## 1. Initial Staffing Plan

SecureHIT will be responsible for all PRHIE operations related to HIE services, personnel, operations, and customer service (data presenters, participants, stakeholders, etc.) and will supervise and manage the subcontractor and everything herein is required to execute this proposal under the structure defined in the organizational chart, below. The contract will be directly between the supplier of the service required for PRHIE operations and SecureHIT as part of the commitment to comply with and carry out all PRHIE operations.

PRHIE Operator Organizational Chart Proposed
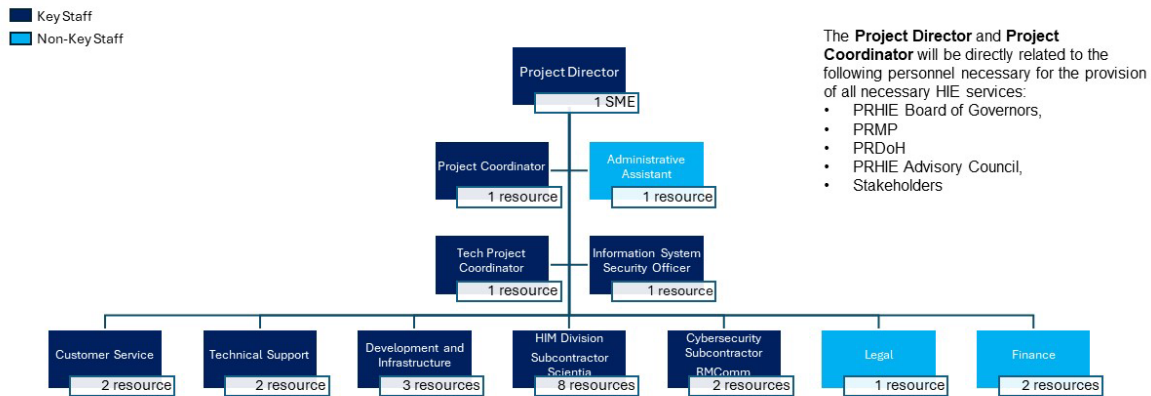
Description of proposed team:

- Project Director (1) –The Subject Matter Expert (SME) with more than 20 years of experience in the field of Health Information Technology (Health IT). Key Staff
  The project director will be responsible for the successful completion of the project by providing leadership, strategically managing risk, monitoring finances, and ensuring each phase of the project begins and ends as scheduled. Will work within the project scope of work (SOW). Is responsible for making critical decisions, such as adjusting the budget and adding resources related to project governance processes among other executive-level management. The resources assigned to this project have more 20 years of experience as a Health IT Executive, experience in EHR implementations for the PRDoH, ASEM, FQHC, and others. The Project Director has experience in public health and has implemented High Performance Computing systems for scientific research.
- Administrative Assistant (1) – Non-Key Staff
  The administrative assistant is a supportive role in an office. Responsible for managing and distributing information among their co-workers, answering phones, and doing other administrative work.
- Project Coordinator (1) – Key Staff
  A professional with extensive experience in large projects will be assigned to ensure that the teams complete all projects on time and on budget. Preventing scope creep and at the same time will be managing individual tasks for the respective teams. Will coordinate internal resources and suppliers for the impeccable execution of the project at the Operational level. To ensure that both projects' areas (Business Operations and Technology Architecture) are delivered on time and in compliance with the highest level of quality. Specific responsibilities of the project manager include developing detailed project plans, delivering reports, ensuring availability and allocation of resources, and delivering each project on time within budget and scope. The assigned Project Manager has more than 20 years of experience and has certifications in Project Management Professional, SCRUM Certified and Six Sigma.

- Technical Project Coordinator (1) – Key Staff
  As an Information Technology Project Manager specializing in the healthcare industry, will oversee the planning, execution and delivery of IT projects aimed at improving healthcare systems, processes and services.
- Information System Security Officer (ISSO) (1) – Key Staff
  This is the person assigned to audit events, policies and procedures related to security. Manages risk management and auditing. This resource is a Certified Information System Auditor (CISA).
- SecureHIT has a Call Center (Non-Key Staff) that operates 24 hours a day, 7 days a week. In this call center the call is recorded and information on how to access the different portals and information on operations can be provided. If there is a situation or service request, it will be directed to the Customer Service Division.
- Customer Service Division (2) – Key Staff
  This division will be the first line of customer service, meaning participants, patients, healthcare providers, payers and any users of the services to be provided by the PRHIE Operator. This work team is trained to be able to attend and resolve first-level service requests (tier 1), that is; informational, password management, educational, onboarding, topics related to situations with portals for end users (patients, health providers, participants, payers, etc.). This division will oversee compliance with the SLAs. To serve the first line of service, the recruited personnel have vast knowledge of user-level tools and experience in customer service and SLA management. There are 2 resources. Customer Service Division - It is made up of 2 people (if necessary, due to service demand, personnel will be added as required). Service 24/7, outside of working hours will be handled through a subcontracted call center and to resolve the call will be redirected to the On call following the On Call procedure. This service is tier 1 level. As detailed below but not limited. Below is the list of tasks to perform in these sections, but is not limited to;
  - Management of Agreements
  - Management of Consents
  - Documentation management
  - Password reset
  - Learning sessions – in accordance with the D10 Training Plan
    - Patient Portal
    - User Portal
    - Manuals
    - Policies and procedures
    - Technologies (portals, functionality, etc.)
- Technical Support Division (2) – Key Staff
  Technical support is assigned to answer calls that, due to their complexity, cannot be resolved in the initial call by the Customer Service Division. The resources in this division are 2 programmers with experience in addressing solutions and resolving programming problems or major incidents. This division it is made up of 2 people (if necessary, due to service demand, personnel will be added as required) Service 24/7 outside of working hours will be handled through a subcontracted call center and to resolve the call will be redirected to the on call following the On Call procedure. This service is a tier 2 and 3 level. As detailed below but not limited to;

  This division, unlike the customer service division, will deal with more specialized technical situations, such as:
  - Situations with interfaces, connectors, networks, etc.
  - System errors with the end user
  - Handling highly technical situations that cannot be addressed by the customer service group.
  - Serves as backup for customers service
- Development and Infrastructure Division (3) – Key Staff
  In cases where an incident cannot be addressed in the technical support division by the programmers, the situation is escalated, probably as a problem impacting more than 5 users, to handle the matter at the infrastructure level. This Division is made up of 3 FullStack Developers trained to work in systems engineering (if necessary, due to service demand, personnel will be added as necessary) Service 24/7 outside of working hours will be handled through a subcontracted call center and to resolve the call will be redirected to the on call following the On Call procedure. This service is a tier 2 and 3 level. As detailed below but not limited to;
  - Server Management
  - Interface Management (creation, development, design, compliance, integration, etc.)
  - Database management – reporting, report design, report creation (D01)
  - HIE connectors – FHIR Connectors, Commonwell Connectors, Carequality Connectors, API Jason Restful
  - Compliance
  - Development and programming
  - Analysis and design of new development or requirements
  - Data Center Management
  - Infrastructure operations for Disaster Recovery and Business ContinuityHealth Information Management Division – regular labor hours.

- o Data Quality
- o Management of Master Patient Index
- o Compliance

- Cybersecurity Division (2) – Key Staff
  The cybersecurity division works 24/7 monitoring the infrastructure at the level of intrusion attacks, malicious attacks, patching servers for security, running vulnerability and penetration tests. This work team is made up of certified resources such as Ethical Hackers, Forensic Professionals and Network Engineers. The Cybersecurity Division is a subcontractor, RMComm. This subcontractor has its own Network Operations Center (NOC) in compliance with NIST (National Institute of Standards and Technology) that works 24/7 for monitoring and cybersecurity incident management.
  - o Communications
  - o Cybersecurity
  - o 24/7 monitoring console for all cybersecurity events
  - o Periodic vulnerability testing
  - o Certified Information Technology Auditor (CISA)
  - o FBI Certified Forensic Professional
  - o Intrusion Detection
  - o Security Risk Assessments

- HIM Division (8) – Non-Key Staff
  Hospital Integration will work through.
  - o Preparation, evaluating the technological infrastructure of hospitals,
  - o Intensive Training, implementing a comprehensive training program adapted to these hospitals, validation and testing, by performing rigorous tests to validate the accuracy of the data from these hospitals, ensuring compliance with the required standards,
  - o Transition and Operationalization, completing the integration process of prioritized hospitals, ensuring their complete and secure functionality within the HIM solution.
  In addition, it will attend to the incorporation of other health professions through;
  - o Strategic Selection: Identify and prioritize non-hospital providers based on their volume of patient visits and technological capabilities for integration, ensuring an efficient and staggered approach.
  - o Customized Training Programs: Develop educational sessions tailored to these prioritized providers, addressing the specific needs of various health professions.
  - o Validation and Testing Process: Implementation of a personalized evaluation and correction scheme for each type of selected supplier, focusing on the consistency and quality of the data.
  - o Systematic Integration: Ensure the gradual incorporation of these providers into the HIM solution, with special focus on the security and efficiency of data transmission.
  Monitoring and evaluation
  - o Specific KPIs: Develop key performance indicators to accurately monitor the integration process of hospitals and other healthcare providers, prioritizing those with the greatest impact on patient care.
  - o They will have feedback mechanisms establishing continuous feedback channels, allowing adjustments and improvements in real time.
  Data Quality
  - o By assigning trained personnel to evaluate the quality of the data consumed in the Longitudinal EHR.
- Legal Division (1) – Non-Key Staff
  This division is staffed with attorneys licensed to work on affidavits, patient consent agreements, participant agreements and aggregate data agreements, in addition to any legal consultation.

- Finance Service – Non-Key Staff
  This division will provide any service that is necessary to support the operations of the PRHIE as an operator, which is permitted in due process of law.

All SecureHIT and its subcontractors operations are governed by its regulatory agencies such as, HHS, OCR, CMS, Direct Trust, ONC and all applicable policies to HIE and Protected Health Information (PHI). SecureHIT policies respond to compliance with Commonwealth and federal laws. SecureHIT will manage the staff and subcontractors to achieve the HIE objectives set by the Commonwealth.

The Customer Service Division will be responsible for maintaining and managing the status of current Participant Agreements and patient consent information in accordance with the requirements of this RFP and the required documentation. SecureHIT as a PRHIE Operator will maintain all standard operating procedures for all operations identified as essential to business operations. To improve patient security and privacy by safeguarding "sensitive" data in HIE medical records sensitive data will be flagged at the appropriate level: by patient, facility, facility location, provider NPI number, or code (diagnosis, LOINC, etc.). The method to demonstrate

compliance will be the number of facilities and/or providers providing confidential data (demonstrates that users use this feature). The aggregate number of data sets/types per facility provider categorized as sensitive will demonstrate that the required alerts are occurring.

SecureHIT as operator of the PRHIE will maintain a secure public website that provides a transparent representation of PRHIE operations, including data management and sharing policies, service information, participant information, leadership contacts, support information and contacts, patient consent form information and contacts for patients. To demonstrate the increased ability of Medicaid beneficiaries to control their own health data, the patient portal will have questions that mark consent preferences to guide access to medical records in the PRHIE. The percentage of the data set will be monitored as a quality check by Customer Service and will be noted on the Rhapsody EMPI dashboard if it is marked as an opt-out record. The opt-out choices made by the patient will be compared to the number of unique patients who choose not to participate, this compared to the total unique number of patients and the percentage of those who choose not to participate. It is intended that 100% of patients who have chosen not to participate do not have records available to users in the database.

2. Use of the PRMP Staff

The task tables depicted below specifically describe the key functions that are requested from PRMP resources to support the deliverables. The nature and scope of the support requested are approvals and access to PRMP data. The scope of these tasks or functions is to connect the PRHIE with the PRMP and PRDoH. The assigned personnel must have the power to approve the statutes or manage due approval. Likewise, you must be able to manage proper access to databases and systems that require connection from PRMP to the PRHIE or provide the connections to make it happen.

The functions are broken down in Tables A and B.

Table A - Business Operational Area Schedule

Task Name - Business Operational Area	Resource Name	Work	Units
Introduction of key team members to PRMP's project lead and support staff	PRMP Resource	24h	100%
Establish mutual understanding and awareness of the project objectives, scope, governance, schedule, risks, and issues	PRMP Resource	24h	100%
Present templates for project schedule, status reports, participant engagement plans and operations management plans	PRMP Resource	24h	100%
Establish the communications procedure with participants	PRMP Resource	24h	100%
Establish the roles and responsibilities for implementation activities	PRMP Resource	24h	100%
Governance	PRMP Resource	16h	100%
Assignment of the member or participant of the PRHIE Advisory Council.	PRMP Resource	16h	100%
Resource allocation to advise and maintain knowledge of HIE progress plans and activities and use cases supported in collaboration with key HIE stakeholders	PRMP Resource	16h	100%
Identify the role of the engagement manager	PRMP Resource	16h	100%
Define data policies support Commonwealth objectives	PRMP Resource	40h	100%
Define PRMP's Medicaid Enterprise data governance work to align with federal and local data sharing restrictions.	PRMP Resource	40h	100%
Approval of Data quality reporting using the World Health Organization data quality dimensions	PRMP Resource	16h	100%
Revision of actual Participant Agreement	PRMP Resource	24h	100%
Revision of actual Patient Consent	PRMP Resource	24h	100%
Person vetting agreements - SecureHIT Direct	PRMP Resource	24h	100%
Approval of final Participant Agreements	PRMP Resource	16h	100%
Approval of final patient consent information	PRMP Resource	16h	100%

Task Name - Business Operational Area	Resource Name	Work	Units
Service Level Agreements for Customer Service approval	PRMP Resource	8h	100%
Review of operational policies that govern all current services.	PRMP Resource	16h	100%
Evaluation of the operational policies that will govern all services	PRMP Resource	80h	100%
Approval of the operational policies that will govern all services	PRMP Resource	40h	100%
Define the process for notifying affected parties of relevant policy updates.	PRMP Resource	8h	100%
Present the Change Control procedure for the approval of the PRMP	PRMP Resource	16h	100%
Change Control Procedure approval	PRMP Resource	16h	100%
Policies and procedures approval	PRMP Resource	16h	100%
Organizational chart approval	PRMP Resource	16h	100%
Tasks and work areas approval	PRMP Resource	16h	100%
Determine the opening date of PRHIE operations and announcement	PRMP Resource	16h	100%
Review the scope of the Customer Service Division first level of service	PRMP Resource	16h	100%
Review the scope of initial and ongoing Technical Support for interfaces, data specifications and data capture, in partnership with EHR vendors, as appropriate	PRMP Resource	16h	100%
Establish SLAs working process	PRMP Resource	8h	100%
SLA working approval	PRMP Resource	8h	100%
Participant scope of onboarding and training	PRMP Resource	40h	100%
Healthcare Provider scope of onboarding and training	PRMP Resource	40h	100%
Patient scope of onboarding and training	PRMP Resource	40h	100%
Payer scope of onboarding and training	PRMP Resource	40h	100%
Approval of the SoP for onboarding and training Participant	PRMP Resource	24h	100%
Approval of the SoP for onboarding and training Healthcare Provider	PRMP Resource	24h	100%
Approval of the SoP for onboarding and training Patient	PRMP Resource	24h	100%
Approval of the SoP for onboarding and training Payer	PRMP Resource	24h	100%
Define the statistical report on onboarding and training	PRMP Resource	40h	100%
Approval of the statistical report on onboarding and training	PRMP Resource	16h	100%
Approval of manuals for planned onboarding and training activities	PRMP Resource	16h	100%
Announce the opening of operations	PRMP Resource	16h	100%
Meet and greet with the Participants	PRMP Resource	40h	100%
Approval of the Data Source Connections report by organization type, regional locations and MPI crossover rates	PRMP Resource	16h	100%
Approval of the Status report of the entire clinical data repository and interfaces, including MPI, ongoing implementation and remediation activities	PRMP Resource	16h	100%
Approval of the Data Quality Remediation Efforts report by data source and level of impact on the end-user community	PRMP Resource	16h	100%

Task Name - Business Operational Area	Resource Name	Work	Units
Approval of the Functionality report of the central systems represented as HIE technical architecture	PRMP Resource	16h	100%
Approval of the Partnership Activities report, such as the identification of new use cases, participation in state governing bodies or contributions to community health IT activities.	PRMP Resource	16h	100%
Approval of the status report of results-based services (care coordination, event notification, public health and emergency response)	PRMP Resource	16h	100%
Approval of the Results-Based Certification Status report	PRMP Resource	16h	100%
Definition of the report of Other reported data and statistics indicated as performance standards associated with specific results and requirements in the RFP	PRMP Resource	16h	100%
Approval of the report of Other reported data and statistics indicated as a performance standard associated with specific results and requirements in the RFP	PRMP Resource	16h	100%
PRMP reviews the technical infrastructure and architecture of SecureHIT to confirm compliance	PRMP Resource	24h	100%
Townhall meetings schedule	PRMP Resource	40h	100%
Hospital Association meeting schedule	PRMP Resource	40h	100%
FQHC Association meeting schedule	PRMP Resource	40h	100%
Physicians Associations	PRMP Resource	40h	100%
Nurses Association	PRMP Resource	40h	100%
Dentist Association	PRMP Resource	40h	100%
Behavioral Health Association	PRMP Resource	40h	100%
Any other activity required by PRMP or PRDoH	PRMP Resource	40h	100%
Define of roles and responsibilities related to the OBC process	PRMP Resource	24h	100%
Define the collaborative development of outcomes and measures	PRMP Resource	24h	100%
Define the development and submission of certification artifacts	PRMP Resource	24h	100%
Define the SecureHIT's participation in CMS' certification system reviews	PRMP Resource	24h	100%
Define the SoW for proposed outcomes statements, measures, metrics, and reporting cadence	PRMP Resource	24h	100%
Define readiness for certification Request Letter attesting that all functionality to be certified is in production and ready for CMS certification	PRMP Resource	24h	100%
Confirm compliance with the Outcomes data reporting (ongoing)	PRMP Resource	24h	100%
Establish measurable objectives as required by the certification	PRMP Resource	16h	100%
Planning to achieve objectives	PRMP Resource	16h	100%
Self attestation if available	PRMP Resource	40h	100%
Planning to achieve results	PRMP Resource	24h	100%
Document the information collected during the planning stage	PRMP Resource	16h	100%
Assign necessary tasks to team members	PRMP Resource	16h	100%
Establish measures of success with specific performance indicators	PRMP Resource	16h	100%

Task Name - Business Operational Area	Resource Name	Work	Units
Establish the monitoring methodology	PRMP Resource	16h	100%
CMS attestation for OBC	PRMP Resource	720h	100%
Supervision and closure	PRMP Resource	720h	100%

Table B - Technology Area Schedule

Task Name - Technology Area	Resource Name	Work	Units
Introduction of key team members to PRMP's project lead and support staff	PRMP Resource	24h	100%
Establish mutual understanding and awareness of the project objectives, scope, governance, schedule, risks, and issues	PRMP Resource	24h	100%
Present templates for project schedule, status reports, participant engagement plans and operations management plans	PRMP Resource	24h	100%
Establish the communications procedure with participants	PRMP Resource	8h	100%
Establish the roles and responsibilities for implementation activities	PRMP Resource	8h	100%
Status: The development and maintenance of interfaces to disseminate HL-7 clinical messages from hospitals, Lab Information Management Systems (LIMS) and FQHCs to the HIE platform.	PRMP Resource	24h	100%
Status: Establishment and maintenance of the HIE data repository (Data Warehouse).	PRMP Resource	24h	100%
Status: Record locator and data standardization and normalization activities.	PRMP Resource	24h	100%
Status: Development of provider and patient portals (Note: Currently, there are no HIE portals live or in use)	PRMP Resource	24h	100%
Status: Customer support activities.	PRMP Resource	24h	100%
Authorization and Authentication process documentation (current)	PRMP Resource	24h	100%
Participants current access or connection	PRMP Resource	24h	100%
Review status last Environmental Scan for the HIE Connectivity	PRMP Resource	24h	100%
System readiness assessment and testing plans	PRMP Resource	24h	100%
eRx Oppiods	PRMP Resource	24h	100%
Electronic Case Reporting (eCR)	PRMP Resource	24h	100%
Syndromic Surveillance	PRMP Resource	24h	100%
Electronic Laboratory Reporting (eLR)	PRMP Resource	24h	100%
Immunizations	PRMP Resource	24h	100%
Stewardship (Drug Stores, antibiotics)	PRMP Resource	16h	100%
eCQM QA Criteria	PRMP Resource	16h	100%
Social Determinant of Health	PRMP Resource	24h	100%
MMIS requirements	PRMP Resource	24h	100%

Task Name - Technology Area	Resource Name	Work	Units
MES requirement	PRMP Resource	24h	100%
Defining the Unique Patient ID	PRMP Resource	24h	100%
Patient Matching SoP approval	PRMP Resource	24h	100%
MPI Data Quality SoP approval	PRMP Resource	24h	100%
Standard Operating Procedures for Patient Search	PRMP Resource	24h	100%
Credentialization data criteria for authentication	PRMP Resource	16h	100%
Change Control process	PRMP Resource	16h	100%
Evaluation and clousure	PRMP Resource	80h	100%
Define which databases to connect to HealthLake	PRMP Resource	24h	100%
Evaluate healthcare provider PRMP database for authentication validation interfase	PRMP Resource	16h	100%
Change control process	PRMP Resource	40h	100%
PRMP Approval	PRMP Resource	16h	100%
Define which databases to connect to Rhapsody EMPI	PRMP Resource	24h	100%
Evaluate patient demographic from PRMP database for authentication validation interfase	PRMP Resource	16h	100%
Evaluate healthcare provider PRMP database for authentication validation interfase	PRMP Resource	16h	100%
Change Control process	PRMP Resource	120h	100%
Change Control process	PRMP Resource	120h	100%
Go/No-Go decision for PROD Go-Live	PRMP Resource	8h	100%
Put into production	PRMP Resource	16h	100%
Change Control PRMP	PRMP Resource	16h	100%
PRMP Approval	PRMP Resource	8h	100%
PRMP Approval	PRMP Resource	8h	100%
PRMP Plan Approval	PRMP Resource	8h	100%
Approval PRMP	PRMP Resource	8h	100%
Planning - Evaluate the desired scope vs current workflow	PRMP Resource	16h	100%
Approval for execution	PRMP Resource	16h	100%
Assess the current status of the PRHIE website	PRMP Resource	8h	100%
Define and approval new content for the PRHIE web page	PRMP Resource	40h	100%
PRHIE Webpage Approval from approvals committee	PRMP Resource	40h	100%
PRHIE Webpage Execution supervision and closure	PRMP Resource	720h	100%
Assess the current status of the Participant Portal	PRMP Resource	8h	100%
Define and approval new content for the Participant Portal	PRMP Resource	40h	100%
Participant Portal Approval from approvals committee	PRMP Resource	40h	100%
Participant Portal Execution supervision and closure	PRMP Resource	720h	100%
Assess the current status of the Patient Portal	PRMP Resource	8h	100%
Define and approval new content for the Patient Portal	PRMP Resource	40h	100%
Patient Portal Approval from approvals committee	PRMP Resource	40h	100%
Patient Portal Execution supervision and closure	PRMP Resource	720h	100%

Task Name - Technology Area	Resource Name	Work	Units
			100%
Assess the current status of the Healthcare Provider Portal	PRMP Resource	8h	
			100%
Define and approval new content for the Healthcare Provider Portal	PRMP Resource	40h	
			100%
Healthcare Provider Portal Approval from approvals committee	PRMP Resource	40h	
Assess the current status of the Payer Portal	PRMP Resource	8h	100%
Define and approval new content for the Payer Portal	PRMP Resource	40h	100%
Payer Portal Approval from approvals committee	PRMP Resource	40h	100%
Change Control process	PRMP Resource	16h	100%
Implementation plan approval	PRMP Resource	16h	100%
Account authentication validation SoP	PRMP Resource	16h	100%
SecureHIT Direct Portal review and approval	PRMP Resource	16h	100%
Trusted Agent designation	PRMP Resource	16h	100%
User data set deliverable from the Trusted Agent	PRMP Resource	40h	100%
Manual for end users review	PRMP Resource	16h	100%
Change Control process	PRMP Resource	16h	100%
Define the Provider Directory scope	PRMP Resource	16h	100%
Identify the Trusted Agents for Healthcare Provider Authentication Validation	PRMP Resource	16h	100%
PRDoH Go/No Go	PRMP Resource	24h	100%
PRMP Go/No Go	PRMP Resource	24h	100%
Government agencies Go/No Go	PRMP Resource	24h	100%
Provider Directory Approval	PRMP Resource	8h	100%
Define the Provider Directory scope	PRMP Resource	8h	100%
Identify the Trusted Agents for Healthcare Provider Authentication Validation	PRMP Resource	8h	100%
Funcionality review	PRMP Resource	8h	100%
Change Control process	PRMP Resource	40h	100%
Define the scope of PRDoH data capture automation	PRMP Resource	16h	100%
Establish the plan for automating PRDoH data capture	PRMP Resource	16h	100%
Approval of the plan for the Automation of PRDOH data capture	PRMP Resource	8h	100%
PRMP/PRDoH Approval	PRMP Resource	16h	100%
Define the scope of reports to be reported to PRDoH in this phase	PRMP Resource	16h	100%
Establish a plan of the defined scope to comply with the reporting requirement to the PRDoH	PRMP Resource	16h	100%
Approval of the plan to comply with the reporting requirement to the PRDoH	PRMP Resource	8h	100%
PRMP/PRDoH Approval	PRMP Resource	16h	100%
Define visualization and/or reporting of individual longitudinal reports and graphical visualization per patient-level data element (e.g., clinical data) over a variable time period;	PRMP Resource	40h	100%

Task Name - Technology Area	Resource Name	Work	Units
Define display and/or reporting for Provider-level Reports and display of selected information across the provider's entire patient panel;	PRMP Resource	40h	100%
Define display and/or reporting for facility-level reporting and display of selected information aggregated across the practice's associated providers;	PRMP Resource	40h	100%
Define display and/or reporting of Medicaid data by provider, practice, and aggregated Medicaid population.	PRMP Resource	40h	100%
Define visualization and/or reporting for standard public health reports to meet real-time needs, such as flu outbreaks	PRMP Resource	40h	100%
Define the scope of HIE data access and reporting processes based on Medicaid operations and beneficiaries in support of the CMS interoperability priority areas of care coordination, public health, and social determinants of health.	PRMP Resource	40h	100%
Define the scope of capacity and support for data access and reporting processes to support Medicaid operations.	PRMP Resource	40h	100%
Define the scope to enable Medicaid payers/managed care organizations (MCOs) to use clinical data to support process optimization and utilization	PRMP Resource	40h	100%
Change Control	PRMP Resource	40h	100%
FHIR Interface Evaluation	PRMP Resource	120h	100%
Define the scope of HIE data access and reporting processes based on Medicaid operations and beneficiaries in support of the CMS interoperability priority areas of care coordination, public health, and social determinants of health	PRMP Resource	16h	100%
Define the scope of capacity and support for data access and reporting processes to support Medicaid operations	PRMP Resource	16h	100%
Plan to meet the scope of capacity and support for data access and reporting processes to support Medicaid operations as defined	PRMP Resource	16h	100%
Approval of plan to meet capacity scope and support for data access and reporting processes to support Medicaid operations	PRMP Resource	16h	100%
Implement the plan to meet the scope of capacity and support for data access and reporting processes to support Medicaid operations as approved	PRMP Resource	80h	100%
Change control process	PRMP Resource	24h	100%
Define the scope to enable Medicaid payers/managed care organizations (MCOs) to use clinical data to support process optimization and utilization review to support care coordination and cost management.	PRMP Resource	24h	100%
Define the support for payer access to data services	PRMP Resource	24h	100%

Task Name - Technology Area	Resource Name	Work	Units
Define the scope to implement consistent data access and technical assistance for MCOs based on pilot results.	PRMP Resource	24h	100%
Establish a plan to implement consistent data access and technical assistance for MCOs based on pilot results.	PRMP Resource	24h	100%
Approval of a plan to implement consistent data access and technical assistance for MCOs based on pilot results.	PRMP Resource	16h	100%
Implement the approved plan to implement consistent data access and technical assistance for MCOs based on the results of the pilot.	PRMP Resource	80h	100%
Change control process	PRMP Resource	40h	100%
Define the scope to run an MCO data access pilot to test data access opportunities with MCO partners	PRMP Resource	16h	100%
Establish a plan to run an MCO data access pilot to test data access opportunities with MCO partners	PRMP Resource	16h	100%
Approval of plan to run an MCO data access pilot to test data access opportunities with MCO partners	PRMP Resource	24h	100%
Define the scope to implement an extract, transform, and load (ETL) connection to the Medicaid data warehouse	PRMP Resource	16h	100%
Establish a plan to implement an extract, transform, and load (ETL) connection to the Medicaid data warehouse.	PRMP Resource	16h	100%
Approval of the plan to implement an Extract Transform Load (ETL) connection to the Medicaid data warehouse	PRMP Resource	24h	100%
Assessment	PRMP Resource	120h	100%
Establish work plan to address the issue of Spanish language in terminology for data standardization and maintain data quality for reporting and analysis	PRMP Resource	40h	100%
Plan approval	PRMP Resource	24h	100%
Change control process	PRMP Resource	80h	100%
Define roles and responsibilities related to the OBC process.	PRMP Resource	40h	100%
Define the certification schedule	PRMP Resource	40h	100%
Define the collaborative development of results and measures	PRMP Resource	40h	100%
Define the development and presentation of certification artifacts	PRMP Resource	40h	100%
Define participation in reviews of the CMS certification system	PRMP Resource	40h	100%
Define the results statements, measures, metrics and reporting cadence.	PRMP Resource	40h	100%
Define the certification request letter that certifies that all the functionality to be certified is in production and ready for CMS certification	PRMP Resource	40h	100%
Define results (in-progress) data reporting, which is expected to occur through automated reporting, not manual extraction.	PRMP Resource	40h	100%

Task Name - Technology Area	Resource Name	Work	Units
OBC self-attestation (documentation)	PRMP Resource	240h	100%
PRMP approval	PRMP Resource	16h	100%
CMS OBC certification request	PRMP Resource	40h	100%
Assessment	PRMP Resource	80h	100%
Data Evaluation	PRMP Resource	80h	100%
Change control process	PRMP Resource	8h	100%

This request for additional support is a requirement for its performance because the corresponding approvals for change control process, unless the PRMP delegates these tasks to SecureHIT Operations as PRHIE operator and the approval process is managed by regulation and documentation. If the PRMP agrees to establish the change control procedure under the SecureHIT documentation, this will no longer be a requirement. However, it will always depend on access to the systems and databases required for integration between the PRMP/PRDoH and the PRHIE.

3. **Key Staff, Resumes, and References**

Key Staff

- Executive Director
    - Janet Ríos Colón

- Technical Lead and Managers
    - José A. Miranda Báez

- Operations Lead and Managers
    - Griselle Pratts

- Lead roles for:
    - Customer Success (Technical Assistance and Support)
        - Maria J. Díaz
    - Integration Engineer(s) Specialized in Health Level-7 (HL7) Data Platforms
        - Samuel Rivera Casanova
    - Developer(s)
        - Samuel Rivera Casanova
    - Network and Information Systems Management Lead
        - Esly Flores
    - Data Analyst/Informaticist
        - Milagros Cepero

- Security Expert(s)/Assigned Chief Information Security Officer (CISO)
    - Esly Flores

3.1 Resumes

Table 114: Proposed Key Staff and Roles

Name	Proposed Role	Experience in Proposed Role
Janet Ríos Colón	Executive Director	Worked from 2010 to 2013 in the planning and partial implementation of the PRHIN. Member of the ONC's steering committees to work on the regulatory standards that

Name	Proposed Role	Experience in Proposed Role
		manage the HIE in all the States of the United States. Accredited SecureHIT as a HISP and Trusted Network under the Electronic Health Network Accreditation Commission (EHNAC) program, it has excelled in the implementation of EHR for the 5 hospitals in medical center (ASEM) (2003), FQHC (2018) and the UPR's Comprehensive Cancer Center (2021) taking it to Stage 6 as the highest level of implementation of EHR technology adoption in PR. Has worked with the PRHIN board of directors 2010-2013, member of the PR CMS interoperability committee.
Griselle Pratts	Project Coordinator	This resource has proven to have vast experience in managing large-scale projects for island wide networks, with rapid implementation. He has SCRUM certifications is a credential that recognizes the competence in Scrum project management principles and PMO as a certified professional. In addition, he has more than 20 years of experience in the field.
Jose A. Miranda Báez	Information Systems Security Officer	He has a certification as an information systems auditor for security and privacy management, has been part of the SecureHIT privacy and security accreditations successfully, and has a certification as an AWS architect. In addition, he has more than 20 years of experience in the field.
Samuel Rivera Casanova	Sr. Software Engineer	He has experience in implementing systems for the exchange of health information, having participated in the accreditation of SecureHIT since its inception for HISP and TNAP. He has over 10 years of experience in healthcare systems programming, such as medical utilization review systems and data analysis systems for scientific research.
Maria J Díaz	Customer Client Officer	For the past 6 years, he has excelled in managing customer service in compliance with the SLAs established by the TNAP accreditation according to TEFCA requirements. He has also worked patient service in pathology laboratories among others.
Milagros Cepero	Technical Support Lead	As a programmer for one of the main payers in Puerto Rico, she has more than 13 years of experience managing insurer data and delivering different regulated requirements for this insurer.
Esly Flores	Cybersecurity CISO	Has forensic certifications from the FBI, CISO, Ethical Hacker, among other certifications. He has experience in handling

Name	Proposed Role	Experience in Proposed Role
		vulnerability testing, cyber-attacks, and solving security and hardening issues.
Carlos Rodriguez	Quality Assurance (HIM) and Technical Lead	Cuenta con la experiencia de haber implementado mas de 20 hospitales en Puerto Rico el EHR Meditech. Actualmente trabaja el cumplimiento de PI3 con los hospitales y la creación de interfaces para integrar los datos según requeridos por CMS.

2.2 Key Staff References

Table 15: Key Staff References

Key Staff Reference Form			
Key Staff Name:	Janet Ríos Colón	**Proposed Role:**	Executive Director
Reference 1			
Client Name:	UPR's Comprehensive Cancer Center	**Client Address:**	PR-21 Int PR-18 Bo. Monacillos Urbanos San Juan PR 00927
Contact Name:	Lcdo. José Marrero	**Contact Title:**	Former CFO
Contact Phone:	787-553-2992	**Contact Email:**	

Project Name: EHR Implementation, High Performance Computing Data Center implementation, Cybersecurity Management	**Start Date:**	10/2021	**End Date:**	Present

Project Description:
- Implementation of all modules for the EHR that manages the clinics, admitted patients, emergency room and ancillary services, in addition to its financial modules.   - Planning and implementation of infrastructure for the Bioinformatics Core for scientific research.   - Compliance certification by Cybersecurity and Infrastructure Security Agency (CISA).
Project Role and Responsibilities: Chief Information Officer

Reference 2			
Client Name:	Hoy Health	**Client Address:**	
Contact Name:	Dr. Bolivar Pagan	**Contact Title:**	Business Development Manager
Contact Phone:	787-226-5164	**Contact Email:**	bolivar.pagan@hoyhealth.com

Project Name: Security Risk Assessment, Security Incident Response Plan, Security Awareness Program Plan	**Start Date:**	08/2022	**End Date:**	08/2023

Project Description:
A security risk assessment was carried out and the Security Awareness Program Plan and the Incident Response Plan were delivered.
Project Role and Responsibilities: Project Director

Key Staff Reference Form

Key Staff Name:	Griselle Pratts	Proposed Role:	Project Director

Reference 1

Client Name:	Project Management Partners	Client Address:	P.O. Box 305 Guaynabo, PR 00970
Contact Name:	Enid Vargas	Contact Title:	Managing Partners
Contact Phone:	844-549-0351	Contact Email:	Enid.vargas@projectpartnerspr.com

Project Name: Project Management Institute	Start Date:	2006	End Date:	

Project Description:

Active member of the Puerto Rico Chapter

Project Role and Responsibilities:

Volunteer in internal initiatives to positively impact our membership

Reference 2

Client Name:	Riollanos & Asociados	Client Address:	Debary, Florida
Contact Name:	Dr. Carlos Colon	Contact Title:	Principal Partner
Contact Phone:	386-315-4434	Contact Email:	Carloscolon@riollano.com

Project Name: NAGNOI	Start Date:	Nov 2005	End Date:	Dec 2006

Project Description:

Project Management Training

Project Role and Responsibilities:

PMP Certification Preparation Training

Key Staff Reference Form			
Key Staff Name:	Jose A Miranda Baez	Proposed Role:	Information Systems Security Officer ISSO

Reference 1

Client Name:	Centro Compresivo de Cancer U.P.R	Client Address:	Jose (Kiko) Custodio Ave. Av. Jose Kiko Custodio San Juan, PR 00927
Contact Name:	Norman Santana	Contact Title:	Information Systems Manager
Contact Phone:	787-630-7484	Contact Email:	nsantana@cccupr.org

Project Name: Information Systems Security Officer	Start Date:	03/2021	End Date:	Present

Project Description:

ISSO at CCCUPR is responsible for overseeing the security and privacy posture of the system(s) entrusted to their care.

Project Role and Responsibilities:

ISSO at CCCUPR is responsible for overseeing the security and privacy posture of the system(s) entrusted to their care, coordinating all information system risk management and information privacy activities, and security needs. The ISSO ensure the success of the cybersecurity program at CCCUPR.

Key Staff Reference Form			
Reference 2			
Client Name:	**Secure Health Information Technology Corp.**	**Client Address:**	**California st. #25** **Urb. Casablanca** **Toa Alta, PR 00953**
Contact Name:	**Janet Rios**	**Contact Title:**	**Chief Executive Officer**
Contact Phone:	**787-562-7036**	**Contact Email:**	**jrios@securehitpr.com**
Project Name: **Information Systems Security Officer**	**Start Date:** 07/2018	**End Date:**	**Present**

Project Description:

 ISSO at SecureHIT is responsible for overseeing the security and privacy posture of the system(s) entrusted to their care.

Project Role and Responsibilities:

 ISSO at SecureHIT is responsible for overseeing the security and privacy posture of the system(s) entrusted to their care, coordinating all information system risk management and information privacy activities, and security needs. The ISSO ensure the success of the cybersecurity program at SecureHIT.

Key Staff Reference Form			
Key Staff Name:	Samuel Rivera	**Proposed Role:**	Sr. Software Engineer
Reference 1			
Client Name:	SecureHIT	**Client Address:**	
Contact Name:	**Janet Rios**	**Contact Title:**	**CEO**
Contact Phone:	**787-562-7036**	**Contact Email:**	**jrios@securehitpr.com**
Project Name: Direct Exchange, HISP	**Start Date:** 06/2018	**End Date:**	**Present**

Project Description:

Develop and implement Direct JRI 5, Direct Mail Portal, Direct XDR, AWS HealthLake FHIR. Create and maintain AWS cloud infrastructure.

Project Role and Responsibilities:

 Full Stack Software Engineer and Cloud Engineer

Reference 2			
Client Name:	**Alliance RCM**	**Client Address:**	**PO Box 365067, San Juan, PR 00936PO Box 365067, San Juan, PR 00936**
Contact Name:	**Dr. Eliel Melon,** **Dr. Mary H Mays**	**Contact Title:**	**BIBEC Core Leaders**
Contact Phone:	**787-379-9586**	**Contact Email:**	**eliel.melon@upr.edu**
Project Name: BIBEC i2b2 Project	**Start Date:** 9/2023	**End Date:**	**Present**

Project Description: Integrate Puerto Rico Medical Center hospitals EHR patient data into different research-oriented platforms like i2b2, OMOP and Redcap

Project Role and Responsibilities: Software Engineer, Infrastructure Engineer

Key Staff Reference Form

Key Staff Name:	Samuel Rivera	Proposed Role:	Sr. Software Engineer

Reference 1

Client Name:	**USC**	Client Address:	**Calle Rosales, Esquina San Antonio Parada 26 1/2, San Juan, PR 00909**
Contact Name:	**Rene Berrios**	Contact Title:	**Project Manager**
Contact Phone:	**787-529-4897**	Contact Email:	**rene.berrios@sagrado.edu**

Project Name: **Platforms Integrations**	Start Date:	**9/2019**	End Date:	**Present**

Project Description:
  Integrate multiple APIs and applications to the university core system

Project Role and Responsibilities:
  Software Engineer

Reference 2

Client Name:	**PBUC**	Client Address:	**12 Av. Aguas Buenas, Bayamón, 00959**
Contact Name:	**Gloria Medina**	Contact Title:	**Administrator**
Contact Phone:	**787-785-9906**	Contact Email:	**info@pbucpr.com**

Project Name: **Health Insurance Core System Development**	Start Date:	**08/2018**	End Date:	**Present**

Project Description:
  Software Engineer, IT

Project Role and Responsibilities:
  Software Development and IT maintenance

Key Staff Reference Form

Key Staff Name:	María J. Díaz	Proposed Role:	Customer Service Officer

Reference 1

Client Name:	SecureHIT	Client Address:	Toa Alta, PR
Contact Name:	María Díaz	Contact Title:	Customer Service Officer
Contact Phone:	787-392-5799	Contact Email:	mdiazseguro@gmail.com

Project Name: Customer Service Desk SLAs implementation	Start Date:	**08/2019**	End Date:	**09/2019**

Project Description: Customer service division management. Serves customers by providing product and service information and resolving product and service problems.

Project Role and Responsibilities: Resolving service desk problems and improving service methods to increase service desk's productivity and customer service.

Reference 2

Client Name:	Southern Pathology	Client Address:	Ponce, PR
Contact Name:	Vincent Caballero	Contact Title:	Vicepresident

Key Staff Reference Form						
Contact Phone:	939-940-6458	**Contact Email:**		caballero@southernpathology.com		
Project Name: Executive Assistant/Office Manager			**Start Date:**	11/2011	**End Date:**	05/2020
Project Description: Provide support to an entire office, executives, manager and directors. Responsible for managing the schedules and communications of key executives in their company.						
Project Role and Responsibilities: Established and optimized schedules to keep coverage and service in line with forecasted demands.						

Key Staff Reference Form						
Key Staff Name:	Milagros Cepero		**Proposed Role:**		Technical Support Lead	
Reference 1						
Client Name:	TRIPLE S	**Client Address:**		1441 F.D. Roosevelt Ave. San Juan, P.R. 00936		
Contact Name:	CESAR REYES	**Contact Title:**		SUPERVISOR		
Contact Phone:	(787) 604-1899	**Contact Email:**				
Project Name: ELA RENOVATION AND OPTIMIZATIONS			**Start Date:**	05/2003	**End Date:**	05/2005
Project Description: Consist in renovate mass of group from government, interacting with benefits, covers amounts and complementation of it. part of the renovation was looking for the optimization inclusive to mitigate time in the process.						
Project Role and Responsibilities: System programming, Time management, Service coordination, Meeting management, documentation, process optimization, Actuarial and cover value management, billing process, reporting.						
Reference 2						
Client Name:	TRIPLE S	**Client Address:**		1441 F.D. Roosevelt Ave. San Juan, P.R. 00936		
Contact Name:	Cesar Reyes	**Contact Title:**		SUPERVISOR		
Contact Phone:	(787) 604-1899	**Contact Email:**				
Project Name: Blue Cross Covers and Benefits culture migration			**Start Date:**	11/2008	**End Date:**	05/2009
Project Description: Consist in migrate al Blue Cross culture to Triple S. The covers amounts, benefits coordination and familiar composition was part of the regulations and goals to integrate it with Triple S culture.						
Project Role and Responsibilities: system programming, Time management, Service coordination, Meeting management, documentation, process optimization, Actuarial and cover value management, billing process, reporting.						

Key Staff Reference Form

Key Staff Name:	Esly Flores Reynes	Proposed Role:	Chief Information Security Officer

Reference 1

Client Name:	Federal Bureau of Investigation (FBI)	Client Address:	**140 Av. Carlos E. Chardón, San Juan, 00918**
Contact Name:	**Stephanie Audette**	**Contact Title:**	**Special Agent CyberOps**
Contact Phone:	**787-306-0643**	**Contact Email:**	SMAUDETTE@fbi.gov

Project Name: Ransomware Attacks Forensics Investigations, Threat Hunting, DarkWeb Investigations.		**Start Date:**	**2017**	**End Date:**	**2024**

Project Description:

 Ransomware Attacks Forensics Investigations, Threat Hunting, DarkWeb Investigations.

Project Role and Responsibilities:

 Ransomware Attacks Forensics Investigations, Threat Hunting, DarkWeb Investigations.

Reference 2

Client Name:	**The Puerto Rico Department of Treasury**	Client Address:	**Paseo Covadonga #10, Edificio Intendente Ramírez · 00902 · San Juan**
Contact Name:	**Jose Rivera Mieles**	**Contact Title:**	**Chief Information Officer**
Contact Phone:	**787-685-6390**	**Contact Email:**	Jose.Mieles@hacienda.pr.gov

Project Name: **Cybersecurity Framework Implementation**	**Start Date:**	**2017**	**End Date:**	**2024**

Project Description: Responsible for spearheading the implementation of a comprehensive cybersecurity framework to ensure alignment with stringent federal regulations, including those stipulated by the IRS and NIST.

Project Role and Responsibilities: CISO

Key Staff Reference Form

Key Staff Name:	Carlos Rodriguez	Proposed Role:	HIM

Reference 1

Client Name:	Dorado Health	Client Address:	Km 11.7 PR-2, Bayamón, 00959
Contact Name:	**Francisco Caceres**	**Contact Title:**	**CIO**
Contact Phone:	787.508.5996	**Contact Email:**	fcaceres@mmc-pr.com

Key Staff Reference Form					
Project Name: EXPANSE EHR IMPLEMENTAITION		**Start Date:**	**Jun/2020**	**End Date:**	**Jun/2022**
Project Description: EHR Implementation for Bayamon, Manati, Mayaguez and the Puerto Rico Woman sans Children hospital					
Project Role and Responsibilities: EHR implementation consultant and hands on building and configuration. End user training, education material creation, workflow design.					
Reference 2					
Client Name:	**Hospital Cardiovascular de PR**	**Client Address:**	**Ave. Américo Miranda Entrada Principal Centro Médico, San Juan 00935**		
Contact Name:	**Walker Rivas**	**Contact Title:**	**CIO**		
Contact Phone:	**787.344.5851**	**Contact Email:**	**wrivas@cardiovascular.pr.gov**		
Project Name: EXPANSE HER IMPLEMENTAITION		**Start Date:**	**Dec/2022**	**End Date:**	**Dec/2023**
Project Description: EHR Implementation for the whole hospital.					
Project Role and Responsibilities: EHR implementation consultant and hands on building and configuration. End user training, education material creation, workflow design.					