



AWARD NOTIFICATION

Puerto Rico Enterprise Project Management Office (ePMO) Request for Offers (RFO)

(2021-PRMP-MES-ePMO-003)

DATE: April 26, 2022
TO: Proposing Vendors for 2021-PRMP-MES-ePMO-003
FROM: Puerto Rico Medicaid Program (PRMP)
SUBJECT: AWARD NOTIFICATION: Puerto Rico ePMO RFO (2021-PRMP-MES-ePMO-003)

Pursuant to the authority and responsibilities set forth in Act No. 81-1912, as amended, known as "Health Department Act," and Act No. 38-2017, as amended, known as the "Uniform Administrative Procedures Act of the Government of Puerto Rico," the Puerto Rico Department of Health (hereinafter, "PRDoH"), Puerto Rico Medicaid Program (hereinafter, "PRMP"), issued a Request for Offers (hereinafter, "RFO") for the purpose of selecting a vendor to provide Enterprise Project Management Office (ePMO) services in support of its Medicaid Enterprise Systems (MES), as per 2021-PRMP-MES-ePMO-003.

In response to the RFO, the PRMP received proposals from four (4) vendors: Accenture, LLC (hereinafter, "Accenture"), Intervoice Communication of Puerto Rico, Inc. (hereinafter, "Intervoice"), Deloitte Consulting, LLP (hereinafter, "Deloitte"), and V2A Consulting (hereinafter, "V2A"). In accordance with Section 5.3: Evaluation Process of the RFO, proposals were evaluated by a five (5) person committee (hereinafter, "Evaluation Committee"). Pursuant to Section 5.3: Evaluation Process and Section 6.5: Contract Award Process of the RFO, the Evaluation Committee's determinations and scores were submitted to the PRMP Executive Director.

Based on the scores of the evaluations of the technical proposals and cost proposals, the Evaluation Committee recommended to the PRMP Executive Director, who agreed with such recommendation, that the contract be awarded to Intervoice, whose proposal scored a total of 908.50 points, compared to Deloitte with 810.95 points, Accenture with 698.06 points, and V2A with 659.66 points.

In accordance with Act No. 38-2017, as amended, known as the "Uniform Administrative Procedures Act of the Government of Puerto Rico," and Section 6.5: Contract Award Process of the RFO, the PRDoH, PRMP, hereby notifies this Award Notification, announcing its contract award to Intervoice.

This Notification of Award does not create rights, interests, or claims of entitlement in either the selected vendor or any other vendor. It does not constitute the formation of a contract between the PRDoH and Intervoice. Intervoice must submit all appropriate documentation to the PRDoH



contract office and request approval from the federal partners before the contract is executed with the PRDoH.

I. PROCEDURAL BACKGROUND

1. On February 3, 2022, PRDoH, PRMP, published 2021-PRMP-MES-ePMO-003, for the purpose of selecting a vendor to provide ePMO services in support of its MES, as per Section 1.1: Purpose of the RFO. Vendors were required to submit proposals in two distinct parts: technical and cost.
2. On March 4, 2022, PRMP responded to vendors' written questions.
3. On March 18, 2022, all four (4) vendors submitted their respective proposals, in accordance with Section 3.8: Proposal Submission and Section 3.12: Proposal Submittal and Instructions of the RFO.
4. On March 21, 2022, PRMP opened the technical proposals submitted by Accenture, Intervoice, Deloitte, and V2A.
5. On March 21, 2022, the Solicitation Coordinator completed the Mandatory Requirements Review of the proposals in accordance with Section 5.4: Evaluation Criteria of the RFO. The Solicitation Coordinator determined that all four (4) proposals met all the mandatory requirements, and the proposals were subsequently provided to the Evaluation Committee to complete their technical evaluations, per Section 5.4: Evaluation Criteria of the RFO.
6. On April 6, 2022, the Evaluation Committee completed their evaluation of the technical proposals, other than oral presentations.
7. On April 6, 2022, the Solicitation Coordinator, on behalf of the Evaluation Committee, invited all four (4) vendors to participate in oral presentations on April 12, 2022.
8. On April 12, 2022, subsequent to oral presentations, the Evaluation Committee completed its evaluation of the technical proposals. The Evaluation Committee signed the ePMO Technical Evaluation Points Summary, which summarized consensus technical evaluation scores.
9. On April 12, 2022, subsequent to attesting to the results of the technical evaluation, PRMP opened the cost bid proposals submitted by Accenture, Intervoice, Deloitte, and V2A. Once opened, the cost proposals were evaluated and scored.
10. Both the technical and cost evaluation results and their associated recommendations were then presented to PRMP for its review and approval. The PRMP Executive Director reviewed the evaluation results and associated recommendations, as per RFO Section 6.5: Contract Award Process.
11. On April 25, 2022 the Evaluation Committee, issued a Notice of Award Memorandum, announcing the results of the technical and cost evaluations and its recommendation to the PRMP Executive Director, for the award to be made to Intervoice.

II. PROPOSAL SUMMARY

Summaries of each proposal are included below. The narrative summaries were developed using consensus comments made by the Evaluation Committee during the technical evaluation. Cost summaries were directly extracted from the vendors' cost proposals. Appendix B: Proposal



Executive Summaries includes the executive summaries pulled directly from each vendors' technical proposal.

1. **Accenture:**

"The vendor's references saw an increase in costs and change orders."

"The vendor's response did not specifically address the requirement regarding the Use of PRMP Staff. The vendor did not provide specificity as to how they would use PRMP Staff."

"The vendor's response lacked specificity related to scope changes as part of the proposed approach to Scope and Requirements Management and Expertise."

"The vendor's response did not provide specifics on the tools and techniques that would be used in support of cost and budget management. The tools and techniques are named, but not described."

"During oral presentations, the vendor did not specifically and fully address the question related to the scope and management of the subcontractor, TrueNorth, and their work in Puerto Rico."

"During oral presentations, the vendor's presentation was general and did not provide specifics demonstrating the vendor's strengths and qualities, beyond what was included in their proposal."

2. **Intervoice:**

"The vendor demonstrated an understanding of Puerto Rico business culture and operations."

"The vendor proposed a full structure for both MMIS Phase III and MEDIT3G. The vendor's proposed Initial Staffing Plan includes industry/subject matter experts with previous experience with Medicaid programs/projects. The vendor's response included the percentages for each project, and other key details on the utilization/allocation of staff on the project."

"The vendor is not relying on subcontractors. The vendor demonstrated their in-house knowledge and experience. The proposed key staff have Project Management Institute (PMI) certifications, including Project Management Professional (PMP) certifications."

"The vendor's response to Deliverables Management and Expertise explained the basics of how they are going to comply with the deliverables management and expertise approach while also provides a clear approach to how they will manage deliverables including dashboarding. Additionally, the vendor explained the process of managing non-compliant deliverables."

"The vendor's response to Approach to Communications Management and Expertise exceeds expectations by visually supporting the narrative response which provides



greater detail and clarity into compliance with the communications management and expertise approach.”

“During oral presentations, the vendor provided a detailed explanation, with examples, of their proposed ePMO approach. The explanation included a detailed walkthrough of the proposed tools use to support the ePMO.”

“During oral presentations, the vendor answered each part of the questions specifically, and responded to each of the questions with excellent details and examples.”

“During oral presentations, the vendor's presentation provided additional details and insights to supplement their proposal. The vendor's presentation highlighted the proposed tools and methodologies use to support the ePMO, with specific focus on the applicability to PRMP.”

3. Deloitte:

“The vendor has over 54 years working with/in Puerto Rico. The vendor's services provided in support of COR3 align with the scope of this RFO.”

“The vendor provided information regarding business disputes related to the jurisdiction of Puerto Rico; however, the question was related to any jurisdiction, not specifically Puerto Rico.”

“The vendor's response was well documented; however, there were not in-depth references for subcontractors.”

“The vendor's response provided specific details on how they would use key PRMP staff.”

“The vendor proposed key staff with a lot of experience and Project Management Institute (PMI) certifications.”

“The vendor's response to Approach to Scope and Requirements Management and Expertise was detailed and provided additional description of the process for accelerating deliverables.”

“The vendor's response to Risk and Issue Management and Expertise was detailed and did not rely on assumptions to understand the approach to risk and issue management and expertise. The explanation was very detailed and exceeded expectations.”

“During oral presentations, the vendor's presentation was more generally focused on their experience and expertise and did not provide as extensive details or examples to demonstrate their extensive knowledge of managing an ePMO.”

“During oral presentations, the vendor presented the information well; however, the format and content of the presentation was not specifically grounded in the questions or requirements, and instead offered a high-level review of the vendor's proposal response.”

“During oral presentations, the vendor was organized; however, the vendor's presentation did not expand on the responses provided in their proposal and lacked additional detail and insight regarding the vendors understanding of managing an ePMO, the requirements of the RFO, and the Evaluation Committee members' questions.”



4. **V2A:**

"The vendor's response listed no business disputes for the subcontractor in Puerto Rico, but information regarding business disputes outside of Puerto Rico was not provided."

"The subcontractor's references were stronger as compared to the primary contractor's references which were not PMO related."

"The vendor's response includes a key staff subcontractor whose resume and references are not provided."

"The vendor's response lacks specificity into how they will perform work related to Scope and Requirements Management and Expertise."

"The vendor's response lacks specificity into how they will perform work related to Budget and Cost Management and Expertise."

"The vendor's response lacks specificity into how they will perform work related to Change Management and Expertise."

"The vendor's response lacks specificity into how they will perform work related to Transition to Maintenance and Operations Management."

"During oral presentations, the vendor's presentation focused on PMO work and did not provide as many details regarding ePMO work."

"During oral presentations, the link between the vendor's presentation and its relation to the requirements of the RFO was difficult to understand."

"During oral presentations, the vendor's presentation was not organized, did not flow, and was unstructured."

"During oral presentations, it was difficult to discern the quality of the responses of the vendor to the Evaluation Committee's questions because the presentation was disorganized."

"During oral presentations, the Evaluation Committee's impression of the vendor's presentation was that it was disorganized and lacked clarity and insight."

III. **PROPOSAL EVALUATION**

Per Section 5.3: Evaluation Process of the RFO, proposals were evaluated by the Evaluation Committee in two (2) parts. The first part was the Technical Response Evaluation, inclusive of the Mandatory Requirements Review (conducted by the Solicitation Coordinator), followed by the Cost Proposal Evaluation. Per Section 6.5: Contract Award Process of the RFO, the PRMP Executive Director reviewed the Evaluation Committee's recommendations, including, but not limited to, the apparent best-ranked evaluated response. If the PRMP Executive Director had



determined that PRMP would award the contract to a vendor other than the one receiving the highest evaluation process score, then the Executive Director would have provided written justification and obtained the written approval of the PRDoH Secretary of Health.

A. MANDATORY REQUIREMENTS REVIEW

First, the Solicitation Coordinator conducted the Mandatory Requirements Review, which consisted of reviewing each vendor's mandatory requirements. Each proposal was evaluated for compliance with:

1. Nineteen (19) mandatory requirements per Attachment E: Mandatory Requirements of the RFO

The Solicitation Coordinator determined that all four (4) proposals met all the mandatory requirements, and the proposals were subsequently submitted to the Evaluation Committee to complete their evaluations, per Section 5.4: Evaluation Criteria.

B. TECHNICAL REVIEW AND COST REVIEW

Section 5.4: Evaluation Criteria of the RFO states that proposals passing the Mandatory Requirements Review would be evaluated and scored across five (5) global criteria, with each receiving a percentage of the overall total 1,050 points. The technical evaluation was based upon the point allocation designated in Table 16: Scoring Allocations of the RFO for a total of 750 points of the 1,050 points. Cost represented 300 points of the 1050 points. The Evaluation Committee referred to Appendix A: ePMO Scoring Rubric to support the evaluation of technical proposals.

Section 5.4: Evaluation Criteria of the RFO indicates the evaluation review scoring areas and point allocations. This is also detailed in the table below:



Table 1: Evaluation Categories and Maximum Points

Scoring Area	Points Allocated
Vendor Qualifications and Experience	150
Project Organization and Staffing	250
Approach to Statement of Work	300
Oral Presentations	50
Cost Proposal	300
TOTAL POINTS	1050

The formula used to score the cost proposals is described in Section 5.2: Cost Scoring Formula of the RFO:

Firm Fixed Fee for MMIS Phase III

Lowest price of all proposals

_____ x 150 = Price Score

Price of proposal being evaluated

Average Hourly Cost

Lowest price of all proposals

_____ x 150 = Price Score

Price of proposal being evaluated

After discussing individual scores for all evaluation categories and associated requirements, the Evaluation Committee developed the following consensus in each category of the technical response and proceeded to score the cost proposals.



Table 2: Evaluation Points Summary

Scoring Area	Points Allocated	Accenture	Intervice	Deloitte	V2A
Vendor Qualifications and Experience	150	114.00	126.00	99.00	87.00
Project Organization and Staffing	250	126.00	234.00	216.00	111.00
Approach to Statement of Work	300	232.50	250.00	245.00	178.75
Oral Presentations	50	24.00	46.00	15.00	15.00
Cost Proposal	300	201.56	252.50	235.95	267.91
TOTAL POINTS	1050	698.06	908.50	810.95	659.66

IV. AWARD DETERMINATION

Per Section 6.5: Contract Award Process of the RFO, the Solicitation Coordinator submitted an Award Memorandum including the Evaluation Committee’s determinations and scores to the PRMP Executive Director for consideration along with any other relevant information that might be available and pertinent to contract award. The PRMP Executive Director reviewed the apparent best-ranked evaluated response and subsequently issued a Notice of Award identifying the apparent best-ranked response and made the RFO files available for public inspection.

Intervice met the mandatory requirements, attained 656.00 technical points, and attained 252.50 cost points, for an **overall score of 908.50 points**.

Deloitte met the mandatory requirements, attained 575.00 technical points, and attained 235.95 cost points, for an **overall score of 810.95 points**.

Accenture met the mandatory requirements, attained 496.50 technical points, and attained 201.56 cost points, for an **overall score of 698.06 points**.

V2A met the mandatory requirements, attained 391.75 technical points, and attained 267.91 cost points, for an **overall score of 659.66 points**.

The differences in scoring in the responses to the Vendor Qualifications and Experience, Project Organization and Staffing, Approach to Statement of Work, and Oral Presentation requirements



are exemplified by comments made by evaluation committee members during the evaluation as shown below:

Accenture

"The vendor's references saw an increase in costs and change orders."

"The vendor's response did not specifically address the requirement regarding the Use of PRMP Staff. The vendor did not provide specificity as to how they would use PRMP Staff."

"The vendor's response lacked specificity related to scope changes as part of the proposed approach to Scope and Requirements Management and Expertise."

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Intervoice

"The vendor demonstrated an understanding of Puerto Rico business culture and operations."

"The vendor proposed a full structure for both MMIS Phase III and MEDITI3G. The vendor's proposed Initial Staffing Plan includes industry/subject matter experts with previous experience with Medicaid programs/projects. The vendor's response included the percentages for each project, and other key details on the utilization/allocation of staff on the project."

"The vendor is not relying on subcontractors. The vendor demonstrated their in-house knowledge and experience. The proposed key staff have Project Management Institute (PMI) certifications, including Project Management Professional (PMP) certifications."

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Deloitte

“The vendor has over 54 years working with/in Puerto Rico. The vendor's services provided in support of COR3 align with the scope of this RFO.”

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V2A

"The vendor's response listed no business disputes for the subcontractor in Puerto Rico, but information regarding business disputes outside of Puerto Rico was not provided."

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The Evaluation Committee determined that as a result of a fair and objective evaluation process, Intervoice's proposal was the highest scoring proposal and is the best value decision for PRMP.

In accordance with Section 6.5: Contract Award Process of the RFO, the Evaluation Committee, per the Solicitation Coordinator, recommended that the contract be awarded to Intervoice, who attained the highest overall score. The PRMP Executive Director has evaluated the recommendation and found it is in the best interest of the Government of Puerto Rico, the PRDoH, and PRMP, to award the contract to Intervoice. The PRMP concludes that Intervoice's proposal meets the RFO's requirements, contains superior staffing approaches, and demonstrates more



of an ability to fulfill compliance with the requirements of the RFO. Based on the aforementioned facts, the PRMP agrees with the Evaluation Committee, and awards the contract to Intervoice.

V. STATEMENT OF APPEALS

Award revisions will be governed by Act No. 38-2017, as amended, known as the "Uniform Administrative Procedures Act of the Government of Puerto Rico," Sections 3.19 and 4.2.

A copy of the Award Notification will be sent by e-mail to all vendors.

Any party adversely affected by the PRDoH's decision may file a request for reconsideration before the PRDoH within twenty (20) days of the date the PRDoH's decision was notified. The date of notification will be determined by as the day that follows from the date on which the e-mail was sent to all vendors to the addresses provided for legal notices in the submitted proposals or the official United States Postal Service postmark on the envelope containing the Award Notification.

An original of the request for reconsideration must be filed with the PRDoH at the following location: Oficina de Asesores Legales, Edificio A, Calle Periferal Interior, Barrio Monacillos, Rio Piedras P.R. The party requesting reconsideration must notify all other vendors, including awardees, with a copy of its request. A digitalized copy must be sent on the same date to Elizabeth Otero Martinez, elizabeth.otero@salud.pr.gov (PRMP). The PRDoH must consider the request for reconsideration within thirty (30) days of its filing date. If the PRDoH does not answer the request for reconsideration within such period, it will be deemed to have been rejected.

The PRDoH according to Act No. 38-2017, shall consider the request for reconsideration within thirty (30) days of filing. The PRDoH may extend said term only once, for an additional term of fifteen (15) calendar days.

If any determination is made in your consideration, the term to file the petition for judicial review will begin to count from the date a copy of the notification of the decision of the PRDoH resolving the request for reconsideration. If the PRDoH fails to take any action in relation to the request for reconsideration within the corresponding term, as provided herein, it will be understood that it has been rejected outright, and from that date the term to file a petition for judicial review will begin.

In summary, the vendor may file a petition for judicial review of PRDoH' s final decision before the Puerto Rico Appellate Court within twenty (20) days from the earlier of:

- (i) The notification of PRDoH's final decision regarding the vendor's request for reconsideration. The date of notification will be determined by the official United States Postal Service postmark on the envelope containing the final decision regarding the request for reconsideration; or
- (ii) The date that the request for reconsideration is deemed to have been rejected



Vendors who fail to file a request for reconsideration or a petition for judicial review within the periods indicated herein waive their right to contest an award.

On April 26, 2022 in San Juan, Puerto Rico.

Edna Y. Marin Ramos
Executive Director
Puerto Rico Medicaid Program

I HEREBY CERTIFY that on April 26, 2022, copy of this Award Notification has been sent by e-mail to all vendors to the address provided for legal notices in the submitted proposals:

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Solicitation Coordinator



Appendix A: ePMO Scoring Rubric

Rating	Relation to Requirements	Strengths	Weaknesses	Likelihood of Success
Excellent 5	Exceeds the requirements	Numerous and significant in key areas	None	Very High
Good 4	Fully addresses the requirements	Some and significant in key areas	Minor, but far outweighed by strengths	High
Acceptable 3	Addresses the requirements, but has some minor deficiencies	Some and adequate in key areas	Minor, but outweighed by strengths	Fair
Marginal 2	Partially addresses the requirements or is very limited	Some that are outweighed by weaknesses	Significant	Poor
Unacceptable 1	Fails to address the requirements	None or some that are far outweighed by weakness	Extreme	None



Appendix B: Proposal Executive Summaries

Summaries of each proposal are included below. Summaries were directly extracted from vendors' technical proposals. The narrative summaries were extracted from the Executive Summary section of their proposals:

1. **Accenture:**

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

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

A Qualified Partner

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

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

Approach to Delivering Goods and Services

We bring a project management approach grounded in transparency, risk reduction, and delivering outcomes. Our ePMO team will bring together the insights we have gained delivering MES project management services with leading practices from the Project



Management Institute's (PMI) Project Management Body of Knowledge (PMBOK), Capability Maturity Model Integration (CMMI), Agile frameworks, and the healthcare industry. All of these will establish a foundation of our project management services, delivered with a focus on timeliness, quality, consistency, transparency, innovation, compliance, and continuous improvement.

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

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

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

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

Timeframe for delivering the goods and services

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

The proposed team

CMS and MES Certification experience. We bring a deep understanding of CMS regulations and MES certification requirements. We understand the MES Certification Toolkit (MECT) and outcomes-based certification. We meet regularly with CMS leadership to better



understand their policies, direction, and guidance. We also help support the office of national coordination create integration standards.

A long-standing local presence – Accenture Puerto Rico has over 15 years and close to 100 employees continuously serving clients in Puerto Rico. We will assign Bilingual local staff to this project to help encourage communication, teamwork, and knowledge transfer with your staff.

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

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

Key Advantages of the Accenture proposal

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

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

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

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

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



Closing

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

2. Intervice:

The Puerto Rico Department of Health (PRDoH) is seeking a vendor to establish and run an Enterprise Project Management Office (ePMO) for the Puerto Rico Medicaid Program (PRMP)'s Medicaid Enterprise Systems (MES). As PRMP continues to transform their MES to align with Centers for Medicare and Medicaid Services (CMS) directives and regulatory requirements, we look forward to partnering with you to build a solution that will support efficient and effective management of the island's Medicaid Program, as well as ensure that Puerto Rico continues to receive enhanced federal matching funds for the operation of the program. We fully understand PRMP's desire to partner with an experienced vendor such as Intervice to provide project management, project support, and project-level oversight of the MES, working closely and collaboratively with the PRMP leadership, including the Medicaid PRMP Director, the Program Manager, the PRMP Program Management Office (PgMO), PRMP Project Lead, and other agency stakeholders.

About Intervice

For the past 10 years, Intervice has been honored to have been able to contribute toward PRDoH's vision. Intervice offers a collaboration with PRMP as a trusted partner with a commitment to help you achieve the program's local and federal responsibilities on a sustainable basis. Since 2011, Intervice has been working with PRMP, performing in a Project Management Office (PMO) role on several MES projects, including the Puerto Rico Medicaid Management Information System (PRMMIS) Phase I and II initiatives. We have also provided PMO services for Medicaid systems across the United States. This experience has allowed us to combine an understanding of the Puerto Rico business culture with expert PMO, technical, and subject matter resources to offer PRMP a trusted partnership that provides government experience, exceptional customer service, and a proven track record of success managing the delivery of government healthcare solutions. The ongoing transformation of the Puerto Rico MES will enable new technologies and processes that will help improve health data, reduce program costs, and ultimately improve the delivery of healthcare for the people of Puerto Rico. As a company located, managed, and operated in Puerto Rico, we are excited for the opportunity to continue being part of this journey and believe that our experience,



PRMP Director, Program Manager, PRMP PgMO, PRMP Project Lead, and other agency stakeholders. In addition to the ePMO team, Intervoice executives and corporate advisors regularly participate in major project activities and stand ready to support PRMP as needed.

Figure 2: Proposed ePMO Organization

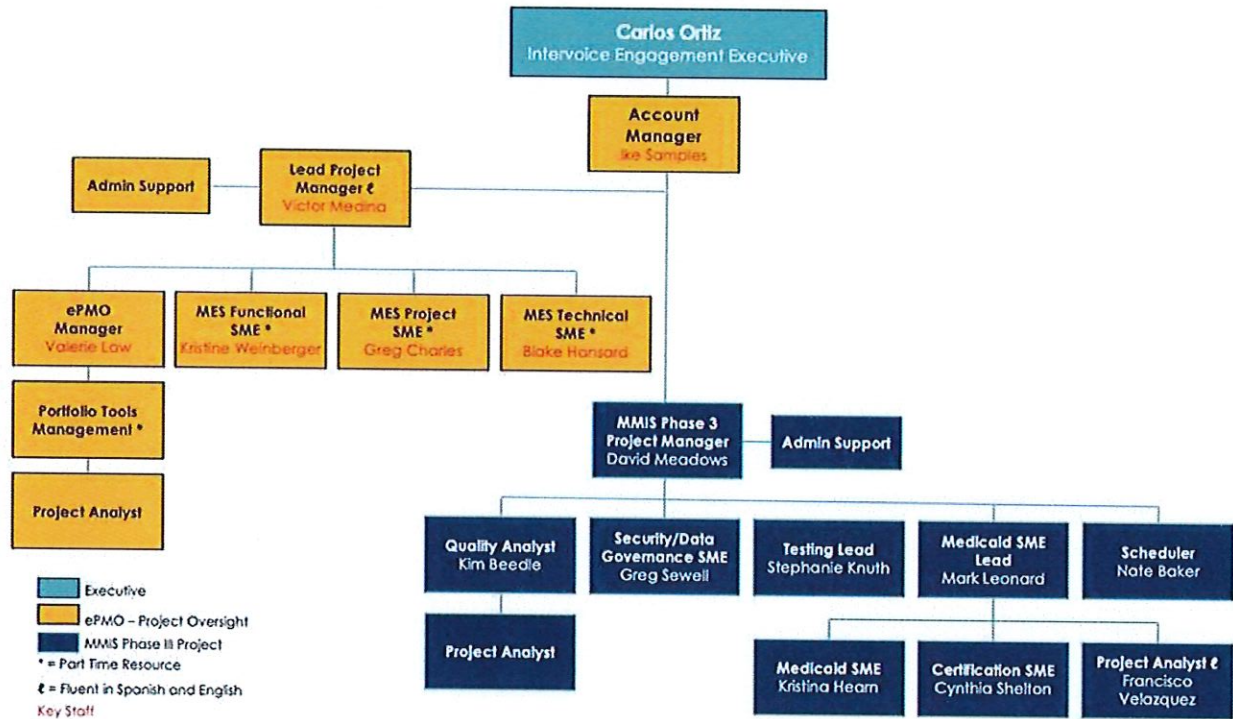


Figure 3: Intervoice Executive View



Key Advantages offered through Intervoice

We believe that the following advantages set Intervoice ahead of its competition as an ePMO vendor with project management expertise at both enterprise and project levels. As PRMP looks to select an important vendor to provide ePMO services as well as PMO services and project expertise to their endeavors, please thoughtfully consider these advantages that we at Intervoice believe we can offer PRMP.

- **Continuity of services:** Intervoice has been with PRMP throughout its MES journey. We were awarded the RFP for developing the Medicaid Management Information Systems (MMIS) Planning Advanced Planning Document (APD) project in October 2011. Since then, we have remained engaged in the PRMP's MES projects. We have been with you through five governors, two major hurricanes, multiple damaging earthquakes, and a worldwide



pandemic. We understand the origins of the major projects that PRMP has, and is, undertaking, and welcome the opportunity to continue to support you. Intervoice has no “learning curve” and can hit the ground running to ensure a successful ePMO, along withstanding up Project Staff to help drive your MES projects forward.

- **A local company with national industry experts:** As a Puerto Rico company, we understand the local nuances when it comes to navigating administration changes, government agencies, local culture, and the unique aspects of the PRMP (e.g., territory status, funding and staffing limitations, and limited access to needed services). We recruit nationally to augment our talented team with additional MES experts. Our experience spans multiple Medicaid programs across the United States, and we are equipped to provide the strategic view required of an effective ePMO, as well as the detailed project expertise to support individual MES projects in Puerto Rico.
- **Staffing consistency and flexibility:** Our team members offer continuity. You know our team and they work with you on a regular basis. Our proposed Account Manager, Ike Samples, has been working in Puerto Rico since the planning phase of the MMIS Phase I Project. Over the years, we have been able to quickly and efficiently staff up and staff down based on PRMP’s project management needs and the needs of PRMP’s PMOs, as well as for operational support of the MMIS. We continue to pivot qualified resources to best match PRMP’s needs across MES Design, Development, and Implementation (DDI) and operational activities. We leverage our relationships with staff augmentation vendors that we have worked with for over a decade to ensure we find the best qualified candidates to support PRMP. Intervoice has been long recognized for its forward-thinking solutions to complex business and IT challenges. Along with proven project management practices, we provide leadership and vision toward creating a successful 360° client experience, which we have incorporated and embodied throughout all Puerto Rico MES projects. We look forward to continuing and expanding our relationship with PRMP in the successful implementation and fulfillment of its MES vision.

3. Deloitte:

The management of the Medicaid Enterprise System (MES) program at state Medicaid agencies introduces two challenges - the *scale and complexity* of the technology design, development, implementation (DOI) and the *integration*. The key, foundational success factor for the evolution of an MES program depends upon the project management office (PMO) having the capability to manage these complex engagements. The challenges span across the management, organizational change, systems delivery, and technology aspects of these programs. To support the achievement of Puerto Rico Medicaid Program’s (PRMP) goals, the MES program clearly demands a structured PMO methodology and process.

Addressing the scale and integration complexity requires a successful PMO. Throughout our response we highlight the key advantages of why Deloitte is the right partner to work with PRMP on this critical MES initiative:



Proven Program and Project Management methods and tools for managing and delivering large-scale, multi-vendor programs throughout the Medicaid lifecycle (see our approach on the following page, Figure 1)

Depth of experience in Medicaid, MES, IE, HIX, and HHS for leading practices, awareness of systems delivery, relevant reforms, and policy trends

A dedicated team that knows the PRMP-a team that you know and can trust, including personnel experienced in working with Puerto Rico, local resources, and Spanish speakers

Deep commitment to the success and wellbeing of Puerto Rico and your beneficiaries

As you read our proposal, we know you will validate that Deloitte has the breadth and depth of capabilities to deliver effective PMO support to the Puerto Rico Department of Health and the Medicaid Program. We know your environment, your challenges and unique circumstances, allowing us to start delivering value on Day 1. Our proposal outlines our plan to deliver the requirements of this RFO by working side by side with PRMP for the next two years.

Over the past year you have seen our teams in action, and you know how we have delivered and exceeded your expectations on critical strategic initiatives with our support in the response to Congressional Requirements established for PRMP on PL:116-94.

When times get tough, we have repeatedly demonstrated that we are your ally, trusted partner, and will do whatever it takes to help you achieve success.

Deloitte's Program and Project Management Approach

To drive efficiencies in program delivery, respond to program and policy changes, and facilitate timely resolution of issues, risks, and action items for the PRMP MES engagements, a disciplined, mature and proven project management approach is required. Deloitte has an industry-leading methodology called **Program Management Exponential (PMx)** that is built from Project Management Body of Knowledge (*PMBOK® Guide*) principles, as well as our own successful practices and experience on extensive program and project management work with Federal and State clients.

PMx focuses on program management maturity, design, execution, governance, and continuous improvement for results, as outlined below:

Program Management Exponential (PMx) enables government agencies to realize the full- potential of their large, transformational investments



PM^x offers the following program management solutions that will be tailored to meet the unique needs of the PRPM:

- **Program Management Maturity:** Evaluate program management needs and PMO maturity, then implement results-focused practices to address maturity assessment gaps and increase PMO effectiveness
- **Program Management Design:** Design and implement results-focused and clearly defined roles and responsibilities
- **Program Management Execution:** Execute the program's strategy by implementing and executing program and project management processes
- **Governance for Results:** Apply design principles to establish effective governance, program operations, and decision management

Program Management Design and Program Management Execution will be tailored to meet PRMP-specific needs

The Program Management Maturity and Governance for Results solutions can be leveraged to help define the roadmap for PRMP process improvement and value-added services

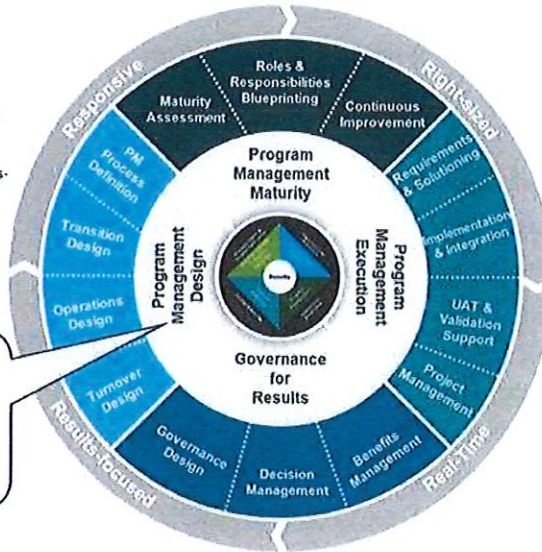


Figure 1: Program Management Exponential (PMx) Methodology

PMx will serve as our foundational framework for PRMP with defined processes, templates, guidelines, and other assets to guide our team and support PRMP and the Implementation Vendors to implement process improvements and achieve PMO maturity. PMx is comprehensive and extensive, but it is also a flexible framework that provides the right methods and *PMBOK* Guide-aligned processes to direct an organization toward achievable improvement and results-oriented outcomes no matter where it stands in terms of PMO and Governance maturity, or what pressing PMO needs must be addressed.

As part of our response, in **Attachment F Statement of Work**, we will reference specific PMx components relevant to each of the thirteen (13) project management requirement areas. Our deep systems integration (SI) experience has informed our PMO approach for proactively managing multiple stakeholders and their solutions. We have found that other PMO vendors tend to rely too heavily on general theory. A Deloitte PMO does not just collect issues and risks, we proactively and collaboratively identify solutions and mitigate risks early to keep the program on track.

Depth in MES, Medicaid Operations, Integrated Eligibility (IE) and HIE

Our approach incorporates investments in industry standards and leading practices, developed over more than 50 years, into a MES Community of Practice. Deloitte has consistently worked with many states in a multi-vendor environment to successfully manage and deliver large health and Medicaid transformation projects.



Serving Health & Human Services

- Working with 47 of the 50 states over the last 50 years
- Serving the public sector as a leading strategy and integration firm and the world's largest professional services organization

- Deloitte's Medicaid Enterprise Systems experience
- Deloitte's Integrated Eligibility experience
- Deloitte's HIE experience

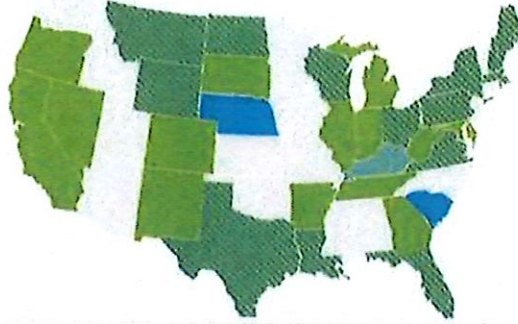


Figure 2: Deloitte's Experience in Health & Human Services

Key Examples:

Currently working with Ohio Department of Medicaid (ODM) as the Systems Integrator (SI) to modernize the Medicaid Management Information System (MMIS) with the objective of implementing a centralized technical solution for integrating the module interfaces

Launched the first modular MES implementation in Wyoming where we are the PMO and SI vendor for their MEMS equivalent program

Worked with Montana's MES as the SI was responsible of all integration activities

Additionally, our team has significant experience working with, and for, players like Gainwell, Conduit, and Truven among other vendors. This experience means we are best able to work with the MES Vendors you choose. These experiences will be leveraged as we deliver your PRMP MES PMO.

A dedicated and experienced team that knows the PRMP

We are bringing back team members that have worked with PRMP in very successful engagements, including Angel Quinones Cardona, Tito Torres, Carlos Cruz, Maria Fendrich, and others listed in our Staffing Plan, who have worked with you on a number of innovative and transformation efforts and more recently the successful Congressional Requirement Implementation. In addition, our proposed project team includes leading professional

We have established the standards and processes and set up successful engagements and tools for PRMP. We plan to build upon these capabilities to further industrialize your processes on a continuous improvement arc.

Deep Commitment to Puerto Rico and the success of the Department of Health and the Medicaid Program

Deloitte and Puerto Rico have a long history of collaboration spanning many years. We have had a local presence for the past 50 years with our office located in Hato Rey, San Juan. The Government of Puerto Rico has trusted us to deliver some of your toughest system, program, and operating model transformations.

We are invested in your success. What matters to you matters to us. We are invested in seeing your transformation become a reality because we are part of the community



and have had the opportunity to understand your vision, programs, stakeholders, challenges, and desired outcomes.

4. **V2A:**

We are pleased to submit our proposal to serve as Enterprise Project Management Office (ePMO) Vendor for the Medicaid Enterprise System (MES) program in response to the RFO (2021-PRMP-MES-ePMO-003) issued on February 3, 2022. We appreciate the opportunity to offer our services in support of what we consider to be a critical moment in the digital transformation journey of the Puerto Rico Medicaid Program (PRMP). We are deeply committed to the success of our clients, and adhere to the following guiding principles through our work:

- **Focus on impact.** We help clients achieve tangible short- and long-term impact.
- **Focus on strategy.** Our approach takes into account the strategic value of each element of the engagement, seeking to provide strategic insight in all aspects.
- **Know the culture.** We are keenly aware of cultural strengths and challenges and are thus able to adjust our recommendations to accomplish great results.
- **Remain independent.** We think independently and offer our vision without any particular agenda or bias.
- **Be practical.** The solutions offered are pragmatic and applicable from “day 1”, and we try to leverage our clients’ existing resources to minimize unnecessary or excessive investments.
- **Work as a Partner.** We believe in building lasting relationships, working hand-in-hand with our client’s leaders and sharing their challenges and successes.

We are pleased to partner with Health Management Associates (HMA) to propose an ePMO which brings together the best talent, expertise, and experience from both organizations. Combining V2A’s strategic planning, organization change management, business process optimization and project management expertise with HMA’s subject matter knowledge and industry/market-specific strategic and tactical advice offers a unique value proposition for PRMP. V2A and HMA have successfully collaborated in the past in a strategic planning engagement with a local managed care organization. We bring an unparalleled combination of V2A’s local, bilingual, and bicultural talent and HMA’s resources who are bilingual, experienced in MES requirements and the information systems the PRMP is implementing as part of the MES program, and highly knowledgeable of Puerto Rico’s Medicaid program and health care system. Thus, our team brings the right knowledge of local program goals, needs and dynamics, combined with macro expertise, including federal goals and compliance requirements.

Having recently worked with PRMP in the Organization Change Management related to the MEDITI3G implementation, V2A knows the key stakeholders involved in these technological projects and has a deep understanding of the culture and needs of the organization. We have the ability to support not just the technology implementation but PRMP’s ability to fully



leverage the technology's potential, and the right approach, discipline, and temperament to engage all of the project's stakeholders and maximize our team's effectiveness.

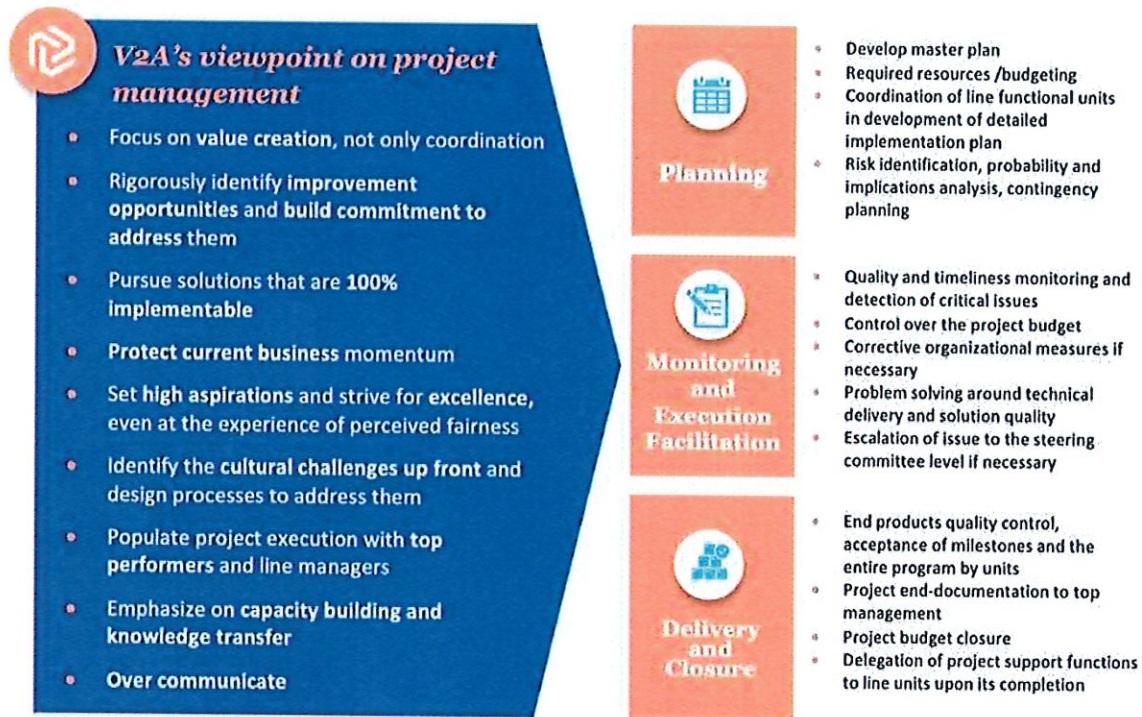
Over the last twenty years HMA has worked with health and human services agencies in Florida, Georgia, Indiana, Iowa, Kentucky, Oklahoma, and South Dakota on Medicaid enterprise system projects. Currently, HMA is supporting South Dakota's Department of Social Services on its implementation of the same platform deployed in Puerto Rico as MEDITI3G with the same vendor (Redmane). In our Indiana, Kentucky and Oklahoma projects, HMA worked with the same MES platform (interChange) being deployed in Puerto Rico and the same vendor (Gainwell) that deployed it on the island. Additionally, the HMA team includes the former lead of Gainwell's MES implementation and operation in the U.S. Virgin Islands.

In addition, V2A's experience with local insurance companies which are key stakeholder for MMIS, enable us to serve as a bridge between PRMP and MCOs. HMA has also worked with health plans – Triple-S, MMM and Molina Healthcare of Puerto Rico – and providers – Puerto Rico Renal Health, Caribbean Medical Center – in Puerto Rico on a wide variety of projects.

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



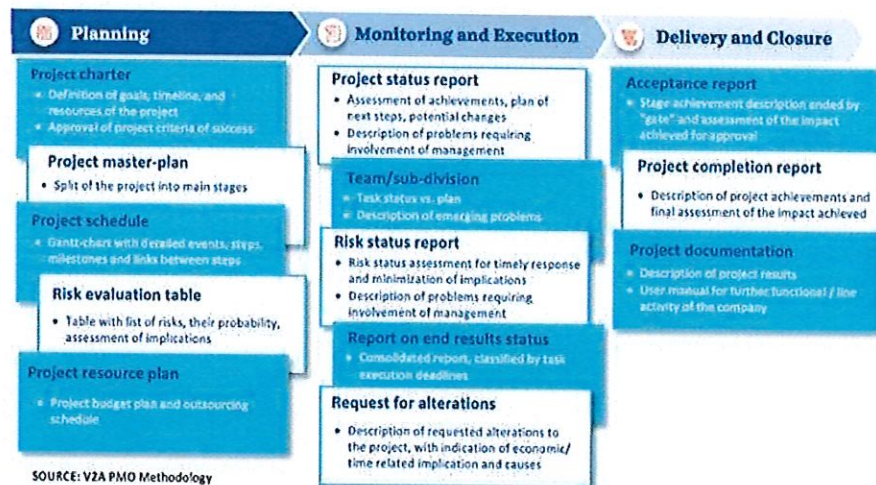
Figure 1: V2A's PMO Methodology



SOURCE: V2A PMO Methodology

A robust set of tools and deliverables will be used in each of the phases of this work as shown in Figure 2.

Figure 2: V2A's PMO Methodology- Key Tools



SOURCE: V2A PMO Methodology

We have designed a robust team composition comprised of a central ePMO team and the ability to quickly deploy PM teams in support of each key project. These teams will be comprised of certified and experienced project managers from V2A and subject matter experts from HMA supporting with integration, testing, quality, and certification efforts. The scope of work included in this proposal covers an initial two years with the possibility of extending support for three additional years. Our proposed approach to establishing and operating the



ePMO is designed to ensure project continuity while bringing a fresh perspective to the management of a complex implementation. V2A's proven experience with LEAN management gives us the ability to effectively coalesce key stakeholders and provide a robust and efficient governance framework. More than Project Management, our approach is based on Project Leadership as defined in **Figure 3**.