Original

NORTH HIGHLAND®

Technical Response Packet 710-24-076

State of Arkansas Arkansas Department of Human Services (DHS)

SUBMITTED BY NORTH HIGHLAND

111 Congress Avenue, Suite 500 Austin, TX 78701

www.northhighland.com

July 11, 2024

TECHNICAL RE-SPONSE PACKET 710-24-076

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RESPONSE SIGNATURE PAGE

PROSPECTIVE CO	ONTRACTOR'S INFORMATION					
Company:	The North Highland Company, LLC					
Address:	100 Congress Avenue, Suite 2000					
City:	Austin	State: Texas	Zip Code: 78701			
Business Designa-	□ Individual □ Sole Proprietorship	☐ Public Service Corp				
tion:		onprofit				
	= 11	Service Disabled Veterar	1			
Minority and Women Owned	🗆 African American 🛛 Hispanic Ameri	can 🗆 Women-Owned				
Designation*:	🗆 Asian American 🗆 Pacific Islander Ameri	can				
Designation	AR Certification #:* See	Minority and Women-O	wned Business Policy			
	ONTRACTOR CONTACT INFORMATION					
Provide contact info	ormation to be used for solicitation related matter	ers.				
Contact Person:	Rick Zelznak	Title:	Vice President			
Phone:	+1 (850) 688-9309 Office	Alternate Phone:	(850) 321-9250 Cell			
Email:	rick.zelznak@northhighland.com					
CONFIRMATION	OF REDACTED COPY					
X NO, a redacted be released if requ Note: If a redacted is checked, response to See Solicito	d copy of the submission documents is not prov a copy of the non-redacted documents, with th o any request made under the Arkansas Freedo ation Terms and Conditions for additional info	vided with Prospective Co he exception of financial om of Information Act (Fo	ontractor's response packet, and neither box data (other than pricing), will be released in			
	RANT CONFIRMATION					
tract with illegal important of this solicitation.	mitting a response to this <i>Solicitation</i> , a Prospec migrants and shall not employ or contract with					
ISRAEL BOYCOT	T RESTRICTION CONFIRMATION					
	box below, a Prospective Contractor agrees and ing the term of a contract awarded as a result of		boycott Israel and shall not			

X Prospective Contractor does not and shall not boycott Israel.

An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Solicitation* **may cause the Prospective Contractor's response to be rejected.**

Authorized Signature:	Dolf	Title:	Vice President
Printed/Typed Name:	Rick Zelznak	Date:	11 July 2024

SECTIONS 1 – 4: VENDOR AGREEMENT AND COMPLIANCE

- Any requested exceptions to items in this section which are <u>NON-mandatory</u> **must** be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception, and should label the request to reference the specific solicitation item number to which the exception applies.
- Exceptions to Requirements shall cause the vendor's proposal to be disqualified.

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

Authorized Signature:	Poly		_
Printed/Typed Name:	Rick Zelznak	Date:	11 July 2024

ADDENDA 1 - Signed

Page 1 of 1

State of Arkansas DEPARTMENT OF HUMAN SERVICES 700 South Main Street P.O. Box 1437 / Slot W345 Little Rock, AR 72203

ADDENDUM 1

TO: All Addressed Vendors FROM: Office of Procurement DATE: June 6, 2024 SUBJECT: 710-24-076 Medicaid and Other Human Services Procurement Support

The following change(s) to the above referenced RFP have been made as designated below:

Change of specification(s) Additional specification(s) Change of bid opening date and time Cancellation of bid X_____Other

OTHER

- Exhibits 1 and 2 remove and replace with Revised Exhibits 1 and 2
- Add Attachment I Client History Form

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: Karrie Goodnight, <u>DHS.OP.Solicitations@dhs.arkansas.gov</u>, (501) 320-9306.

Date: 11 July 2024

Vendor Signature

Company: The North Highland Company, LLC

Original

ADDENDA 2 - Signed

Page 1 of 1

State of Arkansas DEPARTMENT OF HUMAN SERVICES 700 South Main Street P.O. Box 1437 / Slot W345 Little Rock, AR 72203

ADDENDUM 2

TO: All Addressed Vendors FROM: Office of Procurement DATE: July 5, 2024 SUBJECT: 710-24-076 Medicaid and Other Human Services Procurement Support The following change(s) to the above referenced RFP have been made as designated below:

Change of specification(s) Additional specification(s) X Change of bid opening date and time Cancellation of bid X Other

CHANGE OF BID OPENING DATE AND TIME

- Proposal submission date and time changed to: July 11, 2024, 1:00 p.m. CST
- Proposal Opening date and time changed to: July 11, 2024, 2:00 p.m. CST

OTHER

 Attachment I – Client History Form, Question #2: For clarification, please note that the two state clients referenced may be the same state client for two different MES modules.

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: Karrie Goodnight, <u>DHS.OP.Solicitations@dhs.arkansas.gov</u> or (501) 320-3906.

Date: 11 July 2024 Vendor Signature

Company: The North Highland Company, LLC

E.O. 98-04 – Contract Grant and Disclosure Form (Attachment A)

Contract Number								
Attachment Number				10.00				
Action Number		_				AND CERTIFICATION FOR		
	wing infor		nay result in a delay in obtaining a c	ontract, lea	se, purcha	se agreement, or grant award with any Arl	kansas State Agency.	
Z Yes No	INGIO TON I	In the second						
						IS THIS FOR:		2
	th High	land C	ompany LLC			Goods? Service	ces?	
OUR LAST NAME: Zelznak			FIRST NAME R	ICK			M.I.:	
DDRESS: 3800 Esplanade	Way S	uite 16	0					
Tallahassee			STATE:	FL	ZIP COL	DE: 32311	COUNTRY: UN	nited States
AS A CONDITION OF O	BTAIN	ING, E	EXTENDING, AMENDING,	OR REI	NEWING	A CONTRACT, LEASE, PUR ING INFORMATION MUST BE	CHASE AGREEME	NT.
R GRANT AWARD WI	TH AN	YAR	KANSAS STATE AGENCY	, THE F	OLLOW	ING INFORMATION MUST BE	E DISCLOSED:	
			For	TND		TTAT C*		
						DUALS*	-	
idicate below if: you, your spous fember, or State Employee:	se or the	brother,	sister, parent, or child of you or your	spouse is	a current or	former: member of the General Assemb	ly, Constitutional Officer, Si	tate Board or Commis
	Mar	Mark (v) Name of Position of Job Held		For Ho	For How Long? What is the person(s) name and how are they related to			
Position Held			[senator, representative, name of board/ commission, data entry, etc.]	From	[I.e., Jane Q. Public,		, spouse, John Q. Public, Jr., child, etc.]	
	Current	Former	boardr commission, data entry, etc.j	MM/YY	MM/YY	Person's Name(s)		Relation
Seneral Assembly			18					
Constitutional Officer				1	1			
State Board or Commission								
State Employee								
None of the above appli	es	80	0	8	S		15	22
			FOR AN EI	NTIT	гү (Business)*		
ficer, State Board or Commissio	on Memb	er, State		sister, parer	nt, or child (rship interest of 10% or greater in the enti of a member of the General Assembly, Co e the management of the entity		
Position Held		k (√)	Name of Position of Job Held Isenator, representative, name of	1	w Long?	What is the person(s) name and what	t is his/her % of ownership position of control?	interest and/or
	Current	Former	board/commission, data entry, etc.]	From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%)	Position of Control
General Assembly			8					
Constitutional Officer						1		
State Board or Commission Member								
State Employee								

None of the above applies

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:

- Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.
- 2. I will include the following language as a part of any agreement with a subcontractor:

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.

 No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

	perjury, to the best of my know ntractor disclosure conditions s			e information is true and correct and
Signature	Digitally signed by Rick Date: 2024.06.28 13:14:56 -04'00'		Vice President	Date 11 July 2024
Vendor Contact Person Rid	sk Zelznak		Vice President	Phone No. (850) 321-9250
Agency use only Agency Number 0710 Agency Name Depa	Agency rtment of Human Services Contact Pers	on	Contact Phone No	Contract or Grant No

Equal Opportunity Policy

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY

North Highland has a fundamental belief in the importance of good employee relations and in the dignity of each individual. Equal employment opportunity is more than a legal phrase, it is a matter of principle, a commitment to our employees and something we are proud to practice.

We believe that all employees should be treated in the same manner concerning all employment practices, including recruitment, advertising, job application procedures, hiring, training, promotion, transfer, layoff, discipline, termination, compensation, benefits, and all other terms and conditions of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job.

North Highland will not tolerate harassment or discrimination against employees or applicants based on race, color, creed, ethnicity, sex, pregnancy and breastfeeding, religion, marital status, age, gender (including gender identity and gender expression) national origin, sexual orientation, disability, veteran status, military, citizenship status, or any other protected class, characteristic, or consideration made unlawful under applicable federal, state, or local laws.

Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. North Highland makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the Company's business.

North Highland Company is fully committed to principals of equal employment opportunity and affirmative action. As Chief Executive Officer, I support the successful implementation of the Company's Affirmative Action Programs. I have appointed Jennifer Mancuso, Affirmative Action Officer for the Company, with responsibility for implementation of the Company's affirmative action activities. The Affirmative Action Officer has the full support of top management and the staff necessary to fully implement this Program. All managers and supervisors will take an active part in the Company's Affirmative Action Plan to ensure all qualified employees and prospective employees are treated in a non-discriminatory manner with respect to all employment decisions. Furthermore, North Highland Company will solicit the cooperation and support of all employees for the Company's Equal Employment Opportunity and Affirmative Action Policy.

Our Affirmative Action Programs include an audit and reporting system, which, among other things, uses metrics and other information to measure the effectiveness of our Program. The Affirmative Action Officer has been assigned responsibility for periodically reviewing progress in the compliance and implementation of our policy of affirmative action. In accordance with public law, the Company's program of affirmative action for qualified individuals with disabilities and the program of affirmative action for protected veterans are available for inspection in the Human Resources Department, Monday through Friday, from 9:00 a.m. to 5:00 p.m. upon request.

In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, filing a complaint, assisting or participating in an investigation, compliance review hearing, or other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, Executive Order 11246, and/or any other federal, state or local law or regulation regarding Equal Employment Opportunity, opposing any act or practice made unlawful, or exercising any other right protected by such laws or regulations or exercising any other right protected by such laws or regulations or exercising any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicants as part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor's legal duty to furnish information.

DocuSigned by: Alex Bombuck

PROPOSED SUBCONTRACTORS FORM

Do not include additional information relating to subcontractors on this form or as an attachment to this form.

PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.

Type or Print the following information

Subcontractor's Company Name	Street Address	City, State, ZIP
		Dallas, TX 75201

□ PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.

VENDOR CONTACT INFORMATION

• Provide primary and secondary contact information to be used by DHS during maintenance and administration of the resulting contract.

	Primary Contract	Secondary Contract
Name	Robert Flasch	Rick Zelznak
Title	Associate Vice President	Vice President, Health & Human Services Industry Lead
Phone	512-954-2112	850-321-9250
Email	robert.flasch@northhighland.com	rick.zelznak@northhighland.com

Attachment I - Client History Form Fillable

Attachment I Client History Form Medicaid and Other Procurement Support Services 710-24-076

Attachment I

Medicaid and Other Procurement Support Services Client History Form

Instructions: This form is intended to help the State gain a more complete understanding of each Prospective Contractor's experience. This form must be completed accurately and in full.

The State reserves the right to verify the accuracy of these answers by contacting any of the listed clients, and all applicable clients must be listed. Omission of a client will constitute a failure to complete this form.

For purposes of this form, the "client" is not an individual but the entity which held the contract. By way of explanation, in the Contract resulting from this RFP, Arkansas DHS will be the client. For each listed client, Respondents may (but are not required to) provide the contact information for a person at the client entity who is knowledgeable of the named project. If the State contacts clients listed on this form, the State reserves the right to contact the listed individual or another person at the listed client.

The boxes below each prompt will expand if necessary. The form **must** be signed (please see the final page) by the same signatory who signed the Response Signature Page.

1. Please list at least three (3) successfully awarded solicitation projects **where you** (the prime contractor only) served as the lead providing procurement support for projects equal to or greater than \$50 million total projected contract cost in the past five (5) years. For each project, please specify the organization/agency/division, not just the state or political subdivision. Please describe the scope and total project cost and include the dates on which procurement support was provided. If there are no contracts which meet this definition, please state "none."

1. Project: Integration Services / Integration Platform (IS/IP) Agency: State of Florida, Agency for Health Care Administration (AHCA) Project Cost: \$111,339,490 Timeframe: 11/2017 - 11/2019

The Integration Services/Integration Platform (IS/IP) project was designed to create a centralized communication hub and foundational platform, facilitating communication, integration, and interoperability across all future Florida Health Care Connections (FX) modules. The IS/IP is a comprehensive platform, hosted on Oracle Cloud Infrastructure (OCI), supporting all aspects of integration including security, file exchange, and data management. The IS/IP included six distinct environments supporting all phases of development, testing, and operations. North Highland's team of MES and procurement experts conducted comprehensive market research, alternatives analysis, and cost-benefit analysis to help inform the State of its options. The team then facilitated requirements gathering and validation sessions and established the project's scope including an RFP. North Highland provided strategic planning and procurement support for the IS/IP project as part of the State of Florida's Strategic Enterprise Advisory Services (SEAS) initiative from 11/2017 through 11/2019, resulting to a successful contract award.

Key scope elements of the IS/IP project included the following:

- Enterprise Service Bus (ESB) as the primary API gateway.
- Service Management capabilities including service registry, repository, and contract management.
- Managed File Transfer (MFT) solution for secure file/data transfer.
- Business Rules Engine (BRE) for flexibility and configurability.
- Master Data Management (MDM) solution, including Master Person Index (MPI) and Master Organization Index (MOI).

• Security solutions for authentication, authorization, and single sign-on.

2. Project: Enterprise Data Warehouse Implementation (EDWI) Agency: State of Florida, Agency for Health Care Administration (AHCA) Project Cost: \$70,991,213 Timeframe: 2/2019 - 12/2020

The Enterprise Data Warehouse Implementation (EDWI) project focused on modernizing the foundational data management and analytic infrastructure of Florida's Medicaid enterprise. By creating a robust Operational Data Store (ODS) and establishing a single source of truth for all healthcare related data, the EDWI was designed to improve overall data accuracy, availability, and quality. Ultimately, the EDWI greatly enhances the agency's reporting capabilities supporting strategic planning, decision making, and compliance with federal requirements. North Highland provided strategic planning and procurement support leading the state's procurement development efforts for the EDWI project as part of the State of Florida's Strategic Enterprise Advisory Services (SEAS) initiative from 2/2019 through 12/2020, resulting in a successful contract award.

Key scope elements of the EDWI project include the following:

- Operational Data Store (ODS) to serve as the single source of truth for all healthcare-related data.
- Analytic Data Management and Tools
- Reporting Data Store (RDS) for operational reporting
- Specialized Data Stores (SDS) for specific needs
- Analytic Data Store (ADS) for analytics and reporting
- Data Marts for specific business units
- Persona Optimized Analytics and Reporting (POAR) capabilities
- Enterprise Content Management (ECM) system
- Data Management and Organizational Transformation services
- Conversion and migration of legacy FMMIS data to the new ODS
- Extract, Transform, Load (ETL) processes
- Executive dashboards
- CMS certification requirements

Project: Provider Services Module (PSM) Agency: State of Florida, Agency for Health Care Administration (AHCA) Project Cost: \$77,233,026 Timeframe: 11/2021 - 10//2023

The Provider Services Module (PSM) project was designed to procure and implement a comprehensive provider enrollment and maintenance solution into the Medicaid enterprise. The key component of the PSM is a robust Self-Service Portal designed to support all aspects of provider enrollment and data maintenance functions in an efficient, user-friendly way. The PSM enhances the enrollment process by providing a web-based, workflow-driven, user interface that allows providers to enter information, upload documents, receive messages, and supports screening and monitoring requirements. The portal empowers providers by allowing them to manage their online accounts, update their provider information, and request support. In addition, the portal provides helpful features such as recipient eligibility searches, claim status inquiry, and downloading remittance advices.

In support of this effort, North Highland conducted market research, worked with State subject matter experts to draft requirements, developed solicitation documents, supported the evaluation process, and helped the State navigate the vendor selection process. North Highland provided strategic planning and procurement support for the PSM project as part of the State of Florida's Strategic Enterprise Advisory Services (SEAS) initiative from 11/2021 through 10/2023, resulting to a successful contract award.

Key scope elements of the PSM project include the following:

- Web-based provider self-service tool for enrollment and data maintenance.
- Automated screening and monitoring component for provider applications.
- Integration with the enterprise data warehouse for reporting and dashboards.
- Enhanced self-service features including account administration, updating provider information, and an inbox to support provider communications.
- Additional online features such as recipient eligibility search, claims status inquiry, and remittance advice inquiry.
- Enhanced online provider search functionality.
- Primary source verification based on NCQA standards.
- Comprehensive and inclusive enrollment process satisfying both Medicaid enrollment and plan credentialing requirements.
- Integrating with the Unified Operations Center (UOC) for business operations support.
- Provider training.
- 2. Please list at least two (2) state clients where you (the prime contractor only) directly supported the successful procurement of at least two (2) MES modules in states similarly sized or larger than Arkansas in the last five (5) years. For each client, please specify the organization/agency/division, not just the state or political subdivision. Please briefly describe the scope and total project cost and include the dates on which procurement support was provided. If there are no contracts which meet this definition, please state "none."

Project: Integration Services / Integration Platform (IS/IP) Agency: State of Florida, Agency for Health Care Administration (AHCA) Project Cost: \$111,339,490 Timeframe: 11/2017 - 11/2019

The Integration Services/Integration Platform (IS/IP) project was designed to create a centralized communication hub and foundational platform, facilitating communication, integration, and interoperability across all future Florida Health Care Connections (FX) modules. The IS/IP is a comprehensive platform, hosted on Oracle Cloud Infrastructure (OCI), supporting all aspects of integration including security, file exchange, and data management. The IS/IP included six distinct environments supporting all phases of development, testing, and operations. North Highland's team of MES and procurement experts conducted comprehensive market research, alternatives analysis, and cost-benefit analysis to help inform the State of its options. The team then facilitated requirements gathering and validation sessions and established the project's scope including an RFP. North Highland provided strategic planning and procurement support for the IS/IP project as part of the State of Florida's Strategic Enterprise Advisory Services (SEAS) initiative from 11/2017 through 11/2019, resulting to a successful contract award.

Key scope elements of the IS/IP project included the following:

- Enterprise Service Bus (ESB) as the primary API gateway.
- Service Management capabilities including service registry, repository, and contract management.
- Managed File Transfer (MFT) solution for secure file/data transfer.
- Business Rules Engine (BRE) for flexibility and configurability.
- Master Data Management (MDM) solution, including Master Person Index (MPI) and Master Organization Index (MOI).
- Security solutions for authentication, authorization, and single sign-on.

2. Project: Provider Services Module (PSM) Agency: State of Florida, Agency for Health Care Administration (AHCA) Project Cost: \$77,233,026

Timeframe: 11/2021 - 10/2023

The Provider Services Module (PSM) project was designed to procure and implement a comprehensive provider enrollment and maintenance solution into the Medicaid enterprise. The key component of the PSM is a robust Self-Service Portal designed to support all aspects of provider enrollment and data maintenance functions in an efficient, user-friendly way. The PSM enhances the enrollment process by providing a web-based, workflow-driven, user interface that allows providers to enter information, upload documents, receive messages, and supports screening and monitoring requirements. The portal empowers providers by allowing them to manage their online accounts, update their provider information, and request support. In addition, the portal provides helpful features such as recipient eligibility searches, claim status inquiry, and downloading remittance advices.

In support of this effort, North Highland conducted market research, worked with State subject matter experts to finalize requirements, developed solicitation documents, advised on the evaluation methodology, and helped the State navigate the vendor selection process. North Highland provided strategic planning and procurement support for the PSM project as part of the State of Florida's Strategic Enterprise Advisory Services (SEAS) initiative from 11/2021 through 10/2023, resulting to a successful contract award.

Key scope elements of the PSM project include the following:

- Web-based provider self-service tool for enrollment and data maintenance.
- Automated screening and monitoring component for provider applications.
- Integration with the enterprise data warehouse for reporting and dashboards.
- Enhanced self-service features including account administration, updating provider information, and an inbox to support provider communications.
- Additional online features such as recipient eligibility search, claims status inquiry, and remittance advice inquiry.
- Enhanced online provider search functionality.
- Primary source verification based on NCQA standards.
- Comprehensive and inclusive enrollment process satisfying both Medicaid enrollment and plan credentialing requirements.
- Integrating with the Unified Operations Center (UOC) for business operations support.
- Provider training.
- 3. Please list and assign qualified staff with direct experience through a combination of employment with governmental entities and/or private entities including at minimum:
 - Ten (10) years of combined experience in project managing solicitations,
 - Ten (10) combined years of experience in writing and executing complex procurements,
 - For up to two (2) proposed staff, five (5) combined years of experience soliciting MES modules or components for State programs with 500,000 or more Medicaid beneficiaries, and
 - At least one proposed staff member with five (5) years of experience leading governmental procurement projects.
 - Experience addressing protests for high-cost state or federal solicitations.

Description	# Years of Combined Ex- perience	Assigned Staff
Project Managing Solicitations	15	Ruth Klann
Writing and executing complex procurements	19	Rick Zelznak,

Description	# Years of Combined Ex- perience	Assigned Staff
Soliciting MES modules or components for State pro- grams with 500,000 or more Medicaid Beneficiaries	14	Rick Zelznak
Leading governmental procurement projects	5	Ruth Klann
Addressing protests for high-cost state or federal solicita- tions	14	Rick Zelznak

4. Please list any additional projects not included above in the areas of procurement support services provided in the areas of Medicaid, IT systems, and other large state complex solicitations. (i.e. approximately 3000 project hours over the course of 18 months). For each client, please specify the organization/agency/division, not just the state or political subdivision. Please briefly describe the scope and duration of the services. If there are no contracts which meet this definition, please state "none." If there are no contracts which meet this definition, please state "none."

1. Project: Third Party Liability (TPL) Agency: Rhode Island Department of Human Services (DHS) Timeframe: March 2023 - Present

North Highland provided strategic planning, procurement support, and project management to assist the State of Rhode Island's Department of Human Services (DHS) procure a Third-Party Liability (TPL) vendor to support their Medicaid enterprise. To simplify the procurement process, DHS chose to leverage the NASPO ValuePoint procurement vehicle rather than release a traditional request for proposals (RFP). The North Highland team helped the State review and analyze NASPO procurement documents, identify State specific requirements, develop the participating addendum and evaluate potential vendors. Our team continues to support the State with implementation and vendor management activities.

Procurement Support Services Provided:

- Analysis of Potential NASPO Vendors
- Requirements Validation
- Cost Benefit Analysis
- Development of Solicitation Documents
- Vendor Evaluation Frameworks and Criteria
- Implementation Support

2. Project: Provider Module (PM) Agency: New Jersey Department of Medical Assistance and Health Services (DMAHS) Timeframe: July 2019– Present

As part of their overall MES modernization effort, the State of New Jersey is looking to procure a provider module vendor using the NASPO ValuePoint procurement vehicle. North Highland has a team of Medicaid subject matter experts providing strategic planning, enterprise architecture, and procurement support assisting the State manage the modernization of their Medicaid Enterprise Systems (MES). Initially, North Highland worked with the State to develop their overall approach and MES modernization roadmap. This included identifying the initial module and designing the initial integration platform which North Highland helped architect. Currently, the North Highland team is leading the State through a NASPO procurement to obtain a provider enrollment and data maintenance solution to serve as their first MMIS module. In addition, the North Highland team is also supporting several smaller scale procurements to obtain various components of the State's initial integration tools.

Procurement Support Services Provided:

- Market Scan and Analysis
- Analysis of Potential NASPO Vendors
- Requirements Validation
- Cost Benefit Analysis
- Enterprise Architecture Design
- Development of Solicitation Documents
- Vendor Evaluation Frameworks and Criteria
- Implementation Support
- Advance Planning Document (APS) Support and Maintenance
- Operational Model Design
- Quality Assurance
- Maintenance of the MES Strategic Roadmap

3. Project: Health and Welfare Critical Incident Management (HWCIM) Reporting Agency: South Carolina Department of Health and Human Services (DHHS) Timeframe: August 2023 – Present

A federal audit conducted by the Health and Human Services (HHS) Office of the Inspector General (OIG) found significant compliance issues with the State's reporting and monitoring of critical events. Specifically, the State needed to address deficiencies in the way it reported and monitored critical events for Medicaid beneficiaries with developmental disabilities who were receiving community-based services. Our team held sessions with State subject matter experts to understand their needs and concerns. We then evaluated the existing systems and processes in place for collecting and reporting critical incidents. Once the North Highland team understood the existing landscape, we reengineered and streamlined several reporting processes, conducted a thorough market scan including identifying viable solutions, alternatives analysis, and cost benefit analysis. We then leveraged the information gathered and developed a comprehensive critical incident management RFP and continue to support the State through the procurement process.

Procurement Support Services Provided:

- Analysis of Potential NASPO Vendors
- Requirements Validation
- Cost Benefit Analysis
- Development of Solicitation Documents
- Vendor Evaluation Frameworks and Criteria
- Implementation Support

4. Project: Claims and Financial Management (CFM) Module Procurement Agency: Georgia Department of Community Health (DCH) Timeframe: December 2018 - Present

As part of the State of Georgia's Medicaid Enterprise System Transformation (MEST), DCH participated in the NASPO ValuePoint procurement cooperative as a Sourcing Team State for the Claims and Financial Management (CFM) module. North Highland provided project management and procurement support including conducting a market scan, development of the requirements, SLAs, cost models, development of the RFP and related solicitation package documents, preparation for and evaluation of proposals, and updating of the advance planning documents (APDs). NASPO awarded Master Agreements to five vendors, and DCH is finalizing a Participating Addendum with a selected, qualified respondent. The North Highland team continues to provide strategic guidance and document development as the State moves to finalize the procurement and make a contract award.

Procurement Support Services Provided:

- Analysis of Potential NASPO Vendors
- Requirements Validation
- Cost Benefit Analysis
- Development of Service Level Agreements (SLA)
- Development of Solicitation Documents (Participating Addendum)
- Vendor Evaluation Frameworks and Criteria
- Implementation Support
- Advance Planning Document (APS) Support and Maintenance

5. Project: Third Party Liability (TPL) Module Procurement Agency: Georgia Department of Community Health (DCH) Timeframe: July 2019 – Present

The State of Georgia, DCH identified a business need to procure and implement a new TPL solution to include recovery, commercial billing recoupment, Physician / Hospital recoupment and Care Management Organization Come Behind Services. North Highland provided a team of experts to support DCH as the lead state for the NASPO ValuePoint procurement cooperative. While there were many similarities with more traditional procurements, the cooperative nature of this project presented unique challenges and a heightened level of collaboration and communication. This experience provided North Highland with additional insight into the NASPO process which we leverage in support of our clients today. This project has been very successful and to-date, Georgia has awarded Master Agreements to six vendors across five scopes, on behalf of NASPO. Currently, North Highland is supporting the State as it finalizes the Participating Addendum and prepares to select and award to qualified vendor(s).

North Highland Provided the Following Support and Services:

- Coordinating presentations at national Medicaid conferences to raise awareness to other states and vendors
 of the procurement opportunity.
- Development of multi-state and Georgia-specific requirements including Business Analysis and Project Management support.
- Procurement support to the Georgia DCH team as the NASPO lead state in developing the RFP and related solicitation package documents, alongside bidder conferences and responding to bidder Q&As.
- Evaluation support supporting evaluators and technical advisors from DCH and other sourcing states in collaboration with the Department of Administrative Services (DOAS), the central procurement agency for Georgia.
- Support of the Participating Addendum process to select a qualified vendor.
- Updating the Advance Planning Documents (PAPD and IAPD).
- 6. Project: Pharmacy Benefit Services (PBS) Module Procurement Agency: Georgia Department of Community Health (DCH) Timeframe: July 2022 - Present

The Georgia DCH has initiated its PBS Procurement and Implementation Project to procure and implement a new PBS module solution and increase overall program integrity by negotiating lower drug prices with manufacturers, setting maximum costs for generic drugs, monitoring for misuse to promote safety and effectiveness, and overseeing the services provided by Pharmacy Benefit Managers (PBMs). DCH was the lead state for the NASPO Value-Point procurement cooperative, while North Highland provided project management and procurement support. This project is currently in the multi-state evaluation stage leading to the awarding of Master Agreements. The eRFP was released for solicitation in January 2024 and responses were received in May 2024.

North Highland Provided the Following Support and Services:

- Coordinating presentations at national Medicaid conferences to raise awareness to other states and vendors of the procurement opportunity.
- Development of multi-state and Georgia-specific requirements and SLAs including Business Analysis and Project Management support.
- Procurement support to the Georgia DCH team as the lead state in developing the RFP and related solicitation package documents, alongside bidder conferences and responding to bidder Q&As.
- Evaluation support supporting evaluators and technical advisors from DCH and other sourcing states in collaboration with the Department of Administrative Services (DOAS), the central procurement agency for Georgia.
- Updating the Advance Planning Documents (PAPD and IAPD) throughout the duration of the project.
- Future Procurement activities will include the Participating Addendum process to select qualified vendor(s) for each of the scopes of work.
- 7. Project: Integration Platform Maintenance and Operations (IP M&O) Vendor Procurement Agency: Georgia Department of Community Health (DCH) Timeframe: July 2022 - Present

Through the IP M&O Procurement Project, DCH will procure Maintenance and Operations services for the Integration Platform that supports the Medicaid Enterprise System Transformation (MEST). North Highland has provided project management and procurement support that include:

North Highland Provided the Following Support and Services:

- Development of Requirements and SLAs.
- Creation of the eRFP package, including the Scope of Work and other attachments, in conjunction with DOAS.
- Project Management & Business Analysis support.
- Stakeholder engagement with Business Owner, DCH SMEs, GTRI, DOAS and the Georgia Technology Authority (GTA).
- Updating the Advance Planning Documents (PAPD and IAPD) throughout the duration of the project.
- The IP M&O project has the following future activities planned that will be led or supported by North Highland:
- Support of the solicitation process (including Bidders Conference and managing Q&A responses).
- Support of the evaluation process (including evaluator training, technical evaluation, and vendor demonstrations / presentations).
- Support of any required vendor negotiation.

Authorized Signature:	Edg	Title:	Vice President
Printed/Typed Name:	Rick Zelznak	Date:	10 July 2024

INFORMATION FOR EVALUATION

- Provide a response to each item/question in this section. Prospective Contractor may expand the space under each item/question to provide a complete response.
- Do not include additional information if not pertinent to the itemized request.

		Maximum RAW Score Available
.E.1	General Experience	10
A	Elaborate on the experience of assigned staff listed on #3 of the Client History Form. Describe each assigned qualified staff's direct experience related to the description including a description of project(s).	5 points

Ruth Klann, Project Managing Solicitations:

Ruth served as procurement and strategy lead for the State of Florida Agency for Health Care Administration's Strategic Enterprise Advisory Services (SEAS) project. In this role Ruth led strategic planning, roadmap development and procurement support for the \$700M Medicaid Enterprise System (MES) Transformation, including procurement assistance and support across the full procurement lifecycle for multiple large (>\$50M) MES solutions (Unified Operations Center, Provider Management System, Core Claims). This included procurement strategy and planning, development, evaluation support, negotiation support, post-award transition and implementation readiness services.

Ruth led the development of high priority business case and Implementation Advanced Planning Document for the State Medicaid program to secure state funding and federal match funding which included market analysis, procurement planning, budget analysis and cost benefit analysis. Additional pre-procurement analysis activities for Medicaid Enterprise System technology, including conceptual model development, state and vendor market scan, and organizational design.

Ruth Klann, Leading Governmental Procurement Projects:

In addition to the project management activities listed above, Ruth led the Technology Procurement Transformation project for the nation's eighth largest publicly owned electric utility. In this role, she was responsible for implementing 16 people, process and technology initiatives designed to advance the organization toward its future state Road map including: establishing a Governance framework; Roles and Responsibilities definition; Defining Key Performance Metrics and Reporting; Procurement Technology Assessment; Establishing Risk Management Framework; Workload Analysis; and providing advice and guidance on several other key procurement areas.



NORTH HIGHLAND



Rick Zelznak, Writing and executing complex procurements, Soliciting MES modules or components for State programs with 500,000 or more Medicaid Beneficiaries:

Rick has demonstrated experience supporting the procurement strategy and development for numerous MES procurements in Florida, Georgia, South Carolina, and New Jersey.

Rick served as the Executive Advisor for the Medicaid Enterprise System transformation for the Florida Agency for Healthcare Administration. This includes supporting the procurement and implementation effort for the integration platform as well as the modular components for the new modular system approach including development of the Core Claims, Provider, Enterprise Data Warehouse and Unified Operations Center procurements. The Unified Operations Center (UOC) project established a single, comprehensive call center designed to address all customer concerns across the Medicaid enterprise. By creating a one-stop-shop for all customer concerns and inquiries, the State was able to mitigate many of the customer service and quality issues inherent to a module, multi-vendor Medicaid enterprise environment. The UOC was a key component of the Florida Medicaid Enterprise Systems (MES) transformation and allowed the State to realize the technical benefits of modularity while mitigating the impacts to the overall customer experience.

Rick led efforts to initiate IS/IP Procurement with revisions to the SEAS task order to support the development of the IS/IP Invitation to Negotiate (ITN). Rick was involved in conducting market research on IS/IP Procurement strategies, reviewing other state procurements. He also led the team responsible for documenting strategic decision topics and direction relevant to the IS/IP Procurement, defined IS/IP Scope of Servies, and ISIP Procurement strategy. He led development of the Statement of Work (SOW) for the IS/IP ITN, provided input on evaluation criteria, pricing and budget. Team North Highland provided strategic planning and procurement support for the IS/IP project as part of the State of Florida's Strategic Enterprise Advisory Services (SEAS) initiative from 11/2017 through 11/2019. The Integration Services/Integration Platform (IS/IP) project was designed to create a centralized communication hub and foundational platform, facilitating communication, integration, and interoperability across all future Florida Health Care Connections (FX) modules. The IS/IP is a comprehensive platform, hosted on Oracle Cloud Infrastructure (OCI), supporting all aspects of integration including security, file exchange, and data management. The IS/IP included six distinct environments supporting all phases of development, testing, and operations.

In Georgia, Rick led the planning and project management effort with the Department for its Medicaid Enterprise System Transformation effort. He supported the development of Provider, Third Party Liability and Pharmacy Benefit Management procurements as well as the development of the statement of work for the System Integrator. For this project our team designed and implemented the overall procurement strategy for the Department of Community Health. We played a pivotal role in defining the Medicaid Enterprise vision and transformation strategy, establishing strategic goals and objectives for the future MES, and identifying potential constraints and dependencies. This holistic approach ensured a smooth and effective procurement process aligned with the state's long-term objectives. As part of their overall MMIS modernization effort, the State of New Jersey is looking to procure a provider module vendor using the NASPO ValuePoint procurement vehicle. North Highland has a team of Medicaid subject matter experts providing strategic planning, enterprise architecture, and procurement support assisting the State manage the modernization of their Medicaid Enterprise Systems (MES). Rick was an integral part of conducting an assessment on the current state and developing a roadmap for the future modernization of the state's Medicaid Management Information System in compliance with the modularity guidelines released by CMS. He supported the evaluation of the use of a National Association of State Procurement Officer (NASPO) vehicle for the state's Medicaid Provider module. Additionally, he supported the gap analysis of the use of NASPO to meet the State's provider requirements.

Rick Zelznak, Addressing protests for high-cost state or federal solicitations:

For a project in Georgia, Rick provided support addressing protests for the NASPO Medicaid Claims Module. For this project our team designed and implemented the overall procurement strategy for the Department of Community Health. We played a pivotal role in defining the Medicaid Enterprise vision and transformation strategy, establishing strategic goals and objectives for the future MES, and identifying potential constraints and dependencies.

В	Provide resume and narrative for all proposed key personnel including proposed subcontrac-	5 points
	tors (if applicable), who will be performing project activities. Resumes and narrative must in-	
	clude description of qualifying experience and/or projects, length of service for all qualifying	
	experience, as well as education and/or certifications.	

The following presents the qualifications for all proposed Team North Highland's key personnel, including those from subcontractors, who will be instrumental in executing project activities. Each team member's resume and narrative highlight their relevant experience, detailing specific projects that demonstrate their expertise. The provided information encompasses the duration of qualifying experiences, educational background, and pertinent certifications. For a comprehensive overview of our team's qualifications, please refer to the resumes provided in *Appendix A: Resumes*.

Name	Role	AR Procurement Law	Procurement Planning & Re- search	Public Procure- ment Probity	Protests: State/ Federal	Negotiations	Evaluations	Writing & Execut- ing Complex Pro- curements
Robert Flasch	Quality Oversight		√	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark
Ruth Klann	Project Manager		\checkmark	√		\checkmark	\checkmark	\checkmark
Fred Knapp	Systems Integration		\checkmark	\checkmark		\checkmark	\checkmark	\checkmark
Rick Zelznak	MES Procurement		\checkmark	√	\checkmark	\checkmark	\checkmark	\checkmark
Steve R Ruszkowski	Decision Support System (DSS)		\checkmark	\checkmark			\checkmark	\checkmark
Chris Davis	Certification		\checkmark	~		\checkmark	\checkmark	\checkmark
Nicolle Field	Medicaid / MITA		\checkmark	\checkmark				\checkmark
Wes Harris	Lead Business Analyst		\checkmark				\checkmark	\checkmark
	Subject Matter Expert (Medicaid)			\checkmark	\checkmark			
Patrice Hathorn	Business Analyst							\checkmark
	Procurement Strategy Expert		\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark
Mark W. Hodge	Arkansas Procurement Expert	√		\checkmark	\checkmark	\checkmark		
	Arkansas Procurement Expert		\checkmark					\checkmark

Robert Flasch, Quality Oversight

Robert serves as the North Highland Account Lead for the Southwest Market and is a key member of the firm's Public Sector team. As an Associate Vice President, he is responsible for strategy, operations, account management, and delivery oversight for clients in Arkansas and the Southwest Market. Robert has over 20 years

of experience successfully managing large, complex project engagements for public sector clients. Robert recently chaired the Texas Association of State Systems for Computing and Communications (TASSCC) Advisory Board, a group of leading technology companies that provide advice and support to the association of Texas state agency IT professionals. Robert is based out of North Highland's Austin, TX office.

Key qualifications include:

- Provided strategic leadership and quality assurance oversight for major technology initiatives at the Texas Department of Transportation, including business intelligence/data warehouse projects and large multi-year IT procurements.
- 2. Led transition and vendor oversight efforts for TxDOT's Information Technology Division, developing governance structures and managing complex multi-vendor environments.
- Served as Client Executive for the Texas Health and Human Services Commission, overseeing several large software implementations for the Texas Medicaid Management Information System (TMMIS). This included development of a statewide enterprise data warehouse and implementations of EDI, HL7, HIE, ICD-10, and other Medicaid-related systems.
- 4. Extensive experience in procurement support, vendor management, and strategic oversight of large-scale government technology projects.
- 5. Recently chaired the Texas Association of State Systems for Computing and Communications (TASSCC) Advisory Board, providing guidance to state agency IT professionals.

With his deep expertise in public sector technology initiatives, quality oversight, procurement, and Medicaid systems, Robert is well-positioned to provide executive-level leadership on complex government modernization efforts.

Ruth Klann, Project Manager

Ruth Klann is a PMP certified program and project manager with over 15 years of experience leading large-scale, complex enterprise transformation projects in the public sector, specializing in Medicaid and Health and Human Services (HHS).

Key qualifications include:

- Medicaid Enterprise System (MES) expertise: Strategy and Procurement lead for Florida's MES transformation, including strategic planning, roadmap development and managing multiple full lifecycle procurements (Unified Operations Center, Provider Management). Technology Delivery Manager for Texas Medicaid and Health Care Partnership Medicaid large scale business and system transformation projects including Provider Enrollment, TPL, EVV, Prior Authorization, MMIS.
- 2. Project Management Experience: Over 15 years of experience leading large scale, multi-year, multidepartmental/agency, complex business and system transformation projects. PMP certified.
- 3. Procurement experience: Over 5 years of experience leading and supporting public sector procurement projects across the full procurement life cycle including strategy and planning, requirements development, solicitation development, solicitation execution, contract formation, post-award transition and technology procurement process optimization. Advise various State Medicaid and HHS projects on procurement best practices.

Ruth's expertise encompasses enterprise transformation, program/project management, business process redesign, and strategic planning within Medicaid and HHS contexts. As a certified Project Management Professional (PMP), she excels in managing project lifecycles from planning and procurement to implementation.

Fred Knapp, Systems Integration

Fred Knapp Jr. is an innovative leader with over 20 years of experience working in Medicaid and health policy roles.

Key qualifications include:

- 1. Strategic Planning Coordinator at the Florida Agency for State Technology, where he provided strategic and business planning consulting services for the state's health and human services programs.
- 2. Chief Operating Officer at Florida Healthy Kids Corporation for -4 years, where he directed operations for the state's Children's Health Insurance Program covering 210,000 children. He managed an \$87 million third-party administrator contract and led procurements that saved \$23 million.
- 3. Senior Management Analyst Supervisor at the Florida Department of Children and Families, where he directed the development and implementation of state Medicaid policies and procedures. He led statewide efforts to simplify policies and improve customer interactions with Medicaid.
- 4. Program Administrator at the Florida Department of Children and Families, managing Medicaid policy development and maintenance. He led implementation of programs like Silver Saver prescription drug program and Ticket to Work.

Throughout his career, Fred has demonstrated expertise in strategic planning, policy development, program management, and process improvement in state health programs. His experience spans multiple state agencies and includes work on Medicaid, CHIP, and other health initiatives in Florida

Rick Zelznak, MES Procurement

Rick Zelznak provides subject matter expertise and advisory services related to Medicaid transformation, technology strategy development, industry trends and procurement strategy. Rick is a seasoned expert in Medicaid Enterprise System (MES) strategy and procurement with over 25 years of experience in public sector information technology and health and human services policy. He has been working specifically with Medicaid Enterprise Systems for 14 years.

Key qualifications include:

- 1. Leads teams and provides advisory support for Medicaid Enterprise System transformations in multiple states including Florida, Georgia, New Jersey, Connecticut, and Rhode Island.
- 2. Served as executive advisor on the Medicaid Enterprise System modernization efforts for Georgia, Rhode Island and Florida, overseeing strategy development, procurement planning, and implementation roadmaps.
- 3. Led the Project Management Office for Florida's Medicaid eligibility system implementation, overseeing interfaces with federal systems and ensuring ACA compliance.
- 4. Supported strategy development for Florida's MMIS and DSS replacement, including stakeholder engagement and federal compliance planning.
- 5. Expertise in Medicaid Information Technology Architecture (MITA), Medicaid IT Standards and Conditions, and Advance Planning Document development.
- 6. Previously served as Chief Information Officer (CIO) for the State of Arizona and Technology Policy Advisor to the Governor.

With his extensive experience across multiple states and deep expertise in MES strategy, procurement, and implementation, Rick is well-qualified to provide high-level advisory services for Medicaid system modernization efforts.

Steve R Ruszkowski, Decision Support System

Steve Ruszkowski is a seasoned technology leader with over 25 years of experience, specializing in complex system designs and architecture strategies. For the past 17 years, he has focused exclusively on Health and Human Services, particularly Medicaid Management Information Systems (MMIS) and Medicaid Enterprise Systems (MES) modernization.

Key qualifications include:

- 1. Leading technical architecture for multiple state MES Modular Modernization projects.
- 2. Developing Information, Technical, and Security Architectures for large-scale MMIS transformations.
- 3. Providing expert guidance on Enterprise Architecture and Medicaid systems for various states.
- 4. Conducting security assessments and implementing risk methodologies for Health Information Exchange systems.

5. Implementing statewide MMIS solutions and consulting on implementations across multiple states. Steve's expertise in technical design, enterprise architecture, security, and IT strategy has been crucial in guiding states through complex Medicaid system modernizations efforts including procurements, ensuring alignment with federal standards and implementing efficient, modular solutions.

Chris Davis, Certification

Chris Davis is an experienced consultant with over 15 years of professional experience in business process and organizational assessment, strategic planning, and federal certification and compliance. He has more than 5 years of specific experience working with Federal and State Government entities, particularly in Medicaid and Health and Human Services agencies.

Key qualifications include:

- 1. Led federal certification efforts for complex modular Medicaid Management Information System (MMIS) transformations in multiple states, including West Virginia and Puerto Rico
- 2. Provided federal regulatory, certification, and outcomes management expertise for Iowa's Medicaid Modernization Effort.
- 3. Served as project manager for Independent Verification and Validation (IV&V) services on major Medicaid system implementations in Ohio, Missouri, and Puerto Rico.
- 4. Supported procurement and implementation strategies for Medicaid Enterprise Systems in states like New Hampshire and Missouri
- 5. Expertise in Medicaid policy, including eligibility systems, MMIS, and fiscal agent services across various state projects.

Chris's experience spans the full lifecycle of Medicaid systems, from assessment and strategy development to implementation and certification. His work has consistently focused on ensuring compliance with federal regulations while helping states modernize and improve their Medicaid enterprise systems.

Nicolle Field, Medicaid / Medicaid Information Technology Architecture (MITA)

Nicolle Field is a seasoned Medicaid Subject Matter Expert with 10 years of experience helping state Medicaid agencies achieve their programmatic goals. As an Industry Executive with the North Highland Company's Health and Human Services Group, she has served Medicaid agencies in over a dozen states.

Key qualifications include:

1. Medicaid Enterprise Systems (MES) expertise: Led West Virginia's MES strategic planning and modernization efforts, including participating in an outcomes-based planning pilot with CMS. Supported West Virginia, New Jersey, Rhode Island, New Hampshire, and South Carolina's MES transformation efforts including a variety of strategic planning, assessment, and procurement assistance related projects.

2. MITA experience: Currently serving as a board member for the MITA Governance Board (MGB) and coleading the MGB Communications Workgroup. Led West Virginia's MITA 3.0 State Self-Assessment, which was accepted by CMS without revisions.

3. Procurement support: Oversaw teams building Medicaid enterprise procurements for various systems, including Third Party Liability, Enterprise Data Warehouse/Decision Support Systems, Integrated Eligibility, and Managed Care (via a Prepaid Ambulatory Health Plan).

Leadership roles: Served as the Principal/Portfolio Manager for the Medicaid Innovation, Data and Reporting, and Medicaid Enterprise Modernization Programs for West Virginia, and Program Manager for South Carolina's Data Governance Project and led Rhode Island's MES Planning, Procurement, and PMO Services project.
 Advanced Planning Document (APD) development: Led teams responsible for developing APDs for West Virginia and Delaware.

Nicolle's expertise spans program and project management, strategic planning, enterprise technology implementations, and data governance within the Medicaid context. Her leadership in these areas has contributed to successful Medicaid transformations across multiple states.

Wes Harris, Lead Business Analyst

Wes Harris is an experienced project director and business analyst with over 20 years of experience in the insurance and healthcare industries. He currently serves as a consultant with the North High-land Company, where he has led major projects for state agencies and insurance organizations.

Key qualifications include:

- 1. Harris's recent work includes directing operations for the Florida Homeowners Assistance Fund, managing a team of over 300 staff to provide financial assistance to homeowners. He has also led business analysis efforts for Florida's Medicaid systems modernization project and played a key role in Citizens Property Insurance's system migration initiative.
- Earlier in his career, Harris managed the PeachCare for Kids program for the Georgia Department of Community Health, where he designed and implemented eligibility models and collaborated with government agencies on policy updates.
- Harris holds a Bachelor of Arts in Economics from the University of Florida. He is certified as a Project Management Professional (PMP) and a Certified Business Analysis Professional (CBAP), demonstrating his expertise in project management and business analysis methodologies.

With his extensive experience in requirements gathering, process improvement, and managing large-scale projects, Wes Harris has established himself as a skilled professional in navigating complex business and technological challenges in the public and private sectors.

0	, Subject Matter Expert (Medicaid)	
Key qualifica	ations include:	



Original

utilities. Mr. Hodge's first experience in Arkansas procurement law came in 1998 with a procurement dispute involving a Medicaid prescription management software within the Arkansas Department of Human Services. Since that time, Mr. Hodge's experience has included representing companies in procurement matters involving Medicaid prescription drug prior authorization contracts, Medicaid Prescription Drug Monitoring Programs, Medicaid dental services and a variety of other contested procurement matters.

Mark will be advising Team North Highland on Arkansas procurement requirements and guidelines throughout this engagement rather than providing direct legal advice to the State of Arkansas.

Key qualifications include:

Mark has substantial experience representing private entities seeking and performing public contracts and involved in negotiations and disputes with administrative bodies, including procurement protests. Over the past 18 years, Mark has served as outside general counsel to a nationwide software licensing and services company doing business with private entities as well as state and federal agencies.

Mark is actively involved in the Arkansas Bar Association, where he is a tenured member of the House of Delegates, currently serves as the Chair of the Personnel Committee and is a past Chair the Young Lawyers' Section, plus numerous other committee appointments.

O	, Arkansas Pro	curement Expert		
Key qua	lifications include:			

Team North Highland Organization Chart

Team North Highland's staffing model, presented in the organizational chart below, is designed to provide both the breadth and depth of expertise to drive success. The project is led by Robert Flasch serving in a Quality Oversight role and Ruth Klann serving as Project Manager. Both Robert and Ruth provide oversight and quality assurance for project deliverables and leadership, guidance, and support to the project team. As the Project Manager, Ruth drives project management activities and ensures the team meets identified milestones.

Wes Harris is serving as our Lead Business Analyst based on his subject matter expertise and procurement support experience. Our team of experienced Business Analysts includes Patrice Hathorn, Allison Harbaugh, and Jonah Epstein. Functional and Subject Matter Experts provide specific point-in-time support as needed throughout the procurement development lifecycle (e.g., Medicaid, Certification, Arkansas Procurement, and Medicaid Systems expertise).

NORTH HIGHLAND



.E.2	Medicaid Enterprise System Experience	15
A	Describe the Prospective Contractor's experience assisting with procurements related to Medi- caid Enterprise Systems.	5 points

Team North Highland Medicaid Enterprise Systems Experience

Team North Highland brings a wealth of experience providing strategic planning and procurement support to State agencies procuring Medicaid Enterprise Systems (MES) related services and systems. We have successfully supported 17 MES procurements for over 10 years in five States, each presenting a unique set of challenges and opportunities. Our experience, expertise, and proven methodologies allow us to meet those challenges and exploit the opportunities for our clients.

Our expertise in this field is widely recognized, with team members invited to present and co-present with our clients at prestigious industry events such as the Medicaid Enterprise Systems Conference and Health IT Connect conferences. These presentations cover critical topics including test management and automation, modularity, and procurement strategies. Further solidifying our thought leadership in the Medicaid space, our proposed Medicaid Subject Matter Expert, Nicolle Field, serves as a member of the Medicaid Information Technology Architecture (MITA) Governance Board.

Our firm has cultivated a long-standing relationship with federal oversight agencies, particularly the Centers for Medicare and Medicaid Services (CMS), collaborating closely throughout the planning, procurement, and implementation phases of MES projects. This partnership has positioned us as a trusted advisor, regularly meeting with CMS to provide valuable state vendor perspectives on Medicaid Enterprise System transformations. Our experience with CMS is also useful when helping clients develop advance planning documents (APD) and manage federal funding.

The following paragraphs list key customer engagements that highlight our experience supporting MES procurements.

In Florida, we spearheaded the transformation of the state's Medicaid Enterprise Systems, managing the entire procurement process from initial stakeholder engagement to final contract negotiations. Our comprehensive approach included developing key requirements, creating solicitation materials, and establishing evaluation frameworks for vendor responses. We facilitated vendor presentations, guided the selection process, and negotiated crucial contract elements, ensuring the best outcomes for our client. Our work, for the Florida Agency for Health Care Administration, has resulted in several successful MES procurements including a systems integration platform, a unified operations center, a data warehouse, and a provider module.

In Georgia, our team designed and implemented the overall procurement strategy for the Department of Community Health. We played a pivotal role in defining the Medicaid Enterprise vision and transformation strategy, establishing strategic goals and objectives for the future MES, and identifying potential constraints and dependencies. This holistic approach ensured a smooth and effective procurement process aligned with the state's long-term objectives. Our team was instrumental in developing the State's MES roadmap and procurement strategy. We developed the Statement of Work for the System Integrator vendor, the Georgia Technology Research Institute. Team North Highland also supported Georgia's involvement on the NASPO Medicaid Claims procurement team as well as supporting the State as they served as lead for the NASPO Third Party Liability (TPL) and Pharmacy Benefit Management (PBM) procurements. This included managing the procurement development and providing subject matter expertise on requirements development and providing subject matter expertise on requirements development and providing subject matter expertise on requirements development and procurement guidelines and law.

For the State of Rhode Island, Team North Highland provided comprehensive procurement leadership and support. We developed Advanced Planning Documents (APDs) and created a tailored procurement strategy that addressed the state's specific needs. We assisted the State's Department of Human Services with a NASPO procurement of a Third-Party Liability vendor. Our involvement extended beyond the initial procurement phase, as we continued to provide project management office support throughout the full project lifecycle.

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Team North Highland has been assisting the State of New Jersey's Department of Medical Assistance and Health Services (DMAHS) with their MMIS modernization strategy beginning in January 2019. Our team is supporting DMAHS with a NASPO Provider Module procurement including conducting market research, facilitating vendor demonstrations, advising on the evaluation methodology, and developing the participating addendum.

For the State of South Carolina, Team North Highland led the development of two Medicaid related procurements including the State's new managed care Dental program and the Health and Welfare Critical Incident Management system. Team North Highland also led the development of the Data Governance approach for the Medicaid Enterprise System modernization effort. This work focused on improvements in decision support and addressed improvements in data management for the Medicaid Enterprise.

Exhibit 1: Example of HHS and Medicaid clients	
B Describe the Prospective Contractor's and proposed subcontractors (if applicable) subject mat- ter expertise specifically related to the procurement of Medicaid programs.	5 points
Team North Highland has been in the business of Health and Human Services (HHS) for nearly three is caid program experience is central to our HHS practice. State Medicaid agencies turn to Team North I time again for consulting support and strategy development. The combination of our (1) technical know engagement through all phases of Medicaid Enterprise Systems planning and development; (2) relevative working in complex, multi-vendor environments; and (3) significant collaboration on behalf of our state with federal requirement provides a unique combination that makes us the ideal partner. Our work spa	Highland time and vledge and direct ant experience Medicaid clients

processes nationwide.

State Agencies throughout the Medicaid enterprise, providing us with a comprehensive view of Medicaid systems and

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As noted, our firm has deep Medicaid procurement experience having recently worked with five states on their MES procurement efforts. This has given us vast experience with procuring modular Medicaid systems and the importance of developing a comprehensive procurement strategy that establishes standards across all Medicaid modular components. Through this experience, our team has gained recent and relevant experience and expertise related to Provider, Claims, Enterprise Data Warehouse, System Integrator, TPL, PBM, EVV and Unified Operations modules in a Medicaid enterprise environment.

С	Describe the Prospective Contractor's and proposed subcontractor's (if applicable) subject	5 points
	matter expertise specifically related to the procurement of Medicaid programs and information	
	technology systems.	

Team North Highland has an extensive Procurement Capability Practice that provides clients with three major service offerings: (1) outsourced procurement support for large, complex procurement initiatives, including market research, market engagement, requirements gathering, evaluation criteria development and contract advisory services; (2) procurement advisory services in collaboration with and in support of existing customer procurement staff; and (3) procurement transformation services, helping organizations reimagine their existing procurement operations. Based on best practices, Team North Highland leverages the latest industry procurement developments; proven procurement best practice; and effective organization, governance, and process design to optimize business value. Within the past few years, Team North Highland led Medicaid procurement initiatives for the states of Florida, Georgia, New Jersey, Rhode Island, and South Carolina. We utilize procurement expertise to support the development, evaluation, negotiation, and oversight of successful, non-protested procurements worth approximately \$2.5 billion in software and services for publicsector entities.

Team North Highland's Arkansas Procurement Law Subject Matter Expert, Mark W. Hodge, provides the Department of Human Services with both Arkansas Medicaid and State or Arkansas procurement law experience and expertise. Mark's has experience with procurement matters involving Medicaid prescription drug prior authorization contracts, Medicaid Prescription Drug Monitoring Programs, Medicaid dental services and a variety of other contested procurement matters.

Our partner	has experience serving the		

.E.3 Procurement Experience	40
A Describe the Prospective Contractor's and proposed subcontractor's (if applicable) subject mat- ter expertise specifically related to Arkansas Procurement Law.	5 points
Team North Highland includes an Arkansas Procurement Law Subject Matter Expert, Mark W. Hodge experience in Arkansas procurement law. Mark has been practicing law in Arkansas since 1997 and in procurement law matters since 1998. He brings experience with diverse procurement cases includi Medicaid prescription management software Medicaid prescription drug prior authorization contracts	has been involved

- Medicaid Prescription Drug Monitoring Programs
- Medicaid dental services

Mark regularly represents awardees defending protests alongside State agencies, protesting parties in procurement disputes, and companies involved in procurement matters. Although Mark's primary area of focus is Arkansas, he has also represented clients in procurement matters in other states, including Texas, Florida, and Mississippi. Thus, bringing helpful perspective on other state procurement practices and laws. He provides counsel to municipalities and quasi-governmental entities in procurements. Mark is an expert in software licensing and procurement of governmental contracts, as well as public-private partnerships. He has acted as lead counsel in complex administrative disputes involving procurement protests, representing both awardees and protesters. Mark has significant and varied experience in Arkansas procurement law, making him a valued member of Team North Highland.

В	Describe the Prospective Contractor's and proposed subcontractor's (if applicable) subject mat-	5 points
	ter expertise specifically related procurement planning and research.	

Team North Highland led a comprehensive procurement process for the Florida Agency for Health Care Administration's MES modernization initiative. This process began with stakeholder meetings to establish expected outcomes and develop the procurement plan. The team then wrote key requirements and solicitation materials, as well as created a framework for evaluating vendor responses. They facilitated the entire solicitation execution, from answering potential vendor questions through vendor presentations when applicable. Additionally, Team North Highland conducted similar procurement planning efforts to support the Georgia, Rhode Island, South Carolina, and New Jersey's MES transformation efforts.

Team North Highland's expertise is further evidenced by their involvement in vendor selection, contract negotiations, and ongoing contract management. They conducted thorough research and maintained high levels of transparency throughout the process, as expected for state constituents. The team also performed required CMS checks, streamlined the agency's existing solicitation process, and implemented strict vendor selection criteria to ensure optimal outcomes for the agency. Their approach balanced quality and financial concerns during negotiations, demonstrating a nuanced understanding of procurement in the public sector healthcare domain.

C Describe the Prospective Contractor's and proposed subcontractor's (if applicable) subject matter expertise specifically related to Public Procurement Probity. 5 points

Team North Highland's procurement methodology and approach ensures transparency, equity, fairness and accountability throughout the procurement process. As impartial advisors, we employ standards and tools that support the integrity of the process, and ensure all participants have a fair opportunity and enable the agency to employ a procurement process is transparent, accountable, impartial and equitable. This foundation is integral throughout the procurement lifecycle, but especially critical during the evaluation and negotiation phases, to avoid protest, ensure fair and robust competitive responses and enable the agency to efficiently achieve best value. Team North Highland is committed to openness and accountability with our customer and personnel. We also implemented a strict vendor selection process to provide the agency with the best possible outcomes. Our focus is on impartiality and objective decision-making in vendor selection. Additionally, Team North Highland's involvement in facilitating the entire solicitation execution, from answering vendor questions to evaluating presentations, indicates our structured and consistent approach that aligns with probity principles.

D Describe the Prospective Contractor's and proposed subcontractor's (if applicable) subject matter expertise specifically addressing Protests for high-cost state or federal solicitations.

Our work to support our clients against procurement protests begins on Day One and continues throughout the procurement lifecycle. Team North Highland's record of unprotested procurements is attributable to our extensive understanding of state and federal procurement laws, guidance, and procedures. We work closely with the State's procurement officers, business owners, and legal team to design and execute a fair, transparent, and competitive procurement. Our procurement subject matter experts (SMEs) incorporate a rigor and discipline to the procurement process - which includes the use of our proven methodology and tools – checking all of the boxes to reduce exposure to potential protests which could jeopardize the entire procurement and result in significant delays for the State.

Despite a compliant procurement, some protests are unavoidable, especially those associated with high-value, multi-year contracts. If a procurement is protested, our SMEs work with the State to provide advisory support. Additionally, we maintain detailed records of procurement events, decisions, and documentation throughout the procurement process, which

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facilitates the State's prompt response to open records requests. Oftentimes, the ability to provide documentation to the vendor in a timely manner that clearly demonstrates the procurement process was technically correct and fair will deter an intent to protest from moving forward.

E Describe the Prospective Contractor's and proposed subcontractor's (if applicable) subject matter expertise, specifically negotiations.

5 points

Team North Highland's procurement experience includes a total of over \$2.5 billion in public sector procurements including MES. This includes negotiating pricing and other key aspects of the contracts for large-scale, complex technology procurement projects in the public sector. Team North Highland's approach to negotiations is aimed to balance quality concerns with financial considerations and take into consideration multiple factors beyond just price to achieve the best overall outcome for the client.

Our practical experience in negotiations within the context of large-scale government technology projects is enhanced by our project understanding based on our involvement throughout the procurement process, from initial planning to contract execution as well as our comprehensive understanding of the project's requirements and constraints. In Florida, for example, we supported AHCA, the State Medicaid Agency, in negotiations for the Unified Operations Center, the Provider Management module, and the Core (Claims) module procurements. Team North Highland supported the negotiation phase of multiple Invitation to Negotiate (ITN) procurements which assisting the Agency in negotiating with multiple vendors simultaneously. We provided negotiator preparation, clarity of scope / requirements and process for vendors and the Agency, and a framework for comparing and analyzing vendor feedback and results throughout the negotiation process.

Our partner compliments DHS with additional subject matter expertise related to procurement negotiations. unique methodology and advanced tool set has led to a robust track record of consistently achieving savings of 5 to 25% for clients. Advanced tools related to negotiations include:

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		-
F	Describe the Prospective Contractor's and proposed subcontractor's (if applicable) subject mat-	5 points

F Describe the Prospective Contractor's and proposed subcontractor's (if applicable) subject matter expertise specifically related to facilitating demonstrations, oral presentations, and/or interviews.

As part of the procurement process for the Florida Agency for Health Care Administration's Medicaid Enterprise System transformation, Team North Highland organized and oversaw vendor presentations when applicable. As Team North Highland was involved in the entire solicitation process from start to finish, we coordinated and facilitated various types of vendor interactions, including demonstrations, oral presentations, and interviews.

In Georgia, Team North Highland facilitated vendor demonstrations for the State Medicaid Agency's Claims and Financial Management module procurement. For this procurement, Georgia leveraged the NASPO ValuePoint multi-state cooperative procurement vehicle. Team North Highland coordinated vendor demonstrations with down-selected vendors and worked with the State to prepare for these demonstrations. Our team collaborated with the State to identify state-specific constraints and opportunities with respect to the demonstrations, to enable evaluators to seek clarification of written responses received. Team North Highland reviewed demonstrations from other RFPs, and worked with State SMEs, specifically those who supported the development of the requirements, to identify key processes they wanted to prioritize during demonstrations. Our team facilitated working sessions to develop scenarios around these key processes, which were sent to the bidders as far in advance as possible to allow them to prepare a comprehensive demonstration of their respective solutions.

G	Describe the Prospective Contractor's and proposed subcontractor's (if applicable) subject mat-	5 points
	ter expertise specifically related to evaluations.	
Team North Highland developed the Florida Agency for Health Care Administration framework for evaluating responses as part of the procurement process for the Medicaid Enterprise System transformation. This included creating structured evaluation methodologies for complex technology procurements in the public sector. Team North Highland used a strict vendor selection process to provide the agency with the best possible outcomes. Our rigorous evaluation approach involved detailed assessment criteria and a thorough analysis of vendor proposals. Our involvement throughout the procurement process, from requirement definition to vendor selection, provided us a comprehensive understanding of how to align evaluations with project goals and agency needs.

Team North Highland has practical experience supporting states with solicitation evaluation processes for large-scale government technology projects. Most, if not all, of our procurement assistance projects included some degree of evaluation support, from evaluation scoring strategy and approach planning, evaluator training, evaluation criteria development, evaluation process facilitation, evaluation methodology and tool support, and advising on the evaluation process and communication.

Н	Describe the Prospective Contractor's and proposed subcontractor's (if applicable) subject mat-	5 points
	ter expertise specifically related to writing and executing complex procurements.	

Team North Highland Procurement Experience

As stated earlier, Team North Highland's procurement experience includes a total of over \$2.5 billion in public sector procurements including MES.

Team North Highland led the procurement process for Florida's Medicaid Enterprise System (MES) transformation, a multi-year, multi-agency project valued at over \$70 million. We were responsible for writing key requirements and solicitation materials for this complex technology procurement. This involved developing comprehensive procurement plans based on stakeholder input and expected outcomes, demonstrating their ability to craft detailed, tailored procurement documents for large-scale government projects.

Team North Highland managed the entire solicitation execution process, from answering potential vendor questions through to vendor presentations. This included facilitating the development of evaluation frameworks, overseeing vendor selection, and participating in contract negotiations. Our involvement spanned the full procurement lifecycle, showcasing their capability to execute intricate procurements from initiation to contract award.

Team North Highland's approach included streamlining the agency's existing solicitation process and ensuring compliance with state and federal requirements, including necessary CMS checks. This indicates our proficiency in navigating the complex regulatory environment of public sector procurements while also improving efficiency. Our success in helping procure multiple vendors for different modules of the MES further demonstrates our expertise in managing the complexities of modular system procurements in healthcare technology.



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. E.4	Approa	ch and Methodology	45
A	experts The Av and ob written the Pro	ervice objective of DHS is to reduce the number of hours spent by DHS subject matter s and executive staff in developing scopes of work and associated solicitation materials. varded Contractor will participate in high level discussions around service limitations jectives and receive historical contract documents, requirement matrices, and other materials as an initial artifact archive. Describe the approach and methodology of how ospective Contractor will utilize this archive and/or materials researched by the Prospec- ntractor to draft solicitation documents with a minimal draw on DHS staff hours.	5 points
ness, mater	and min ials and	ighland's approach to drafting solicitation documents emphasizes efficiency, thorough- imal reliance on DHS subject matter experts and executive staff. By leveraging existing conducting comprehensive independent research, we ensure that solicitation develop- treamlined and effective.	
Utilizi	ing Prov	rided Archives	
ces, a	and other	conducting a thorough analysis of the historical contract documents, requirement matri- r written materials provided by DHS. This review helps us understand the current state, oints, and recognize successful strategies.	
•		nent Analysis: We perform an in-depth review of all provided documents to extract rel- nformation, understand existing processes, and identify areas for improvement. This s:	
	0	State and DHS strategic plans	
	0	Business process and procedure manuals	
	0	System documentation	
	0	Previous RFPs, requirements matrices, and contracts	
	0	Change requests and defect logs	

- o Organizational charts and training materials
- State and federal audit reports

Independent Research and Market Analysis

Our team supplements the provided archives with independent research and market analysis to ensure the solicitation documents are up-to-date and comprehensive.

- **Market Scans:** We conduct market scans to gather the latest information on vendors, technologies, and best practices in the Medicaid and human services sectors. This involves:
 - Reviewing recent RFPs from other states
 - o Analyzing industry trends and vendor offerings
 - Conducting interviews with other State Medicaid Agencies or human services agencies and identified vendors to gather information on pricing models, product development, market positioning, innovations, and lessons learned
- Regulatory Updates: We stay updated with the latest CMS regulations and federal guidelines to ensure compliance and relevance in the solicitation documents.

Leveraging Templates and Best Practices

Team North Highland's experience supporting multiple MES procurements for several State clients has allowed us to establish a rich repository of documents, lessons learned, and a better understanding of the unique nature of public sector processes and regulations. We have a set of proven templates and approaches to support a variety of MES procurements including TPL, Provider, and Claims. In addition to our own templates, we are very familiar with working with the standard templates of our partners including CMS and NASPO. At Team North Highland we will leverage all these materials and best practices to further reduce the burden on DHS staff, minimize risks, and maximize success for the State of Arkansas.

- **State Procurement Templates:** We utilize and adapt existing state procurement templates to ensure consistency and compliance with Arkansas procurement laws.
- **Materials and Lessons Learned:** We leverage all the materials, work products, approaches, and lessons learned from our previous accounts to support Arkansas procurement.
- Best Practices: We incorporate best practices from recent successful RFPs in other states to streamline the solicitation process. This includes:
 - Using prescriptive requirements and service level agreements from other states as a reference
 - Incorporating performance standards, metrics, and penalties that have proven effective elsewhere

Collaborative Workshops

While minimizing the time required from DHS staff, we conduct targeted, high-impact workshops to refine the scope of work and solicitation materials.

- **Focused Sessions:** We hold focused, onsite requirements sessions to gather essential input from key stakeholders efficiently. In our experience, these sessions are more productive than virtual meetings and help ensure that critical insights are captured quickly.
- SME Collaboration: We work closely with DHS subject matter experts during these sessions to validate findings and ensure all critical requirements are addressed.

Efficient Drafting and Review Process

Our team ensures that the drafting and review process is efficient and requires minimal DHS involve- ment.	
• Preliminary Drafts: We develop preliminary drafts of solicitation documents based on our analysis and research, ensuring they are comprehensive and aligned with DHS objectives.	
• Iterative Feedback: We incorporate iterative feedback from DHS stakeholders through concise review cycles to refine and finalize the documents with minimal disruption to their daily responsibilities.	
Continuous Improvement	
We incorporate lessons learned from each project to continually improve our approach, ensuring that future solicitation documents are developed even more efficiently.	
Post-Project Reviews: We conduct post-project reviews to gather insights and identify oppor- tunities for process improvement.	
• Stakeholder Feedback: We solicit feedback from DHS staff to refine our methodology and ensure it meets their needs and expectations.	
By employing this structured and detailed approach, Team North Highland effectively reduces the number of hours spent by DHS staff on developing scopes of work and associated solicitation materials while ensuring high-quality, comprehensive, and compliant solicitation documents.	
B A service objective for DHS is to receive timely, well-informed, and project- specific initial recommendations for procurement strategies. For each project, the awarded Contractor will meet with subject matter experts, executive staff, and procurement staff for a high-level discussion of project limitations and objectives. Describe the approach and methodology of how the Prospective Contractor will mobilize their expertise, experience, research resources to identify and recommend an initial project procurement strategy.	5 points
Team North Highland's approach to providing timely, well-informed, and project-specific procurement strategy recommendations involves mobilizing our expertise, leveraging extensive experience, and utilizing robust methodology, tools and research resources. Our methodology ensures that recommendations are tailored to the unique needs and objectives of each DHS project.	
Initial High-Level Discussions	
We begin by engaging in high-level discussions with DHS subject matter experts, executive staff, and procurement staff to understand project limitations and objectives. These discussions form the foun- dation of our procurement strategy.	
• Kick-Off Meetings: Conduct initial meetings to gather insights into project goals, limitations, and stakeholder expectations. This helps us align our strategy with DHS's vision and requirements.	
• Stakeholder Alignment: Ensure all key stakeholders are on the same page regarding project priorities and constraints, fostering a collaborative environment.	
• Detailed Questionnaires: Utilize detailed questionnaires and structured interviews to capture specific project requirements and potential limitations from all relevant parties.	
Expertise and Experience Mobilization	
Our team mobilizes its extensive expertise and experience in public sector procurement to develop informed recommendations.	

- Experienced Team: Deploy a team of seasoned procurement professionals with a track record of successful public sector projects. Their deep understanding of procurement laws, regulations, and best practices ensures robust strategies.
- **Specialized Knowledge:** Leverage specialized knowledge in Medicaid and human services procurements to address the specific needs of DHS projects.
- **Cross-Functional Collaboration:** Encourage collaboration among team members with diverse expertise (e.g., legal, technical, financial) to ensure comprehensive and well-rounded recommendations.
- Advanced Procurement Support Tools: Access tools such as: procurement excellence monitor which enables conduct of comprehensive assessment of the procurement function against 150+ industry peers and best-in-class organizations to derive areas for immediate improvement and action; Spotlight.ai which leverages custom AI-powered models to categorize spend and unlock hidden procurement value; Procurement benchmarking databases to show peer company savings, highlighting industry-wide cost reductions we've achieved for our clients; and AI Negotiation Coach which complements buyer expertise to secure the most valuable negotiation outcomes and learns from previous negotiations to improve recommendations.

Comprehensive Research and Analysis

We perform thorough research and analysis to support our recommendations with data-driven insights.

- **Market Analysis:** Conduct detailed market analysis to understand current trends, vendor capabilities, and emerging technologies. This includes:
 - o Reviewing recent RFPs and vendor responses from other states
 - o Analyzing industry benchmarks and best practices
 - o Identifying innovative solutions and technology trends relevant to the project
- **Regulatory Review:** Stay updated on the latest federal and state procurement regulations to ensure compliance and relevance in our recommendations.
 - o Regularly review updates from CMS and other regulatory bodies
 - o Incorporate any new compliance requirements into the procurement strategy
- Risk Assessment: Perform risk assessments to identify potential challenges and develop mitigation strategies.
 - Assess financial, operational, and compliance risks associated with different procurement options
 - Develop contingency plans to address identified risks

Development of Initial Recommendations

Based on the insights gathered from discussions, expertise, and research, we develop initial procurement recommendations that are tailored to the specific project.

- **Customized Strategies:** Craft procurement strategies that address the unique requirements and limitations of each project, ensuring alignment with DHS's objectives.
 - o Define expected outcomes of each project
 - Determine procurement method and approach (e.g., RFP, multi-state cooperative purchasing agreement, etc.)

	0	Outline requirements approach	
	0	Develop detailed scope of work and performance metrics	
	0	Define vendor evaluation and negotiation strategies and processes	
		ation and Feedback: Present initial recommendations to DHS stakeholders for feed- suring that all perspectives are considered and incorporated.	
	0	Facilitate review sessions with key stakeholders	
	0	Revise recommendations based on stakeholder input to ensure buy-in and alignment	
Timely De	eliver	у	
We priorit	tize tin	nely delivery of recommendations to keep projects on track and within schedule.	
		red Timeline: Establish a structured timeline for developing and presenting recom- ons, ensuring that all steps are completed efficiently and within the agreed timeframe.	
	0	Create a detailed project plan with milestones and deadlines	
	0	Monitor progress regularly to ensure adherence to the timeline	
		Updates: Provide regular updates to DHS stakeholders on the progress of our work, g transparency and keeping everyone informed.	
	0	Share progress reports and interim findings	
	0	Conduct regular check-ins to address any emerging issues or concerns	
informed, goals and	and p l opera	s structured approach, Team North Highland ensures that DHS receives timely, well- project-specific procurement recommendations that are aligned with their strategic ational needs. This methodical and collaborative approach helps to ensure that all rel- re considered, risks are mitigated, and stakeholder expectations are met.	
inc		e how the Prospective Contractor's approach and methodology to procurement strategy ates predictive or progressive analysis to reduce risk for project-specific, downstream s.	5 points
analysis to odology e	o effe	ghland's approach to procurement strategy integrates both predictive and progressive ctively mitigate risks associated with project-specific downstream concerns. Our meth- s a comprehensive understanding of potential risk factors and implements strategies address these issues.	
Predictive	e Ana	Ilysis	
		analysis is grounded in rigorous market research and benchmarking to anticipate po- es and opportunities in the procurement process.	
caj to a vic but	pabilit addre ce leve dget o	Research: We conduct thorough market research to identify current trends, vendor ites, and best practices. This helps us foresee potential pitfalls and develop strategies iss them proactively. By understanding how similar projects have structured their ser- el agreements and cost proposals, we can anticipate and mitigate risks related to overruns and service delivery. Team North Highland also examines relevant federal e to understand any impacts to be considered as the procurement is developed.	
to i hol ass	identi Ider e sessn	isk Assessment: At the onset of each project, we perform a detailed risk assessment fy potential risk factors related to market conditions, regulatory changes, and stake- xpectations. This early identification allows us to craft tailored mitigation plans. The nent includes evaluating external factors such as market volatility and internal factors stakeholder alignment.	

Progressive Analysis

Our progressive analysis methodology is designed to provide continuous risk management throughout the procurement process.

- **Ongoing Monitoring:** We continuously monitor market conditions, regulatory updates, and stakeholder feedback to identify emergent issues that could impact the project. This dynamic approach ensures our strategy remains responsive to changing circumstances. By staying vigilant and adaptive, we can make real-time adjustments to the procurement strategy.
- Stakeholder Collaboration: We engage in iterative review cycles with stakeholders to refine solicitation documents and procurement strategies based on their input. This collaboration minimizes the risk of last-minute changes or conflicts. Regular stakeholder meetings and feedback loops ensure that the procurement process remains aligned with stakeholder needs and expectations.

Implementation and Continuous Improvement

Effective implementation and continuous improvement are critical to our procurement strategy.

- **Quality Assurance:** We conduct regular reviews of all procurement documents to ensure consistency, accuracy, and clarity. This includes maintaining rigorous version control processes and validation against regulatory standards. By upholding high standards of document quality, we mitigate the risk of errors and omissions that could compromise the procurement process.
- **Lessons Learned:** After each project phase, we conduct a post-mortem analysis to evaluate the effectiveness of our risk management strategies and incorporate lessons learned into future project phases. This continuous improvement approach ensures that our methodologies evolve based on real-world experiences and feedback.

Comprehensive Risk Mitigation

We integrate comprehensive risk mitigation strategies to address both predictive and progressive analysis insights.

- **Mitigation Planning:** Develop detailed mitigation plans for identified risks, including contingency plans for high-risk scenarios. These plans are continuously updated based on ongoing monitoring and stakeholder input.
- **Proactive Issue Resolution:** Address potential issues proactively through targeted communications and early intervention strategies. By resolving issues early, we reduce the risk of downstream impacts.

Team North Highland also uses the Advanced Procurement Support Tool Supplier Risk Radar which leverages criteria from internal and external databases to identify high risk suppliers.

By integrating predictive and progressive analysis into our procurement strategy, Team North Highland effectively reduces risks associated with project-specific downstream concerns, enabling successful and compliant procurement outcomes. This robust approach combines foresight, adaptability, and continuous improvement to deliver high-quality results for DHS projects.

D A service objective for DHS is to receive ongoing recommendations to manage risk associated with emergent issues, such as revisions in Federal guidance or regulation, market changes, or shifts in business needs that may occur throughout the solicitation process. Describe the Prospective Contractor's approach and methodology for monitoring, identifying, and defining, emergent issues. Describe how the Prospective Contractor designs project- specific solutions to manage risk associated with those emergent issues.

Team North Highland's approach to monitoring, identifying, and managing emergent issues throughout the solicitation process is proactive and comprehensive. We leverage our deep understanding of the Medicaid and human services environments, combined with rigorous risk management practices, to provide tailored solutions that mitigate risks associated with emergent issues such as regulatory changes, market shifts, or evolving business needs.

Monitoring Emergent Issues

Continuous monitoring is essential for staying ahead of potential issues that could impact the project. We establish robust monitoring mechanisms to ensure that emergent issues are identified promptly.

- **Regular Environmental Scanning:** We continuously scan the regulatory and market landscape for changes in federal guidance, regulations, and market trends that could affect the project. This proactive approach allows us to anticipate and prepare for changes, rather than reacting to them after they occur.
- **Stakeholder Engagement:** Maintaining ongoing communication with DHS stakeholders is crucial. We gather insights on potential changes in business needs or strategic priorities through regular updates and meetings with key stakeholders. This helps us stay aligned with DHS's evolving objectives and adjust our strategies accordingly.

Identifying and Defining Risks

Our structured approach to risk identification ensures that emergent risks are captured and defined accurately.

- **Pre-Mortem Workshops:** Conducting pre-mortem workshops is a key strategy to identify risks early in the project lifecycle. During these workshops, we hypothesize potential failure scenarios and collaboratively identify reasons why these failures could occur. This forward-thinking exercise helps us reword potential issues into risks and develop preliminary mitigation plans.
- **Risk Identification Processes:** We use standardized processes to capture risks from all team members and stakeholders. These risks are then recorded in a comprehensive Risk Log, which is maintained and updated regularly. The Risk Log includes detailed descriptions of each risk, potential impacts, probability assessments, and assigned risk owners.

Developing Risk Mitigation Strategies

Once risks are identified, we develop specific mitigation strategies to minimize their impact on the project.

- **Risk Analysis:** We perform detailed risk analysis to prioritize risks based on their likelihood and potential impact. This involves evaluating the probability of each risk occurring and determining its potential impact on cost, schedule, scope, and quality.
 - **Probability Assessment:** Risks are assessed for their likelihood to occur, and categorized as low, medium, or high.
 - Impact Assessment: The potential impact of each risk is evaluated across dimensions such as cost, schedule, scope, and quality, with impact values assigned accordingly.
- **Mitigation Planning:** We create tailored risk mitigation plans that address each identified risk. These plans include:
 - **Risk Acceptance:** Implementing controls to lower the risk to acceptable levels while continuing with the project.

	0	Risk Avoidance: Eliminating the cause or consequence of the risk to prevent its oc- currence.	
	0	Risk Limitation: Implementing early detection mechanisms and preventive controls to manage the risk effectively.	
	0	Risk Planning: Developing contingency plans for high-risk scenarios to ensure readiness in case the risk materializes.	
	0	Risk Transference: Sharing or transferring risks through contractual arrangements, such as insurance or third-party agreements.	
Execu	uting an	d Monitoring Mitigation Plans	
Effect	ive exec	ution and monitoring of mitigation plans are critical to managing emergent risks.	
•	risks ar	ng and Reporting: We use advanced project management tools to track the status of ad mitigation actions. The Risk Log is updated regularly, and progress reports are pro- o stakeholders to ensure transparency and accountability.	
•	mitigati	IF Reviews: Regular risk review meetings are conducted to reassess and update risk on plans. These reviews involve evaluating the effectiveness of current strategies and adjustments as needed based on new information or changing conditions.	
Comr	nunicati	on and Collaboration	
Effect	ive comr	nunication and collaboration are integral to our risk management approach.	
٠	risks ar	parent Communication: We ensure that DHS receives timely updates on emergent and mitigation efforts through regular reports and meetings. This transparency fosters and keeps all stakeholders informed.	
•	lows us	orative Problem-Solving: Engaging DHS stakeholders in collaborative sessions al- to refine mitigation strategies and ensure they are aligned with project objectives. This rative approach enhances the quality and relevance of our risk management efforts.	
Conti	nuous l	nprovement	
We ar learne		itted to continuously improving our risk management processes based on lessons	
•	uate th	lortem Analysis: After each project phase, we conduct a post-mortem analysis to eval- e effectiveness of our risk management strategies. These analyses help us identify ar- improvement and refine our approaches for future projects.	
٠	enhand	ack Integration: We actively seek and incorporate feedback from DHS stakeholders to be our risk management practices. This ensures that our strategies remain responsive active in addressing emergent issues.	
sues a succe	are effec ss, and i	this structured and detailed approach, Team North Highland ensures that emergent is- tively monitored, identified, and managed, thereby minimizing their impact on project maintaining alignment with DHS's strategic objectives. This proactive and collaborative enables us to deliver high-quality, reliable, and resilient solutions for DHS projects.	
E	spectiv stakeho tractor ordinat	ce objective of DHS is to establish effective targeted communications between the Pro- e Contractor and DHS stakeholders. The Contractor will coordinate multiple agency olders during the solicitation posting to award process. How will the Prospective Con- approach communicating with internal DHS stakeholders including the OP team to co- e successful processes from solicitation posting to award. Specifically, what targeted Is will be used to avoid standing meetings and dead time associated with them?	5 points

Team North Highland's approach to establishing effective targeted communications with DHS stakeholders focuses on efficiency, clarity, and minimizing time spent in standing meetings. Our methodology ensures that all communication is purposeful, timely, and conducive to successful coordination from solicitation posting to award.

Targeted Communication Methods

We employ a variety of targeted communication methods to ensure efficient coordination and avoid unnecessary meetings.

- Asynchronous Updates: Utilize asynchronous communication tools such as email, project management software (e.g., Trello, Asana), and DHS SharePoint to provide regular updates and share critical information. This allows stakeholders to access information at their convenience without the need for frequent meetings.
- Weekly Briefs: Send concise weekly briefs summarizing key updates, progress, and upcoming milestones. These briefs keep all stakeholders informed and aligned without requiring additional meeting time.
- Collaborative Platforms: Leverage collaborative platforms like Microsoft Teams or Slack for real-time communication and document sharing. These platforms facilitate quick interactions and reduce the need for formal meetings.
- Task-Specific Check-Ins: Schedule brief, task-specific check-ins only when necessary to address particular issues or decisions. These focused sessions ensure that discussions are relevant and time efficient.
- **Dashboard Reporting:** Implement dashboard reporting through project management tools to provide real-time visibility into project status, risks, and action items. Stakeholders can view updates at a glance and track progress without waiting for meetings.

Coordination and Efficiency

We emphasize streamlined coordination to ensure successful processes from solicitation posting to award.

- **Clear Communication Plans:** Develop and share a detailed communication plan outlining the frequency, format, and channels for updates. This plan ensures that all stakeholders know when and how they will receive information.
- Role Clarity: Clearly define the roles and responsibilities of each stakeholder to prevent overlaps and ensure accountability. This clarity helps in directing communications to the right individuals, avoiding unnecessary broad meetings.
- Proactive Issue Resolution: Address potential issues proactively through targeted communications. Early identification and resolution of issues reduce the need for reactive meetings.
- **Feedback Loops:** Establish feedback loops where stakeholders can provide input asynchronously. This continuous feedback mechanism ensures that concerns are addressed promptly without the need for frequent meetings.

Technology Integration

We integrate technology to enhance communication efficiency and effectiveness.

 Project Management Software: Use project management software to track tasks, deadlines, and responsibilities. This centralizes information and reduces the need for status update meetings.

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 Automated Notifications: Set up automated notifications for key project milestones, changes, and deadlines. Automated alerts keep stakeholders informed in real-time, minimizing the need for manual updates. 	
By employing these targeted communication methods, Team North Highland ensures efficient coordi- nation and minimizes the dead time associated with recurring meetings, facilitating a smooth and suc- cessful process from solicitation posting to award for DHS.	
F Contracts established from designated solicitation projects must include key performance metrics and associated financial penalties for insufficient performance. As part of the solicitation documentation, the Contractor will develop the key performance indicators for each project. Describe the Prospective Contractor's approach and methodology to identify, track, define, prioritize, and draft these metrics and measures of key performance indicators while developing scope of work requirements.	5 points
Team North Highland's approach to developing key performance indicators (KPIs) as part of the so- licitation documentation is structured, data-driven, and collaborative, ensuring clear, measurable, and enforceable performance metrics aligned with project goals. Our methodology involves several key steps to identify, track, define, prioritize, and draft these metrics effectively.	
Identifying Key Performance Indicators	
Our process begins with a comprehensive analysis of project objectives and requirements. We work closely with DHS stakeholders to understand the desired outcomes and critical success factors for each project. This collaborative approach ensures that the KPIs are aligned with the strategic goals of the project.	
• Stakeholder Workshops: Conduct workshops with DHS stakeholders to gather insights on critical performance areas and desired outcomes.	
• Review of Existing Documentation: Analyze current contracts, performance reports, and industry standards to identify relevant performance metrics.	
Tracking and Defining Metrics	
Once potential KPIs are identified, we establish mechanisms for tracking and defining these metrics to ensure they are specific, measurable, achievable, relevant, and time-bound (SMART).	
• Data Collection Systems: Implement data collection systems and tools to track performance metrics accurately. Utilize DHS enterprise software such as SharePoint for real-time data tracking and reporting.	
• SMART Criteria: Ensure that all KPIs meet the SMART criteria to facilitate clear measurement and accountability.	
Prioritizing Metrics	
We prioritize the identified metrics based on their impact on project success and stakeholder value. This prioritization ensures that the most critical performance areas receive the necessary focus and resources.	
 Impact Analysis: Conduct an impact analysis to evaluate the significance of each KPI on pro- ject outcomes. 	
 Stakeholder Input: Engage stakeholders in prioritizing KPIs to ensure alignment with their expectations and project goals. 	
Drafting KPIs and Measures	
The final step involves drafting clear and detailed KPI descriptions and associated financial penalties for insufficient performance. This includes specifying the measurement methods, reporting frequency,	

and performance thresholds.	
• Detailed Descriptions: Draft comprehensive KPI descriptions that include measurement methods, reporting intervals, and performance targets.	
• Financial Penalties: Define financial penalties for insufficient performance to ensure account- ability and drive continuous improvement.	
• Validation and Review: Collaborate with DHS stakeholders to review and validate the drafted KPIs and penalties to ensure they are fair, achievable, and aligned with project objectives.	
Implementation and Monitoring	
After drafting the KPIs, we integrate them into the solicitation documents and ensure they are effec- tively communicated to all bidders. We coordinate with the state during contract negotiations to en- sure any changes to KPIs remain aligned with DHS's goals. During the contract execution phase, we continuously monitor and report on KPI performance to ensure compliance and identify areas for im- provement.	
 Integration into Solicitation Documents: Include the finalized KPIs and financial penalties in the solicitation documents. 	
 Ongoing Monitoring: Utilize DHS enterprise software to monitor KPI performance and pro- vide regular progress reports to DHS stakeholders. 	
By following this structured approach, Team North Highland ensures that the KPIs developed for each project are robust, enforceable, and aligned with DHS's strategic objectives, ultimately driving high performance and accountability in contracted services.	
G Describe the Prospective Contractor's approach to managing and monitoring requirement up- dates as changes occur. These projects may include multiple divisions throughout DHS.	5 points
Team North Highland's approach to managing and monitoring requirement updates as changes occur is systematic and collaborative, ensuring that all updates are accurately tracked, communicated, and implemented across multiple DHS divisions. Our methodology emphasizes transparency, responsive- ness, and rigorous documentation to maintain alignment with project goals and stakeholder expecta- tions.	
Change Control Process	
We establish a robust change control process to handle requirement updates efficiently. This process includes:	
• Change Request Process: Implement a formal change request process where all updates are documented, reviewed, and approved before implementation. This process ensures that changes are tracked and managed systematically.	
 Impact Assessment: Conduct impact assessments for each proposed change to evaluate its effects on project scope, timeline, and resources. This assessment helps in understanding the implications of the change and planning accordingly. 	
Stakeholder Communication	
Effective communication with stakeholders is critical in managing requirement updates, especially in projects involving multiple DHS divisions.	
• Regular Updates: Provide regular updates to all stakeholders through structured communica- tion channels such as meetings, emails, and reports. This ensures that all parties are informed of changes and their impacts.	
Stakeholder Meetings: Conduct periodic stakeholder meetings to discuss updates, gather	

feedback, and ensure that all divisions are aligned with the changes.	
Documentation and Tracking	
Accurate documentation and tracking of requirement updates are essential to maintain project integ- rity and ensure that changes are implemented correctly.	
• Version Control: Utilize version control systems to maintain a record of all changes and up- dates. This includes maintaining detailed logs of changes, their reasons, and their impacts.	
• Centralized Repository: Store all change documentation in a centralized repository, such as DHS SharePoint, to provide easy access and ensure transparency.	
Implementation and Monitoring	
Once requirement updates are approved, we ensure their effective implementation and continuous monitoring to track their impact on the project.	
• Implementation Plan: Develop a detailed implementation plan for each change, outlining the steps, responsibilities, and timelines. This plan ensures that updates are integrated smoothly into the project.	
• Monitoring and Reporting: Continuously monitor the implementation of changes and provide regular reports to stakeholders. This includes tracking the progress of updates and addressing any issues that arise.	
Continuous Improvement	
We incorporate lessons learned from each update to improve our change management process con- tinually.	
• Post-Implementation Review: Conduct post-implementation reviews to evaluate the effec- tiveness of the change management process and identify areas for improvement.	
• Feedback Loop: Establish a feedback loop with stakeholders to gather insights and refine the process based on their experiences and suggestions.	
By following this structured approach, Team North Highland ensures that requirement updates are managed and monitored effectively, maintaining project alignment and stakeholder satisfaction across multiple DHS divisions.	
H Describe the Prospective Contractor's approach to managing and monitoring remote personnel to ensure high productivity.	5 points
Team North Highland takes an evidence based, people-centered approach to managing and monitor- ing remote personnel to ensure high productivity. This approach builds trust and establishes tech- niques for productive, remote ways of working.	
Open Communication	
We believe that clear and consistent communication is key to effective remote work. We ensure that all team members are connected and aligned through:	
• Regular Check-Ins: Schedule regular virtual check-ins, including team meetings and one-on- one sessions, to maintain open lines of communication and support.	
 Communication Tools: Use tools such as Microsoft Teams to facilitate continuous interaction and collaboration among team members, ensuring everyone stays informed and engaged. 	
Fostering Collaboration	

Creating a collaborative work environment is essential for remote teams. We focus on building strong connections and teamwork through: Team Collaboration Platforms: Utilize collaboration platforms to share work across tasks and projects, promoting transparency and shared responsibility. Virtual Team Building: Organize virtual team-building activities and informal gatherings to strengthen team cohesion and morale, helping team members feel connected despite physical distance. **Empowering Team Members** We empower our remote personnel by trusting them to manage their work and encouraging autonomy and accountability. Clear Expectations: Set clear expectations and goals for each team member, allowing them to understand their role and contributions to the project. Supportive Leadership: Provide supportive leadership that encourages team members to take initiative and make decisions, fostering a sense of ownership and responsibility. By focusing on open communication, collaboration, empowerment, well-being, and continuous learning, Team North Highland ensures that remote personnel remain productive, engaged, and aligned with project objectives, ultimately delivering high-quality results for DHS. Describe what mitigation tactics will be used when a project is delayed, or tasks are not com-5 points pleted as expected.

Team North Highland employs a proactive and structured approach to mitigate project delays and incomplete tasks, ensuring projects remain on track and objectives are met. Our methodology focuses on early identification of issues, open communication, and collaborative problem-solving.

Early Identification and Assessment

We prioritize the early identification and assessment of potential delays and issues to address them before they escalate.

- Regular Monitoring: Continuously monitor project progress through regular status meetings and real-time updates via project management tools.
- **Risk Assessments:** Conduct regular risk assessments to identify potential delays and develop contingency plans.

Open Communication

Maintaining open and transparent communication with all stakeholders is crucial to managing delays effectively.

- **Stakeholder Updates:** Provide timely updates to stakeholders about any potential delays, their impact, and the steps being taken to address them.
- **Collaborative Problem-Solving:** Engage stakeholders in collaborative problem-solving sessions to gather input and develop effective solutions.

Resource Reallocation

We ensure that resources are allocated efficiently to address delays and incomplete tasks.

- **Resource Assessment:** Assess available resources and reallocate them as needed to critical tasks to expedite progress.
- **Temporary Support:** Bring in temporary support or additional resources to handle workload surges and meet deadlines.

Adjusting Project Plans

Flexibility in project planning allows us to adapt to delays and ensure continued progress.

- **Revised Timelines:** Adjust project timelines and milestones to reflect new realities while maintaining focus on critical deadlines.
- **Prioritization:** Reprioritize tasks to ensure that essential activities are completed first, minimizing the impact of delays on overall project outcomes.

Continuous Improvement

We learn from each delay to improve our processes and prevent future occurrences.

- **Root Cause Analysis:** Conduct root cause analyses to understand why delays occurred and implement changes to prevent recurrence.
- **Process Optimization:** Continuously optimize project management processes based on lessons learned from past delays.

By employing these mitigation tactics, Team North Highland ensures that projects remain on track and that any delays or incomplete tasks are addressed swiftly and effectively, minimizing their impact on project success.

E.5 Sample	40
Note: The sample solicitation provided in support of the section below may have any identify-	
ing information anonymized or redacted but should retain as much of the original document as	;
possible for evaluation purposes. A Provide a sample solicitation and relevant associated materials produced by the Respondent	
meeting the following criteria:	
 Established a service contract with a total (multi-year) contract value of more than \$50 mil- 	
lion dollars (\$50,000,000)	
 The established contract received funding through a partnership with a federal agency using an Advanced Planning or equivalent process. 	
Project: Unified Operations Center (UOC)	
Agency: State of Florida, Agency for Health Care Administration (AHCA)	
Project Cost: \$150,988,485	
The Unified Operations Center (UOC) project established a single, comprehensive call center designed customer concerns across the Medicaid enterprise. By creating a one-stop-shop for all customer concerns the State was able to mitigate many of the customer service and quality issues inherent to a module, r caid enterprise environment. The UOC was a key component of the Florida Medicaid Enterprise Systemation and allowed the State to realize the technical benefits of modularity while mitigating the impact tomer experience. The UOC was funded through an APD with enhanced 90/10 funding. Team North H the agency with data to support the approval of CMS for enhanced funding and approval of both the p contract by CMS.	erns and inquiries, multi-vendor Medi- ems (MES) transfor- ts to the overall cus- Highland supported
Team North Highland provided strategic planning and procurement support for the UOC project from 0 10/20/2022.	09/09/2020 through
A sample solicitation is provided in <i>Appendix B</i> as well as the FX Unified Operations Center (UOC) Pr Onboarding presentation in <i>Appendix C</i> .	ocurement Project
Chooling presentation in Appendix C.	
Note: The following criteria are specific to the sample provided and will be scored in compari- son to the sample.	
Note: The following criteria are specific to the sample provided and will be scored in compari-	5 points
Note: The following criteria are specific to the sample provided and will be scored in compari- son to the sample.	as developed an, which involved assessments. This
Note: The following criteria are specific to the sample provided and will be scored in comparison to the sample. B Describe how the initial procurement strategy was identified for the solicitation. The initial procurement strategy for the Florida Medicaid Enterprise System (MES) transformation was through a comprehensive and strategic approach. It began with the creation of the MES Strategic Pla an in-depth analysis of the MES market, along with detailed business, technology, and organizational thorough evaluation was crucial in determining the overall transformation approach and setting the formation of the formation approach and setting the formation approach app	as developed an, which involved assessments. This oundation for the
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 Note: The following criteria are specific to the sample provided and will be scored in comparison to the sample. B Describe how the initial procurement strategy was identified for the solicitation. The initial procurement strategy for the Florida Medicaid Enterprise System (MES) transformation was through a comprehensive and strategic approach. It began with the creation of the MES Strategic Pla an in-depth analysis of the MES market, along with detailed business, technology, and organizationa thorough evaluation was crucial in determining the overall transformation approach and setting the for procurement strategy. The resulting strategy defined an initial roadmap and module procurement sequencing, strategically ophases. Phase 1 focused on securing Professional Services partners, including Strategic Enterprise Ad (SEAS) and Independent Verification and Validation (IV&V). Phase 2 targeted essential infrastructure components, such as Integration Services/Integration and Enterprise Data Warehouse (EDW). Phase 3 prioritized primary modules to resolve the Fiscal Agent contract, encompassing Core, 	as developed an, which involved a assessments. Thi bundation for the divided into four lvisory Services Platform (IS/IP) Provider, and Uni-

This phased approach allowed for a structured, manageable transformation of the complex Medicaid system. For each procurement phase, the team conducted a thorough current state analysis, including business process analysis, call center analysis, and organizational assessment. They also performed market scans to understand industry trends and innovations.

The procurement strategy was carefully crafted to address many concerns identified during the initial solicitation strategy discussions. By aligning each procurement with the overall Florida Health Care Connections (FX) vision and strategic goals, the strategy ensured that each component would contribute to the holistic transformation of the Medicaid system, addressing both immediate concerns and long-term objectives identified in the initial discussions.

The procurement method chosen for most modules was an Invitation to Negotiate (ITN), allowing vendors flexibility to include non-specified innovations and enabling the Agency to negotiate with multiple vendors. This strategy was designed to leverage market expertise while maintaining the Agency's ability to guide the transformation according to its specific needs and vision. Each individual procurement was designed to address specific pain points, incorporate lessons learned, and account for assumptions and constraints identified during the strategic planning phase. The use of an Invitation to Negotiate (ITN) procurement method for most modules was a direct response to the need for flexibility and innovation, allowing vendors to propose solutions beyond the specified requirements and enabling the Agency to negotiate with multiple vendors to achieve the best outcome.

C Describe how this procurement addressed concerns identified in the initial solicitation strategy discussions.

5 points

A key concern identified while developing the initial solicitation strategy was how to structure the future operations model. The strategy recognized the potential challenges of modularity, such as increased complexity and fragmentation in the customer experience. The multi-vendor environment created with the introduction of Medicaid enterprise modules presented risks to both maintaining quality customer service and overall vendor management and oversight.

Specifically, there were concerns about degrading the overall customer experience by creating multiple call centers. Multiple call centers would require customers to identify the appropriate call center for their particular concern or find themselves being rerouted to the appropriate call center. It may also require customers to deal with two separate call centers to fully resolve an issue. In addition, customers would have to manage different processes and levels of customer service as they go from one call center to another. Finally, a lack of integration between call centers would require customers to provide redundant information to each vendor. The introduction of these inefficiencies, redundancies, and inconsistencies was seen as a major risk to customer satisfaction that required mitigation.

In addition to the impacts on customer service. Multiple call centers also introduced a level of complexity and risk to the State's ability to provide oversight and vendor management. The ability to effectively manage service levels, conduct root cause analysis, and establish operational lines of demarcation are all made significantly more complex in an environment with multiple call centers.

To mitigate this, the UOC approach was prioritized to serve as a necessary infrastructure layer, consolidating customer management and operational services across the Medicaid enterprise.

By including a Unified Operations Center (UOC) module in the procurement plan, the strategy aimed to consolidate multiple contact centers, supporting software platforms, and tools, thereby streamlining the customer experience and reducing redundant costs. The introduction of the UOC demonstrated a proactive approach to addressing concerns about the potential downsides of modularity while maximizing its benefits.

DDescribe the processes and techniques used to collect and prioritize information.5 pointsThe project team employed a comprehensive approach to collect and prioritize information, leveraging Team North High-

land's procurement lifecycle methodology throughout. We then customized our methodology to account for all State templates and requirements and leveraged our expertise and knowledge of procurement vehicles such as NASPO, to establish a comprehensive methodology that met the State's specific needs. This process began with extensive stakeholder meetings to establish expected outcomes and develop the procurement plan. The team conducted in-depth current state analyses for each procurement, including business process analysis, call center analysis, and organizational assessments. They also performed market scans to understand industry best practices and innovations.

A key technique was the use of the Medicaid Information Technology Architecture (MITA) as a reference, customizing processes as needed to appropriately represent Agency business processes. The team also referenced relevant historical documentation, such as the business process matrix and strategy refresh documents.

For the Business Process Analysis (BPA), an iterative approach was used, focusing on high-priority functional areas like Provider Management and Recipient Management. Prioritization criteria were developed to identify areas for detailed process analysis, considering factors such as transition timing on the Florida Health Care Connections (FX) Roadmap, complexity of the future state model, potential for efficiency gains, and stakeholder impact.

This methodical approach ensured that the most critical areas were addressed first, aligning with the Agency's strategic goals and the overall FX vision.

E Describe challenges and limitations throughout the development of the solicitation and what 5 points tactics were used to overcome them.

The development of the solicitation faced several significant challenges and limitations. Key among these were stakeholder engagement difficulties, limited availability of state staff, delays in decision-making processes, and a high degree of legislative oversight and constraints. The project also faced confidentiality sensitivities, as some participants were vendors not precluded from bidding, limiting information sharing. Aggressive timelines and changes in leadership further complicated the process.

To overcome these challenges, the team implemented a robust governance and reporting process, carefully modified to address the sensitivity and confidentiality requirements. Team North Highland conducted follow-up summary meetings on Q&As that required additional input, improving communication and decision-making. The routing process for reviews and feedback was continually refined to enhance efficiency. To address the challenge of stakeholder engagement, the team proposed engaging leadership in kick-off meetings to signal the importance of the process. They also suggested the establishment of a centralized Agency PMO to manage people and projects across programs, which would help streamline operations and decision-making. The use of workflow tools helped manage the process and reduce risk, while the implementation of electronic submission processes for vendors improved efficiency and transparency.

F	Describe what project management methodologies and tools were used to ensure project suc-	5 points
	Cess.	

To ensure project success, the team employed a blend of standard project management methodologies and custom-tailored approaches. At the core, they utilized PMBOK and Team North Highland tools, adapting them to the specific needs of the FX project. A robust governance and reporting process was implemented, modified to address the unique sensitivity and confidentiality requirements of the procurement. The team leveraged workflow tools to manage the process effectively and reduce risk. They implemented electronic submission processes for vendors to streamline communication and document management.

An iterative review process was established, allowing for continuous improvement and adaptation throughout the project lifecycle. Regular status meetings and progress tracking ensured all stakeholders were aligned and informed. Risk and issue management processes were put in place to proactively identify and mitigate potential problems. The team also emphasized the importance of quality control, assigning specific team members to conduct QC activities such as review-ing for spelling, grammar, and format consistency. This comprehensive approach to project management helped navigate the complex, multi-year transformation while maintaining focus on the strategic objectives of the Florida Health Care Connections (FX) program.

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G Describe experience, roles, and responsibilities in negotiations including any required expertise and testimony for this sample.

5 points

The negotiation phase of the project required a collaborative effort between Team North Highland and the Agency, with each party playing distinct roles. The Agency drove the negotiation process and organized information, while Team North Highland provided support and expertise as needed. Team North Highland's primary responsibility was to prepare and support the Agency's negotiation team. This involved conducting comprehensive overviews of the proposed solutions, detailing the Agency's requirements, and highlighting the specific pain points to be addressed. The team shared critical information prior to negotiations, including the strategic plan, project goals, and market analysis insights.

Throughout the negotiation process, Team North Highland played a crucial advisory role, answering questions for the Agency about requirements and providing context as needed. They developed and provided templates and tools to facilitate the negotiation process, ensuring a structured and efficient approach. However, it's important to note that the Agency itself drove the negotiation process and organized the information. Team North Highland's role was to provide support, expertise, and strategic guidance, rather than to lead the negotiations directly. This approach allowed the Agency to maintain control over the procurement process while benefiting from Team North Highland's expertise and industry knowledge.

Н	Describe how Prospective Contractor maintained compliance with all federal funding require-	5 points
	ments including IAPD, APD, or similar, submissions and timeline for this sample.	

Maintaining compliance with federal funding requirements was a critical aspect of the project, and Team North Highland played a significant role in supporting this process. The team assisted with the Implementation Advance Planning Document (IAPD), Advance Planning Document (APD), and state funding processes through a multi-faceted approach. They began by organizing the overall process, clearly defining when specific information was due and what needed to be included. This involved creating detailed timelines and checklists to ensure all federal requirements were met.

Team North Highland took an active role in drafting and reviewing content for these submissions, ensuring that all necessary information was included and presented effectively. The team prepared comprehensive budget and business case information, providing the financial justification required for federal approval. They also conducted thorough quality reviews of all documents before submission, ensuring accuracy and completeness.

Throughout the process, Team North Highland participated in meetings with the Centers for Medicare & Medicaid Services (CMS) and State funding authorities, providing expertise and clarification as needed. This hands-on approach to managing the federal funding requirements helped ensure that the project remained compliant and on track, supporting the overall success of the Florida Health Care Connections (FX) program.

I Provide an example of a protest in which the Prospective Contractor had to coordinate including a summary of your responsibilities/involvement, basis of the protest, and outcome. If no protest occurred in the course of the sample solicitation provided, a protest from another project is acceptable.

5 points

There were several attempted protests that needed to be addressed prior to contract award. While the State took the lead in addressing all protests, Team North Highland supported the process by providing information and guidance. Strict adherence to all federal and State procurement processes, detailed documentation related to requirements, and the overall integrity of the process was key to the State's ability to successfully address all protests.

Ultimately, none of the protests were successful and the contract was awarded.

.E.6	Project Management and Reporting	25
A	Explain how the Prospective Contractor will ensure there are enough experienced and quali- fied personnel dedicated to each project to ensure successful completion.	5 points
curem	Highland recognizes the critical importance of having experienced and qualified personnel dedic tent project for the Arkansas Department of Human Services (DHS). To meet the specific needs rement support request, we will:	
•	Assign a core team of procurement specialists with experience in Arkansas state government a related procurements.	and healthcare-
•	Leverage our resource pool to match experts with specific procurement types (e.g., IT systems vices, professional services) that Arkansas DHS may require.	, healthcare ser-
•	Implement a flexible staffing model that allows us to scale our team based on the volume and c kansas DHS's procurement needs.	omplexity of Ar-
•	Conduct regular skills assessments to ensure our team remains current with Arkansas-specific lations and best practices.	procurement regu-
•	Maintain a network of local partners in Arkansas to supplement our core team when specialized knowledge is required.	d skills or local
specif	roject management approach, based on PMI's PMBOK standards, will be tailored to align with An ic procurement processes and reporting expectations. This ensures that we not only have enoug ney are also well-equipped to meet the unique requirements of Arkansas DHS's procurement sup	h personnel but
В	Describe the Prospective Contractor's experience with creating a comprehensive project plan. Provide an outline of the approach which describes the Prospective Contractor's ability to be flexible to adjust changes in priorities and your company's network of expertise to leverage changes.	5 points
	Team North Highland's approach to creating comprehensive project plans is particularly well-sument support needs of Arkansas DHS. Our experience with similar state agencies allows us to are both thorough and adaptable to the specific priorities of Arkansas DHS.	
	For Arkansas DHS, our project planning approach will include:	
1.	Master Project Plan (MPP) Creation: We will create an MPP specifically tailored to Arkansas ment support needs, incorporating all required activities and deliverables as outlined in the RFF	
2.	Arkansas DHS-Specific Review and Approval: We will collaborate closely with the Arkansas ager and PMO leadership to refine the MPP, ensuring it aligns with DHS's specific procurement lines.	
3.	Progress Reporting for Arkansas DHS: We will actively monitor and report on project activitie kansas DHS leadership with clear visibility into the progress of each procurement initiative.	es, providing Ar-
4.	Flexibility for Arkansas DHS's Changing Priorities: Recognizing that procurement priorities Arkansas DHS's evolving needs, our MPP will include mechanisms for quickly adjusting to thes might involve reprioritizing certain procurements, adjusting timelines, or reallocating resources	e changes. This
Our f	lexibility in adjusting to Arkansas DHS's changing priorities will be demonstrated through:	
•	Regular plan reviews with Arkansas DHS stakeholders to ensure ongoing alignment with depar	tment objectives
•	Agile methodologies that allow for iterative planning and execution of procurement activities	

• Leveraging our network of expertise to quickly address any new or emerging procurement needs that Arkansas DHS may identify

This approach ensures that our project plan remains a dynamic tool, continuously aligned with the evolving procurement support needs of Arkansas DHS.

C Define how the Prospective Contractor plans to utilize their company resources and expertise to provide 5 points procurement support services for each project.

Team North Highland will leverage our extensive resources and expertise to provide comprehensive procurement support services tailored to Arkansas DHS. Our approach includes:

Procurement Planning: We will initiate each Arkansas DHS procurement project with a structured planning phase, focusing on addressing DHS's most critical business, information, and technology needs. This begins with a project kickoff meeting involving key Arkansas DHS stakeholders, where we'll review the Project Workplan, identify key DHS stakeholders, and discuss initial risks specific to the Arkansas procurement environment.

Requirements Validation: Our approach to requirements validation for Arkansas DHS will include:

- Thorough review of existing Arkansas DHS documentation related to the procurement
- Visioning sessions with Arkansas DHS stakeholders to understand desired outcomes
- Requirements elicitation sessions tailored to each specific Arkansas DHS procurement

We will:

- Deploy a team of subject matter experts familiar with Arkansas state procurement processes
- Utilize our library of templates and best practices, adapting them to Arkansas DHS's specific needs and regulatory environment
- Provide strategic guidance on procurement strategies that align with Arkansas state regulations and DHS objectives

Our approach ensures that each Arkansas DHS project benefits from our full range of procurement expertise, while being firmly grounded in the specific needs and regulatory context of Arkansas DHS.

D	Describe the Prospective Contractor's plan for managing and providing oversight for all phases of the	5 points
	procurement for each project.	

Team North Highland's plan for managing and providing oversight for all phases of procurement for Arkansas DHS includes:

1. Initiation Phase:

- Conduct project kickoff meeting with Arkansas DHS stakeholders
- Establish project governance structure aligned with Arkansas DHS processes
- Define roles and responsibilities for both Team North Highland and Arkansas DHS team members

2. Planning Phase:

- Develop comprehensive procurement strategy tailored to Arkansas DHS needs
- Create detailed project schedule aligned with Arkansas DHS timelines and priorities
- Identify key Arkansas DHS stakeholders and develop communication plans

3. Execution Phase:

- Facilitate requirements gathering sessions with Arkansas DHS subject matter experts
- Draft and refine RFP documents in compliance with Arkansas state procurement regulations
- Manage vendor Q&A process in accordance with Arkansas DHS protocols
- Coordinate proposal evaluations with Arkansas DHS evaluation teams

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4. Monitoring and Controlling:

- Implement weekly status reporting to Arkansas DHS leadership
- Conduct regular risk assessments specific to each Arkansas DHS procurement
- Manage issues and decisions log, escalating to Arkansas DHS leadership as needed
- Ensure adherence to project timeline and deliverables as agreed with Arkansas DHS

5. Closing Phase:

- Facilitate vendor selection process in compliance with Arkansas state regulations
- Support contract negotiations, considering Arkansas DHS's specific terms and conditions
- Conduct project closeout and lessons learned sessions with Arkansas DHS stakeholders

Throughout all phases, we will maintain close collaboration with Arkansas DHS leadership, ensuring alignment with DHS goals and compliance with state procurement regulations. Our project managers will be well-versed in Arkansas-specific procurement requirements to ensure all activities meet state standards.

E Describe the Prospective Contractor's experience in providing reporting to stakeholders, executive leadership and State and Federal agencies. How will this apply to an engagement with Arkansas?

5 points

Team North Highland's extensive experience in providing comprehensive reporting to diverse stakeholders is directly applicable to the needs of Arkansas DHS. For this engagement, we will:

- Deliver weekly written status reports in a format approved by Arkansas DHS, ensuring alignment with DHS's specific reporting needs and preferences.
- Present and discuss project status metrics, issues, risks, and recommendations in regularly scheduled meetings with Arkansas DHS designees, facilitating informed decision-making at all levels of DHS leadership.
- Provide a weekly status report dashboard tailored to Arkansas DHS's needs, including views of the overall project schedule, deliverables status, and a Risk/Issues/Decisions log specific to each Arkansas DHS procurement project.
- Collaborate with Arkansas DHS to establish reporting requirements that meet both state and federal standards applicable to DHS procurements.
- Implement a robust reporting schedule aligned with Arkansas DHS project milestones and stakeholder needs, including any required reporting to state oversight bodies.
- Ensure all reports comply with Arkansas state regulations and any federal requirements applicable to DHS procurements.
- Leverage our experience with other state agencies to anticipate and proactively address potential reporting challenges specific to the Arkansas government context.

Our reporting approach will be tailored to meet the unique needs of Arkansas DHS, ensuring that all stakeholders – from project teams to executive leadership, and including any relevant state and federal agencies – remain well-informed throughout the procurement lifecycle. We understand the importance of transparency in state government procurements and will ensure our reporting supports Arkansas DHS's commitment to this principle.

Resumes

APPENDIX A

Appendix A. Resumes

ROBERT FLASCH QUALITY OVERSIGHT

Background: Robert serves as the North Highland Account Lead for the State of Texas and is a key member of the firm's Public Sector team. As an Associate Vice President, he is responsible for strategy, operations, account management, and delivery oversight for clients in Texas and the Southwest Market. Robert has over 20 years of experience successfully managing large, complex project engagements for public sector clients. Robert recently chaired the Texas Association of State Systems for Computing and Communications (TASSCC) Advisory Board, a group of leading technology companies that provide advice and support to the association of Texas state agency IT professionals. Robert is based out of North Highland's Austin, TX office.

Education:

Key Skills: Strategy

Operations

Procurement

Bachelor of Science, Management Information Systems, University of Oklahoma

Account Management

Delivery Oversight

Select Experience:

TxDOT Information Technology Division, Procurement Support Planning and Coordination Project, January 2021-July 2022. Account Director providing executive oversight for several large multiyear procurements within the Information Technology Division (ITD). This included streamlining the existing workflows, developing a communication plans, ensuring optimal outcomes were achieved, successful organization transformation and adoption of new workplan business strategies.

City of Austin/Austin Energy, Account Director Technology Procurement Transformation Project, August 2018-April 2020. The Technology Procurement Transformation project included strategy, planning and implementation activities that established a foundation for a successful technology procurement transformation and implemented tools and processes to support the organization along its journey toward becoming a best-in-class procurement organization.

Texas Communication of State Emergency Communications, Account Director, February 2019 – **September 2022.** North Highland partnered with CSEC's Procurement and Programs teams to create an Acquisition Plan laying out the optimal procurement strategy and approach for the acquisition. This effort included providing support through a Request for Information (RFI) process; planning and supporting a vendor pre-proposal conference; coordinating responses to vendor questions; preparing evaluation team materials (including evaluation guide/instructions, tools/worksheets, and training materials); designing, planning, and supporting vendor oral presentations (including instructions, agenda, and scoresheets); and a establishing a negotiation plan.

TxDOT Tolling Division Business Intelligence/Data Warehouse Strategy Project, Account Director, October 2018 – February 2019. Provided strategic leadership for the Master Data Management Strategy project. Performed oversight and quality assurance for all project work products.

TxDOT Information Technology Division, Procurement Support Planning and Coordination Project, November 2021-November 2022. Account Director providing executive oversight for several large multiyear procurements within the Information Technology Division (ITD). This included streamlining the existing workflows, developing a communication plan, ensuring optimal outcomes were achieved, successful organization transformation and adoption of new workplan business strategies.

TxDOT Information Technology Division Transition, Service Governance and Vendor Oversight Project, November 2021-November 2022. Account Director providing oversight for the: development of the Transition Project Management Office; develop and manage master project transition management plan; facilitate cross-SCP transition milestone dependency planning sessions; provide service architect SME to draft, revise, and validate deliverable/milestone acceptance criteria; develop and maintain program reporting standards and methods, including deliverable/milestone management reporting dashboard; provide guidance, deliverable analysis, and solution adjustment recommendations based on SCP implementation; provide tools, process, and oversight for incumbent termination assistance support execution; develop training materials for handoff from transition to run for TxDOT leaders to address relationship, contract, performance, and financial management

Texas Health and Human Services Commission, October 2009-May 2012. Client Executive responsible for the successful implementation of several large software implementations and consulting engagements for the Texas Medicaid Management Information System (TMMIS). This included the development of a statewide enterprise data warehouse for the State of Texas. Other large implementations consisted of the following: Electronic Data Interchange (EDI), Health Level Seven (HL7), Health Information Exchange (HIE), and International Classification of Diseases, Tenth Revision (ICD-10), Institutional Reimbursement (IR), Business Intelligence, Third Party Liability (TPL).

RUTH KLANN PROJECT MANAGER

Background: Ruth has over 15 years of experience leading large-scale, complex projects within multiple industries including Government / Public Sector, Nonprofit Sector, Healthcare. Specific areas of expertise include: Medicaid / Health and Human Services, Program and Project Management, Enterprise Transformation, System Integration and Implementation, Process Improvement, Quality Assurance, Procurement, Strategic Planning, Roadmap Planning, Financial Management and Business Case Development. Over 10 years of experience leading state Medicaid business and technology transformation initiatives.

Education:

Select Experience:

Florida Agency for Health Care Administration, Strategy and Transformation Manager, May 2020-Present Providing strategic, programmatic, and technical expertise for the Florida Health Care Connections Medicaid Enterprise Transformation Program (Florida Healthcare Connections - FX). Activities included strategic planning, roadmap development, procurement assistance (full lifecycle), business process analysis, solution implementation support and oversight, quality assurance, business case development, cost benefit analysis, executive communications and reporting.

City of Austin, Austin Energy, Technology Procurement Transformation, Project Manager, June 2019-April 2020. Led the implementation of 16 people, process and technology initiatives designed to advance the organization toward its future state Road map including: establishing a Governance framework; Roles and Responsibilities definition; Defining Key Performance Metrics and Reporting; Procurement Technology Assessment; Establishing Risk Management Framework; Workload Analysis; and providing advice and guidance on several other key procurement areas.

Texas Health and Human Services Commission, Texas Medicaid and Healthcare Partnership (TMHP), Delivery Manager, November 2010-May 2019 Managed multiple large (exceeding \$5M), complex business and system transformation projects over nine years. Worked closely with the client to design and implement Medicaid technology solutions such as provider enrollment, claims adjudication, electronic data interchange, and Third Party Liability, Prior Authorization, and Electronic Visit Verification. Directly managed all aspects of the project life cycle. Strategically managed cost, schedule, scope, and risk to create value for the customer. Mobilized and motivated cross-functional teams and set direction and approach. Built strong relationships with internal and external stakeholders.

Master of Public Affairs, LBJ School of Public Affairs, The University of Texas at Austin

Master of Business Administration, McCombs School of Business, The University of Texas at Austin

Bachelor of Arts, Political Science, The University of Wisconsin-Madison

Skills:

Enterprise Transformation Program / Project Management Governance Business Process Redesign Strategic Planning Procurement Financial Management Public Policy/ Government

Professional Certifications and Accomplishments:

Project Management Professional (PMP)

FRED KNAPP JR.

SYSTEMS INTEGRATION (SI) SUBJECT MATTER EXPERT

Background: Fred is an innovative leader with expertise in continuous process and organizational improvement, strategic planning, and operations. Proven ability to quickly analyze key business drivers and develop strategies that foster sustained improvements. High integrity leader known for ability to envision and create successful outcomes in complex situations. Diverse functional expertise with a commitment to customer-centric policies and service as the top priority.

Education:

Master of Public Administration, University of Central Florida Orlando

Bachelor of Arts, Political Science and Pre-Law, University of Central Florida Orlando

Skills:

Strategic Planning CMS Streamlined Modular Certification Procurement Planning and Development Program Design and Implementation Medicaid Information Technology Architecture Federal and State Health Programs Program Quality Management Re-Engineering **Business Processes** Organizational Change Management Continuous Process Improvement

Professional Certifications and Accomplishments:

Sterling Application Specialist Certification

Member, Florida Society of Association Executives

Select Experience:

Florida Agency for Health Care Administration, Healthcare Connections Enterprise Transformation Project. February 2018-Present. Provide support to the Agency for Health Care Administration's Florida Health Care Connections (FX) enterprise transformation project. Review and map business processes across the Agency to develop the requirements for their module procurements. Evaluate the current state of operations and make recommendations to enhance provider enrollment, licensing, claims and encounter processing, and financial payments. Business process lead for procurement development and vendor negotiations. Design module specific outcomes that align to agency priorities and strategic goals. Develop and update the FX Medicaid Enterprise Certification Plan. Conduct the MITA State Self-Assessment to demonstrate maturity.

Florida Agency for State Technology, Strategic Planning Coordinator. February 2017-February 2018

Provide strategic and business planning consulting services in support of the State of Florida's health and human services programs. Promote innovative technology solutions, expose opportunities for shared resources, research synergistic initiatives that take advantage of existing state investments. Assist program management within multiple agencies to develop operational plans and business cases for improved processes and technology solutions that realize cost efficiencies and operational effectiveness. Analyze and provide recommendations to Governor's office staff on legislative budget request.

Florida Healthy Kids Corporation, Chief Operating Officer. January 2004 – November 2016. Directed the operations for the State of Florida's Children's Health Insurance Program, which covers approximately 210,000 children statewide. Provided strategic vision, tactical execution, and daily management to achieve short and long-range goals. Managed the Corporation's \$87 million third party administrator contract, which includes key operational areas; customer service, eligibility processing, premium collection, training, quality assurance, system development and integration. Supported several committees of the Board of Directors. Led the procurement and transition of two third party administrator contracts saving the taxpayers \$23 million with enhanced technology and services. Managed the External Quality Review Organization contract that led to 3 consecutive years of improvement in health plan HEDIS measures. Formulated the 47 performance metrics in the third party administrator contract and facilitated their implementation with the vendor.

Florida Department of Children and Families, Senior Management Analyst Supervisor. June 2002-January 2004. Directed the development, implementation, and maintenance of state Medicaid policies and procedures, including those for persons with disabilities. Set priorities for program initiatives. Analyzed, evaluated, and monitored the service delivery process. Set program goals and coordinated planning activities. Liaison with federal oversight agency, multiple state agencies, and legislature on issues related to the Medicaid program. Led statewide effort to simplify all policies and procedures related to customer interaction with the Medicaid program. The output of the review enabled the state to maximize enrollment while maintaining program integrity. Managed a team that eliminated the paper transfer of data between the state and CHIP agencies. Developed a solution to capture the data and transfer it nightly through electronic interfaces. Championed competency-based pay system for all supervisors and team leads. Directed the development and implementation of core competencies. Outcome generated was a quantitative system of measuring performance and proficiencies.

Florida Department of Children and Families, Program Administrator. August 2000-June 2002. Managed the development and maintenance of Medicaid policy due to legislation, court action, or federal regulatory changes. Responsible for program policy research, planning, and development activities. Designed and implemented business strategies that supported the department's mission. Analyzed state and federal policies to ensure statewide compliance. Coordinated with other state agencies and organizations on issues affecting the operation of service delivery. Led implementation team in the analysis and design of the Silver Saver prescription drug program. Coordinated the research of federal regulations and state laws to eliminate loopholes in Medicaid policy related to nursing home care. Analyzed results and recommended policy initiatives to strengthen state requirements. Directed a team in the development and implementation of the Ticket to Work program. The program extended Medicaid benefits to Supplemental Security Income (SSI) recipients seeking employment. Due to the enactment of this program, disabled individuals could become gainfully employed without having to compromise their essential health coverage.

RICK ZELZNAK

MES PROCUREMENT SUBJECT MATTER EXPERT

Background: Rick is North Highland's national lead for Health and Human Services. He has been working with Medicaid Enterprise Systems for 18 years and has over 30 years of experience in public-sector information technology and health and human service policy, procurement strategy and development, quality assurance, organizational design, technology oversight, organizational change management, and financial management. He is experienced in many of the elements of Medicaid transformation including vendor procurement, complex program and project management, strategy development, stakeholder engagement and communications, and oversight and financial management. He is a recognized expert in MMIS strategy. Rick has served as executive advisor on the Medicaid Enterprise System modernization and modularity work for the States of Florida, Rhode Island, Connecticut, Georgia, and New Jersey. Rick also served as the Chief Information Officer (CIO) for the State of Arizona and Technology Policy Advisor to the Governor.

Education:

Select Experience:

Master of Business Administration, Florida State University, Tallahassee, FL Bachelor of Arts, Finance, Florida State University, Tallahassee, FL

Skills:

Health and Human Services (HHS) Policy IT Strategic Development Complex Program and Project Management Stakeholder Engagement and Communications Organizational Design Financial Management Business Process Optimization Quality Assurance

Professional Certifications and Accomplishments:

Professional Affiliations: Private Sector Technology Group (PSTG), Project Management Institute (PMI), Health Information Management Systems Society (HIMSS) **Rhode Island Medicaid Enterprise System Modernization Strategy, 2021 - Present.** Served as an executive advisory to the State of Rhode Island for its Medicaid Enterprise System Modernization effort. This includes the development of the modernization strategy, as-is and tobe business and technical documentation, market scan, and development of a procurement strategy as well as a roadmap for the state's Medicaid Enterprise System modernization effort.

Florida Agency for Healthcare Administration (AHCA) Strategic Enterprise Advisory Services, 2017 – Present. Serving as Executive Advisor for the Medicaid Enterprise System transformation for the Florida Agency for Healthcare Administration. This includes supporting the procurement and implementation effort for the integration platform as well as the modular components for the new modular system approach including development of the Core Claims, Provider, Enterprise Data Warehouse and Unified Operations Center procurements. Providing advisory support for the transition strategy that includes impacts on workforce, healthcare providers, and managed care organizations. Advisory services also include Data Governance, transformation roadmap development, certification management, development of program management standards and toolkits, program financial management, identification of policy change impacts on the transformation and communications with both state and federal funding partners, including the Federal Centers for Medicare and Medicaid Services (CMS).

New Jersey Department of Human Services – Medicaid System Modernization Quality Assurance and Strategic Support, 2019 – Present. Provided subject matter expertise and project advisory support for New Jersey's Medicaid System Modernization. This included conducting an assessment on the current state and developing a roadmap for the future modernization of the states Medicaid Management Information System in compliance with the modularity guidelines released by CMS. Supported the evaluation of the use of a National Association of State Procurement Officer (NASPO) vehicle for the states Medicaid Provider module. Supported the gap analysis of the use of NASPO to meet the State's provider requirements.

Georgia Department of Community Health (DCH) Medicaid Enterprise System Transformation, 2017 – Present. Led the planning and project management effort with the Department for its Medicaid Enterprise System Transformation effort. Supported the development of Provider, Third Party Liability and Pharmacy Benefit Management procurements as well as the development of the statement of work for the System Integrator. This includes the development of the transformation strategy, internal capability and asset assessment, market scan, Data Governance, organizational change management, conceptual technical design, advance planning documents (APDs), organizational design and support in the identification of

roles and responsibilities for system integration, shared services, and opportunities for reuse of state assets.

Florida Department of Children and Families (DCF) Medicaid Eligibility System Project Management Office, 2011 – 2016. Led the Project Management Office and Organizational Change Management effort that oversaw the successful procurement of a vendor for the implementation of an Affordable Care Act (ACA) compliant integrated Medicaid eligibility system. Oversaw interfaces between the Medicaid eligibility determination system, Federal Data Services Hub, State Medicaid Agency, and the State Children's Health Insurance Program (CHIP) agency. Led the cost allocation, APD, and federal gate review processes. Drafted policy papers related to the ACA implementation. Supported the implementation of a Modified Adjusted Gross Income and MITA compliant solution, which included interfaces to the Federal Data Services Hub as well as the Medicaid enrolment system and CHIP system. The project was implemented on time and under budget and received authorization to operate from CMS.

Florida AHCA Medicaid MMIS/DSS Replacement, 2014 – 2016. Supported the strategy development for replacement of Florida's MMIS and DSS, including working with a broad array of stakeholders to identify strategic objectives for the system replacement, documenting those objectives, ensuring federal compliance, and creating actionable plans to ensure the systems procurement addresses desired outcomes.

STEVE RUSZKOWSKI

DECISION SUPPORT SYSTEM (DSS) SUBJECT MATTER EXPERT

Background: Steve has over 25+ years of experience providing technical design and direction, driving the technology and architecture strategies for complex system designs, architecture processes, tools, governance, and security. Steve has experience working in Healthcare, Department of Defense, Insurance, Manufacturing, and Telecommunication industries with responsibility and ownership of corporate architecture policies, standards, and strategies. Steve has spent the last 17 years working exclusively in the Health and Human Services Sector. He implemented statewide Medicaid Management Information System solutions for four states and consulted on MMIS implementations in 6 other states. His clients, colleagues and executive partners appreciate his straightforward nature, proactive identification and resolution of issues, dedication to customer satisfaction, and focus on analytical insights to drive results.

Education:

Select Experience:

Bachelor of Science, Math & Computer Science, Boston University

Skills

Enterprise Architecture

SOA Architecture

MMIS Modernization

Interoperability

Security

IT Strategy and Implementation

Integration

Requirements Gathering

Information Architecture

MITA Alignment

MES Modular Modernization, State of Rhode Island, January 2021-Present. Technical Lead and Architect directing the State's MES Modular Modernization effort. Conduct As-Is and To-Be technical analysis to develop a gap-analysis which was used to develop the implementation roadmap. Developed the future state architecture to guide module implementation. Produced technical, security and data standards which were used to guide procurements and proved blueprints for module implementations.

MES Modular Modernization, State of Florida, July 2017- December 2022. Technology Lead and Architect for the State of Florida Strategic Enterprise Advisory Services (SEAS) project to transform the existing legacy Medicaid Management Information System (MMIS) into a modular solution based on a Service-Oriented Architecture (SOA) design. Responsible for the development of Information, Technical and Security Architectures. Led the development and management of the Design, Implementation, Technology, Data, Security, and Compliance Standards for the project which have been adopted as agency wide standards.

Health Information Exchange Security Assessment, State of Rhode Island, June 2016 – June 2017. Technology Advisor providing independent and objective analysis of the system security of the State of Rhode Island HIX/IE system based on MARS-E V 2.0 security compliance documents and requirements. Conducted vulnerability scanning and penetration testing using industry proven tools. Conducted the State's annual Security Risk Assessment and implemented security analysis and risk assessment methodologies which have been adopted by the Agency.

MES Modular Modernization, State of Vermont, May 2015-May 2016. Served as a Technology Advisor for the State of Vermont's MMIS modernization project. Provided technical subject matter expertise on Enterprise Architecture and Medicaid Enterprise Systems Supported technical strategic planning and systems conceptualization and modeling. Provided guidance in application of the Medicaid Information Technology Architecture (MITA) Information Capability Matrix (ICM) and Technical Information Matrix (TCM) during technical planning. Provided technical guidance for alignment of enterprise systems with the business and information architectures of the MITA Framework.

CHRIS DAVIS CERTIFICATION SUBJECT MATTER EXPERT

Background: Chris is a Master Practitioner and consultant with the North Highland Company. He has 15+ years of professional experience and more than five years of experience working with Federal and State Government entities, particularly with Medicaid and Health and Human Services agencies and departments. Specific areas of expertise include Organizational Assessment and Redesign, Strategic Planning, Business Process Redesign, Outcomes Management, Process Improvement, Organizational Change Management, Procurement, Project Governance, Program and Project Management, Federal Certification and Compliance, Medicaid Enterprise Systems, and Program Planning and Funding.

Education:

Master of Arts, Public

Management, Johns

Hopkins University

Bachelor of Arts,

Political Science, The

Select Experience:

Oregon Department of Human Services (ODHS), Eligibility Workload Model & Roadmap April 2024-November 2025. Leads the development of task timing observation processes to serve as an input into the development of a workload forecast model for the ODHS' combined eligibility program. Task timing observation includes developing a model for identifying a statistically significant observation sample to develop median task timing by program.

Ohio State University Skills:

Program and Project Management Program Communication & Engagement Product Management Risk Management Contract & Vendor Management Quality Assurance Governance Strategic Planning Organizational Change management Resource Management

Professional Certifications and Accomplishments:

Prosci Certified Change Practitioner -- Prosci Certified Blockchain and Healthcare Professional – Blockchain Council Denver Human Services (DHS), Public Assistance Cost & Performance Assessment, March 2023 – August 2024. Supports the current state assessment, gap analysis, and future state roadmap development efforts for DHS' administration of the State of Colorado's public assistance benefit programs. The scope of this project includes analyzing DHS' organizational structure, methods of measuring and managing productivity, staffing levels, training, and quality assurance processes.

Iowa Department of Human Services (DHS), Medicaid Modernization Effort (MEME) Acquisition Support Services, April 2022-March 2023. Provided federal regulatory, certification, and outcomes management subject matter expertise on the project. Led the review of certification-related deliverables and leads and participates in material review and research relating to federal regulatory and sub-regulatory guidance.

West Virginia Bureau of Medical Services (BMS), Enterprise Data Solution (EDS) Implementation and Centers for Medicare & Medicaid Services (CMS) Certification, July 2021 – March 2023. Provided federal regulatory, certification, and outcomes management subject matter expertise on the project. Led the team that is reviewing and determining stateproposed outcomes that are included in the functionality of the EDS.

Ohio Department of Administrative Services (DAS), IV&V Services for Enterprise Initiatives, April 2021-March 2023. As project manager, led an IV&V team that supported Ohio's integrated eligibility application—Ohio Benefits. The team supported Ohio in implementing an eligibility application that is consumer-centric and easy to navigate, promotes care coordination, improves administrative efficiencies, and enhances the delivery of healthcare services that are specific to an individual's needs. Provided an independent observations and actionable recommendations on program management and decision-making processes and procedures, business, functional, and technical problem management, system integration, and key challenges, risks, and issues to Ohio Benefits Program leadership and stakeholders.

Missouri Department of Social Services (DSS), Medicaid Eligibility Determination and Enrollment System (MEDES) IV&V Services February 2022-November 2022. Served as engagement manager for the MEDES IV&V project, performing oversight of the project team, reinforcing the highest quality of services, and collaborating with MEDES leadership to help ensure it is fully satisfied with the services and deliverables.

Ohio Department of Medicaid (ODM), Ohio Medicaid Enterprise System (OMES) IV&V Services, August 2017-April 2021. ODM is implementing its vision for a modular MMIS in the Ohio Medicaid Enterprise System project and the team provided IV&V support. Served as project manager, helping to provide ODM with crucial project health analysis; budget, schedule, and scope analysis; and risk and issue tracking for the Ohio Medicaid program.

Puerto Rico Medicaid Program (PRMP), Enterprise Objective Monitoring and Control (EOMC) Services, July 2019 – September 2019. PRMP requested EOMC services in support of the certification and maintenance and operations for the Puerto Rico Medicaid Management Information System. Provided certification subject matter expertise, including OBC efforts. Served as part of the team that is supporting the MMIS Certification Final Review (R3) for four modules, including Data Warehouse, Encounter Processing, Enterprise, and PI.

Missouri DSS, Missouri Medicaid Enterprise (MME) Project Management Office (PMO) Engagement, May 2018-June 2018. Provided federal certification and IV&V services subject matter expertise on the MMIS Procurement and Replacement Program Project Management Services project. For this project, served as part of the team that is providing project management services for the MO HealthNet Division (MHD) Business Intelligence Solution/Enterprise Data Warehouse Solution and Program Integrity Solution implementations.

New Hampshire Department of Health and Human Services (DHHS), Medicaid Management Information System (MMIS) and Fiscal Agent Services Assessment and Strategy Project, May 2018 – June 2018. Provided federal regulatory and certification subject matter expertise on the MMIS and Fiscal Agent Services Assessment and Strategy Project. For this project, served as part of the team that is assessing the performance and capabilities of the State's MMIS and fiscal agent services relative to current industry systems and standards, and developing potential MMIS re-procurement options for the State to consider for the future.

NICOLLE FIELD

MEDICAID/MITA SUBJECT MATTER EXPERT

Background: Nicolle is an Industry Executive with North Highland with over ten years of experience helping states with Medicaid enterprise program and technology transformation efforts. She has expertise supporting Medicaid agencies with MES project management, implementation planning, strategic planning, organization development, business process reengineering, policy research and analysis, and independent assessments. Nicolle has served Medicaid agencies in Arizona, Delaware, Florida, Hawaii, Massachusetts, New Hampshire, New Jersey, Oregon, Rhode Island, South Carolina, Vermont, and West Virginia. She currently serves on the Medicaid Information Technology Architecture (MITA) Governance Board (MGB), co-leads the MGB Communications Workgroup, and is participating in industry groups including the Human Services IT Advisory Group (HSITAG), and Public Sector Technology Group (PSTG).

Education:

Bachelor of Arts, Social Work, University of Southern Maine

Skills:

Medicaid Strategic Planning MES Procurements Vendor and Contract Management Program and Project Management IT Strategy and Implementation Organizational Change Management

Professional Certifications and Accomplishments:

Project Management Professional Certified Lean Six Sigma Green Belt

Select Experience:

South Carolina Department of Health and Human Services Procurement Projects, January 2023 - June 2023. Proved subject matter expertise to support the development of a Prepaid Ambulatory Dental Plan and Health and Welfare Incident Management System procurements.

South Carolina Department of Health and Human Services (SCDHHS) Data Governance *Project, January 2023 – July 2023.* Served as the Program Manager for the SCDHHS Data Governance Project. The scope for this project included assessing the current SCDHH environment, developing future-state plans for Data Governance, and a roadmap and implementation plan for Data Governance.

New Jersey Division of Medical Assistance and Health Services MES Modernization Quality Assurance, April 2022 – Current. Providing Medicaid SME support including conducting state research about using NASPO to procure a provider module and options to streamline provider credentialling, along with providing input on industry best practices and MES trends.

Rhode Island Executive Office of Health and Human Services Medicaid Enterprise System (MES) Planning, Procurement, and PMO Services, April 2022 – December 2022. Served as a Medicaid SME. Led and facilitated the develop a Medicaid Enterprise System transformation vision, goals, and objectives. Also supporting development of the as-is and to-be business process mapping and product landscape project deliverables.

New Hampshire Department of Health and Human Services MMIS and Fiscal Agent Services Assessment and Strategy Project, March 2018 – August 2018. Led the development of an independent assessment of the performance and capabilities of the state's MMIS and MMIS vendor's services relative to the state's current Medicaid landscape and current industry systems and standards. Researched and developed potential MMIS re-procurement options for the state's consideration.

West Virginia Bureau for Medical Services, September 2020 – February 2022. Oversaw several Medicaid projects covering Medicaid Enterprise System (MES) strategic planning, Medicaid Enterprise System modernization efforts, Medicaid Management Information System (MMIS) DDIs, Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A), waivers, mental health parity, American Rescue Plan (ARP) community-based mobile crisis, ARP home and community-based services, access to care, data improvement, enterprise data system implementation, and public health emergency support.

West Virginia Bureau for Medical Services, July 2017 – February 2022. Led a portfolio of Medicaid data and reporting projects that included implementing a new enterprise data warehouse/decision support system and establishing a Medicaid governance program.

West Virginia Children's Health Insurance Program Data Warehouse / Decision Support Project, January 2016 – December 2016. Led a project team supporting adding CHIP data to the state's Medicaid data warehouse/decision support system (DW/DSS). Developed and monitored the project schedule, oversaw the development of deliverables, reviewed deliverables produced by vendors, monitored and managed issues and risks, provided project status updates to the state, and facilitated and participated in project meetings.

Vermont Agency of Human Services Uniform Reporting Requirements and Specialized Programs Project, February 2015 – October 2016. Developed uniform reporting requirements and business processes to support state and federal reform initiatives. Evaluated existing reporting requirements and data collection for specialized waiver programs across a state's Medicaid agency and sister agencies. Developed a standardized, streamlined, and integrated list of core data elements. Documented "As-Is" business processes to support including the specialized waiver programs within the state's MMIS platform.

West Virginia Department of Health and Human Resources, January 2018 – August 2020. Managed the state's project management office (PMO) supporting the implementation of an integrated eligibility system (IES). The IES included the eligibility, enrolment, and administration of several human services programs, including Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support.

West Virginia Department of Health and Human Resources, September 2018 – April 2019. Managed Developed and implemented an Enterprise Portfolio Management Office (E-PMO) for a state Medicaid agency which included several programs and projects.

West Virginia Bureau for Medical Services, September 2018 – April 2019. Served as the program manager and oversaw the programs and projects related to Medicaid policy, compliance, accreditation, and quality improvement initiatives for a state Medicaid agency.

Delaware Department of Health and Social Services (DHSS), Division of Medicaid and Medical Assistance Advanced Planning Documents (APD) Project, June 2021 – February 2022. Served as project principal and oversaw the team supporting the Delaware DHSS DMMA APD Consulting Services project, which included developing, updating, and tracking DHSS DMMA's APDs. Reviewed and approved all project deliverables, including APDs.

Hawai'i Department of Human Services Med-QUEST Business Analyst Support for the Organizational and Business Process Redesign Project, April 2020 – September 2020. Assisted with business process redesign efforts for the customer-facing portions of the state's integrated eligibility system. Refined and finalized the long-term care (LTC) training module content and built instructor training materials.

New Jersey Division of Medical Assistance and Health Services MMIS Implementation and Certification Leverage and Reuse Project, January 2017 – January 2018. Managed a project team helping two states ensure reuse of all applicable templates, artifacts, deliverables, work output, processes, enterprise assets, and other information that were successfully used to support one state's MMIS implementation to reduce unnecessary duplication for another state. Supported testing activities, consisting of System Integration Testing (SIT) test case and results review, user acceptance testing (UAT) preparation, and defect management to help ensure that applicable MMIS tools, templates, tests cases, and scenarios were reused to the fullest extent possible. Assisted with CMS certification activities, including deliverable/artifact review and MECT comparison, planning, execution, and meeting support.

West Virginia Bureau for Medical Services Gap Analysis and Project, October 2016 – June 2018. Led the work and helped analyse the state's Medicaid compliance with over 2,600 impacts from the Affordable Care Act (ACA) provisions and ensuing federal guidance. Developed a gap analysis report that summarized the methodology used, key findings, and remediation strategies. Performed ongoing monitoring, technical assistance, and Medicaid program support that resulted in the development of 17 formal research summaries and eight subprojects to help the state Medicaid agency launch and/or complete initiatives.

West Virginia Bureau for Medical Services MMIS Implementation Project, July 2014 – October 2016. Supported the state's MMIS implementation and stabilization by reviewing vendor deliverables (e.g., project schedule, design documents, test cases, and test results) and providing feedback to help ensure deliverables met contractual requirements, the project's quality standards, and supported the state's desired project outcomes.

Dakota County, MN Community Services Division Strategic Technology Planning Project, February 2015 – September 2015. Supported strategic planning efforts for the county's Health and Human Services programs. Facilitated fact finding sessions with County staff. Supported development of the final strategic technology plan deliverable by conducting fact finding sessions, reviewing existing documentation, conducting industry benchmark research and analysis, identifying issues and opportunities, and assisting with the confirmation and prioritization of the strategic technology issues and opportunities identified.

West Virginia Bureau for Medical Services MITA SS-A Project, July 2014 – August 2015. Led business process work sessions and created a state's MITA 3.0 documentation. Reviewed MITA SS-A documentation with state SMEs and conducted document approval sessions. Supported the development of the MITA 3.0 SS-A, which was accepted by CMS in without revisions.

Arizona Health Care Cost Containment System Testing Experience and Functional Tools (TEFT) Grant Project, July 2014 – April 2015. Supported the Personal Health Record (PHR) portion of the TEFT Grant Project for the state by facilitating meetings and interviews with key stakeholders to gather requirements. Researched PHR systems available in the market. Assisted the state with grant related reporting activities.

Massachusetts Health Insurance Exchange/Integrated Eligibility Solution (MA HIX/IES) IV&V Project, January 2014 – March 2014. Provided IV&V oversight and leadership for the state's health insurance exchange. Oversaw and supported joint customer/vendor testing. Developed daily status reporting, weekly defect reporting, and testing resource plans. Supported development of other IV&V deliverables such as status reports, risks and issues reports, release reports, etc.
WES HARRIS

LEAD BUSINESS ANALYST

Select Experience:

Background: Wes is a consultant with the North Highland Company. He has 20 years of experience in business analysis in the insurance and healthcare industries. Special areas of expertise include writing requirements, use cases, and test cases. He has extensive experience managing BA and QA resources on large projects.

Education:

Bachelor of Arts, Economics, University of Florida

Skills:

Data and Analytics State Healthcare Medicaid Business Process Management Current State Analysis Future State Design Use Case Modeling Program Management Project Management

Professional Certifications and Accomplishments:

Project Management Professional (PMP®) – Project Management Institute

Certified Business Analysis Professional (CBAP) – International Institute of Business Analysis (IIBA)

Florida Homeowners Assistance Fund (HAF), FloridaCommerce (North Highland), April 2022-June 2024.

Directed an operations team of over 300 staff establishing assistance for mortgage, tax, insurance, utilities, HOA, and Internet expenses. Coordinated activities of Case Management, Call Center, Foreclosure, Payment Processing, and Quality Assurance Teams. Worked with FloridaCommerce to administer policy and implement policy changes. Implemented workflows for documenting, maintaining, and resolving system issues. Built multiple applications to manage escalations from servicers, the Call Center, FloridaCommerce, and other State of Florida entities including the Governor's Office.

Strategic Enterprise Advisory Services for FX, Florida Agency for Health Care Administration (North Highland), August 2019- April 2022.

Lead a team of business analysts working on multiple phases of a project to modernize Florida's Medicaid systems. Phases included procurement planning, procurement evaluation, and creating complex procurements. Phases also included specific business analyst tasks and techniques. Gathered requirements for development of the future state. Supported efforts to document current state and process flows. Managed all aspects of user acceptance testing including creating test cases, monitoring progress, and executing cases. Created and maintained the business requirements plan and the test management plan templates.

System Migration Project, Citizens Property Insurance, May 2006-August 2019.

Assigned as the lead BA on the Product Definition Team prior to development work starting for the transition of commercial and personal insurance products. Managed an implementation team in the transition from three legacy insurance applications into a single application. Supported the team in gathering requirements, creating use cases, creating test cases, and executing test cases for the policy module. Monitored team progress using an Agile application.

PeachCare for Kids, Georgia Department of Community Health, May 2002-May 2006.

Led the effort to design and implement an eligibility model using policies created by multiple government agencies. Collaborated with the operations center to create quality assurance processes, develop operation efficiencies, and manage daily operations. Interacted daily with the Agency to answer questions, resolve issues, and plan for policy updates. Monitored all areas of the program to confirm adherence to internal policies as well as Agency policies.

PATRICE HATHORN

SENIOR BUSINESS ANALYST

Background: Patrice has 15 years of experience as a business analyst, business process analyst, and product owner in the Medicaid realm including implementation projects in 4 US states plus Puerto Rico. Her primary focus has been on the design, implementation, and maintenance/operations of Medicaid eligibility and enrollment systems.

Select Experience:

Bachelor of Arts, Liberal Arts and Sciences, Northwestern State University

Skills:

Education:

Medicaid ACA Business Process Improvement Project Management Agile Methodologies Technical Writing Document Management Data Analysis Data Modeling Requirements Gathering

Professional Certifications and Accomplishments:

Post Graduate Program in Business Analysis, Purdue University, 2022 Six Sigma Yellow Belt **Puerto Rico, 2022-2023.** Supported development and testing throughout the software development lifecycle as part of the Puerto Rico Medicaid Eligibility and Enrollment implementation and maintenance project. Completed all aspects of requirements gathering and analysis, data modeling, visual presentations, and project planning. Documented requirements, analyzed federal guidelines, and gathered production Medicaid eligibility and enrollment data to support the CMS Outcomes Based Certification effort.

North Carolina, 2017-2022. Created system interface designs and functional design documentation for multiple program areas in support of North Carolina's Department of Health and Human Services comprehensive case management solution for state-wide Medicaid and FNS programs. Gathered and analyzed business requirements through stakeholder interviews, workshops, and data analysis to identify needs. Designed an upgrade to the existing Medicaid and FNS online application for the state of North Carolina in line with Federal updates, the Federal Marketplace, and NC legislation as part of the Medicaid Improved Beneficiary Experience Initiative. Designed web-based intelligence evidence gathering script to allow electronic referral admissions from 100+ hospitals and birthing centers in NC, reducing referral processing time of auto-eligible newborns into the Medicaid program. Created internal and end-user screen designs, assisted with UX updates to the client facing application, maintained system user role documentation, and notices design. Developed, reviewed, and executed test scripts along with test team. Identified and analyzed defects. Participated in bi-weekly defect triage meetings. Resolved design issues. Primary point of contact for explaining system issues, providing support for testers, business teams, and developers across multiple Medicaid program initiatives

New York, 2016-2017. Led a team of 5 junior business analysts in requirements elicitation and business process documentation for New York State's Health Insurance Exchange portal for Medicaid and QHPs. Supported overall business process improvement efforts with client and vendor PMO. Provided support to requirements managers for project control functions such as preparing progress reports, maintenance and distribution of project documentation while ensuring all requirements deliverables were completed accurately and in a timely manner. Scheduled and facilitated discussions on upcoming enhancements and defect resolutions with development and test teams.

ALISON HARBAUGH

BUSINESS ANALYST

Background: Alison is a consultant with the North Highland Company. She has 2 years of experience in Corporate Banking in a coverage/relationship manager role for the Financial Institutions Group and in sales/product management roles throughout Corporate Cash Management. Specific areas of expertise include relationship building & management, business development, sales, business case creation & analysis, treasury management, Microsoft Office, Salesforce and Sales Home.

Education:

Select Experience:

Bachelor of Science, Finance, The Pennsylvania State University

Skills:

Technical Writing Document Management Data Analysis Data Modeling Requirements Gathering RFP

Professional Certifications and Accomplishments:

FINRA Securities Industry Essentials (SIE) FINRA Series 79 (Investment Banking Representative) Deutsche Bank (Financial Institutions Group), Corporate Coverage Analyst, September 2023-April 2024. Managed client relationships and product partnerships by executing client deliverables and internal materials to expand the vertical's perimeter across Alternative Asset Managers/Financial Sponsors, Insurance, and Diversified Finance sectors. Analyzed and assembled credit memos for prospective clients in the pipeline by completing due diligence processes and financial profile evaluation to assess the bank's risk of lending money or extending credit. Created call reports, logged deal flow, and managed pipeline activity using Salesforce and Sales Home to track client engagements across all product segments.

Deutsche Bank, Corporate Bank Rotational Analyst, July 2022-September 2023.

Alison assisted in the RFP process by engaging in deal review and preparing competitive pricing documents to win new business from a client with \$13MM in relationship value. Streamlined the booking process of time deposits by collaborating with product partners to identify multiple process improvements and implement solutions to promote enhanced operational efficiency. Analyzed the portfolio of industrials clients by strategically identifying revenue opportunities through pipeline review and GRM engagement to expand the U.S. to APAC corridor. Maintained dynamic spread change processes based on periodic Fed rate changes to ensure timely and accurate product pricing for client portfolios. Performed detailed industry research to identify eligible new business prospects within the bank's risk appetite.

JONAH EPSTEIN

BUSINESS ANALYST

Background: Jonah is a Consultant with the North Highland Company. He recently graduated from Stanford University with a degree in Management Science & Engineering and a specialization in Operations & Analytics. He has three years of experience consulting for both Public and Private Sector entities. Specific areas of expertise include Technology, Data Analytics, Business Strategy, Network Effects, Antitrust, AdTech, NanoFabrication, Project Management, and Emergency Management. Additional competencies include Full Microsoft Office Suite, R, Python, Selenium Webdriver, SQL, Java, and MATLAB.

Education:

Select Experience:

Bachelor of Science, Management Science and Engineering, Stanford University State of South Carolina Department of Health and Human Services (December 2023 – March 2024) Developed workload and staffing forecast model for statewide Medicaid eligibility workers. Created seasonal ARIMA (Autoregressive Integrated Moving Average) model in R to predict program enrollment and workload by day, month, quarter, and year. Utilized forecasted workload to predict staffing requirements based on task completion time benchmarks per program.

Skills:

Public Sector Data Analysis **Economic Analysis** Business Strategy Software Deployment Stakeholder Engagement Project Management Microsoft Office Suite R Python Selenium Webdriver SQL .lava MATLAB Everlaw Relativity

State of Georgia Department of Community Health (March 2024 – May 2024) Assisted in creation of a Testing Center of Excellence for statewide Medicaid Enterprise Systems Transformation (MEST). Drafted Test Strategy and Test Data Management materials for software development & deployment, tracking the flow of test data along business processes from the legacy database through the integration platform to new modules.

Amazon (2021) Developed and automated large-scale data analysis and report generation used to model economic impact for presentation to multiple government entities worldwide. Improved and maintained the model itself and ported from MATLAB to R.

Texas State Attorney General (2021) Led engagement/client relationship with industry expert witness in AdTech antitrust case. Developed economic analysis of AdTech market for use of State Attorneys General and assisted in writing of complaint.

Intel (2020) Generated competitive analysis of NanoFabrication market and assessed company's current NanoFabrication capability. Developed strategic and cost-benefit analysis of continuing to utilize in-house foundry vs focusing on design and outsourcing fabrication.

Center for Women & Enterprise (2021) Led stakeholder interviews and assessed current strategy for non-profit supporting Women Business Enterprises. Created long-term plan to maximize beneficial impact while managing costs.

California Office of Emergency Services (2022) Led engagement with state-wide public safety entity during deployment of newly procured software. Managed integration and access to a multitude of siloed data sources for unification into a single platform. Assisted in platform development/augmentation to specifications required by agency and trained new users on how to utilize the platform.







MARK W. HODGE

ARKANSAS PROCUREMENT LAW SUBJECT MATTER EXPERT

Background: Mark has practiced law in Arkansas since 1997. Mark's experience has included representing companies in procurement matters involving Medicaid prescription drug prior authorization contracts, Medicaid Prescription Drug Monitoring Programs, Medicaid dental services and a variety of other contested procurement matters. He regularly represents both awardees defending a protest alongside State agencies and protesting parties in Arkansas as well as other states including Texas, Florida, and Mississippi. Mark's experience also includes providing counsel to municipalities and quasi-governmental entities in procurements. Mark is licensed to practice before all state and federal courts and regulatory commissions in the State of Arkansas and the Eight Circuit Court of Appeals.

Education:

Select Experience:

Juris Doctorate, University of Arkansas William H. Bowen School of Law

Bachelor of Arts, Business Administration and Political Science, Ouachita Baptist University

Professional Certifications and Accomplishments:

Arkansas Bar Association Gold Gavel Award (2003, 2007, 2009, 2015, 2018, 2021). **Barber Law Firm, PLLC, Of Counsel, July 2016 - Present**. Continuation of developed practice after merger of Chisenhall, Nestrud & Julian, P.A. with emphasis placed upon administrative law, procurement of government contracts, merger and acquisitions, utility regulatory matters, real estate transactions and litigation, and financing transactions.

Chisenhall, Nestrud & Julian, P.A., *Partner, July 1999 - June 2016.* Practiced in the areas of software licensing and procurement of governmental contracts as well as public-private partnerships, commercial acquisitions, utility regulation and litigation, divestitures and the formation of entities in a wide variety of fields. Drafted, reviewed and negotiated credit documents used in commercial lending, real estate financing, as well as utility financing. Regularly advised landowners, lenders and potential purchasers related to environmental and land use concerns surrounding real property. Acted as lead counsel in complex commercial litigation and administrative disputes involving procurement protest representing both awardees and protesters, contract disputes, business dissolutions, licensing disputes, and non-competition matters. Representative clients included software licensing companies in the data compilation and analysis fields, real estate development companies, lending and financing institutions, public utilities, as well as other information and technology companies.

Askew Law Firm, P.A. Attorney at Law, August 1997 - July 1999. Practiced primarily in the areas of business and commercial law. Represented several closely-held corporations in contract litigation and procurement matters. Negotiated and drafted transactional documents necessary to acquire existing businesses and incorporate and begin operation of new businesses.



Sample Solicitation



Appendix B. Sample Solicitation

Sample FX-UOC Procurement Onboarding PowerPoint

APPENDIX C

Appendix C. FX-UOC Procurement Project-Onboarding-100.pptx

Pricing Assumptions



Appendix D: Pricing Assumptions

North Highland makes the following assumptions in estimating the above cost and hours to complete the scope of work described in the Technical Response Packet:

- 1. The DSS procurement will start 3 months after the beginning of the project.
- 2. The DSS and MES Core projects will each take 6 months from start to release.

THANK YOU

Technical Response Packet 710-24-076

Original

SUBMITTED BY

NORTH HIGHLAND[®] 111 Congress Avenue, Suite 500 Austin, TX 78701

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