and standard business associate agreements.

HIPAA and other health information privacy laws will serve as the foundation to data governance policies. As such, the HIE must act in a business associate capacity to the network's covered entity participants and must maintain appropriate policies and procedures to ensure compliance with legal requirements and patient privacy. The HIE and its participants must comply with standardized training, security, and audit requirements of the network. Compliance will be continually monitored through HIE operations with any instance of non-compliance resulting in termination from the network.

To ensure appropriate data sharing and to protect patient privacy, all HIE participants must agree to the terms of the HIE participation agreement, policies and procedures, consent mechanisms, and business associate agreement.

Policy

HIE Operational Policy

HIE operational policies and procedures will be developed by the Policy and Data Governance Committee and approved by the PRHIE Advisory Board with the goal of ensuring compliant operational management of the HIE. 3500 Square's executive leadership will be responsible for the implementation and ongoing compliance and enforcement of the HIE policies and procedures with oversight from the PRHIE Advisory Board.

As described in *Figure 2*, HIE policies and procedures will prescribe how the network will manage and maintain:

- Openness and Transparency
- Permitted Use and Minimization
- Individual Participation and Privacy Practices
- Information Integrity and Quality
- Security Safeguards and Controls
- Accountability and Oversight
- Compliance with Applicable Laws and Support for Emerging Standards and Practices

Collectively, these operational policies will ensure legal and technical interoperability requirements while maximizing the value of information shared through the network by establishing common data standards, technical solutions, and access authorization standards.

Model State Policy

3500 Square’s operational model is a statewide public-private utility which relies on cross-sector stakeholders collectively working to implement, support, and sustain the network through technical connectivity, financial support, and comprehensive public policy.

The PRHIE Advisory Board will be responsible for setting policy strategies regarding the operational model and advocacy for model state policy. Nationally, the most successful HIE networks are those that implement comprehensive sustainability models that align with stakeholders’ strategic priorities and earn financial support through value-added services. The PRHIE Advisory Board and 3500 Square’s executive leadership team will develop a sustainable operating model through public-private sector engagement and advocacy for model state policy by the end of program year two.

Technical Assistance

3500 Square and J2 Interactive will jointly provide technical assistance and customer support. Technical implementation services will be provided by certified professionals at J2 Interactive to include project management, technical architects, system engineers, integration engineers, and HealthShare engineers. In years 1 and 2 of the program, J2 Interactive will provide a “train the trainer” model to develop Tier 1 and Tier 2 support services for 3500 Square customer support personnel and will augment those services with Tier 3 support for the duration of the program.

Operational Reporting and SLAs

3500 Square will maintain an online repository of all operational reports and SLA performance. This online repository will be shared with appropriate stakeholders, vendors, Puerto Rico government entities, applicable vendors, and appropriate PRMP staff. The PRHIE Advisory Board and various committees will review the status of these reports routinely. All materials will be maintained in both English and Spanish using the Puerto Rican dialect.

Technology Architecture and Vendor Partnerships

3500 Square will maintain an online repository containing all technology architecture documents and descriptions and records of current and previous vendor partnerships. This online repository will be shared with appropriate stakeholders, vendors, Puerto Rico government entities, applicable vendors, and appropriate PRMP staff. The PRHIE Advisory Board and various committees will review the status of these reports routinely. All materials will be maintained in both English and Spanish using the Puerto Rican dialect.

2. Approach to Technical Specifications

2.1 Proposed Solution Overview

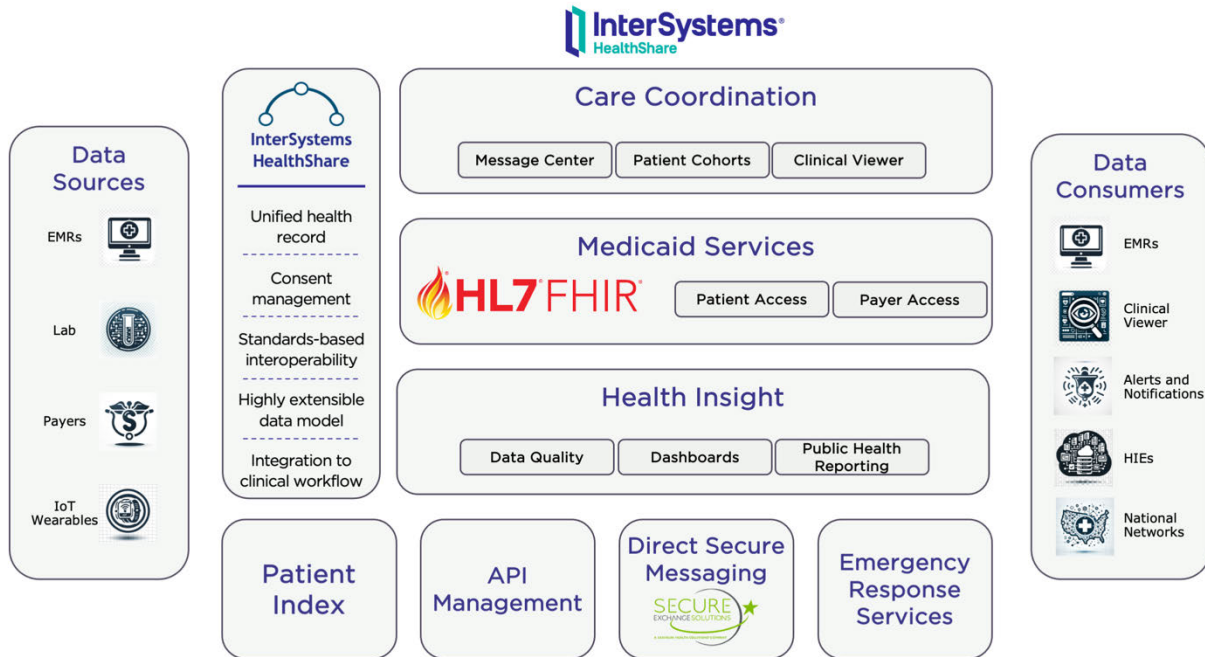


Figure 4: Team 3500 PRMP HIE proposed solution architecture

Solution Highlights

Team 3500’s proposed solution architecture, built on the award-winning HealthShare platform with additional capabilities from Microsoft, SES, and J2, provides several key benefits that align with the strategic goals of the PRMP, including:

Robust Technology Foundation: At the core of our solution is InterSystems HealthShare, a powerful, interoperable platform designed for the seamless exchange, aggregation, and analysis of health information.

Expert Team Composition: Our team combines local insight and international expertise in HIE operations, offering a blend of strategic vision and technical proficiency to ensure the successful deployment and management of the HIE.

Comprehensive Service Offering: Our solution includes all aspects of HIE operations and technical services, including system implementation, data management, user support, and compliance with all relevant regulations and standards.

Commitment to Quality and Compliance: Team 3500 is dedicated to delivering high-quality services that comply with all federal and Commonwealth laws, rules, and regulations, including data privacy and security standards.

Strategic Partnership Approach: Recognizing the importance of collaboration, our proposal outlines a partnership model with PRMP, focusing on transparency, accountability, and shared success in achieving the objectives of the HIE program.

Implementation Strategy

Our implementation plan is designed for efficiency and effectiveness, ensuring minimal disruption and maximum value to the PRMP and its stakeholders. At a high level, Team 3500’s plan will follow a two-phased approach over the two-year base period performance of the contract.

Phase 1—This portion of the work, which coincides roughly with the first calendar year of the project, covers all deliverables necessary to bring the new Team 3500 solution live, including the faithful migration of data from the legacy Health Gorilla platform. We anticipate that at the end of Phase 1, the PRMP will no longer need Health Gorilla to operate PRHIE.

Phase 2—This portion of the work, which runs through the end of the two-year base period of performance, focuses on a wide range of functional enhancements and includes the onboarding of additional participants and new data types designed to increase the value of PRHIE to its stakeholders.

Key components of our overall approach include:

Planning and Mobilization—Detailed project planning, stakeholder engagement, and resource mobilization to set a solid foundation for success.

System Implementation and Integration—Leveraging InterSystems HealthShare to build and integrate the HIE platform with existing systems, ensuring interoperability and user accessibility.

Testing and Validation—Rigorous testing of the HIE system to ensure functionality, security, and compliance with all technical and regulatory requirements.

Training and Go-Live Support—Comprehensive training for users and stakeholders, followed by supported system go-live to facilitate a smooth transition and immediate value realization.

Ongoing Operations and Enhancement—Continuous monitoring, support, and enhancement of the HIE system to adapt to evolving needs and leverage emerging technologies.

2.2 Solution Approach

Team 3500 is committed to delivering state-of-the-art solutions that not only meet but exceed the PRMP’s specifications and outcomes as outlined in Attachment F: Outcomes Traceability Matrix and Section 4: Scope of Work (SOW). Our approach is informed by decades of experience in the healthcare IT sector, focused on developing robust, interoperable, and scalable solutions. Herein, we detail our approach across the specified subcategories.

Enterprise Identity Services

Team 3500 understands the importance of accurate patient matching to providers and to patients themselves. Accurate matching is a critical patient safety requirement that reduces healthcare delivery costs while improving quality of care through the elimination of errors and duplicative treatment. A sophisticated matching engine using deterministic and probabilistic logic, along with advanced matching algorithms, also streamlines HIE operations by generating fewer manual worklist items.

Our proposed solution includes InterSystems HealthShare Patient Index a complete enterprise master patient index (EMPI) solution that serves as the “single source of truth” for patient identity

across a health information network, or across a network of networks. Over 100 organizations are using Patient Index in production today; the largest of these manages 28 million patient health records from thousands of participating healthcare organizations. Patient Index is preconfigured to work with HealthShare Unified Care Record to accelerate the linking of multi-source patient information into a single, accurate, unified care record.

HealthShare also provides a robust record locator service, which Team 3500 will configure to support the following PRHIE features:

- Standard HealthShare IHE document registry and repository components
- Registration of documents maintained within an external XDS repository
- XDS, XCA, PIX/PDQ, and XCPD query and retrieve endpoints for authorized requestors
- Querying of both static and on-demand documents based on query parameters

Interface Specifications

It is essential to create and maintain current, accurate and detailed interface target specifications for all interfaces and APIs supported by the HIE solution. Team 3500 takes great care to formalize and finalize interface requirements up front because the most significant risk of schedule and cost overruns on an implementation project—by far—is an incomplete, inaccurate, or shifting spec. Comprehensive specifications also greatly streamline connectivity to the HIE and ensure that current and potential future participants can get the most value from the services the HIE provides.

To that end, we have budgeted time to develop the following interface specifications during the initial standup of the new Team 3500 solution:

- HL7 ADT
- HL7 VXU
- FHIR Query
- HL7 ORU (LAB)
- MCO Member List
- C-CDA 2.1 (via IHE XDS)

If interfaces are updated or new interfaces and APIs are developed in the future to support expanded operations of the HIE, Team 3500 will ensure that specification documents are updated and available for all constituents to access.

Care Coordination Services

InterSystems HealthShare offers a comprehensive suite of care coordination capabilities designed to support HIE stakeholders in delivering coordinated, patient-centered care. These features enable clinicians to access consolidated patient information, communicate effectively within and across care teams, and manage patient populations efficiently. The Team 3500 solution Provider Portal is the primary way for clinicians and other authorized healthcare providers to view and interact with the clinical data stored within HealthShare. The portal encompasses the following core components that provide the key care coordination capabilities that will be deployed as part of the Team 3500 proposed solution.

Clinical Viewer—The HealthShare Clinical Viewer provides healthcare professionals with a unified view of a patient’s health information, aggregated from various sources. This web-based application ensures that clinicians have real-time access to complete and up-to-date patient records, including clinical notes, lab results, medication history, and more. By presenting a comprehensive overview of a patient’s health status, the Clinical Viewer supports informed clinical decision-making and enhances care coordination. The Clinical Viewer can also be integrated with existing applications

within the clinician’s normal workflow using various SSO mechanisms, including OAuth and SAML, enabling the clinician to access the patient’s complete health record without having to leave their normal workflow.

Patient Lists—The HealthShare Patient Lists feature enables clinicians and care coordinators to organize and manage patients based on various criteria, such as diagnosis, care plans, or risk scores. These lists can be customized and shared among care team members, facilitating the monitoring of patient populations and the prioritization of care activities. By keeping track of patients in an organized manner, healthcare providers can ensure that all patients receive timely and appropriate care interventions.

Patient Cohorts—Patient Cohorts allow healthcare organizations to segment patient populations into specific groups based on predefined criteria, such as clinical conditions, treatment paths, or risk factors. This capability supports population health management initiatives by enabling targeted interventions and monitoring for specific patient groups. By analyzing and managing patient cohorts, healthcare providers can identify trends, measure outcomes, and implement strategies to improve the health of the population. Patient cohorts can be classified as manual or dynamic.

Patient-Clinician Relationship Management—HealthShare facilitates effective management of patient-clinician relationships through tools that support the assignment of patients to specific care team members, tracking of patient encounters, and documentation of patient preferences and care plans.

Data Quality and Reporting Services

Team 3500 recognizes that ensuring a consistent level of data quality is of critical importance to the value that any HIE can provide to its constituents. To that end, among the earliest steps in our implementation plan is working with PRHIE and its community stakeholders to define a clear set of data quality targets for each type of data captured. Once these targets are established, we will leverage the capabilities of the HealthShare platform, listed below, to ensure that PRHIE can measure, enforce and report on the overall data quality of the system.

HealthShare encompasses advanced data quality and reporting capabilities essential for healthcare organizations aiming to enhance patient care, operational efficiency, and compliance with healthcare standards. These capabilities are designed to ensure the integrity, accuracy, and completeness of health data across the healthcare continuum. The following sections summarize the key features and functionalities of the data quality reporting capabilities within HealthShare.

Comprehensive Data Validation—HealthShare provides robust tools for data validation, ensuring that incoming data from various sources meets predefined quality standards. This includes checks for accuracy, completeness, consistency, and timeliness of data. By validating data at the point of entry, HealthShare helps prevent the incorporation of erroneous information into patient records, which is crucial for maintaining high standards of care.

Real-Time Data Cleansing and Enrichment—The platform offers real-time data cleansing capabilities, identifying and correcting inaccuracies in patient data, such as duplicate records, mismatches, and incomplete entries.

Customizable Reporting and Analytics—The proposed Team 3500 solution includes HealthShare Health Insight, combined with Microsoft Power BI, to provide a powerful analytics platform designed to unlock the value of PRHIE’s clinical data, providing PRHIE and its stakeholders with the

insights needed to improve patient outcomes, enhance operational efficiency, and reduce costs. By integrating data from across the healthcare continuum—including EHRs, financial systems, and wearable devices—Health Insight offers a comprehensive view of patient health and organizational performance.

Auditing and Traceability—To ensure accountability and continuous improvement, HealthShare includes auditing and traceability functions that track data quality issues back to their sources. This feature allows healthcare organizations to identify and address systemic problems in data collection, entry, or integration processes. Auditing also supports compliance with regulatory standards, providing documentation of data quality efforts and outcomes.

Support for Regulatory Compliance and Standards—HealthShare is designed to support healthcare organizations in meeting regulatory compliance requirements related to data quality. The platform aligns with industry standards, such as HL7, FHIR, and others, ensuring that data exchange and reporting practices comply with national and international healthcare information standards. This alignment is critical for participating in health information exchanges and for ensuring interoperability across the healthcare ecosystem.

Collaborative Data Quality Management—Recognizing that data quality is a shared responsibility, HealthShare facilitates collaborative efforts among healthcare providers, IT staff, and administrative personnel to maintain and improve data quality. The platform's reporting and analytics tools are accessible to authorized users across the organization, promoting a culture of continuous quality improvement.

Team 3500 will perform the necessary configuration and development to provide the following list of dashboards and reports to PRMP and PRDOH related to the operation of the new PRHIE platform.

A **Custom PRHIE dashboard** that provides the following information:

- A list of interface connections to the PRHIE and the activity for each
- An indicator and alert when a connection goes off-line
- An indicator and alert when a connection has no activity for a specified timeframe
- Availability of active, connected PRHIE participants
- Message types to and from the PRHIE
- Response times from the system during clinical data queries and retrieves

Operational reports that meet the needs of PRHIE, such as:

- *PRHIE Linking Rate Report* showing the count of patients in the PRHIE, from each source, and matching rates across the PRHIE monthly
- *PRHIE Opt-Out Report* showing any patient opt-out / opt-back-in activity daily
- *PRHIE Potential Duplicate Patient Report* showing the total count of near patient matches monthly
- *PRHIE Performance Standards Metrics Report* monthly
- *PRHIE ADT Report* showing all the ADT message types, sources, and destinations for the PRHIE ADT service weekly

Application Programming Interface (API) Services

The proposed Team 3500 solution provides the ability for participants to both submit and access data stored in the PRHIE platform using pre-built, documented APIs. The HealthShare platform has

support for most of the common healthcare APIs along with the ability to develop custom REST and SOAP based APIs to support novel use cases. The specific APIs we will support during the initial solution implementation are listed below:

- FHIR QUERY API – This API fully conforms to the Da Vinci PDex Plan Net, a set of extensions to both the FHIR US Core and R4 standards for interfacing to a variety of organizations
- IHE XCA, XDS.b, XDR IHE profiles – These support the exchange of documents and are primarily used for the transmit and retrieval of CCD and C-CDA documents
- PIX/PDQ V3 and XCPD IHE profiles – These support patient discovery lookups and are a key part of a record locator service

The proposed solution also includes InterSystems API Manager (IAM) that enables PRHIE to take advantage of microservices and APIs that are either exposed or consumed. IAM gives you the ability to monitor and control the traffic of calls between server-side APIs and client-side applications more effectively.

Public Health Reporting

The proposed Team 3500 solution will include a flexible public health gateway service that can support a wide range of public health reporting uses. During the initial two-year period of performance, we will focus on two of the highest values uses: Electronic Lab Reporting and Immunization Registry Reporting.

Electronic Lab Reporting—The proposed Team 3500 solution will support taking inbound HL7 ELR feeds from multiple participants, normalizing them to a common format, and then routing them out to the following existing public health system endpoints: COVID-19 registry and the existing epidemiology solution. To support this effort, we will also migrate all 59 existing inbound feeds from the legacy HIE platform to the new Team 3500 solution.

Immunization Registry Reporting—The proposed Team 3500 solution will support taking inbound immunization feeds from multiple participants, normalizing them to a common format, and then routing them out to the existing PR immunization registry. To support this effort, we will also implement new HL7 VXU inbound feeds for each of the 52 existing ADT data sources that collect immunization information.

The public health gateway service can be leveraged in the future for other types of public health reporting, such as Syndromic Surveillance, Disease Registry, and Prescription Drug Surveillance Program. However, the implementation services to support these endpoints are not included in our initial proposal.

Medicaid Services

The solution supports Medicaid services and enables HIEs to comply with CMS regulatory guidelines. Our approach focuses on interoperability, data management, and analytics, which are key to meeting the CMS interoperability and patient access rules as described in the following sections.

Interoperability and Data Integration—HealthShare Unified Care Record integrates patient data across the healthcare ecosystem, creating comprehensive and unified patient records. This ensures that a Medicaid beneficiary’s health information is accessible across different healthcare providers, supporting the CMS emphasis on interoperability and seamless data exchange. HealthShare

supports industry-standard healthcare data protocols such as HL7 FHIR, which are critical for meeting CMS interoperability standards. This compliance facilitates the exchange of healthcare information among providers, payers, and patients, aligning with the CMS goal to improve care coordination and patient access to health data.

Data Analytics and Patient Insights—The HealthShare Health Insight analytics platform provides actionable insights into patient data, supporting Medicaid programs in identifying care gaps, managing population health, and improving health outcomes. By leveraging data analytics, Medicaid can make informed decisions that align with CMS guidelines for quality improvement and cost reduction. The solution’s risk stratification and population health management tools can help identify high-risk Medicaid beneficiaries for targeted interventions, supporting the CMS objectives for enhanced care management and improved patient outcomes.

Patient Access and Engagement—Although not included in our initial proposal, HealthShare includes capabilities for developing patient portals and APIs that give Medicaid beneficiaries direct access to their health information. This feature supports the CMS Patient Access API and Interoperability rule, which mandates that patients have easy access to their health data. Enhancing patient engagement and empowerment is a key focus of CMS, aiming to improve healthcare outcomes and patient satisfaction.

Compliance with CMS Regulatory Guidelines—By providing tools for data aggregation, normalization, and reporting, HealthShare helps Medicaid programs achieve value-based care delivery and outcomes, a critical component of CMS’s quality improvement initiatives.

The Team 3500 solution will support Medicaid services by leveraging the capabilities of HealthShare described above to provide comprehensive interoperability and data analytics tools. During the initial implementation period we have specifically allocated the necessary budget to support the following reporting use cases, and we will work with PRHIE the community to further define the output required.

- Individual longitudinal reporting and graphical display by patient-level data element (e.g., clinical data) over a variable period
- Provider-level reporting and display of selected information across the provider’s panel of patients
- Facility-level reporting and display of selected information aggregated across the practice’s associated providers
- Medicaid data reporting and display by provider, practice, and aggregated Medicaid population
- Standard public health reporting to support real-time needs such as flu outbreaks

MCO Pilot—Team 3500 has allocated the necessary budget to support an MCO data access pilot with a single MCO in Puerto Rico. This pilot will involve the following functionality:

- Receive the MCO Member eligibility file and process it into HealthShare
- Enable authorized MCO user access to enrolled member data in the provider portal
- Deliver ADT event notifications to the MCO for currently enrolled members

If the initial pilot is successful, the solution can be rolled out to the remaining three MCOs in Puerto Rico as a follow-on phase to the scope of work proposed here.

ETL to Medicaid Data Warehouse—Team 3500 will also support sending patient data to the

existing Medicaid data warehouse as a nightly extract file from the Health Insight analytics platform. The nightly extract will use the standard change data file format supported by Health Insight and will contain all updates since the previous file was sent. We will work with the Medicaid data warehouse technical staff to determine the best transport mechanism and test the connection end to end.

Direct Secure Messaging

The Team 3500 solution provides Direct Secure Messaging services using the SES Direct HISP provided by Secure Exchange Solutions for secure message exchange. The solution is tailored for healthcare stakeholders, including HIEs, health systems, accountable care organizations, and public and private health plans. SES Direct is celebrated for its accessibility, high performance, and a range of valuable add-ons, providing a comprehensive solution for secure communications within the healthcare sector.

SES Direct supports healthcare interoperability by enabling users across different healthcare systems to send and receive Direct messages effectively. It is designed to integrate into existing enterprise workflows, providing a variety of access options like web service APIs, XDR, SMTP POP, and web browsers, thus ensuring security compliance and leveraging IT investments through its hosted private cloud service.

Electronic Notification Services (ENS)

Team 3500 will configure the standard HealthShare Unified Care Record Event Notification framework to support delivery of encounter-based events to providers. The framework includes:

- Subscriptions for the delivery of data or alerts based on the following ADT events: ED Admit / Discharge and Inpatient Admit or Inpatient Discharge.
- Identification of provider targets for notification based on previously captured patient / provider relationships
- Support for delivery of data or alerts via Direct Messaging or HL7 messages
- Support for the forwarding of inbound messages to Puerto Rico public agencies based on identified routing criteria

Emergency Response Services

The Team 3500 solution will connect to the eHealth Exchange, which is the largest query-based health information network in the United States, operational across all 50 states, and which is itself built on the HealthShare platform. This connection will support bi-directional exchange of patient documents and is significant for several reasons, including supporting emergency response. By connecting to the eHealth Exchange, our solution will help PRHIE broaden interoperability and access to health information. This connection allows for functionalities like "Broadcast Queries," which enable participants to search for patient data across the network with a single request. This has been especially valuable during public health emergencies, such as the COVID-19 pandemic, where quick access to patient history and records across different healthcare providers can significantly impact patient care.

**"HEALTHSHARE
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COORDINATE
CARE DELIVERY
TO MILLIONS OF
PEOPLE IN GREATER
HOUSTON, AND
IS ESSENTIAL
IN DISASTER
PREPAREDNESS,
AS WE PROVED
DURING HURRICANE
HARVEY."**

*Nick Bonvino, CEO
of Greater Houston
Healthconnect*

Supporting Emergency Responses: The connection also supports the Patient Unified Lookup System for Emergencies (PULSE), a health IT disaster response platform that allows clinicians to access detailed patient medical records in emergency situations. This capability underscores the importance of interoperability in facilitating timely and informed care during disasters.

In addition to connecting to eHealth Exchange, the Team 3500 solution will leverage the HealthShare event-driven notification services to send real-time event notifications, based on inbound ADT triggers, to emergency response vendors. This means that whenever there is an admission, discharge, or transfer event within a hospital system, the vendor providing emergency response services can receive an immediate notification, allowing for better coordination and preparedness in responding to health emergencies.

Interoperability Compliance

Team 3500 has extensive experience implementing thousands of interfaces and connections using just about every conceivable healthcare standard for our clients, which include some of the largest statewide HIEs, health systems, and provider networks built on the HealthShare platform.

InterSystems HealthShare has a rich, standards-aware interoperability layer for health information exchange, which leverages standard communication transport protocols (REST, SOAP, TCP/IP, TSL, SSL, HTTP, HTTPS, ODBC, JDBC, FTP, SFTP). All HL7 v2.x and v3 schemas are supported, as well as several other interoperability standards such as X12. InterSystems HealthShare also supports a broad cross section of IHE profiles, as shown in the following figure.

ATNA	PIXV3 - Patient Identifier Cross-Reference
C-CDA 2.1 Care Plan	HL7 V3, XCA - Cross-Community Access
C-CDA 2.1 Continuity of Care Document (CCD)	XCA-1 - Cross-Community Access for Imaging
C-CDA 2.1 Consultation Note	XCPD - Cross-Community Patient Discovery
C-CDA 2.1 Discharge Summary	XO-LAB - Sharing Lab Report
C-CDA 2.1 Progress Note	XDM - Cross-Enterprise Document Media Interchange
C-CDA 2.1 Referral Note	XDR - Cross-Enterprise Document Reliable Interchange
C-CDA 2.1 Unstructured Document	XDS.b - Cross-Enterprise Document Sharing
MPQ - Multi-Patient Queries	XDS-1.b - Cross-Enterprise Document Sharing for Imaging
PDQ - Patient Demographics Query	XDS-MS - Cross-Enterprise Sharing of Medical Summaries
HL7 V2, PDQV3 - Patient Demographics Query	XDS-SD - Cross-Enterprise Document of Scanned Documents
HL7 V3, PDQm - Patient Demographics Query for Mobile	XPHR - Cross-Enterprise Exchange of Personal Health Record Content
PIX - Patient Identifier Cross-Referencing for MPI	

Figure 5: InterSystems HealthShare supported IHE profiles

For the complete list, please see <https://www.intersystems.com/healthcare-standards-certifications/>

InterSystems HealthShare also provides robust support for the FHIR standard and fully addresses the interoperability and patient access rules specified by CMS-9115-F. HealthShare provides functionality to efficiently access required claims, clinical records, and pharmacy benefit data, regardless of its format, and transform it to FHIR 4.0.1 representations. Third-party applications

using FHIR APIs provide access to this data. InterSystems is currently enhancing HealthShare to address CMS Interoperability and Prior Authorization Final Rule CMS-0057-F, including Patient Access API, Provider Access API, Payer-to-Payer API and Prior Authorization API.

HealthShare fully supports all the technical requirements necessary to connect to a QHIN as part of the TEFCA Network. As part of our proposed implementation project, the Team 3500 solution will be integrated with eHealth Exchange, allowing PRHIE to connect to TEFCA via their QHIN.

The current release of HealthShare fully supports USCDI V2, and InterSystems is committed to supporting newer versions as part of its product roadmap.

3. Approach to Required Deliverables

Deliverables listed in Appendix 1: Deliverables Dictionary

The Deliverables Dictionary provides a high-level description of each deliverable required as part of this RFP. Note that each deliverable should include a section that speaks to how the vendor will maintain and/or update the document throughout the life of the contract. Where applicable, each deliverable should also detail how the deliverable supports or will support integration and collaboration with stakeholders. The vendor should be prepared to collaborate with the PRMP, other Puerto Rico government entities, other vendors, and other stakeholders as directed by the PRMP on the development, submission, and (at times) approval of deliverables. Upon the PRMP's request, the PRHIE vendor must be able to produce specific documents in both English and Spanish using the Puerto Rican dialect.

3500 Square will maintain an online repository of all project reports, plans, meeting agendas, meeting minutes, policies, and other relevant documents. This online repository will be shared with appropriate stakeholders, vendors, Puerto Rico government entities, applicable vendors, and appropriate PRMP staff. The PRHIE Advisory Board and various committees will review the status of these project plans, reports, and meeting materials routinely. All materials will be maintained in both English and Spanish using the Puerto Rican dialect.

D01: Monthly Status Report

3500 Square will develop, submit, and maintain the Monthly Status Report containing all 16 required elements described in the Deliverables Dictionary and in accordance with program requirements.

D02: PRHIE Work Plan

3500 Square will develop, submit, and maintain the PRHIE Work Plan as described in the Deliverables Dictionary and in accordance with program requirements.

D03: Kickoff Meeting

Upon award, 3500 Square's project lead will convene and lead a Project Kickoff Meeting as described in the Deliverables Dictionary and in accordance with program requirements.

D04: Implementation Plan

3500 Square will develop, submit, and maintain the PRHIE Implementation Plan containing, at minimum, the four required elements described in the Deliverables Dictionary and in accordance with program requirements.

D05: HIE Participant Engagement and Technical Assistance Plan

3500 Square will develop, submit, and maintain the PRHIE Participant Engagement and Technical Assistance Plan as described in the Deliverables Dictionary and in accordance with program requirements.

D06: Operations Management Plan

3500 Square will develop, submit, and maintain the PRHIE Operations Management Plan containing, at minimum, the 10 elements described in the Deliverables Dictionary and in accordance with program requirements.

D07: Security, Privacy, and Confidentiality Plan

3500 Square will develop, submit, and maintain the PRHIE Security, Privacy, and Confidentiality Plan containing, at minimum, the 15 elements described in the Deliverables Dictionary and in accordance with program requirements.

D08: Staffing Management Plan

3500 Square will develop, submit, and maintain the PRHIE Staffing Management Plan containing, at minimum, the 6 elements described in the Deliverables Dictionary and in accordance with program requirements.

D09: Incident Management Plan

3500 Square will develop, submit, and maintain the PRHIE Incident Management Plan containing, at minimum, the 8 elements described in the Deliverables Dictionary and in accordance with program requirements.

D10: Training Readiness Plan

3500 Square will develop, submit, and maintain the PRHIE Training Readiness Plan containing, at minimum, the 10 elements described in the Deliverables Dictionary and in accordance with program requirements.

D11: Data Management Plan

3500 Square will develop, submit, and maintain the PRHIE Data Management Plan containing, at minimum, the 15 elements described in the Deliverables Dictionary and in accordance with program requirements.

D12: Disaster Recovery and Business Continuity Plan

3500 Square will develop, submit, and maintain the PRHIE Disaster Recovery and Business Continuity Plan containing, at minimum, the 18 elements described in the Deliverables Dictionary and in accordance with program requirements.

D13: Public Health Systems Plan

3500 Square will develop, submit, and maintain the PRHIE Public Health Systems Plan described in the Deliverables Dictionary and in accordance with program requirements.

D14: Pilot Implementation and Management Plan(s)

3500 Square will develop, submit, and maintain the PRHIE Pilot Implementation and Management Plan(s) described in the Deliverables Dictionary and in accordance with program requirements.

D15: Data Transition Plan

3500 Square will develop, submit, and maintain the PRHIE Data Transition Plan described in the Deliverables Dictionary and in accordance with program requirements.

D16: Detailed System Design Document

3500 Square will develop, submit, and maintain the Detailed System Design Document described in the Deliverables Dictionary and in accordance with program requirements.

D17: Independent, Third-Party Security, and Privacy Controls Assessment Report

3500 Square will develop, submit, and maintain the Independent, Third-Party Security, and Privacy Controls Assessment Report described in the Deliverables Dictionary and in accordance with program requirements.

D18: Outcomes Based Certification (OBC) Support Plan and Reporting

3500 Square will develop, submit, and maintain the Outcomes Based Certification (OBC) Support Plan and Reporting described in the Deliverables Dictionary and in accordance with program requirements.

D19: Turnover and Closeout Management Plan

3500 Square will develop, submit, and maintain the Turnover and Closeout Management Plan described in the Deliverables Dictionary and in accordance with program requirements.

Attachment H: Initial Project Schedule

This section will provide instructions to vendors to include an initial project schedule as an attachment to the vendor's technical proposal and an electronic version in Microsoft Project® to include a Work Breakdown structure.

Instructions: The vendor should provide an Initial Project Schedule by project phase.

This Initial Project Schedule should show all task details with responsibilities, timelines, durations, milestone dates, deliverable dates, and vendor personnel hours by deliverables for each project phase, the PRMP personnel hours necessary by phase and deliverable, and all critical dependencies for the project's milestones and deliverables. Vendors should provide those tasks that are on the critical path. Vendors should provide the tasks that will require assistance from the PRMP resources. The Initial Project Schedule should be provided as an attachment to the vendor's Technical Proposal and tabbed as such in the submission. The vendor should also provide an electronic Microsoft Project® version in the vendor's electronic submission of the Technical Proposal.

At a minimum, the vendor's proposed Initial Project Schedule should include:

- Detailed tasks and timelines, outlining the major project phases planned by the vendor.
- The Work Breakdown Structure (WBS).
- The project schedule for all project deliverables and milestones.
- Identification of resources assigned as the responsible entity for each deliverable within the WBS to the level at which control will be exercised.
- Identification of deliverables that may require more or less time for the PRMP acceptance, including the proposed acceptance period for the deliverable.

In their evaluation of the vendor's initial project schedule, the evaluation committee will be evaluating the vendor's ability to create a detailed project schedule that provides a detailed overview of the items listed above. While the PRMP is interested in implementing this system's functionality as soon as possible, vendors are expected to create an initial project schedule that reasonably balances the go-live timeline with critical project tasks, dependencies, and other items as listed above. RFP respondents are encouraged to keep in mind that the PRMP is interested in vendor's ability to successfully plan for and achieve "quick wins" during the implementation phase, and as such RFP response's initial project schedule should clearly articulate the vendor's approach toward a timely implementation and the "quick wins" they can provide PRMP along the way.

At a high level, Team 3500's project plan will follow a two-phased approach over the two-year base period performance of the contract.

Phase 1—This portion of the work, which coincides roughly with the first calendar year of the project, covers all deliverables necessary to bring the new Team 3500 solution live, including the faithful migration of data from the legacy Health Gorilla platform. We anticipate that at the end of Phase 1, the PRMP will no longer need Health Gorilla to operate PRHIE.

Phase 2—This portion of the work, which runs through the end of the two-year base period of performance, focuses on a wide range of functional enhancements and includes the onboarding of

additional participants and new data types designed to increase the value of PRHIE to its stakeholders.

For the purposes of this section, Team 3500 is addressing only Phase 1 of the project schedule. The attached *Team 3500 Attachment H PRHIE Project Timeline* MS Project file provides a detailed project plan describing tasks, timelines, activities, resource requirements, and deliverables at a much more granular level for both phases of the project schedule.

Phase 1 – Governance, Operations, Planning and Mobilization

Anticipated Timeline: July 1, 2024 – July 15, 2025
Assigned Resources: 3500 Square, J2 Interactive
Personnel Hours: 30,840

Deliverable 1: Establishment of HIE Operations and Governance

Timeline: July 1 – September 2024
Assigned Resources: 3500 Square
Personnel Hours: 1,920

Major Activities:

- Contract executions
- Establishment of HIE operations and recruiting of key stakeholders
- Project kickoff meeting
- Establishment of governance structure and development of charters
- Assembling of governance participants (HIE Advisory Board, Data Governance Committee, Clinical Advisory Committee, Finance Committee, etc.)

Key Assumptions / Dependencies:

- Contract execution is performed in alignment with project schedule
- Key stakeholders are prepared and available to establish governance structures and participate in required activities

Deliverable 2: Phase 1 HIE Participation Agreements

Timeline: July 1 – September 2024
Assigned Resources: 3500 Square
Personnel Hours: 250

Major Activities:

- Develop and execute updated HIE participation agreements with Phase 1 data sender organizations.

Key Assumptions / Dependencies:

- HIE Advisory Board and Policy and Governance Committees can come to consensus on initial policy structures.

Deliverable 3: Technical Requirements Discovery

Timeline: July 2 – August 5, 2024
Assigned Resources: 3500 Square, J2 Interactive
Personnel Hours: 360

Major Activities:

- Review Project Scope – 5 days
- Define System Architecture and Hardware Requirements – 5 days
- Identify Functional Requirements – 5 days
- Identify All Data Sources – 5 days
- Define Project, Resources, Communication Plan – 5 days

Key Assumptions / Dependencies:

- PRMP resources are available to review project scope, functional requirements, and technical design.

Deliverable 4: Environment Setup

Timeline: July 18 – September 25, 2024
Assigned Resources: 3500 Square, J2 Interactive
Personnel Hours: 840

Major Activities:

- Development Environment Setup – 12 days
 - Provision Hardware – 5 days
 - Install and Configure Application – 5 days
 - Test – 2 days
- Test Environment Setup – 12 days
 - Provision Hardware – 5 days
 - Install and Configure Application – 5 days
 - Test – 2 days
- UAT Environment Setup – 20 days
 - Provision Hardware – 5 days
 - Install and Configure Application – 10 days
 - Test – 2 days
- Production Environment Setup – 20 days
 - Provision Hardware – 5 days
 - Install and Configure Application – 10 days
 - Test – 2 days

Deliverable 5: Technical Integration

Timeline: August 6, 2024 – April 9, 2025
Assigned Resources: 3500 Square, J2 Interactive
Personnel Hours: 7,700

Major Activities:

- Interface Specification and Configuration – 26 days
 - Review existing interface standards – 5 days
 - Develop new interface specifications (ADT and ELR) – 10 days
 - Undertake document review with client – 5 days
 - Publish new specifications – 1 day
 - Configure base ADT interface in all environments – 5 days
 - Configure base ELR interface in all environments – 5 days

Inbound Interface Development

- ADT Interfaces – 146 days
 - Per Data Source – 52 total, 36 days each, overlapping
 - Integration kickoff meeting with data source – 1 day
 - Assess integration readiness – 3 days
 - Build/unit test interfaces – 20 days
 - Perform Integration testing with data source – 10 days
 - Data source readiness sign-off – 2 days
 - Data source integration complete – 0 days
 - End Integration – 0 days
- ELR Interfaces – 146 days
 - Per Data Source – 59 total, 36 days each, overlapping
 - Integration kickoff meeting with data source – 1 day
 - Assess integration readiness – 3 days
 - Build/unit test interfaces – 20 days
 - Perform Integration testing with data source – 10 days
 - Data source readiness sign-off – 2 days
 - Data source integration complete – 0 days
 - End Integration – 0 days

Key Assumptions / Dependencies:

- Participant organizations that are currently sending either ADT or ELR data to the Health Gorilla platform are willing and able to migrate these interfaces to the new Team 3500 Solution during the Phase 1 project timeline.

Deliverable 6: Outbound Interfaces

Timeline: February 25 – April 9, 2025
Assigned Resources: 3500 Square, J2 Interactive
Personnel Hours: 320

Major Activities:

- Public Health Reporting – ELR Interfaces – 31 days
 - COVID-19 Registry – 31 days
 - Integration kickoff meeting with data source – 1 day

- Assess integration readiness – 3 days
- Build/unit test interfaces – 20 days
- Perform Integration testing with data source – 5 days
- Data source readiness sign-off – 2 days
- Data source integration complete – 0 days
- Epidemiology Solution – 31 days
- Integration kickoff meeting with data source – 1 day
- Assess integration readiness – 3 days
- Build/unit test interfaces – 20 days
- Perform Integration testing with data source – 10 days
- Data source readiness sign-off – 2 days
- Data source integration complete – 0 days

Key Assumptions / Dependencies:

- Technical resources from the COVID-19 Registry and the Epidemiology Solution are willing and able to work with Team 3500 to integrate with the new solution during the Phase 1 project timeline.

Deliverable 7: Functional Development

Timeline: September 6, 2024 – January 28, 2025
Assigned Resources: 3500 Square, J2 Interactive
Personnel Hours: 2,200

Major Activities:

- Data Quality and Reporting Services – 37 days
 - Define – 10 days
 - Develop functional specifications – 3 days
 - Specification review and approval – 2 days
 - Develop technical design documents – 3 days
 - Design document review and approval – 2 days
 - Publish specifications and start development – 0 days
 - Develop – 22 days
 - Perform initial development – 15 days
 - Peer review code – 2 days
 - Unit test code – 3 days
 - Remediate issues – 2 days
 - Development complete – 0 days
 - Test – 5 days
 - Perform integration testing – 3 days
 - Remediate issues – 2 days
 - Ready for UAT Testing – 0 days
- Care Coordination Services – 45 days (August 6 – October 7, 2024)
 - HealthShare Provider Portal – 45 days
 - Define – 13 days
 - Develop functional specifications – 5 days
 - Specification review and approval – 3 days

- Develop technical design document – 3 days
 - Design document review and approval – 2 days
 - Publish specifications and start development – 0 days
- Develop – 27 days
 - Perform initial development – 20 days
 - Peer review code – 2 days
 - Unit test code – 3 days
 - Remediate issues – 2 days
 - Development complete – 0 days
- Test – 5 days
 - Perform integration testing – 3 days
 - Remediate issues – 2 days
 - Ready for UAT Testing – 0 days
- API Services – 23 days
- IHE APIs (PIC/PDQ & XDS Q/R) – 23 days
 - Define – 4 days
 - Develop functional specifications – 1 day
 - Specification review and approval – 1 day
 - Develop technical design document – 1 day
 - Design document review and approval – 1 day
 - Publish specifications and start development – 0 days
 - Develop – 27 days
 - Perform initial development – 20 days
 - Peer review code – 2 days
 - Unit test code – 3 days
 - Remediate issues – 2 days
 - Development complete – 0 days
 - Test – 5 days
 - Perform integration testing – 3 days
 - Remediate issues – 2 days
 - Ready for UAT Testing – 0 days
- Medicaid Data Services – 45 days
- Define – 4 days
 - Develop functional specifications – 1 day
 - Specification review and approval – 1 day
 - Develop technical design document – 1 day
 - Design document review and approval – 1 day
 - Publish specifications and start development – 0 days
- Develop – 13 days
 - Perform initial development – 10 days
 - Peer review code – 1 day
 - Unit test code – 1 day
 - Remediate issues – 1 day
 - Development complete – 0 days
- Test – 3 days
 - Perform integration testing – 2 days

- Remediate issues – 1 day
 - Ready for UAT Testing – 0 days
- Electronic Notification Services – 37 days
- Define – 10 days
 - Develop functional specifications – 3 days
 - Specification review and approval – 2 days
 - Develop technical design document – 3 days
 - Design document review and approval – 2 days
 - Publish specifications and start development – 0 days
- Develop – 22 days
 - Perform initial development – 15 days
 - Peer review code – 2 days
 - Unit test code – 3 days
 - Remediate issues – 2 days
 - Development complete – 0 days
- Test – 5 days
 - Perform integration testing – 3 days
 - Remediate issues – 2 days
 - Ready for UAT Testing – 0 days
- Emergency Response Services – 35 days
- EHX Integration – 35 days
 - Define – 6 days
 - Develop functional specifications – 2 days
 - Specification review and approval – 1 day
 - Develop technical design document – 2 days
 - Design document review and approval – 1 day
 - Publish specifications and start development – 0 days
 - Develop – 22 days
 - Perform initial development – 15 days
 - Peer review code – 2 days
 - Unit test code – 3 days
 - Remediate issues – 2 days
 - Development complete – 0 days
 - Test – 7 days
 - Perform integration testing – 5 days
 - Remediate issues – 2 days
 - Ready for UAT Testing – 0 days
- Consent Management Configuration – 29 days
- Define – 10 days
 - Develop functional specifications – 3 days
 - Specification review and approval – 2 days
 - Develop technical design document – 3 days
 - Design document review and approval – 2 days
 - Publish specifications and start development – 0 days
- Develop – 14 days
 - Perform initial development – 10 days

- Peer review code – 1 day
 - Unit test code – 2 days
 - Remediate issues – 1 day
 - Development complete – 0 days
- Test – 5 days
 - Perform integration testing – 3 days
 - Remediate issues – 2 days
 - Ready for UAT Testing – 0 days
- Operational Reporting and Key Metrics – 44 days
- Define – 10 days
 - Develop functional specifications – 3 days
 - Specification review and approval – 2 days
 - Develop technical design document – 3 days
 - Design document review and approval – 2 days
 - Publish specifications and start development – 0 days
- Develop – 29 days
 - Perform initial development – 20 days
 - Peer review code – 2 days
 - Unit test code – 5 days
 - Remediate issues – 2 days
 - Development complete – 0 days
- Test – 5 days
 - Perform integration testing – 3 days
 - Remediate issues – 2 days
 - Ready for UAT Testing – 0 days
- Enterprise Identity Services – 35 days
- Define requirements – 5 days
- HISP initial configuration – 7 days
- Perform tuning round 1 – 9 days
 - Load initial patient extracts from data sources – 1 day
 - Review results – 5 days
 - Modify parameters – 3 days
- Perform tuning round 2 – 9 days
 - Load initial patient extracts from data sources – 1 day
 - Review results – 5 days
 - Modify parameters – 3 days
- Test – 5 days
 - Perform integration testing – 3 days
 - Remediate issues – 2 days
 - Ready for UAT testing – 0 days
- Direct Secure Messaging – 37 days
- SES Direct HISP Deployment – 37 days
 - Define – 10 days
 - Develop functional specifications – 3 days
 - Specification review and approval – 2 days
 - Develop technical design document – 3 days

- Specification review and approval – 2 days
- Publish specifications and start development – 0 days
- Develop – 22 days
 - Perform initial development – 15 days
 - Peer review code – 2 days
 - Unit test code – 3 days
 - Remediate issues – 2 days
 - Development complete – 0 days
- Test – 5 days
 - Perform integration testing – 3 days
 - Remediate issues – 2 days
 - Ready for UAT Testing – 0 days

Key Assumptions / Dependencies:

- The PRMP data warehouse technical team is willing and able to accept the standard Health Insight data change export file and work with Team 3500 to integrate it into their regular update process during the Phase 1 project timeline.

Deliverable 8: Historical Data Migration from HG Platform

Timeline: August 6, 2024 – April 14, 2025
Assigned Resources: 3500 Square, J2 Interactive
Personnel Hours: 500

Major Activities:

- Define – 32 days
 - Define migration process and integration requirements – 2 days
 - Receive sample data extract 1 to analyze – 5 days
 - Analyze sample extract 1 – 5 days
 - Review issues and perform remediation – 5 days
 - Receive sample data extract 2 to analyze – 5 days
 - Analyze sample extract 2 – 5 days
 - Review issues and perform remediation – 5 days
 - Publish specifications and start development – 0 days
- Develop – 39 days
 - Perform initial development – 30 days
 - Peer review code – 2 days
 - Unit test code – 5 days
 - Remediate issues – 2 days
 - Development complete – 0 days
- Test – 21 days
 - Perform integrated testing – 5 days
 - Remediate issues – 5 days
 - Perform UAT testing – 10 days
 - Go-live decision – 1 day

- Migration Load – 34 days
 - Receive full set of export data from HG – 7 days
 - Smoke test data – 3 days
 - Perform historical data load – 3 days
 - Review load results – 3 days
 - Declare live – 1 day

Key Assumptions / Dependencies:

- Health Gorilla can generate a valid fully compliant C-CDA 2.1 document for each patient in their CDR and send that to Team 3500 for ingestion into HealthShare
- The C-CDA 2.1 document from Health Gorilla will contain all patient historical data that needs to be migrated to the new Team 3500 solution

Deliverable 9: User Acceptance Testing, Training, and Go-Live

Timeline: April 14, 2025 – June 17, 2025
Assigned Resources: 3500 Square, J2 Interactive
Personnel Hours: 680

Major Activities:

- User Acceptance Testing – 41 days
 - Finalize test plan – 5 days
 - Execute test plan – 15 days
 - Review test plan – 5 days
 - Remediate issues – 10 days
 - Retest – 3 days
 - Review retest results – 2 days
 - Go-live decision – 1 day
- Go-Live – 5 days
 - Deploy code – 2 days
 - Perform smoke test – 3 days
 - Declare system live – 0 days
- End User Training – 20 days

Key Assumptions / Dependencies:

- PRMP staff are available to review UAT test results and sign-off on production readiness

Attachment I: Terms and Conditions Response

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

1. Title Page

The vendor should review **Attachment I: 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 I: Terms and Conditions Response** of the RFP but raised during contract negotiations, the PRMP reserves the right to cancel the negotiation if, at its sole discretion, it deems that to be in the best interests of the PRMP.

2. RFP Terms and Conditions

RFP Terms and Conditions consist of provisions throughout this RFP. Moreover, these provisions encapsulate instructions, Commonwealth, and federal procedures, and the 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 the 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 the PRMP to provide the services described in the vendor's response. The following documents shall be included in any contract(s) resulting from this RFP:

- **Appendix 2: Service-Level Agreements (SLA) and Performance Standards**
- **Appendix 5: Proforma Contract Draft *inclusive of Health Insurance Portability and Accountability Act (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 the 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 the 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 I: Terms and Conditions Response, Section 6: Exceptions.

Taking 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.

- a. Attachment E: Mandatory Specifications
- b. Prior to the vendor submission of its proposal, the 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 Sistema Unificado de Rentas Internas (SURI). The 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 vendor 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>.
- c. Prior to the contract resulting from this RFP being 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 coverage 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 5: Proforma Contract Draft.
- d. A performance bond may be required for the contract resulting from this RFP.
- e. Appendix 2: Service-Level Agreements (SLA) and Performance Standards
- f. Appendix 5: Proforma Contract Draft inclusive of HIPAA BAA

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 the 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.

The following Commercial Materials (as defined above) will be provided under and subject to the respective vendors’ standard commercial terms and conditions:

- InterSystems HealthShare Unified Care Record
- InterSystems HealthShare Patient Index
- InterSystems HealthShare Health Insight
- Rhapsody Semantic

InterSystems and Rhapsody software subscription licenses are granted to 3500 Square as licensee, subject to the respective vendors’ standard commercial terms and conditions.

Software provided by Microsoft and Secure Exchange Solutions is offered as cloud-hosted services.

6. Exceptions

The vendor should indicate exceptions to the PRMP’s Terms and Conditions in this RFP. Any exceptions should include an explanation for the vendor’s inability to comply with such terms or conditions and, if applicable, an alternative language the vendor would find acceptable.

Rejection of the PRMP’s Terms and Conditions, in part or in whole, or without any explanation, may be cause for the PRMP’s rejection of a vendor’s proposal. If an exception concerning the Terms and Conditions is not noted in this response template, but raised during contract negotiations, the PRMP reserves the right to cancel the negotiation, at its sole discretion, if it deems that to be in the best interests of the PRMP.

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

Instructions: Identify and explain any exceptions to the PRMP’s terms and conditions using the tables provided below, adding tables, as needed. If no changes are listed, the vendor indicates that no changes to the Terms and Conditions are proposed and that the vendor intends to

accept them as written if the vendor’s proposal is selected. Mandatory specifications and terms noted in this RFP are non-negotiable.

- The vendor may add additional tables, as appropriate
- Do not submit vendor’s Standard Terms and Contracting Provisions in lieu of stipulating exceptions below
- Making revisions to the PRMP statutes and regulations is prohibited
- The PRMP has no obligation to accept any exception(s).

The following table provides exceptions identified and explained by Team 3500.

Table 19: Exceptions from Team 3500

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
Appendix 5: Proforma Contract Draft Section 13: Resolution and Termination	The proforma contract lacks a section on Representations and Warranties.	We would request the following be added as a new numbered section: nn. REPRESENTATIONS AND WARRANTIES (a) EACH PARTY represents and warrants that (i) it is duly incorporated, validly existing and in good standing under the laws of the jurisdiction in which it is incorporated; (ii) it has the full rights, power, legal capacity and authority to enter into this Agreement, and to carry out the terms hereof; (iii) this Agreement has been executed by its duly authorized representative and is a valid, legally binding and enforceable obligation of such party; and (iv) materials created or furnished by such party, if any, under this Agreement, do not or will not infringe upon or otherwise violate the rights of any third party. (b) Except for the foregoing warranties and any other warranties explicitly made in this Agreement, EACH PARTY makes no other

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
		warranties, express or implied, by statute or otherwise, relating to the subject matter of this Agreement. The SECOND PARTY expressly disclaims any implied warranties of merchantability or fitness for a particular purpose of the services provided under this Agreement. The FIRST PARTY will not give or make warranties or representations on behalf of the SECOND PARTY as to quality, merchantable quality, satisfactory quality, merchantability, fitness for a particular use or purpose or any other features of the services provided under this Agreement.
Appendix 5: Proforma Contract Draft	The proforma contract lacks a section on Limitation of Liability.	We would request the following be added as a new numbered section: nn. LIMITATION OF LIABILITY With the exception of personal injury or death caused by the SECOND PARTY'S negligence, the FIRST PARTY agrees that the SECOND PARTY'S liability for damages under or in connection with this Agreement, howsoever arising (including, without limitation, for breach of contract, for negligence or other tort, or concerning the use or inclusion of any document, material, idea, data or other information furnished under this Agreement), shall in no circumstances exceed in the aggregate the sum of the fees paid by the FIRST PARTY hereunder in the twelve months

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>immediately preceding the event giving rise to the claim.</p> <p>The liability of EITHER PARTY, if any, for damages for any claim of any kind whatsoever and regardless of the legal theory, with regard to the performance of services under this Agreement, shall not include compensation, reimbursement or damages on account of the loss of present or prospective profits, expenditures, investments or commitments, whether made in establishment, development, or maintenance of reputation or goodwill or for any other reason whatsoever. In no event shall either party be liable for special, incidental, indirect, or consequential loss or damages.</p>
Appendix 5: Proforma Contract Draft	The proforma contract lacks a section on Non-Solicitation.	<p>We would request the following be added as a new numbered section:</p> <p>nn. NON-SOLICITATION</p> <p>EACH PARTY agrees that it shall not solicit directly or indirectly (e.g., through a recruitment service) the OTHER PARTY'S employees, agents, or subcontractors without the prior written consent of the party who is the employer. EACH PARTY further agrees that it shall not hire or contract with any of the OTHER PARTY'S employees, agents, or subcontractors for a period of two (2) years following termination of employment with the</p>

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
		OTHER PARTY without the prior written consent of the OTHER PARTY .
	Note: The proforma contract included in the RFP shall not apply to providers of "Commercial Materials."	InterSystems is a provider of proprietary commercial software products. InterSystems is not performing any of the services proposed in this RFP response. InterSystems is neither a "Vendor" "Vendor Partner" or a "Subcontractor" as defined in the RFP, it is a provider of software or of "Commercial Materials" and will provide its HealthShare software to 3500 Square subject to its commercial software license agreement terms only. For purposes of clarification, none of the terms and conditions of the RFP shall apply to InterSystems or shall be flowed down to the InterSystems HealthShare software subscription license agreement that will be executed with 3500 Square upon award.
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Appendix 1 – List of Team 3500 Attachments

The following attachments referenced in this document are included with this response:

- *Team 3500 Key Staff Resumes.pdf*
- *Team 3500 Attachment F - Outcomes Traceability Matrix.xlsx*
- *Team 3500 Attachment H - PRHIE Project Timeline.mpp* (in electronic format only)
- *Team 3500 Attachment A - Cost Proposal.xlsx* (sealed under separate cover)