

CONDUENT



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

2024-PRMP-MES-HIE-001

Submitted by:
Conduent Business Solutions of Puerto Rico, Inc.

Technical Proposal – Redacted

Due Date: March 13, 2024

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

This section will provide instructions to vendors on what to include for the title page, vendor information, executive summary, and table of contents, as well as how to include subcontractor letters.

1. Title Page

The vendor should include a title page stating the vendor's intent to bid for this RFP. The vendor's response should include a title page; table of contents; executive summary; and vendor contact and location information.

The vendor should include the following cover letter, signed in blue ink by an authorized signatory legally binding the vendor and include it in the labeled "Original Proposal."

The vendor should provide the following information regarding the person responsible for completing the vendor response. This person should also be the person the PRMP should contact for questions and/or clarifications.

Name	<u>Matt Dawson</u>	Phone	<u>571.375. 6942</u>
Address	<u>750 First Street NE, 10th Floor</u>	Fax	<u>N/A</u>
	<u>Washington, DC 20002</u>	E-mail	<u>matt.dawson@conduent.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.

/ 2/13/2024

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

Name (Typed or Printed)	<u>Lydie Quebe</u>
Title	<u>Vice President</u>
Company Name	<u>Conduent Business Solutions of Puerto Rico, Inc.</u>
Physical Address	<u>750 First Street NE, 10th Floor, Washington, DC 20002</u>
State of Incorporation	<u>Puerto Rico</u>

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.

Health Information Exchange (HIE) Operations and Technical Services for Department of Health, Puerto Rico Medicaid Program

Request for Information
Due Date: 3/13/2024

Submitted by:
Conduent Business Solutions of Puerto Rico, Inc.

Portions of this proposal contain proprietary information, ideas, know-how, concepts, processes, and trade secrets that are the sole property of Conduent. Pages containing proprietary content are designated in the footer as “**Conduent Trade Secret**” and the specific content is identified with a light orange background, when only portions of the page are protected. If the entire page is considered Proprietary, the footer will read “**This entire page Conduent Trade Secret.**” The proprietary contents of this proposal are intended solely for use in the procurement process and may not be disclosed except to persons who are involved in the evaluation of the proposal or award of the contract. The contents may not be duplicated, used, or disclosed in whole or in part for any purpose except the procurement process. Release of Conduent proprietary, confidential, and trade secret information would place Conduent at a serious and irreparable competitive disadvantage in future procurements by providing competitors with information that Conduent maintains strictly confidential and which is unavailable to any third-party except under restrictions contained in a nondisclosure agreement or protections that cover this information under applicable law. If a third-party makes a request for disclosure of any of the contents of this proposal, please notify Conduent immediately so that Conduent will have an opportunity to provide assistance in protecting the proprietary contents of this proposal from unauthorized disclosure.

Page Intentionally Left Blank

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 7: Payment Information

Payment Information			
Name:	Tom Peoples	Title:	
Address:	P.O. Box 202322		
City, State, and ZIP Code:	Dallas, TX 75320-1322		
Phone:		Fax:	N/A
Email:	Tom.peoples@conduent.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 8: Legal Notice Information

Legal Notice Information			
Name:	Michael Genchi	Title:	Senior Counsel
Address:	750 First Street, NE		
City, State, and ZIP Code:	Washington, DC 20002		
Phone:	973-295-7089	Fax:	N/A
Email:	Michael.genchi@conduent.com		

In addition, the following individuals are responsible for Conduent's response:

Lydie Quebe, Vice President

Tel: 512-89-2833

Email: lydie.quebe@conduent.com

Address: 750 First Street NE, 10th Floor, Washington, DC 20002

Matt Dawson, Sales Executive

Tel: 571-375-6942

Email: matt.dawson@conduent.com

Address: 750 First Street NE, 10th Floor, Washington, DC 20002

1.3 Executive Summary [RFP Attachment B]

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.

The Puerto Rico Medicaid Program (PRMP) cares about the health and well-being of the people of Puerto Rico. This dedication to healthier people is demonstrated in your organizational vision "to be the agency that safeguards the right to health and promotes a preventive, integrated, accessible and equitable system that appropriately addresses the public health needs of the communities of Puerto Rico."

Conduent shares your commitment to the people of Puerto Rico and will deliver an HIE solution that will increase patient engagement and improve the health and wellness of Puerto Ricans. We will become your trusted partner for achieving your near and long-term goals and expected outcomes for the HIE Operations and Technical Services project.

What We Bring to the Project

Conduent's principal line of business for the past 52 years and continuing to this day is providing solutions for government-funded healthcare programs with a primary emphasis on state-administered Medicaid programs. We have consistently invested in our services, solutions, and technology to help government agencies deliver services to the nation's most vulnerable citizens. Our client base includes healthcare-related contracts with government agencies in 32 states, the District of Columbia, Puerto Rico, and other locations worldwide. These include the states we use as references: Wyoming, Missouri, and New Hampshire.

Our 14 years of HIE experience developing and implementing solutions of similar size and scope to Puerto Rico's will be invaluable to the project. Our HIE services are designed to break down the silos of healthcare data to coordinate patient care, improve health outcomes, and reduce provider burdens. By consolidating patient data from disparate payer and provider sources, our solutions support efficient data sharing among relevant parties across the entire care continuum.

Puerto Rico will benefit from our Microsoft Partnership. HIE hosting will reside in a state-of-the-art, secure Microsoft Azure Cloud environment in primary and secondary data centers located in the United States. The secondary Azure data center is geographically distant from the primary data center to maximize disaster recovery capabilities. Our proven relationship with Microsoft supports the reliable performance you expect from your HIE solution.

We know Puerto Rico's Medicaid program. Conduent implemented our software-as-a-service (SaaS) SLR solution, on time and within budget, under our first contract with Administración de Seguros de Salud de Puerto Rico (ASES) in 2012. More recently, we contracted with ASES in 2018 and 2021 to provide services to operate and maintain the Conduent-developed State Level Registry solution for the Puerto Rico Provider Incentive Payment Program. Currently, we have a call center

in Guaynabo that includes a fraud department, payment and eligibility solutions, and a transaction processing group. This call center provides diverse employment opportunities for approximately 700 employees, 245 of whom work from home.

Experienced Personnel

To meet your goals and expected outcomes for the project, we provide a qualified management team that is focused on developing and maintaining a highly efficient and qualified organization. **We will have a presence in Puerto Rico and additional staff in the continental United States to support the project.** Our team understands the HIE environment and has extensive healthcare and business process experience.

The project team is led by [REDACTED]

[REDACTED]

[REDACTED] Our Key Staff includes many more leaders with the right mix of professional experience and innovative spirit for the HIE project. We describe these people in Proposal Section 3.3.1, Resumes. Our Key Staff is committed and available to respond promptly to concerns and offers policy advice as subject matter experts.

Throughout the contract term, our project leaders participate in nationwide forums regarding healthcare data exchange, stay informed of regulations, and plan future changes with Puerto Rico governance boards, advisory councils, and other appropriate stakeholders, such as hospital associations and regional health information organizations. We know that additional collaboration with stakeholders, communication, and shared understanding is required to address topics that arise while advancing your HIE solution.

Puerto Rico's Next Generation HIE Solution

Conduent proposes to implement and then operate the Conduent Medicaid Suite (CMdS) Interoperability Exchange solution to meet or exceed Puerto Rico's specifications and outcomes, as described in the RFP Attachment F: Outcomes Traceability Matrix and Section 4: Scope of Work. This system is one of several independent modules encompassing the CMdS application portfolio. We built the CMdS portfolio to help Medicaid programs migrate their systems to digital, interoperable, scalable solutions.

Multiple Medicaid programs use CMdS Interoperability Exchange today with another program in the implementation phase. The system is specifically designed to support federal interoperability regulations and the requirements of Medicaid programs, like Puerto Rico's, to improve care coordination and patient access to health information.

CMdS Interoperability Exchange will help the Commonwealth drive the implementation and adoption of the PRHIE Roadmap including the establishment and development of HIE services for

data access, electronic alerting, public health reporting, emergency response, and more. Our team is enthusiastic about this project and working with you and HIE stakeholders to improve care treatment and coordination for Puerto Ricans and to reduce the burden placed on Puerto Rico providers.

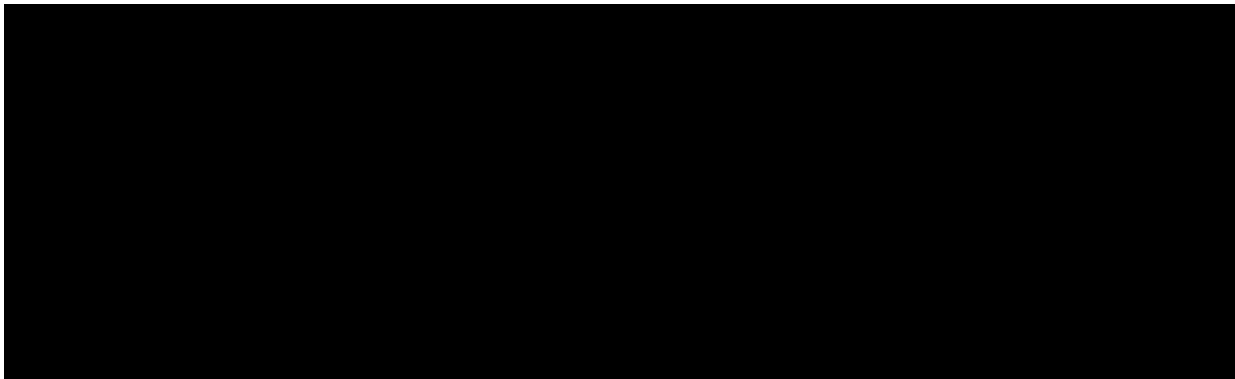
Service Delivery Approach

To effectively deliver the services detailed in your RFP, Conduent will integrate with and conform to your unique PRMP project standards. We leverage our proven Quality Management System (QMS) to reliably initiate, plan, execute, monitor, control, and close project activities. Our QMS comprises Project Management, System Development, Training, and Operations methodologies that secure successful implementations and ongoing operations.

Project Timeframe

We are excited to offer a faster implementation timeframe than the RFP requires. We propose a 12-month implementation over two phases and a third phase dedicated to CMS Certification. Table 1.3-1 details the project phases. We collaborate with you during the planning phase to confirm our timeline meets the business needs of PRMP.

Table 1.3-1. PRHIE Project Timeline



In Conclusion

Conduent brings the experience and solutions necessary for a better HIE for Puerto Rico – and we are ready to deliver from day one. As your partner of choice, we look forward to supporting PRMP objectives to protect your citizens’ right to health with an integrated and accessible system. We appreciate the opportunity to present CMdS Interoperability Exchange as the best solution to meet the requirements of the PRHIE project.

4 Subcontractor Letters (If Applicable)

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.

Conduent provides all the requested current and future functionality from a single vendor.

Conduent does not propose to engage any subcontractors for the performance of this contract. We maintain a broad and strong in-house bench of experts with extensive experience successfully implementing interoperability and health information exchange solutions for state Medicaid operations, most recently in Missouri and New Hampshire. This single-source capability enhances our ability to communicate efficiently and effectively coordinate implementation and operations support with your stakeholders.

Conduent is Experienced in Implementing and Operating Interoperability and Health Information Exchange Solutions

- South Dakota (implementing now)
- Missouri HIE/IOX (since 2022)
- New Hampshire IOX (since 2021)
- Wyoming (2010 to 2021)
- Kentucky HIE (2010 to 2019)

1.5 Table of Contents [RFP Attachment B]

5 Table of Contents

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

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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.

(Company)

(Representative Name, Title)

(Contact Phone/Fax Number)

(Date)

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Attachment C: Vendor Qualifications and Experience

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

2.1. Vendor Response Framework [RFP Attachment C]

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 9 details the vendor response framework to provide information regarding partners and subcontractors.

Table 9: Vendor Response Framework - Partners and Subcontractors

Vendor Response Framework	
Company Name – Primary Vendor	Conduent Business Solutions of Puerto Rico, Inc. (Conduent)
Company Name – Partner Vendor A	<Response>
Company Name – Partner Vendor B	<Response>
Company Name – Partner Vendor C	<Response>
Subcontractor A	<Response>
Subcontractor B	<Response>
Subcontractor C	<Response>
Subcontractor D	<Response>
Subcontractor E	<Response>

2.2 Organization Overview [RFP Attachment C]

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.

1.1 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 10: Vendor Overview

Vendor Overview	
Company Name	Conduent Business Solutions of Puerto Rico, Inc. (Conduent)
Name of Parent Company (If Applicable)	Conduent Incorporated
Industry (North American Industry Classification System [NAICS])	541519
Type of Legal Entity	Corporation
Company Ownership (e.g., Private/Public, Joint Venture)	Private Conduent Business Solutions of Puerto Rico, Inc. (Conduent) is a subsidiary of Conduent Incorporated, a publicly-held corporation on NASDAQ.
Number of Full-Time Employees	Conduent Business Solutions of Puerto Rico, Inc. (Conduent) Full-time regular employees: 700 Conduent Incorporated Our parent employs 56,168 people worldwide
Last Fiscal Year Company Revenue	\$3.7 billion (Conduent Incorporated for the fiscal year ended December 31, 2023) As a subsidiary of Conduent Incorporated, Conduent Business Solutions of Puerto Rico, Inc., does not maintain its own financial statements. The financial results of Conduent Business Solutions of Puerto Rico, Inc. are included in Conduent Incorporated's reporting. Conduent Incorporated's consolidated financial statements are prepared in accordance with Generally Accepted Accounting Principles (GAAP), independently audited by PricewaterhouseCoopers, and submitted to the Securities and Exchange Commission (SEC).
Last Fiscal Year Company Net Income	(2.96 million loss) (Conduent Incorporated for the fiscal year ended December 31, 2023) The 2023 loss is driven by a non-cash impairment in the third quarter relating to the divestiture of our BenefitWallet business (\$287M in our commercial segment).
Percentage of Revenue from State and Local Government Clients in the United States and its Territories	32.5%
Number of Years in Business	Conduent Business Solutions of Puerto Rico, Inc. (Conduent): 12 years August 12, 2011

Vendor Overview	
Number of Years/ Experience Vendor Has With this Type of Services Specified in the RFP	Conduent Incorporated has been providing the types of service specified in the RFP for decades, including: Medicaid Technology Services: 52 years
Number of Employees Providing the Type of Services Specified in the RFP	As of March 2024, Conduent has approximately 3,000 employees helping our healthcare customers in implementing, operating, and maintaining their healthcare programs.
Headquarters in the United States and its Territories	100 Campus Drive, Suite 200, Florham Park, NJ 07932
Locations in the United States and its Territories	Conduent has a presence in the following US states and its territories: <ul style="list-style-type: none"> • Alabama • Alaska • California • Connecticut • Delaware • District of Columbia • Georgia • Hawaii • Illinois • Indiana • Kansas • Kentucky • Louisiana • Massachusetts • Maryland • Minnesota • Mississippi • Missouri • Montana • North Carolina • North Dakota • New Hampshire • New Jersey • New Mexico • New York • Ohio • Oklahoma • Pennsylvania • South Carolina • South Dakota • Texas • Virginia • Washington • Guaynabo, Puerto Rico

Conduent offers the PRMP the proven experience, expertise, and solutions to assist PRMP in achieving the goals and objectives of the PRHIE project.

To support the PRHIE project, PRMP requires a vendor with the specific capabilities and qualifications to meet or exceed the requirements outlined in your RFP. Conduent partners with numerous government and public health agencies and supports a vast network of health and human services programs nationwide and across the world. Alongside our government agency partners, we have remained resolute in our commitment to enhancing the quality of life of our clients' constituencies through improved service delivery.

We bring decades of relevant experience in the development, implementation, and ongoing operations and maintenance of healthcare information technology solutions that includes **14 years of direct experience** in health information exchange(s) of similar size and scope as described in the RFP. As part of the PRHIE project, we propose implementing our innovative cloud-hosted, Microsoft Azure, proprietary software package – CMdS Interoperability Exchange solution – to meet all CMS requirements in the Interoperability and Patient Access Final Rule (CMS 9115-F). We designed our solution to meet the continuing needs, requests, and requirements of Medicaid agencies to share health information in a more timely and efficient manner.

We understand that PRMP wants a solution flexible enough to support future business needs and regulatory changes in patient data access and interoperability, and our solution does just that with these features:

- Architected for adaptation to new regulatory standards
- Out-of-the-box FHIR adapters
- CMS compliant for interoperability and security
- FHIR-compliant REST APIs

With our CMdS Interoperability Exchange solution, PRMP receives the three application programming interfaces (APIs) required by the CMS Final Rule: Patient Access API, Preferred Drug List API, and Provider Directory API. Our solution also includes the Patient and Third-Party Application Developer portals as a standard component of the base product. We support future business requirements and regulatory changes.

Additionally, we bring decades of experience managing and operating health system services including directly providing numerous services to the provider community across a wide variety of programs such as HIE/Interoperability and Patient Access; Medicaid management information system/fiscal agent (MMIS/FA); prescription benefits management (PBM); health insurance exchange (HIX); public health disease surveillance; and standalone provider enrollment (PE) projects. This experience includes establishing and managing standard enterprise integration with our CMdS Interoperability Exchange product and more.

eHealth Exchange Objective

We understand that a primary PRMP objective is to connect to the eHealth Exchange. We employ a TECFA framework that sets the groundwork for standardized and secure health information exchange. HIEs are key participants in this framework, playing a vital role in facilitating the interoperable exchange of electronic health information. By selecting Conduent, PRMP will be able to enhance provider and consumer access to health information that supports better clinical decision-making, improved outcomes, and lower costs for Puerto Rico. Significantly, in our Kentucky HIE project, we certified Kentucky to the nationwide eHealth Exchange. We can do the same for Puerto Rico.

We continue our response under the following main headings:

- Conduent Corporate Background
- Conduent Experience in the Public Sector
- Conduent Certifications

Conduent Corporate Background

Conduent's principal line of business for the past 50+ years and continuing to this day is providing program administration solutions for government-funded health and human services (HHS) programs with a **primary emphasis on state-administered Medicaid** programs. We enter Medicaid contracts directly with our Medicaid customers, and both our experience and spirit of innovation have been directly tied to meeting the needs of our state partners. Since developing the first MMIS prototype in 1971 and entering the fiscal agent (FA) operations arena in 1982, we have

transformed our technology and expanded our service offerings to address the challenges of Medicaid administration for the future.

We have consistently invested in the services, solutions, and technology to help government clients deliver services to the nation’s most vulnerable citizens. In terms of years of experience and historical knowledge, Conduent brings the broadest array of Medicaid healthcare and other public sector solutions and services – setting us above our competitors.

Our years of experience, shown in Figure 2.2-1 demonstrate how Conduent’s government healthcare solutions integrate a full spectrum of systems and services.



Figure 2.2-1. Decades of Experience and Extensive Service Offerings
Our diverse set of services supports the technical and business needs of the Medicaid enterprise.

With a deep understanding of the government healthcare market segment, we work in partnership with our customers to create solutions that help sustain their healthcare programs for the future, focusing on key issues such as healthcare outcomes, care management, federal regulations, and cost containment.

Conduent Experience in the Public Sector

As one of the few companies focused on solutions and services with expertise supporting the public sector industry, Conduent brings unparalleled government healthcare experience to the project. We offer our state customers a broad array of solutions and services that set us apart from our competitors.

As shown in Figure 2.2-2, Conduent’s client base includes healthcare-related contracts with government agencies in 32 states, the District of Columbia, Puerto Rico, and other locations worldwide – providing a range of healthcare solutions and services that positively affect the lives of millions of people. Many of our current contracts represent multiple consecutive contract awards, underscoring our ability to establish and sustain long-term trusted relationships with our Medicaid clients. In several states, we deliver healthcare services under more than one contract.

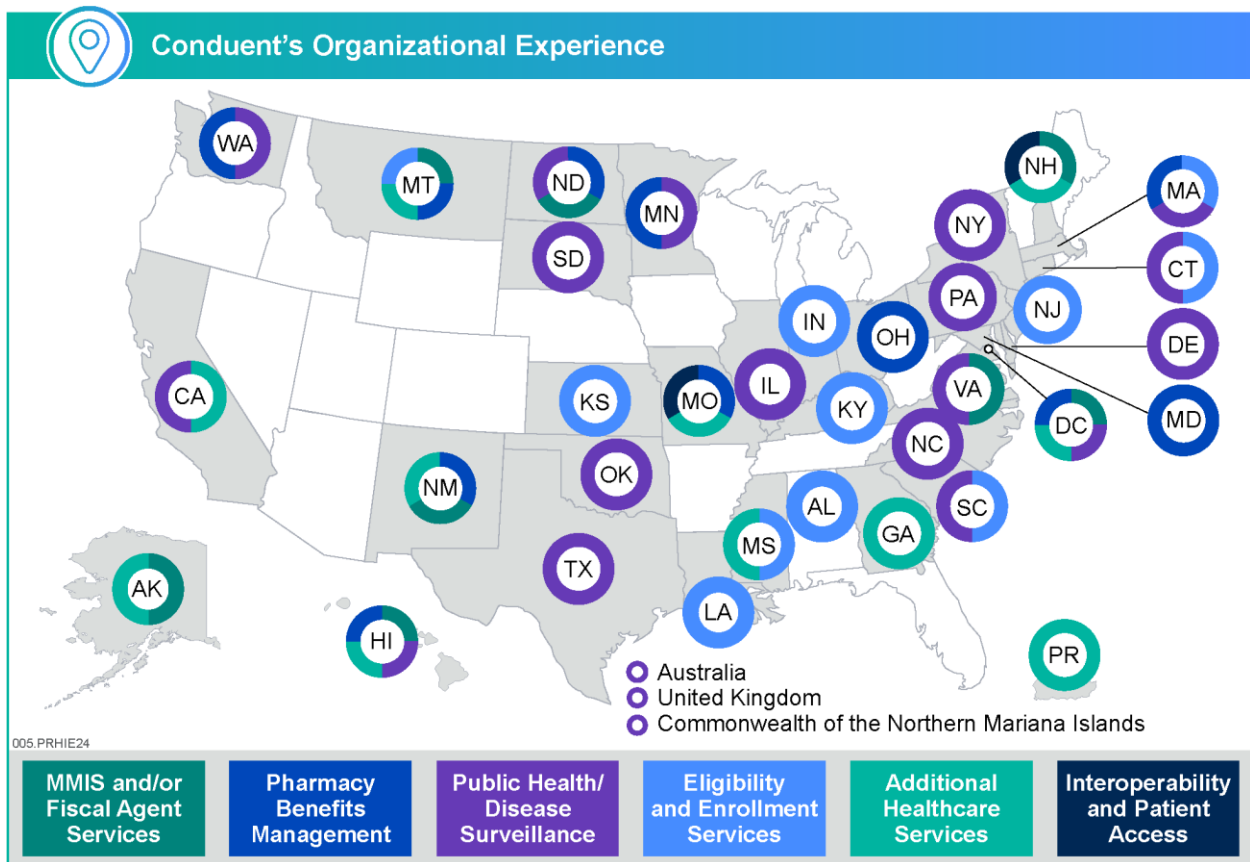


Figure 2.2-2. Government Healthcare Presence

Our breadth of experience gives us an overall perspective of national healthcare trends to provide our customers with best-in-class processes, solutions, and services.

Our areas of specialization include providing government healthcare solutions that integrate a full spectrum of systems – setting us apart from our competitors. Governments across the nation and worldwide choose Conduent to achieve their most pressing health and human services policy objectives.

Highlights of the services we currently provide include:

- **Interoperability and Patient Access/Patient Access Rule – 3 Contracts.** Design, development, and implementation of our product – CMdS Interoperability Exchange – to help Medicaid agencies/programs comply with the CMS Interoperability and Patient Access Final Rule (CMS Rule9115-F.) Our innovative solution includes a beneficiary and third-party application registration portal, APIs designed using the most up-to-date implementation guides, beneficiary and developer training materials, and technical support for developers.
- **Medicaid Management Information System (MMIS) and/or Fiscal Agent (FA) Services – 8 Contracts.** Design, development, and implementation (DDI) of new solutions and takeover of legacy solutions, including ongoing system maintenance and operation (M&O). Provision of FA operations services including claims processing; provider, financial, and member management; electronic data interchange (EDI); web portal; call center; certification support; third party liability (TPL); mailroom; prior authorization (PA); utilization management (UM); early and periodic screening, diagnostic and treatment (EPSDT) services; and more.
- **Pharmacy Benefits Management (PBM) – 11 Contracts.** DDI or takeover and M&O of pharmacy solutions. Provision of pharmacy program operations services including claims processing; prospective and retrospective drug utilization review (ProDUR/RetroDUR); automated PA; preferred drug list (PDL) development/maintenance; clinical consulting; drug rebate administration; prescribing pattern analysis; prescriber and patient education; pharmacy auditing; and more.
- **Public Health/Disease Surveillance – 25 Contracts.** Case management and tracking services using our Conduent-developed disease surveillance and outbreak management solution. Reporting across multiple disease conditions for the Centers for Disease Control and Prevention (CDC) and other health agencies. Reported conditions include COVID-19, emergency medical service (EMS)/trauma, birth defects, tuberculosis, HIV, STDs, and more.
- **Eligibility and Enrollment (E&E) Services – 11 Contracts.** Design, development, and implementation of eligibility and enrollment solutions and provision of operations services including call center, application intake, eligibility screening and determination, plan enrollment assistance, and more.
- **Additional Healthcare Services – 11 Contracts.** Design and implementation of health insurance exchange (HIE)/electronic health record (EHR), State Level Registry (SLR), and enterprise information management (EIM) systems. It also includes provision of payment method development (PMD) consulting services, Children’s Health Insurance Program (CHIP) administration, fraud and abuse detection (FAD), data warehouse solutions, electronic visit verification (EVV), and more.

Successful Experience Implementing Similar Services

With high expectations for this contract, PRMP benefits from selecting a strong, stable contractor with proven experience providing similar services to those required by this RFP. Below, we highlight several projects where we currently provide or recently provided services relevant to this procurement.

New Hampshire Medicaid Patient Access and Provider Directory

For New Hampshire Medicaid, we implemented our CMdS Interoperability Exchange solution to enable the program to comply with the CMS Interoperability and Patient Access Final Rule. We implemented the solution with an initial claim load of 22 million in July 2021 and a subsequent claim load of approximately 100 million claims. We implemented the solution on time and within budget.

We were flexible in meeting the State's needs on this project. For example, we gained significant experience in hosting our CMdS Interoperability Exchange solution in an on-premise client environment. This hybrid approach naturally requires a vendor's ability to coordinate more tightly and efficiently with a client both in building the required environment as well as in assisting with and relying on the client to maintain the environment. Our close work with our client resulted in a successful implementation. Additionally, we used the State's identity management tools (IBM SIM/SAM) in place of our own standard identity management application.

For the New Hampshire Patient Access and Provider Directory project, Conduent provides ongoing support and maintenance for the following:

- Patient Access API
- Provider Directory API
- Preferred Drug List API
- New member registration through a web portal
- Third-party application developer registration through a web portal
- Administrative dashboard to manage third-party application
- API documentation
- Member authentication and authorization

Outcomes. To date, maintenance is well into its third year with no major issues. Solution data loads and reports occur daily, and uptime is remarkable – we ***consistently meet and often exceed*** service level agreements (SLAs). We also work closely with the New Hampshire Medicaid team for any specific requests regarding the solution. These have been minimal and completed in a timely fashion per the State's given timelines.

Missouri Medicaid Health Insurance Exchange & Medicaid Patient Access and Provider Directory

Conduent currently provides scope of work services supporting two solutions in Missouri.

Missouri Medicaid Health Insurance Exchange (HIE)

The Missouri Medicaid HIE is a special-purpose engagement that began in 2010, is still active, and has been renewed for the next five or more years. The Missouri HIE's primary purpose is to make the state's Medicaid data available to providers as C-CDAs within a portal. The portal itself is hosted within the Conduent-developed CyberAccess application, which is a component of Conduent's overall pharmacy benefits management (PBM) work for the state of Missouri.

As a secondary capability, the Missouri Medicaid HIE accepts patient home-monitoring input from the company that handles that work for the state. Medicaid members who are on a home-monitoring

program can upload their data to the state's vendor, who then relays them to Conduent as HL7 v2 ORU messages. The data is then available for review by the state as part of the C-CDA.

Missouri Medicaid Patient Access and Provider Directory

For Missouri Medicaid, we implemented the CMdS Interoperability Exchange solution to enable the program to comply with the CMS Interoperability and Patient Access Final Rule. We implemented our solution with a minimal initial data load of 5 million records in March 2022 with a subsequent data load of approximately 200 million medical and prescription claims records over a **30-day period**.

For the Missouri Patient Access and Provider Directory project, Conduent provides ongoing support and maintenance for the following:

- Patient Access API
- Provider Directory API
- Preferred Drug List API
- New member registration through a web portal
- Third-party application developer registration through a web portal
- Administrative dashboard to manage third-party application
- API documentation
- Member authentication and authorization

Outcomes. We work hard to achieve good relationships and are skilled in working with entities in Missouri similar to those in Puerto Rico. Over time, we have built solid relationships with the organizations that are exchanging data with the HIE. We work with them in a friendly supportive manner, and they are encouraged to reach out to us to resolve any questions, concerns, or issues.

Wyoming Health Information Exchange (HIE)

The Wyoming Health Information Exchange (HIE), known as the Wyoming Total Health Record (THR), was a smaller project whose goal was to make Medicaid data available within the state and to accept limited data for transmission to disease registries. The project went live in 2011, yet due to State budget constraints, it was terminated in 2021. Although the contract ended, we still maintain an excellent relationship with the client to date.

As Wyoming is the least populated state in the United States, therefore volumes were low, with approximately 8,000 messages per week. The HIE hosted approximately 25 connections, which served several hundred providers.

The THR provided several critical functions:

- The THR provided the ability for providers to submit HL7 v2 messages. Providers could use the HL7 v2 QRY^T12 message to query for a C-CDA. They could also send HL7 v2 immunization messages for transmission to the state immunization registry.

- Immunizations were sent to the statewide immunization registry, which alleviated the need for providers to enter them manually into the immunization registry website. Cancer diagnoses were sent to the state's cancer registry.
- A lightweight EHR was provided to smaller organizations who couldn't afford to purchase a full-blown EHR. This lightweight EHR allowed them to pull data from the Wyoming THR and also to record patient health information for their own use.
- A CDA viewer web portal was provided for use by medical facilities. Again, many of the medical providers in Wyoming were not able to afford a full-blown EHR and associated support staff. The CDA viewer allowed them to view information from the Wyoming Medicaid records without the larger investment of connecting servers to pull data from the THR.

The impact of the Wyoming THR HIE was larger than its size might suggest. Because the state's provider population is small and providers are geographically widely dispersed across a very large state, the positive benefit of having Medicaid data readily available through the HIE was significant to the provider community.

Outcomes. Overall, Conduent provided excellent, responsive service to our Wyoming customers and to the entities that connected to the HIE. For example, during the life of the contract, most hospitals and providers did not have the technical knowledge to connect to HIEs and to provide valid HL7 messages. Our HIE team wrote a plug-in application that providers could use to handle the transmission of the HL7 v2 messages, which Wyoming providers greatly appreciated. Our team was instrumental in coaching and instructing the hospital and provider technical teams in making the connection and building valid messages. The Conduent team went to great lengths to build a strong, positive relationship both with our client and its connecting entities, which made the process much smoother.

Additionally, because we provided a very stable and responsive system, the state was able to complete registry requirements at both a state and federal level. Also, in 2018 as a value add, the Conduent team decided to "revamp" the Provider Portal to give an updated and fresh look for the client.

Kentucky Health Information Exchange (HIE)

The Conduent Kentucky HIE was a Statewide HIE, indicating that it contained both Medicaid data and non-Medicaid data. The HIE was implemented in 2010 and remained in production until 2019.

Conduent's KHIE implementation provided both HL7 v2 connections and IHE connections. The HL7 v2 messages included primarily ADTs, immunizations, and also ORU lab transactions. Conduent pioneered the use of the HL7 v2 QRY^T12, which allowed facilities to retrieve a CDA document. As the IHE protocol became more widely accepted, Conduent built support for its messages. Initially, Conduent utilized the XDS protocols, under which each participant sent its CDA documents as they were created. Thus, KHIE became a repository for the data of each IHE-based organization.

As the IHE XCA protocol became more widely accepted, Conduent supported it. Under XCA, each participant stores its own patient data and responds to queries from other XCA partners. This avoids the need to store data in a central repository, but it adds to the response time that each organization faces when it chooses to build a picture of an individual's care.

Connections

The HIE served about 125 connections, with each connection typically serving a group of facilities. The connections processed data for the vast majority of Kentucky's medical facilities, approximately 3,000 in total. Connecting facilities ranged from the largest university-based hospital in the State to the smallest rural hospitals in remote corners of the State. Volume averaged about 2.85 million HL7 v2 transactions per week and just under 700,000 IHE (XDS.b/XCA traffic) for a total of about 3.65 million messages per week. The system successfully handled surges of nearly twice that volume.

Breaking New Ground and Assisting Providers

The Conduent Kentucky HIE broke new ground in the Health Exchange arena. At the time it was built, the protocols for H7 v2 exchange and IHE were not well-standardized. The provider facilities that connected with Conduent typically did not have staff who understood how to write the connections or create valid message syntax. As a result, Conduent's onboarding team spent a great deal of time coaching the providers on how to write the code to connect and how to create HL7 v2 messages with proper syntax. The helpful, supportive attitude of the Conduent onboarding team helped us to build relationships that endured throughout the project and enabled the provider staff to build connections that were often well beyond what they could create on their own. Given that CMS was providing payments to the medical facilities to complete the connections and successfully exchange data, Conduent's help was vital to the financial goals of the medical facilities.

Sharing Data on a Broader Level

Conduent also assisted Kentucky in achieving its goals for sharing data on a broader level. This took two forms. The first was the transmission of data to the registries, which included those for immunization, the National Electronic Disease Surveillance System (NEDSS), the National Cancer Registry, and Electronic Lab Reporting. The second area was in sharing data with other facilities outside of the state. Through the Patient-Centered Data Home effort, Conduent connected KHIE with the Michigan Health Information Network (MHIN), the Indiana HIE (IHIE), and the West Virginia Health Information Network (WVHIN). Conduent enabled KHIE **to gain certification with the nationwide eHealth Exchange**, which utilized XCA protocols to query data across a nationwide network of organizations.

The Kentucky HIE solution made it possible for providers across the state to quickly access data from Kentucky Medicaid, medical facilities within the State, and other facilities outside of the State. While the exact benefits are difficult to quantify, we do know that a number of facilities made it a practice to query KHIE for a C-CDA for their patients before each patient appointment, which allowed them to have an up-to-date summary of the patient's care over an extended period.

Outcomes. As cited above, Conduent's commitment to the State allowed Kentucky to connect to providers and hospital facilities at the state, regional, and national levels. Similar to our Wyoming HIE project, Conduent provided the necessary initial and ongoing assistance to connecting organizations to allow them to connect to the HIE and provide valid healthcare data. For the PR HIE project, we will employ this best practice of establishing good relationships with your connecting organizations and providing the necessary support they need throughout the life of the project.

Conduent Certifications

Conduent's service delivery approach is based on our innovative Quality Management System (QMS) – a collection of turnkey plans, processes, procedures, and delivery accelerators that enable our team to reliably plan execute, monitor and control, and close project activities in alignment with your RFP requirements and industry-standard best practices. Our QMS includes project management, system development, operations, and training processes and procedures based on our experience implementing healthcare systems and industry standards such as:

- Project Management Institute's A Guide to the Project Management Body of Knowledge (PMBOK® Guide)
- Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI®)

Our organization currently holds a CMMI Maturity Level 3 Certification both for software development and for Operations & Maintenance (O&M), as seen in Figure 2.2-3. This means the Department can rest assured knowing that our team is using best practices to create and monitor the quality of our information systems and data processing throughout the contract.



Figure 2.2-3. Conduent's CMMI Maturity Level 3 Certificate
Conduent maintains a CMMI Level 3 Certification throughout the contract period by adhering to industry standard best practices.

We regularly monitor and report on our adherence to CMMI best practices across the scope of work. Conduent's internal project management office (PMO) produces required metrics and process documentation to show how each project meets CMMI maturity standards. We perform yearly

internal audits to demonstrate our continued compliance with these quality standards. In addition, we undergo an independent audit every three years to maintain our CMMI Level 3 Certification.

2.3 Subcontractor Overview (If Applicable) [RFP Attachment C]

1.2 Subcontractor Overview (If Applicable)

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

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

Table 11: Subcontractor Overview

Subcontractor Overview	
Company Name	<Response>
Name of Parent Company (If Applicable)	<Response>
Industry – NAICS	<Response>
Type of Legal Entity	<Response>
Company Ownership (e.g., Private/Public, Joint Venture)	<Response>
Number of Full-Time Employees	<Response>
Last Fiscal Year Company Revenue	<Response>
Last Fiscal Year Company Net Income	<Response>
Percentage of Revenue from State and Local Government Clients in the United States and its Territories	<Response>
Number of Years in Business	<Response>
Number of Years Vendor Has Been Providing the Type of Services Specified in the RFP	<Response>
Number of Employees Providing the Type of Services Specified in the RFP	<Response>
Headquarters in the United States and its Territories	<Response>
Locations in the United States and its Territories	<Response>

Conduent does not propose to engage any subcontractors for the performance of this contract.

2.4 Existing Business Relationships with Puerto Rico [RFP Attachment C]

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.

Conduent has not had any direct contracts with the PRMP in the past five years. In our response below, however, we provide the list of contracts we have with the Administración de Seguros de Salud de Puerto Rico (ASES) in support of the Puerto Rico Medicaid Program to demonstrate our experience and knowledge of Puerto Rico Medicaid.

Conduent has provided state-level registry (SLR) technology and services supporting Puerto Rico's Medicaid Provider Incentive Program across several contracts with ASES. Conduent implemented our software-as-a-service (SaaS) SLR solution – **on time and within budget** – under our first contract with ASES in 2012.

Table 2.4-1 cites our contracts with Puerto Rico entities within the last five years beginning with most recent contract start dates.

Table 2.4-1. Conduent: Puerto Rico Contracts

Entity Name	Contract Dates Project	Project
ASES	03/18/2021 – 9/30/2021	Puerto Rico Electronic Health Record (EHR) Incentive Program <ul style="list-style-type: none">• Operation/maintenance of Conduent-developed SLR solution• Business operations services
ASES	10/1/2018 – 9/30/2019	Puerto Rico EHR Incentive Program <ul style="list-style-type: none">• Operation/maintenance of Conduent-developed SLR solution• Business operations services

Conduent has an additional presence in Puerto Rico that we hope to grow. Our call center in Guaynabo employs over 600 staff offering diverse employment opportunities to the citizens of Puerto Rico which includes 245 work from home positions.

Our call center in Guaynabo benefits the local workforce by offering multiple and diverse employment opportunities. We offer Fraud Department opportunities supporting large financial institutions. We offer opportunities supporting EBT programs, child support, unemployment, and WIC. We also offer Transaction processing opportunities, supporting a major healthcare company.

Conduent will continue to invest in Puerto Rico and when appropriate work with Puerto Rico Industrial Development Company (PRIDCO) to ensure continued growth.

2.5 Business Disputes [RFP Attachment C]

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.

Conduent Business Solutions of Puerto Rico, Inc. does not have any disciplinary actions, pending litigation, terminations, or other administrative actions to disclose for the past 5 years.

Conduent Business Solutions of Puerto Rico, Inc. is a subsidiary of Conduent Incorporated and has approximately 100 domestic and international entities that would be considered affiliates of the proposer. Any material legal matters may be found in the periodic disclosures to the Securities and Exchange Commission under Forms 10-K and 10-Q filed by our ultimate parent company, Conduent Incorporated, which are hereby incorporated into this disclosure.

2.6 References [RFP Attachment C]

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 12: Vendor References

Vendor Information					
Vendor Name:		Contact Name:			
		Contact Phone:			
Customer Information					
Vendor Information					
Customer Organization:		Contact Name:			
		Contact Title:			
Customer Address:		Contact Phone:			
		Contact Email:			
Total Vendor Staff:					
Objectives:					
Description:					
Vendor's Involvement:					
Key Staff					
Name: (Add more rows as needed)		Role: (Add more rows as needed)			
Name: (Add more rows as needed)		Role: (Add more rows as needed)			
Measurements:					
Estimated Costs:		Actual Costs:			
Reason(s) for change in cost:					
Original Value of Vendor's Contract:		Actual Total Contract Value:			
Reason(s) for change in value:					
Estimated Start and Completion Dates:		From:		To:	

Vendor Information				
Actual Start and Completion Dates:	From:		To:	
Reason(s) for the difference between estimated and actual dates:				
Vendor Information				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities:				

Information Exchange (PRHIE) project. We believe you will find that our clients speak highly of our working relationship and our ability to deliver successful project outcomes.

It is important that you can differentiate the qualifications of the various bidders to select a vendor that is best qualified to serve you and your program stakeholders. There may be no better way to measure a vendor’s ability to perform your required scope of work than through references. We selected these projects—all existing Medicaid projects and all providing the same or similar services as those requested in your RFP—to demonstrate that we can do the work you require at the level of quality you expect from your contractor.

We trust these client account references will provide you with the confidence you need to determine that we are the right vendor to provide the required services for the PRHIE project.

We provide four references, in Tables 2.6-1 through 2.6-3, who can verify that we currently operate under contract with a Health Information Exchange program.

- Wyoming Department of Health – Healthcare Financing
- Missouri (MO) HealthNet Division
- New Hampshire Department of Health and Human Services (DHHS)

Table 2.6-1. Reference 1, State of Wyoming

Vendor Information		
Vendor Name: Conduent State Healthcare, LLC	Contact Name:	Matt Dawson
	Contact Phone:	571-375-6942
Customer Information		
Customer Organization: Wyoming Department of Health – Healthcare Financing	Contact Name:	Timothy Caswell
	Contact Title:	Medicaid Data Warehouse, Health Information Exchange, and Special Operations Manager
Customer Address: Wyoming Dept. of Health Division of Healthcare Financing 122 W. 25th Street, 4 West Cheyenne, WY 82002	Contact Phone:	307-777-5414
	Contact Email:	Timothy.caswell@wyo.gov
Total Vendor Staff:	6 to 8 over time	
Objectives: Medicaid Health Information Exchange		
Description: The project provided a Medicaid-based Health Information Exchange (HIE), including significant additional functionality. Among its primary functions were provisioning of a database of data for Medicaid Members, fed from State Medicaid information sources, connection, and onboarding of appropriate organizations to feed data to the HIE and to consume its data, including connections serving most of the state’s large medical facilities, provision of a portal that allowed authorized Providers to access a C-CDA-based longitudinal health record for Medicaid Members. We also provided acceptance of Immunization information and feed of this information to the State Immunization Registry, feed of data to the National Electronic Disease Surveillance Center, acceptance of HL7 v2 Cancer diagnoses and transmission to the State Cancer Registry. Additionally, our system feeds compiled C-CDA documents to the State’s non-Medicaid HIE component, uses a Master Patient Index to validate identities and allow reconciliation of multiple identity sources, uses a standard reference service to validate data received into the HIE, uses SOAP-based interfaces to accept and secure real-time data traffic, provides tracking of Member eligibility through a call to a 270-271 service and uses terminology services to translate medical codes to appropriate descriptions.		
Vendor’s Involvement: Contractor		
Key Staff		
Name: Kimberly Rankin	Role: Account Director	
Name: Bruce Rogers	Role: Lead Onboarding Analyst	
Name: Rhonda Scott	Role: Lead Business Analyst	
Name: Kari Kimball	Role: Onsite Customer Liaison (former employee)	
Measurements:		
Estimated Costs: Conduent Confidential	Actual Costs: Conduent Confidential	

Vendor Information				
Reason(s) for change in cost: Additions through client change requests				
Original Value of Vendor's Contract: \$48,897,420		Actual Total Contract Value: \$48,897,420		
Reason(s) for change in value:				
Estimated Start and Completion Dates:	From:	January, 2010	To:	Indeterminate
Actual Start and Completion Dates:	From:	January, 2010	To:	August, 2021
Reason(s) for the difference between estimated and actual dates: Contract was ended due to budget considerations.				

Table 2.6-2. Reference 2, State of Missouri

Vendor Information		
Vendor Name: Conduent State Healthcare, LLC	Contact Name:	Matt Dawson
	Contact Phone:	571-375-6942
Customer Information		
Customer Organization: Missouri (MO) HealthNet Division	Contact Name:	Amy Kelsey, MPH
	Contact Title:	Interoperability Manager, Information Systems
Customer Address: 615 Howerton Court, Jefferson City, MO 65109	Contact Phone:	573-526-3210
	Contact Email:	Amy.L.Kelsey@dss.mo.gov
Total Vendor Staff:	Including both pharmacy benefits and HIE/ Interoperability and Patient Access, approximately 15	
Objectives: Provide HIE and Interoperability and Patient Access (CMS 9115-F) support as part of a larger project that included pharmacy point of sale management		
Description: <i>Missouri Health Information Exchange (HIE)</i> The Missouri HIE is a special-purpose engagement implemented in 2010 that is still active and has been renewed for the next five or more years. The Missouri HIE's primary purpose is to make the state's Medicaid data available to providers as C-CDAs within a portal. The portal itself is hosted within the Cyber-Access application, which is a component of Conduent's overall pharmacy benefits management (PBM) work for the state of Missouri. As a secondary capability, the Missouri HIE accepts patient home-monitoring input from the company that handles that work for the state. Medicaid Members who are on a home-monitoring program can upload their data to the state's vendor, who then relays them to Conduent as HL7 v2 ORU messages. The data is then available for review through Cyber-Access as part of the C-CDA <i>Missouri Medicaid Patient Access and Provider Directory</i>		

Vendor Information

For Missouri Medicaid, we implemented the Conduent Interoperability and Patient Access solution to enable the program to comply with the CMS Interoperability and Patient Access Final Rule. We implemented our solution with a minimal initial data load of 5 million records in March 2022 with a subsequent data load of approximately 200 million medical and prescription claims records over a 30-day period.

For the Missouri Patient Access and Provider Directory project, Conduent provides ongoing support and maintenance for the following:

- Patient Access API
- Provider Directory API
- Preferred Drug List API
- New member registration through a web portal
- Third-party application developer registration through a web portal
- Administrative dashboard to manage third-party application
- API documentation
- Member authentication and authorization

Vendor's Involvement: Contractor

Key Staff

Name: Melissa Johnston	Role: Account Director
Name: Rhonda Scott	Role: CMdS Interoperability Exchange /HIE Product Owner
Name: Bruce Rogers	Role: CMdS Interoperability Exchange /HIE Support Lead/Architect

Measurements:

Estimated Costs: Conduent Confidential	Actual Costs: Conduent Confidential
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Reason(s) for change in cost:



Original Value of Vendor's Contract: \$61,599,508	Actual Total Contract Value: \$61,599,508
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Reason(s) for change in value:



Estimated Start and Completion Dates:	From:	2010	To:	Indeterminate
Actual Start and Completion Dates:	From:	2010	To:	Currently through 2028

Reason(s) for the difference between estimated and actual dates:



Table 2.6-3. Reference 3, State of New Hampshire

Vendor Information		
Vendor Name: Conduent State Healthcare, LLC	Contact Name:	Matt Dawson
	Contact Phone:	571-375-6942
Customer Information		
Customer Organization: New Hampshire Department of Health and Human Services (DHHS)	Contact Name:	Kenneth Gagne
	Contact Title:	MMIS Technology Director
Customer Address: 2 Pillsbury St Concord NH, 03301	Contact Phone:	603-892-5629
	Contact Email:	kenneth.gagne@doit.nh.gov
Total Vendor Staff:	3	
Objectives: Provide IOX (CMS 9115-F) support to meet federal mandates.		
Description: New Hampshire Medicaid Patient Access, Preferred Drug List and Provider Directory For New Hampshire MMIS, we implemented the Conduent IOX solution to enable the program to comply with the CMS Interoperability and Patient Access Final Rule. We implemented our solution with a minimal initial data load of 5 million records in March 2022 with a subsequent data load of approximately 200 million medical and prescription claims records over a 30-day period. For the New Hampshire Patient Access and Provider Directory project, Conduent provides ongoing support and maintenance for the following:		
<ul style="list-style-type: none"> • Patient Access API • Provider Directory API • Preferred Drug List API • New member registration through web portal • Third party application developer registration through web portal • Administrative dashboard to manage third party application • API documentation • Member authentication and authorization 		
Vendor's Involvement: Vendor		
Key Staff		
Name: Megan Anderson	Role: Account Director	
Name: Rhonda Scott	Role: IOX/HIE Product Owner	
Name: Bruce Rogers	Role: IOX/HIE Support Lead/Architect	
Measurements:		
Estimated Costs: Conduent Confidential	Actual Costs: Conduent Confidential	
Reason(s) for change in cost:		
Original Value of Vendor's Contract: \$464,440,393	Actual Total Contract Value: \$464,440,393	
Reason(s) for change in value:		

Vendor Information				
Estimated Start and Completion Dates:	From:	07/2021	To:	Current
Actual Start and Completion Dates:	From:	07/2021	To:	Current
Reason(s) for the difference between estimated and actual dates:				
Vendor Information				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities:				

We offer the Commonwealth a proven, reliable solution for the Puerto Rico Health

Subcontractor References (If Applicable)

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.

Table 13: Subcontractor References

Subcontractor Information	
Vendor Name:	Contact Name:
	Contact Phone:
Customer Information	
Customer Organization:	Contact Name:
	Contact Title:
Customer Address:	Contact Phone:
	Contact Email:
Project Information	
Total Vendor Staff:	
Objectives:	
Description:	
Vendor’s Involvement:	
Key Staff	

Subcontractor Information	
Name: (Add more rows as needed)	Role: (Add more rows as needed)
Name: (Add more rows as needed)	Role: (Add more rows as needed)
Project Measurements:	
Estimated one-time costs:	Actual one-time costs:
Reason(s) for change in one-time cost:	

Subcontractor Information			
Original Value of Vendor's Contract:		Actual Total Contract Value:	
Reason(s) for change in value:			
Estimated Start and Completion Dates:	From:		To:
Actual Start and Completion Dates:	From:		To:
Reason(s) for the difference between estimated and actual dates:			
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities:			

Not applicable.

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Attachment D: Vendor Organization and Staffing

This section will provide instructions to vendors to submit their approach to staffing for the HIE services contract using **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.

3.1 Initial Staffing Plan [RFP Attachment D]

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.
- 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.
- Identification of subcontractor(s) staff or organizational structures, if 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.

Our hiring philosophy for projects is to find people with the right skills and mindset for each role. Our staffing addresses the key components necessary to drive a successful implementation, including strong project management, and disciplined and qualified staff committed to working in collaboration with PRMP.

The success of the project hinges on the quality of staff and the ability of the project organization to work effectively toward delivering a tailored solution to support your program goals. Throughout this section, we showcase our extensive staffing qualifications and our approach to performing the full

scope of services for the project. We demonstrate that Conduent is the most qualified contractor to provide the services and expert personnel required.

Our Experienced Personnel

You benefit from Conduent’s breadth and relevant expertise across our organization, having supported 15 successful MMIS CMS certifications including Alaska, Colorado, Florida, Georgia, Iowa, Minnesota, Mississippi, Montana, New Hampshire, North Dakota, New Mexico, Washington, Wyoming, and twice in Washington DC. Our project team uses experts from across our organization who have a history of meeting service agreements and project deliverables. In the event the team experiences unexpected vacancies, changes in program scope, or unique challenges, we have the expertise and staff to quickly react and maintain services in accordance with your requirements and service expectations.

Our history of Medicaid thought leadership and innovation has been largely attributable to the quality of the staff we employ. We maintain a field of professionals at all staffing levels that focus on MMIS-supporting technologies including:

- Fiscal agent
- Fiscal intermediary
- Maintenance and operations
- Claims and PBM platforms
- Eligibility
- Ancillary modular solutions

Many of our staff members have acquired decades of government and private sector healthcare industry experience—actively participating in professional associations, forums, advisory groups, standards organizations, and task forces across the nation that help shape and apply regulations and standards that have a positive impact on Medicaid delivery.

Proposed Team

For this proposal, our implementation team brings a mix of decades of implementation experience and system and process knowledge, led by our Executive Director, [REDACTED]

[REDACTED]

The proposed organizational charts in Figure 3.1-1, Figure 3.1-2, and Figure 3.1-3 illustrate the project team structure during three project phases: DDI Phase 1, DDI Phase 2, and Operations. The organization charts denote both the Conduent staff and our relationship to the PRMP HIE staff that is required for the delivery of all necessary services.

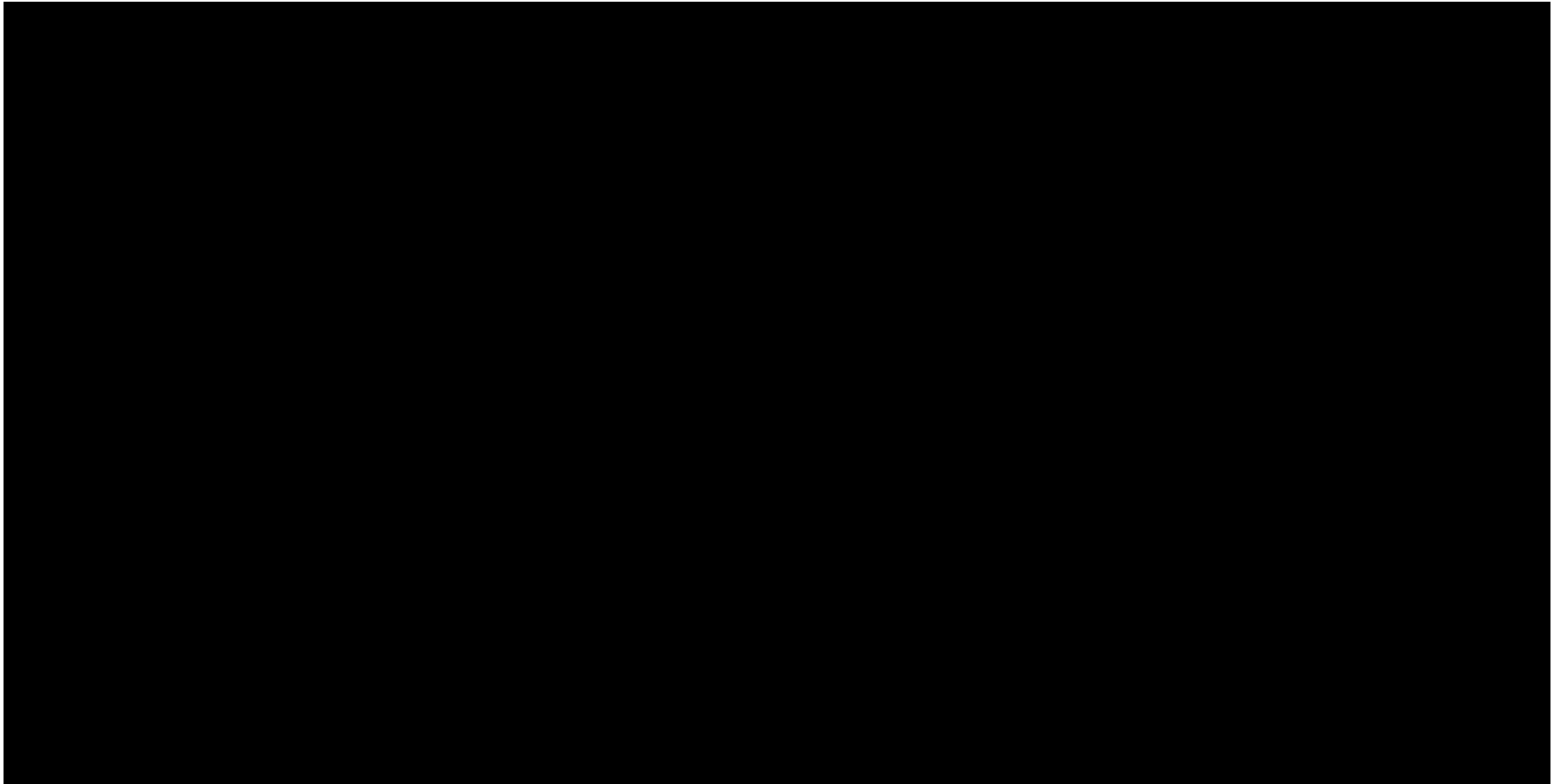


Figure 3.1-1. PRHIE Project Team Organization Chart

Conduent meets the unique needs of the PRHIE project management requirements in DDI Phase 1 with our highly qualified comprehensive project management team.

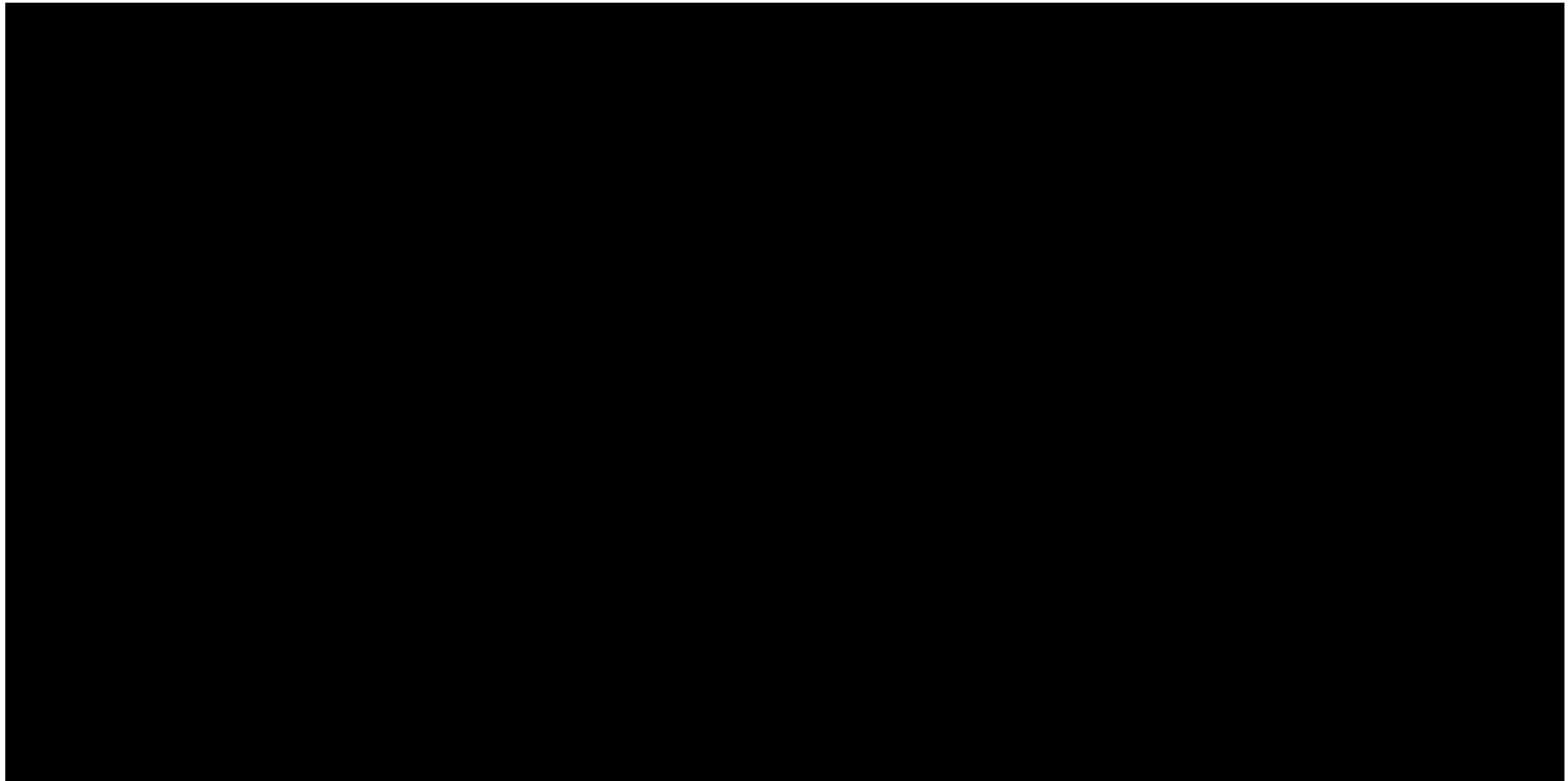


Figure 3.1-2. PRHIE Project Team Organization Chart

Conduent meets the unique needs of the PRHIE project management requirements in DDI Phase 2 with our highly qualified comprehensive project management team.

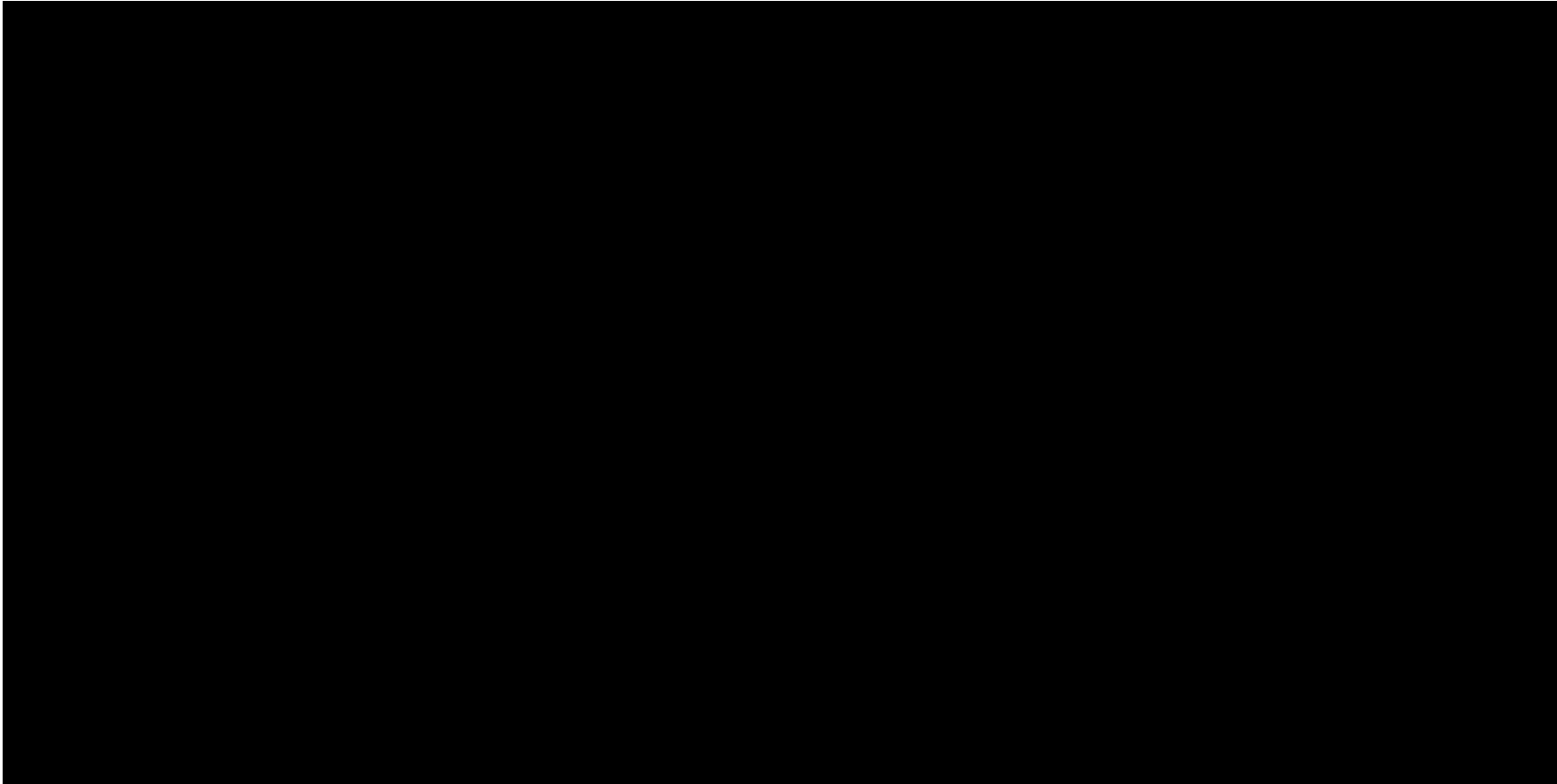


Figure 3.1-1-3. PRHIE Project Team Organization Chart

Conduent meets the unique needs of the PRHIE project management requirements in the Operations Phase.

For a complete description of our key personnel qualifications, experience, and knowledge, please refer to Section 3.3.1, Resumes.

In addition to our core team, in each of Conduent's solution implementations, we have executive oversight from our Senior Executive Team to help fulfill your expectations. Our key staff and our team have the skills and experience to deliver a high-quality implementation and the operational services PRMP is looking for.

Staffing Plan

Our proposed staffing plan is thoroughly designed to align with the specific requirements and level of effort for each task group and project phase. Following the Project Management Institute's PMBOK Guide Resource Management knowledge area, we customize our standard plan to incorporate proven strategies for monitoring and enhancing staff performance. This ensures a continuous alignment with the project's staffing needs to uphold the delivery of high-quality services.

In contrast to the perception that organizations are often planned by distant business development teams with little connection to implementation and operations, Conduent stands out. Some of the individuals supporting our implementations are the very same experts who review your RFP requirements. They possess firsthand knowledge of what it takes for a project like yours to thrive, emphasizing our commitment to a seamless integration of planning and execution.

Our data-driven staffing plan not only considers quantitative factors but also incorporates intangible elements such as fostering a robust company culture, boosting morale, and creating a positive work environment. It comprehensively outlines the staffing approach and structure we employ to fulfill the requirements and level of effort for each task group and project phase.

This plan plays a pivotal role in enabling Conduent to identify individuals with assigned task ownership and responsibilities in the Project Work Plan. Simultaneously, it ensures that staffing levels align with RFP requirements, providing robust support for the operations during the new contract period. By evaluating the current and future service levels, the plan determines the necessary staffing to seamlessly support the requested activities, highlighting its adaptability to changing project dynamics.

Drawing from our successful implementation experiences, the PRMP and Conduent staffing plan are tailored to confirm the availability of critical staff when needed. The staffing levels outlined in the plan are designed to offer optimal support to the project and PRMP, reflecting our commitment to efficiency and effectiveness. Adjustments to staffing levels, contingent on activity volume, are managed through a change control process, ensuring agility and responsiveness to evolving project needs.

3.2 Use of PRMP Staff [RFP Attachment D]

2. Use of the 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.

Anticipated Use of PRMP Project Resources

PRMP resources can assist with project implementation, maintenance, and operations. Through their contributions, we can verify that our CMdS Interoperability Exchange solution is in alignment with your requirements and goals. In creating the staffing recommendations for the PRMP team we used the job descriptions included in your staffing model. We made our assumptions based on best industry practices; however, we are open to revisiting the topic during contract negotiations based on the evolving PRMP's needs.

Use of PRMP Staff – Implementation Phase

To meet the implementation schedule and accomplish early deployment of some functionality, we propose a phased implementation. Each phase will benefit from PRMP stakeholder involvement during requirements validation, demonstrations, design reviews, and user acceptance testing. Our Project Manager works closely with you to make sure work plans, resource assignments, status reporting, deliverable reviews, and other activities are carefully coordinated with respect to PRMP staff demands. Please refer to Proposal Section, 3.1, Initial Staffing Plan for the organization chart that denotes our relationship to the PRMP staff that is required for the delivery of all necessary services.

We know the project benefits from the consistent engagement of PRMP staff; however, if non-project demands limit your resource availability, we rely on our experience and current PRMP documentation and policy to implement the most suitable, tailored solution. However, your project benefits from PRMP-approver availability to validate our deliverables as per our project timeline; any undue delays in the deliverable approval process could impede the progress of the project. We typically only need two review cycles to create a satisfactory deliverable.

In Table 3.2-1, we describe the roles, experience, and qualifications of PRMP staff recommended to assist during the project. Table 3.2-2 describes the nature and extent of PRMP support and assistance recommended during implementation, including the suggested percentage of the time for each role.

Table 3.2-1. PRMP Staff–Roles, Experience, and Qualifications

Key PRMP Support Roles	Experience and Qualification Levels
HIE Program Director (HIT Coordinator)	<ul style="list-style-type: none"> • A bachelor’s degree or equivalent work experience in healthcare management, health informatics, business administration, or a related field is recommended. • Experienced working with health information exchange initiatives, electronic health records (EHRs), and interoperability standards. • Familiar with healthcare IT systems, interoperability frameworks, and data exchange standards.
HIE Portfolio Manager	<ul style="list-style-type: none"> • A bachelor’s degree or equivalent work experience in healthcare management, health informatics, business administration, or a related field is recommended. • Experienced in project management, overseeing complex projects, and managing project portfolios. • Possesses strong collaboration and stakeholder management skills to work with internal and external stakeholders, including healthcare providers, IT teams, administrators, and vendors.
HIE Technical Specialist	<ul style="list-style-type: none"> • Experienced working with electronic health records (EHRs), health information systems, and interoperability standards. • Familiar with messaging standards such as HL7, CDA, CCD, and IHE profiles.
HIE Business Analyst	<ul style="list-style-type: none"> • Experienced in gathering, documenting, and managing business requirements for HIE projects. • Familiar with electronic health records (EHRs) and health information system. • Experienced business analyst, with strong analytical and problem-solving skills. • Possess the ability to understand and document business processes, workflows, and requirements.
Policy and Governance Lead	<ul style="list-style-type: none"> • Experienced in developing, reviewing, and implementing policies related to health information exchange. • Understands legal and regulatory requirements governing health data sharing. • Knowledgeable and experienced in designing and implementing governance frameworks for health information exchange initiatives. • Proficient at establishing processes for decision-making, risk management, and compliance.
Communications Manager	<ul style="list-style-type: none"> • Displays strong strategic thinking and planning skills to address the unique needs of health information exchange initiatives. • Experienced in engaging with diverse stakeholders, including healthcare professionals, IT teams, administrators, government agencies, and the general public. • Experienced in communications, public relations, or a related field, preferably in the healthcare or technology industry.
Medicaid Fiscal Administrator	<ul style="list-style-type: none"> • A bachelor’s degree or equivalent work experience in finance, accounting, business administration, or a related field is required. • Experience in working with Medicaid programs, regulations, and reimbursement processes, highly desirable. • Proficient at developing and managing budgets, monitoring financial performance, and cost-saving measures.

Table 3.2-2. Nature and Extent of PRMP Support – Implementation Phase

Key PRMP Support Roles/ Percent of Time Available	Explanation of Percentage
HIE Program Director (HIT Coordinator) 5%	<ul style="list-style-type: none"> • Interacts with Conduent team on an as-needed basis. • Legislatively authorized to preside over HIE strategic planning, HIE funding portfolio, and represent HIE to external stakeholders. • Reports to Medicaid Director • Represents HIE program issues to Medicaid PGMO, PRDoH leadership, the legislature, CMS and other funders, and the healthcare community • Chair of PRHIE Advisory Council
HIE Portfolio Manager 0%-25% Based on the availability of HIE Technical Specialist and HIE Business Analyst	<ul style="list-style-type: none"> • Interacts with Conduent team on an as-needed basis. • Responsible for coordinating activities that advance data exchange and interoperability, tracking and representing user needs, ensuring that policies are supportive of investments and strategic plans. If distributed, roles may focus on (1) public health, (2) interagency coordination, and (3) provider-focused HIE services.
HIE Technical Specialist 100%	<ul style="list-style-type: none"> • Leads the development and oversight of the HIE systems contract. • Provides subject matter expertise in Health IT including technology and data management in HIE and provider endpoint environments.
HIE Business Analyst 100%	<ul style="list-style-type: none"> • Collaboration and support of Use case development. • Analyzes and develops feasible applications of data and technical components and processes to support technical innovation and use case support from HIE • Understands and applies health IT awareness to changes in workflow in support of use cases • Collaborates on health IT process changes with HIE operating staff as well as with other stakeholders including provider types, Public Health and Medicaid data and HIE users.
Policy and Governance Lead 0%-5% Based on PRMP policy needs	<ul style="list-style-type: none"> • Interacts with Conduent team on an as-needed basis. • Tracks key policy initiatives • Supports the legislative process • Supports Advisory Council and subcommittee with charter development and guidance on policy topics • Develops new and revised in response to legislative or use case requirements
Communications Manager 0%-5%	<ul style="list-style-type: none"> • Interacts with Conduent team on an as-needed basis. • Supports the Advisory Council with regular communications on meetings and meeting content, including active meeting support (call roll, produce minutes). • Is a point of contact for Council members • Drafts communications for the HIE Program Director and for other members of the HIE team as needed.
Medicaid Fiscal Administrator / As needed. 0%-5%	<ul style="list-style-type: none"> • Interacts with Conduent team on an as-needed basis. • Helps to ensure that funding and flow of funding are aligned with PRMP policies and practices for acceptable fiscal management • Provides subject matter expertise for APD development • Participates in HIE contract development

Key PRMP Support Roles/ Percent of Time Available	Explanation of Percentage
	<ul style="list-style-type: none"> • Reviews regular fiscal reporting from the HIE operator • Collaborates with PRMP fiscal staff to reflect accurate HIE data in CMS quarterly reports and forms.

Use of PRMP Staff – Maintenance and Operations Phase

Participation of the key PRMP resources during maintenance and operations allows us to confidently maintain service levels, meet or exceed KPIs, and maintain or enhance the system to meet evolving policies and regulations. In Table 3.2-3, we describe the nature and extent of support and assistance we recommend that PRMP provides during maintenance and operations, including the percentage of time for each role.

Table 3.2-3. Nature and Extent of PRMP Support – Maintenance and Operation Phase

Key PRMP Support Roles/ Percent of Time Available	Explanation of Percentage
HIE Program Director (HIT Coordinator) 5%	<ul style="list-style-type: none"> • Interacts with Conduent team on an as-needed basis. • Legislatively authorized to preside over HIE strategic planning, HIE funding portfolio, and represent HIE to external stakeholders. • Reports to Medicaid Director • Represents HIE program issues to Medicaid PGMO, PRDoH leadership, the legislature, CMS and other funders, and the healthcare community • Chair of PRHIE Advisory Council
HIE Portfolio Manager 0%- 5%	<ul style="list-style-type: none"> • Interacts with Conduent team on an as-needed basis. • Responsible for coordinating activities that advance data exchange and interoperability, tracking and representing user needs, ensuring that policies are supportive of investments and strategic plans. If distributed, roles may focus on (1)public health, (2)interagency coordination, and (3) provider-focused HIE services.
HIE Technical Specialist 25%-50% Based on the amount of oversight and subject matter expertise required for the evolution of the HIE	<ul style="list-style-type: none"> • Leads the development and oversight of the HIE systems contract. • Provides subject matter expertise in Health IT including technology and data management in HIE and provider endpoint environments.
HIE Business Analyst 25%-50%	<ul style="list-style-type: none"> • Collaboration and support of use case development. • Analyzes and develops feasible applications of data and technical components and processes to support technical innovation and use case support from HIE • Understands and applies health IT awareness to changes in workflow in support of use cases • Collaborates on health IT process changes with HIE operating staff as well as with other stakeholders including provider types, Public Health and Medicaid data and HIE users.

Key PRMP Support Roles/ Percent of Time Available	Explanation of Percentage
Policy and Governance Lead 0%-5% Based on PRMP policy needs	<ul style="list-style-type: none"> • Interacts with the Conduent team on an as-needed basis. • Tracks key policy initiatives • Supports the legislative process • Supports Advisory Council and subcommittee with charter development and guidance on policy topics • Develop new and revised in response to legislative or use case requirements
Communications Manager 0%-5%	<ul style="list-style-type: none"> • Interacts with the Conduent team on an as-needed basis. • Supports the Advisory Council with regular communications on meetings and meeting content, including active meeting support (call roll, produce minutes). • Is a point of contact for Council members • Draft communications for the HIE Program Director and for other members of the HIE team as needed.
Medicaid Fiscal Administrator As needed 0%-5%	<ul style="list-style-type: none"> • Interacts with the Conduent team on an as-needed basis. • Helps to ensure that funding and flow of funding are aligned with PRMP policies and practices for acceptable fiscal management • Provides subject matter expertise for APD development • Participates in HIE contract development • Review regular fiscal reporting from the HIE operator • Collaborates with PRMP fiscal staff to reflect accurate HIE data in CMS quarterly reports and forms.

Request for Additional Support as a Requirement for Performance

We recognize the criticality of PRMP administrative support. We rely on your PRMP Staff to operate the contract, i.e., approve deliverables, review status and milestone achievement, provide feedback on performance, and pay invoices. The administrative support of your project staff is therefore necessary for the effective contract performance.

Other activities where PRMP participation would be beneficial include things like participation in requirements sessions, deliverables review, certification activities, etc. However, any additional staff PRMP chooses to provide for these activities is completely at PRMP's discretion.

We welcome additional participation and contributions to the project but do not consider the added involvement to be a requirement for our performance of either the Implementation or Maintenance and Operations Phases.

3.3 Key Staff, Resumes, and References [RFP Attachment D]

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)

Of all the benefits we offer, none is more significant than what we provide through our people.

Our proposed staff are trusted, experienced, and knowledgeable in the solution we propose. These individuals bring deep institutional knowledge from our longstanding partnerships with other Medicaid agencies that will help mitigate many risks associated with project transition. Having developed such relationships, we are well-positioned to exceed expectations as your Puerto Rico Health Information Exchange (PRHIE) partner.

A Successful Team Means a Successful Project

Conduent brings PRMP an industry-leading team of professionals with decades of experience to implement and support your PRHIE project.

We begin the organization and staffing process by identifying the key roles and positions required to successfully implement your solution. Our experience in staffing teams is based on best practices and numerous successful implementations. Our priority is to provide the appropriate level of technical staff expertise on the implementation and operations teams.

Once we finalize the necessary organizational structure and staffing levels, we assign resources based on best fit. Our goal is to leverage resources that have been involved with similar implementations in other states to bring domain knowledge, experience, and lessons learned. You can be confident that our key staff and leadership team have the requisite expertise to provide the successful implementation and operations of the CMdS Interoperability Exchange solution.

We propose key staff who are the leading professionals in the industry; their names and titles are below.

- **Executive Director,** [REDACTED]
- **Technical Manager,** [REDACTED]
- **Customer Success Lead,** [REDACTED]
- **Integration Lead,** [REDACTED]
- **Integration Engineer,** [REDACTED]
- **Lead Developer,** [REDACTED]
- **Network and Information Systems Management Lead,** [REDACTED]
- **Data Analyst/Informaticist Lead,** [REDACTED]
- **Chief Information Security Officer (CISO),** [REDACTED]
- **Certification Manager,** [REDACTED]

In the following section, we introduce you to the resumes and references of our proposed Key Staff.

3.3.1 Resumes [RFP Attachment D]

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 14) 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 114: Proposed Key Staff and Roles

Name	Proposed Role	Experience in Proposed Role

The success of any project lies with its people. Conduent offers the Puerto Rico Medicaid Program (PRMP) the right mix of professional experience and innovative spirit for your project.

PRMP is actively seeking industry experts for the Health Information Exchange (HIE) Program, individuals with a wealth of experience in managing government health and social services projects. Our dedication lies in furnishing PRMP with a highly qualified team to ensure the seamless operation of the CMdS Interoperability Exchange solution.

In this section, we showcase the resumes for our key team members. Recognizing that the project's success hinges on the caliber of its leadership, our team members excel in experience, talent, and eagerness to initiate and deliver consistently superior results.

In Table 3.3.1-1, we summarize the proposed role, name, and experience of our staff.

The best staff in the industry

- Integration Lead, 40 years of experience
- Executive Director, 30 years of experience
- Chief Information Security Officer, 32 years of experience
- Technical Manager, 25 years of experience
- Network and Information Systems Management Lead, 21 years of experience

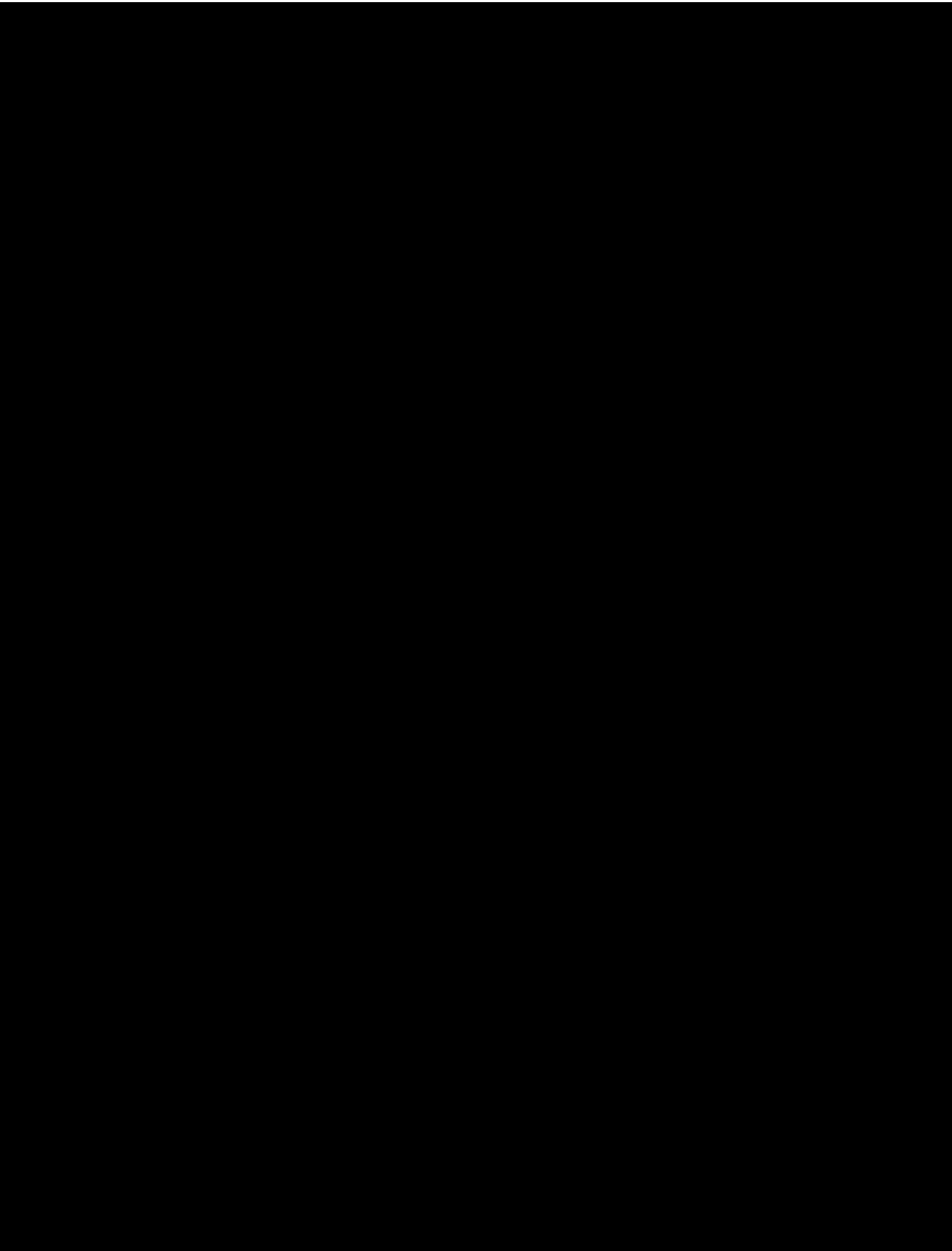
Table 3.3.1-1. Summary of Experience of Proposed Staff

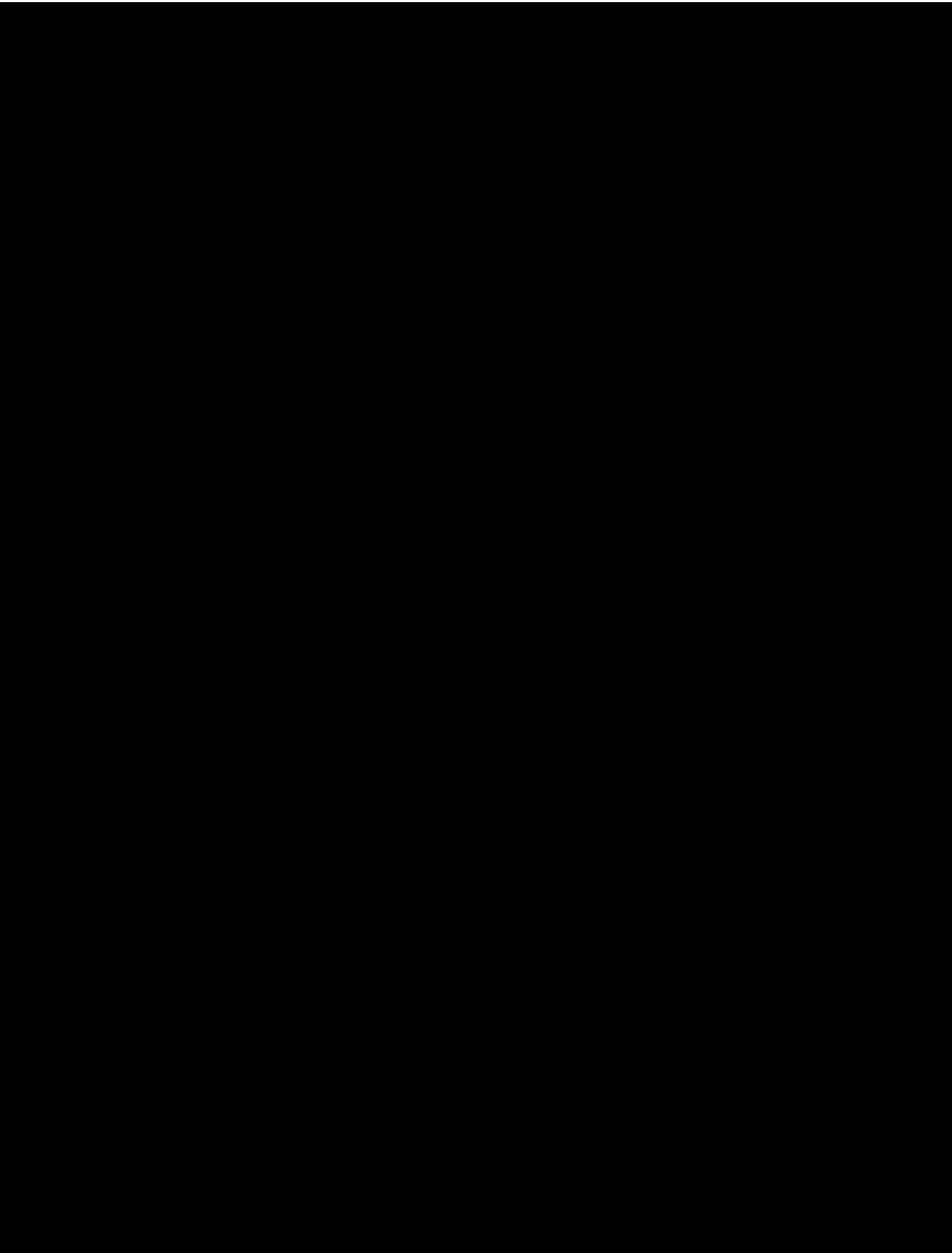
Name	Proposed Role	Experience in Proposed Role

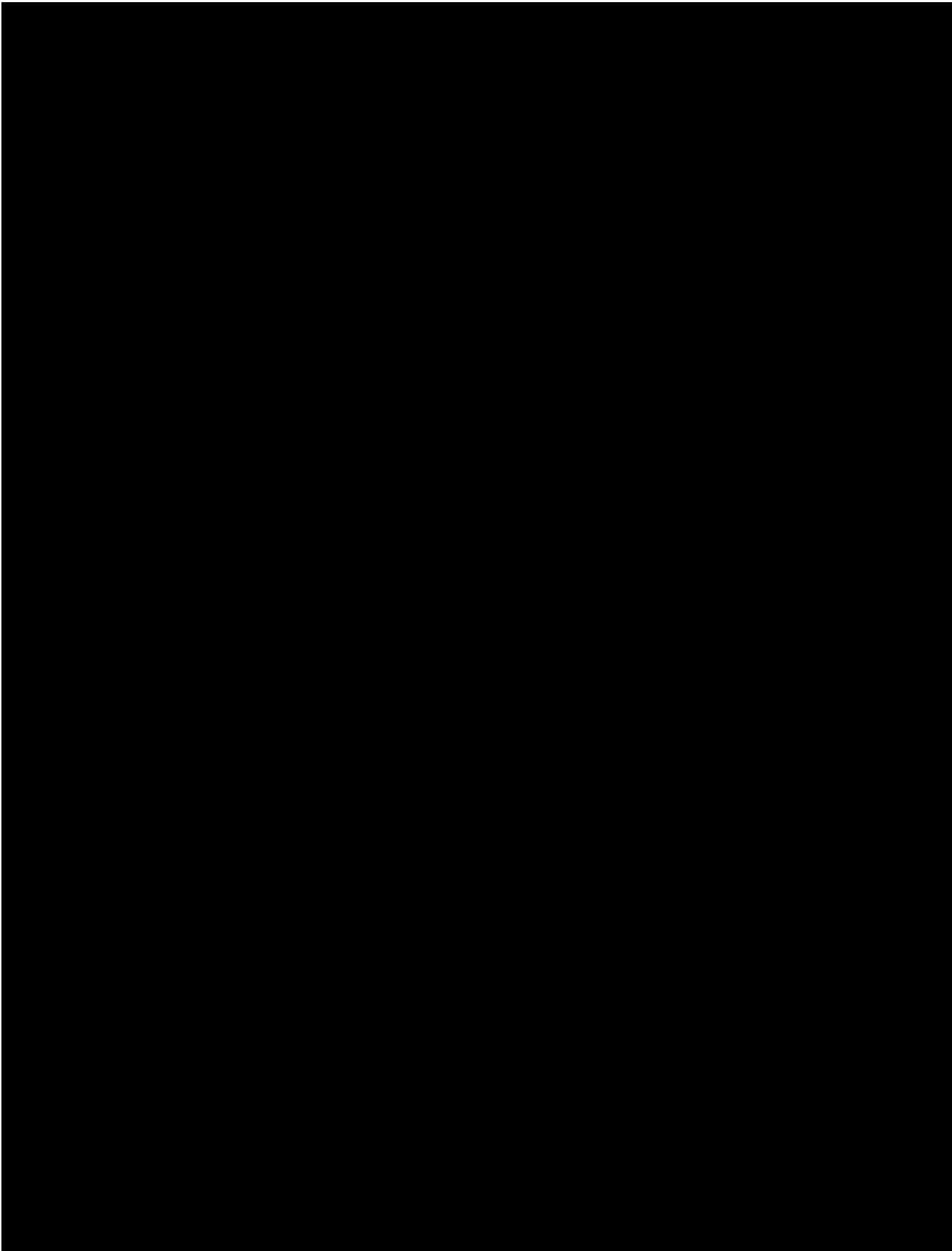
Name	Proposed Role	Experience in Proposed Role
[Redacted Content]		

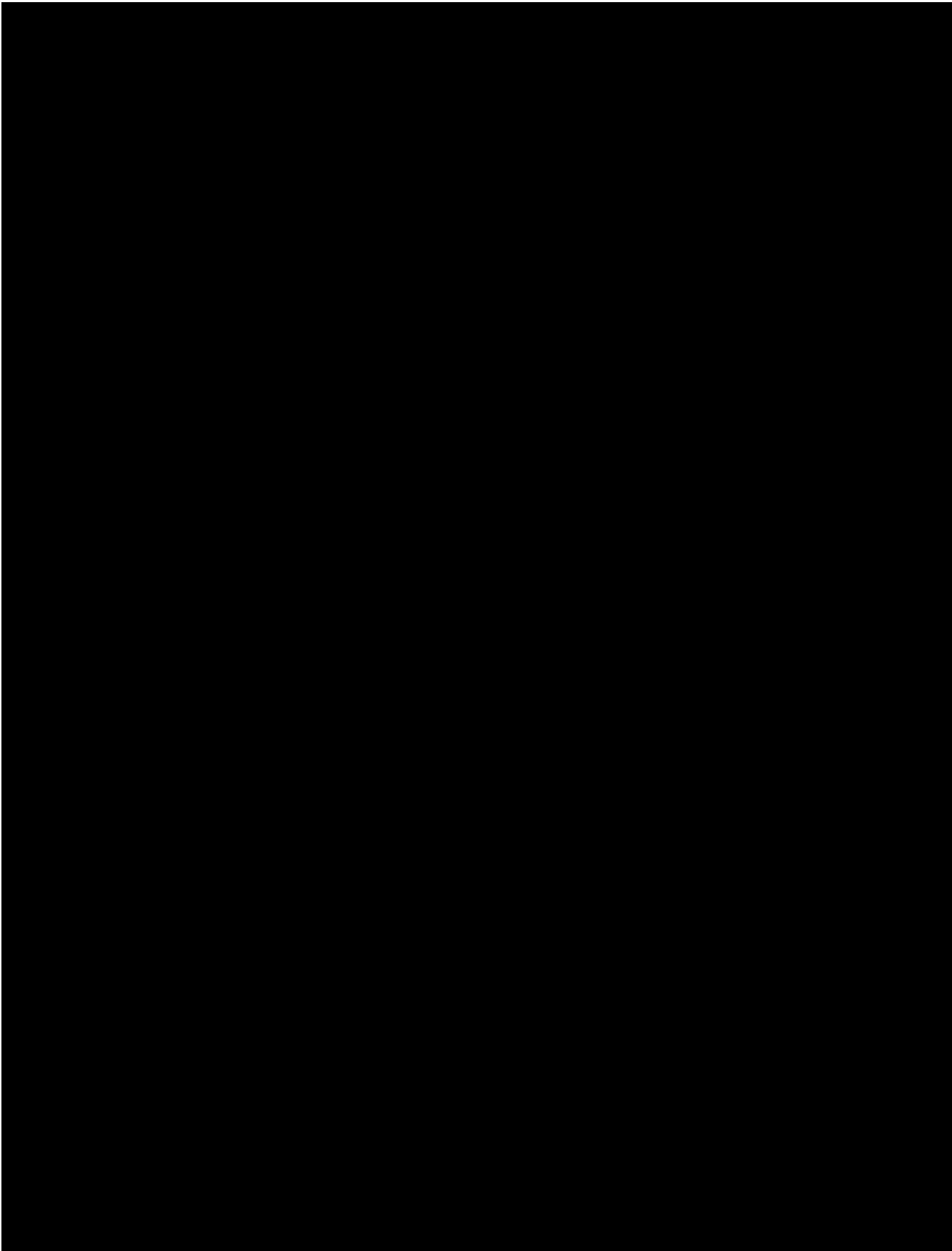
We understand that copies of diplomas, licenses, and credentials are not required but may be requested by the PRMP. Conduent will submit them upon request.

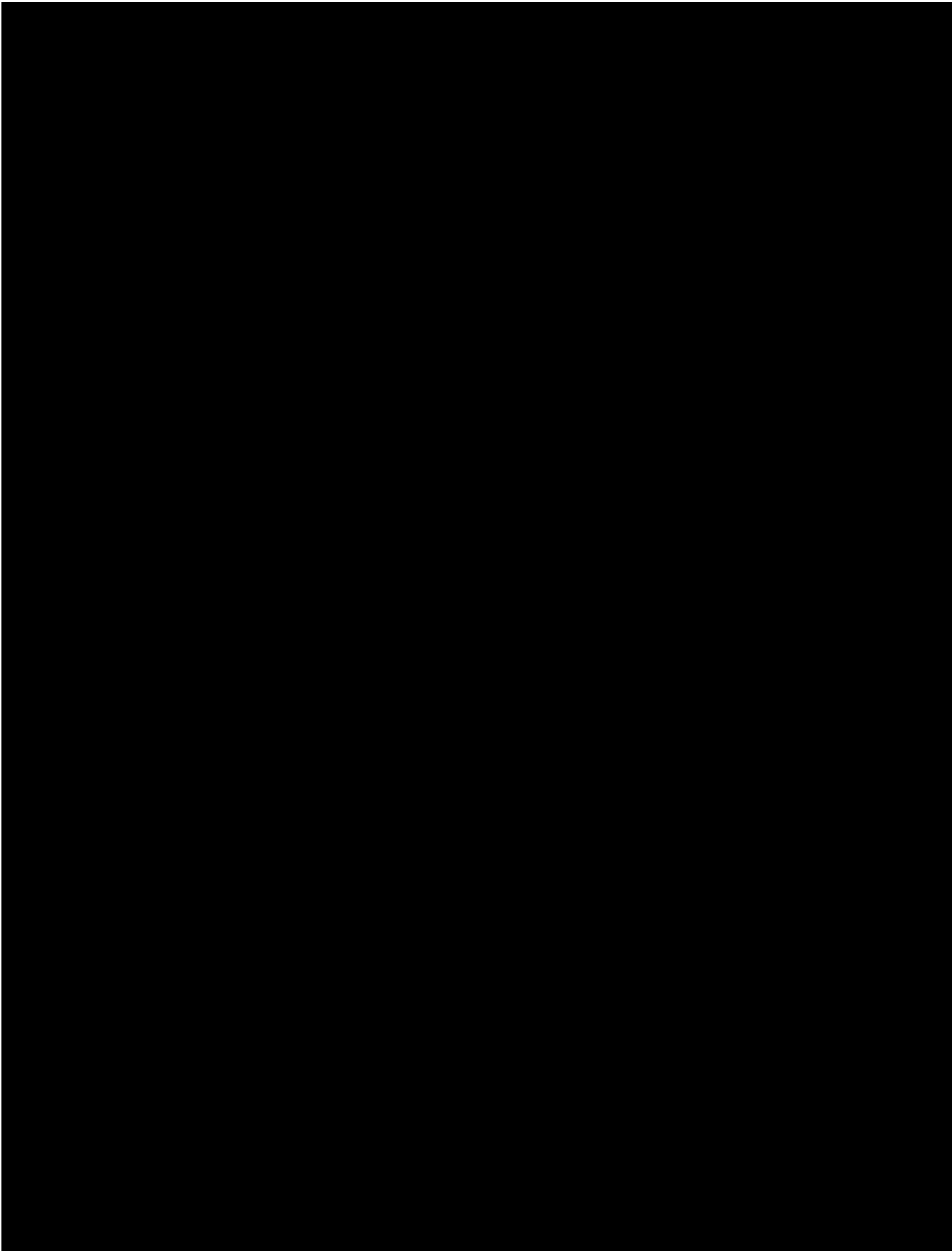
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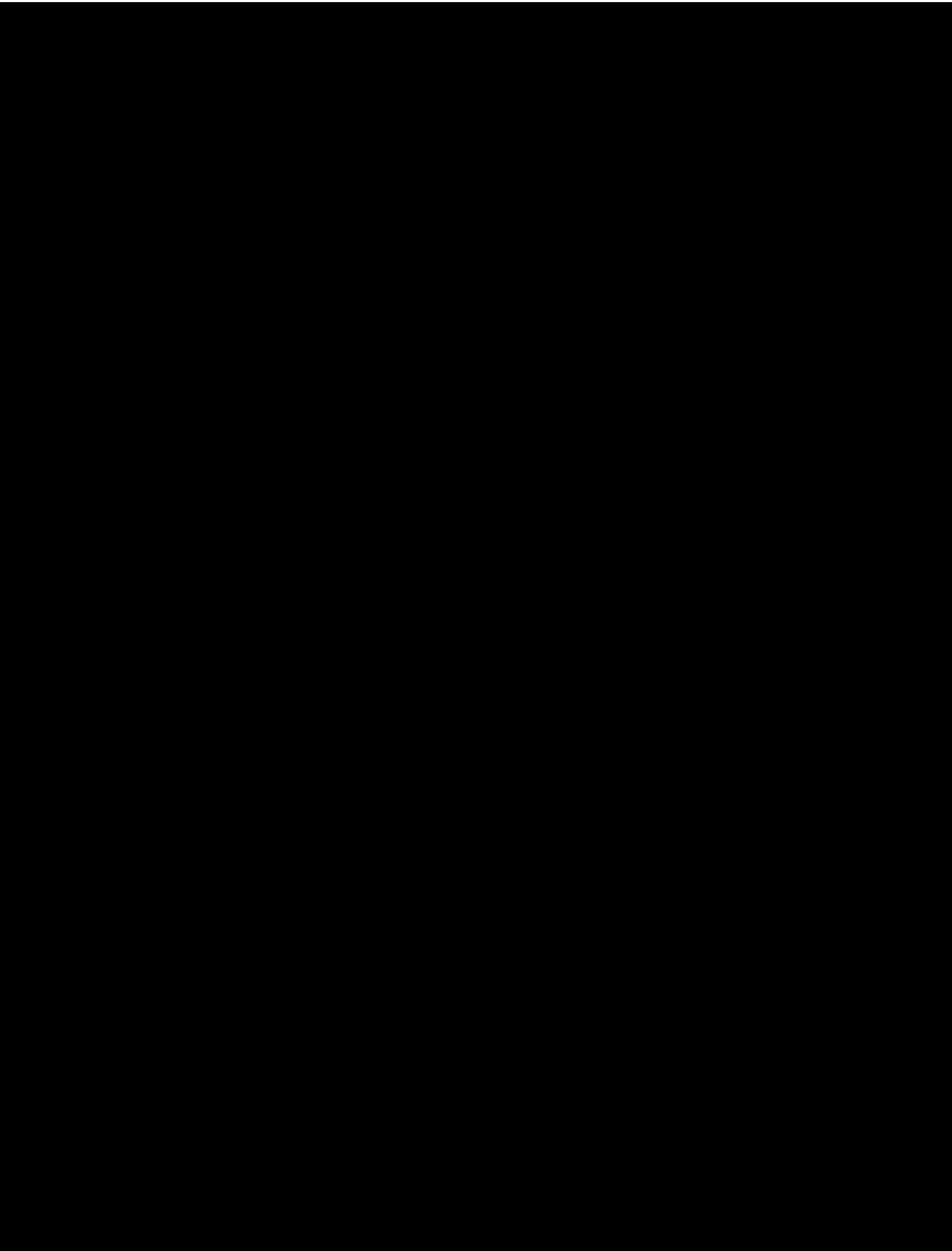


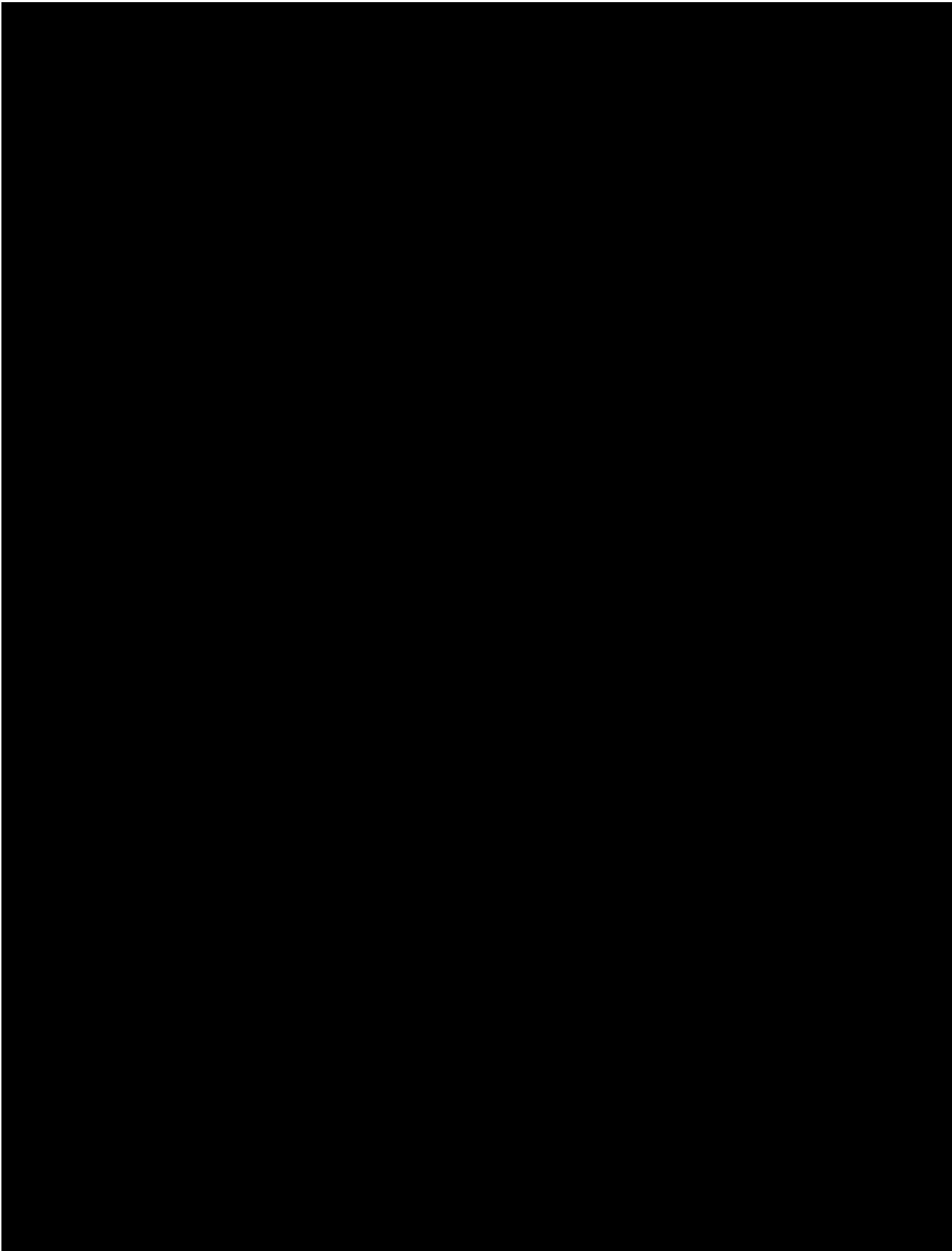




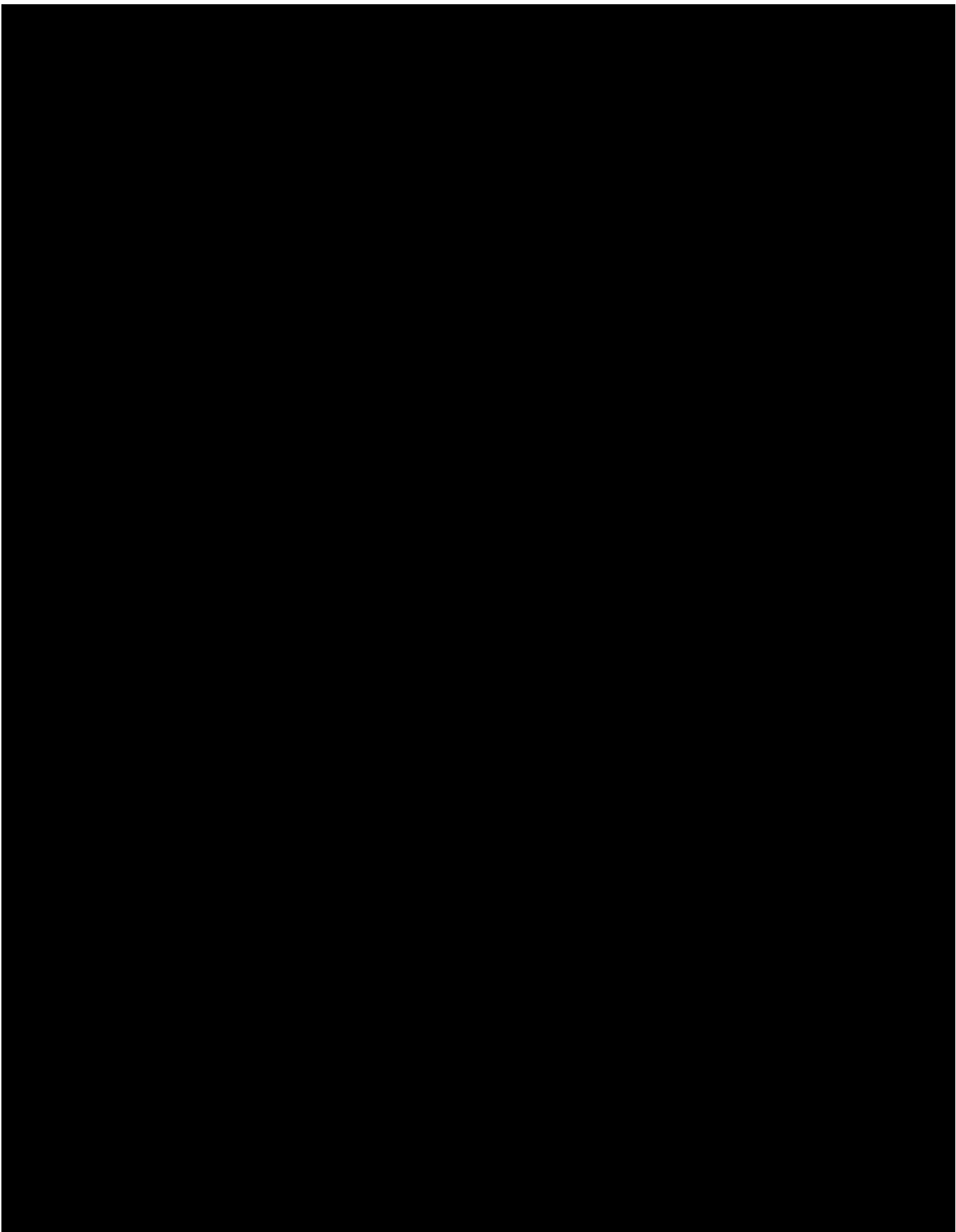


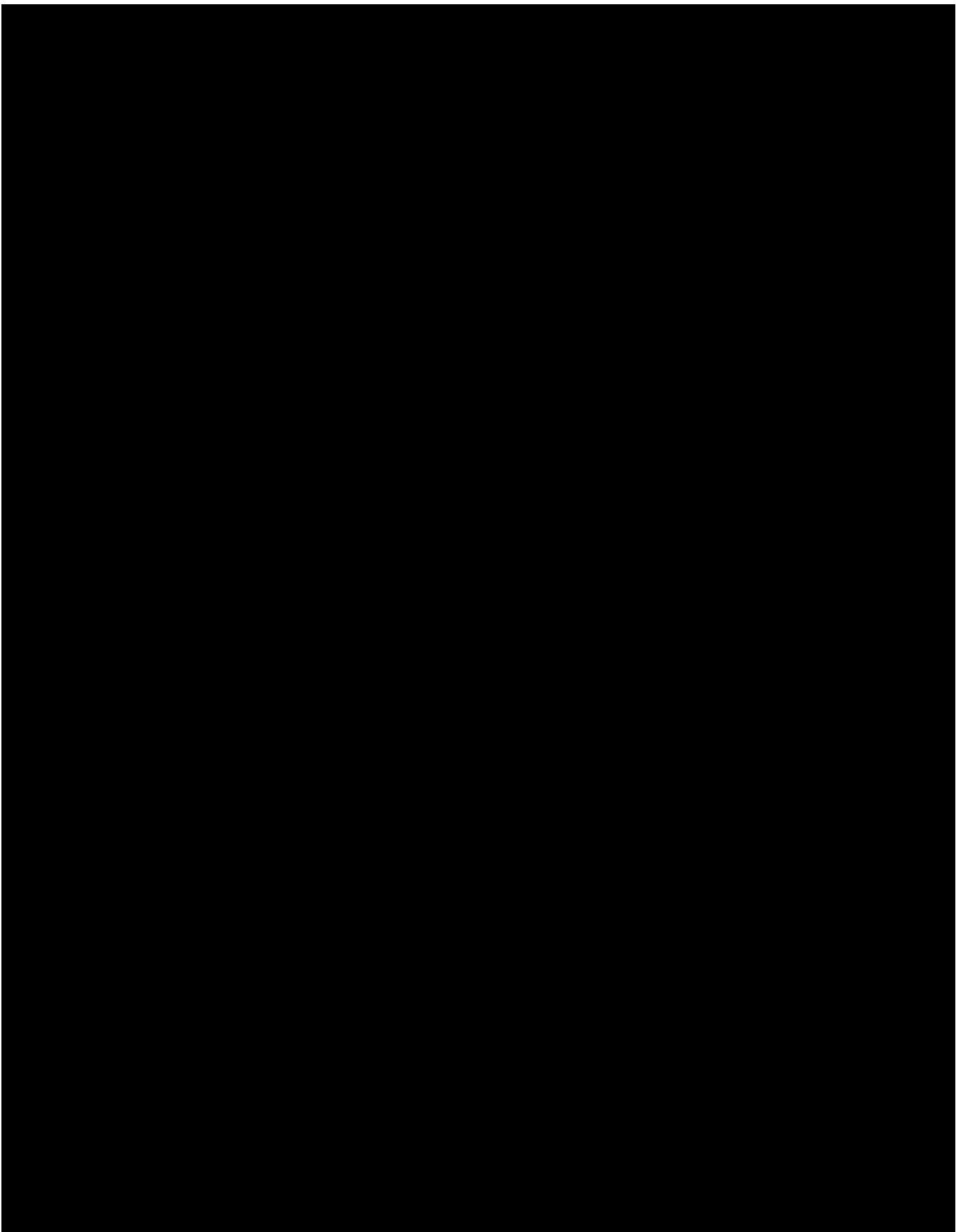


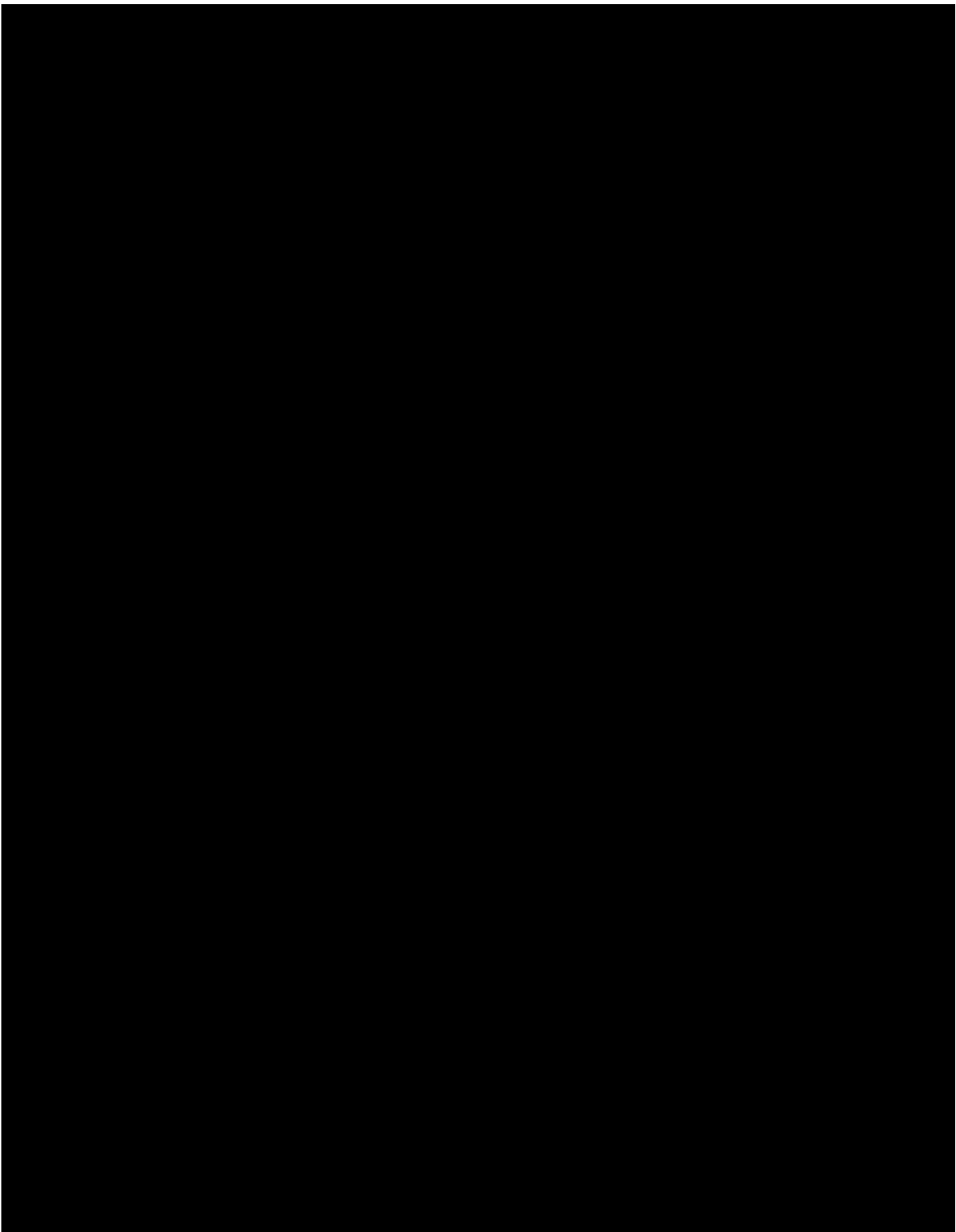


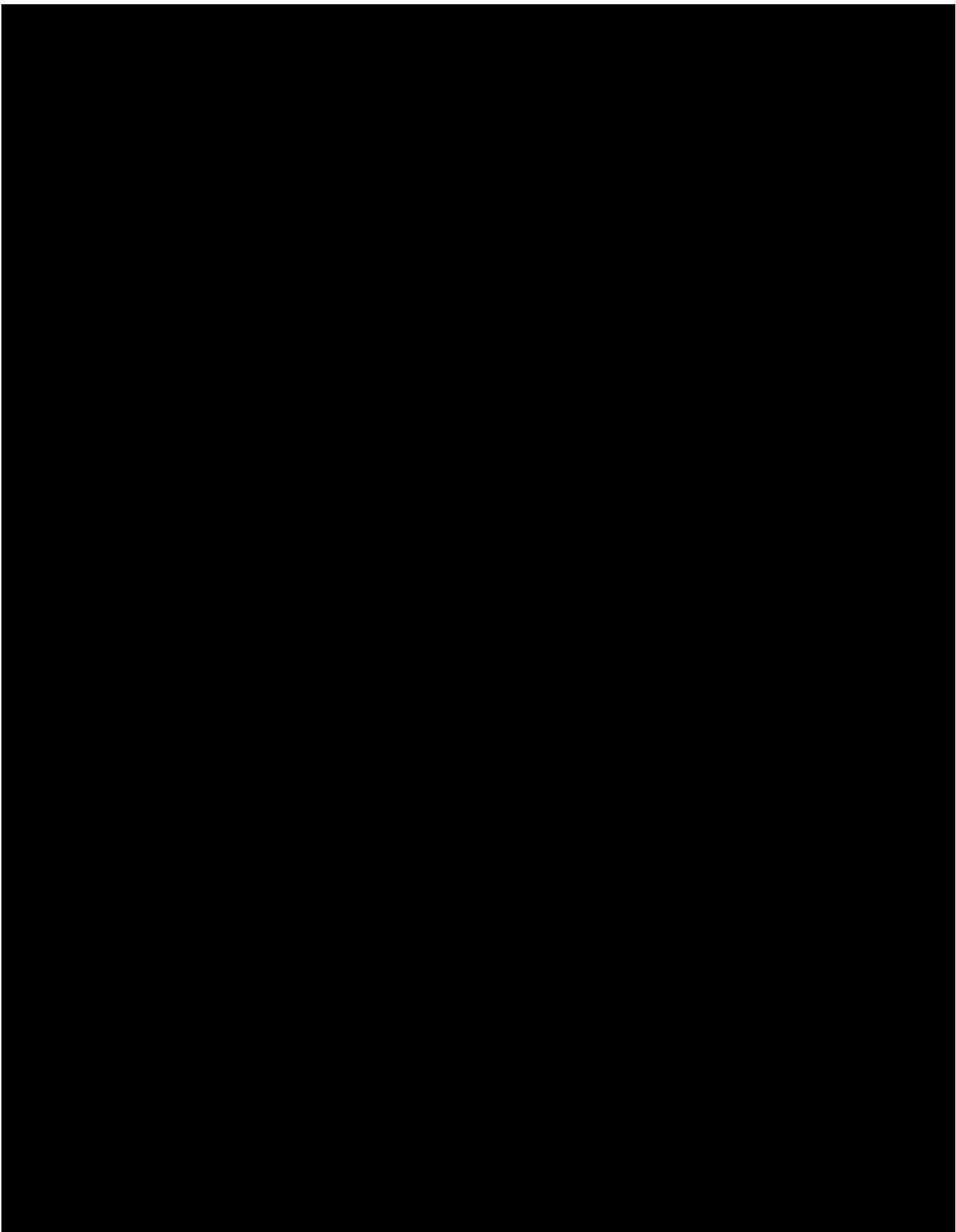


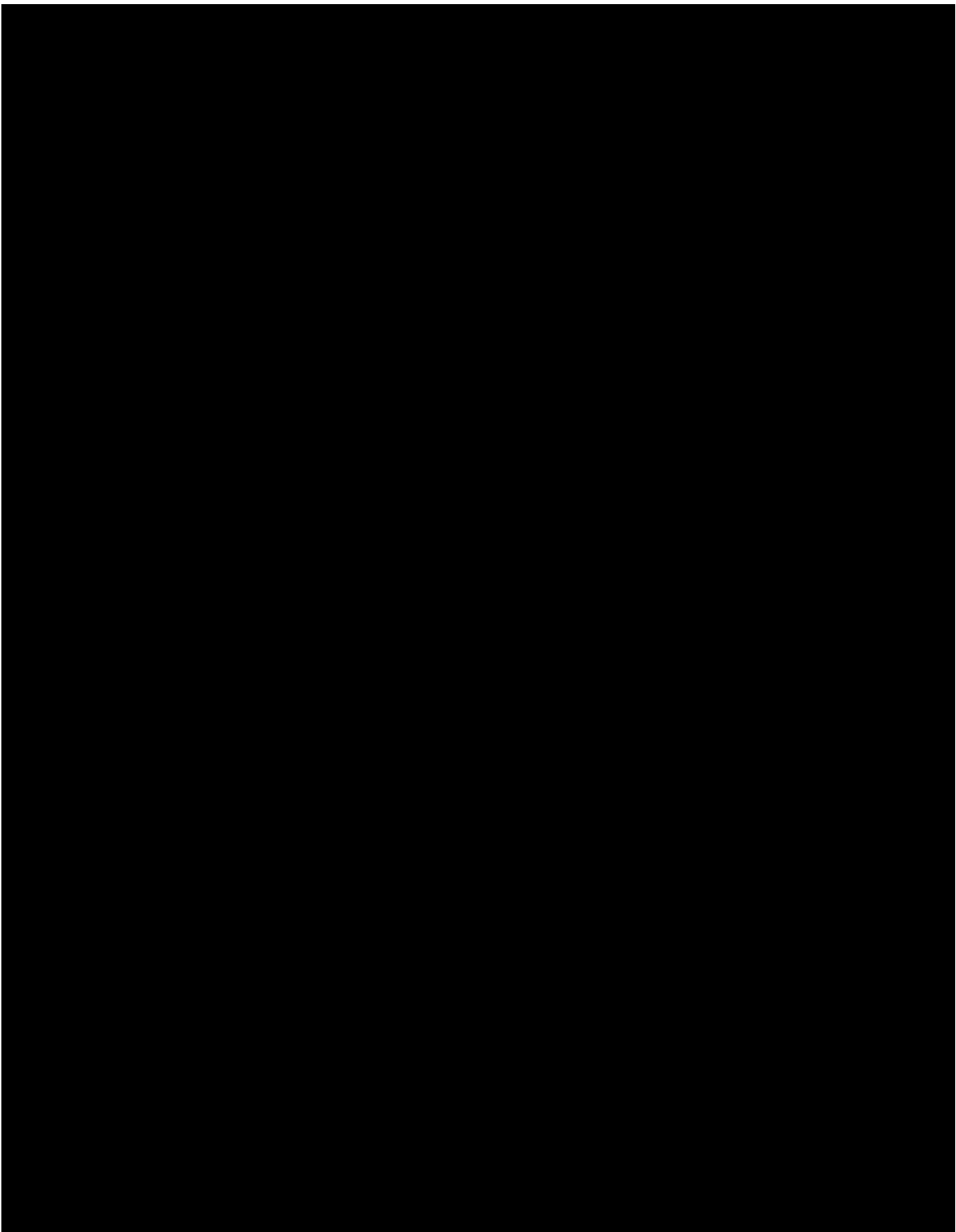
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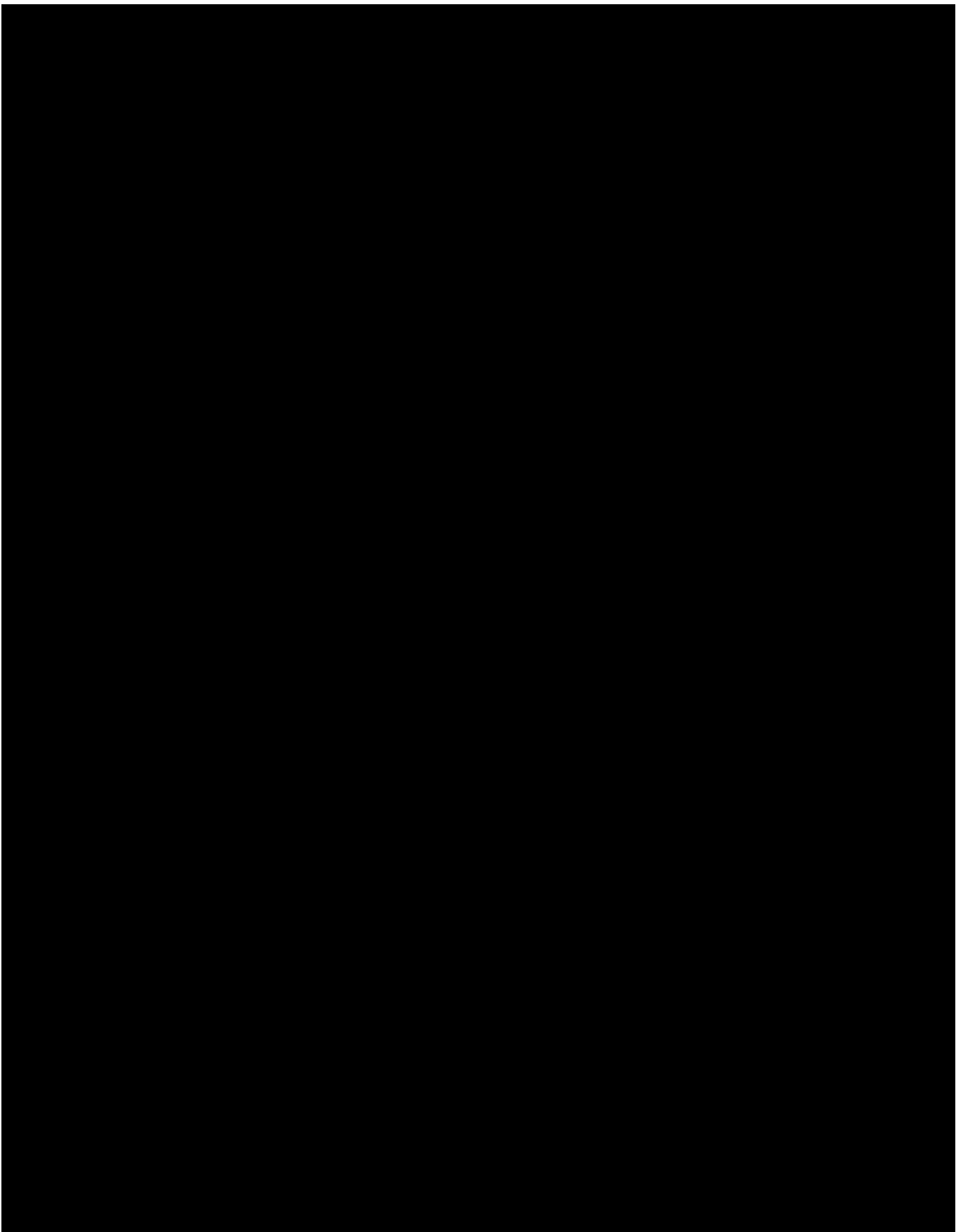


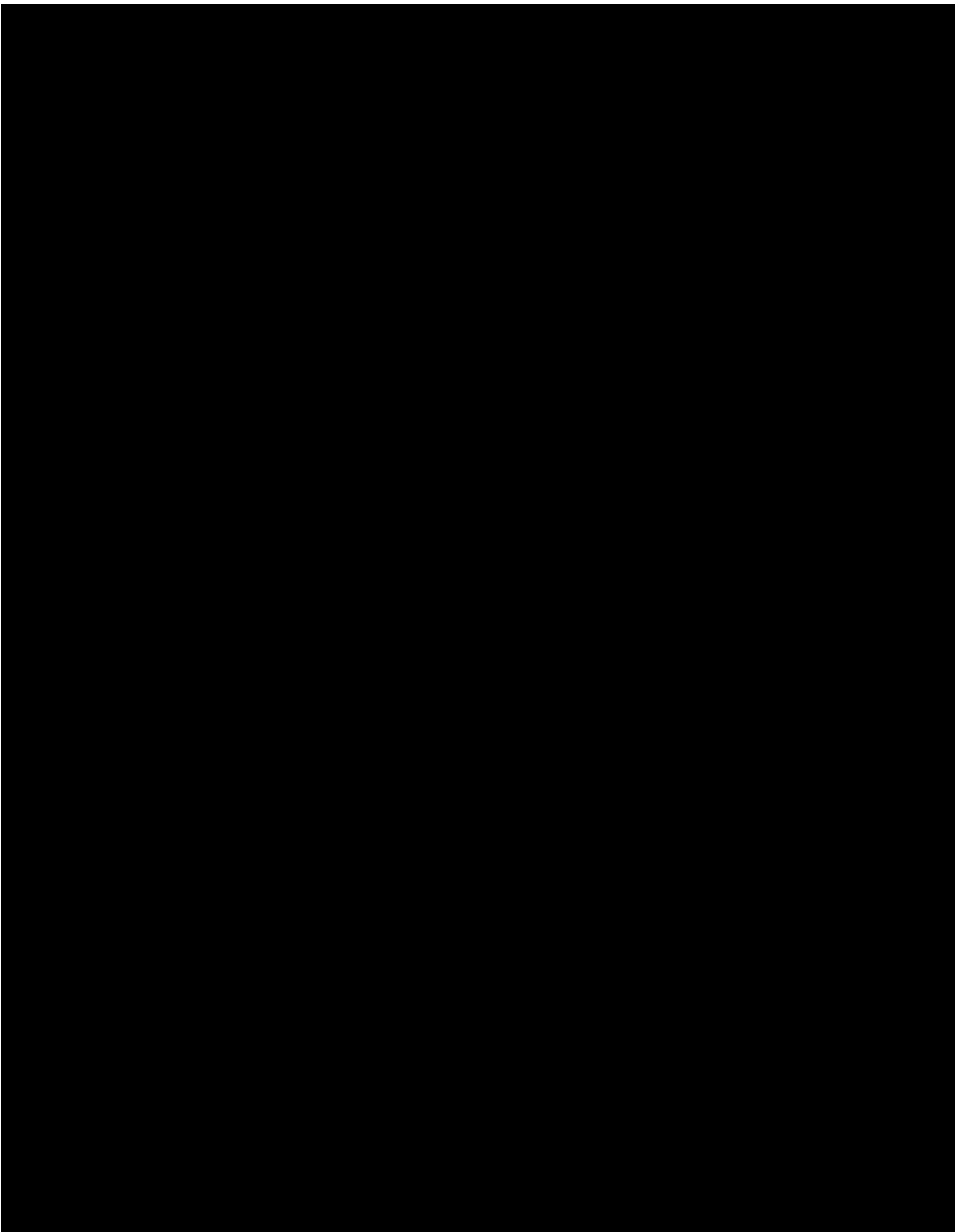




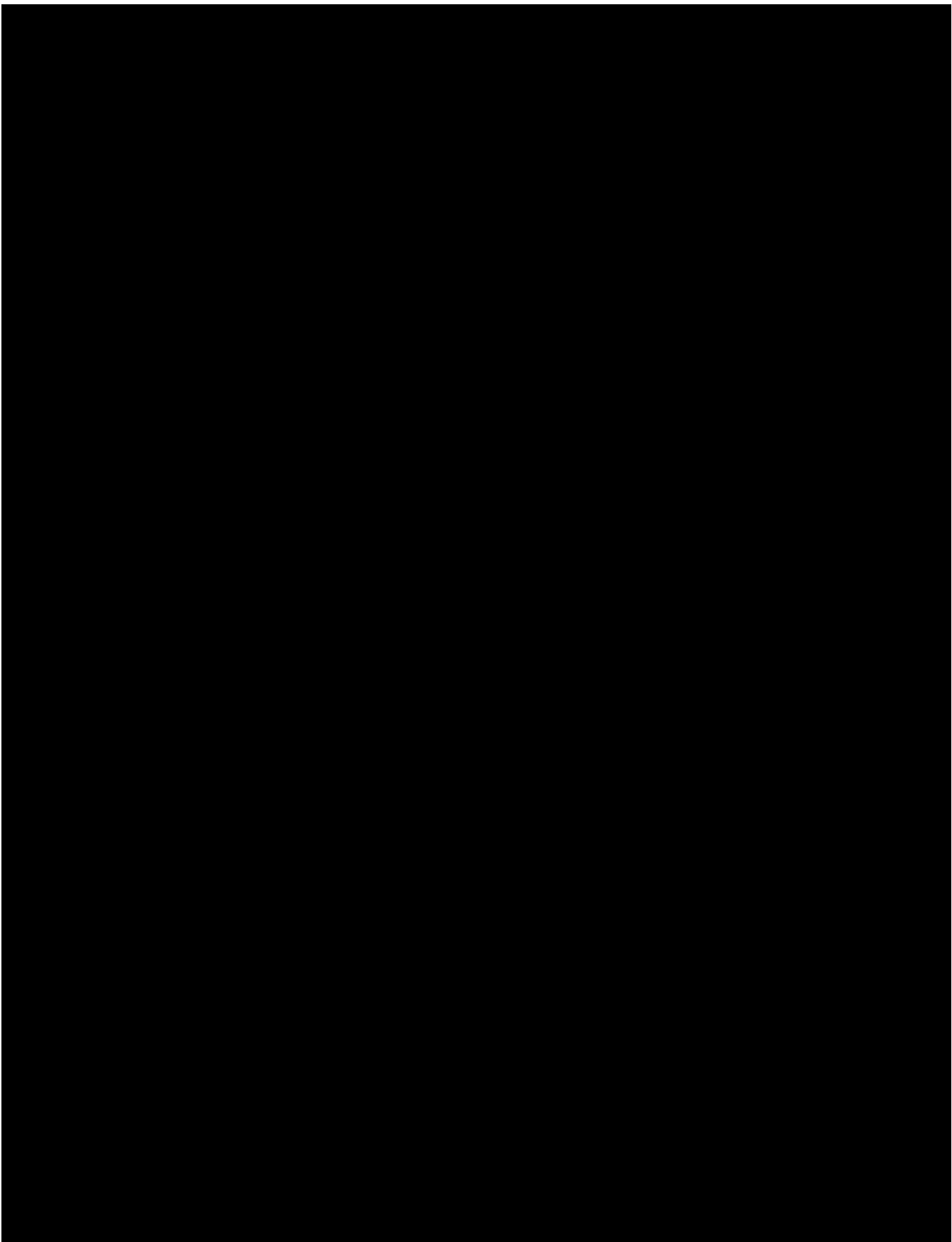


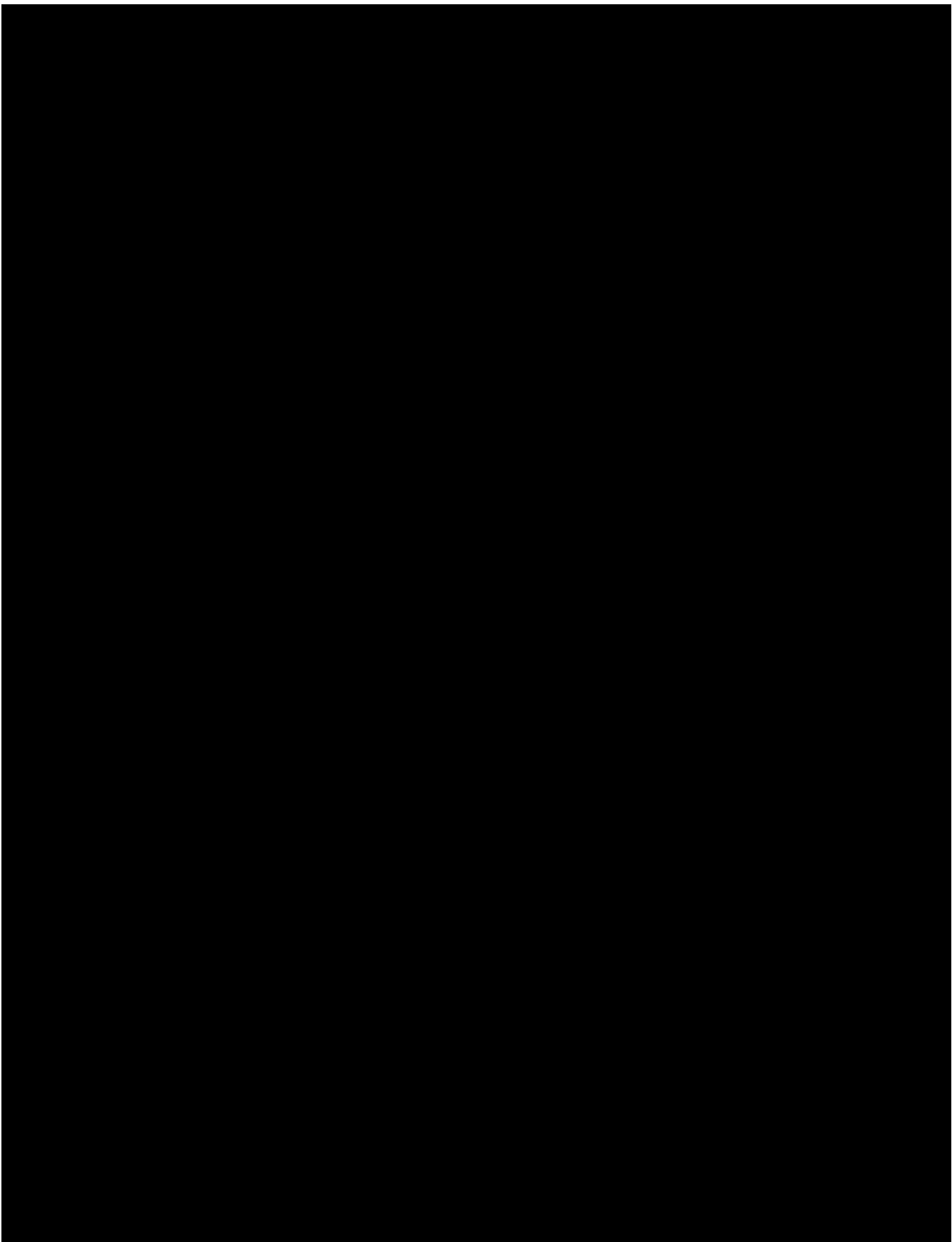


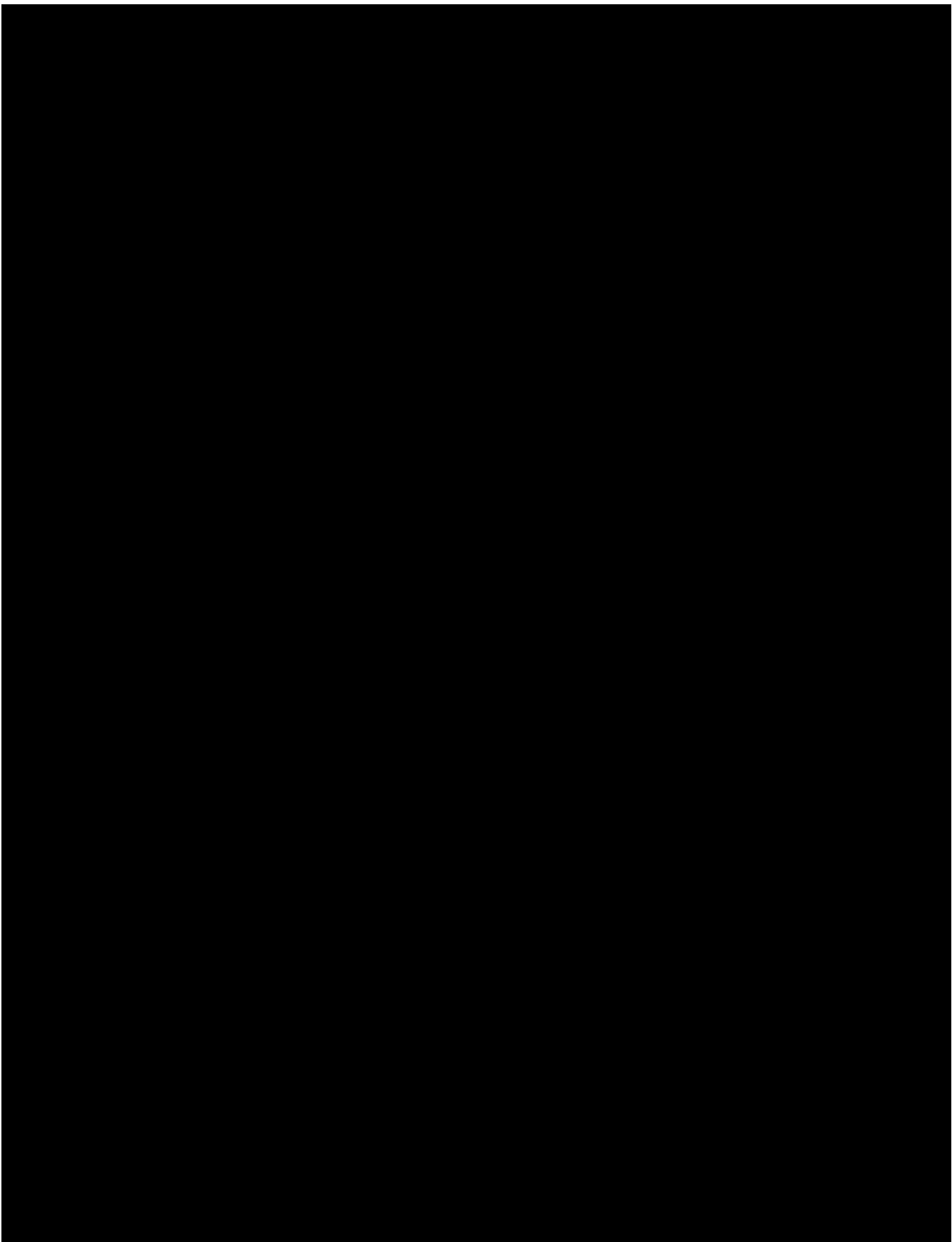




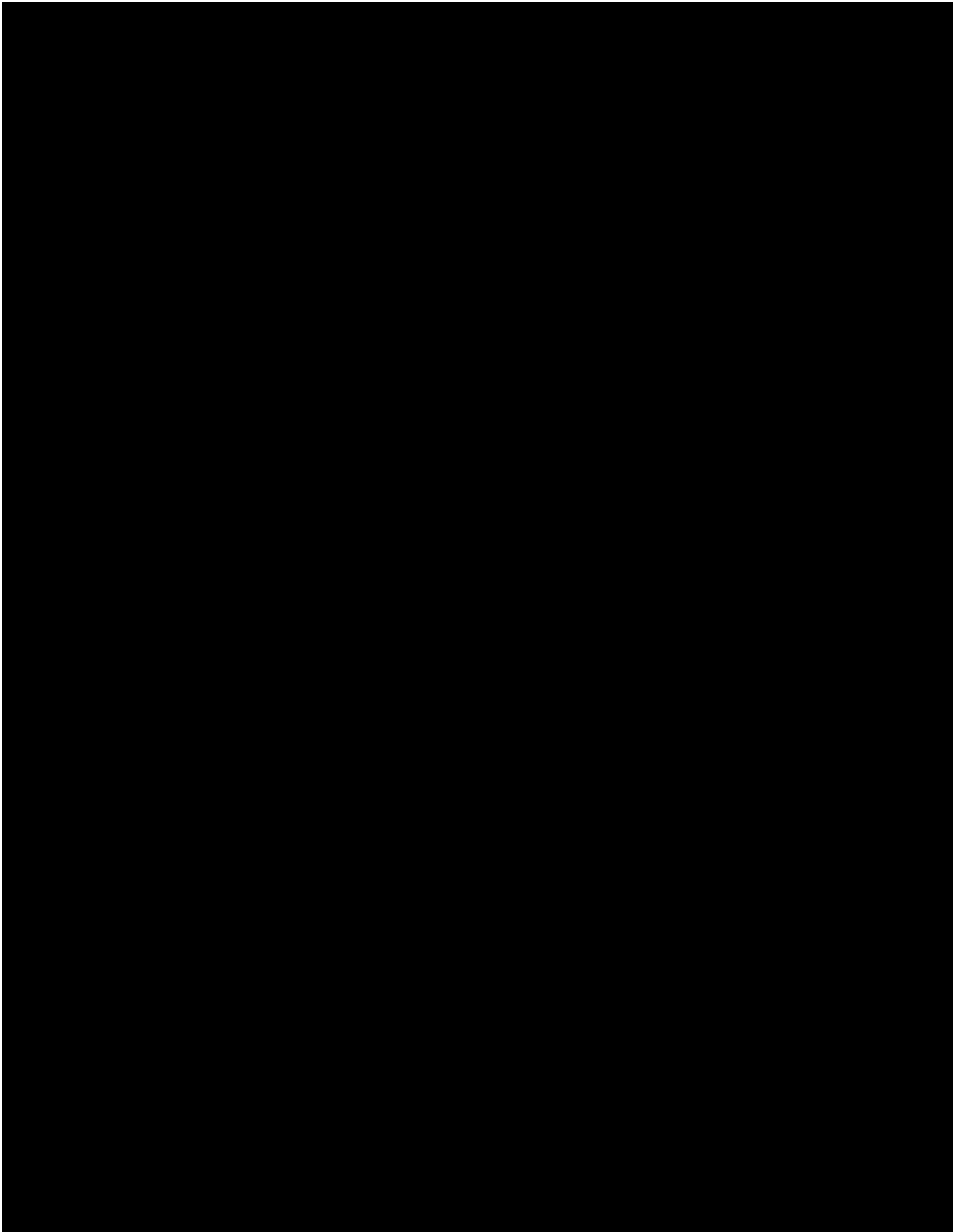
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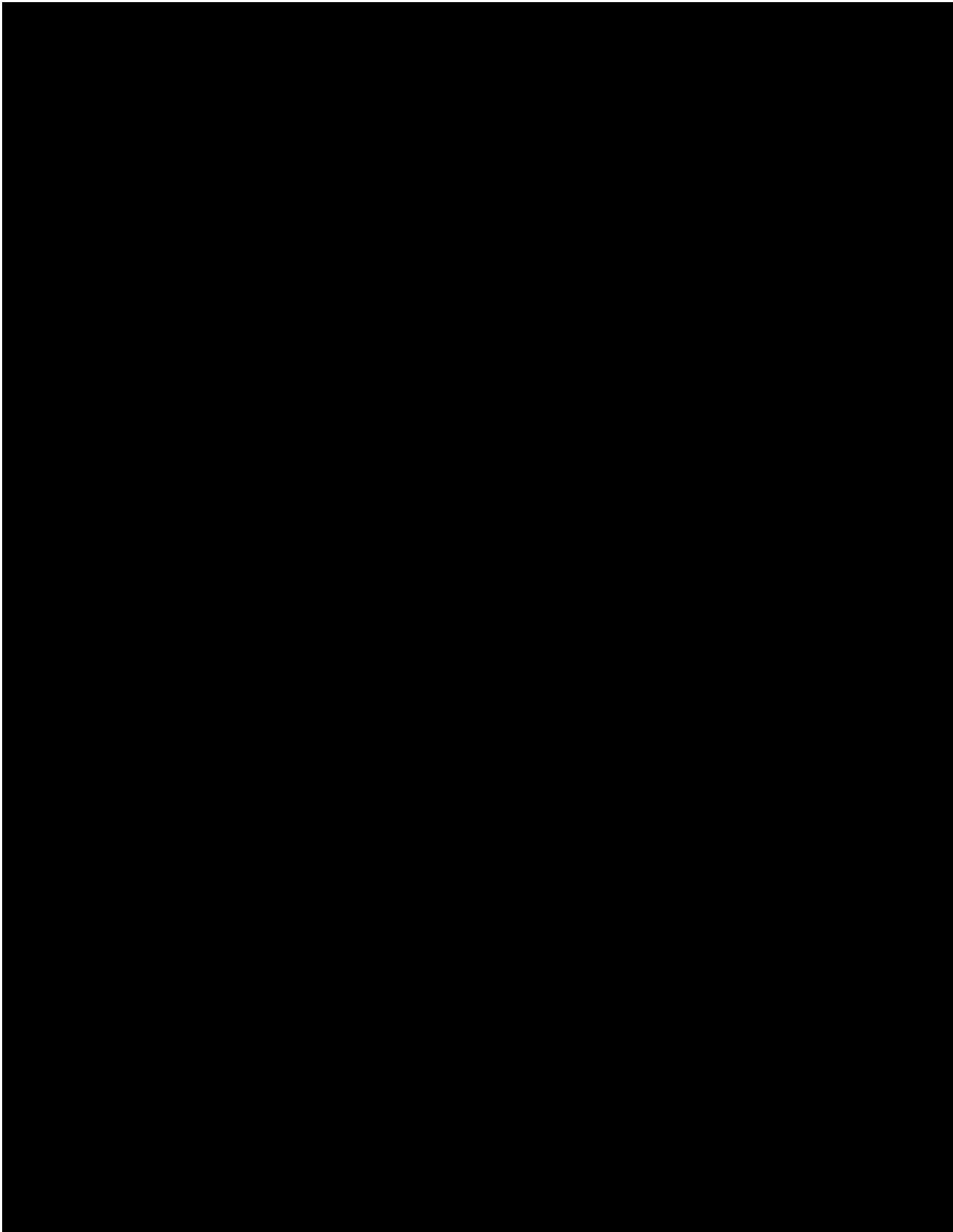


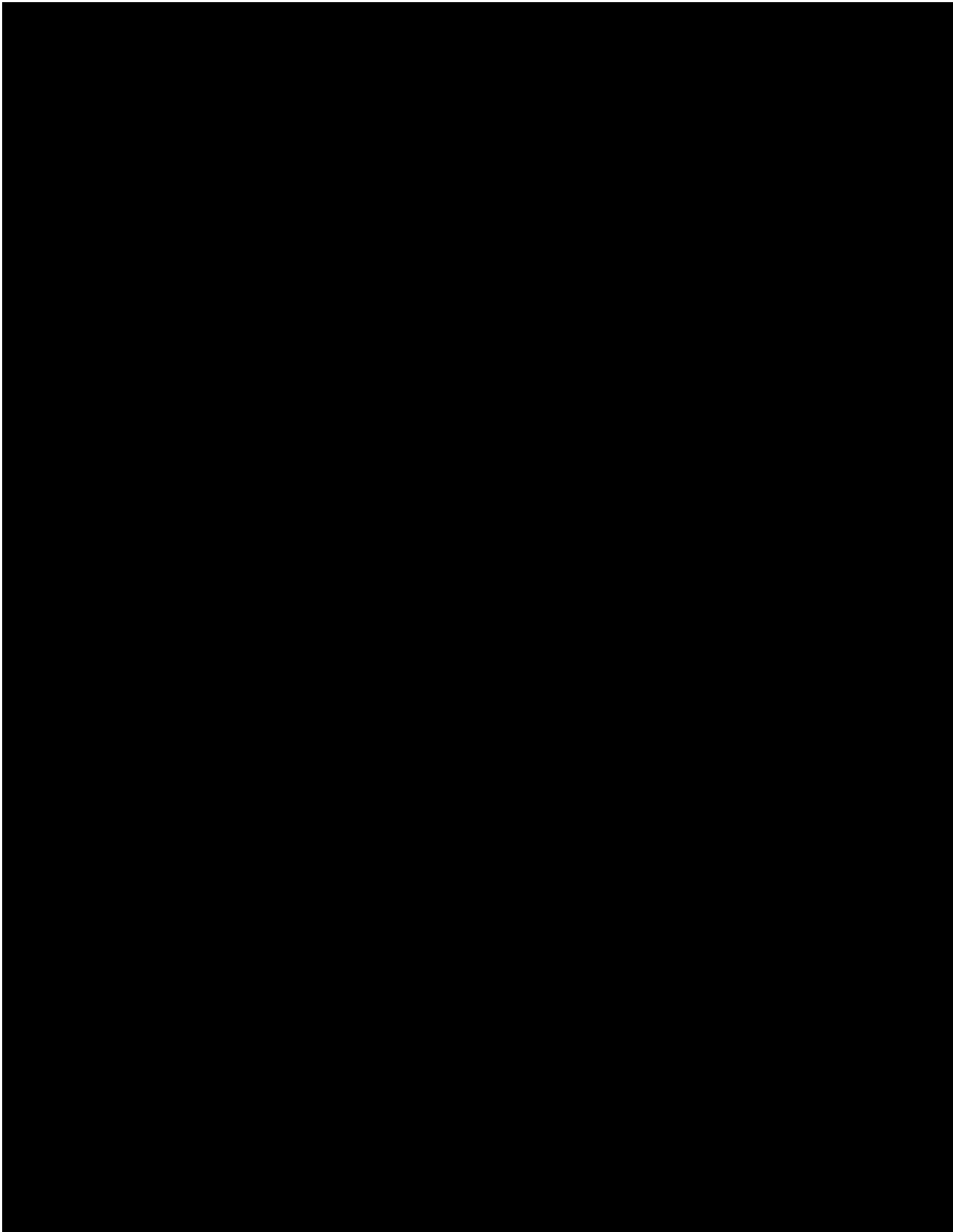


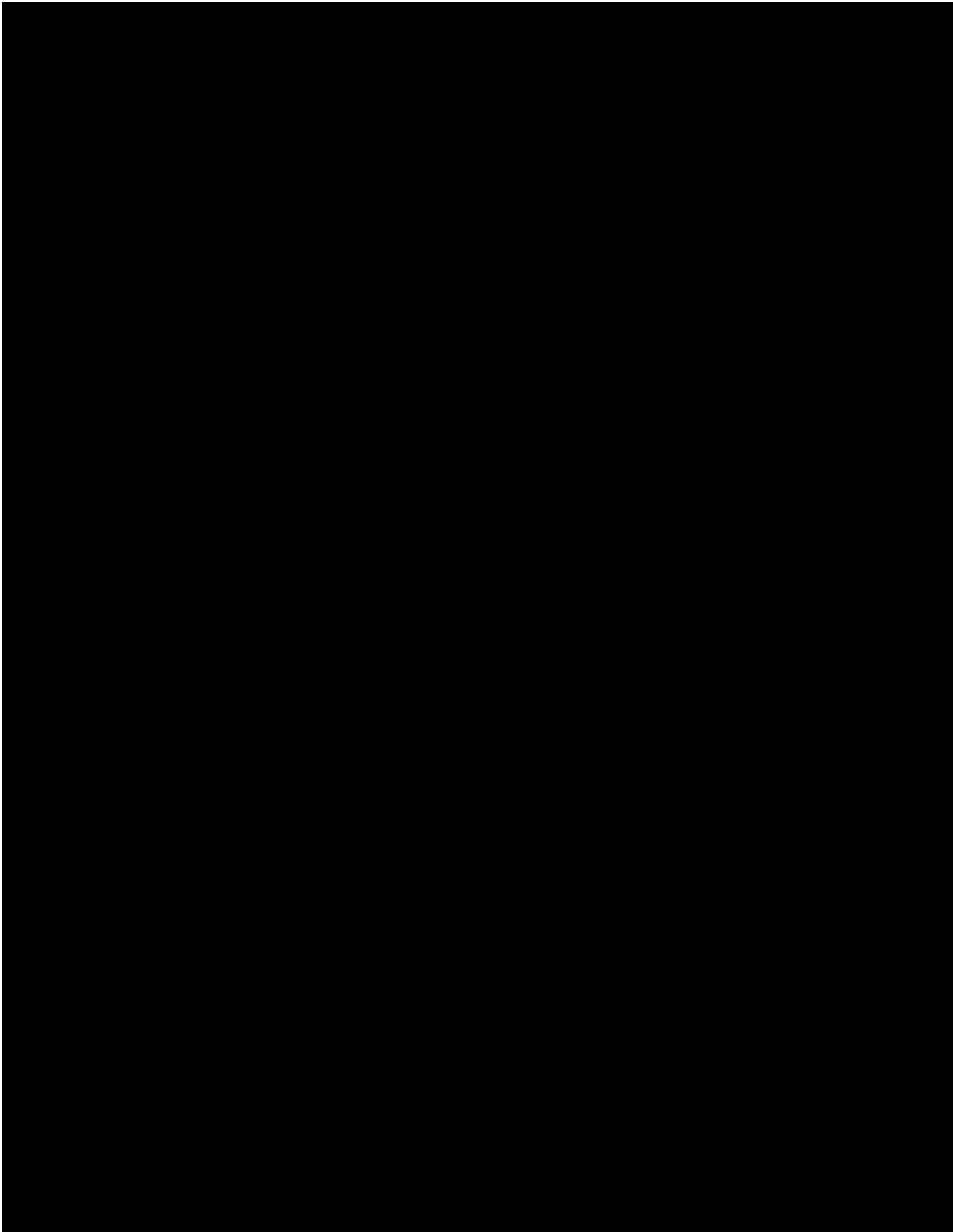


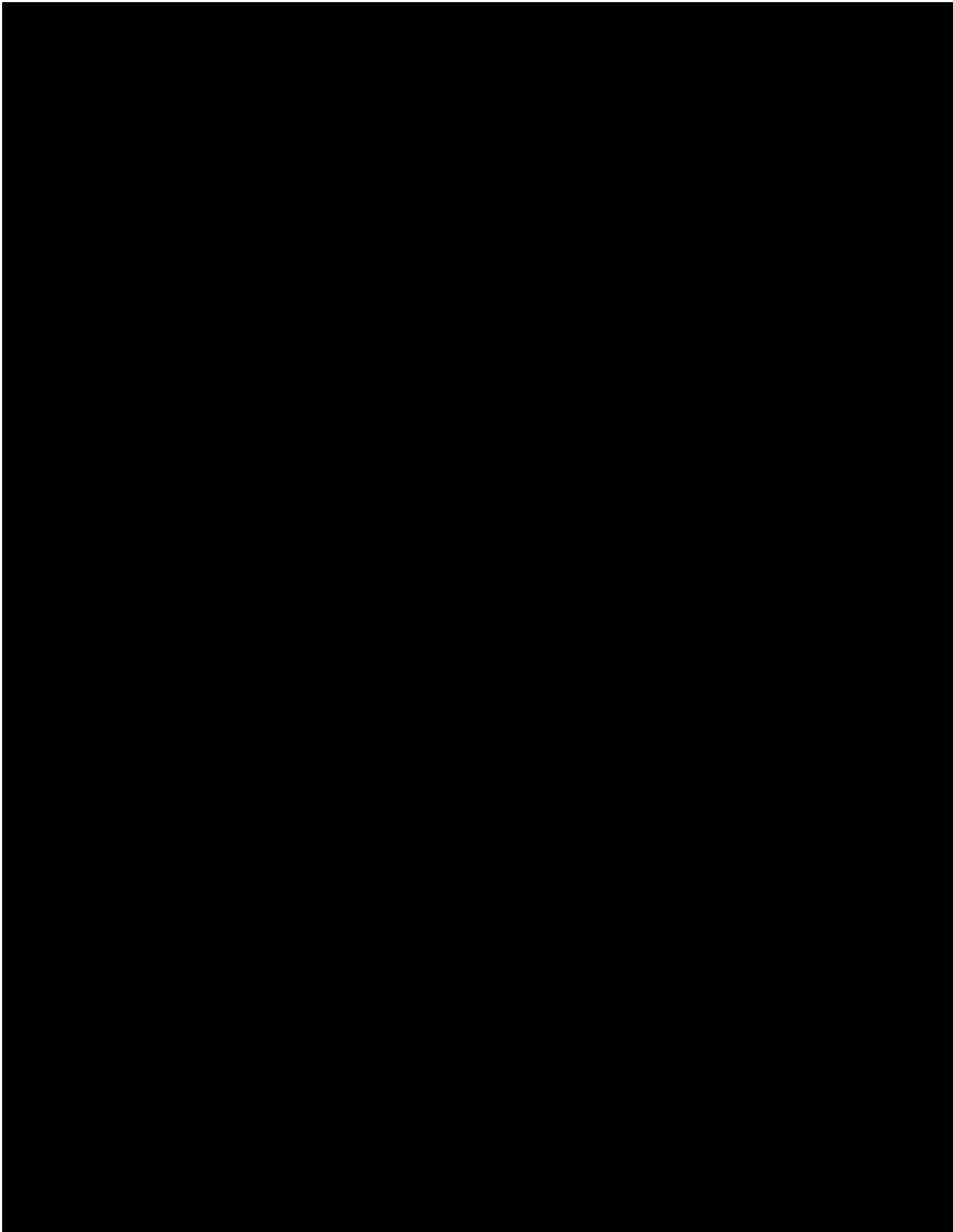
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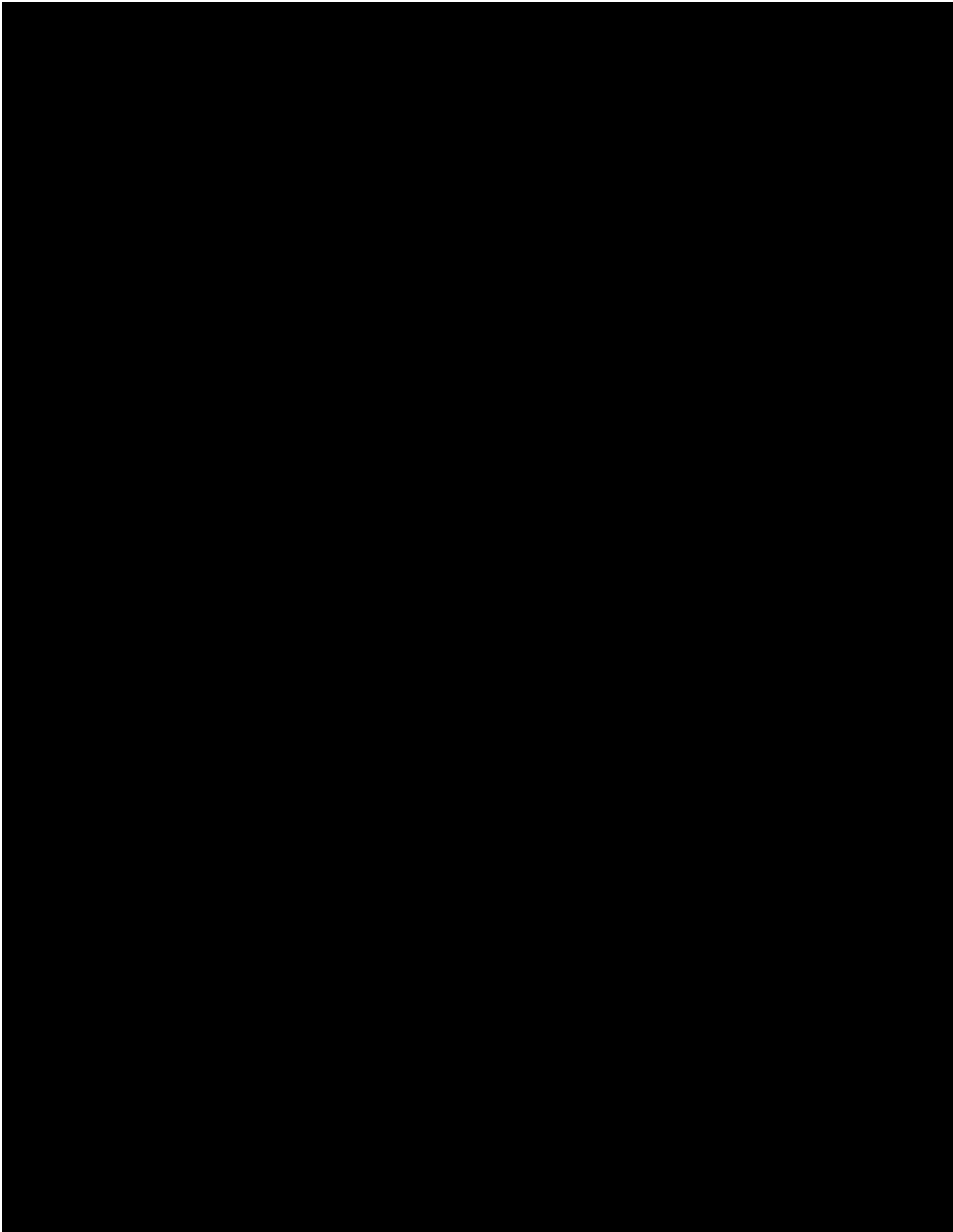


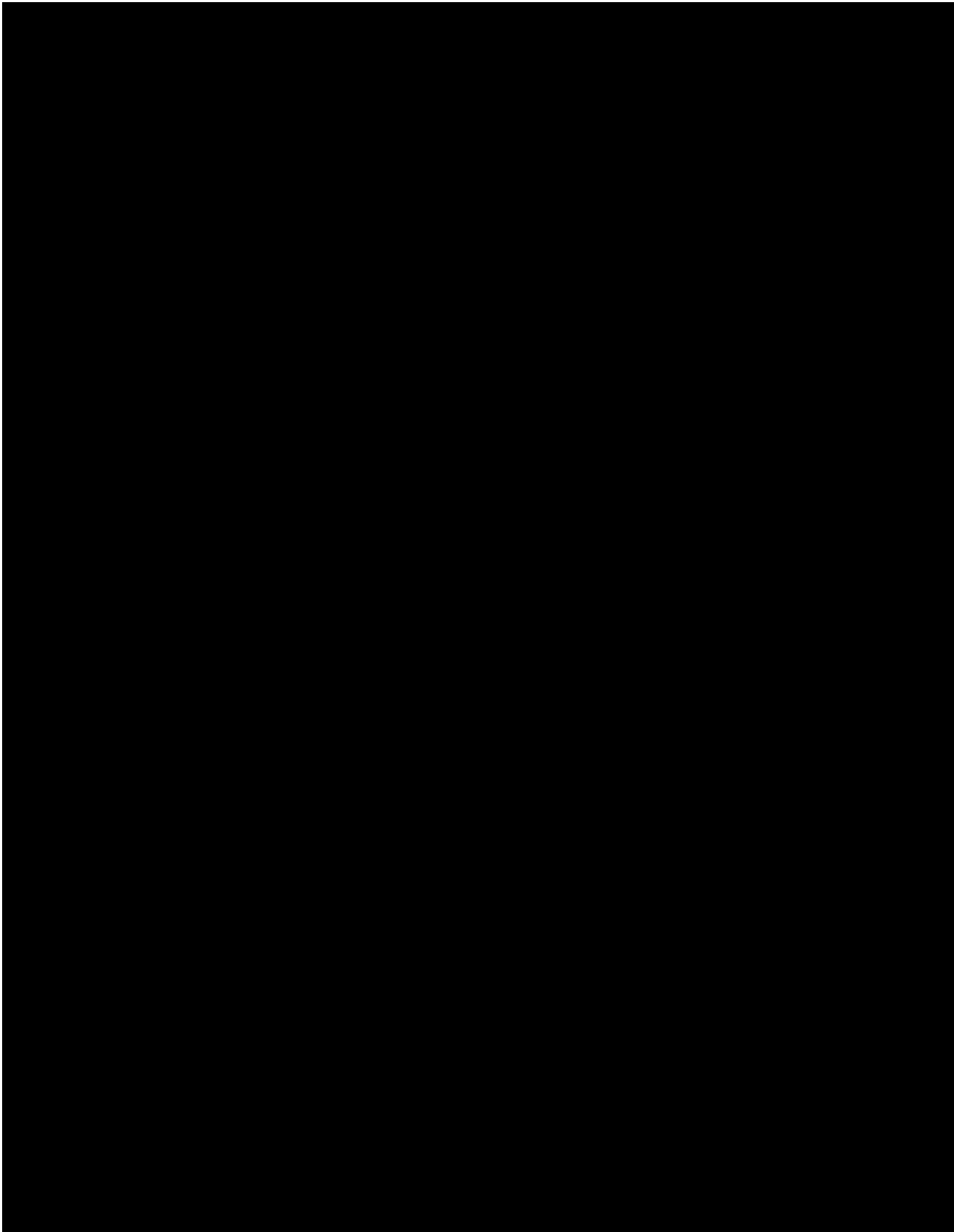












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3.3.2 Key Staff References [RFP Attachment D]

2.2 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 15 below. Please repeat the rows and tables as necessary.

Table 15: Key Staff References

Key Staff Reference Form							
Key Staff Name:				Proposed Role:			
Reference 1							
Client Name:				Client Address:			
Contact Name:				Contact Title:			
Contact Phone:				Contact Email:			
Project Name:				Start Date:	MM/YYYY	End Date:	MM/YYYY
Project Description:							
Project Role and Responsibilities:							
Reference 2							
Key Staff Reference Form							
Client Name:				Client Address:			
Contact Name:				Contact Title:			
Contact Phone:				Contact Email:			
Project Name:				Start Date:	MM/YYYY	End Date:	MM/YYYY

Project Description:					
Project Role and Responsibilities:					
Key Staff Reference Form					
Key Staff Name:				Proposed Role:	
Reference 1					
Client Name:		Client Address:			
Contact Name:		Contact Title:			
Contact Phone:		Contact Email:			
Project Name:				Start Date:	MM/YYYY
				End Date:	MM/YYYY
Project Description:					
Project Role and Responsibilities:					
Reference 2					
Client Name:		Client Address:			
Contact Name:		Contact Title:			
Contact Phone:		Contact Email:			
Project Name:				Start Date:	MM/YYYY
				End Date:	MM/YYYY
Project Description:					
Project Role and Responsibilities:					

Our professionals are backed by Client references and an impressive track record in the Medicaid Services Industry.

Thriving in a dynamic, nationally evolving healthcare market requires a sincere commitment to overcoming the unique challenges that organizations face in delivering care. True commitment requires not only a healthcare market focus, but also the talent and expertise of staff who know healthcare within the Medicaid environment.

As a leader in the Medicaid field, we have access to an exceptional talent base of highly skilled Medicaid professionals. Our proposed executive, managerial, and supervisory staff who are client-facing, have the skills, experience, and references to step into the roles needed for the PRHIE project with ease and efficiency. In the following tables, we present you with two references per each key client-facing staff proposed.

Table 3.3.2-1. [Redacted]

Key Staff Reference Form						
Key Staff Name: [Redacted]		Proposed Role: [Redacted]				
Reference 1						
Client Name:	[Redacted]	Client Address:	[Redacted]			
Contact Name:	[Redacted]	Contact Title:	[Redacted]			
Contact Phone:	[Redacted]	Contact Email:	[Redacted]			
Project Name: Pharmacy Benefits Management			Start Date:	001/2006	End Date:	Ongoing
Project Description: Conduent provides pharmacy benefit management services for the Ohio Department of Health including: <ul style="list-style-type: none"> • Claims adjudication and payment • Pharmacy prior authorization • Report generation 						
Project Role and Responsibilities: Client Partner. Responsible for overall account performance and client satisfaction. Primary point of contact for all customer inquiries. Responsible for Profit and Loss (P&L) monitoring, service level agreements, and contract adherence.						
Reference 2						
Key Staff Reference Form						
Client Name:	[Redacted]	Client Address:	[Redacted]			
Contact Name:	[Redacted]	Contact Title:	[Redacted]			

Key Staff Reference Form				
Contact Phone:	[REDACTED]	Contact Email:	[REDACTED]	
Project Name:	UMASS Prescription Advantage	Start Date:	04/2013	End Date: Present
Project Description: Prescription Advantage is a State-sponsored prescription drug program, which provides prescription drug coverage for Massachusetts residents aged 65 and older, as well as younger people with disabilities who meet income and employment guidelines. Since 2001, the UMASS Medical School has managed all operations of the Massachusetts Prescription Advantage Program, which went on to lead its national state pharmacy assistance program counterparts in several areas. Conduent provides pharmacy claims processing, fiscal agent services, and call center operations for the UMASS Prescription Advantage program. Tom has overseen the call center operations since program inception in April 2013. In April 2018, Tom took additional responsibility as the program's Account Manager.				
Project Role and Responsibilities: Client Partner. Responsible for overall account performance and client satisfaction. Primary point of contact for all customer inquiries. Responsible for P&L monitoring, service level agreements, and contract adherence.				

Table 3.3.2-2. [REDACTED]

Key Staff Reference Form				
Key Staff Name:	[REDACTED]	Proposed Role:	[REDACTED]	
Reference 1				
Client Name:	[REDACTED]	Client Address:	[REDACTED]	
Contact Name:	[REDACTED]	Contact Title:	[REDACTED]	
Contact Phone:	[REDACTED]	Contact Email:	[REDACTED]	
Project Name:	New Hampshire CMdS Interoperability Exchange	Start Date:	07/2021	End Date: Ongoing
Project Description: Implementation of CMdS Interoperability Exchange solution to meet federal CMS rule 9115-F for Patient Access.				
Project Role and Responsibilities: Implementation and Operations Lead				
Reference 2				
Client Name:	[REDACTED]	Client Address:	[REDACTED]	
Contact Name:	[REDACTED]	Contact Title:	[REDACTED]	
Contact Phone:	[REDACTED]	Contact Email:	[REDACTED]	
Project Name:	Missouri Health Information Exchange and Interoperability Exchange (CMdS Interoperability Exchange)	Start Date:	01 2010	End Date: Ongoing

Project Description: Medicaid Health Information Exchange, including provider portal for viewing of C-CDA and intake of HL7v2 messages. Interoperability Exchange (CMdS Interoperability Exchange).
Project Role and Responsibilities: HIE Support and CMdS Interoperability Exchange Operations Lead

Table 3.3.2-3. [Redacted]

Key Staff Reference Form				
Key Staff Name:	[Redacted]	Proposed Role:	[Redacted]	
Reference 1				
Client Name:	[Redacted]	Client Address:	[Redacted]	
Contact Name:	[Redacted]	Contact Title:	[Redacted]	
Contact Phone:	[Redacted]	Contact Email:	[Redacted]	
Project Name:	Wyoming Medicaid Health Information Exchange	Start Date:	01/2010	End Date: 08/2021
Project Description: Medicaid-focused HIE including intake of HL7v2 messages, Provider C-CDA portal, and feeds to Public Health Entities				
Project Role and Responsibilities: Onboarding Manager, Business Analysis, Customer Support				
Reference 2				
Client Name:	[Redacted]	Client Address:	[Redacted]	
Contact Name:	[Redacted]	Contact Title:	[Redacted]	
Contact Phone:	[Redacted]	Contact Email:	[Redacted]	
Project Name:	Missouri Health Information Exchange and Interoperability Exchange	Start Date:	01/2010	End Date: Ongoing
Project Description: Medicaid Health Information Exchange, including provider portal for viewing of C-CDA and intake of HL7v2 messages.				
Project Role and Responsibilities: HIE Onboarding Manager, CMdS Interoperability Exchange implementation lead, Customer Support				

Table 3.3.2-4. [REDACTED]

Key Staff Reference Form				
Key Staff Name:	[REDACTED]	Proposed Role:	[REDACTED]	
Reference 1				
Client Name:	[REDACTED]	Client Address:	[REDACTED]	
Contact Name:	[REDACTED]	Contact Title:	[REDACTED]	
Contact Phone:	[REDACTED]	Contact Email:	[REDACTED]	
Project Name:	Puerto Rico TeleCom (Atlantic Telenetwork)	Start Date:	01/1990	End Date: 05/1994
Project Description: Credit and Collections for Puerto Rico TeleCom.				
Project Role and Responsibilities: Credit & Collections Manager. Oversaw all collections efforts of all users of the long-distance services that the company offers.				
Reference 2				
Client Name:	[REDACTED]	Client Address:	[REDACTED]	
Contact Name:	[REDACTED]	Contact Title:	[REDACTED]	
Contact Phone:	[REDACTED]	Contact Email:	[REDACTED]	
Project Name:	Oracle Corporation	Start Date:	06/1994	End Date: 06/2000
Project Description: Sales for Latin America for Oracle Corporation.				
Project Role and Responsibilities: As a Technical Support Sales Region Manager, he oversaw the P&L and sales quota numbers for Mexico, Colombia, Puerto Rico, El Salvador, Costa Rica, Venezuela, Colombia and US Virgin Islands.				

Table 3.3.2-5. [REDACTED]

Key Staff Reference Form				
Key Staff Name:	[REDACTED]	Proposed Role:	[REDACTED]	
Reference 1				
Client Name:	[REDACTED]	Client Address:	[REDACTED]	
Contact Name:	[REDACTED]	Contact Title:	[REDACTED]	
Contact Phone:	[REDACTED]	Contact Email:	[REDACTED]	
Project Name:	North Carolina and Vermont Medicaid	Start Date:	2017	End Date: 2021
Project Description: MMIS Modernization projects for North Carolina and Vermont.				
Project Role and Responsibilities: MMIS technical consultant and Product Manager. Worked with SMC/OBC outcomes, metrics and system review documentation needed for CMS certification.				
Reference 2				
Client Name:	[REDACTED]	Client Address:	[REDACTED]	
Contact Name:	[REDACTED]	Contact Title:	[REDACTED]	
Contact Phone:	[REDACTED]	Contact Email:	[REDACTED]	
Project Name:	South Carolina Department of Health and Human Services – 1628 Browning Rd, Columbia, SC 29210	Start Date:	09/2022	End Date: 08/2023
Project Description: Senior certification analyst supporting CMS certification for all SCDHHS Medicaid Modernization projects .				
Project Role and Responsibilities: Used comprehensive knowledge of Medicaid and CMS certification to support the Streamlined Modular Certification of Medicaid modernization projects.				

As outlined in responses to questions number 89, most of our developers typically engage in behind-the-scenes roles and do not directly interact with clients. This aspect of our operation has made it challenging to gather conventional references. However, we are confident that the resumes provided will sufficiently demonstrate each individual's high level of professionalism and their capability to execute their respective roles effectively. We trust that this information will assure PRMP evaluators of our staff's qualifications and expertise necessary for the positions they are being proposed.

Those additional Key Staff that do not have references are listed below:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Attachment E: Mandatory Specifications

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.

4.1 Attachment E Submission Requirements (0-10) [RFP Attachment E]

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.

Conduent agrees to provide the right of access to systems and facilities to PRMP or its designee to conduct audits and inspections at any time during normal business hours. We also agree to provide access to data, systems, and documentation required by auditors. PRMP places an understandable emphasis on security and compliance audit and inspection management, and we offer a mature and complete approach to ensuring that the data, staff, and facilities associated with the project are safe and secure at all times. We follow HIPAA data privacy and security provisions in our daily services.

At the beginning of the contract, we will provide a point of contact to receive requests for access as necessary to conduct applicable audits. For additional details on Conduent's approach to supporting PRMP with audits and inspections, please refer to Attachment E: Mandatory Specifications.

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

Conduent agrees to support requests for information related to compliance audits, investigations, and/or legislative requests. We have extensive experience supporting our clients in response to

these activities. Conduent's expert knowledge of Medicaid, MMIS, HIE, and CMS guidelines and requirements allows us to effectively assist with these activities for PRMP.

At the beginning of the contract, we will provide a point of contact to receive these requests. Once we receive a request, we proceed as follows:

- Meet to gather key information such as the subject of the audit, investigation, or legislative request and information we need to provide
- Appoint a lead for our participation
- Retrieve and provide the information required
- Continue participation to provide further information and assistance as needed
- Join PRMP staff as requested in a meeting with the requestor to help present information and answer questions

For additional details on Conduent's approach to complying with security requirements and safeguard requirements, please refer to Section 4.2 – Attachment E, Mandatory Requirements - Security.

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.

Conduent would like to narrow parent or affiliate company records to only those directly related to the performance of this contract and suggests alternative language in "8.1 Attachment I Terms and Conditions Response."

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.

Conduent agrees to meet all aspects of this requirement. CMdS applications (inclusive of internet, intranet, and extranet applications) associated with this contract will comply with Section 508 of the Rehabilitation Act of 1973, as amended by 29 U.S.C. §794d, and 36 CFR 1194.21 and 36 CFR 1194.22 – providing the same level of service for each user, regardless of accessibility needs.

We understand the purpose of Section 508 of the Rehabilitation Act of 1973, as amended by 29 U.S.C. §794d, and 36 CFR 1194.21 and 36 CFR 1194.22, is to ensure accessibility to persons with disabilities. The goal is to promote information and communication technology (ICT) that can be assessed by the public and employees with disabilities. We strongly believe people with disabilities have a reasonable expectation that state public services and technologies are accessible and usable.

We employ web accessibility evaluation tools to perform Section 508 testing before every release to continuously confirm our adherence to accessibility standards. We perform Section 508 accessibility compliance testing for the CMdS application using the web accessibility evaluation tool.

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.

We are committed to working with PRMP in good faith to evaluate potential changes and mutually agreeable remedies. Unmet standards can be addressed in a variety of ways without adding staffing or cost, by evaluating the issues and adjusting business processes to eliminate inefficiencies.

We use historical statistics, performance indicators, and projected volumes to determine optimal staffing levels needed to meet performance goals and KPIs. Our approach incorporates contingency planning to address workload variations and potential disruptions. We identify potential risks early and take steps to mitigate the occurrence and impact of any risks, including complexity factors and documented assumptions such as work volume estimates for peak periods.

Absent applicable volumes Conduent has crafted assumptions that we used to size staffing based on our experience to meet PRMP performance requirements at a competitive price, and we have proposed alternative language in "8.1 Attachment I Terms and Conditions Response" for this requirement. In summary, our plan involves implementing Change Control to staffing. By doing so, Conduent can offer a lower price than we would without change control and mutual agreement. Additionally, Change Control enables us to dynamically adjust support to effectively address the evolving needs of Puerto Rico as the program progresses in a well-thought-out and strategic manner.

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

We agree to provide evidence that our staff has completed all necessary Conduent and PRMP forms before executing any work under this contract. We maintain records of all confidentiality statements and other relevant forms signed by staff and can therefore provide evidence that staff have completed all necessary forms before starting work on the contract.

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

Conduent agrees to meet all aspects of this requirement. Conduent agrees that CMdS applications associated with this contract include user profiles with associated roles to prevent access, editing, and the ability to share personal information data with unauthorized solution users. We implement access controls that restrict access to sensitive data and functionality to authorized users only, using role-based access controls (RBAC). This can be achieved by setting up roles and permissions and making sure that users can only access the data that they need to do their jobs.

Access to data on an as-needed basis. Lower environments contain anonymized (dummy) data. Production is viewed only for restricted users on an as-needed basis.

Please refer to more information relating to user role management, in Section 4.2 – Attachment E, Mandatory Requirements - Public Health.

- 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.

Staff to Help Assure Project Success

Our approach to maintaining sufficient staffing levels includes our commitment to team stability and continuity, which are essential to the success of the implementation, maintenance, and operation of the solution. Conduent relies on our review of the RFP and our experience with similar implementation projects and operational accounts to analyze the scope of work for this project and hire, acquire, train, and allocate sufficient staff to fulfill all performance standards and meet or exceed all requirements as established in the RFP.

We will rely on our proven staff acquisition and retention methods to attract the best candidates. The success of this project relies heavily upon the people behind it and the culture we bring to the project. The primary goal of our company and our staff is client satisfaction—achieving and exceeding your expectations. To accomplish this, we equip each staff member with the necessary skills and experience to contribute to the project's success. We carefully select team members for implementation activities and, where appropriate, we retain those staff on the maintenance and operations of the project for continuity consistency, and continued development of Puerto Rico-specific, expertise.

Staff Recruitment

Effective implementation and operation of the project demands skilled and experienced professionals to achieve optimal project execution. Conduent recruits and retains highly qualified and experienced staff to successfully perform the duties required to meet your project goals and objectives. We staff the project with people who have the skills and experience needed for project success.

Our staffing model and development organization are built to respond to the changing demands of the project without major changes in approach. The expert knowledge we have gained through extensive training and experience with similar accounts like Kentucky and New Hampshire enables us to efficiently implement and maintain the CMdS Interoperability Exchange solution we describe in this proposal. We seek and identify individuals with Puerto Rico Medicaid program experience to strengthen our team with knowledge relevant to your business rules and objectives.

While our proposed project staff brings impressive tenure and experience, our personnel and operational models are designed to optimize performance and accountability, regardless of the specific individuals engaged. We deploy an operating model that is resilient, optimized, and designed to mitigate the negative impact of potential short-term and long-term absences on the project. These tools include:

- Designated back-up staff
- Management-level staff who are fully cross-trained and capable of running a variety of operational units or teams
- Overflow capabilities
- Use of a job rotation program
- Extensive training and cross-training of all staff
- Extensive documentation of procedures

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

Each month, Conduent will generate and provide accurate invoice packages in a format and timeframe agreed upon between the PRMP and Conduent. We follow the guidelines described in the RFP for the PRMP standard invoice package which will include but not be limited to:

- An authorized signature by a Conduent representative.

- 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 Conduent’s contract.
- A list of all services completed by Conduent within the invoice period and evidence that the PRMP accepted and approved the work.

Each invoice will include three hard copies and one electronic invoice to support the PRMP’s review and approval process. Invoice Package #1 is a hard copy and contains the original signature of an authorized Conduent representative; Invoice Packages #2 and #3 are hard copies; and Invoice Package #4 is electronic.

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.

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

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)

We agree to provide a drug-free workplace. Our corporate policy prohibits the unlawful manufacture, distribution, dispensation, possession, abuse, or use of a controlled substance in the performance of the contract. Employment with Conduent is contingent on successfully passing a drug screen and compliance with this rule is a condition of continuing employment.

Table 16 details the mandatory requirements that the vendor must include and initial as part of their proposal.

Table 16: 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	Conduent’s solution will comply with current and future Puerto Rico Medicaid Program (PRMP) and federal regulations as is necessary to support the proposed solution and this Request for Proposal (RFP). Our CMdS Interoperability Exchange solution is based on business functionality per applicable CMS final rules. Conduent clarifies how we intend to comply within the proposed alternative language in “8.1 Attachment I Terms

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 and Conditions Response” and would like to address this topic during negotiations.
		and Conditions Response” and would like to address this topic during negotiations.
<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</p>	Y	<p>We agree to comply with the Service Level Agreements (SLAs) described in the RFP as listed in Appendix 2 as noted below: SLAs and Performance Standards and understand that we are wholly responsible for monitoring performance for the following SLAs:</p> <ul style="list-style-type: none"> • SLA-001 Deliverable Service Level • SLA-002 Solution Availability • SLA-003 Solution Performance • Conduent respectfully requests clarification of this SLA and has included proposed alternative language in “8.1 Attachment I Terms and Conditions Response”. • SLA-004 Operations Incident Management • SLA-005 Disaster Recovery and Business Continuity • SLA-006 Data Quality and Management • SLA-007 Technical Support • Conduent respectfully requests clarification of this SLA and has included proposed alternative language in “8.1 Attachment I Terms and Conditions Response”. • SLA-008 Reporting • SLA-009 Staffing • SLA-010 Security and Privacy Incident Notification • Conduent respectfully requests clarification of this SLA and has included proposed alternative language in “8.1 Attachment I Terms and Conditions Response”. • SLA-011 Security Breach • SLA-012 HIE Service Enhancements • SLA-013 CMS Certification • SLA-014 PRMP Queries and Requests • SLA-015 Meeting Agendas • SLA-016 Meeting Minutes • SLA-017 Change Request Tracking and Responses • SLA-018 HIE Turnover

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
		During the Project Initiation and Planning phase we will work with the Department to establish the metrics used to measure the SLAs as part of the Risk and Issue Management Plan and provide the SLA Report during the implementation and maintenance and operations phases of the project.
The vendor must perform all work associated with this contract within the continental United States (U.S.) or U.S. Territories.	Y	We locate all operational aspects, including the location of infrastructure, in the continental United States of America (USA). All operational resources are also located in the continental USA. Under no circumstances is personal health information (PHI) moved offshore, either for testing purposes or in production. We understand that we may permit the use of offshore and near-shore resources for development efforts only.
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.	Y	<p>We bring a highly qualified and experienced staff to successfully perform the duties required to meet your project goals. We are committed to serving as a trusted partner to the PRMP and represent the PRMP's interests in all activities performed under the resulting contract.</p> <p>Because of our deep government and Medicaid industry experience and global footprint, we understand the interdependencies and responsibilities among clients and contractors. Our expert knowledge leverages extensive training, experience, and lessons learned.</p> <p>We recognize the need for flexible staffing to address improvements needed for processes around HIE operational and technical services. Conduent quickly gets to work on solving your problems and improving your processes.</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.	Y	<p>Conduent agrees that the PRMP retains ownership of all data resulting from the contract.</p> <p>Conduent respectfully requests clarification of this requirement and has</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
		included proposed alternative language in "8.1 Attachment I Terms and Conditions Response".
<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	Conduent agrees to comply with information, data, and cybersecurity requirements as applicable for contractors and vendors doing business with the Commonwealth.
<p>Security: The vendor must include an independent security assessment plan aligned with the assessment guidelines in the 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> <p>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.</p> <p>b. Vendor confirms that a security assessment plan will be submitted to be included in a contract if vendor is awarded the RFP.</p> <p>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>	Y	<p>Conduent agrees to develop and deliver an independent security assessment plan that aligns with the assessment guidelines in the CMS guidance document for MES certification.</p> <ul style="list-style-type: none"> We confirm that CMdS Interoperability Exchange adheres to the NIST SP 800-53A framework. We confirm that we will develop and submit a security assessment plan to PRMP as part of the contract. We understand the State may hire 3rd party independent auditors. We commit to annually comply to an independent third-party security risk assessment for CMdS Interoperability Exchange third parties that transmit, process, or store data under the contract with PRMP. We include the cost to support the annual assessment within our operating cost. Conduent would like the opportunity to clarify the third-party assessment requirements in negotiations, and so has referenced this requirement in "8.1 Attachment I Terms and Conditions Response".
<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>	Y	<p>Conduent agrees to provide security-related reports at defined frequencies that align with NIST 800-53a security control requirements or an agreed-upon security controls framework.</p> <p>Conduent confirms that we can provide executive summaries of security-related reports that include all the report topics</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
<ul 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 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>listed in this requirement. Proprietary information embedded in monitoring data and as such cannot be shared outside of Conduent.</p>
<p>Federal Interoperability Policy</p> <p>Standards: All HIE services will comply with security, privacy, and interoperability policies as listed below.</p> <ul style="list-style-type: none"> a. The vendor confirms that the following identified policies are being followed: <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 	Y	<p>Conduent confirms that all HIE services comply with all Federal Interoperability Policy requirements, including the following security, privacy, and interoperability policies:</p> <ul style="list-style-type: none"> • Federal Information Security Management Act (FISMA) • Health Insurance Portability and Accountability Act (HIPAA) • Health Information Technology for Economic and Clinical • Health Act (HITECH) • Patient Protection and Affordable Care Act • National Security Agency (NSA) Security Recommendation Guides • Office of the National Coordinator for Health Information Technology (ONC) Cures Act Final Rule on Information Blocking

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
vii. Centers for Medicare and Medicaid Services (CMS) Interoperability and Patient Access Final Rule viii. Commonwealth regulations regarding privacy and security ix. TEFCA		<ul style="list-style-type: none"> • Centers for Medicare and Medicaid Services (CMS) Interoperability and Patient Access Final Rule • Commonwealth regulations regarding privacy and security • TEFCA Conduent also confirms that we will be compliant with SC-040 PR Premium requirements.
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.	Y	Conduent confirms that we will issue ongoing reports regarding HIE security audits and compliance activities in the format and frequency requested by the Commonwealth.
Security – Security Management: The vendor must demonstrate that industry standard security management will be implemented and administered by the vendor.	Y	Conduent confirms that we will implement and administer industry-standard security management for the Puerto Rico Medicaid Program. All HIE services will comply with security, HIPAA, and interoperability policies, including TEFCA. We have been building Health Information Exchanges since 2009 and have implemented and administered effective industry-standard security management in each HIE.
Security – Hosting: The vendor confirms that hosting services are controlled and managed for access, information exchange, and identity authentication. a. The vendor confirms that: <ol style="list-style-type: none"> 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 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 	Y	Conduent confirms that our hosting services comply with all of these hosting services security 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
<p>SAML attributes for logging and access control determination decisions</p> <p>iii. Hosting services support:</p> <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 <p>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)</p> <p>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>		
<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>Conduent confirms that our encryption services comply with this requirement. At a minimum, we use FIPS 140-2 validated encryption mechanisms.</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>Conduent confirms that our hosting services have all aggressive intrusion-detection and firewall protection required per NIST SP 800-53A Rev 5 SI-04(01) System Monitoring, System-wide intrusion detection systems.</p>
<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</p>	Y	<p>Conduent 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</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>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>		<p>breach in conformance with PR laws. Conduent also confirms detailed awareness of PR laws and PRITS policies for detecting and reporting vulnerabilities, including security breaches and we will comply with all requirements.</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>Conduent confirms that we will issue ongoing reports regarding HIE security audits and compliance activities in the format and frequency requested by the Commonwealth.</p>
<p>Security – Security Management: The vendor must demonstrate that industry-standard security management will be implemented and administered by the vendor.</p>	Y	<p>Conduent confirms that we will implement and administer industry-standard security management for the Puerto Rico Medicaid Program. All HIE services will comply with security, privacy, and interoperability policies, including TEFCA. We have been building Health Information Exchanges since 2009 and have implemented and administered effective industry-standard security management in each HIE.</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>Conduent confirms that when local institutions use their local codes for reporting diseases, CMdS Interoperability Exchange will match the reported codes to national standards to improve the accuracy of reports and support data aggregation of public health disease reporting data.</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>Conduent confirms that CMdS Interoperability Exchange will provide participants with access to IT administrative access to manage end-user accounts and submit/edit requests for end-user accounts on their behalf to alleviate the provider burden for account management outside of password requirements.</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> <p>a. The vendor confirms support for federated identity management.</p> <p>b. The vendor confirms that integration with a variety of EHR system types is in place.</p>	Y	<p>We confirm that CMdS Interoperability Exchange uses 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> <p>Our solution uses a COTS Identity Management (IDM) – Identity Synchronization tool to provide a modern, comprehensive digital identity platform designed for any cloud environment to provide exceptional, secure digital experiences.</p> <ul style="list-style-type: none"> We confirm our support for federated identity management. We confirm that our HIE solution has integration capabilities with a variety of EHR system types in place.
<p>User Access and Management – Provider Directory: The vendor must support for provider directory services for individuals and facilities:</p> <p>a. The vendor confirms provider Directory support for Direct Secure Messaging.</p> <p>b. The vendor confirms that Provider Directory Services associate providers with facilities and health systems.</p>	Y	<p>CMdS Interoperability Exchange supports provider directory services for individuals and facilities.</p> <ul style="list-style-type: none"> We confirm that CMdS Interoperability Exchange includes provider directory support for Direct Secure Messaging via DirectTrust™ and ONC-certified HIPAA-compliant Health Information Services Provider (HISP) that offers a provider directory service to find providers and send secure health information. We confirm that our Provider Directory Services associate providers with facilities and health systems.
<p>User Access and Management: The vendor must support identity and access management services.</p> <p>a. The vendor confirms that identity and access services include user profiles and contact information.</p> <p>b. The vendor confirms that identity and access services manage patient-provider attribution.</p>	Y	<p>CMdS Interoperability Exchange supports identity and access management services using a COTS Identity Management (IDM) – Identity Synchronization tool.</p> <ul style="list-style-type: none"> Conduent confirms that identity and access services include user profiles and contact information. Conduent confirms that identity and access services manage patient-provider attribution.
<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>Conduent confirms that PRDoH personnel will have access to CMdS Interoperability Exchange through the Provider Portal.</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>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.</p>	Y	<p>Conduent confirms that our MPI technology solution is an independent module of the CMdS Interoperability Exchange technology architecture.</p> <p>Our solution uses cloud-enabled master data management software to match, merge, and control data. It provides a single view of patients from any location, at any time, and on any device.</p> <p>The MPI technology is accessible to the overall solution and supports Patient Demographic Query, Patient Identifier Cross-Reference, and Cross-Community Patient Discovery.</p>

4.3 Attachment E Mandatory Qualifications [RFP 3.11.4, Attachment E]

Mandatory Qualifications

The vendor must complete this section to demonstrate that it has the experience needed to meet the requirements in this RFP. Table 17 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 17: Mandatory Qualifications

Mandatory Qualification Item(s)	Vendor Meets Qualification? Y/N	Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
<p>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.</p>		<p>Conduent brings 14 years of direct experience in health information exchange(s) of similar size and scope as described in the RFP. We are fully qualified to provide the technology services as described in Section 4.2.2.</p> <p>This experience includes establishing and managing standard enterprise integration with our CMdS Interoperability Exchange product and more.</p> <p>Conduent overall has more than 50 years of experience in healthcare information technology solution</p>

Mandatory Qualification Item(s)	Vendor Meets Qualification? Y/N	Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
		<p>development, implementation, and ongoing operations and maintenance relevant to the PRHIE project.</p> <p>Please refer to Proposal Section 2.2. Organization Overview for more detailed information related to our experience in HIE.</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>		<p>The team we propose for the PRHIE project are industry experts with extensive experience in their proposed roles and in implementing and supporting our proposed solution. Equally important, our proposed organizational structure and staffing approach includes the appropriate executive-level oversight, leadership, and support required for the delivery of all HIE services throughout the implementation and operations phases of the project. Please refer to Proposal Section 3 Attachment D Vendor Organization and Staffing and subsections which address our initial staffing plan (including the proposed organizational structure), the use of PRMP staff, and key staff resumes and references.</p>
<p>The vendor must have demonstrated experience operating and managing health system services including the direct provision of services to the provider community.</p>		<p>Conduent brings 42 years (since 1982) of experience managing and operating health system services including directly providing numerous services to the provider community across a wide variety of programs such as HIE/ Interoperability and Patient Access; Medicaid management information system/fiscal agent (MMIS/FA); prescription benefits management (PBM); health insurance exchange (HIX); public health disease surveillance; and standalone provider enrollment (PE) projects.</p> <p>This experience includes establishing and managing standard enterprise integration with our CMdS Interoperability Exchange product and more.</p>

Mandatory Qualification Item(s)	Vendor Meets Qualification? Y/N	Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
		Please refer to Proposal Section 2.2. Organization Overview for more detailed information related to our experience.
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>Please refer to Proposal Section 2.6 References that includes completed reference forms for three Medicaid clients. Including:</p> <ul style="list-style-type: none"> • Missouri (MO) HealthNet Division (HIE/ Interoperability and Patient Access) • New Hampshire Department of Information Technology (Interoperability and Patient Access) • Wyoming Department of Health – Healthcare Financing (HIE) <p>These projects variously demonstrate our ability to perform the RFP-required scope of work, including experience in providing a health information exchange (HIE); an Interoperability and Patient Access exchange ; a Patient Access and Provider Directory, and other relevant services.</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>Conduent proposes using our existing facility in Guaynabo, Puerto Rico, and commits to providing the necessary staff required to help ensure local support for outreach and onboarding; HIE participant education, representation on governance bodies, and help desk functions.</p> <p>We understand that operations in Spanish and English are part of this requirement. We provide a project team that includes several employees who are bilingual in English and Spanish to support operations to accommodate the diverse populations in Puerto Rico.</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.		We agree to meet federal and local requirements for the operation of a Medicaid Enterprise system and the management and distribution of private health information.

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Attachment F: Outcomes Traceability Matrix (OTM)

See the attached Microsoft Excel file titled **Attachment F: Outcomes Traceability Matrix (OTM)**. Please review the following instructions:

1. The vendor must note compliance with each outcome and each outcome's associated measure, metric, target setting, performance standard, and liquidated damage listed in the Vendor's Disposition column of Tab 3 using only the values that appear in the drop-down list.
2. Vendor's Disposition values are outlined below:
 - a. "Will Meet": The vendor agrees to meet the outcome and each outcome's associated measure, metric, target setting, performance standard, and liquidated damage. The vendor must respond with "Will Meet" for each outcome for the proposal to be considered responsive to the PRMP requirements and be further evaluated.
 - b. "Will Not Meet": The vendor declines to meet the outcome and each outcome's associated measure, metric, target setting, performance standard, and liquidated damage. If a vendor responds with "Will Not Meet" to one or more outcomes, the proposal will be considered non-responsive and may be disqualified per **Attachment E: Mandatory Specifications and 5.4 Failure to Meet Mandatory Specifications**.
 - c. If a vendor responds with "Will Not Meet" to one or more outcomes, the proposal will be considered non-responsive and may be disqualified per **Attachment E: Mandatory Specifications and 5.4 Failure to Meet Mandatory Specifications**.
3. All outcomes must contain one of the values identified above. Any outcome without a Vendor's Disposition response value will be considered "Will Not Meet."
4. The vendor must provide the attachment, section, and page number(s) where their detailed narrative response for each outcome resides, providing the PRMP with a crosswalk and helping to ensure that each outcome specified in Attachment F is included in the vendor's response. Be advised that the Attachment column has been pre-populated with the location that the PRMP anticipates the narrative response to reside; however, it is up to the vendor to update that column accordingly should the vendor respond to an outcome in a different location in its response.

The Commonwealth has thoughtfully considered and planned their expected outcomes for HIE services under the new contract and detailed this information in RFP Attachment F – Outcomes Traceability Matrix. Our HIE subject matter experts and technical teams have carefully reviewed this information and understand what it takes to deliver these services. We bring 14 years of direct experience developing and operating HIE solutions of similar size and scope to Puerto Rico's. **We are happy to report that we will comply with all the outcomes and measures, metrics, target settings, performance standards, and liquidated damages described in Attachment F.** You can find our completed Attachment F Microsoft Excel spreadsheet at the end of this section.

To meet Puerto Rico’s HIE outcomes as described in Attachment F, Conduent proposes to implement and then operate the Conduent Medicaid Suite (CMdS) Interoperability Exchange solution. This system is one of several independent modules encompassing the CMdS application portfolio. We built the CMdS portfolio to help Medicaid programs migrate their systems to digital, interoperable, scalable solutions. **Multiple Medicaid programs use CMdS Interoperability Exchange today with another program in the implementation phase.**

In the following sections, we provide detailed descriptions of how Conduent will meet all your HIE outcomes described in Attachment F.

5.1 Care Coordination - Longitudinal Health Record [RFP Attachment F, 3 Outcomes]

REQUIREMENT: RFP Section Attachment F, 3 Outcomes

Improve clinical decision making across care teams by providing access to real-time integrated health records through the PRHIE.

CMdS Interoperability Exchange improves clinical decision-making across care teams by providing access to real-time integrated health records. The system is a patient-centric solution that longitudinally aggregates patient data from both payer and provider sources to provide meaningful insights to those managing care. The interchange of data is conducted in a standardized fashion so that it can be accessed in real-time wherever and whenever it’s needed.

The Longitudinal Health Record is driven by a combination of multiple input sources, sophisticated processing capabilities, and multiple ways of accessing the data.

Input Sources

- **The Commonwealth’s Medicaid System.** We anticipate that PRMP will provide ongoing interfaces for information about Medicaid patients and their claims since the beginning of 2016, information about Medicaid providers, and information about formulary drugs. This data is required by CMS-9115-F as the basis of the application programming interfaces (APIs) and provides base information for the HIE.
- **Medical Providers.** Data sent to CMdS Interoperability Exchange from provider Electronic Health Record (EHR) systems is another input source. The provider connections yield information about patient care on a 24-hour-a-day basis. The information is absorbed into CMdS Interoperability Exchange and reconciled within the Master Patient Index (MPI) in real-time. Depending on the capabilities of the providers, this can include both HL7 v2 data, including information regarding patient hospital admissions, and Clinical Document Architecture (CDA) data transmitted through Cross-Enterprise Document Sharing (XDS.b) messages. The XDS.b messages are commonly not longitudinal data but rather summaries of current care by the facility, typically limited to a current hospital stay or a current procedure.
- **Queries.** Data returned by queries from CMdS Interoperability Exchange to other sources is another input source, particularly queries from the system to the eHealth Exchange.

Processing Received Data

- CMdS Interoperability Exchange stores the original message in logs along with information about the sender, any errors, timing information, etc.
- The system provides immediate feedback to the senders of messages, giving them the ability to respond to errors that we report.
- The demographic information in each message is absorbed into the MPI. This merged pool of information simplifies the future exchange of data about the patient because the MPI allows the system to cross-reference the various identifiers against each other. For instance, if the MPI learns that Patient NameHIJK is addressed as Medicaid member 12345 in some data but as patient ABCDE by a specific EHR, future references to patient ABCDE from the EHR are automatically tied to Patient NameHIJK.
- CMdS Interoperability Exchange consumes treatment information as data and does not store it only in the form of the original messages.

Accessing Data

- Conduent has produced the C-CDA document since 2011. We dissect the received document and make its components available for consumption.
- When we receive a request to send a longitudinal C-CDA, we combine data from available sources, including previous C-CDAs, claims information, demographic information, and HL7 v2 messages. We produce a coherent, merged C-CDA that covers the treatment of the patient over the available timeframe.
- Conduent also makes the longitudinal patient record available through its CMS-9115-F Fast Healthcare Interoperability Resources (FHIR)-based API. This capability empowers the patient to present the data at the point of treatment, even if the treatment occurs outside of Puerto Rico.
- In addition, Conduent makes the patient information available for retrieval through the provider portal and EHR-embedded retrieval.

5.2 Record Locator Services – Outside of PR

REQUIREMENT:

Improve Puerto Rico Medicaid beneficiaries' quality and experience of care when they receive care outside of Puerto Rico.

CMdS Interoperability Exchange improves the quality and experience of care of Puerto Rico Medicaid beneficiaries when they receive care outside of Puerto Rico.

The system's connection to the eHealth Exchange on behalf of the Commonwealth will improve the quality of care for beneficiaries. We support the availability of beneficiary information by accepting queries from other Exchange-connected organizations who are treating beneficiaries outside of Puerto Rico.

Our record-locator service operates in conjunction with the MPI to enhance the effectiveness of retrieval through the eHealth Exchange. For example, if the beneficiary does not have access to their Medicaid identity card at the time they seek care outside of Puerto Rico, the MPI can use other identifiers, such as name, date of birth, and other identifying information to help match the patient and retrieve information.

Another Conduent capability that improves the care experience for beneficiaries is the CMS-9115-F FHIR API. If the beneficiary chooses to use that application, they can pull the medical data up on a cell phone or other device and make it available to medical providers. Although the original intent of the FHIR API rule was to make data available to applications that were not tied to a healthcare provider, Conduent is seeing a trend in which healthcare providers contract for access to patient data through third-party applications when approved by the patient.

5.3 Record Locator Services – Centralized Health Record

REQUIREMENT:

Improve Medicaid providers' ability to effectively treat and coordinate care through one, centralized health record.

CMdS Interoperability Exchange improves the ability of Medicaid providers to effectively treat and coordinate patient care by supporting one, centralized health record. The system supports both HIE and FHIR-based exchanges and multiple protocols and platforms.

HL7 v2 Capability

The HIE is the original component of CMdS Interoperability Exchange. It began as an HL7 v2 capability which is a pipe-delimited representation of medical information. The advantage of HL7 v2 is that it is widely accepted and compact. The disadvantage is that it requires expertise and special tools for developers and cannot be easily read without a specialized parsing application. Also, the HL7 v2 standard did not specify the transport to be used. This led to large differences in the transport from different vendors, which slowed the adoption of HL7 v2 by vendors. Conduent still actively supports HL7 v2.

CDA Documents and Integrating the Healthcare Enterprise (IHE) Protocols

After HL7 v2, the Conduent HIE expanded into the use of the CDA document and the IHE protocols that governed its use, also known as HL7 v3. The IHE protocols were somewhat easier to

implement because the CDA extensible markup language (XML) structure is more human-readable than HL7 v2. The IHE standards also specified how the messages were to be transported, which further enhanced the adoption of the standards. The main function of the IHE protocols is the sharing of CDA documents, which are commonly cataloged and stored for later retrieval as though they were held in a library.

The IHE standards form the backbone of the eHealth Exchange and the Trusted Exchange Framework and Common Agreement (TEFCA)-based exchanges. IHE does allow the submission of CDA documents through XDS.b, however, the nationwide exchanges are based on Cross-Community Patient Discovery (XCPD) (the discovery of patient demographics held by other entities) and Cross-Community Access (XCA) (the retrieval of documents held by the other entities).

Conduent can receive CDA documents through the XDS.b protocol and can respond to queries for patient demographics and patient documents. However, Conduent also takes the process a step further by integrating the HL7 v2 and CDA information that it stores so that the information is available to both kinds of exchanges.

FHIR-Based Exchange

In addition, Conduent makes all the Medicaid information available through its FHIR-based Medicaid exchange, as mandated under CMS-9115-F.

5.4 Consent Management

REQUIREMENT: RFP Section Attachment F, 3 Outcomes

Improve patient safety and privacy by safeguarding "sensitive" data in HIE health records.

CMdS Interoperability Exchange improves patient safety and privacy through the management of patient consent as we describe in this section and the management of sensitive PHI data which we describe under heading 5.5, Sensitive Data Management.

Collection of Consent at the Provider Level

Conduent gathers consent input from providers in the form of opt-in lists that they submit as attachments to Direct Secure Messages (DSMs). CMdS Interoperability Exchange updates the patient information with these choices and logs the source and date of the change.

Collection of Consent for FHIR Third-Party Applications (TPA)

This is done when a beneficiary allows a TPA to access their data. Conduent supports granular consent choices in alignment with the Office of the National Coordinator for Health Information Technology (ONC) Privacy and Security Framework for Patient-Centered Outcomes.

Figure 5.4-1 provides an example of the flexibility available. If the beneficiary chooses to allow access by more than one TPA, the beneficiary makes separate choices for each TPA. CMdS Interoperability Exchange records those choices in the database for review by administrators in case they have questions.

<AppName> wants your permission to access the following information:

Please unselect the data you don't want to share.

Insurance Coverage Information Explanation of Benefits
 My Personal Information (Date of Birth, Member ID, etc.) Provider Information
 Clinical Data
 [+] If you would like to share a specific type of clinical data, please select expand and check the individual resources.

Allergies and Intolerances Assessment and Plan of Treatment Care Team Member(s)
 Clinical Notes Clinical Tests – Non-Imaging Encounter Information
 Goals Health Concerns Immunizations
 Laboratory Medications Problems
 Procedures Provenance Smoking Status
 Unique Device Identifier(s) for a Patient's Implantable Device(s) Vital Signs

Figure 5.4-1. Example of Consent Choices

5.5 Sensitive Data Management

REQUIREMENT: RFP Section Attachment F, 3 Outcomes

Improve patient safety and privacy by safeguarding "sensitive" data in HIE health records.

CMdS Interoperability Exchange improves patient safety and privacy by providing the capability to remove sensitive data from the data returned in response to queries through the HIE and FHIR processes.

This is done by comparing data characteristics in the outbound data to those in a table of codes approved by the Commonwealth. Because the list of sensitive codes can change over time, Conduent does not flag or remove them from the data stored in the HIE or FHIR repository. Instead, Conduent applies the sensitive data filter at the time the data is retrieved. With this approach, changes to the sensitive code table are honored at the time the data is retrieved.

5.6 Electronic Notification Services

REQUIREMENT: RFP Section Attachment F, 3 Outcomes

Increase care coordination services at transitions of care to reduce adverse outcomes such as hospital readmissions.

CMdS Interoperability Exchange increases care coordination services at transitions of care by providing a Direct Secure Messaging service as the underlying support for Electronic Notification Services (ENS).

Provider organizations sign up for DSM accounts and then submit demographics for the patients whose care they want to monitor. The system scans the admission, discharge, and transfer (ADT) encounter messages it receives for information regarding specific patients. We use the MPI to provide extra clarity in matching the demographics provided by the subscribing provider to the ADTs that we receive. When we find a match between the subscribed patient and an incoming ADT, we notify the provider of the patient's treatment.

Our ENS functionality meets the CMS conditions of participation requirements for ENS as required in CMS-9115-F for hospitals. We provide a letter to institutions to document their compliance to support attestation requirements for Merit-based Incentive Payment System (MIPS) and interoperability rules.

The value of ENS lies in the ability of providers to share information. As EHRs accept information regarding the treatment of patients by other facilities, primary care providers can respond by sharing additional information about the patient and adding the information to the patient's records. This two-way sharing of information allows the primary care provider and emergency care provider to improve patient care and follow-up.

5.7 Public Health – Reduce Provider Burden

REQUIREMENT: RFP Section Attachment F, 3 Outcomes

Reduce provider burden by automating capture and exchange of public health data through the PRHIE.

CMdS Interoperability Exchange reduces provider burden by automating the capture and exchange of public health data. Through our 14 years of HIE experience, we have gained valuable insights into exchanging healthcare data that will benefit Puerto Rico's providers. Our key strength is the ability to transform data from HL7 v2 and XML into formats that downstream processes can use.

- We have accepted hundreds of thousands of Electronic Laboratory Reporting (ELR) messages and transported them to public health registries.
- We have accepted millions of Syndromic Surveillance messages and sent them to national registries.
- We have received immunization messages in multiple states and made the information available to statewide immunization registries.
- We have used various tools, such as Public Health Information Network Messaging System (PHINMS), Simple Object Access Protocol (SOAP), and FHIR, which are commonly accepted by EHRs and public health entities.
- We offer a comprehensive database of the accumulated healthcare information for consumption by entities authorized by the Commonwealth. We allow the sharing of this data through both CMdS Interoperability Exchange-generated reports and consumer-generated queries to the database.

We know that providers spend many hours accumulating healthcare data and generating reports. We have worked extensively with providers whose staff struggle with manual entry of public health data, particularly immunizations. The ability to capture this data automatically reduces the burden on providers and, at the same time, provides much more timely and accurate reporting of the data. For example, our immunization reporting captures the use of Medicaid-provided drugs stored at provider facilities. This capture offers additional support to Medicaid agencies by helping them update their records of provider-stored drug pools while providing patient-specific data that they can pass on to their immunization registries.

5.8 Public Health – Improve Public Health

REQUIREMENT: RFP Section A9 Attachment F, 3 Outcomes

Improve public health by automating capture and exchange of public health data through the PRHIE.

CMdS Interoperability Exchange improves public health by automating the capture and exchange of public health data. Conduent has gained valuable insight into this area through our experience supporting multiple Medicaid programs in exchanging healthcare information. As explained under heading 5.7, Public Health – Reduce Provider Burden, our key strength is the ability to transform data from HL7 v2 and XML into formats that downstream processes can use.

Conduent's data validation and data quality capabilities provide public health entities with lab reports and surveillance information. We capture the data in real time and return error information to the sender at the time we receive the data. We forward the data to the appropriate endpoint on the schedule required by the Commonwealth. The ability to capture this data automatically reduces the burden on providers and, at the same time, provides more timely and accurate reporting of the data. Conduent calculates the number of electronic lab reporting messages and syndromic surveillance messages captured in CMdS Interoperability Exchange and transmitted to Public Health. We provide this information in monthly HIE operational reporting, including metrics for the current month and cumulative months.

5.9 Direct Secure Messaging

REQUIREMENT: RFP Section Attachment F, 3 Outcomes

Improve coordination of care between Medicaid providers and their patients by facilitating communications through a Direct Secure Messaging (DSM) service.

CMdS Interoperability Exchange improves the coordination of care between Medicaid providers and their patients by facilitating communication through a DSM service. DSM software allows CMdS Interoperability Exchange to send secure health information directly to trusted providers over the Internet while maintaining patient privacy and confidentiality. The DSM solution is a DirectTrust™ and ONC-certified HIPAA-compliant Health Information Services Provider (HISP).

The base capability of the DSM product is providing a secure email capability with the potential for attachments when needed by the sender and receiver. The application provides a searchable directory that allows subscribers to find providers and send secure health information. Messages are tracked, so that the sender can determine whether the provider has received them.

For those providers who prefer not to install an application on their systems, they can view messages through a browser using a webmail application. They can easily view C-CDA documents through the webmail portal.

Providers can send transmissions to a Cross-Enterprise Document Reliable Interchange (XDR) endpoint if desired. XDR is an IHE protocol that allows messages to be sent to a simplified endpoint that automatically feeds the message payload to processing applications on the receiving end. This capability allows providers to use the messages more easily for transmitting data because they don't need Simple Mail Transfer Protocol (SMTP) processes as part of the receiving flow.

Conduent also uses the DSM interface as a method to transmit ENS messages.

Instructions for Completing Attachment F - Outcomes Traceability Matrix (OTM)

1. The vendor must note compliance with each outcome and each outcome's associated measure, metric, target setting, performance standard, and liquidated damage listed in the Vendor's Disposition column of Tabs 3 using only the values that appear in the drop-down list.
2. Vendor's Disposition values are outlined below:
 - a. "Will Meet": The vendor agrees to meet the outcome and each outcome's associated measure, metric, target setting, performance standard, and liquidated damage. The vendor must respond with "Will Meet" for each outcome in order for the proposal to be considered responsive to PRMP requirements and be further evaluated.
 - b. "Will Not Meet": The vendor declines to meet the outcome and each outcome's associated measure, metric, target setting, performance standard, and liquidated damage. If a vendor responds with "Will Not Meet" to one or more outcomes, the proposal will be considered non-responsive and may be disqualified per [Attachment E: Mandatory Specifications](#) and [5.4 Failure to Meet Mandatory Specifications](#).
3. All outcomes must be accompanied by a response in the "Vendor Disposition" column with either valid response ("Will Meet" or "Will Not Meet"). Any Vendor Disposition used other than one of these two values (including if left blank), will be considered as a "Will Not Meet" response.
4. The vendor must provide the attachment, section, and page number(s) where their detailed narrative response for each outcome resides, providing the PRMP with a crosswalk and helping to ensure that each outcome specified in Attachment F is included in the vendor's response. Be advised that the Attachment column has been pre-populated with the location that the PRMP anticipates the narrative response to reside, however it is up to the vendor to update that column accordingly should the vendor respond to an outcome in a different location in its response.
5. If the respondent provides a "Will Meet" description, the narrative description (described above) must adequately represent how the vendor will meet the requirement. Insufficient descriptions may be considered a "Will Not Meet" response.

Worksheets in this Workbook

1. Worksheet Instructions	Instructions for completion of this RFP supplement.
2. Worksheet Information	This tab including the information about the contents of this workbook.
3. Outcomes	Contains the detailed outcomes and related information.
4. Code Values	Contains coded values for use in Tabs 3, and explanations as appropriate.

Columns on the "3. Outcomes" Worksheet

Section	Column	Description	Corresponding Code Values
Detailed Outcomes	Outcome Text	Description of the desired outcome.	N/A
	Measure	Unit to be measured to monitor performance against outcomes.	N/A
	Metric	Measure of quantitative assessment.	N/A
	Target Setting	Expected performance level.	N/A
	Performance Standard	Expectations for how vendor will demonstrate compliance with associated outcome.	N/A
	Liquidated Damage	Damages assessed for non-compliance with SLAs.	N/A
	Associated SLA ID	SLA ID number associated with the measure.	N/A
Vendor Response Area	Vendor's Disposition	The vendor is expected to indicate their compliance with the outcome using one of the supplied values.	Will Meet Will Not Meet
	Attachment	The vendor is expected to provide a reference to the appropriate RFP attachment where more detailed information about the outcomes can be found. The expected RFP attachment is identified for the convenience of the vendor and the PRMP.	Attachment
	Section and Page Number	The vendor is expected to provide a reference to the appropriate RFP section and page number within the specified attachment where more detailed information about the outcome can be found.	N/A

Vendor's should not edit this worksheet.

<i>Attachments</i>	
Response Template	Description
Attachment A	Cost Proposal
Attachment B	Title Page, Vendor Information, Executive Summary, Subcontractor Letters, and Table of Contents
Attachment C	Vendor Qualifications and Experience
Attachment D	Vendor Organization and Staffing
Attachment E	Mandatory Specifications
Attachment F	Outcomes Traceability Matrix (OTM)
Attachment G	Response to Statement of Work (SOW)
Attachment H	Initial Project Schedule
Attachment I	Terms and Conditions Response

Title	Puerto Rico HIE Outcome	Proposed Measures	Proposed Metrics	Target Setting	Performance Standard	Penalty Fee	Associated SLA ID	Vendor's Disposition	Attachment	Section	Page #
Care Coordination - Longitudinal Health Record	Improve clinical decision making across care teams by providing access to real-time integrated health records through the PRHIE.	Healthcare providers use/have access to, an integrated HIE health record service supported by the HIE operator and the EHR vendor. Providers use/have access to an external HIE health record service.	The number of EHR vendors live with an integrated service. The number of facilities with available service in production. The number of facilities without service in production. The ratio/percentage of facilities with service in production. The number of unique patient access sessions per facility with the available service. The number of unique active user accounts (active to be defined once live) by facility location, by user role (measures access potential). The number of unique patient access sessions of the provider portal (unique patient accesses are measured in this way) (measures usage). The number of facilities accessing the provider portal over the number of potential facilities (measures percent utilization for tracking over time).	For 100% of participants with this service available, the connection aligns with SLA 002 uptime standards. Utilization metrics increase over time until a baseline is established, and then, an annual growth rate will be determined. Minimally, by the end of year one, 100% of hospitals should be transmitting ADTs to the HIE.	Monthly reporting of HIE operational statistics.	Refer to SLA 003	SLA 003	Will Meet	Attachment F Outcomes Traceability Matrix (OTM) - Word document	5.1	5-2
Record Locator Services	Improve Puerto Rico Medicaid beneficiaries' quality and experience of care when they receive care outside of Puerto Rico.	The number of regional and national HIE networks that the HIE product is connected with, and the volume of data shared between the HIE and the network.	Report on the number of regional and national HIE networks, that the HIE product is connected with, and include the volume of data shared between the PR HIE and each network (per network).	Connection with a minimum of the eHealth Exchange in alignment with SLA 002 uptime standards.	Include metrics in monthly HIE operational reporting, including current period data and cumulative data for the Fiscal Year. (D01: Monthly Status Report)	Refer to SLA 003	SLA 003	Will Meet	Attachment F Outcomes Traceability Matrix (OTM) - Word document	5.2	5-4
Record Locator Services	Improve Medicaid providers' ability to effectively treat and coordinate care through one, centralized health record.	Matching rate for all incoming health record data.	The number of unique individuals/records in the MPI. The number/rate of unlinked incoming records in the MPI monthly by incoming source, with rolling cumulative total. The number of merge operations per reporting period of MPI records with addresses in Puerto Rico; MPI records by: State Address, Source Facility, rate of overlap of patient care per facility (where one patient is seen across more than one facility).	Matching rate for all incoming health record data is above 95%.	Include metrics in monthly HIE operational reporting, D01: Monthly Status Report, including current period and cumulative for the Fiscal Year.	Refer to SLA 006	SLA 006	Will Meet	Attachment F Outcomes Traceability Matrix (OTM) - Word document	5.3	5-4
Consent Management	Increase Medicaid beneficiaries ability to control their own health data by using consent preferences to guide access to health records on the PRHIE.	Percent of the MPI dataset that is flagged as an opt-out record, by opt-out choices made by the patient.	The number of unique patients that choose to opt-out, the unique total number of patients, and the percentage of those that have opted-out.	100% of patients who have opted out do not have records available to users in the database.	Include metrics in monthly HIE operational reporting, including current period and cumulative for the Fiscal Year.	Refer to SLA 006	SLA 006	Will Meet	Attachment F Outcomes Traceability Matrix (OTM) - Word document	5.4	5-5
Sensitive Data Management	Improve patient safety and privacy by safeguarding "sensitive" data in HIE health records.	Sensitive data is flagged at the appropriate level - by patient, or facility, or facility location, or provider NPI number, or by code (diagnosis, LOINC, etc.).	Number of facilities and/or providers that provide sensitive data (demonstrates that users use this feature). The aggregate number of data sets/types by facility provider categorized as sensitive (demonstrates that required flagging is occurring).	N/A	Sensitive Data Audit report showing the number of unique users accessing sensitive data by unique patient, by facility, with confirmation of consent noted; monthly.	Refer to SLA 004	SLA 004	Will Meet	Attachment F Outcomes Traceability Matrix (OTM) - Word document	5.5	5-6
Electronic Notification Services	Increase care coordination services at transitions of care to reduce adverse outcomes such as hospital readmissions.	End-users receive real-time Admission, Discharge, Transfer Notifications (ADT). Volumes of event notifications are reported on a regular basis.	Number of end users/facilities subscribed to receive notifications. Number of ADT messages received by the HIE per facility and in aggregate. Number of ADT notifications delivered to recipients subscribed. Number of rejected messages per facility and in aggregate.	100% of the notifications that are delivered are received; source is notified of 100% of rejected messages.	Include metric in monthly HIE operational reporting, current month and cumulative metrics.	Refer to SLA 003	SLA 003	Will Meet	Attachment F Outcomes Traceability Matrix (OTM) - Word document	5.6	5-6

Title	Puerto Rico HIE Outcome	Proposed Measures	Proposed Metrics	Target Setting	Performance Standard	Penalty Fee	Associated SLA ID	Vendor's Disposition	Attachment	Section	Page #
Public Health	Reduce provider burden by automating capture and exchange of public health data through the PRHIE.	Public health entities receive immunization information as designed and intended.	Number of Immunization messages (VXU) provided by the HIE to the Immunization Registry.	100% of VXU messages from providers capable of sending are provided to the Commonwealth.	Include metric in monthly HIE operational reporting, current month and cumulative metrics.	Refer to SLA 003	SLA 003	Will Meet	Attachment F Outcomes Traceability Matrix (OTM) - Word document	5.7	5-7
Public Health	Improve public health by automating capture and exchange of public health data through the PRHIE.	Public health entities receive lab reports and surveillance information as designed and intended.	Number of electronic lab reporting (ELR standard) messages captured in the HIE and transmitted to Public Health. Number of syndromic surveillance (Syndromic Surveillance Standard) messages captured in the HIE and transmitted to Public Health.	100% of ELR/syndromic surveillance messages from providers capable of sending are provided to the Commonwealth.	Include metric in monthly HIE operational reporting, current month and cumulative metrics.	Refer to SLA 003	SLA 003	Will Meet	Attachment F Outcomes Traceability Matrix (OTM) - Word document	5.8	5-8
Direct Secure Messaging	Improve coordination of care between Medicaid providers and their patients by facilitating communications through a Direct Secure Messaging (DSM) service.	Availability of the DSM Service to any DSM participant.	Total number of DSM accounts by provider and facility. Number of DSM messages sent, received, and opened.	100% of DSM messages are successfully sent to and received by assigned users.	Include DSM metrics in monthly HIE operational reporting.	Refer to SLA 003	SLA 003	Will Meet	Attachment F Outcomes Traceability Matrix (OTM) - Word document	5.9	5-8

Attachment G: Response to SOW

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

Instructions: The responses to each part of the SOW are required as part of the submitted proposal. Responses will be scored as part of the technical proposal evaluation.

Responses must include, where appropriate, the deliverables included in **Appendix 1: Deliverable Review Process and Deliverables Dictionary**.

The text response to each section in this attachment must be eight pages or less. The vendor may also add up to two pages of images or diagrams for each response. Responses beyond eight pages of text and ten total pages including images and diagrams will not be reviewed.

6.1 Approach to Business Specifications [RFP 3.11.4, Attachment G, F, Section 4-SOW]

1. Approach to Business Operations

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. As part of their response, vendors should provide specific details and examples outlining their approach to the following subcategories:

- Governance
- Data Governance
- Policy
- Technical Assistance
- Operational Reporting and SLAs
- Technology Architecture and Vendor Partnerships

As the Commonwealth moves forward with its vision to take HIE services to the next level, we stand ready with fresh perspectives and new technology to help you achieve your goals. We propose to implement and then operate the CMdS Interoperability Exchange solution to meet or exceed Puerto Rico's specifications and outcomes, as described in RFP Attachment F: Outcomes Traceability Matrix and Section 4: Scope of Work (SOW).

The solution will help the Commonwealth drive the implementation and adoption of the PRHIE Roadmap including the establishment and development of HIE services for data access, electronic alerting, public health reporting, emergency response, and more. Our team is enthusiastic about this project and working with you and HIE stakeholders to improve care treatment and coordination for Puerto Ricans and to reduce the burden placed on Puerto Rico providers.

In the following text, we provide specific details and examples outlining our approach to the subcategories listed in Attachment G, Approach to Business Operations.

6.1.1 Governance [RFP Section 4.2.1]

Our goal is to forge effective partnerships with our clients to help them achieve their objectives. Our project leaders participate in nationwide forums regarding healthcare data exchange and study the regulations and implementation guides. We stay informed of community needs and goals and plan future changes with governance boards, advisory councils, and other appropriate stakeholders, such as hospital associations and regional health information organizations. We understand the additional collaboration with stakeholders, communication, and shared understanding required to address topics that arise while advancing our solution.

We applaud the Commonwealth for establishing a strong, cross-sector governance approach to oversee HIE operations and support stakeholder collaboration and transparency. The governance board will focus on areas such as setting goals and objectives for exchanging health information; promoting and increasing adoption of HIE technology; and advancing use cases meaningful to the continuum of care in the Commonwealth. We look forward to becoming a participant in the PRHIE Advisory Council as the council's role matures over time.

Conduent's Executive Director [REDACTED] will support our Engagement Manager and liaison to PRMP and participate in governance activities. Our Engagement Manager owns responsibility for overseeing efforts to align our personnel to Puerto Rico governance bodies and establish standard reporting cadences with the PRHIE Board of Governors, PRMP, the PRHIE Advisory Council, and the healthcare community at large in support of HIE activities. Engagement management activities may include developing artifacts that inform and align decision-making for project governance, policy, and operations to meet business objectives, manage issues and risks appropriately. Conduent's Executive Director [REDACTED], Customer Success Lead [REDACTED], technical, operational, and financial resources will support the Engagement Manager as needed to address topics that arise while advancing CMdS Interoperability Exchange.

6.1.2 Data Governance [RFP Section 4.2.1]

Our data governance framework is a set of processes and procedures we follow to manage the availability, usability, integrity, and security of data in CMdS Interoperability Exchange. Our approach seeks to keep data consistent, trustworthy, and properly used. We look forward to working collaboratively with PRMP to harness the power of Puerto Rico's medical and clinical data and to use this data to drive better outcomes for Puerto Ricans. Our policies will support the Commonwealth's goals and PRMP's Medicaid Enterprise data governance work and align with federal and local data-sharing restrictions.

Data Quality Reporting. We are familiar with the World Health Organization Data Quality Dimensions and use the dimensions to report on data quality for accuracy, completeness, consistency, validity, timeliness, and uniqueness.

Agreements. We develop and provide data use and sharing agreements and business associate agreements as applicable to this project.

Policies and Procedures. CMdS Interoperability Exchange provides links to HIE policies and procedures, including data management and protection of PHI, from the website we develop for PRMP. We review and update the policies and procedures annually or more often, as necessary. We notify stakeholders from the website when we update policies and procedures.

HIE Data Governance Experience. Conduent has been developing HIE solutions and managing data governance programs for those solutions since 2009. We have experience working with governance boards, advisory councils, and other stakeholders to develop cohesive and successful data governance programs that we bring to this project. We have direct experience establishing data governance plans, standards, and procedures and overseeing the migration of data and the design of data interfaces. Automated and manual processes look for data problems and root causes before they impact the data repository and the usability and reliability of health records in CMdS Interoperability Exchange.

6.1.3 Policy [RFP Section 4.2.1]

Conduent confirms that we are responsible for developing and establishing operational policies governing all services in this SOW. We seek PRMP approval of the operational policies and develop and implement a PRMP-approved process for notifying impacted parties of pertinent policy updates.

Communicating Policies to Stakeholders. As part of our standard operating procedures, we transparently communicate all pertinent policies (including participant agreements) to participants, the Commonwealth, and key stakeholders. We make HIE policies publicly available, including posting the information to PRHIE's public website.

Participation Agreements. Conduent confirms that we seek PRMP approval of participation agreements, which include relevant PRDoH data-sharing policies.

Notification Process. Impacted parties receive notification of pertinent policy updates promptly. We have experience notifying impacted stakeholders of relevant policy changes in multiple states and will follow a similar process for Puerto Rico. Our process includes establishing points of contact with each connecting entity and maintaining updated and accurate contact information. We share documents and policy updates with stakeholders through direct secure email and request verification of receipt from each entity.

6.1.4 Technical Assistance [RFP Section 4.2.1]

Throughout the contract term, we provide technical assistance to healthcare providers to connect, transition, and maintain real-time connections to CMdS Interoperability Exchange. Our services include initial and ongoing technical support for interfaces, data specifications, and data capture.

We have completed approximately 150 connections serving thousands of different provider organizations. We have built connections with most of the major EHR systems and helped their staff understand how to create the required connections. We work with provider technical staff to assist with small-scale connections and EHR vendor staff or major hospital staff to implement large-scale connections serving dozens of facilities. Our staff supports organizations in an understanding and friendly way to understand how to connect to the system.

Help Desk Support. Users can reach technical assistance by telephone, email, and chat from the provider portal. The help desk is available 24 hours a day, seven days a week. We provide direct support for end-user issues by performing initial investigation, impact assessment, and prioritizing technical issues by severity. We log and track each inquiry from start to finish and provide a tiered escalation process to track all inquiries.

Our technical assistance is designed to quickly address and triage incoming questions and issues such as maintaining connections to CMdS Interoperability Exchange and its supporting infrastructure. We make every effort to successfully resolve an issue on the first call. If more advanced support is required, we engage technical support staff who provide advanced subject matter expertise to support users.

We respond to basic inquiries, such as provider portal password questions, and more advanced inquiries, such as an HIE server-to-server connection. Our technical team includes the same people who help with initial connections, so they are familiar with provider staff and their specific connections. They help provider staff follow the most appropriate path for their situation, whether it be a Direct Secure Messaging connection, an Electronic Notification Services (ENS) connection, a Cross-Enterprise Document Reliable Interchange (XDR) connection, or a Cross-Community Access/Cross-Community Patient Discovery (XCPD) connection.

We make sure the appropriate level of staff is available to answer calls promptly and accurately. Help desk personnel follow PRMP-approved policies and procedures and quantifiable expectations for technical assistance. We respond to technical support inquiries according to the SLAs agreed upon between PRMP and Conduent.

Critical Issues. The need to react with urgency is required for critical issues. Should a critical incident occur, we bring technical experts, subject matter experts, and project leaders together to evaluate the incident, identify an effective response strategy, and implement the solution to full and timely resolution and closure. An assigned incident owner oversees meetings and monitors progress to verify assigned actions are completed timely, and to make sure we resolve the issue to PRMP satisfaction.

Recent Help Desk Statistics. Figure 6.1.4-1 shows help desk statistics from February 2024 for one of our existing help desks. We will provide statistics to the Commonwealth regarding the volumes and processing of the requests for help.

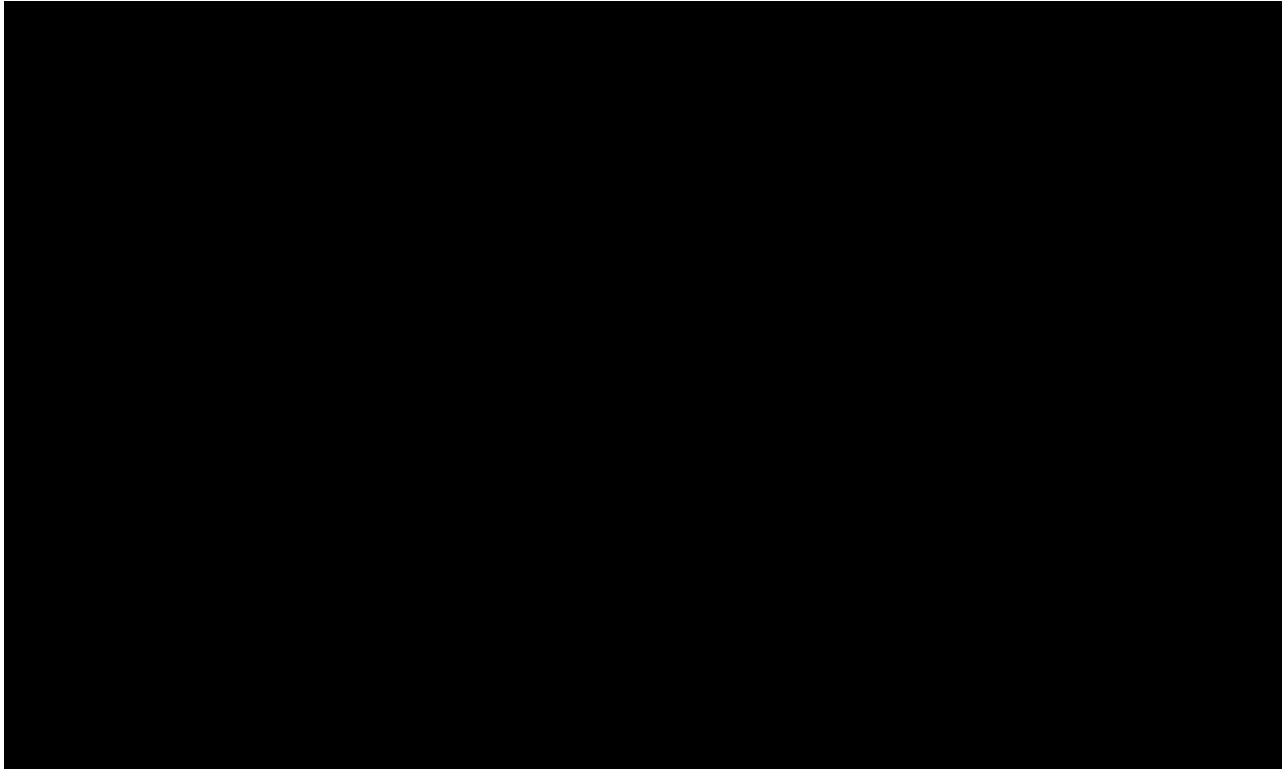


Figure 6.1.4-1. [Redacted]

Training. We share the Commonwealth’s commitment to a quality training program that prepares stakeholders for the new HIE system and supports ongoing training as the program evolves throughout the term of the contract. Program success depends on delivering the right training to the right people at the right time. Our training ranges from training technical users who build XCA connections to less technical users who require assistance with access to the provider portal and similar areas. We offer training in Spanish and English and present training in the language most preferred by each training audience.

As shown in Figure 6.1.4-2, our training program encompasses the entire training life cycle—from planning through ongoing improvement efforts to meet and exceed the training goals for the project.

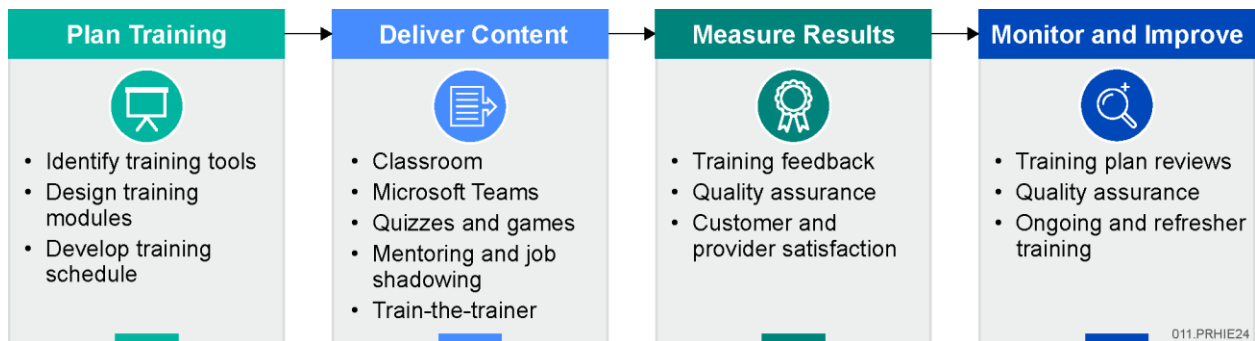


Figure 6.1.4-2. Training Life Cycle

Our training assessment begins early in the project. We identify the needs of the Commonwealth, EHR vendors, providers, and Conduent staff who participate in the testing and use of CMdS

Interoperability Exchange. The assessment allows us to create and provide a comprehensive, organized, and effective training program to meet all stakeholders' needs. We design each training module with specific objectives in mind for the various learners. Our training focuses on providing stakeholders with both the knowledge and skills required for a successful transition, testing, and ongoing operations. Our training courses include security and confidentiality topics since it is critical to reinforce how to use the data available in the system.

We conduct classroom training locally and host online Microsoft Teams training sessions when it's not convenient for learners to meet in person. When applicable, we provide hands-on computer training for PRMP and providers who evaluate items such as the interface design and compliance with Section 508 during usability testing. So that other project activities do not affect our training program, we provide a dedicated training environment. Attendees receive PRMP-approved training agendas before training sessions to communicate the purpose and topics.

We record recommendations for improvement from the trainees. A post-training report includes suggestions along with the trainees' assessments that we provide to PRMP. We make improvements to the training materials after you approve the changes. Operational reporting includes training and onboarding statistics.

6.1.5 Operational Reporting and SLAs [RFP Section 4.2.1]

During operations, Conduent has many responsibilities such as software enhancements and maintenance, monitoring the availability of the system and network, and help desk support, to name a few. We provide PRMP with monthly reporting to communicate the status of functionalities on the exchange and the status of HIE operations relevant to achieving your performance measures. Examples of monthly operational reporting include those items listed in RFP Section 4.2.1:

- Data source connections by organization type, regional locations, and MPI crossover rates
- Status of clinical data repository and interfaces, including the MPI, ongoing implementation, and remediation activities
- Data quality remediation efforts by data source and end-user level of impact
- Functionality of CMdS Interoperability Exchange technical architecture
- Partnership activities such as identification of new use cases, participation in state-run governance bodies, or contributions to health-IT community activities
- Status of outcomes-based services (care coordination, event notification, public health, and emergency response)
- Status of Outcomes-Based Certification
- Other reported data and statistics indicated as a performance standard associated with specific outcomes and requirements in the RFP

Our reporting process includes collaborating with PRMP to understand all reporting requirements. We design visually intuitive reports. For timely access, we implement automation for scheduled report generation and distribution. We also set up alerts for real-time reporting in critical scenarios. To maintain user access and security throughout the process, we establish role-based access controls to provide data confidentiality. We also implement secure protocols for data transmission and storage.

SLA Reporting. Critical to project success is our ability to meet Commonwealth-defined performance standards. Our goal is to provide a stable operations environment to meet and exceed the SLAs listed in Appendix 2: SLAs and Performance Standards. From facilitating technical connectivity to EHRs and other organizations to answering calls accurately and timely, we provide consistent and reliable operational results.

We continuously monitor an array of systems, networks, databases, and servers. Our automated tools continually watch key components of CMdS Interoperability Exchange to verify they are working at optimal levels. Through this monitoring, we proactively identify potential problems before they impact system performance, providing stakeholders with a smooth and trouble-free experience.

Conduent's Quality and Training Manager tracks and reports our progress meeting the project's SLAs. They create SLA reporting as part of our status reports and reviews the information with you at our monthly status meetings. We work with you to define the method that we use to sample, measure, and report on performance. Following best practices, metrics are consistently calculated, automated when possible, represent overall operational health, designed to proactively address potential performance slippage, and formulated to include thresholds and planned mitigations.

Figure 6.1.5-1 shows a sample SLA Performance Report that we use to illustrate our achievement toward meeting SLAs.

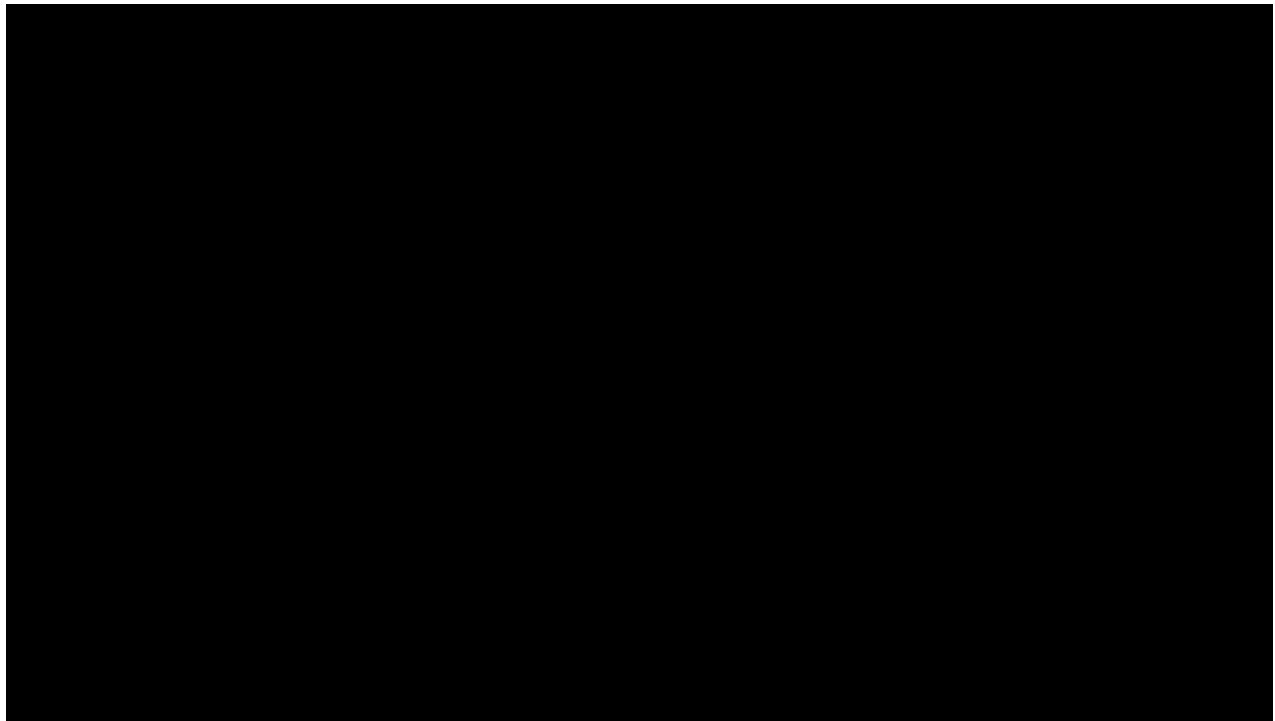


Figure 6.1.5-1 Sample SLA Performance Report.

Corrective Action. We intend that a corrective action plan (CAP) is never required for the project. However, if an identified deficiency occurs, we submit a written CAP to PRMP for review and approval no later than 10 business days from the date the Commonwealth requests the CAP. Once approved, we correct the issue and retest the system following the approved CAP requirements. We track and monitor the CAP until closure.

6.1.6 Technology Architecture and Vendor Partnerships [RFP Section 4.2.1]

CMdS Interoperability Exchange supports the Commonwealth’s desire to establish a health data utility that matches records from disparate sources, translates and maps terminologies for the common use of data, manages access controls based on Commonwealth and federal laws and policies, and allows controlled data access.

Figure 6.1.6-1 shows the CMdS Interoperability Exchange Technical Architecture.

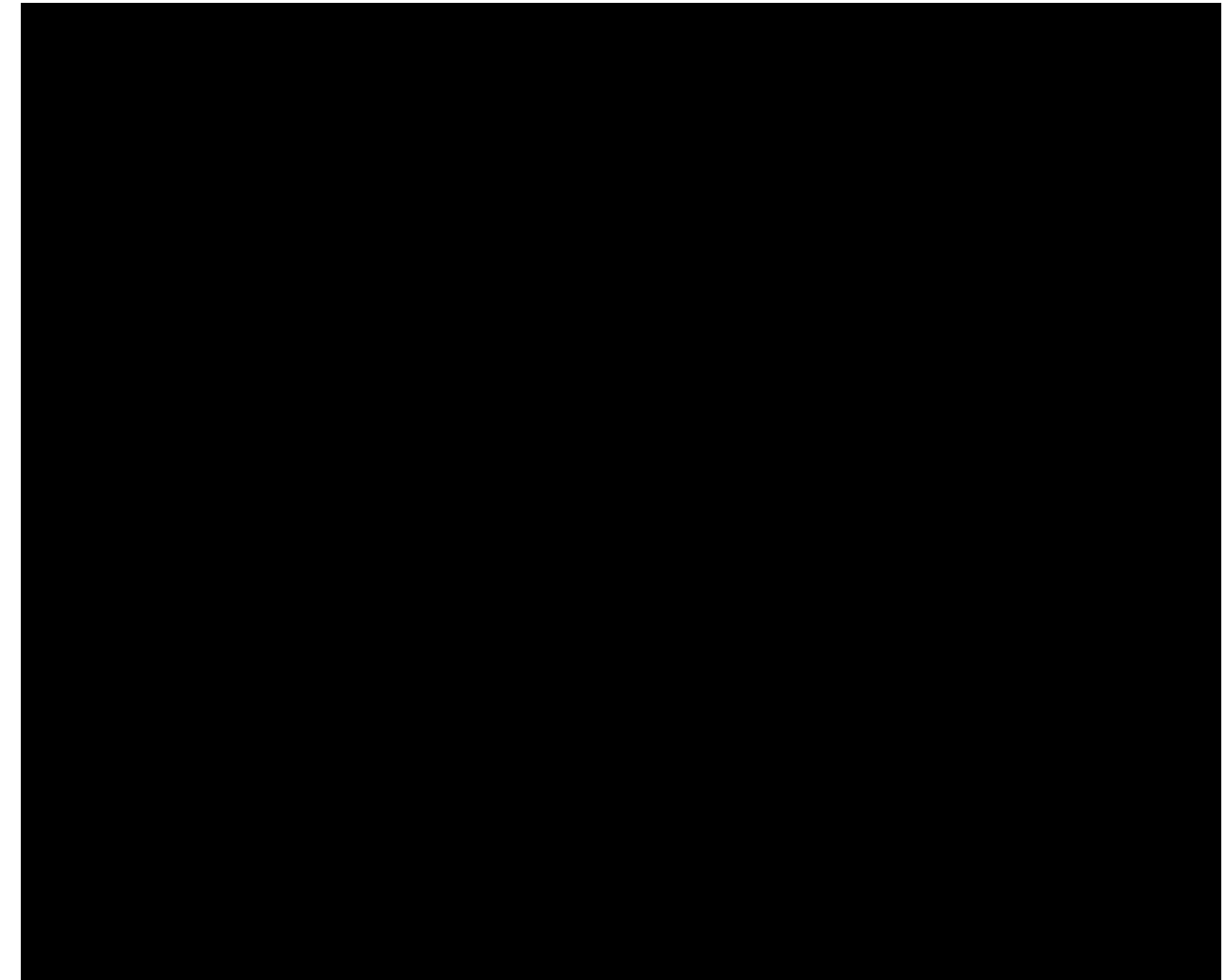


Figure 6.1.6-1. CMdS Interoperability Exchange Technical Architecture

Matching Records from Disparate Sources. [REDACTED], cloud-enabled MPI [REDACTED] allows CMdS Interoperability Exchange to match, merge, and transform local patient identifiers. The MPI is an independent module that is accessible to the overall solution. Electronic Health Record (EHR) systems and other systems identify a patient using the demographic information they have for the patient, such as the EHR system’s Medical Record Number. Then, when CMdS Interoperability Exchange receives messages, it uses the MPI to identify the patient.

Translation and Mapping Terminologies. CMdS Interoperability Exchange uses [REDACTED] allows us to validate and map standardized terminologies. A Conduent-written service provides the ability to store and translate local terminologies in use by providers. As an example, HL7 v2 data and XML data are validated, dissected, and brought into SQL databases. FHIR data is built from incoming sources by converting it to JSON and validating it against the appropriate FHIR implementation guides.

Allowing Data Access. Data is available through multiple paths. The system supports standard HIE SOAP interfaces. APIs allow data access for CMS-9115-F purposes and for EHR-embedded access to data, with proper controls in each case. A translation application translates Spanish to English and vice versa. Emergency response support is provided through standard CMS-9115-F interfaces and by making data available through the provider portal. Finally, the Electronic Notification Services (ENS) are based on HL7 v2 data received into the HIE and work in combination with Direct Secure Messaging (DSM) and provider subscriptions to notify providers of about their patients' admissions, discharges, and transfers to and from emergency departments, hospitals, and post-acute care facilities.

Sending Secure Health Information. [REDACTED] allows CMdS Interoperability Exchange to send secure health information directly to trusted providers over the Internet while maintaining patient privacy and confidentiality. The DSM solution is a DirectTrust™ and Office of the National Coordinator for Health Information Technology (ONC)-certified HIPAA-compliant Health Information Services Provider (HISP) that offers a provider directory service to find providers and send secure health information.

Public Health Reporting. The solution's reporting data model simplifies the diversity of PRMP data, yielding the flexibility to interrogate many different scenarios, perform detailed analysis on small amounts of data, or report on vast amounts of data. Data is available to PRMP through the reporting repository so users can perform analysis with your data visualization application tools. Users can combine multiple interactive data visualizations into a single report presentation (e.g., tabular, geospatial, and graphical depictions of the result sets). Our solution allows secure data access using the licenses you already have in place today.

Protecting the Privacy and Security of Health Information. CMdS Interoperability Exchange provides secure access through methods appropriate for the specific application, including mutual exchange of security certificates, SAML, OAuth2, and Smart on FHIR, as prescribed by applicable Commonwealth and federal laws and policies. APIs allow authorized provider staff to submit rosters of patients and to update security information for their staff members in support of single sign-on.

Identity and Access Management. [REDACTED] digital identity platform, designed for any cloud environment, provides exceptional, secure identity and access management. Authentication tokens support configurable lengths of access that we determine with PRMP during requirements-gathering meetings. A common configuration allows access for 90 days through the OAuth process.

CMdS Interoperability Exchange supports OAuth2.0 scopes for more granular access to patient data. The solution only shares data that a third-party application requests in the form of OAuth scopes for enhanced privacy protection. Figure 6.1.6-2 shows the basic building blocks of a typical OAuth Flow.

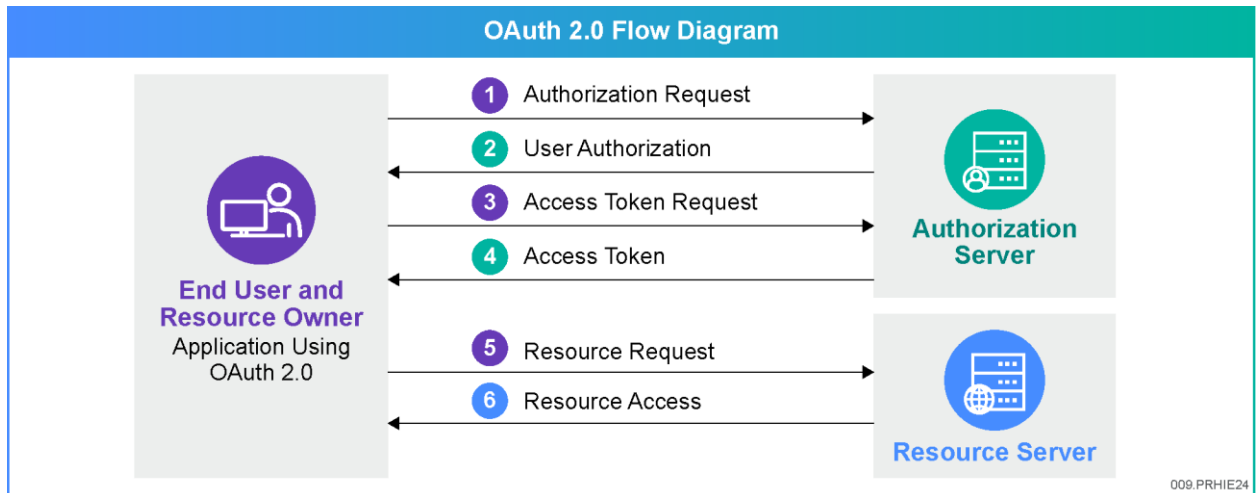


Figure 6.1.6-2 Typical OAuth Flow

In addition to identity and access management technology, the system requires a unique user ID and forces strong passwords to log on. Users must change their passwords at regular intervals. When a session is inactive for a predetermined time, CMdS Interoperability Exchange automatically logs the user out. The system also locks users out after a predetermined number of unsuccessful login attempts.

CMdS Interoperability Exchange authentication technology also provides multifactor authentication for network resources (both privileged and non-privileged accounts) or network access to privileged accounts. We require multifactor authentication, such as a token-based or access code-based system, for remote access users.

6.2 Approach to Technical Specifications [RFP 3.11.4 Attachment G, F, Section 4.2.2]

2. Approach to Technical Services

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. As part of their response, vendors should provide specific details and examples outlining their approach to the following subcategories:

- Enterprise Identity Services
- Interface Specifications
- Care Coordination Services
- Data Quality and Reporting Services
- Application Programming Interface (API) Services
- Public Health Reporting
- Medicaid Services

- Direct Secure Messaging
- Electronic Notification Services (ENS)
- Emergency Response Services
- Interoperability Compliance

The HIE plays a crucial role in seamlessly linking diverse data systems. This interconnectedness facilitates coordinated patient care and enables the exchange of vital information, leading to meaningful outcomes. We are pleased to offer CMdS Interoperability Exchange as your HIE solution for this project. CMdS Interoperability Exchange helps government programs overcome interoperability issues by providing the capability to aggregate/integrate financial and clinical data from disparate payer and provider sources and supporting efficient data sharing among relevant parties across the entire care continuum.

In the following text, we provide specific details and examples outlining our approach to the subcategories listed in Attachment G, Approach to Technical Services.

6.2.1 Enterprise Identity Services [RFP Section 4.2.2]

Cloud-enabled MPI management software allows CMdS Interoperability Exchange to match, merge, and transform local patient identifiers. The MPI is an independent module that is accessible to the overall solution and supports Patient Demographic Query, Patient Identifier Cross-Reference, and Cross-Community Patient Discovery. Electronic Health Record (EHR) systems and other systems identify a patient using the demographic information they have for the patient, such as the EHR system's Medical Record Number. Then, when CMdS Interoperability Exchange receives messages, it uses the MPI to identify the patient.

CMdS Interoperability Exchange aggregates data across the various data sources to provide a longitudinal data record, which is focused on the Consolidated Clinical Document Architecture (C-CDA) continuity of care document. Our data stewards use an identity management portal to work with errors that we find during the identity acceptance process.

Our solution identifies populations by payer, healthcare provider/organization, and HIE participant. We use input from connected providers and Puerto Rico's Medicaid claims and patient information, which is submitted as part of the implementation of the CMS-9115-F rule, to attribute individuals to specific providers. Conduent uses our connection to the eHealth Exchange on behalf of Puerto Rico to provide a record locator service that is usable across the entire United States.

6.2.2 Interface Specifications [RFP Section 4.2.2]

In 2012, we began supporting the Integrating the Healthcare Enterprise (IHE) protocol by using standards-based interfaces, including the Cross-Enterprise Document Sharing (XDS. b) and Cross-Community Access (XCA) transaction set. We have completed approximately 150 connections serving thousands of different provider organizations. In many cases, the connections are built with the EHR organization on a hub-and-spoke basis, so they don't need to create their own. We have

built connections with most of the major EHR systems and helped their staff understand how to create the required connections.

When we build the connections for PRMP, we offer detailed data interface specifications and control protocols that are based on Office of the National Coordinator for Health Information Technology (ONC) standards. The specifications help to guide participating providers in transmitting local data to CMdS Interoperability Exchange. We make the documentation available on the website we build for PRMP to support the project. However, our greatest strength is working with provider organizations. Our staff supports providers in an understanding and friendly way so that providers don't need to rely solely on documentation to understand how to connect to the system. We improve the data interface specifications through interactions and discussions with providers and incorporate their feedback into the specifications.

Conduent staff monitors message traffic daily to spot trends in volume and error types. CMdS Interoperability Exchange software automatically checks the message content and syntax for data standards. Daily standard reports help us analyze transmission errors. Providers receive immediate feedback regarding message errors via a response that includes an acknowledgment that details any errors. We work with providers to correct any issues in their messages or transmission protocols. We also monitor volumes from providers to detect variances in volumes that may indicate problems with transmissions. Lastly, non-PHI data is available to PRMP through the PRMP repository for you to perform data analysis.

6.2.3 Care Coordination Services [RFP Section 4.2.2]

Conduent is an early adopter of the IHE protocols which were created to provide longitudinal records of patient information in the form of CDA records. The CDA predates the current United States Core Data for Interoperability (USCDI) data set and provides a view of the patient that is both deep, in terms of providing a view over time – and wide, in terms of providing a broad view that includes an extensive array of patient information, such as demographics, social determinants of health, treatment, diagnoses, et cetera.

To support care coordination services, CMdS Interoperability Exchange provides end-users (providers and PRMP staff) with real-time access to longitudinal health records in the clinical data repository and MPI in the following ways:

- CMdS Interoperability Exchange responds to Application Programming Interface (API) queries from provider EHR systems
- Single sign-on (SSO) capability is driven by a Security Assertion Markup Language (SAML) exchange of provider credentials, supported by a portal allowing provider administrator staff to update the credentials of their internal users on the Conduent endpoints
- Provision for data availability to users who are authorized to connect their PowerBI application to the data endpoints provided by the Conduent PRMP data repository
- Availability of other server-to-server queries based on the XDS.b and XCA protocols, where supported by EHR systems
- Connectivity to the national eHealth Exchange to allow query of data held by other connected entities and to share Conduent data with providers who may be caring for a Puerto Rico citizen who seeks treatment in another location

- Use of the CMS-9115-F based APIs that can be used by Puerto Ricans to retrieve their medical data into a third-party health application approved by PRMP and the citizen
- CMdS Interoperability Exchange includes Direct Secure Messaging for use in its Emergency Notification System to alert subscribed providers to care for their patients

6.2.4 Data Quality and Reporting Services [RFP Section 4.2.2]

Our services incorporate data governance practices for data quality, consistency, and compliance with regulatory requirements. Automated and manual processes look for data problems and root causes before they infect the data repository and the usability and reliability of health records stored within CMdS Interoperability Exchange.

Transparent Communication. During onboarding, Conduent works with organizations to discuss data formats. We accept data in Health Level Seven (HL7) v2 and IHE. XCA is the primary process we use to implement Trusted Exchange Framework and Common Agreement (TEFCA)-based data exchanges. We receive clinical quality measurement data in PRMP-preferred formats. During onboarding, we reconcile data to pre-determined data standards and work with organizations to resolve data quality issues.

Data Quality Specifications. Our onboarding guides document data quality standards and processes. We make the guides available on the website we build for PRMP to support the project.

Operational Process. After initial onboarding and going live, we monitor processes daily and continue to work with organizations to resolve issues. We automatically check the data source messages for proper syntax and report errors through email. We attach summary reports in spreadsheet format or a similar format. We also manually check for logical errors, such as an NPI that doesn't have enough digits. Our manual analysis of these errors is communicated through email.

Data Quality Issues. We record, maintain, and communicate information about data issues with healthcare organizations specific to encounters, diagnosis coding, and clinical quality measurement-related data. We share this information with PRMP.

Data Quality Tracking Reports. Our data quality reporting uses the World Health Organization Data Quality Dimensions. The monthly operational report includes data issues and resolutions.

Terminology Services. We provide extensive third-party terminology and mapping services to map the data from local terminology to standard codes. We capture local terminology (both Spanish and English) and develop a dictionary, or library, of translations from local terminology to standardized items.

6.2.5 Application Programming Interface (API) Service [RFP Section 4.2.2]

CMdS Interoperability Exchange meets federal requirements for API technology for payer, provider, and patient data access.

Current Fast Healthcare Interoperability Resources (FHIR) API Capabilities. The system includes the appropriate capabilities as mandated by CMS-9115-F. Key features include the ability

to accept registration of third-party applications, authorization of citizens who choose to participate, and related security and consent requirements.

FHIR API Capabilities in Development. In anticipation of future rules, we are proactively assessing the modifications necessary for CMdS Interoperability Exchange to support the capabilities required. For example, future releases will include CMS-0057-F functionality and will be available for implementation as determined by our change control process.

Measures of API Activity. The states where CMdS Interoperability Exchange is currently implemented have chosen not to publicize its availability with their Medicaid members. Given that environment, current activity is limited. However, the product is stress-tested and proven to support high volumes of transactions.

API Design Approach. The API functionality is built as specified by the appropriate CMS rules and the applicable implementation guides, such as Carin Blue Button. An encrypted NoSQL database stores Medicaid and clinical data. Security is based on the standards mandated, such as the use of OAUTH2 and Smart on FHIR. The patient API is tightly secured as mandated by CMS rules. As required by CMS, the formulary and provider directory are available without the need to register with CMdS Interoperability Exchange.

Technical Specifications for Access and Use of Patient API. Figure 6.2.5-1 shows the access and interaction between the third-party applications, the implementation guides, and the data sources.

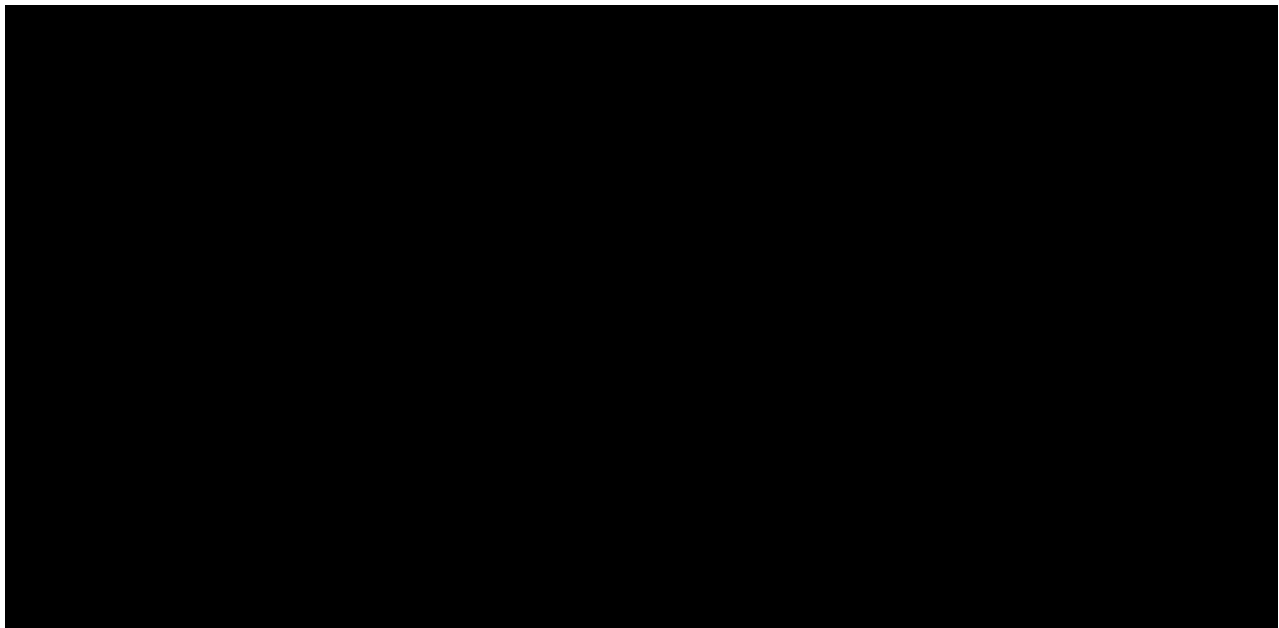


Figure 6.2.5-1. CMdS Interoperability Exchange technical specifications for supporting the CMS Interoperability and Patient Access Final Rule

Demonstration of API Functionality in Production Use. CMdS Interoperability Exchange is in production use for the New Hampshire and Missouri Medicaid programs. We are currently implementing the solution for the South Dakota Medicaid program.

Technical Documentation for Third-Party API Users, Including Security and Deployment Protocols.

We deliver technical documentation, which includes security and deployment protocols, in two ways. First, we provide links from the web pages to appropriate documentation. Second, CMdS Interoperability Exchange uses an interactive documentation delivery platform that allows a structured view of documentation for all users of the installation. It also allows third-party application developers to generate sample transactions in a non-PHI, tightly controlled way so they can see the syntax of the API request and the result.

Statistics Related to API Message Volumes. CMdS Interoperability Exchange has standard reports that show API message volumes by application, patient, and provider. Figure 6.2.5-2 shows an example of a graphical representation of third-party API access volumes.

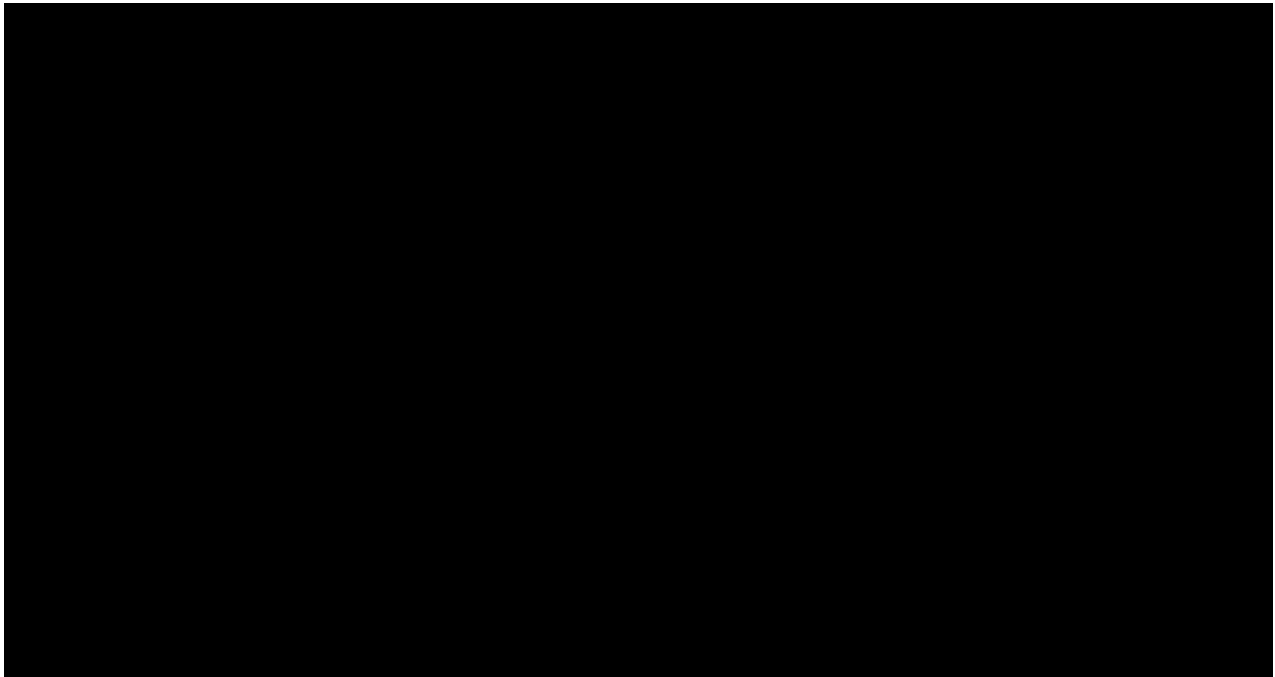


Figure 6.2.5-2. Graph of Third-Party API Access Volumes

API Metrics in Monthly HIE Operational Reporting. CMdS Interoperability Exchange supports both the standard CMS-mandated reports, such as monthly user access, and the PRMP-mandated additional reporting capabilities. These include both pre-built reports and the ability for PRMP staff to run reports regarding system activity.

6.2.6 Public Health Reporting [RFP Section 4.2.2]

Conduent supports healthcare providers and PRDoH in meeting all public health management reporting obligations at both the Commonwealth and federal policy levels. We have valuable insight into meeting the requirements described in this RFP and enhancing public health reporting data sets through our successful reporting experience in multiple states. These activities use our key strength, which is the ability to transform data from HL7 v2 and extensible markup language (XML)

into formats for downstream processes. Following are some examples of our experience in this area that we leverage to meet and exceed Puerto Rico requirements:

- We have accepted hundreds of thousands of Electronic Laboratory Reporting (ELR) messages and transported them to public health registries where appropriate.
- We have accepted millions of Syndromic Surveillance messages and sent them to national registries.
- We have received immunization messages in multiple states, making the information available to statewide immunization registries.
- We are experts in using various tools, such as the Public Health Information Network Messaging System (PHINMS), Simple Object Access Protocol (SOAP), and FHIR, which are commonly accepted by EHR systems and public health entities.
- We offer a comprehensive database of the accumulated healthcare information for consumption by entities authorized by PRMP. We allow the sharing of this data through both CMdS Interoperability Exchange-generated reports and consumer-generated queries to the database.

Eligible Hospitals and Critical Access Hospitals participating in the Medicare Promoting Interoperability Program must report on meaningful use objectives and public health reporting measures. Conduent can support providers in their compliance attestations. Examples of this support may include producing documentation of the provider HIE onboarding date or details to confirm the bi-directional exchange of health information.

6.2.7 Medicaid Services [RFP Section 4.2.2]

CMdS Interoperability Exchange is specifically designed to support federal interoperability regulations and the requirements of Medicaid programs, like Puerto Rico's, to improve care coordination and patient access to health information. During implementation, we establish standards for integration and interoperability with Puerto Rico's external systems using technology such as Secure File Transfer Protocol (SFTP) and Extract, Transform, and Load (ETL). Conduent has decades of experience establishing interfaces and seamlessly exchanging data that we apply to this project.

Data Access and Reporting Processes. CMdS Interoperability Exchange supports CMS interoperability priority areas of care coordination, public health, and social determinants of health. Data is available by either sending interface files to approved systems or by querying and producing reports directly from the PRMP data repository. We organize data in the repository to make reporting easy, useful, and efficient.

Capacity and Support for Data Access. Our data dictionary documents the structure and attributes of each item in the PRMP data repository for better understanding and management. The dictionary facilitates building a common vocabulary and hence shared understanding among users. The solution's reporting data model will simplify the diversity of PRMP data, yielding the flexibility to interrogate many different scenarios, perform detailed analysis on small amounts of data, or report on vast amounts of data. Data is available to PRMP through the reporting repository so PRMP users can perform analysis with your data visualization application tools. Users can combine multiple interactive data visualizations into a single report presentation (e.g., tabular, geospatial, and

graphical depictions of the result sets). Our solution allows secure data access using the licenses you already have in place today.

Enabling Payers/MCOs to Use Clinical Data. We use authentication methods to provide payers/MCOs with secure access to the clinical data in the PRMP data repository to support process optimization, utilization review, care coordination, and cost management. **We confirm our support for payer access to data services through the query and reporting capabilities of the PRMP data repository.**

Commitments. We commit to executing an MCO data access pilot to test data access opportunities with MCO partners; implementing consistent data access and technical assistance for MCOs based on the results of the pilot; and implementing an ETL connection with Medicaid's data warehouse.

6.2.8 Direct Secure Messaging [RFP Section 4.2.2]

Direct Secure Messaging (DSM) software allows CMdS Interoperability Exchange to send secure health information directly to trusted providers over the internet while maintaining patient privacy and confidentiality. The DSM solution is a DirectTrust™ and ONC-certified HIPAA-compliant Health Information Services Provider (HISP) that offers a provider directory service to find providers and send secure health information.

Sharing Patient Information Between Provider Staff and Others. Authorized providers sign up for DSM access using our HISP services. This communication is mainly for sharing information between two people, such as sharing patient charts, images, or referrals. Providers can also transmit laboratory orders and results as attachments to the messages.

Sharing Data Between Applications. This includes communication of emergency notifications, as mandated by the federal interoperability rules. Provider organizations share information regarding their patient pools with CMdS Interoperability Exchange by transmitting the lists in the form of DSM attachments containing patient demographics. Then, we use DSM to return notification of key hospital admissions (the Emergency Notification System).

Providers can send messages by signing in to a Conduent-provided portal if this is their preferred method of accessing the system. For providers with an EHR system that can embed DSM capabilities, direct access to DSM is made from within the EHR system by using standard identity management capabilities, such as SAML. Our DSM process helps providers focus on their patients and organize their messaging workflow around common tasks.

6.2.9 Electronic Notification Services (ENS) [RFP Section 4.2.2]

The Electronic Notification Services (ENS) functionality within CMdS Interoperability Exchange sends alerts to providers about their patients' admissions, discharges, and transfers to and from emergency departments, hospitals, and post-acute care facilities. The system includes a Direct Secure Messaging (DSM) service as the underlying support for ENS. Provider organizations sign up for appropriate DSM accounts and then submit demographics for the patients whose care they want to monitor.

The system scans the admission, discharge, and transfer (ADT) encounter messages it receives for information regarding specific patients. We use the MPI to provide extra clarity in matching the demographics provided by the subscribing provider to the ADTs that we receive. When we find a match between the subscribed patient and an incoming ADT, we notify the provider of the patient's treatment.

Our ENS functionality meets the CMS conditions of participation requirements for ENS as required in CMS-9115-F for hospitals. We provide a letter to institutions to document their compliance to support attestation requirements for Merit-based Incentive Payment System (MIPS) and interoperability rules.

6.2.10 Emergency Response Services [RFP Section 4.2.2]

When Puerto Rico emergencies occur, Conduent's emergency response services support patient identification, care delivery, and coordination. Our services fall into several distinct areas:

We support the Commonwealth's preparations for emergencies by accumulating information about Puerto Rico individuals to identify them. The MPI helps to cross-reference the various sources of information so that we recognize individuals across the various systems with which they come into contact.

Our provider portal allows providers to sign in to retrieve patient information even if their facility is inoperative. Providers can use various types of devices to log in if they have internet service.

CMdS Interoperability Exchange is disaster-resistant because it resides in the cloud and has both primary and secondary data centers that are separated geographically.

Conduent staff are located in Puerto Rico so they can provide local support when emergencies occur.

CMdS Interoperability Exchange provides individuals with access to their medical information through third-party applications mandated by CMS-9115-F. This access is portable so individuals can access the information whether they are in Puerto Rico or have left to seek care outside of Puerto Rico. Conduent shares medical information through the eHealth Exchange per PRMP policy, thus making the information available through the many treatment facilities that connect to the Exchange.

6.2.11 Interoperability Compliance [RFP Section 4.2.2]

We support Puerto Rico with an HIE team well-versed in federal interoperability frameworks and policies. PRMP and PRDoH receive training, education, and guidance from our team. To communicate information about CMdS Interoperability Exchange and our services, we participate in meetings with PRMP and provide documentation requested by CMS that describes how our solution meets federal interoperability requirements today and in the future.

ONC Information Blocking Rule. Conduent provides PRMP with knowledgeable support staff who will track, record, and report any instances of information blocking.

CMS-9115-F. CMdS Interoperability Exchange is built in alignment with the CMS Interoperability and Patient Access final rule and is being expanded to support the CMS-0057-F rule. We are committed to investing in CMdS Interoperability Exchange and will continually expand it to respond to new and updated federal regulations. We plan to use the solution as the hub for large-scale information exchange processes with its HIE capabilities.

United States Core Data for Interoperability (USCDI). A key function of CMdS Interoperability Exchange is its support for USCDI clinical data. We use the solution as a source of this data and convert it to a format that is accessible by patients through third-party applications and by providers through the provider portal. The solution has supported the use of the CDA and C-CDA for over a decade. The structure of these XML documents is aligned with the USCDI specification and provides much of the base for it.

Trusted Exchange Framework and Common Agreement (TEFCA) Network. The CDA document is the basis of information accessible through the TEFCA Network. TEFCA is based on the Cross-Community Patient Discovery (XCPD) and Cross-Community Access (XCA) protocols, which allow organizations to query through the eHealth Exchange and connected entities to locate information about patient identities and patient care.

6.3 Approach to Required Deliverables [RFP Appendix 1]

Informed by best practices and close collaboration with clients, we recognized that developing and implementing compliant government health systems required refinement of our Project Management Methodology (PMM) and toolkit to account for the complex interoperability components to meet system and health and human services program requirements. Our resulting Quality Management System (QMS) contains over 150 baseline plans, procedures, templates, and training presentations documenting our PMM, System Development Methodology (SDM), Training Methodology, and Operations Methodology.

Our methodologies reflect the real-world lessons learned from designing, developing, implementing, integrating, and maintaining healthcare systems since 1971, and industry standards such as the Project Management Institute's Project Management Book of Knowledge (PMBOK) Guide, Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) framework, National Institute of Standards and Technology (NIST) standards, and others.

Our QMS lays a strong foundation for our commitment to improving our service delivery, and in recognition of our efforts, **Conduent was awarded the globally recognized CMMI Level 3 Maturity rating in 2019.** This set of best practices assists organizations in improving performance, key capabilities, and critical business processes. **Our Level 3 Maturity rating is beneficial to PRMP** as it acknowledges Conduent's strong capability and performance record resulting from organization-wide standards that are proactive rather than reactive. These standards guide our performance across projects, programs, and portfolios, and we implement them in each project. As a result, our clients consider us dedicated and reliable Medicaid experts who consistently deliver high-quality solutions and services.

We use the QMS to develop a quality-focused and repeatable deliverable management process to document deliverable expectations, draft artifacts, perform quality reviews, submit draft deliverables for review and approval, update as needed, and archive.

During the project planning phase, we work with PRMP to integrate the information in our QMS with PRMP-approved templates and standards.

Deliverable Dictionary

The Deliverables Dictionary details the description, location, acceptance criteria, assumptions and constraints, and key stakeholders for all contractual deliverables for the Puerto Rico Health Information Exchange (PRHIE) project.

The Deliverables Dictionary may include the following data for each deliverable:

- **Requirements.** Specifies the objectives and requirements the deliverable is intended to meet.
- **Deliverable Definition.** A description of the deliverable, its scope, and objectives.
- **Table of Contents.** Lists the sections and topics included in the deliverable.
- **Delivery Timeframe.** Delivery information for the Project Schedule.
- **Location of Deliverable.** The location or path where the deliverable (and its template, if different) can be found.
- **Acceptance Criteria.** Any quality indicators and success criteria that authors should incorporate, and reviewers should seek during their reviews.
- **Assumptions, Constraints, and Dependencies.** Documents any necessary assumptions, constraints, or dependencies.
- **Quality Review.** Required internal quality reviews and walkthroughs.
- **Delivery Process.** Descriptions of how the deliverable will be reviewed, commented, and approved by Conduent and the PRMP.
- **Periodic Updates.** Describes any post-approval updates and how often they will occur.
- **Roles and Responsibilities.** Identifies key stakeholders from PRMP, PRMP partners, and Conduent responsible for review, ownership, and approval of the deliverable.
- **Spanish Version Required.** Indicates if the document must also be available in Spanish Puerto Rican dialect.
- **Additional Items Required by PRMP.** Additional items that should be included are determined during the initial discussions.

Deliverables Dictionary Scope and Objectives. The dictionary addresses all deliverables, per RFP Appendix 1, for the duration of the contract. The Conduent Project Manager oversees the creation of this document and reviews it with the PRMP to generate a mutual understanding of deliverables to be designed and submitted for PRMP approval throughout the contract. The objectives are to identify and define contract deliverables and set expectations regarding requirements, content, and stakeholders for each deliverable.

Table 6.3-1 lists the individual deliverables that will be included in the DED, including required information as noted in the RFP. Additional DEDs will be created as needed.

Table 6.3-1. Deliverables Included in the DED

Deliverable Name	Deliverable Description
D01	Monthly Status Report
D02	PRHIE Work Plan
D03	Kickoff Meeting
D04	Implementation Plan
D05	HIE Participant Engagement and Technical Assistance Plan
D06	Operations Management Plan
D07	Security, Privacy, and Confidentiality Plan
D08	Staffing Management Plan
D09	Incident Management Plan
D10	Training Readiness Plan
D11	Data Management Plan
D12	Disaster Recovery and Business Continuity Plan
D13	Public Health Systems Plan
D14	Pilot Implementation and Management Plan(s)
D15	Data Transition Plan
D16	Detailed System Design Document
D17	Independent, Third-Party Security, and Privacy Controls Assessment Report
D18	Outcomes-Based Certification (OBC) Support Plan and Reporting
D19	Turnover and Closeout Management Plan

Stakeholder Analysis

We advocate for the identification of stakeholders at the beginning of the project and throughout its lifecycle. As we identify and document stakeholders, we work with PRMP to complete and update the stakeholder analysis using the RACI model. This analysis defines the level of stakeholder processes and task responsibility. Table 6.3-2 describes each component of the RACI and communication levels.

Table 6.3-2. Stakeholder Analysis Captures RACI and Communication Levels

Level	Definition
R	Responsible. These individuals do the work to achieve the task; multiple resources can be responsible.
A	Accountable. (Approver) The individual is answerable for the correct and thorough completion of the task. There must be one accountable person specified for each task or deliverable.
C	Consulted. These individuals are those with whom we seek opinions using two-way communication.

Level	Definition
I	Informed. These individuals are those who we keep up to date on progress; one-way communication is sufficient.
Communication Level	
1	Involve extensively (key decision maker)
2	Involve as needed (subject matter expert)
3	Keep informed and address concerns (project team members and key operations staff)
4	Send materials on a need-to-know basis (providers, third-party resources, and external customers)

From this categorization, we determine specific ways to engage and communicate with our stakeholders. Figure 6.3-1 presents a sample stakeholder analysis. We redact sensitive information from our screenshots for privacy and security.

Name	Entity	Role	Communication...	Responsibility L...	Deliverables
[Redacted]	Conduent	VP, Information Technology & Steering Committee Member	3-Keep Informed/Address Concerns	C-Consulted: Those whose opinions are sought.	1. Securing regular program updates 2. Supporting the Program/program 3. Making decisions
[Redacted]	Conduent	Technical Implementation Manager	1-Involve Extensively/Key Decision Maker	A-Accountable: (Also Approver)	All Technical Deliverables
[Redacted]	Conduent	Project Manager	1-Involve Extensively/Key Decision Maker	A-Accountable: (Also Approver)	All
[Redacted]	Conduent	Certification Manager	1-Involve Extensively/Key Decision Maker	R-Responsible: Those who do work to achieve the task.	All Certification related deliverables.

Figure 6.3-1. Powerful Stakeholder Engagement Tool

We maintain the stakeholder analysis on the project’s SharePoint site and review it periodically to keep stakeholders engaged at the right times and with the right information.

We routinely visit the analysis to address changing information and confirm that stakeholders receive the correct levels and types of communication to meet their needs. Our communication management guidance to make decisions and align priorities applies to the following:

- Meetings
- Working sessions
- Deliverable walkthroughs
- Change control board meetings
- Emails
- Alerts
- Notifications
- Formal and informal discussions

Effective stakeholder management is at the core of successful project relationships – identifying and understanding their unique needs.

Our quality-focused deliverable management process includes:

- Setting deliverable expectations to agree upon the deliverable outline, content, timing, and designated PRMP stakeholders
- Training our team to adhere to documentation standards, including formatting, grammatical standards, and naming conventions
- Performing peer reviews of deliverables to verify business and technical accuracy and alignment with requirements
- Performing document quality assurance review before submitting deliverables to verify consistency, completeness, and alignment to templates and standards
- Incorporating PRMP feedback both within and across documents
- Providing formal and informal walkthroughs of documentation with PRMP to help improve understanding of deliverables and associated content
- Establishing a single PRMP point of contact to deliver documents and work products

Deliverables are presented in the following manner:

- In a standard of business and technical writing that limits ambiguity and rework
- In a level of English proficiency, and Spanish, that reduces the need to edit for grammar and clarity
- With content consistent with expectations set out in Deliverables Dictionary and decisions captured in requirements gathering sessions and other meetings
- The document is complete and addresses all comments provided on the final draft deliverable

We store records of deliverable approval in the project tracking SharePoint site. These process steps provide you with assurance that the deliverable reflects your requirements and collective feedback and that we maintain and make available a complete history of the deliverable's approval.

Figure 6.3-2 shows an example of our standard Deliverables Dictionary template that we modify to meet your specific requirements.

Deliverable Expectations for <Deliverable Name>				
Requirements	ID	Text		
	<Requirement ID or Section>	<Relevant Requirement Text>		
Deliverable Description	<Include a description of the document, its purpose, objectives, and scope. State any items that will not be incorporated into the document. Indicate any sections that will use graphics or tables heavily or strictly.>			
Location	<Include the location of both the base template as well as the generated documents, if applicable.>			
Acceptance Criteria	<input checked="" type="checkbox"/> Alignment to RFP requirements <input type="checkbox"/> Clarity and value of reporting <input type="checkbox"/> Business and technical accuracy <input type="checkbox"/> Completeness of the document	<input type="checkbox"/> Alignment to the agreed upon template or standard <input type="checkbox"/> Feasibility of the proposed solution <input type="checkbox"/> Other: <Add>		
Assumptions and Constraints	<Assumptions here>			
Process	Review	<Describe the client review process, e.g., send document to client Sharepoint, live walkthrough, etc.>		
	Comment	<Describe the client comment process, e.g., in-line comments, tracked changes, deliverable comments in Sharepoint list>		
	Approval	<Describe the approval mechanism, e.g., client transmittal, e-mail, etc.>		
Periodic Updates	<If the deliverable is expected to be updated on a periodic basis, list the proposed schedule of updates.>			
Stakeholders				
Stakeholder Name/Title	Conduent Accountable	Conduent Responsible	Client Approver	Keep Informed
<Name and Title>	X			
<Name and Title>		X		
<Name and Title>			X	
<Name and Title>				X

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Figure 6.3-2. Deliverables Dictionary Sample Template

Our template is a valuable tool to align deliverable expectations. The template is flexible to meet PRMP-specific requirements such as deliverable schedules.

Deliverable Lifecycle

We collaborate with you throughout each deliverable lifecycle to produce clear and concise documentation that meets deliverable expectations. We encourage PRMP comments and feedback during the review process and incorporate all feedback into the final draft. Once the final draft is ready for delivery, we submit the deliverable for final signoff and approval.

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.

Initial Project Schedule Approach

Planning, scheduling, and meeting project timelines require two fundamental project management processes—effective project planning with a common understanding of the project plan, and consistent tracking and oversight. Collaborating with your team, we adjust the proposed Project

Schedule to address each task based on your requirements and project-specific needs to amend durations based on the work and resources needed.

To create our baseline Project Schedule, we first evaluate the RFP to develop a high-level project timeline. We use the timeline as input to our standard Project Schedule template (created in Microsoft® Project) that aligns with our standard implementation phases, tasks, milestones, and deliverables.

Our approach to schedule development encourages a dynamic, effort-driven, and predictive schedule. Our standards require consistency in naming tasks; effective and informative decomposition of tasks; and the use of historical data and industry-specific experience to improve the accuracy and predictability of the schedule. Adherence to these and other standards means that staff know and understand their assigned tasks and durations, reviewers can quickly ascertain the status of clearly named and unique activities, and we can facilitate reporting by applying filters on clean, concise schedule data.

Our Initial Project Schedule shows task details with responsibilities, timelines, durations, milestone dates, deliverable dates, and critical dependencies for the project's milestones and deliverables. The critical path will be provided during the project kickoff meeting. The schedule shows the tasks that require assistance from PRMP personnel (denoted by either "CLIENT PARTICIPATION:" or "CLIENT RESPONSIBILITY:"). Finally, our proposed schedule includes the following:

- Detailed tasks and timelines, outlining the major project phases planned by Conduent
- The Work Breakdown Structure (WBS)
- The project schedule for all project deliverables and milestones
- Identification of the responsible entity for each task within the WBS. All tasks are the responsibility of Conduent unless identified as "CLIENT RESPONSIBILITY:"
- Identification of deliverables that may require more or less time for PRMP acceptance, including the proposed acceptance period for the deliverable as reflected in the duration of the "CLIENT RESPONSIBILITY: Review" tasks for each deliverable
- Deliverable Number and Name (per RFP) highlighted in blue, indicate the tasks associated with a contractual deliverable or work product
- Some tasks have indicators to identify the type of task. The following indicators are universally applied to all of Conduent's project schedules:
 - **CLIENT PARTICIPATION.** Indicates a client (PRMP) task that requires PRMP participation
 - **CLIENT RESPONSIBILITY.** Indicates a client (PRMP) task that are the responsibility of PRMP
 - **DRAFT DELIVERABLE.** Indicates the initial delivery of a contractual deliverable
 - **DELIVERABLE.** Indicates the final delivery of a contractual deliverable
 - **MILESTONE.** (E.g., client approval of a deliverable or the completion of tasks within a summary task or phase)
 - **WORK PRODUCT.** Artifacts that do not require formal deliverables, but which Conduent makes available to the client as part of our methodology

As part of our collaborative implementation process, the Conduent team works closely with the PRMP technical team throughout the project life cycle to aid in deploying the CMdS Interoperability Exchange solution.

Initial Project Schedule PRMP

The Project Schedule includes all required tasks, subtasks, dependencies, deliverable submission dates, deliverable review timeframes, PRMP deliverable approval dates, and certification activities to implement the CMdS Interoperability Exchange solution. This plan reflects activities and implementation tasks, necessary to complete each phase per the RFP, including the month each task is carried out.

In creating our Project Schedule for you, we include data transition activities allowing you to successfully maintain HIE operations that facilitate coordination of care, electronic alerting, public health reporting, and emergency response. Our Project Schedule reflects our understanding of your goals that center on supporting evolving needs across health and human services. In addition, our Project Schedule prioritizes critical project tasks (“quick wins” such as Master Patient Index and terminology services, and provider support) to deliver foundational HIE services as efficiently and early as possible.

Conduent fully supports Puerto Rico’s vision for deploying in a phased implementation of priority Based on our thoughtful analysis of the RFP requirements and your PRHIE Roadmap, we propose an implementation timeline in which PRMP benefits from the delivery of HIE services and the solution in support of CMS Interoperability and Patient Access Final Rule sooner than depicted on the PRHIE Roadmap, and as shown. Figure 7-1.

We include our initial project schedules as Attachment 7.1 Attachment H, Initial Project Schedule Summary, 7.2 Attachment H, Initial Project Schedule – Detail, and 7.3 Attachment H, Initial Project Schedule Microsoft Project Version.

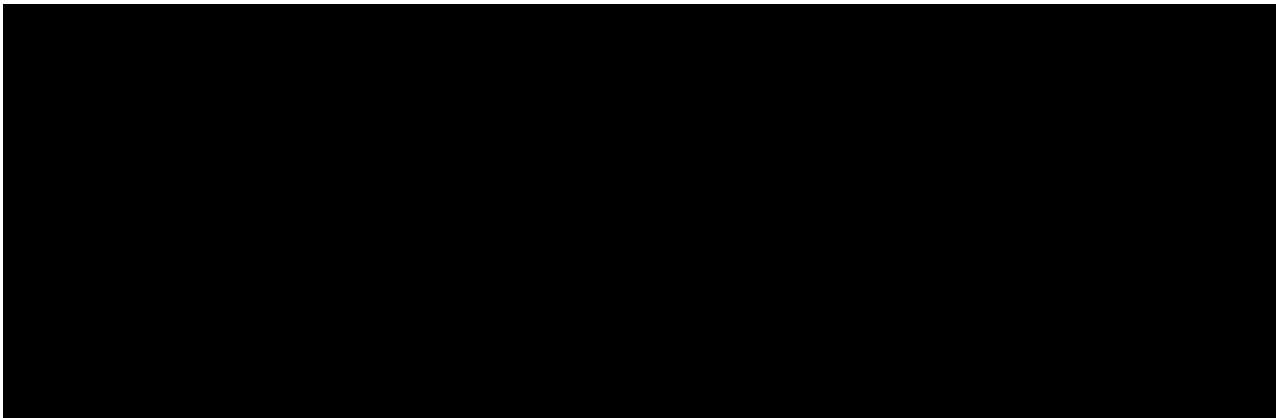
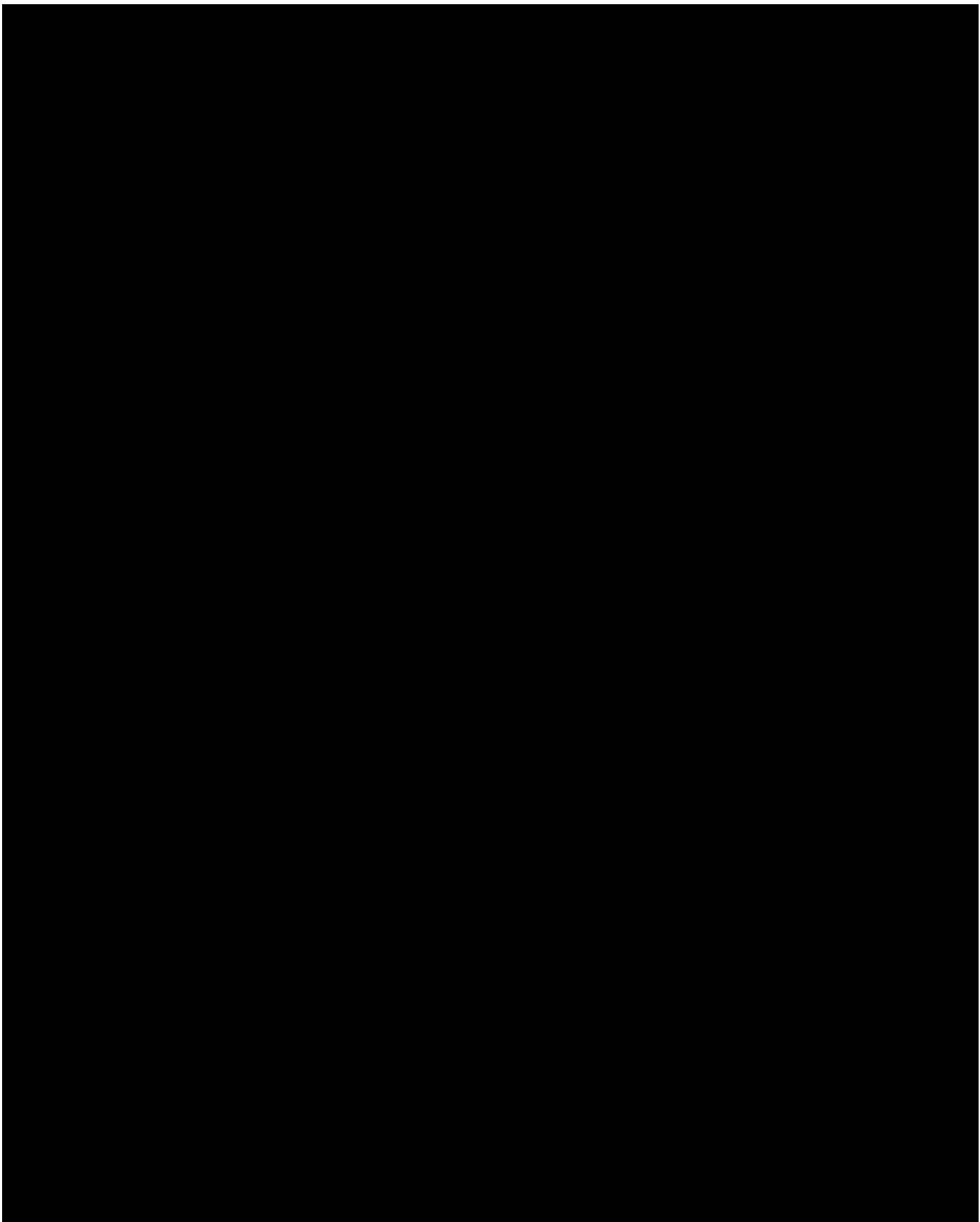


Figure 7-1. Conduent Implementation Timeline in Comparison to PRHIE Phases
As requested, the Initial Project Schedule is included with this proposal.



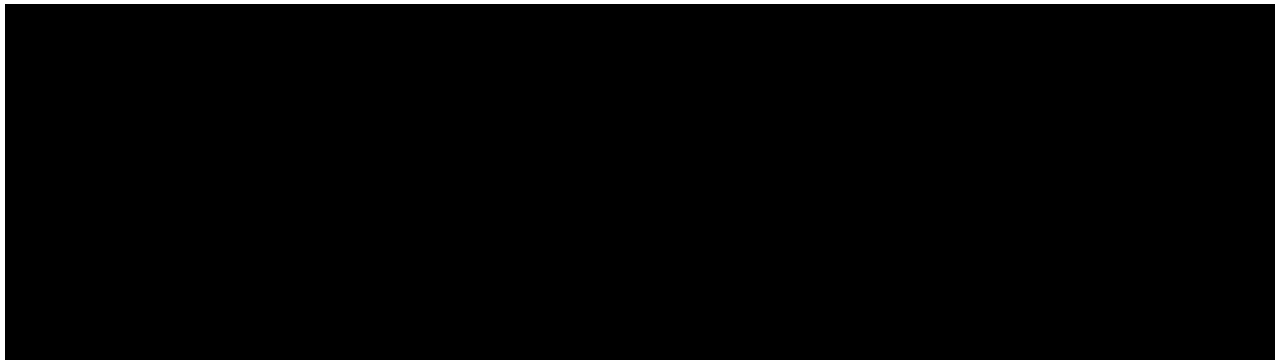
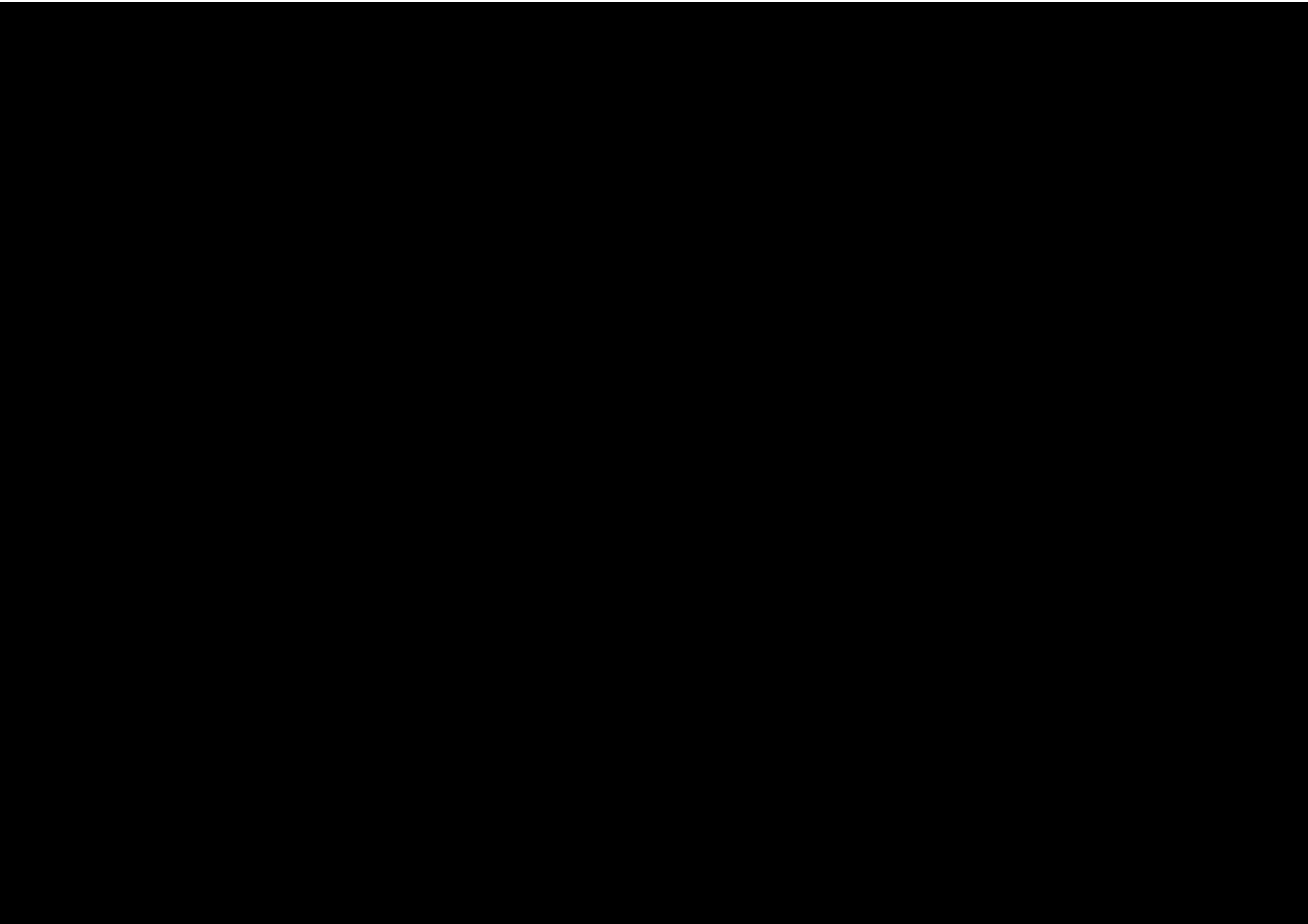
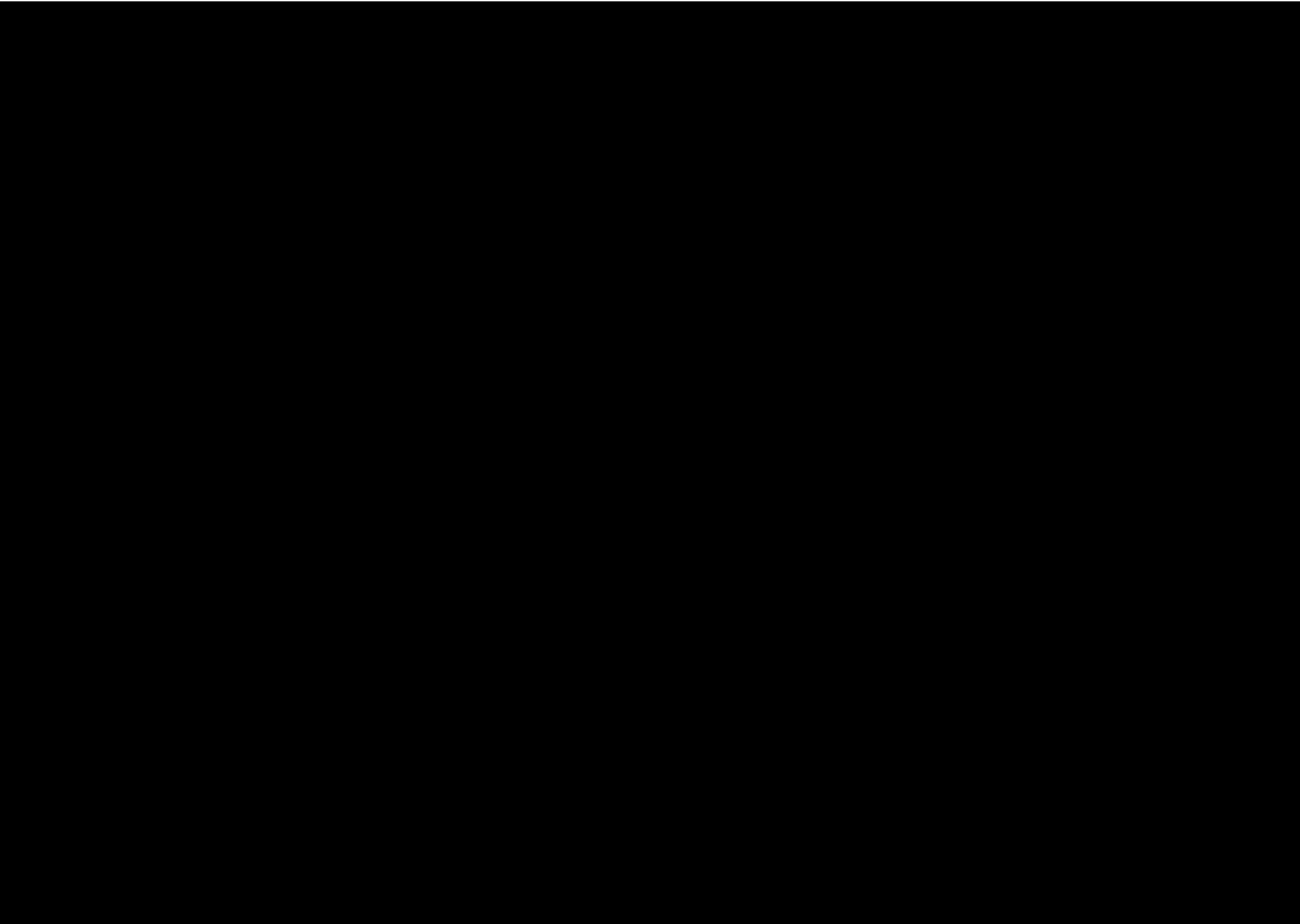


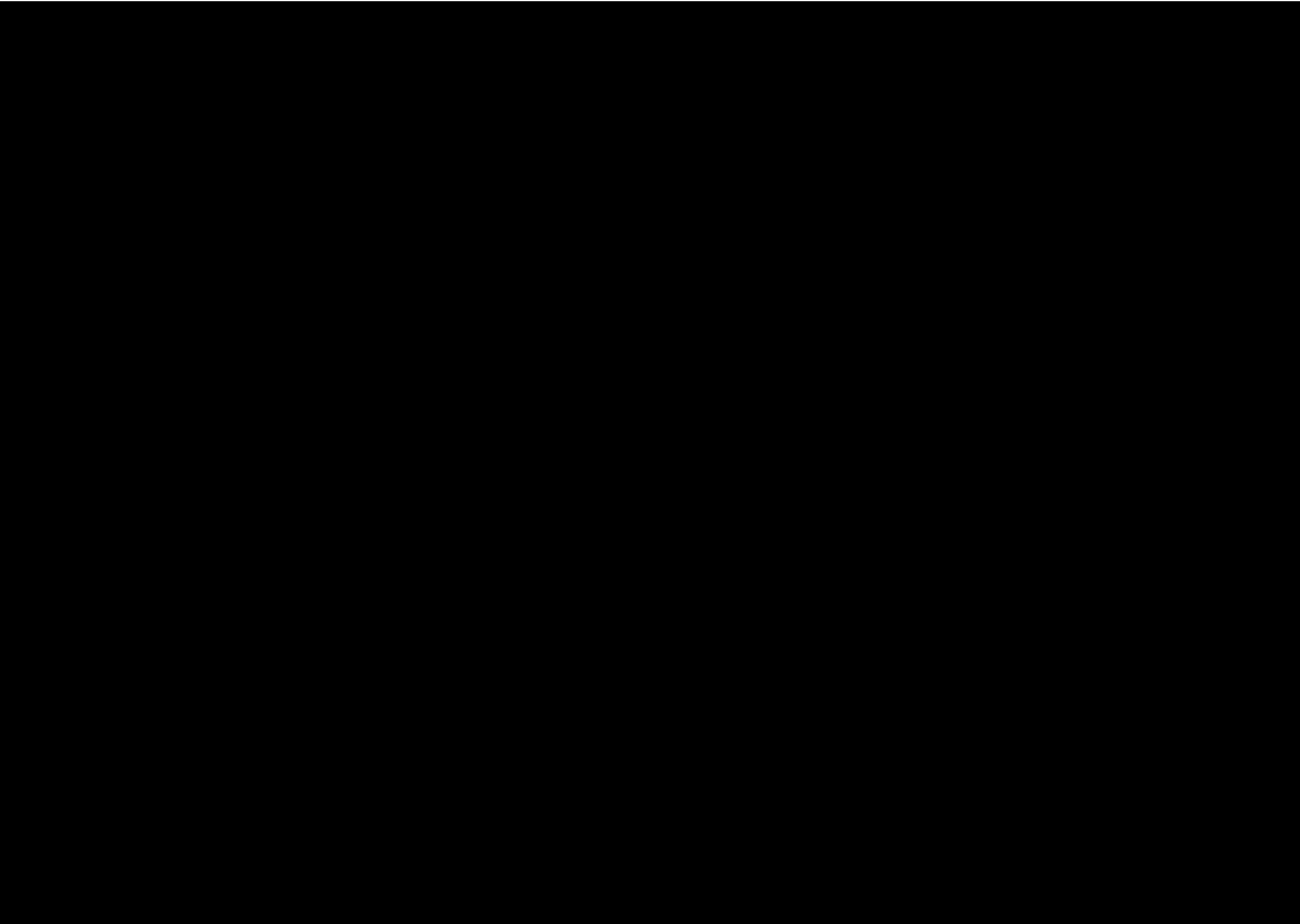
Figure 7-2. Implementation Timeline
Our phased approach adheres to strategies outlined in the PRHIE Roadmap.

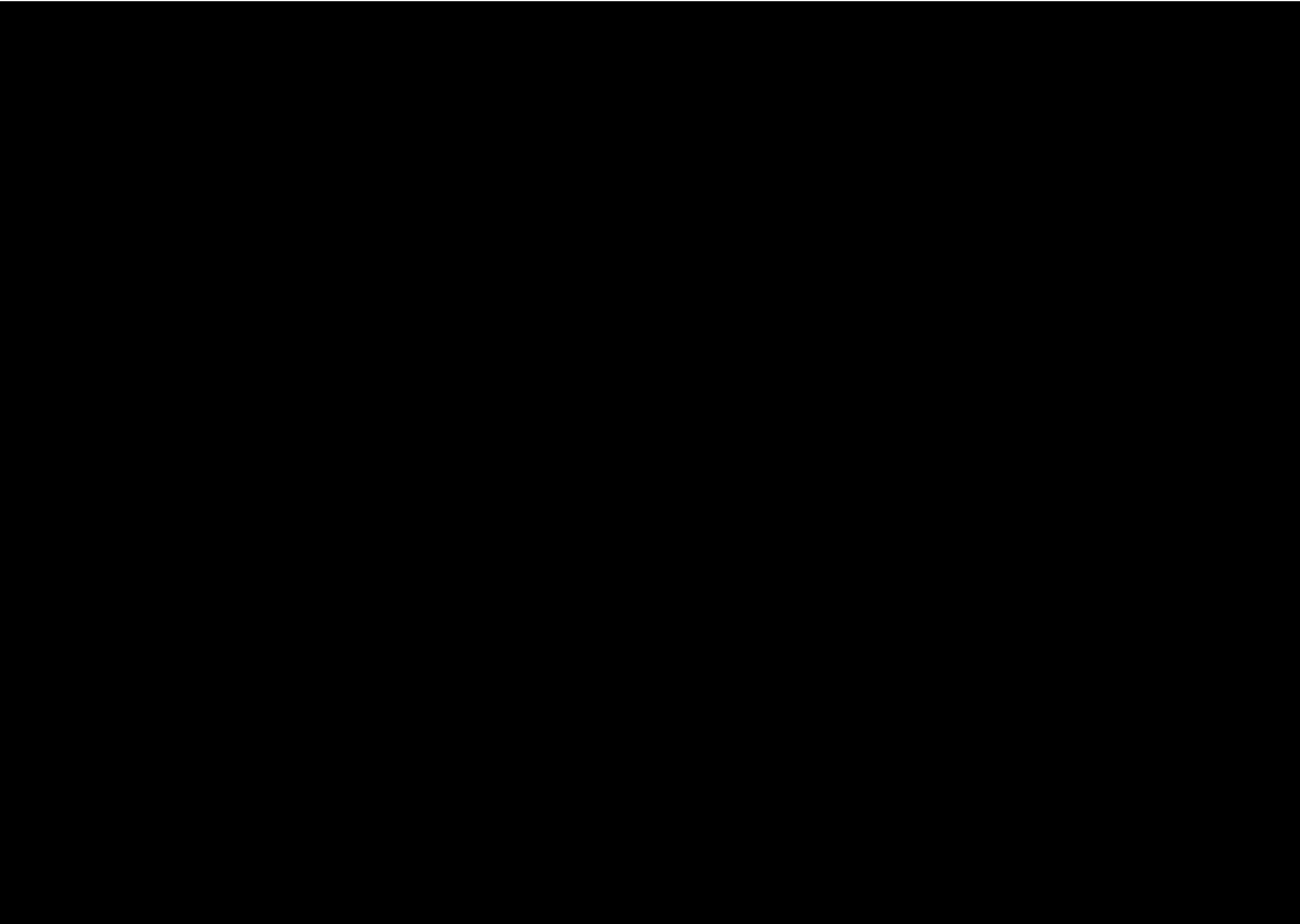
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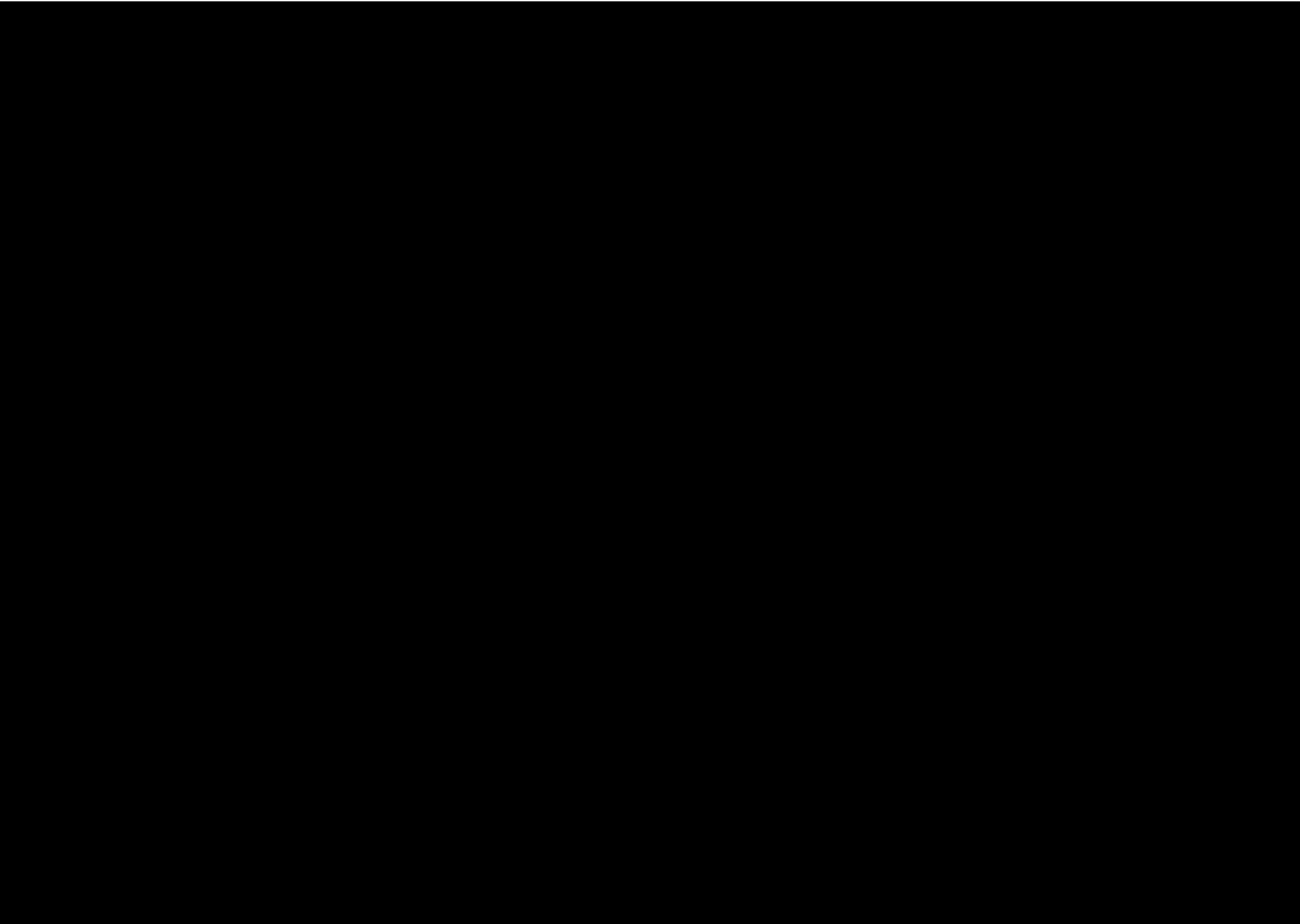


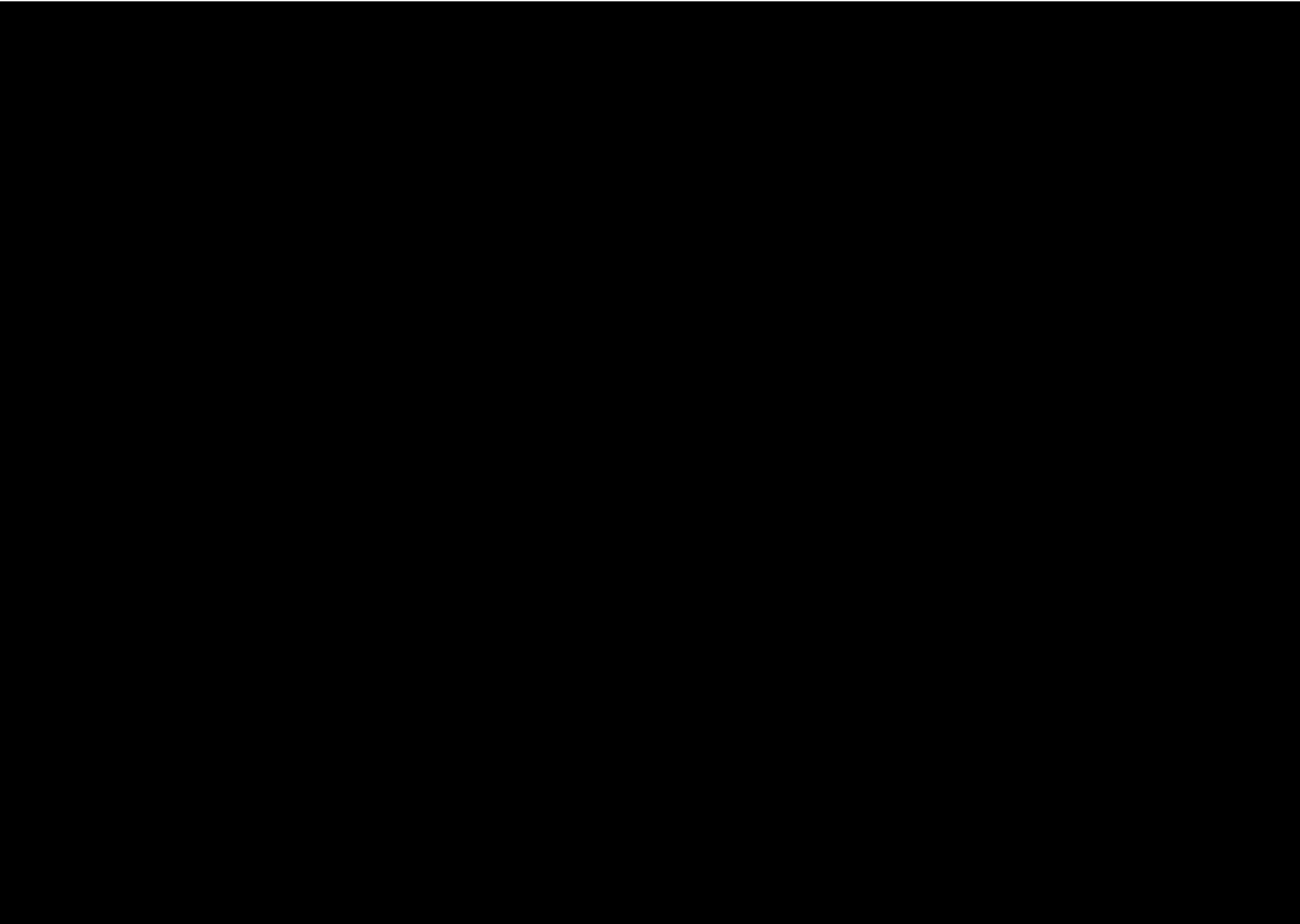
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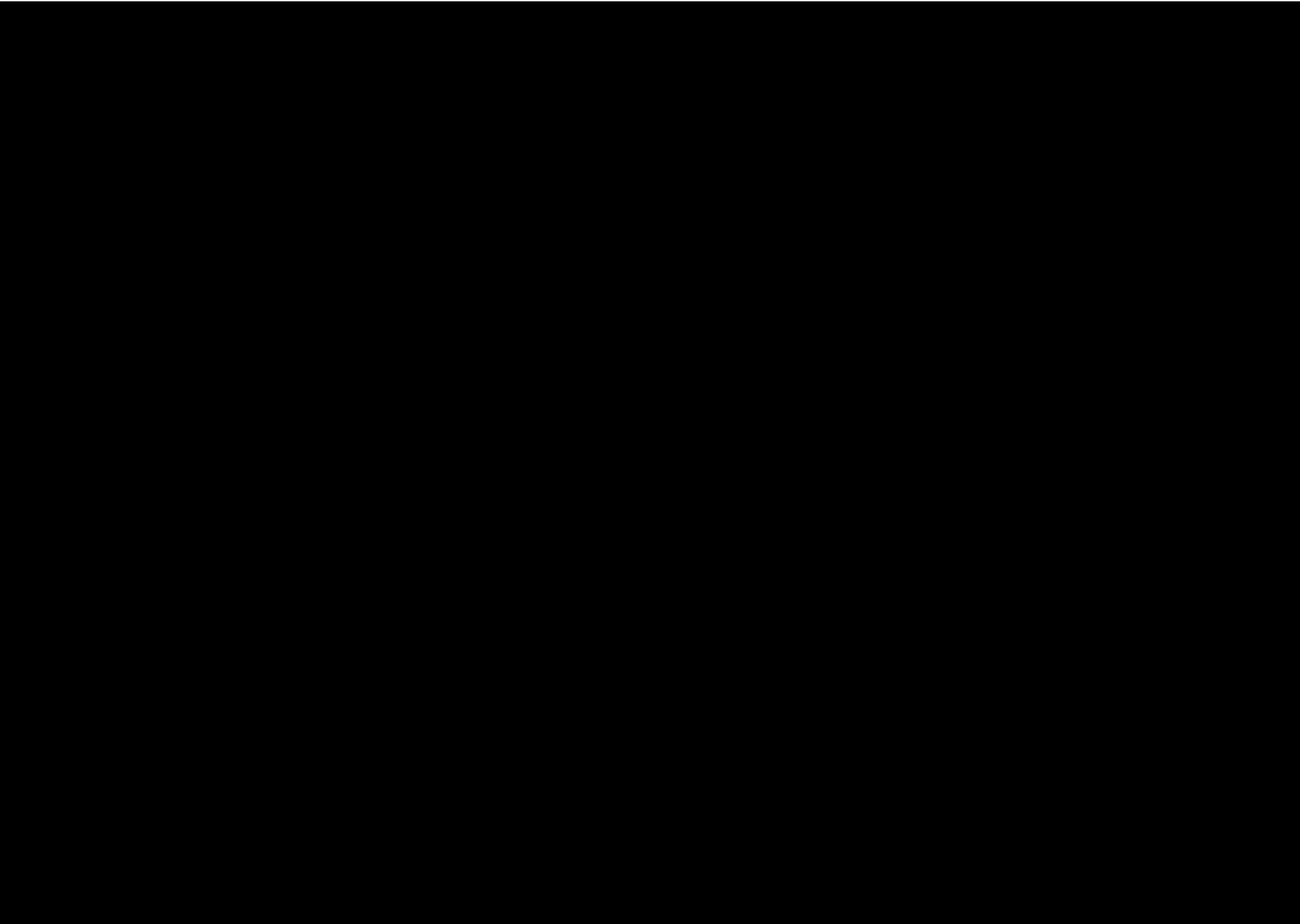


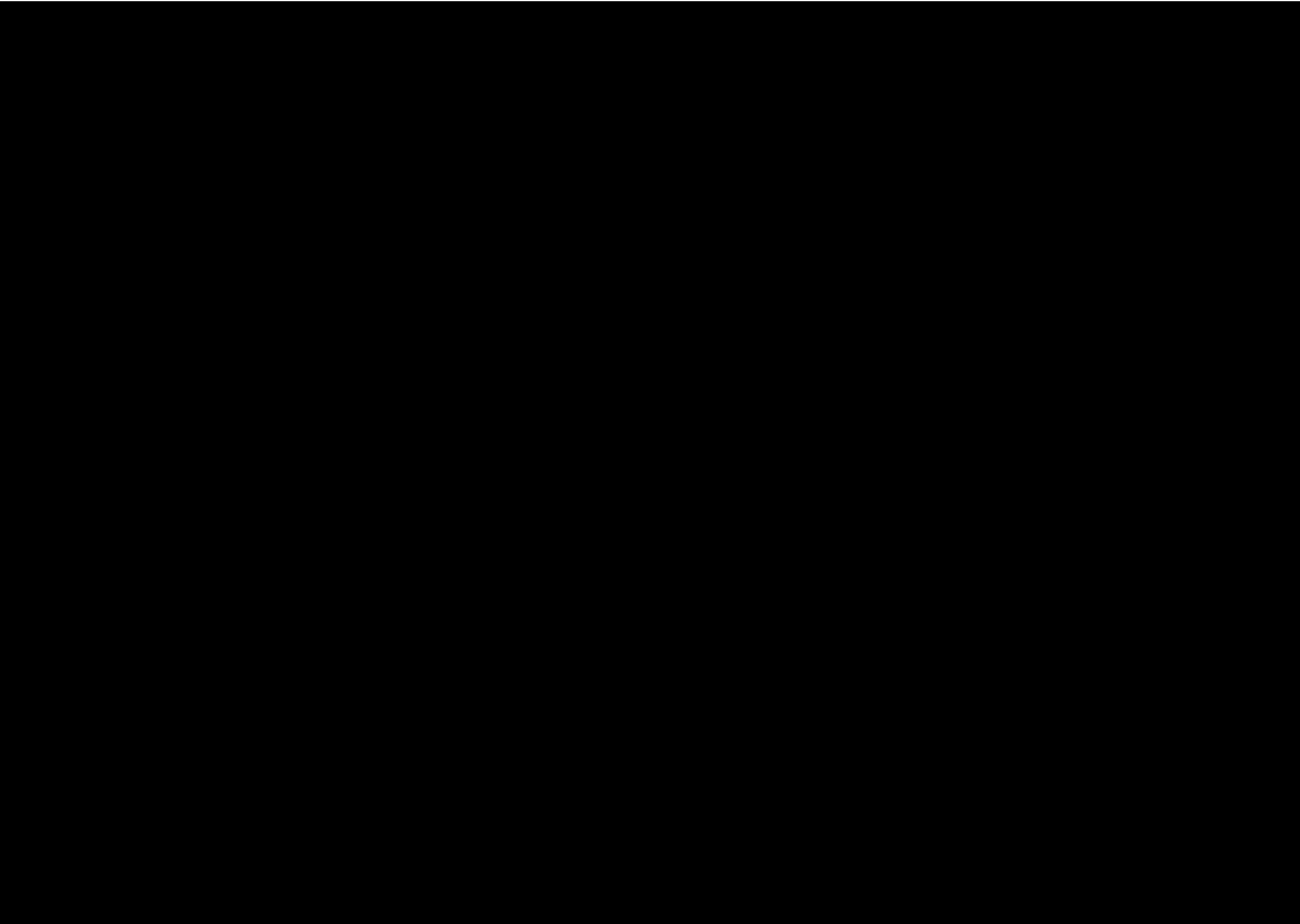


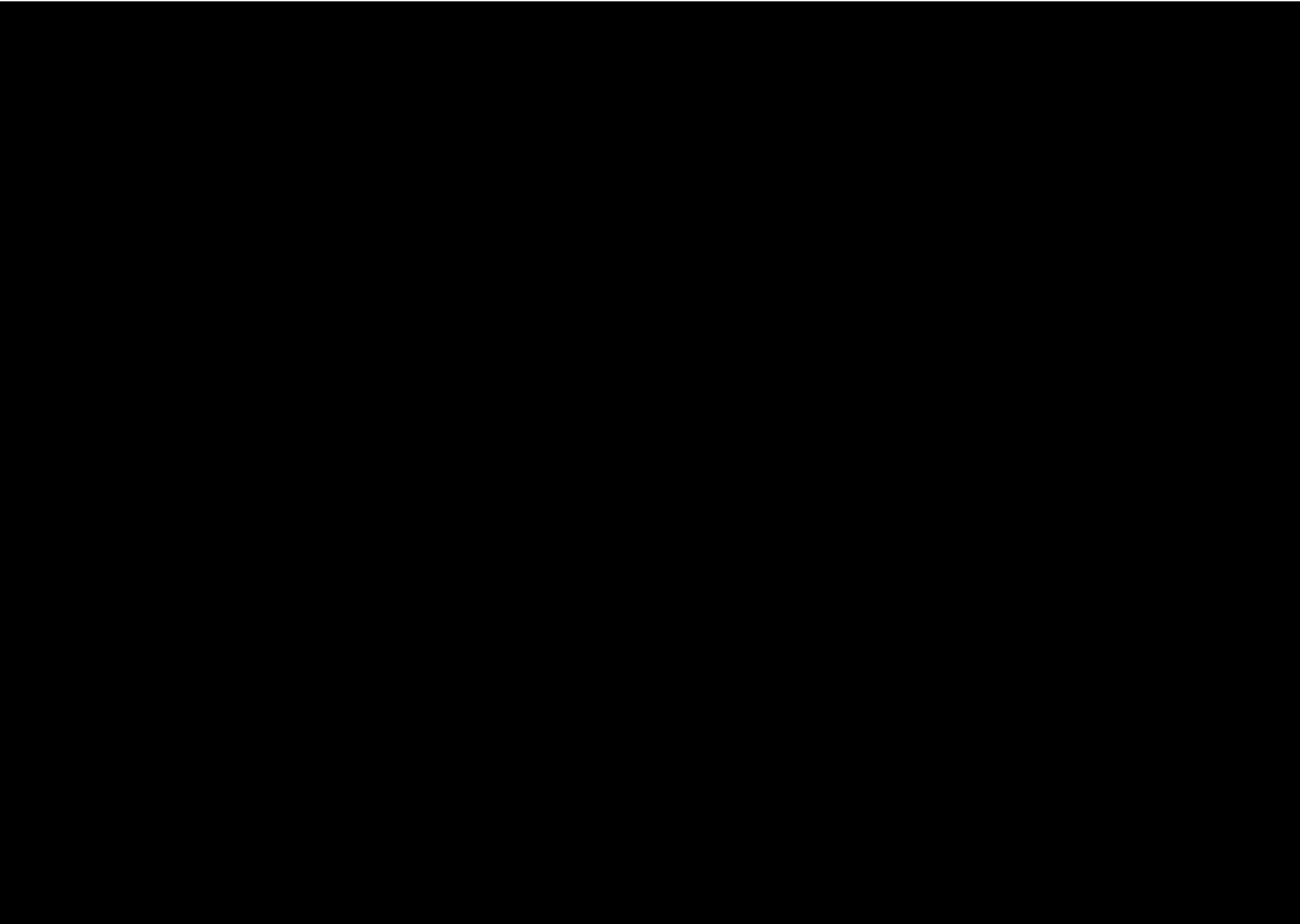


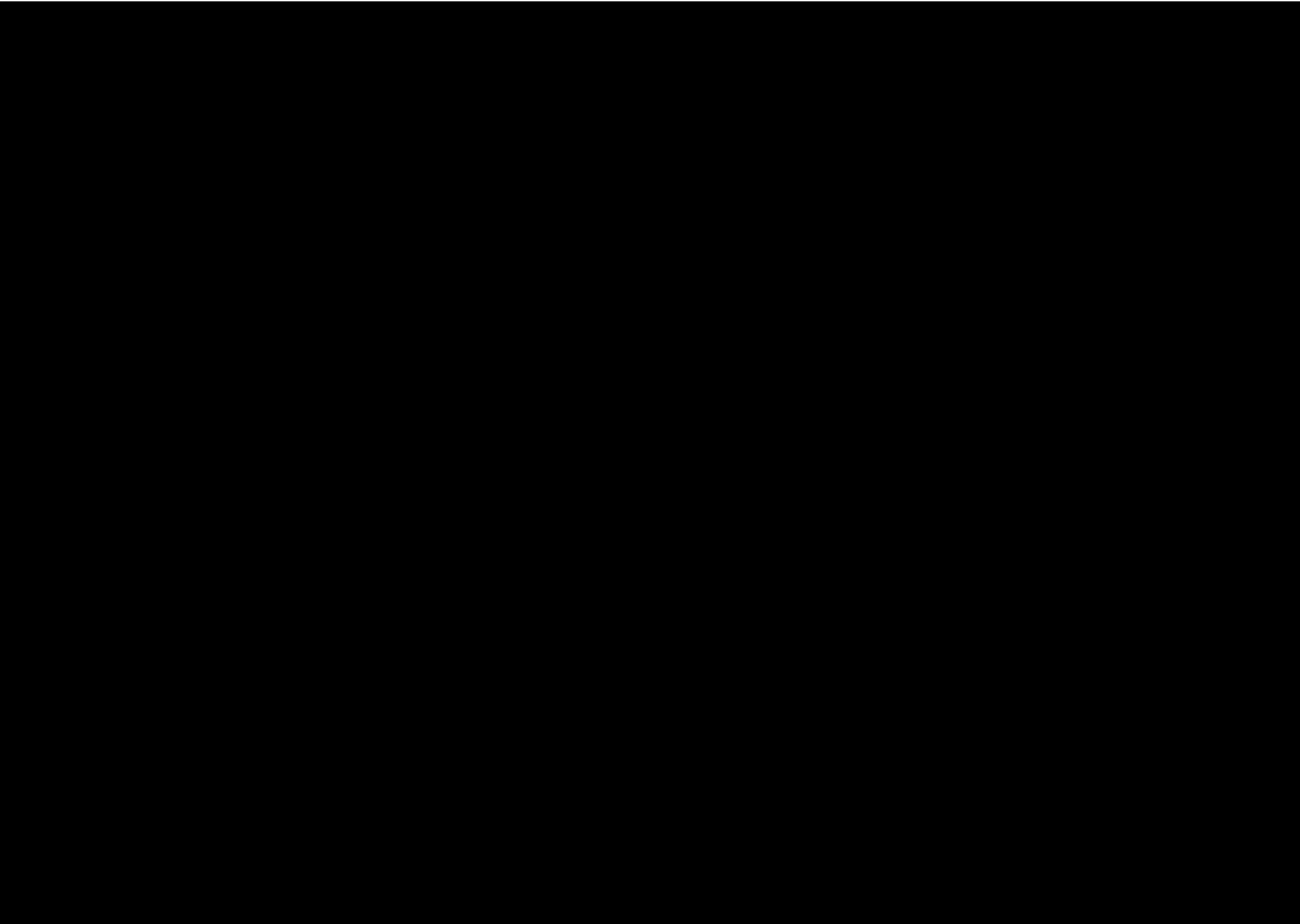


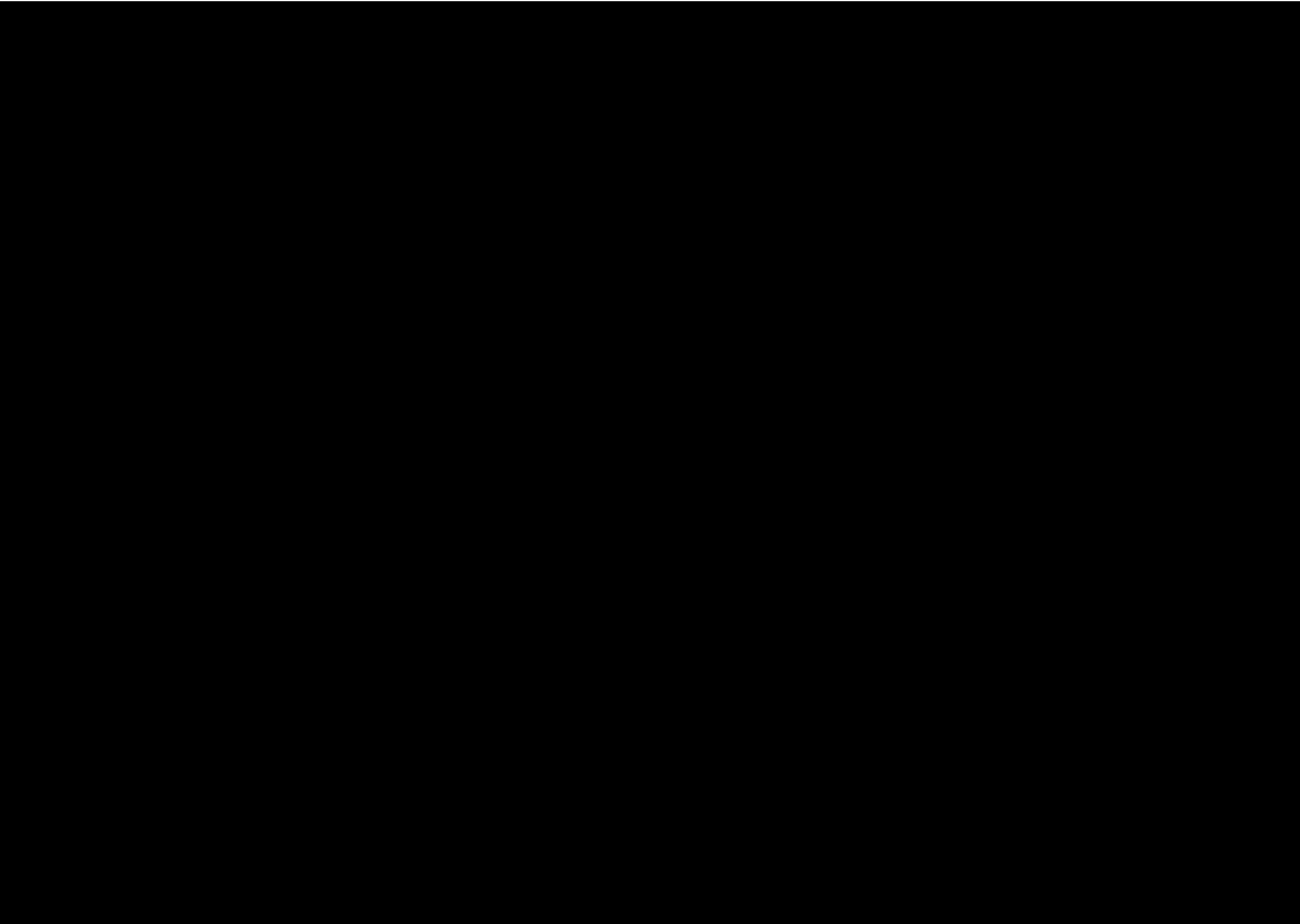


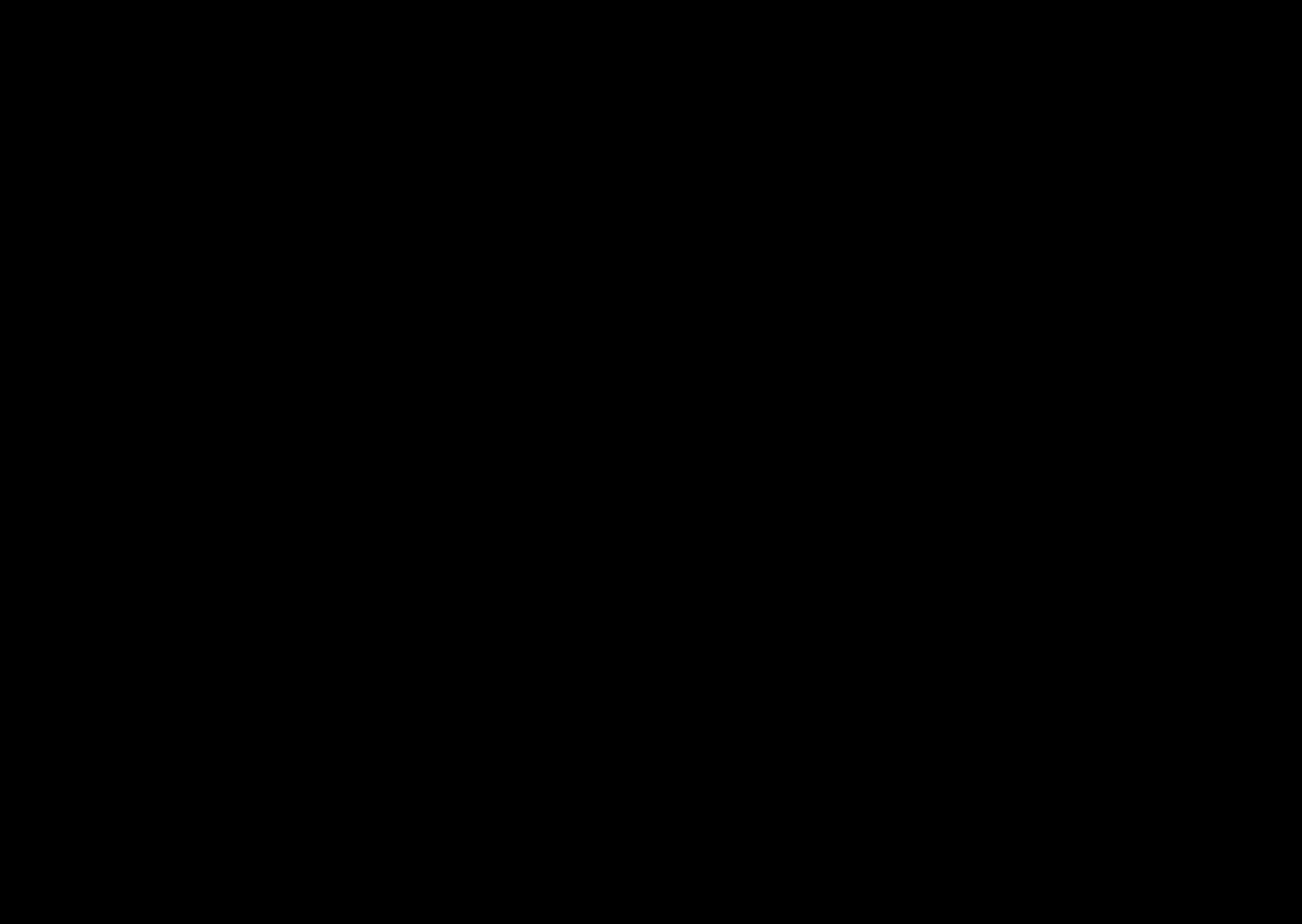


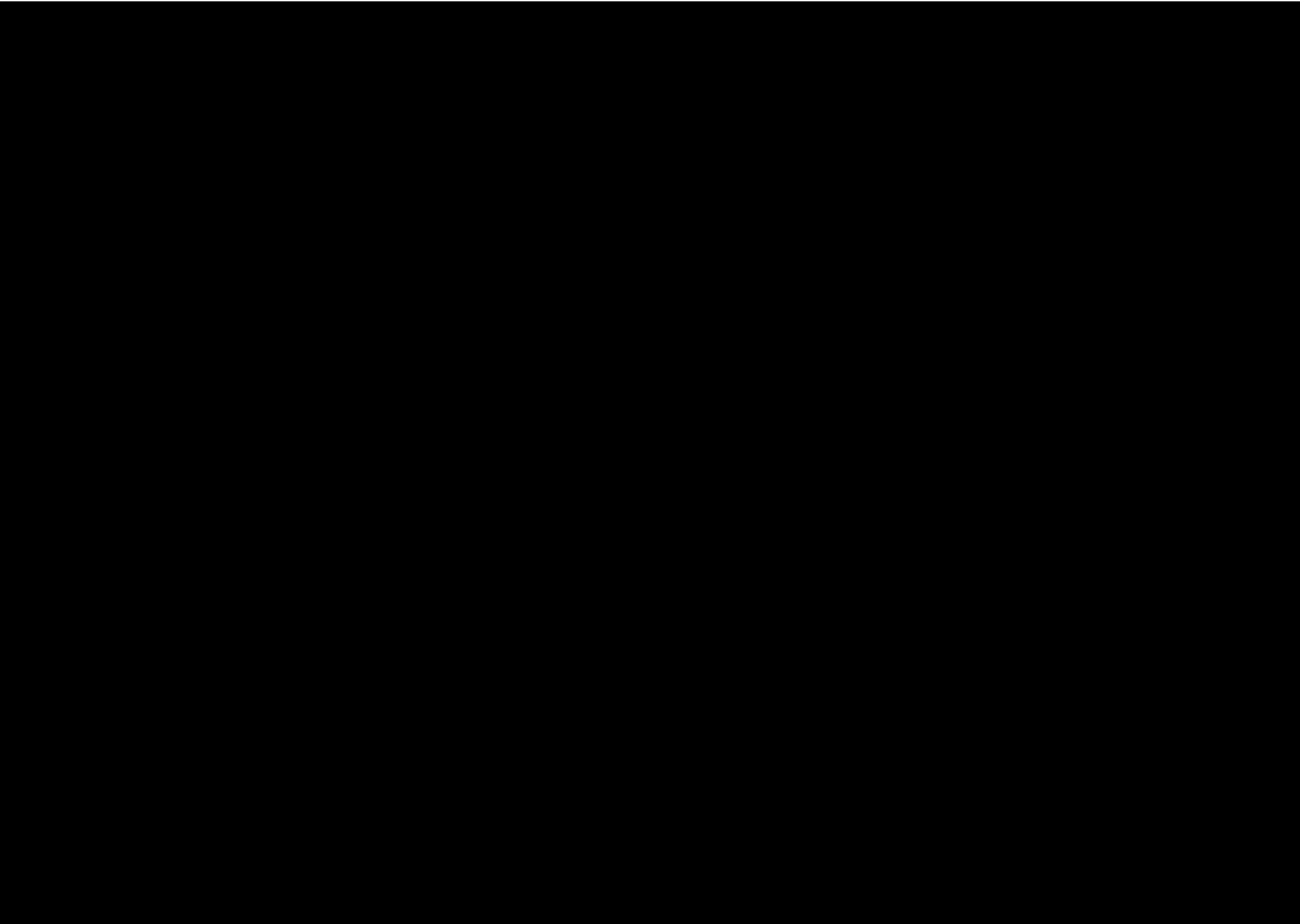


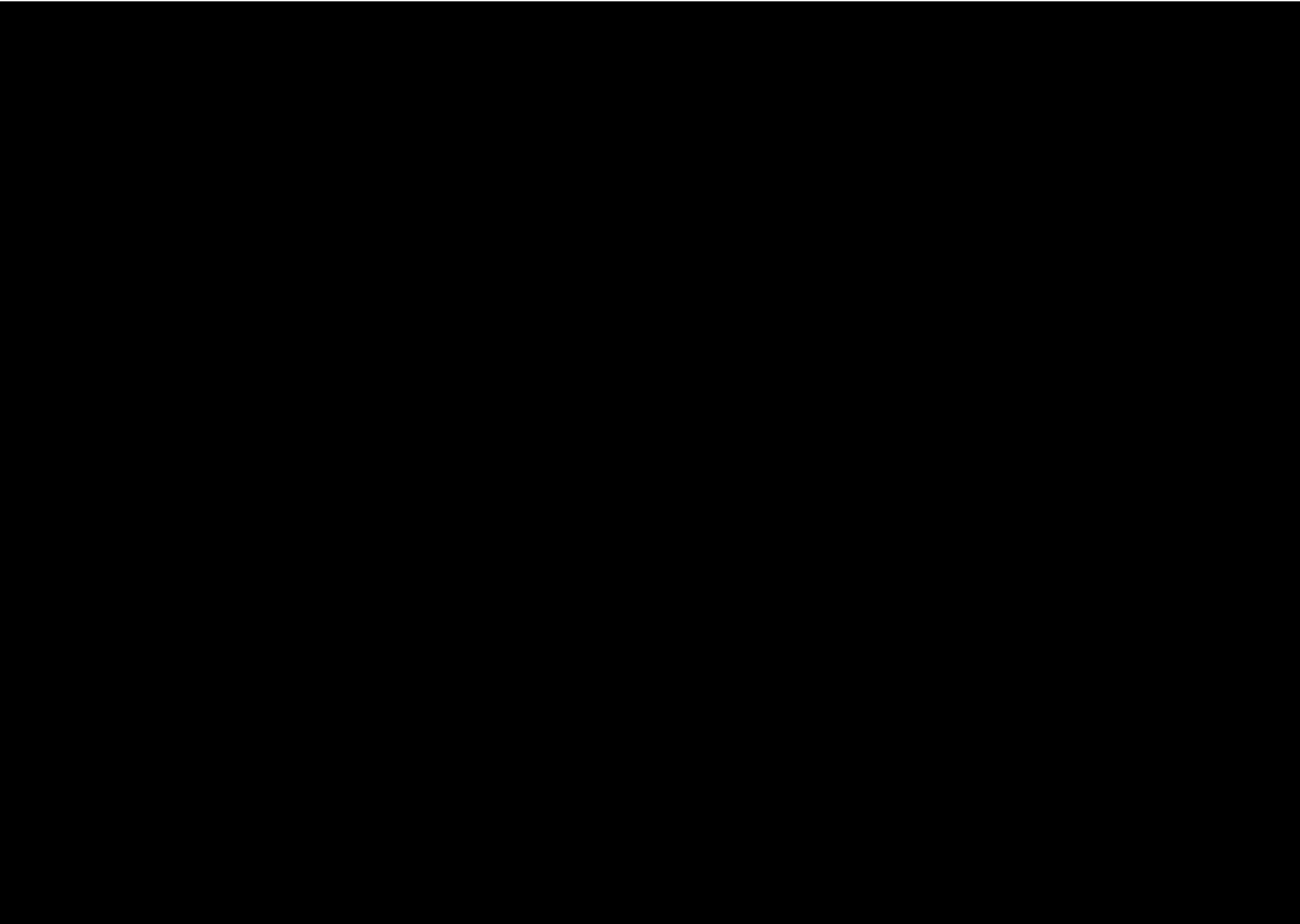


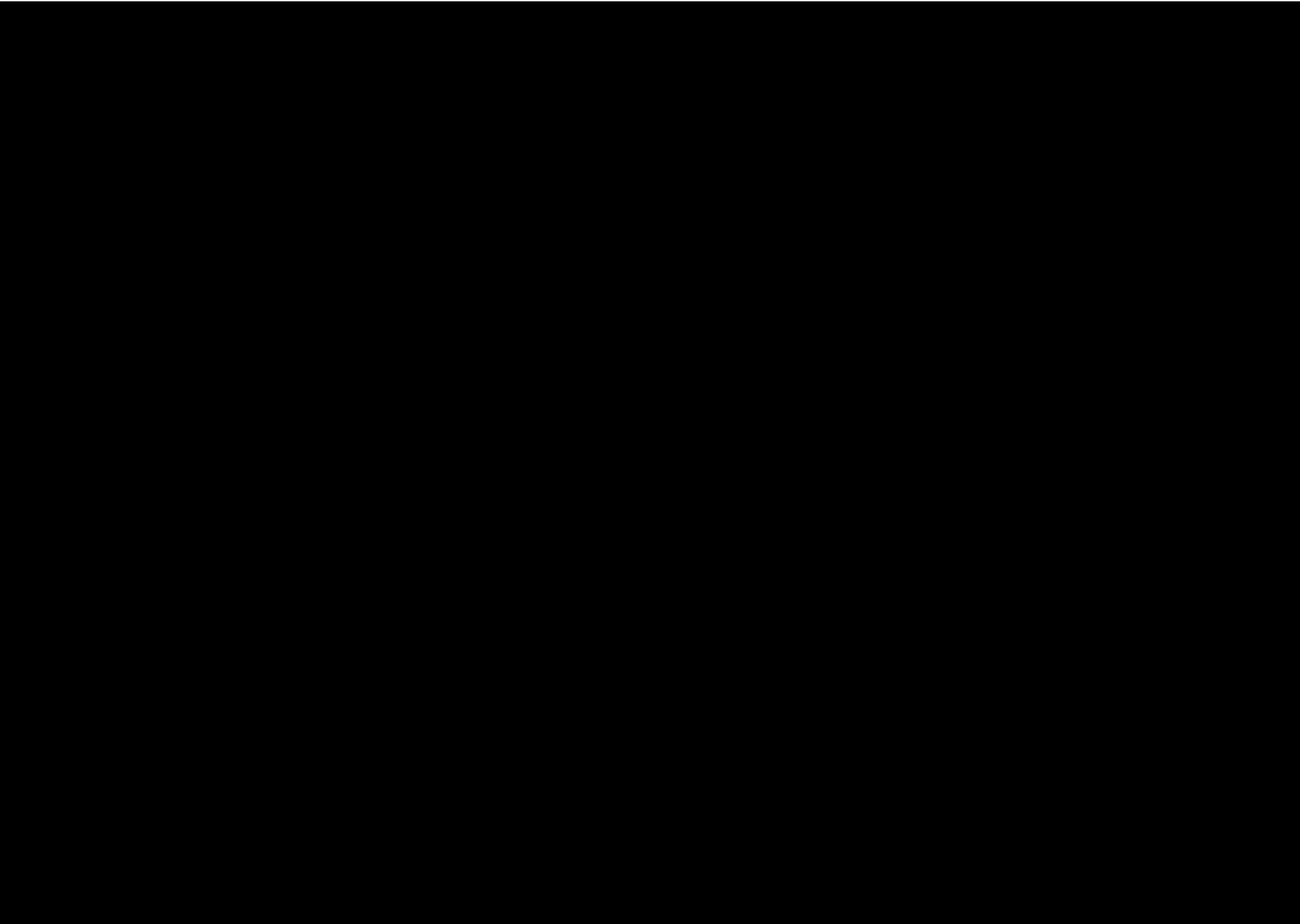


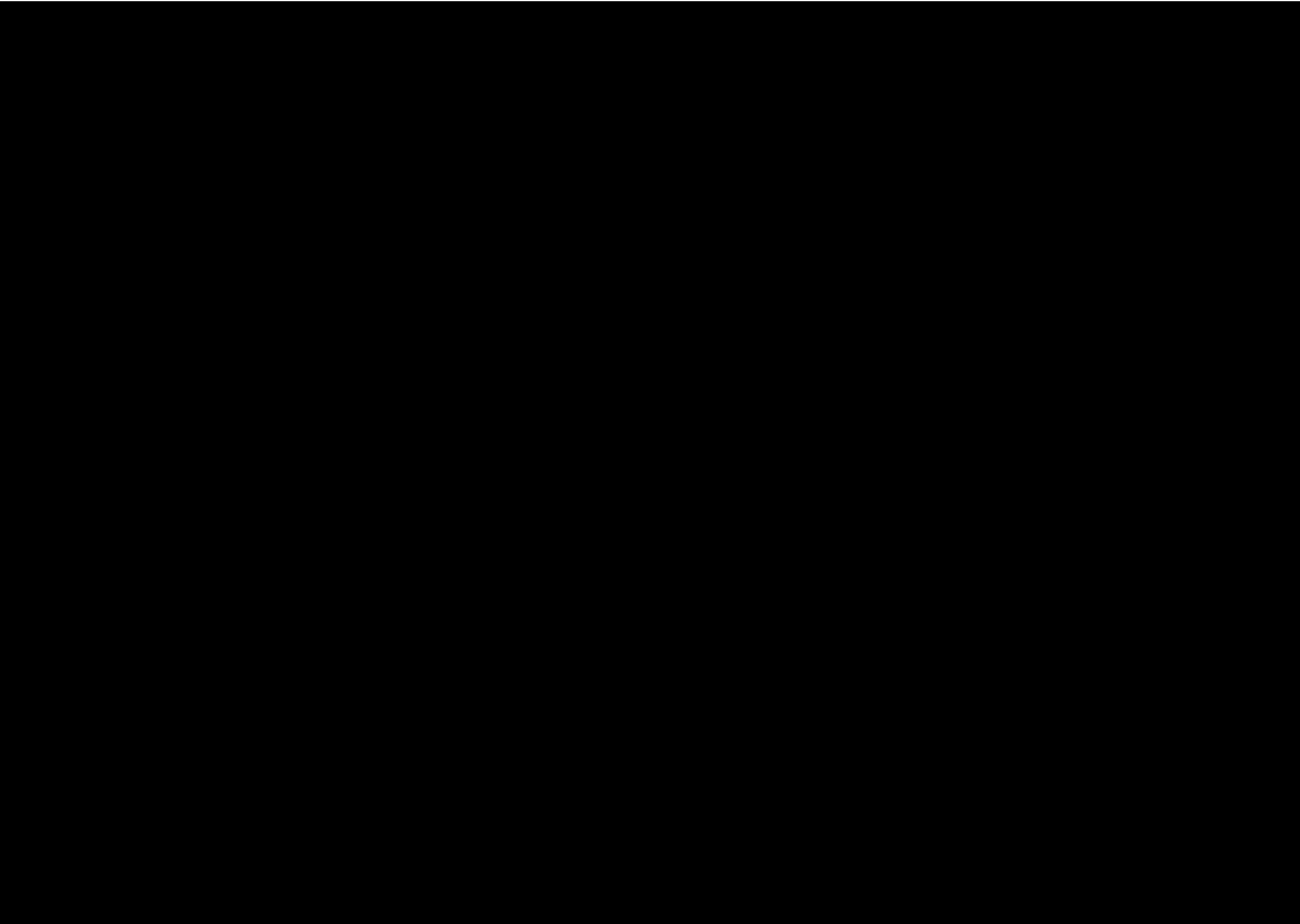


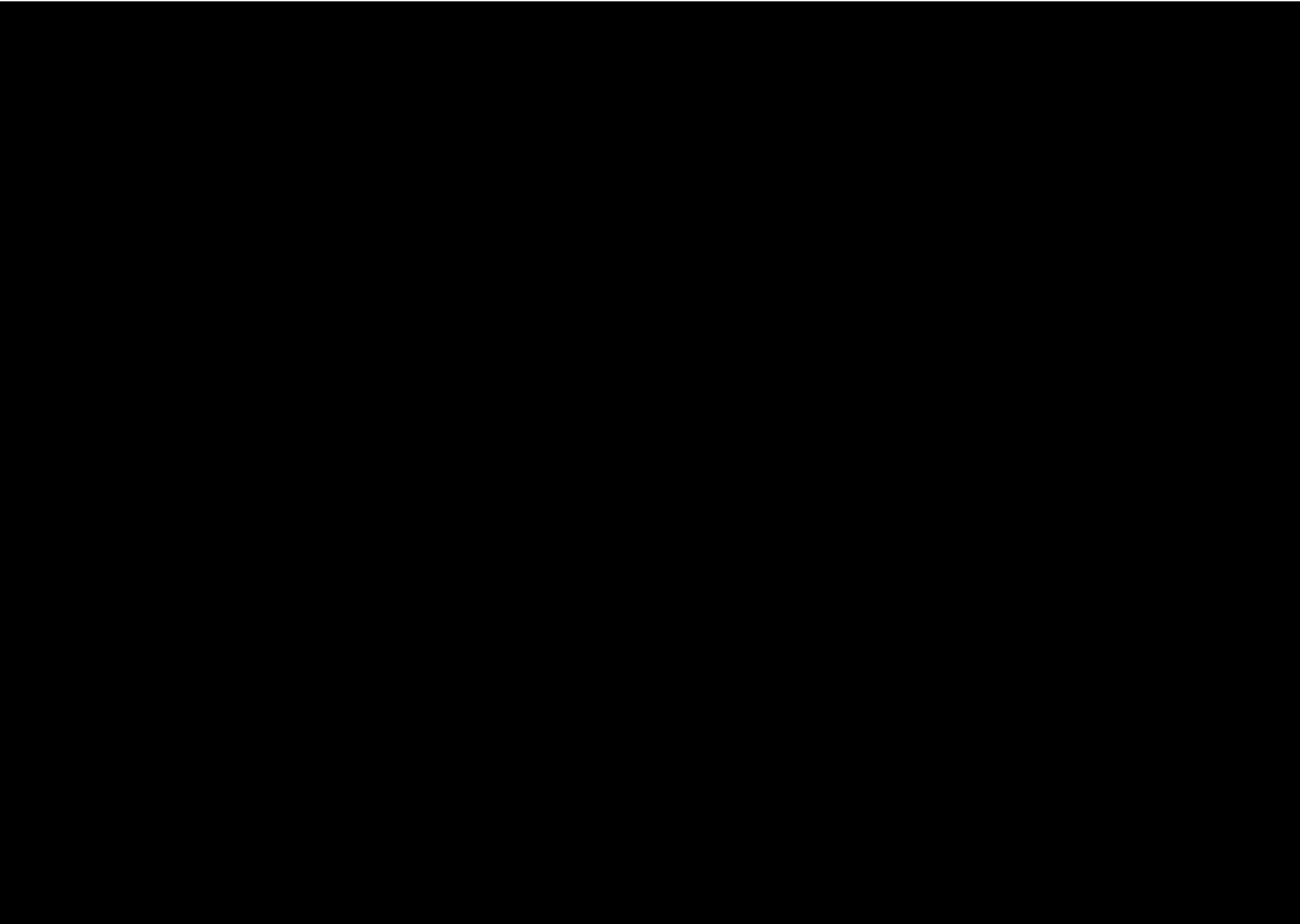


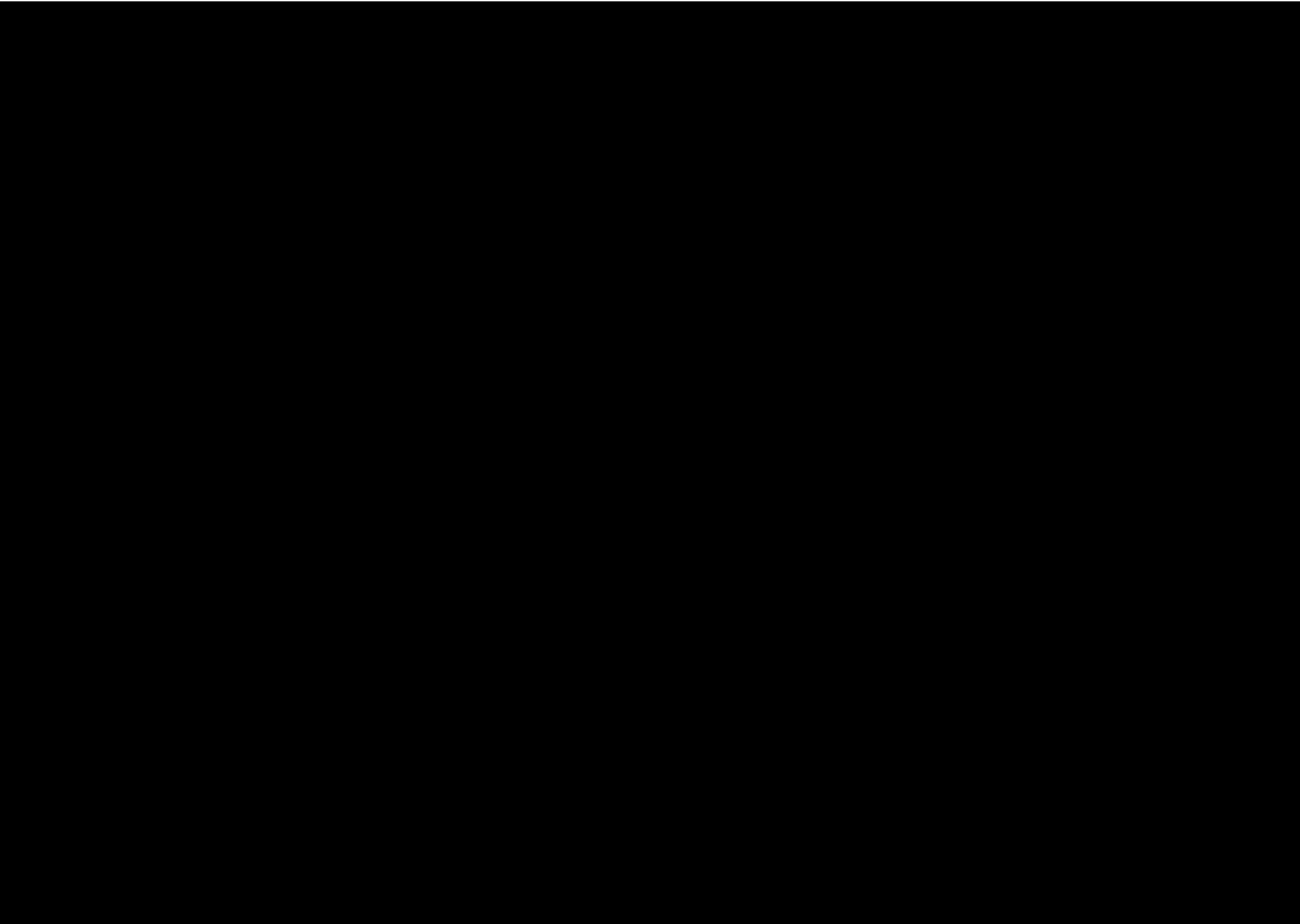


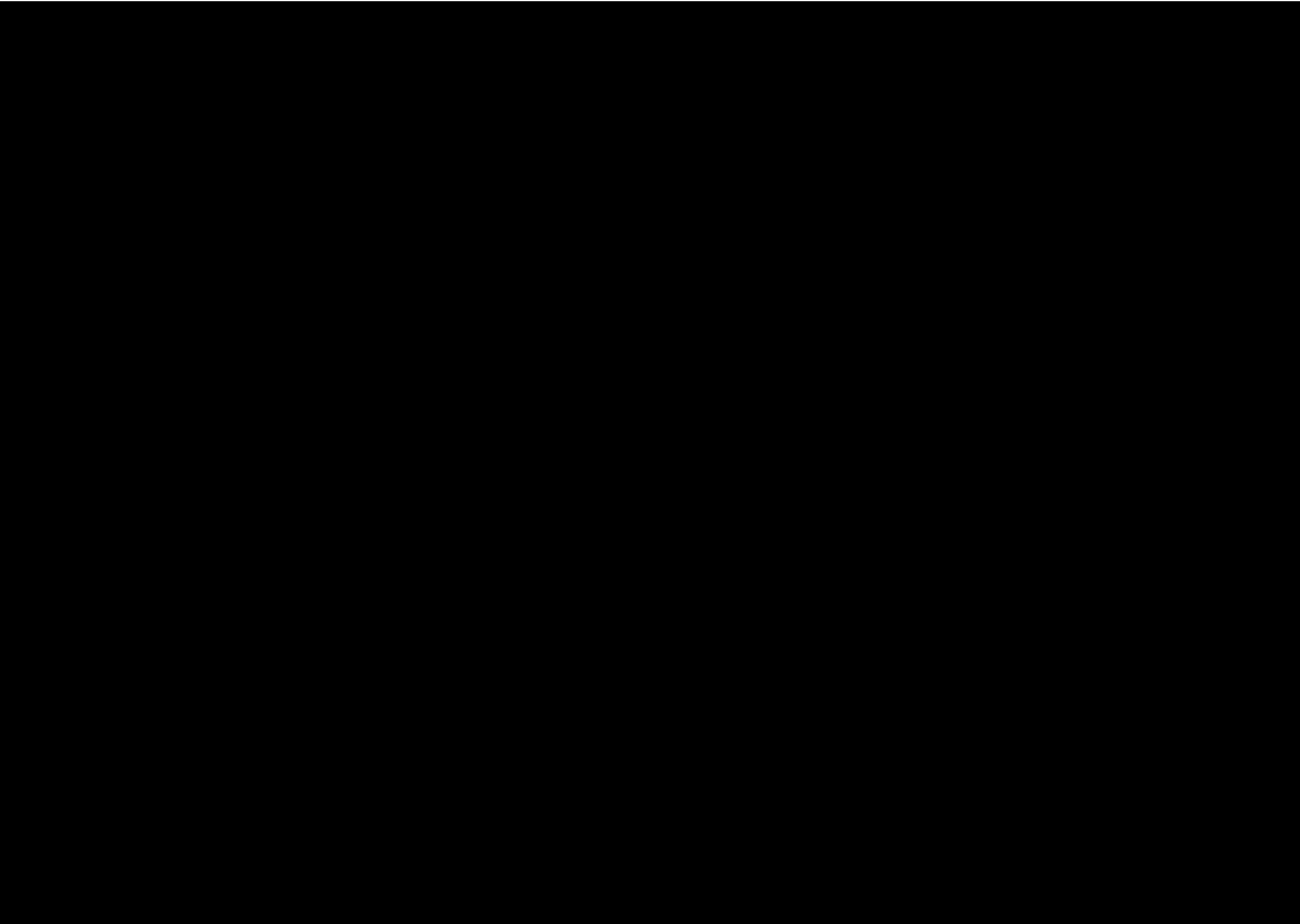


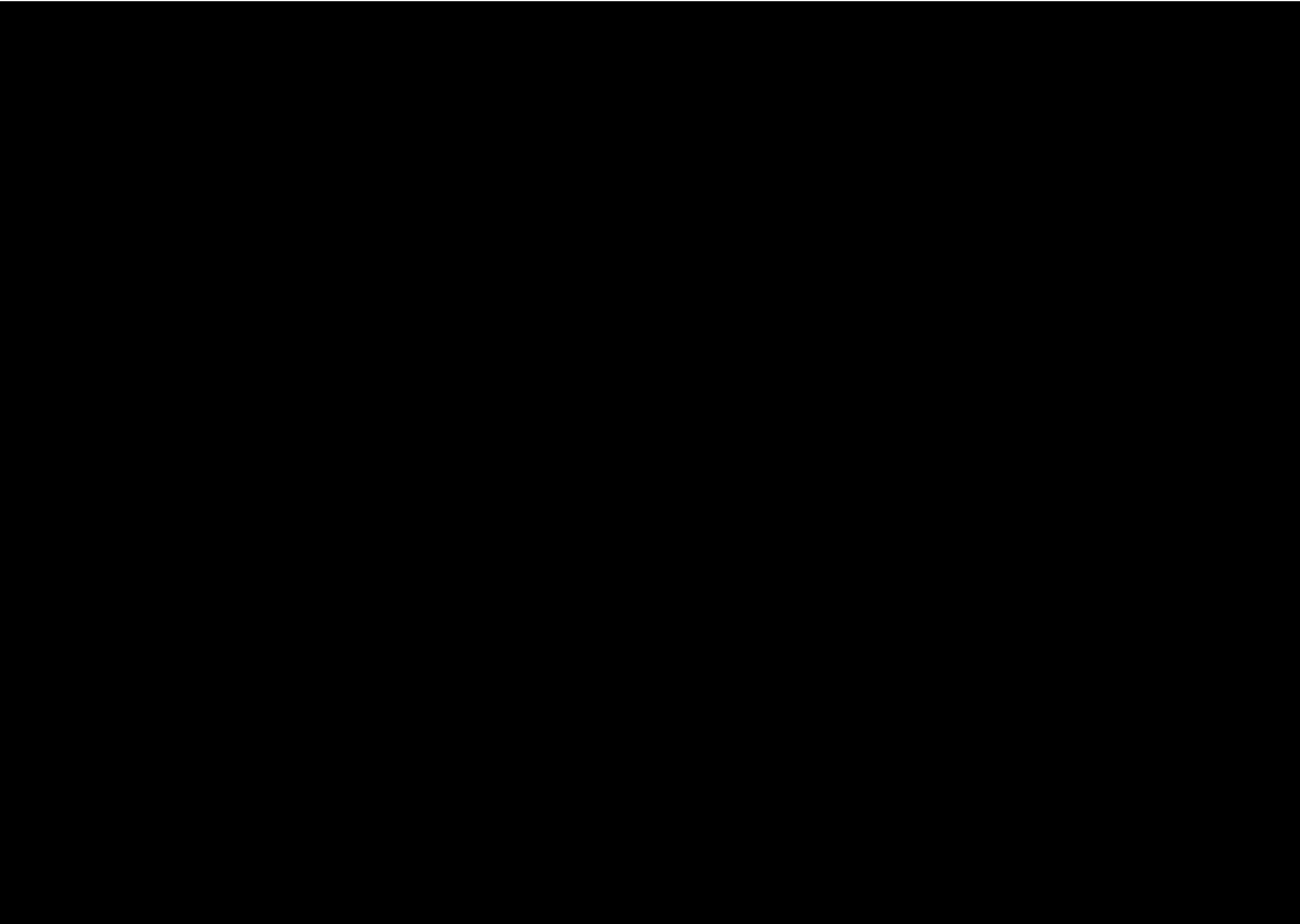


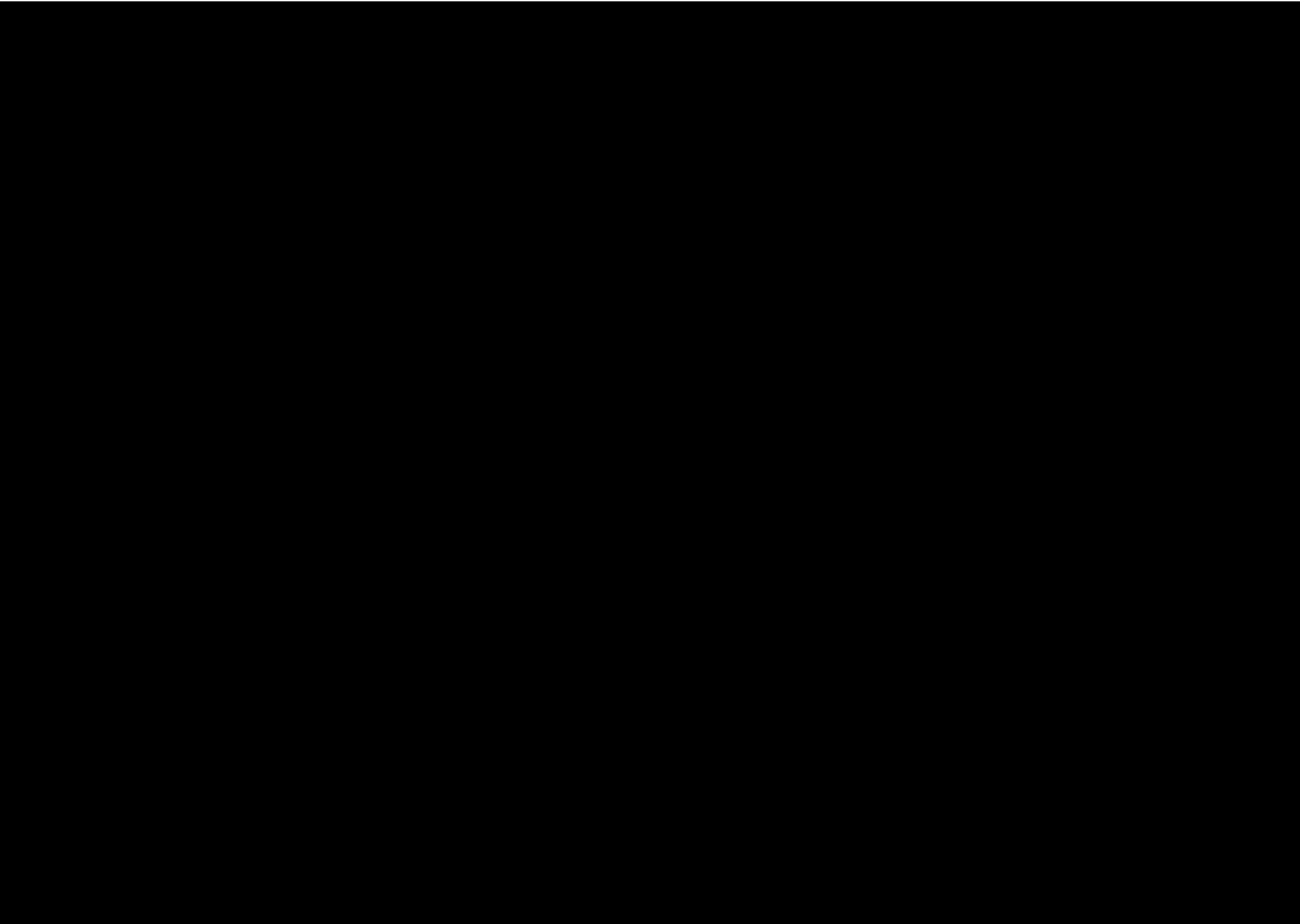


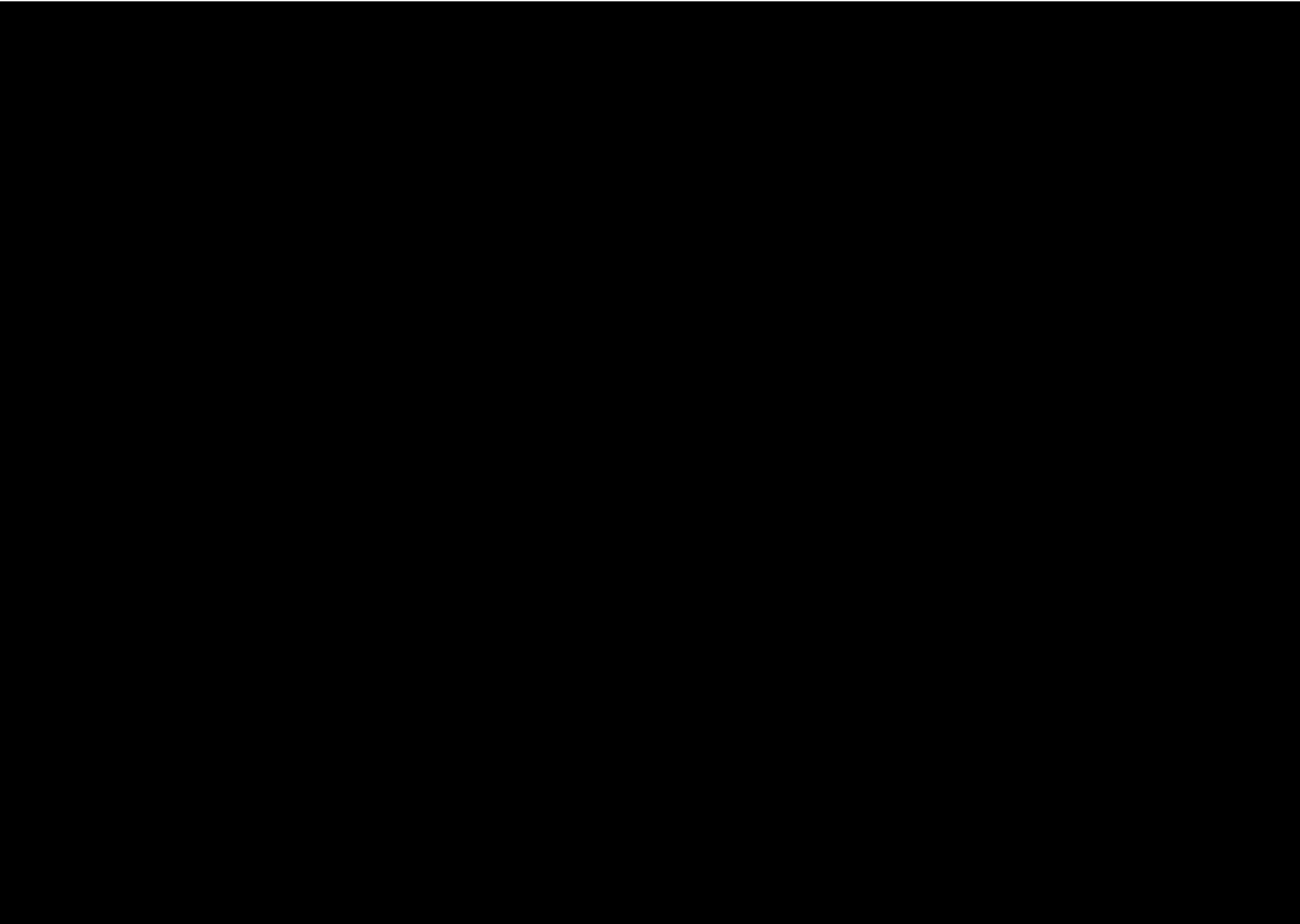


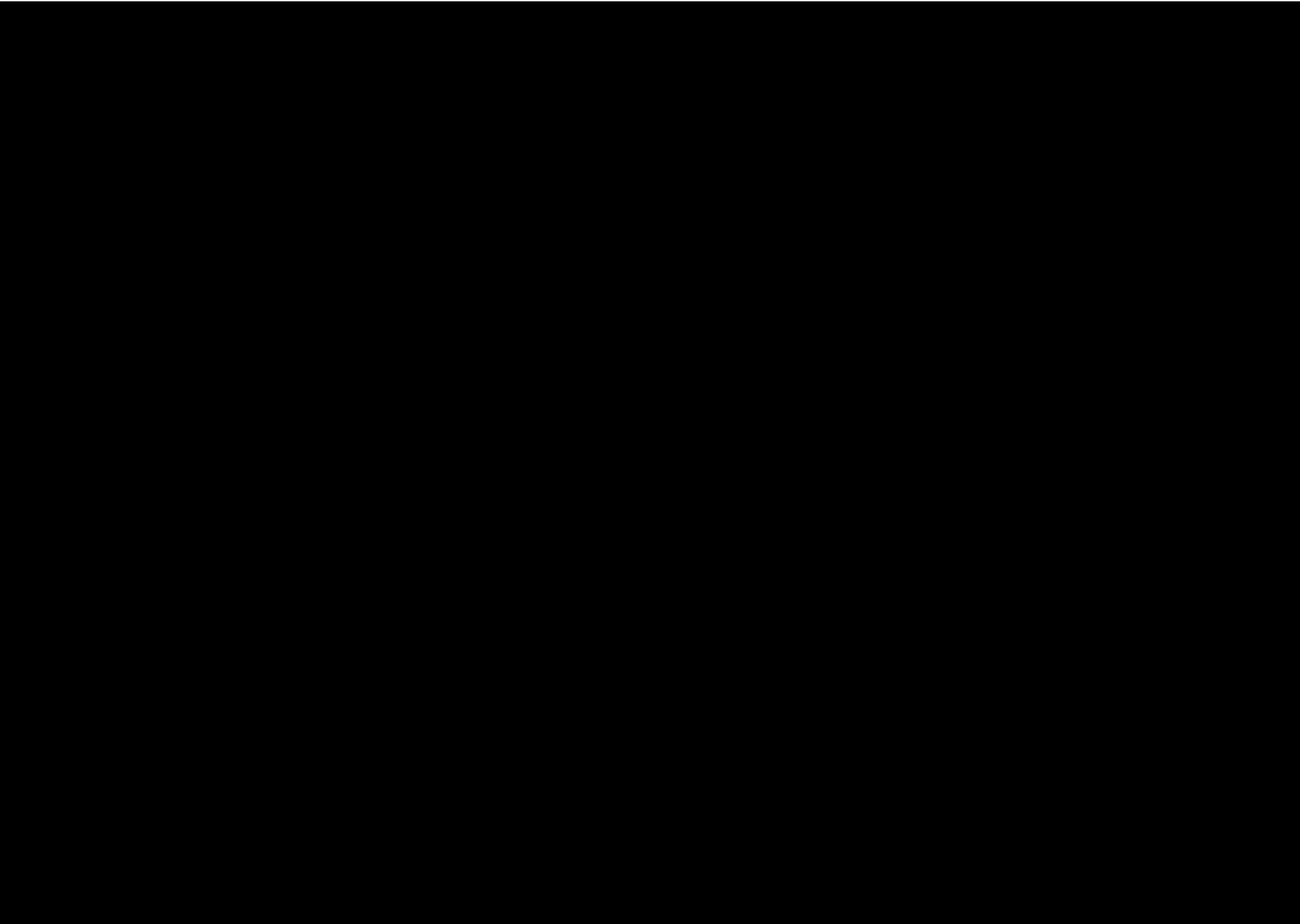


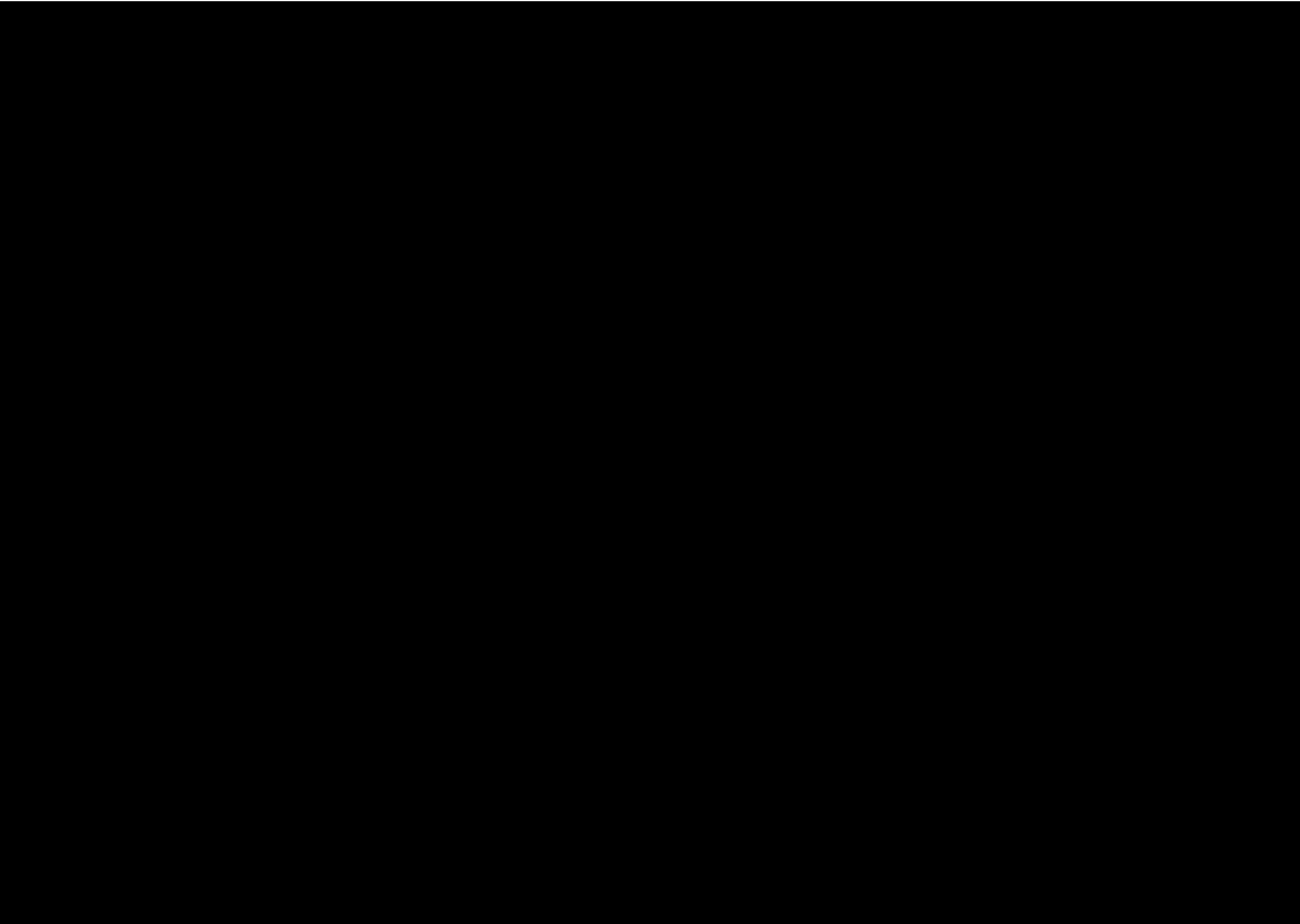


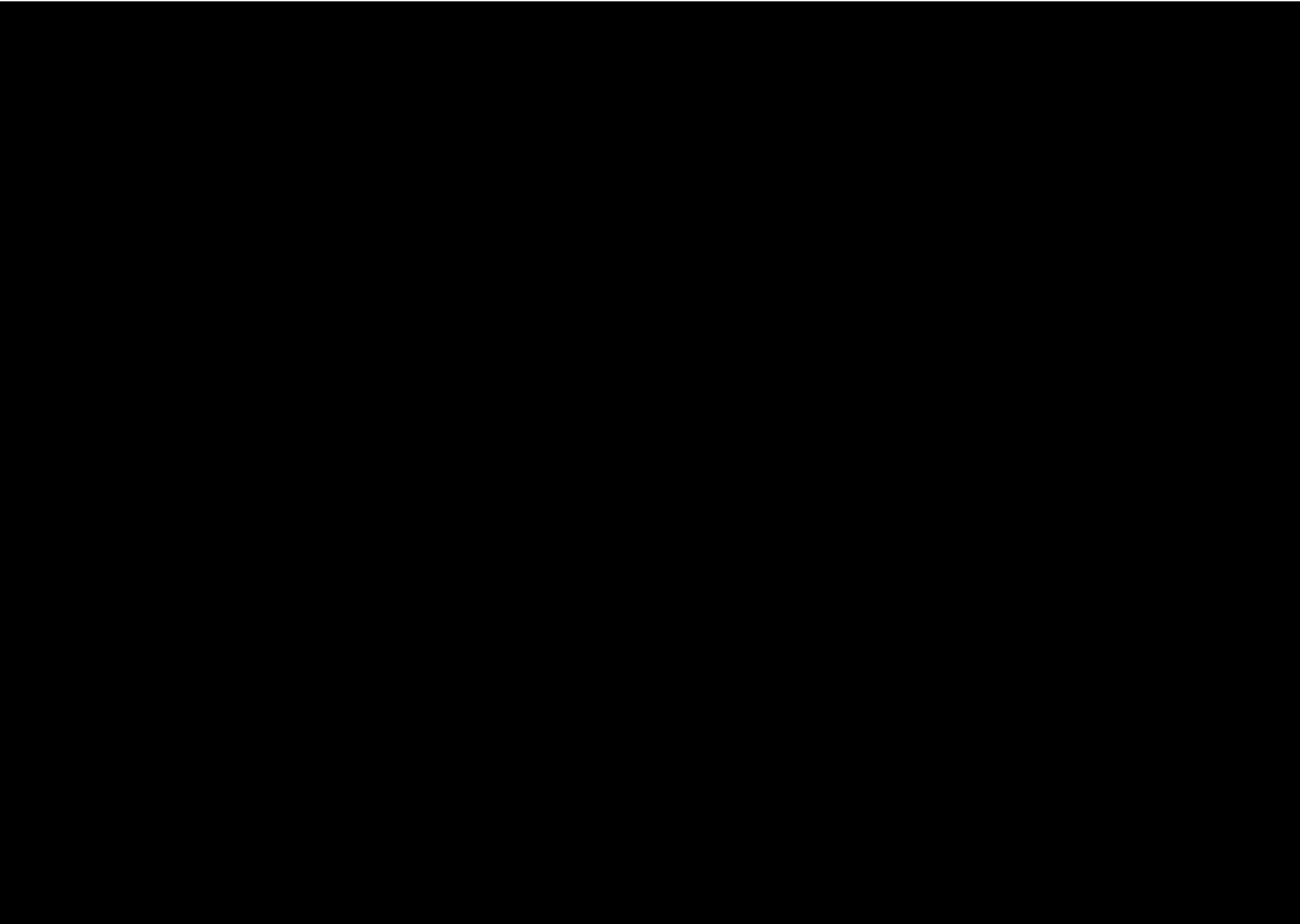


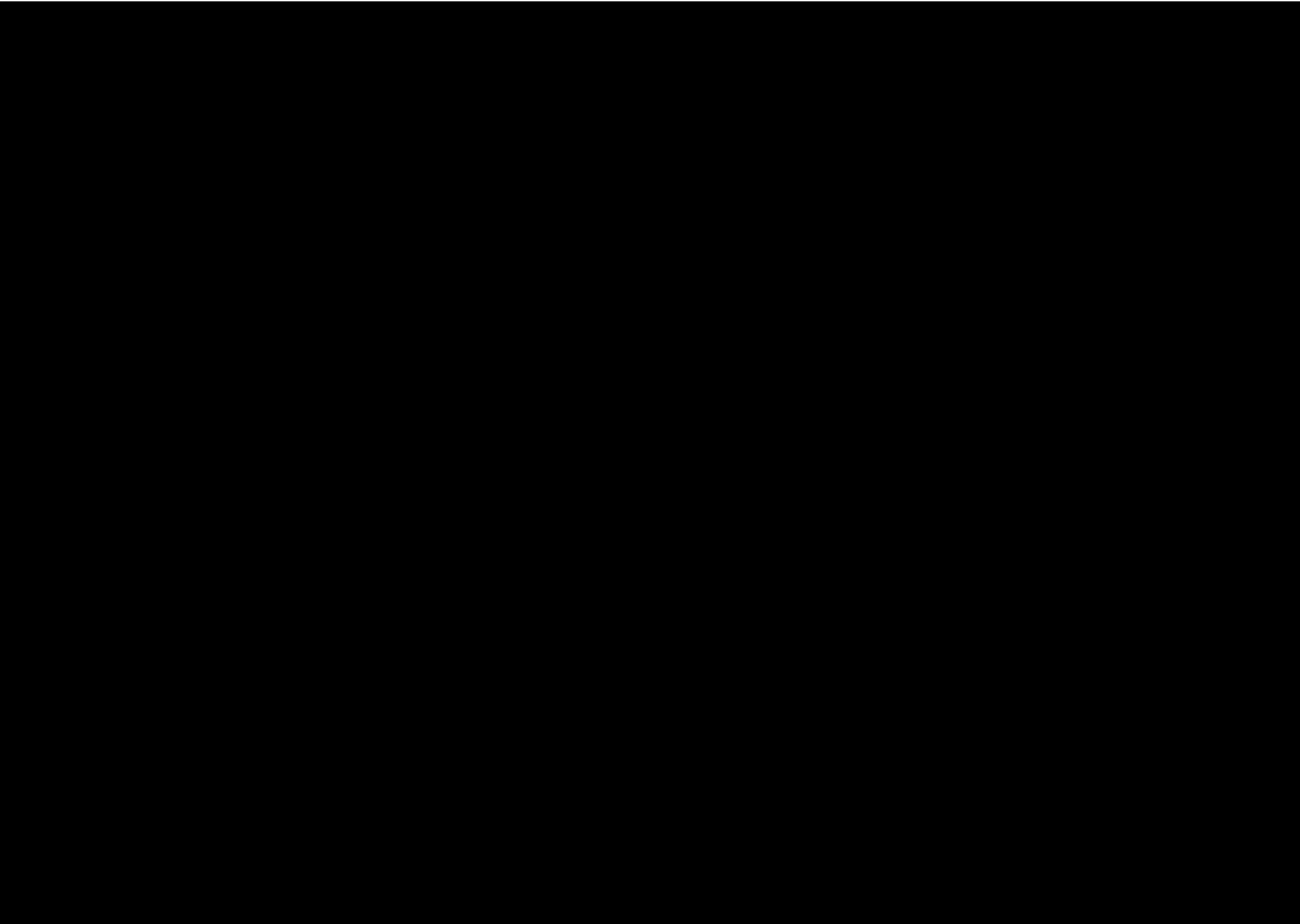


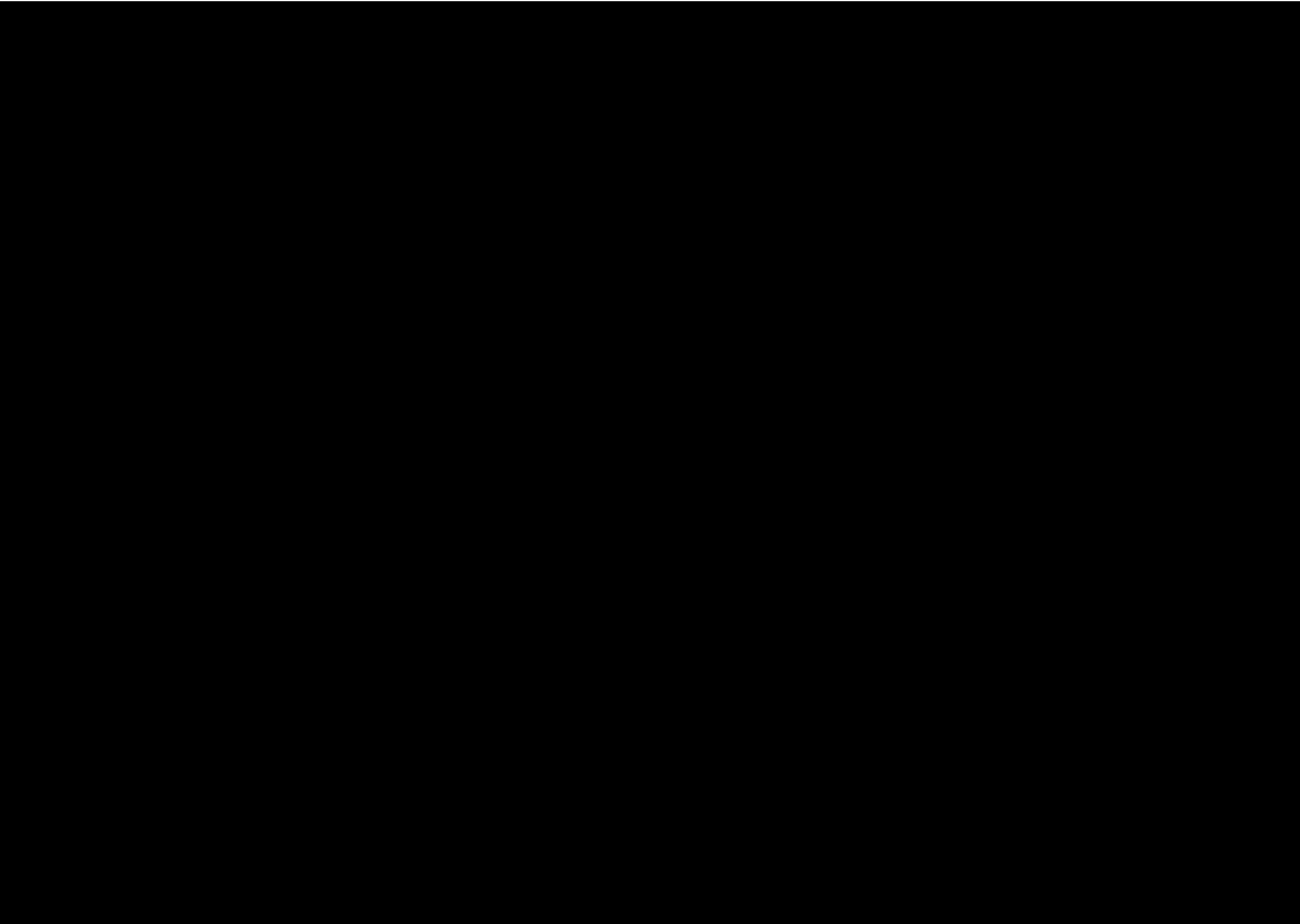


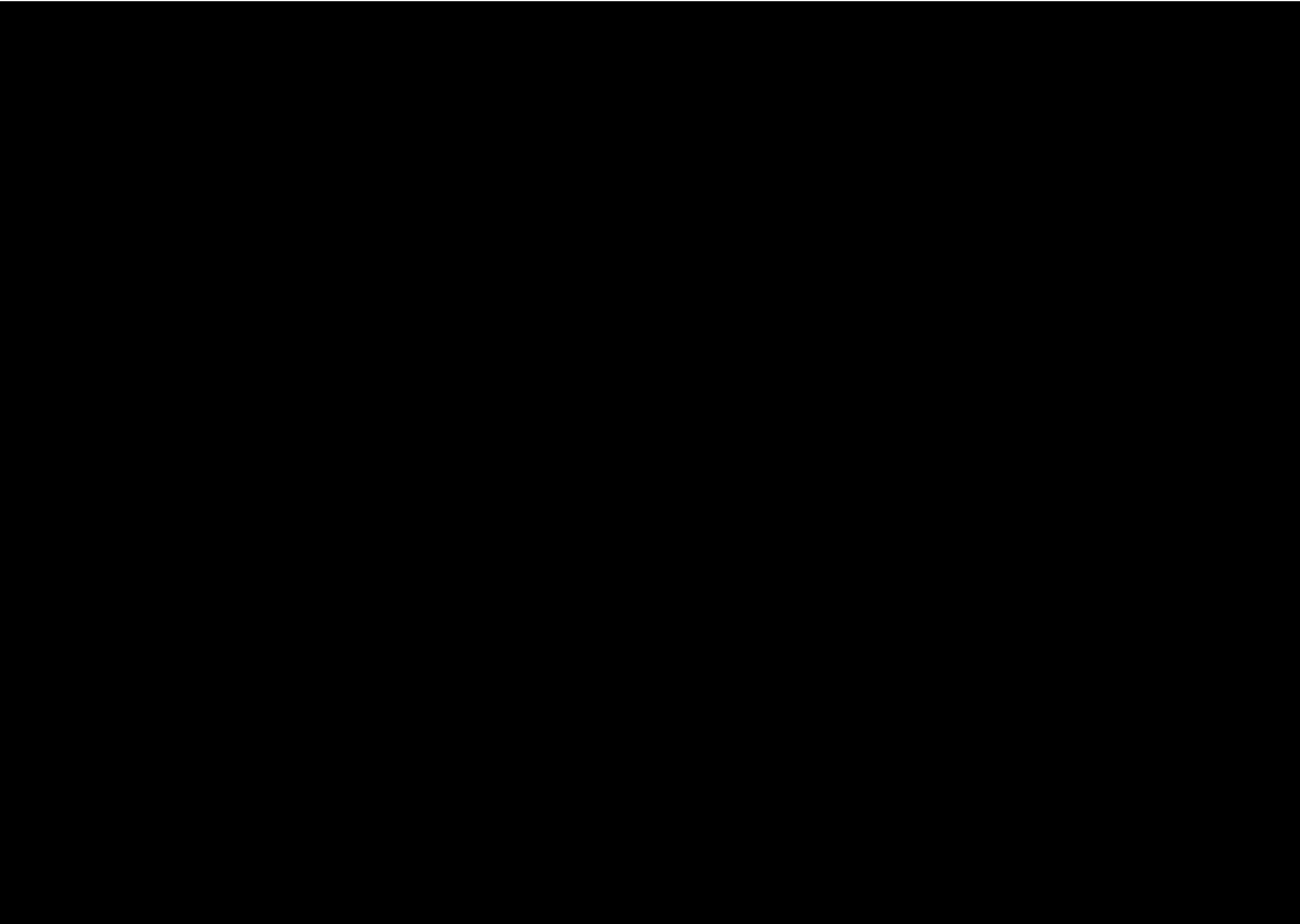


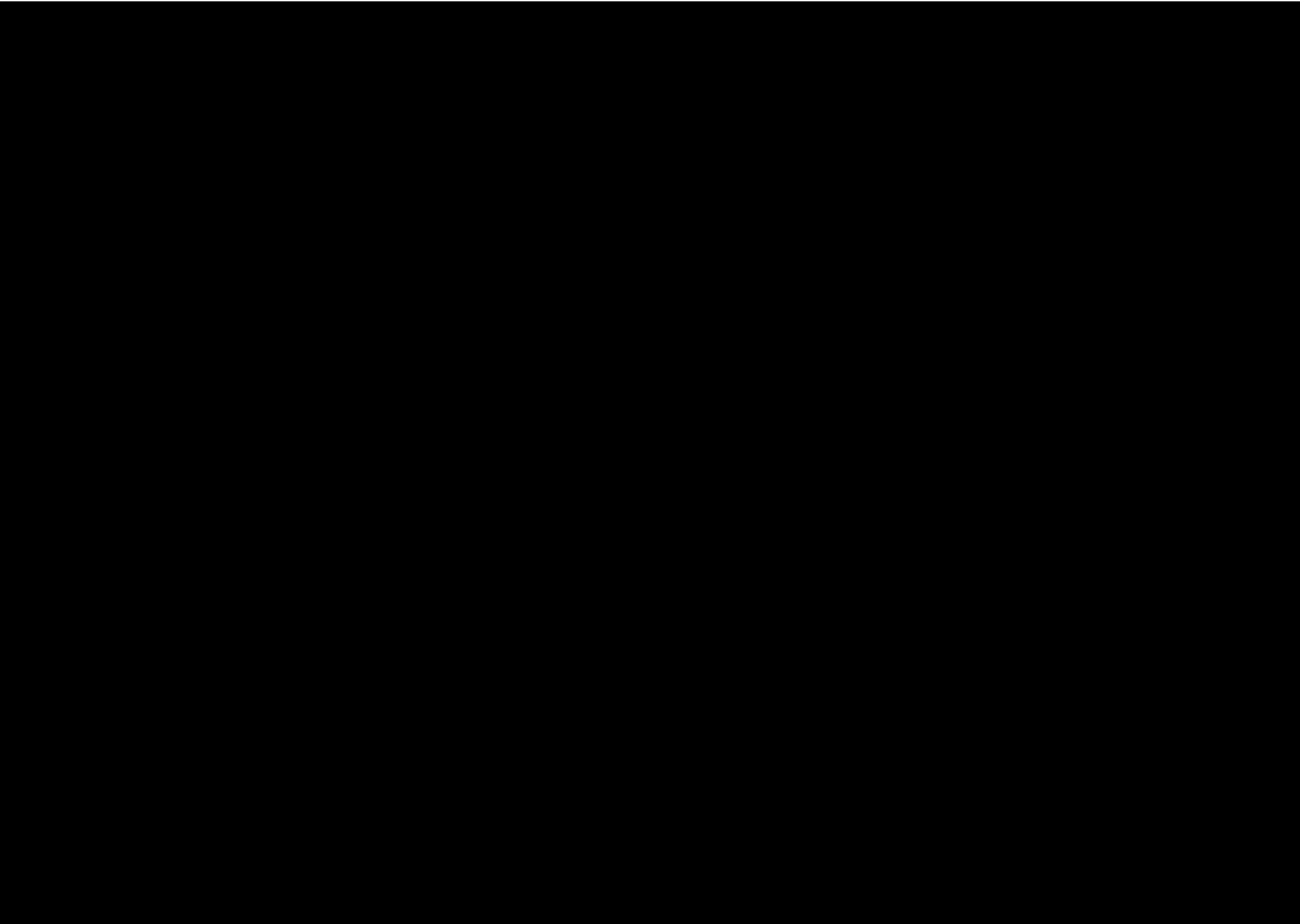


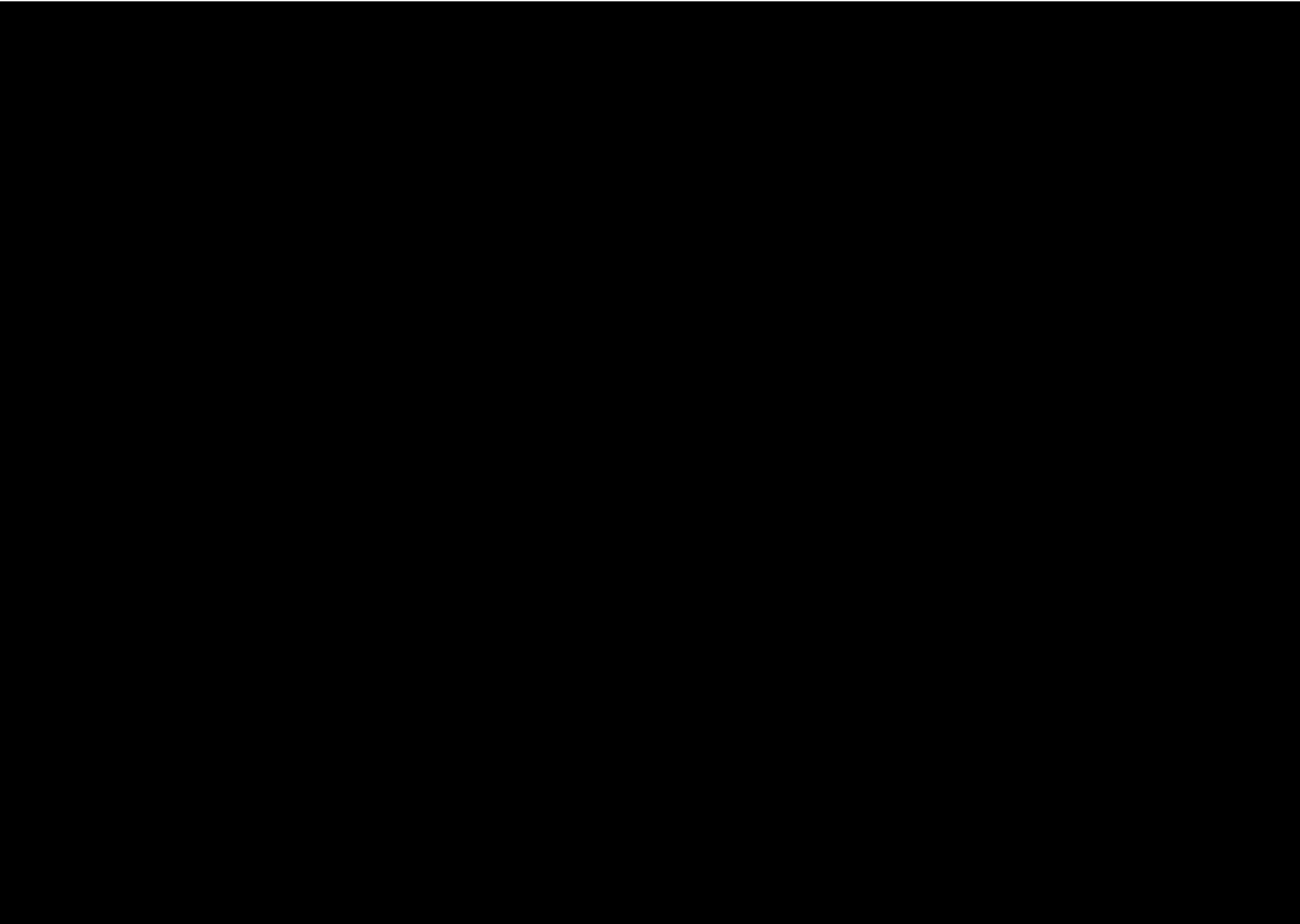


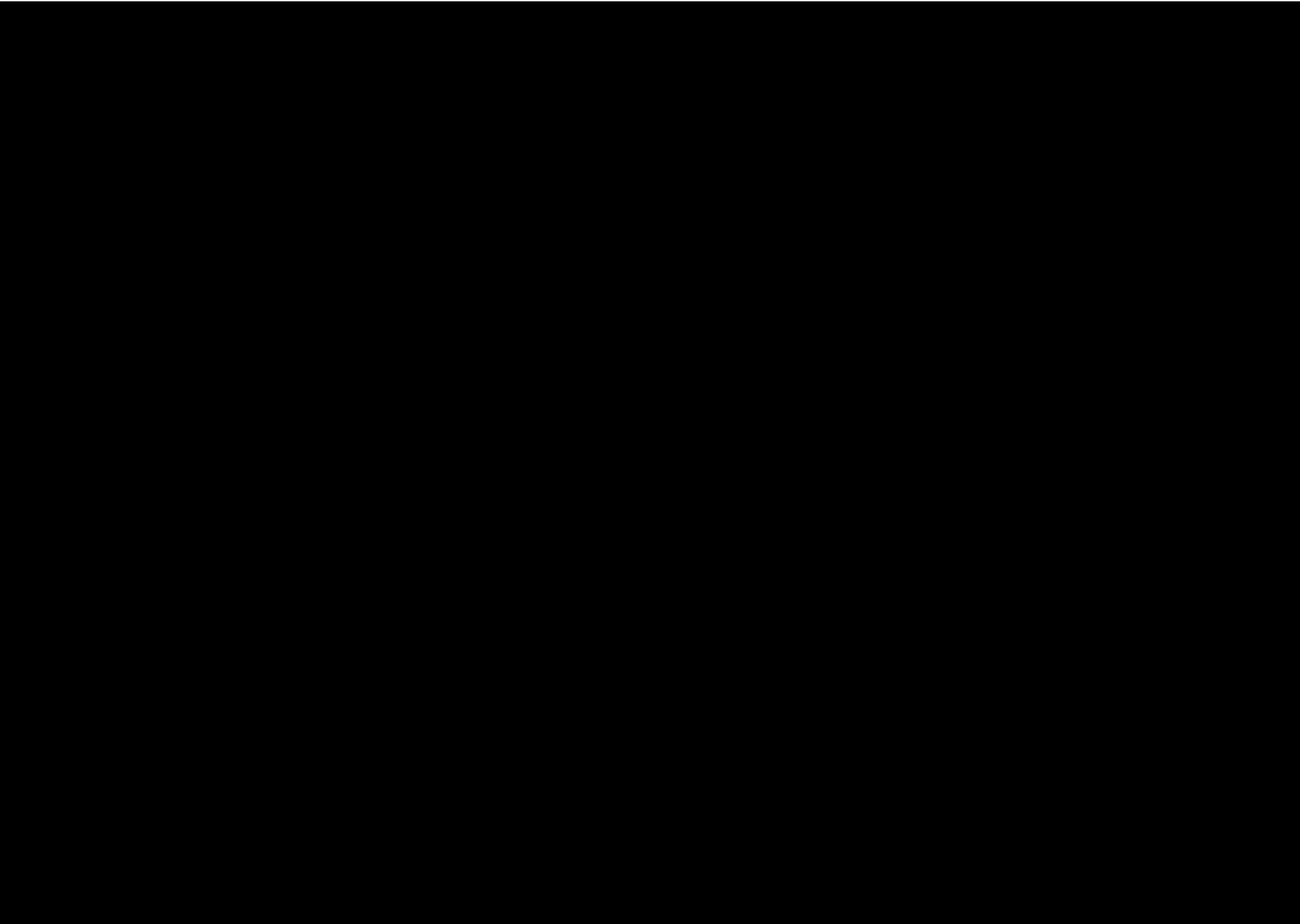


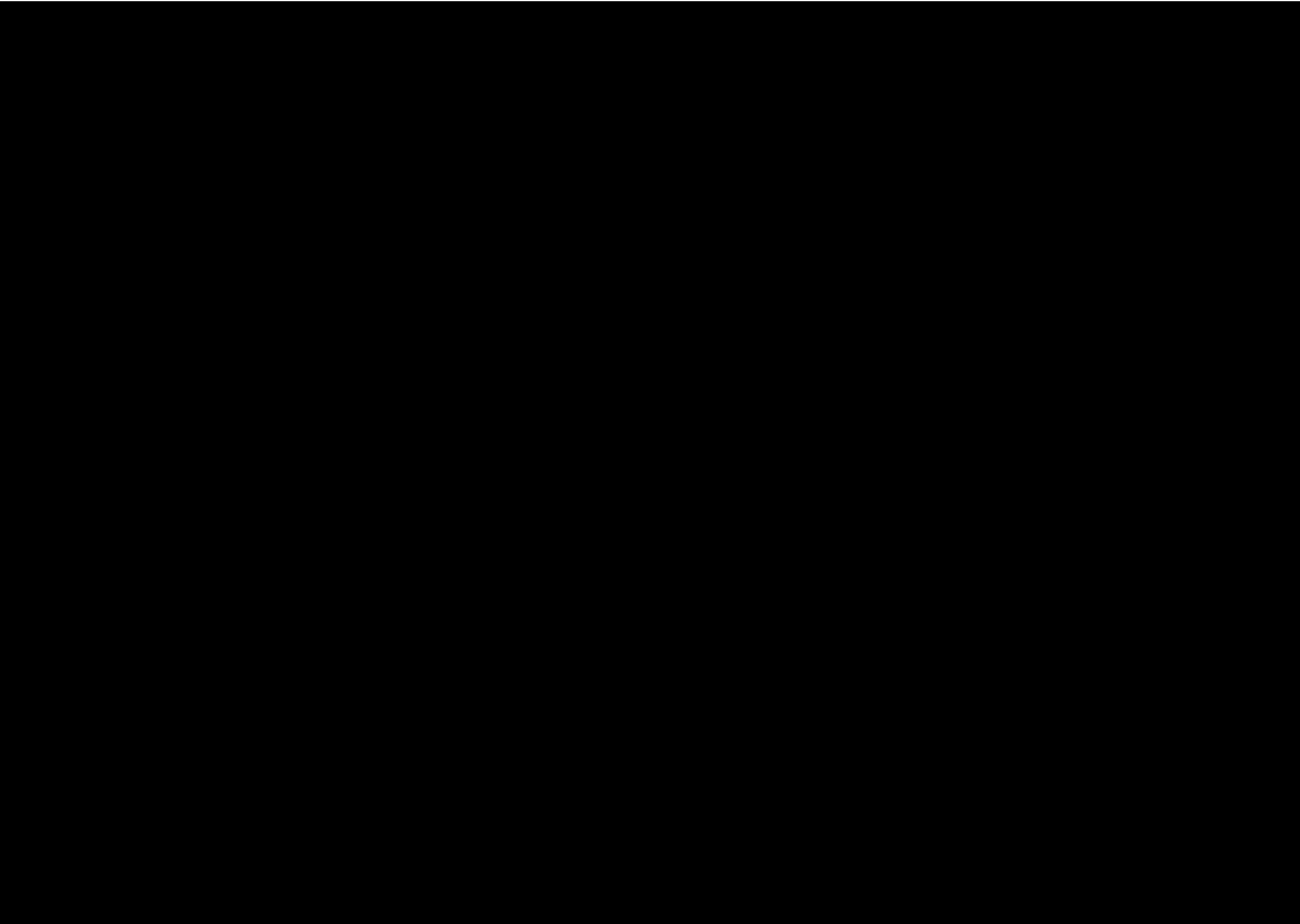


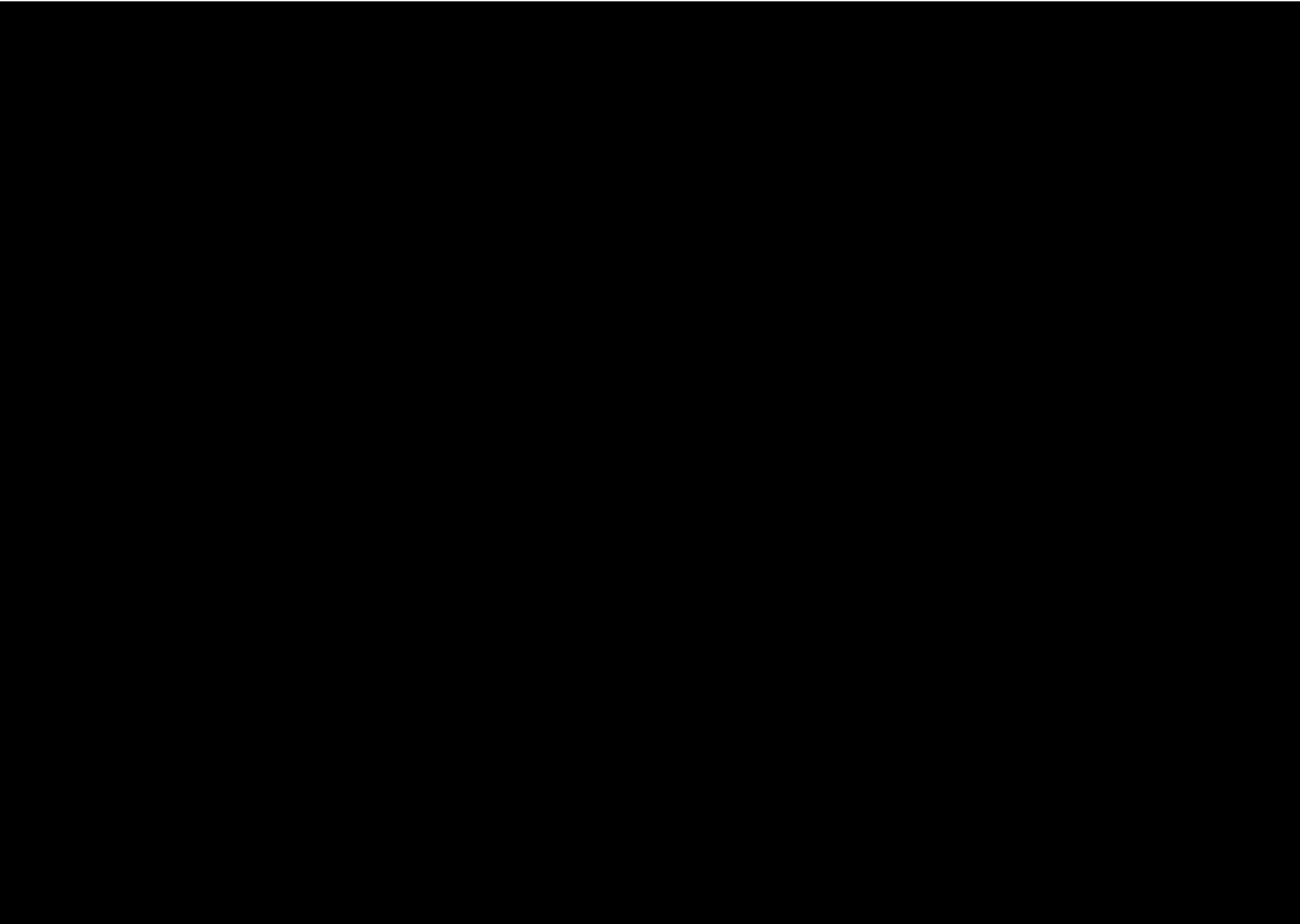


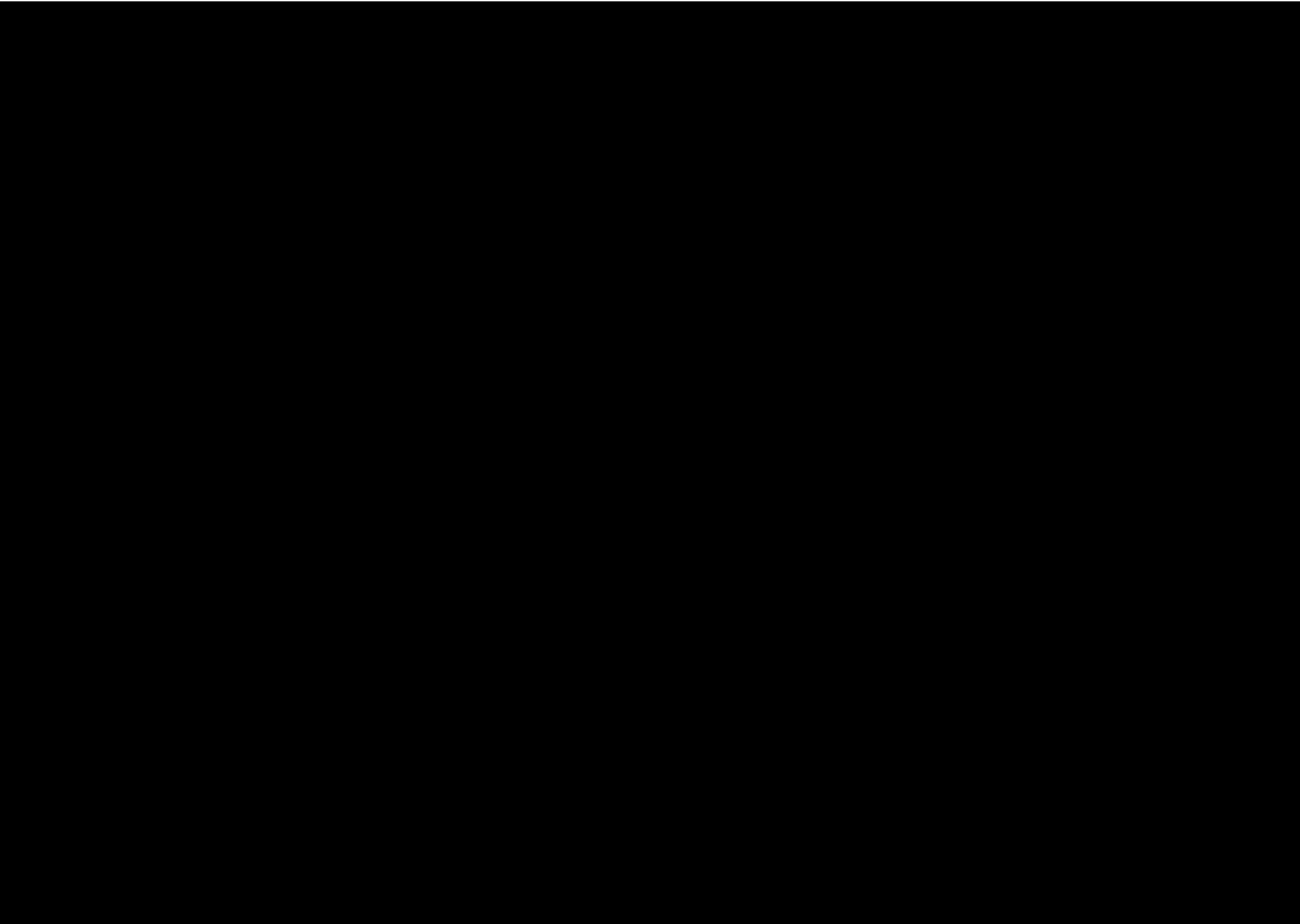


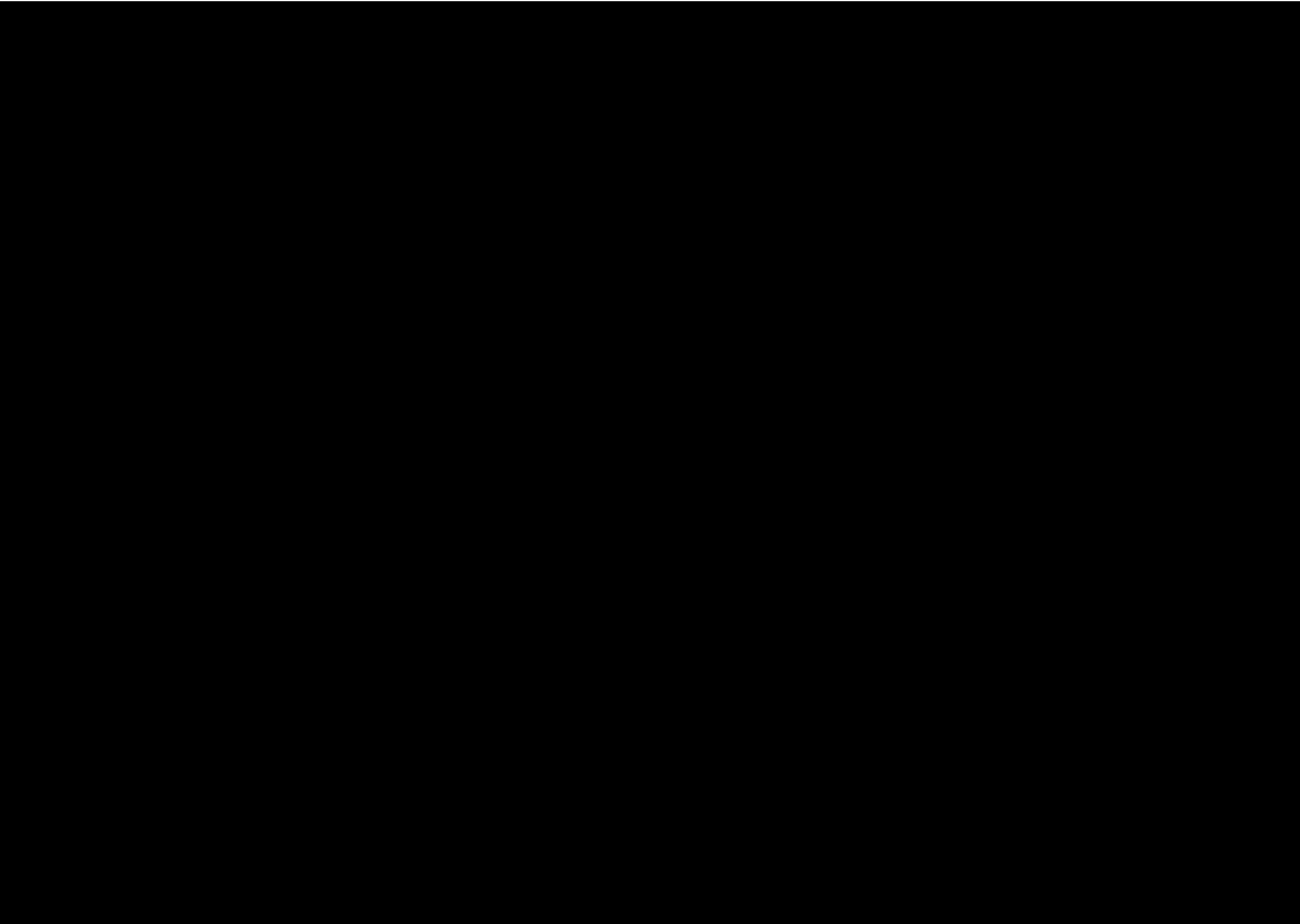


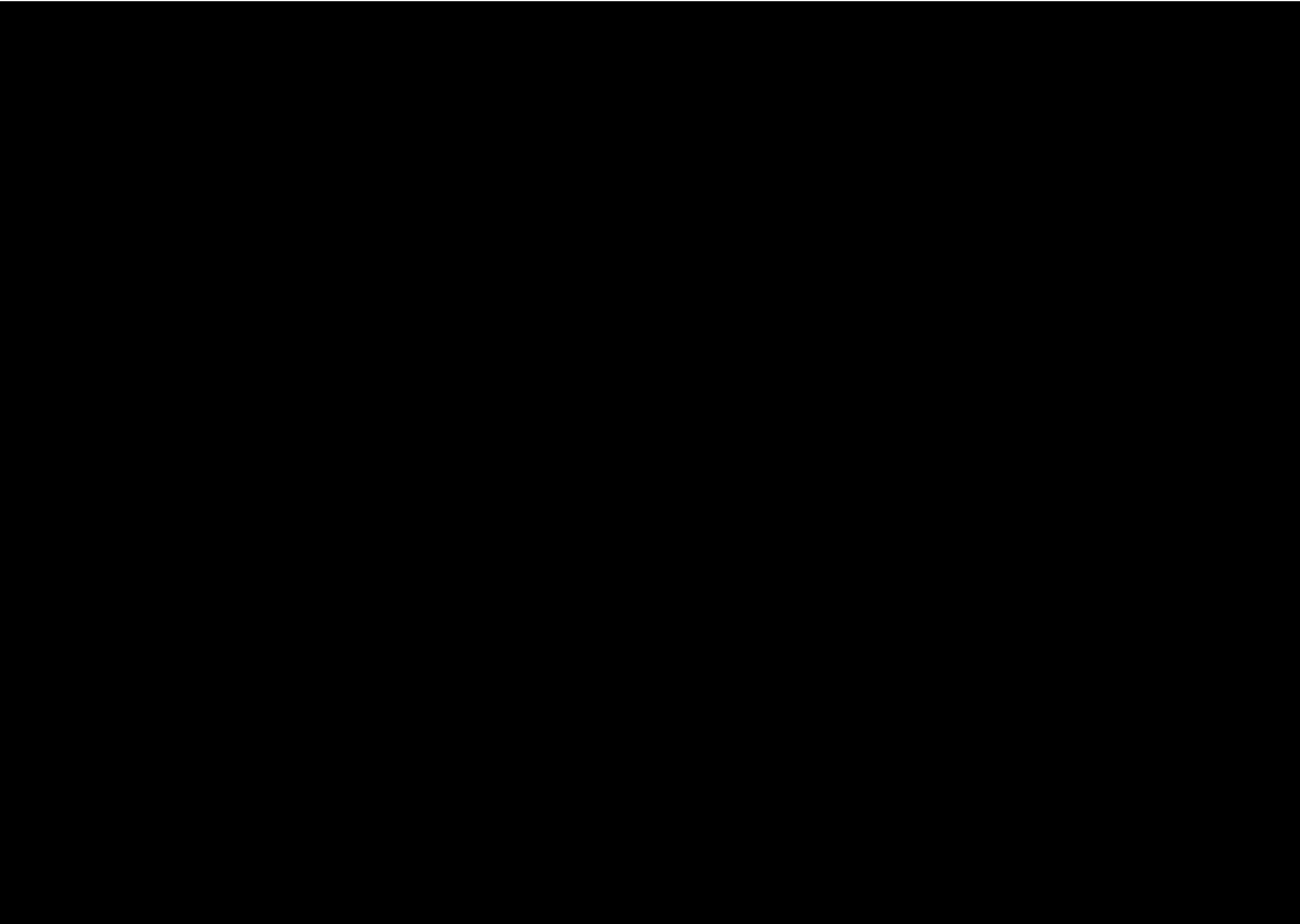


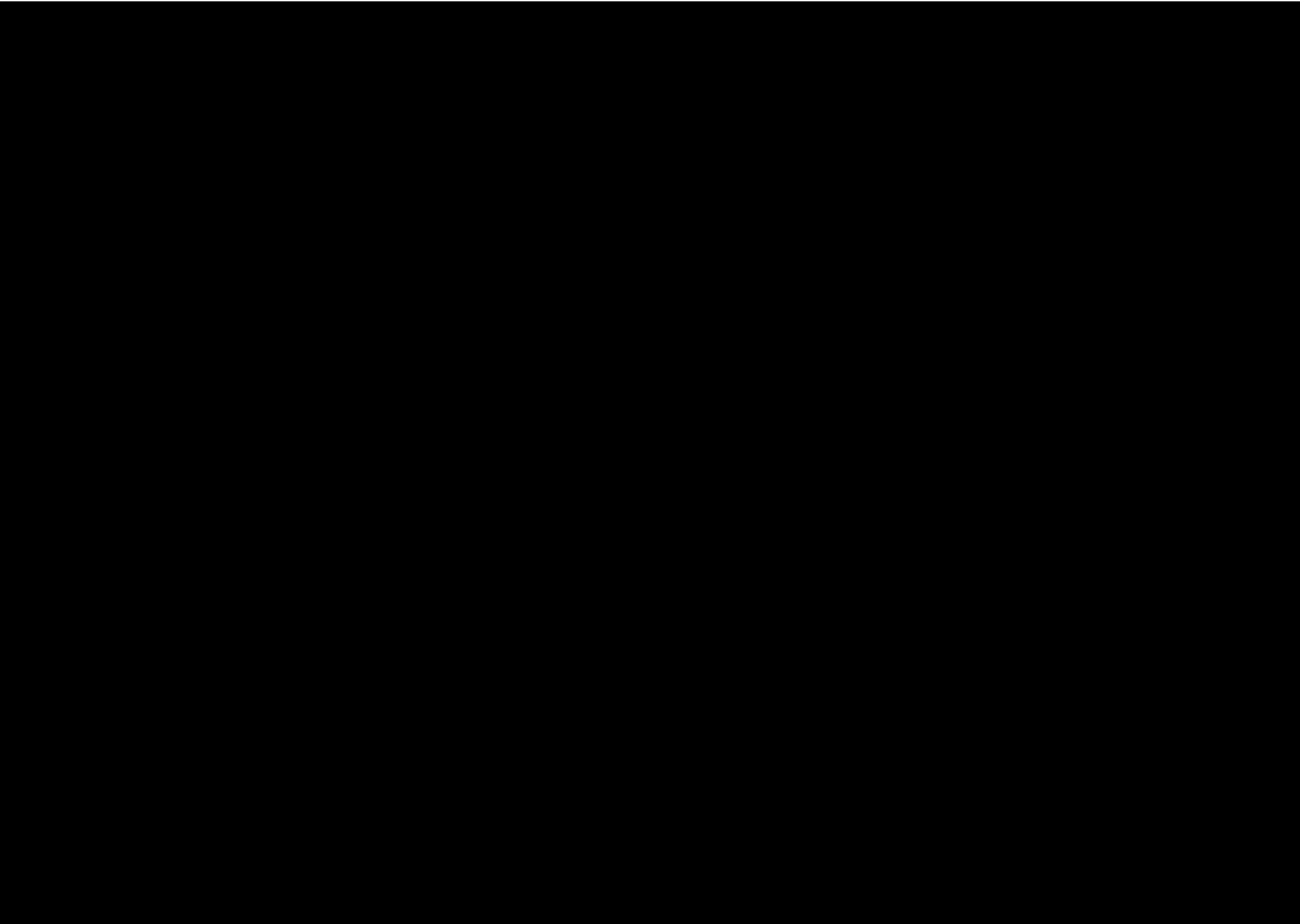












Attachment I: Terms and Conditions Response

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.

Printed Name/Signature of Authorized Personnel

Date

4. Mandatory Requirements and Terms

The following items are mandatory terms and documents. Please be advised, the vendor should provide its affirmative acceptance of these items in order to move forward with consideration under this RFP.

- **Attachment E: Mandatory Specifications**
- 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>.
- 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**.
- A performance bond may be required for the contract resulting from this RFP.
- **Appendix 2: Service-Level Agreements (SLA) and Performance Standards**
- **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.

<Response>

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).

Tables 18 and 19 below provide examples of how exceptions may be identified and explained.

Table 218: Exception #1

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference to Specific Section of Vendor's Terms, If Any Provided as Part of the RFP Response
2024-PRMP-MES-HIE-001 RFP, Appendix 2: SLAs and Performance Standards, SLA-003	Batched SFTP data could be large requiring more than 10 minutes.	Performance Standard 1. Incoming health information (data) will be available to authorized users in the production environment with all data access services (i.e., portal, EHR driven access workflows, etc.) in near real-time, or within 10 minutes of receipt or within agreed upon timeframes for large files, 24 hours per day, seven days per week, except for scheduled downtime, unless agreed to by the Commonwealth.
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 139: Exception #2

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference to Specific Section of Vendor’s Terms, If Any Provided as Part of the RFP Response
2024-PRMP-MES-HIE-001 RFP, Appendix 2: SLAs and Performance Standards, SLA-007	Conduent has provided a staffing estimate absent applicable volumes to meet this SLA. Should actual volumes be significantly different from our estimate, which will be discussed in negotiations, Conduent requests any re-sizing of support to best meet the needs of Puerto Rico be addressed via a change control process or bilateral contact modification.	To be negotiated
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 140: Exception #3

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference to Specific Section of Vendor’s Terms, If Any Provided as Part of the RFP Response
2024-PRMP-MES-HIE-001 RFP, Appendix 2: SLAs and Performance Standards, SLA-010; Appendix 5, paragraph 21(4)	Conduent requires negotiation on these indemnification requirements, most notably to address Conduent’s concern that the language identified could be interpreted to impose exposure despite performing properly under the agreement. Therefore, Conduent would like clarification that the language applies to harms to the extent caused by or arising out of fault, negligence, or other wrongdoing by Conduent. Additionally, Conduent will need to assess the proposed Hold Harmless Agreement and may request similar edits prior to contract execution.	The vendor shall compensate the Commonwealth for any fines and penalties imposed by regulatory entities, to the extent these fines or penalties were caused by the vendor’s fault, negligence, or other wrongdoing. The Commonwealth may, at its discretion, withhold operating fee payments until fines and penalties are resolved.

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
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 141: Exception #4

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference to Specific Section of Vendor's Terms, If Any Provided as Part of the RFP Response
2024-PRMP-MES-HIE-001 RFP, 4.2.1 Business Operations, Fee Based Services and Funding	Conduent would like to discuss Fee Based Services and Funding during negotiations to further clarify the requirements and expectations.	To be discussed
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 142: Exception #5

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference to Specific Section of Vendor’s Terms, If Any Provided as Part of the RFP Response
2024-PRMP-MES-HIE-001 RFP, Attachment E: Mandatory Specifications, Narrative Explanation Required Below According to Response Indication, #2	Conduent requests that parent or affiliate company records will be made available on only to the extent they directly relate to the performance of this contract.	2. The vendor must provide authorization from a parent, affiliate, or subsidiary organization for the PRMP to have access to its records directly related to the performance of this contract , if such a relationship exists that impacts the vendor’s performance under the proposed contract.
<p>NOTES/COMMENTS: <FOR THE PRMP USE ONLY></p>		

Table 143: Exception #6

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference to Specific Section of Vendor’s Terms, If Any Provided as Part of the RFP Response
2024-PRMP-MES-HIE-001 RFP, 7. Attachments, Attachment B: Title Page, Vendor Information, Executive Summary, Subcontractor Letters, and Table of Contents, 1. Title Page	Conduent respectfully requests that changes resulting from federal and Commonwealth laws, rules, and regulations be subject to change control and mutual agreement regarding how those changes impact the Commonwealth’s solution and the Conduent product. Conduent’s concern here is related to agreeing to comply with unknown future regulations at no additional cost since any subsequent changes in law or regulation are outside of Conduent’s control (and perhaps	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 in place at time of contract execution.

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
	even within Puerto Rico's control) and could come with significant cost impacts.	The vendor will work with the Commonwealth via change control and mutual agreement as to how Commonwealth specific parts of the implementation will comply with changes in law or regulation.
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 144: Exception #7

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference to Specific Section of Vendor's Terms, If Any Provided as Part of the RFP Response
2024-PRMP-MES-HIE-001 RFP, Attachment E: Mandatory Specifications, Table 16	Conduent respectfully requests that changes resulting from regulations be subject to change control and mutual agreement regarding how those changes impact the Commonwealth's solution and the Conduent product. Conduent's concern here is related to agreeing to comply with unknown future regulations at no additional cost since any subsequent changes in law or regulation are outside of Conduent's control (and perhaps even within Puerto Rico's control) and could come with significant cost impacts.	The vendor must comply with current and future Puerto Rico and federal regulations as necessary to support the services outlined in this RFP. The vendor will work with the Commonwealth via change control and mutual agreement as to how Commonwealth specific parts of the implementation will comply with changes.

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
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 145: Exception #8

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
2024-PRMP-MES-HIE-001 RFP, 8. Appendices, Appendix 5: Proforma Contract Draft	Conduent would like to discuss the topic of supplying copies of insurance policies during negotiations.	Copy of all policies will be part of this Agreement's file.
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 146: Exception #9

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
2024-PRMP-MES-HIE-001 RFP, 8. Appendices, Appendix 5: Proforma Contract Draft	Conduent would like to discuss the inclusion of this language during negotiations. This option for Puerto Rico to host can be used at the sole discretion of Puerto Rico. Additional information regarding the request can be provided during negotiations. Conduent does not object to an alternate placement of substantially similar language.	Furthermore, the Governor's Chief of Staff will have the power to terminate this contract at any moment during its term, including an option to terminate the Contractor's hosting services only. However, in the case of an immediate termination, reimbursement of wind-down costs (such costs are subject to the FIRST PARTY'S approval) incurred by the SECOND PARTY as detailed in Appendix A shall be payable.
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 147: Exception #10

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>2024-PRMP-MES-HIE-001 RFP, Attachment E: Mandatory Specifications, #4</p>	<p>Absent applicable volumes, Conduent has crafted assumptions based upon our experience to meet PRMP performance requirements at a competitive price.</p> <p>Our proposed language to apply change control to staffing allows Conduent to offer a lower price than we would absent change control and mutual agreement.</p> <p>Change control would also allow us to re-size support, and the associated costs, to best meet the needs of Puerto Rico as the program evolves over time.</p>	<p>4. If requirements, timelines, quality, or other standards are not being met, the vendor will provide PRMP an assessment and recommendation for remediation subject to a joint change control process.</p> <p>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.</p>
<p>NOTES/COMMENTS: <FOR THE PRMP USE ONLY></p>		

Table 148: Exception #11

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
2024-PRMP-MES-HIE-001 RFP, Attachment E: Mandatory Specifications, Table 16	Conduent would like the opportunity to clarify the third-party assessment requirements in negotiations.	<p>Security: The vendor must include an independent security assessment plan aligned with the assessment guidelines in the 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> <ul 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

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
		store data under the HIE's contract with PRMP. The vendor shall include the cost of the annual assessment within operating cost.
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 149: Exception #12

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 Draft contract, paragraphs 14, 16, and 25.	Conduent requests to discuss these provisions. We appreciate that these likely stem from Puerto Rico law, but we would like to request whether these requirements can be limited to those situations where we have, or should have, actual knowledge of a conflict of interest.	To be negotiated.
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 150: Exception #13

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
2024-PRMP-MES-HIE-001 RFP, Attachment E: Mandatory Specifications, Table 16	Conduent requires negotiation on intellectual property concerns prior to contract execution. Conduent offers a fixed term license to use the CMdS Interoperability Exchange product, and typically offers a license back for anything developed under the contract.	<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>The vendor acknowledges that PRMP retains title to its data and any of its pre-existing procedures, applications and licenses. Vendor further agrees that PRMP will own all data, procedures, applications and licenses developed by vendor specifically for PRMP. However, vendor retains title to any COTS software or vendor owned platforms provided to PRMP under a term license during the contract period. Vendor requests a grant-back license to any materials developed for PRMP for use with any vendor customer, provided that no PRMP data or confidential information is included in this grant-back license.</p>
<p>NOTES/COMMENTS: <FOR THE PRMP USE ONLY></p>		

Table 151: Exception #14

<p>Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)</p>	<p>Vendor’s Explanation (Required for Any Rejection/Exception)</p>	<p>Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference to Specific Section of Vendor’s Terms, If Any Provided as Part of the RFP Response</p>
<p>a) 2024-PRMP-MES-HIE-001 RFP, 8. Appendices, Appendix 5: Proforma Contract Draft #11; b) Proforma draft contract, paragraph 13, Transition deliverables</p>	<p>Conduent requires negotiation on intellectual property concerns prior to contract execution. Conduent offers a fixed term license to use the CMdS Interoperability Exchange product, and typically receives a license back for anything developed under the contract.</p>	<p>11. INTELLECTUAL PROPERTY: BOTH PARTIES agree that any work, report and/or product resulting from the services provided by the SECOND PARTY, including but not limited to studies, research, consultations, or any other shape or form that they may take, will always be the personal and intellectual property of the FIRST PARTY. The FIRST PARTY will not be obligated to pay any monetary amount in addition to the payment specified in the FOURTH CLAUSE of this contract nor it would be in any obligation to the SECOND PARTY as a result of any intellectual rights, services and work performed including, but not limited to studies, research, consultations, or any other shape or form that they may take. The FIRST PARTY is also authorized and has the full right to give the aforementioned work product the official use it deems necessary.</p> <p><u>Notwithstanding the foregoing, the SECOND PARTY shall retain ownership of all commercial off the shelf (COTS) software and preexisting software platforms, programming, tools, documentation, templates, and all intellectual</u></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
		<p>rights therein(the "SECOND PARTY Materials") used by the SECOND PARTY to provide the services to the FIRST PARTY. The SECOND PARTY hereby grants a perpetual, fully-paid, non-exclusive, non-sublicensable, and non-transferable license to use the SECOND PARTY Materials embedded in the work product owned by the FIRST PARTY, provided that this obligation does not apply to third party COTS software, programming, tools, documentation, materials, and other intellectual property, or materials, for which the FIRST PARTY will obtain third party licenses for the term of the contract only or to open source software, programming, tools, documentation, materials, and other intellectual property, or materials. The FIRST PARTY shall not extract SECOND PARTY Materials from the work product for use separately therefrom. Further, the SECOND PARTY grants to the FIRST PARTY a renewable, limited, non-exclusive, non-sublicensable, non-transferable right to use, to access and to permit other users to use and access SECOND PARTY Materials used by the SECOND PARTY to provide the services during the term of the contract.</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
		<p>The SECOND PARTY may not use work, reports and/or products resulting from services rendered in this contract for any other purposes other than the ones stated in this contract or authorized by the FIRST PARTY. <u>The FIRST PARTY hereby authorizes and grants the SECOND PARTY a worldwide, royalty-free, fully paid-up, nonexclusive, nontransferable (except in the event of a change of control of Contractor), irrevocable right and license to reproduce and have reproduced, to prepare derivative works, to distribute, display or perform, to use, to sell and offer for sale, to import and otherwise dispose of any and all products or software resulting from the services that are of general applicability to HIE business operations and technology services, provided that no confidential Information or data of the FIRST PARTY is disclosed.</u></p> <p>b) C.4 Transition Deliverables</p> <ul style="list-style-type: none"> i Turnover and Closeout Management Plan; ii Statement of Resources; iii Module and System software that are work product, files, including but not limited to business design, technical design, testing and other operations documentation;

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
		iv Turnover Results Report; and In the event the FIRST PARTY elects to pursue any of the two (2) optional years as set forth in Clause Second of this Contract, the SECOND PARTY agrees to the prices for its work indicated in its Statement of Work (SOW) to the FIRST PARTY as follows:
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 152: Exception #15

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
2024-PRMP-MES-HIE-001 RFP, 8. Appendices, Appendix 5: Proforma Contract Draft #22	Conduent requests to negotiate, for the benefit of both parties, a limitation of liability provision that includes a mutual disclaimer of indirect and consequential damages and a reasonable cap on direct damages. Note that the proposed language expressly states that this limitation does not apply to certain situations.	[New Paragraph number] Limitation of Liability. Except for Vendor's gross negligence, fraud, or willful misconduct, Contractor's total, maximum, aggregate liability to the Commonwealth whether in contract, tort (including negligence), products liability, strict liability, or otherwise, shall not exceed [two times the annual contract price]. For the

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
		avoidance of doubt, Contractor's total, maximum, aggregate liability hereunder shall be reduced by all amounts paid by Contractor to the Commonwealth for all prior claims, if any, under this Contract. The parties agree that neither party shall be liable to the other for any indirect, incidental, special, consequential, exemplary or punitive damages or losses, including but not limited to lost profits, lost revenue, and lost opportunity.
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 153: Exception #16

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
2024-PRMP-MES-HIE-001 RFP,7. Attachments, Attachment I: Terms and Conditions Response, Attachment E: Mandatory Specifications	Conduent would like to discuss any potential requirement for a performance bond during negotiations. We did not include any costs to secure a performance bond as we do not know the required terms of the bond (e.g. face value, term, etc.).	N/A
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

Table 154 Exception 17

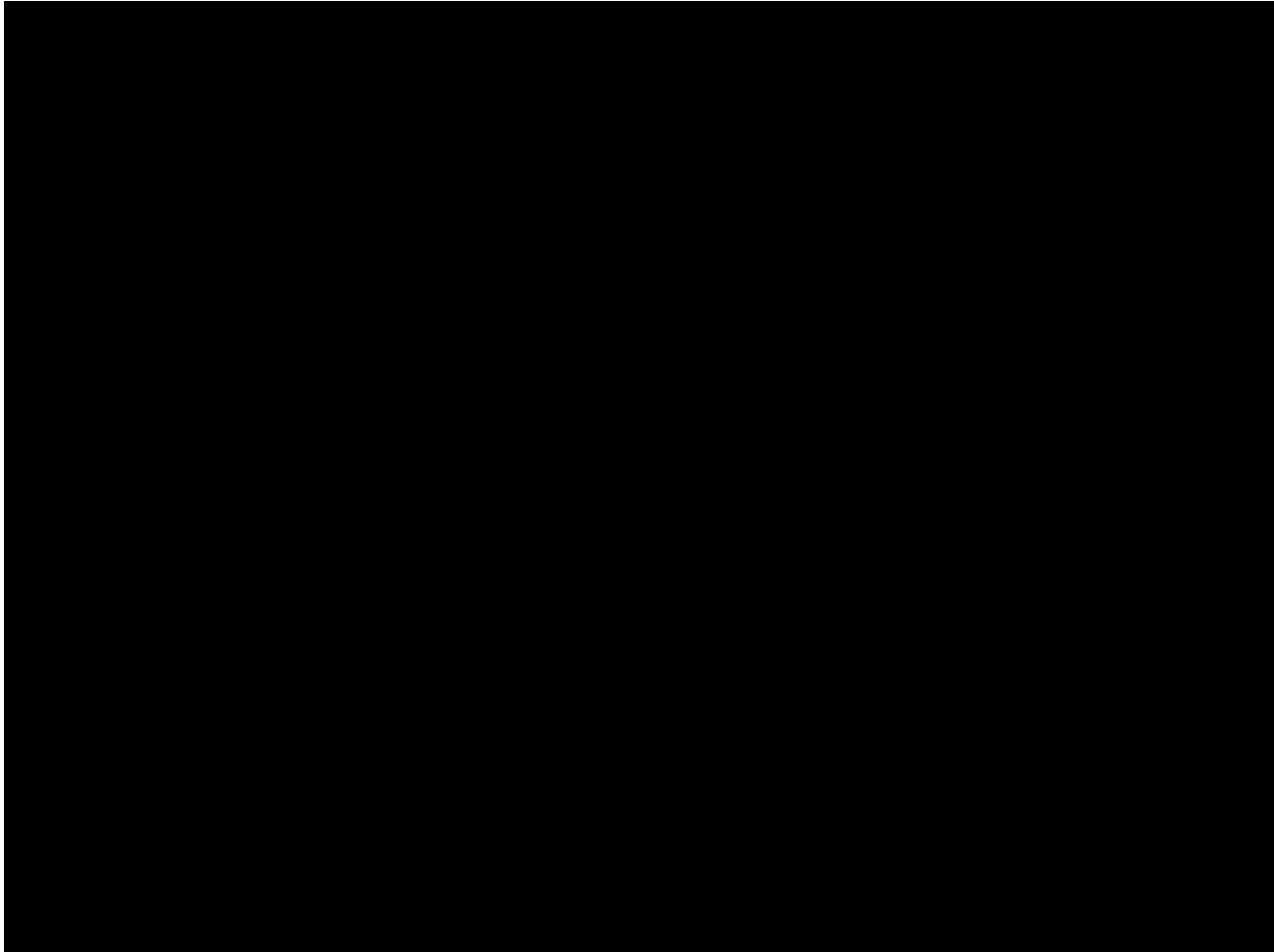


Table ###: Exception #X

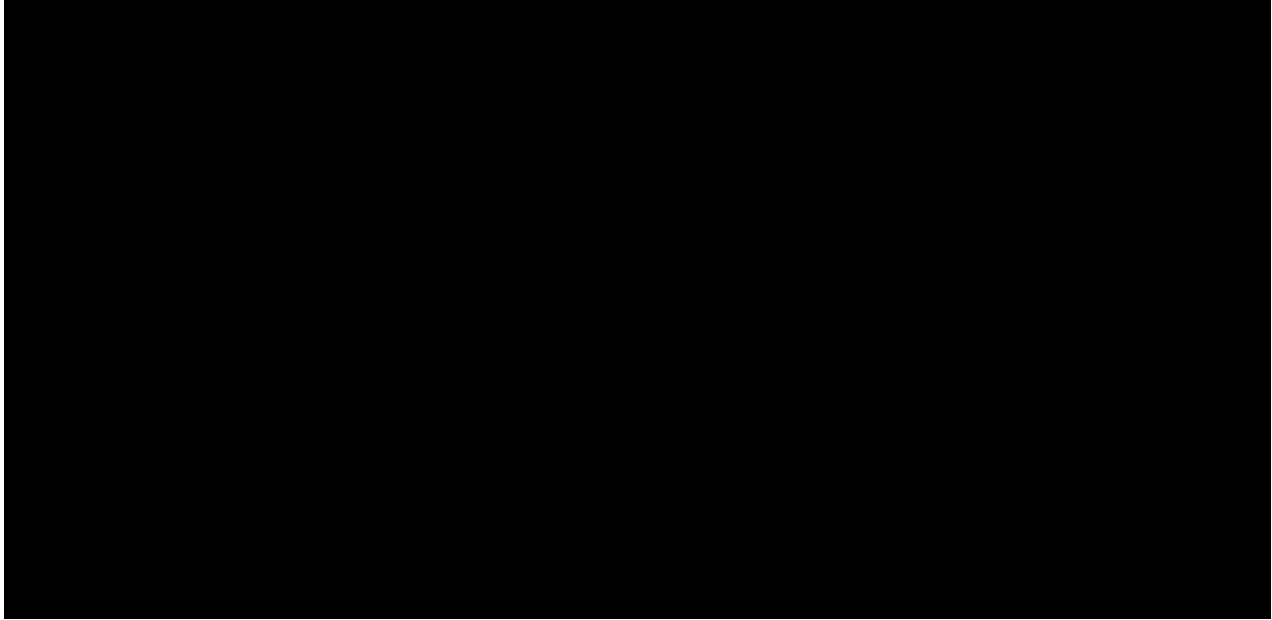
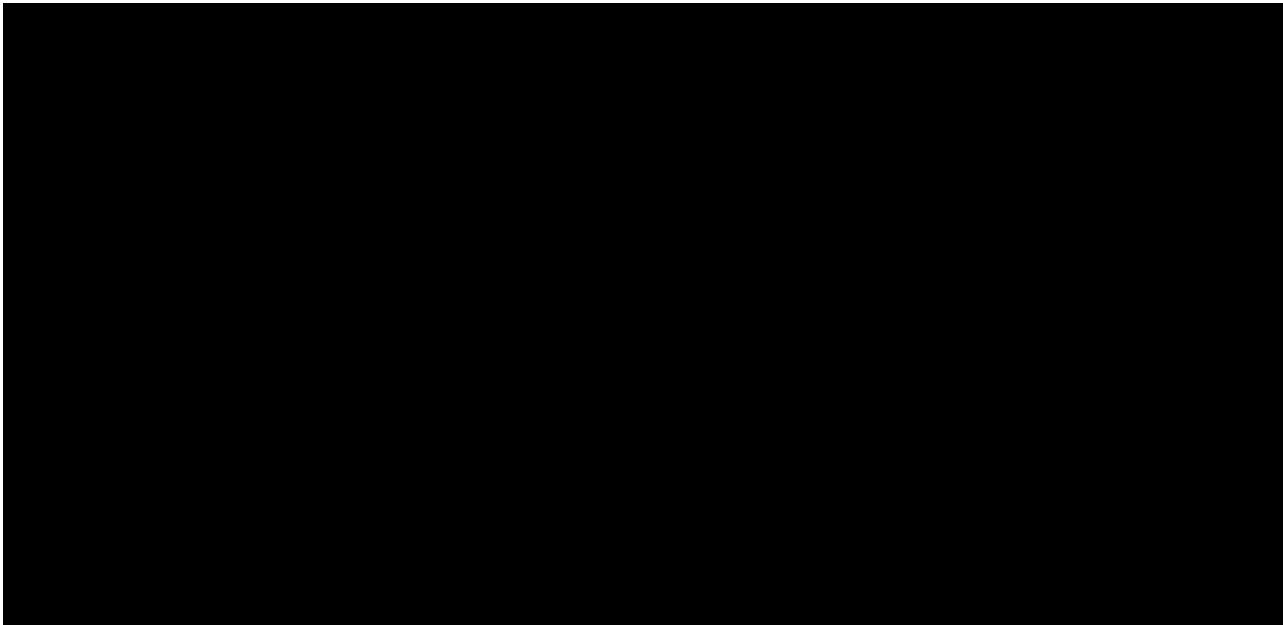
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Table ###: Exception #X

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