

**State of Maine  
Master Score Sheet**

RFP# 202406125					
Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process					
<b>Bidder Name:</b>		<b>Alvarez &amp; Marsal</b>	<b>BerryDunn</b>	<b>Crowe LLP</b>	<b>CSG Gov. Sol.</b>
<b>Proposed Cost:</b>		<b>\$3,527,680</b>	<b>\$7,836,632.50</b>	<b>\$2,800,000</b>	<b>\$2,380,800</b>
Scoring Sections	Points Available				
Section I: Preliminary Information	Pass/Fail	Pass	Pass	Fail	Pass
Section II: Organization Qualifications and Experience	25	15	22	n/a	19
Section III: Proposed Services	50	31	49	n/a	42
Section IV: Cost Proposal	25	13.08	5.89	n/a	19.38
<b>TOTAL</b>	<b><u>100</u></b>	<b><u>59.08</u></b>	<b><u>76.89</u></b>	<b><u>n/a</u></b>	<b><u>80.38</u></b>
<b>Bidder Name:</b>		<b>Deloitte</b>	<b>Guidehouse</b>	<b>HealthTech Sol.</b>	<b>KPMG</b>
<b>Proposed Cost:</b>		<b>\$5,490,670</b>	<b>\$3,589,550</b>	<b>\$1,845,500</b>	<b>\$5,400,000</b>
Scoring Sections	Points Available				
Section I: Preliminary Information	Pass/Fail	Pass	Pass	Pass	Pass
Section II: Organization Qualifications and Experience	25	22	16	15	14
Section III: Proposed Services	50	44	40	37	27
Section IV: Cost Proposal	25	8.40	12.85	25	8.54
<b>TOTAL</b>	<b><u>100</u></b>	<b><u>74.40</u></b>	<b><u>68.85</u></b>	<b><u>77</u></b>	<b><u>49.54</u></b>

<b>Bidder Name:</b>		<b>Kyndryl</b>	<b>Public Con. Grp.</b>	<b>Trigyn Tech</b>	
<b>Proposed Cost:</b>		<b>\$2,376,040</b>	<b>\$2,225,200</b>	<b>\$4,728,000</b>	
<b>Scoring Sections</b>	<b>Points Available</b>				
Section I: Preliminary Information	Pass/Fail	Fail	Pass	Pass	
Section II: Organization Qualifications and Experience	25	n/a	19	15	
Section III: Proposed Services	50	N/a	47	29	
Section IV: Cost Proposal	25	n/a	20.73	9.76	
<b>TOTAL</b>	<b><u>100</u></b>	<b><u>n/a</u></b>	<b><u>86.73</u></b>	<b><u>53.76</u></b>	

**Award Justification Statement  
RFP# 202406125**

**Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process**

**I. Summary**

The State of Maine, Department of Administrative and Financial Services, Project Management Office is seeking to procure Project Management (PM) and Organizational Change Management (OCM) support services for the Medicaid Enterprise System (MES) Health PAS (HPAS) Modernization Process on behalf of the Maine Department of Health and Human Services (DHHS). The awarded Bidder will be responsible for working with the project's implementation vendor, Gainwell, to ensure the modernization process is completed and up to the standards expected by the Project Management Office (PMO), DHHS, and the State of Maine.

**II. Evaluation Process**

An evaluation team of four individuals reviewed proposals submitted by bidders. The team consisted of two members of the Office of Mainecare Services (OMS) and two members of the PMO. Both OMS members work within the team that is receiving the modernization. The PMO members were subject matter experts for PM and OCM.

Members of the proposal evaluation team completed individual reviews of each submitted proposal, then met as a team over three days to assign consensus scores for each proposal. The team evaluated bids by file in alphabetical order. Starting in order with File 1 and File 2 being reviewed on the first day, then File 3 being reviewed on the second and third day. The results of File 4's scoring (Cost) was reviewed by the team once File's 1 – 3, were fully scored.

After the scoring was complete, Public Consulting Group was the highest scoring bid.

**III. Qualifications & Experience**

Nine of the eleven Bidders provided experience and qualifications that aligned with the requirements of the RFP. Two of the eleven bidders did not pass File 1's eligibility requirements and did not move on to subsequent files.

The winning bid showed project references with strong correlation to the RFP's requirements and scope, with further evidence of experience both within the public sector and healthcare systems.

#### **IV. Proposed Services**

- Project Management (PM)
  - General PM Support:
  - Liaison to Implementation Vendor:
  - Liaison to Independent Verification & Validation (IV&V) Vendor:
  - Inclusion of Additional Technical Services Activities:
- Organizational Change Management (OCM)
  - OCM Plan
  - Training Plan
- Reports
  - Attachments 1 – 6

The winning bid demonstrated their group experience within the area of Medicaid and CMS reporting and federal funding requests and had detailed responses for both PM and OCM showing their experience with both disciplines. The bidder also provided comprehensive templates for the required attachments.

#### **V. Cost Proposal**

The highest proposed cost was \$7,836,632.50. The lowest proposed cost was \$1,845,500.00. Public Consulting Group's cost was \$2,225,200.00.

The equation used to determine the scoring of cost proposals is as follows:

$(\text{Lowest submitted cost proposal} / \text{Cost of proposal being scored}) \times 25 = \text{pro-rated score}$

#### **VI. Conclusion**

Public Consulting Group was the highest scoring Bidder. The proposal stood out due to the strong reference projects and experience with MES projects with multiple states as an OCM vendor. Their proposed services were backed by strong, well-documented responses, making them a reliable choice for a conditional award.



**STATE OF MAINE  
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**Janet T. Mills  
Governor**

**Kirsten Figueroa  
Commissioner**

**AWARD NOTIFICATION LETTER**

November 1, 2024

Alvarez & Marsal  
Erin Leveton  
600 Madison Ave, 6<sup>th</sup> Floor  
New York, NY 10022

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202406125,  
Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process

Dear Erin:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

- Public Consulting Group

The bidder listed above received the evaluation team's highest ranking. The Department will be contacting the aforementioned bidder soon to negotiate a contract. As provided in the RFP, the Notice of Conditional Contract Award is subject to execution of a written contract and, as a result, this Notice does NOT constitute the formation of a contract between the Department and the apparent successful vendor. The vendor shall not acquire any legal or equitable rights relative to the contract services until a contract containing terms and conditions acceptable to the Department is executed. The Department further reserves the right to cancel this Notice of Conditional Contract Award at any time prior to the execution of a written contract.

As stated in the RFP, following announcement of this award decision, all submissions in response to the RFP are considered public records available for public inspection pursuant to the State of Maine Freedom of Access Act (FOAA). 1 M.R.S. §§ 401 et seq.; 5 M.R.S. § 1825-B (6).

This award decision is conditioned upon final approval by the State Procurement Review Committee and the successful negotiation of a contract. A Statement of Appeal Rights has been provided with this letter; see below.

Thank you for your interest in doing business with the State of Maine.

Sincerely,

DocuSigned by:  
  
**Ryan Newman**  
Project Analyst  
[ryan.newman@maine.gov](mailto:ryan.newman@maine.gov)

## **STATEMENT OF APPEAL RIGHTS**

Any person aggrieved by an award decision may request an appeal hearing. The request must be made to the Director of the Bureau of General Services, in writing, within 15 days of notification of the contract award as provided in 5 M.R.S. § 1825-E (2) and the Rules of the Department of Administrative and Financial Services, Bureau of General Services, Office of State Procurement Services [formerly the Division of Purchases], Chapter 120, § (2) (2).



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**Janet T. Mills  
Governor**

**Kirsten Figueroa  
Commissioner**

**AWARD NOTIFICATION LETTER**

November 1, 2024

BerryDunn  
Shea Berry-Brennan  
2211 Congress Street  
Portland, ME 04102-1955

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202406125,  
Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process

Dear Shea:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Sincerely,

DocuSigned by:  
  
**Ryan Newman**  
Project Analyst  
[ryan.newman@maine.gov](mailto:ryan.newman@maine.gov)

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Commissioner**

**AWARD NOTIFICATION LETTER**

November 1, 2024

Crowe LLP  
David Reitzel  
225 West Wacker Drive, Suite 2600  
Chicago, IL 60606

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202406125,  
Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process

Dear David:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Thank you for your interest in doing business with the State of Maine.

Sincerely,

DocuSigned by:  
  
Ryan Newman  
Project Analyst  
[ryan.newman@maine.gov](mailto:ryan.newman@maine.gov)

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**Kirsten Figueroa  
Commissioner**

**AWARD NOTIFICATION LETTER**

November 1, 2024

CSG Government Solutions  
Kirk Swanson  
180 N. Stetson, Suite 3200  
Chicago, IL 60601

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202406125,  
Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process

Dear Kirk:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Sincerely,

DocuSigned by:  
  
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Project Analyst  
[ryan.newman@maine.gov](mailto:ryan.newman@maine.gov)

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**AWARD NOTIFICATION LETTER**

November 1, 2024

Deloitte  
Kimberly A. Beckendorf  
50 S 6th Street, Suite 2800  
Minneapolis, MN 55402

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202406125,  
Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process

Dear Kimberly:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Sincerely,

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[ryan.newman@maine.gov](mailto:ryan.newman@maine.gov)

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Governor**

**Kirsten Figueroa  
Commissioner**

**AWARD NOTIFICATION LETTER**

November 1, 2024

Guidehouse  
Nini Donovan  
125 High Street, Suite 401  
Boston, MA 02110

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202406125,  
Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process

Dear Nini:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Sincerely,

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Project Analyst  
[ryan.newman@maine.gov](mailto:ryan.newman@maine.gov)

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**Kirsten Figueroa  
Commissioner**

**AWARD NOTIFICATION LETTER**

November 1, 2024

HealthTech Solutions  
Elizabeth Linville  
2030 Hoover Blvd.  
Frankfort, KY 40601

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202406125,  
Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process

Dear Elizabeth:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Sincerely,

DocuSigned by:  
  
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Project Analyst  
[ryan.newman@maine.gov](mailto:ryan.newman@maine.gov)



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**Janet T. Mills  
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Commissioner**

**AWARD NOTIFICATION LETTER**

November 1, 2024

KPMG  
Amy Lapierre  
Suite 2300, 1 Financial Plaza  
Providence, RI 02903

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202406125,  
Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process

Dear Amy:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Thank you for your interest in doing business with the State of Maine.

Sincerely,

DocuSigned by:

Ryan Newman

**Ryan Newman**

**Project Analyst**

[ryan.newman@maine.gov](mailto:ryan.newman@maine.gov)

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Commissioner**

**AWARD NOTIFICATION LETTER**

November 1, 2024

Kyndryl  
Richard Cassell  
One Vanderbilt Avenue, 15<sup>th</sup> Floor  
New York, NY 10017

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202406125,  
Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process

Dear Richard:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Project Analyst  
[ryan.newman@maine.gov](mailto:ryan.newman@maine.gov)

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**AWARD NOTIFICATION LETTER**

November 1, 2024

Public Consulting Group  
Mark English  
148 State Street, 10th Floor  
Boston, MA 02109

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202406125,  
Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process

Dear Mark:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

- Public Consulting Group

The bidder listed above received the evaluation team's highest ranking. The Department will be contacting the aforementioned bidder soon to negotiate a contract. As provided in the RFP, the Notice of Conditional Contract Award is subject to execution of a written contract and, as a result, this Notice does NOT constitute the formation of a contract between the Department and the apparent successful vendor. The vendor shall not acquire any legal or equitable rights relative to the contract services until a contract containing terms and conditions acceptable to the Department is executed. The Department further reserves the right to cancel this Notice of Conditional Contract Award at any time prior to the execution of a written contract.

As stated in the RFP, following announcement of this award decision, all submissions in response to the RFP are considered public records available for public inspection pursuant to the State of Maine Freedom of Access Act (FOAA). 1 M.R.S. §§ 401 et seq.; 5 M.R.S. § 1825-B (6).



This award decision is conditioned upon final approval by the State Procurement Review Committee and the successful negotiation of a contract. A Statement of Appeal Rights has been provided with this letter; see below.

Thank you for your interest in doing business with the State of Maine.

Sincerely,

DocuSigned by:  
  
Ryan Newman  
Project Analyst  
[ryan.newman@maine.gov](mailto:ryan.newman@maine.gov)

## **STATEMENT OF APPEAL RIGHTS**

Any person aggrieved by an award decision may request an appeal hearing. The request must be made to the Director of the Bureau of General Services, in writing, within 15 days of notification of the contract award as provided in 5 M.R.S. § 1825-E (2) and the Rules of the Department of Administrative and Financial Services, Bureau of General Services, Office of State Procurement Services [formerly the Division of Purchases], Chapter 120, § (2) (2).



**STATE OF MAINE  
DEPARTMENT OF ADMINISTRATIVE  
AND FINANCIAL SERVICES**

**Janet T. Mills  
Governor**

**Kirsten Figueroa  
Commissioner**

**AWARD NOTIFICATION LETTER**

November 1, 2024

Trigyn Technologies  
Shawn Knox  
100 Metroplex Drive  
Edison, NJ 08817

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202406125,  
Project and Organizational Change Management for Medicaid Enterprise System  
Health PAS Modernization Process

Dear Shawn:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

- Public Consulting Group

The bidder listed above received the evaluation team's highest ranking. The Department will be contacting the aforementioned bidder soon to negotiate a contract. As provided in the RFP, the Notice of Conditional Contract Award is subject to execution of a written contract and, as a result, this Notice does NOT constitute the formation of a contract between the Department and the apparent successful vendor. The vendor shall not acquire any legal or equitable rights relative to the contract services until a contract containing terms and conditions acceptable to the Department is executed. The Department further reserves the right to cancel this Notice of Conditional Contract Award at any time prior to the execution of a written contract.

As stated in the RFP, following announcement of this award decision, all submissions in response to the RFP are considered public records available for public inspection pursuant to the State of Maine Freedom of Access Act (FOAA). 1 M.R.S. §§ 401 et seq.; 5 M.R.S. § 1825-B (6).

This award decision is conditioned upon final approval by the State Procurement Review Committee and the successful negotiation of a contract. A Statement of Appeal Rights has been provided with this letter; see below.

Thank you for your interest in doing business with the State of Maine.

Sincerely,

DocuSigned by:  
  
Ryan Newman  
Project Analyst  
[ryan.newman@maine.gov](mailto:ryan.newman@maine.gov)

## **STATEMENT OF APPEAL RIGHTS**

Any person aggrieved by an award decision may request an appeal hearing. The request must be made to the Director of the Bureau of General Services, in writing, within 15 days of notification of the contract award as provided in 5 M.R.S. § 1825-E (2) and the Rules of the Department of Administrative and Financial Services, Bureau of General Services, Office of State Procurement Services [formerly the Division of Purchases], Chapter 120, § (2) (2).

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Alvarez & Marsal

**DATE:** October 16, 2024

**SUMMARY PAGE**

**Department Name:** Department of Administrative and Financial Services

**Name of RFP Coordinator:** Ryan Newman

**Names of Evaluators:** Crystal Vaughn, Jennifer Lane, Ian Miller, Roger Widner

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
<ul style="list-style-type: none"> <li>At least five (5) years' experience in the last seven (7) years managing the implementation or major upgrade of a large Medicaid or other health care information technology system</li> </ul>	<b>X</b>	
<ul style="list-style-type: none"> <li>If the bidder their subsidiaries, or contractors are awarded the Internal Verification and Validation contract for the MES HPAS Modernization</li> </ul>	<b>X</b>	
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>15</b>
Section III. Proposed Services	<b>50</b>	<b>31</b>
Section IV. Cost Proposal	<b>25</b>	<b>13.08</b>
<b><u>Total Points</u></b>	<b><u>100</u></b>	<b><u>59.08</u></b>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Alvarez & Marsal

**DATE:** October 16, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Pass

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Alvarez & Marsal

**DATE:** October 16, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>15</b>

**Evaluation Team Comments:**

1. *Overview of the Organization*
  - 40 years experience, with 20 years in public sector for the company. Has former government leaders, health practitioners and SME in MMIS. Longer term projects with direct application to this RFP's scope with subject matter in alignment.
    - Project 1: Strong correlation with current RFP
    - Project 2: Not directly applicable with current RFP
    - Project 3: Good correlation with current RFP
  - Strong evidence of the 20 years experience in the public sector.
  
2. *Subcontractors*
  - Xscion Solutions for OCM services
  
3. *Organizational Chart*
  - Did not include job descriptions with org chart.
  - Project director also listed as the senior director.
  - 4-5 Core team on org chart
  
4. *Litigation*
  - None noted.
    - None that would prevent the delivery of services of this RFP.
  
5. *Financial Viability*
  - Included
  
6. *Certificate of Insurance*
  - Included



**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Alvarez & Marsal

**DATE:** October 16, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>50</b>	<b>31</b>

**Evaluation Team Comments:**

*Appendix F:*

- A. *Project Management (PM)*
  - 1. *General PM Support:*
    - Designee has 30 years experience and follows standard PMI standards. Was also a Deputy Medicaid director at the State of Texas. Offering in terms of PM support matches industry standard.
    - Details provided was in good alignment with the RFP
    - Risk section was strong
    - Response shows evidence of experience reporting and working with CMS for federal funding requests
  - b. *Liaison to Implementation Vendor:*
    - First point of contact with the implementation vendor. Described functioning as one team with the implementation vendor.
    - Clearly understand roles of different stakeholder
    - Talked about their approach with reducing customizations
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
    - Make note of taking action on IV&V findings and will implement changings into PM Plan.
    - Adequate response, they understand the scope of being the liaison to the IV&V vendor.
  - d. *Inclusion of Additional Technical Services Activities:*
    - Acknowledge and expect changes to occur
- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
    - Based the OCM plan on Prosci ADKAR framework
    - Detailed artifact examples of past projects
    - Details provided was in alignment with the RFP

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Alvarez & Marsal

**DATE:** October 16, 2024

- Adequate response
- b. *Training Plan*
  - Stated the support of supporting Gainwell’s training plan. Work on identify training needs.
  - Adequate response
- C. *Reports*
  - Sample project plan was adequate.
  - Sample Risk Management Plan was Good. Proactive approach to risk.
  - Sample OCM Plan was adequate.
  - Sample Stakeholder Analysis was weak. Did not describe methodology/ approach to determine stakeholders
  - Sample Communication Plan was adequate.
  - Staffing Plan
    - Concerns about project lead in 2 roles
    - Project team of 4. Light for size of project
    - Listed extra staff that are not on the staffing plan. Not clear what their role is with the project/bid.
    - Staffing Plan was weak

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Alvarez & Marsal

**DATE:** October 16, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

---

Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>\$1,845,500</b>	/	<b>\$3,527,680</b>	x	<b>25 points</b>	=	<b>13.08</b>

**Evaluation Team Comments:**

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Berry Dunn

**DATE:** October 16, 2024

**SUMMARY PAGE**

**Department Name:** Department of Administrative and Financial Services

**Name of RFP Coordinator:** Ryan Newman

**Names of Evaluators:** Crystal Vaughn, Jennifer Lane, Ian Miller, Roger Widner

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
<ul style="list-style-type: none"> <li>At least five (5) years' experience in the last seven (7) years managing the implementation or major upgrade of a large Medicaid or other health care information technology system</li> </ul>	<b>X</b>	
<ul style="list-style-type: none"> <li>If the bidder their subsidiaries, or contractors are awarded the Internal Verification and Validation contract for the MES HPAS Modernization</li> </ul>	<b>X</b>	
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>22</b>
Section III. Proposed Services	<b>50</b>	<b>49</b>
Section IV. Cost Proposal	<b>25</b>	<b>5.89</b>
<b><u>Total Points</u></b>	<b><u>100</u></b>	<b><u>76.89</u></b>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Berry Dunn

**DATE:** October 16, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Pass

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Berry Dunn

**DATE:** October 16, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>22</b>

**Evaluation Team Comments:**

1. *Overview of the Organization*
  - Over 35 years of Medicaid and DHHS experience. Has worked with 400 state, local, and quasi-governmental clients. 16 different MMIS implementation listed, including 13 states using Gainwell (the implementation vendor for this project). Maine Based organization.
    1. Project 1: Strong correlation with current RFP, with same implementation vendor and system version.
    2. Project 2: Good correlation with current RFP
    3. Project 3: Strong correlation with current RFP
  - Strong evidence of experience with 3 applicable projects.
  
2. *Subcontractors*
  - Gantec Corporation
  - Technology Results, LLC
  - Michele Saffer Blevens
  
3. *Organizational Chart*
  - 10 Core team on org chart
    - Large list of SME on the project team
    - Detailed org chart with job descriptions and years of experience.
    - Included resumes for core team members
    - Half of the core team is Maine based.
  
4. *Litigation*
  - 2 cases active. Neither would affect consulting services.
  
5. *Financial Viability*
  - Included

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Berry Dunn

**DATE:** October 16, 2024

6. *Certificate of Insurance*
  - Included

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Berry Dunn

**DATE:** October 16, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>50</b>	<b>49</b>

**Evaluation Team Comments:**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*
    - Primary PM has done similar Gainwell Implementations. Listed out full team with core team and support teams. One of the core team is a former State employee
    - Strong response with well organized and detailed offering
    - Vendor shows thorough understands of the RFP’s scope
    - Demonstrates thorough understanding of CMS reporting and funding.
  - b. *Liaison to Implementation Vendor:*
    - Vendor shows thorough understand of the role as liaison and has direct experience with the implementation vendor.
    - Strong response.
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
    - Vendor has experience as an IV&V vendor for other large Medicaid projects.
    - Strong response.
  - d. *Inclusion of Additional Technical Services Activities:*
    - Adequate response, understood what was being asked
- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
    - Based the OCM plan on Prosci ADKAR framework
    - Acknowledge flexibility
    - Proactive about stakeholder identification
    - Strong response, thorough and detailed.
  - b. *Training Plan*
    - Strong response, thorough and detailed.
- C. *Reports*
  - Sample project plan was strong. Full draft plan for the project.



**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Berry Dunn

**DATE:** October 16, 2024

- Sample Risk Management Plan was strong and detailed.
- Sample OCM Plan was good. Breaks out other reports with the plan.
- Sample Stakeholder Analysis was good.
- Sample Communication Plan is strong. Talk about developing KPI's to monitor performance. Draft plan provided.
- Staffing Plan
  - Staffing plan is strong.
  - Experience with implementation vendor
  - Experience with the OMS and MaineIT
  - 10 team members with an addition support team

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Berry Dunn

**DATE:** October 16, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

---

Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>\$1,845,500</b>	/	<b>\$7,836,632.50</b>	x	<b>25 points</b>	=	<b>5.89</b>

**Evaluation Team Comments:**

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Crowe LLP

**DATE:** October 16, 2024

**SUMMARY PAGE**

**Department Name:** Department of Administrative and Financial Services

**Name of RFP Coordinator:** Ryan Newman

**Names of Evaluators:** Crystal Vaughn, Jennifer Lane, Ian Miller, Roger Widner

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
<ul style="list-style-type: none"> <li>• At least five (5) years' experience in the last seven (7) years managing the implementation or major upgrade of a large Medicaid or other health care information technology system</li> </ul>		<b>X</b>
<ul style="list-style-type: none"> <li>• If the bidder their subsidiaries, or contractors are awarded the Internal Verification and Validation contract for the MES HPAS Modernization</li> </ul>	<b>X</b>	
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>n/a</b>
Section III. Proposed Services	<b>50</b>	<b>n/a</b>
Section IV. Cost Proposal	<b>25</b>	<b>n/a</b>
<u>Total Points</u>	<u>100</u>	<u>n/a</u>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Crowe LLP

**DATE:** October 16, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Team felt that Project 3 did not meet the requirements of a large Medicaid or other health care information technology system. Project 3 was focused of HR and Payroll which is not a healthcare service. With that, Crowe does not meet the 5 year minimum.

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** CSG Government Solutions

**DATE:** October 16, 2024

**SUMMARY PAGE**

**Department Name:** Department of Administrative and Financial Services

**Name of RFP Coordinator:** Ryan Newman

**Names of Evaluators:** Crystal Vaughn, Jennifer Lane, Ian Miller, Roger Widner

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
<ul style="list-style-type: none"> <li>At least five (5) years' experience in the last seven (7) years managing the implementation or major upgrade of a large Medicaid or other health care information technology system</li> </ul>	<b>X</b>	
<ul style="list-style-type: none"> <li>If the bidder their subsidiaries, or contractors are awarded the Internal Verification and Validation contract for the MES HPAS Modernization</li> </ul>	<b>X</b>	
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>19</b>
Section III. Proposed Services	<b>50</b>	<b>42</b>
Section IV. Cost Proposal	<b>25</b>	<b>19.38</b>
<b><u>Total Points</u></b>	<b><u>100</u></b>	<b><u>80.38</u></b>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** CSG Government Solutions

**DATE:** October 16, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Pass

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** CSG Government Solutions

**DATE:** October 16, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>19</b>

**Evaluation Team Comments:**

1. *Overview of the Organization*
  - Experience with SOM with DOL doing PM and OCM with the State of Maine. Have experience with working with Gainwell. 50 Medicaid IT Modernization projects.
    - Project 1: Strong correlation with current RFP, same software being used in Idaho, will be working with Gainwell to migrate to new system.
    - Project 2: Good correlation with current RFP
    - Project 3: Good correlation with current RFP, OCM focus
  - Strong evidence of experience with Medicaid, and PM & OCM services
2. *Subcontractors*
  - None listed
3. *Organizational Chart*
  - 4 Core team on org chart
  - Both profiles and descriptions for each
4. *Litigation*
  - None applicable to ability to provide services
5. *Financial Viability*
  - Included
6. *Certificate of Insurance*
  - Included

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** CSG Government Solutions

**DATE:** October 16, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>50</b>	<b>42</b>

**Evaluation Team Comments:**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*
    - Gave information on previous work with Maine Medicaid efforts they were a part of.
    - Takes a proactive risk management approach. Uses risk model developed by previous projects to help identify risks earlier.
    - Have experience with Gainwell.
    - Response was strong, detailed and comprehensive.
  - b. *Liaison to Implementation Vendor:*
    - Shows general understanding of relationship between IV&V and PM.
    - Response was strong, talks about using their in-house knowledge base based on previous projects.
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
    - This vendor has an IV&V practice with experience with Medicaid.
  - d. *Inclusion of Additional Technical Services Activities:*
    - Adequate response
- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
    - Talks about measurable performance indicators thought they project.
    - They have updated and refined their own methodology using lessons learn from previous projects.
    - Response was strong.
  - b. *Training Plan*
    - Adequate response, talks about the importance of training
- C. *Reports*



**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** CSG Government Solutions

**DATE:** October 16, 2024

- Sample project plan was good. A mix of generic PM Plan and personalized to the RFP.
- Sample Risk Management Plan was strong. A strong understanding of risk and the use of their in-house risk model. Populated risks were applicable.
- Sample OCM Plan was Strong. Shared an active document from another state. Calls out their readiness assessment.
- Sample Stakeholder Analysis was weak, limited to OCM.
  - Uses ADKAR model.
  - Did not give context for Project Management, which is the other half of the scope of the RFP.
- Sample Communication Plan was weak, limited to OCM.
  - Did not give context for Project Management, which is the other half of the scope of the RFP.
- Staffing Plan
  - Core team of 4, with support teams available (unnamed staff)
    - Does not elaborate on support team outside of leadership.
  - Response was adequate.

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** CSG Government Solutions

**DATE:** October 16, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

---

Lowest Submitted Cost Proposal	,	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>\$1,845,500</b>	,	<b>\$2,380,800</b>	<b>x</b>	<b>25 points</b>	<b>=</b>	<b>19.38</b>

**Evaluation Team Comments:**

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Deloitte

**DATE:** October 16, 2024

**SUMMARY PAGE**

**Department Name:** Department of Administrative and Financial Services

**Name of RFP Coordinator:** Ryan Newman

**Names of Evaluators:** Crystal Vaughn, Jennifer Lane, Ian Miller, Roger Widner

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
<ul style="list-style-type: none"> <li>• At least five (5) years' experience in the last seven (7) years managing the implementation or major upgrade of a large Medicaid or other health care information technology system</li> </ul>	<b>X</b>	
<ul style="list-style-type: none"> <li>• If the bidder their subsidiaries, or contractors are awarded the Internal Verification and Validation contract for the MES HPAS Modernization</li> </ul>	<b>X</b>	
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>22</b>
Section III. Proposed Services	<b>50</b>	<b>44</b>
Section IV. Cost Proposal	<b>25</b>	<b>8.40</b>
<b><u>Total Points</u></b>	<b><u>100</u></b>	<b><u>74.40</u></b>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Deloitte

**DATE:** October 16, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Pass

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Deloitte

**DATE:** October 16, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>22</b>

**Evaluation Team Comments:**

1. *Overview of the Organization*
  - 40 years of Medicaid program experience. Previous DHHS SOM experience, including PM of a Medicaid system. Vendor for a current Maine system.
    - Project 1: Strong correlation with current RFP, scope of project is greater than the proposed RFP scope.
    - Project 2: Strong correlation with current RFP, provided part of the solution for Pennsylvania
    - Project 3: Good correlation with current RFP,
  - Strong evidence of experience
2. *Subcontractors*
  - None listed
3. *Organizational Chart*
  - 9-10 Core team on org chart
  - Strong org chart and job descriptions, including core team members with experience within the State of Maine OMS.
4. *Litigation*
  - None that will impact the services to be performed.
5. *Financial Viability*
  - Included
6. *Certificate of Insurance*
  - Included

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Deloitte

**DATE:** October 16, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>50</b>	<b>44</b>

**Evaluation Team Comments:**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*
    - Prior experience with the SOM Medicaid system during the initial implementation of legacy system. Prior experience with OCFS and current vendor with OFI.
    - Primary PM has experience with OMS.
    - In-house body of Knowledge based on prior projects.
    - Experience with CMS reporting and federal funding
    - Break out benefits for DHS
    - Response was good.
  - b. *Liaison to Implementation Vendor:*
    - Response was strong and detailed.
    - Experience with Gainwell on other projects.
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
    - Experience working with IV&V vendors on multiple Medicaid projects. Approach to interacting with IV&V is proactive.
    - Response was good.
  - d. *Inclusion of Additional Technical Services Activities:*
    - Adequate response.
- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
    - Response was good.
    - They were the vendor who performed MITA assessment for the state for OMS.
  - b. *Training Plan*
    - Response was good.
    - They would set up KPI's to measure effectiveness of trainings.
- C. *Reports*

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Deloitte

**DATE:** October 16, 2024

- Sample project plan was good. Written as draft for this RFP’s effort. Detailed and comprehensive.
- Sample Risk Management Plan was good.
- Sample OCM Plan was strong. Gave project specific details
- Sample Stakeholder Analysis was weak. Was not attachment 4, was imbedded into OCM plan and focuses on OCM.
- Sample Communication Plan was good. Plan is based on communication matrix provided
- Staffing Plan
  - Gives a staffing model with breakdown of when resources come into the project based on what workstream.
  - Response was Strong.

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Deloitte

**DATE:** October 16, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

---

Lowest Submitted Cost Proposal		Cost Proposal Being Scored	x	Score Weight	=	Score
<b>\$1,845,500</b>		<b>\$5,490,670</b>	<b>x</b>	<b>25 points</b>	<b>=</b>	<b>8.40</b>

**Evaluation Team Comments:**



**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Guidehouse

**DATE:** October 16, 2024

**SUMMARY PAGE**

**Department Name:** Department of Administrative and Financial Services

**Name of RFP Coordinator:** Ryan Newman

**Names of Evaluators:** Crystal Vaughn, Jennifer Lane, Ian Miller, Roger Widner

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
<ul style="list-style-type: none"> <li>• At least five (5) years' experience in the last seven (7) years managing the implementation or major upgrade of a large Medicaid or other health care information technology system</li> </ul>	<b>X</b>	
<ul style="list-style-type: none"> <li>• If the bidder their subsidiaries, or contractors are awarded the Internal Verification and Validation contract for the MES HPAS Modernization</li> </ul>	<b>X</b>	
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>16</b>
Section III. Proposed Services	<b>50</b>	<b>40</b>
Section IV. Cost Proposal	<b>25</b>	<b>12.85</b>
<b><u>Total Points</u></b>	<b><u>100</u></b>	<b><u>68.85</u></b>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Guidehouse

**DATE:** October 16, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Pass

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Guidehouse

**DATE:** October 16, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>16</b>

**Evaluation Team Comments:**

1. *Overview of the Organization*

- Consultant with 34 state healthcare agencies. 3<sup>rd</sup> largest health care IT consulting firm in the country. Has worked with Gainwell in other states.
  - Project 1: Adequate correlation with current RFP, is a subcontractor under Oracle Health
  - Project 2: Adequate correlation with current RFP, focuses on billing system with a MMIS
  - Project 3: Good correlation with current RFP
- Evidence of experience with healthcare systems

2. *Subcontractors*

- netlogx, LLC, SME

3. *Organizational Chart*

- Core team of 4 people based on org chart.
- Included resumes, org chart, and job description for all team members

4. *Litigation*

- None that would prevent the delivery of services of this RFP.

5. *Financial Viability*

- Included

6. *Certificate of Insurance*

- Included

Other: Request made to have similar terms of a different SOM contract they are part of.

- Team has take note of this.

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Guidehouse

**DATE:** October 16, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>50</b>	<b>40</b>

**Evaluation Team Comments:**

*Appendix F:*

A. *Project Management (PM)*

a. *General PM Support:*

- Vendor has in-house PM and OCM methodologies with ties to PMI
- Primary PM has experience with implementation vendor.
- Experience with CMS reports and federal funding.
- Response was good.

b. *Liaison to Implementation Vendor:*

- Have experience implementation vendor and like implementation vendors for MMIS implementations.
- They understand the role of the implementation vendor and the importance of testing.
- Response was Strong.

c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*

- Have experience within Maine as an IV&V vendor.
- Response was adequate.

d. *Inclusion of Additional Technical Services Activities:*

- Response was adequate. Understood what was asked.

B. *Organizational Change Management (OCM)*

a. *OCM Plan*

- They have their own trademarked OCM methodology
- Response was good. Detailed and comprehensive.

b. *Training Plan*

- Uses ADDIE methodology
- Response was good. Comprehensive plan.

C. *Reports*

- Sample project plan was good. Standard template, sample schedule provided.
- Sample Risk Management Plan was good. Provided an example of a risk and their mitigations of that risk.

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Guidehouse

**DATE:** October 16, 2024

- Sample OCM Plan was strong. Provided full example with real scenario.
- Sample Stakeholder Analysis was adequate. Provides approach the vendor would take for analysis.
- Sample Communication Plan was Adequate. Provided communication matrix.
- Staffing Plan was adequate. Core team of 4, other SME's listed but LoE not provided.

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Guidehouse

**DATE:** October 16, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

---

Lowest Submitted Cost Proposal	,	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>\$1,845,500</b>	,	<b>\$3,589,550</b>	<b>x</b>	<b>25 points</b>	<b>=</b>	<b>12.85</b>

**Evaluation Team Comments:**

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** HealthTech Solutions LLC

**DATE:** October 16,2024

**SUMMARY PAGE**

**Department Name:** Department of Administrative and Financial Services

**Name of RFP Coordinator:** Ryan Newman

**Names of Evaluators:** Crystal Vaughn, Jennifer Lane, Ian Miller, Roger Widner

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
<ul style="list-style-type: none"> <li>At least five (5) years' experience in the last seven (7) years managing the implementation or major upgrade of a large Medicaid or other health care information technology system</li> </ul>	<b>X</b>	
<ul style="list-style-type: none"> <li>If the bidder their subsidiaries, or contractors are awarded the Internal Verification and Validation contract for the MES HPAS Modernization</li> </ul>	<b>X</b>	
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>15</b>
Section III. Proposed Services	<b>50</b>	<b>37</b>
Section IV. Cost Proposal	<b>25</b>	<b>25</b>
<u>Total Points</u>	<u>100</u>	<u>77</u>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** HealthTech Solutions LLC

**DATE:** October 16,2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Pass



**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** HealthTech Solutions LLC

**DATE:** October 16,2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>15</b>

**Evaluation Team Comments:**

1. *Overview of the Organization*
  - 13 years of experience with 20 state Medicaid agencies and 50 Medicaid related projects. Experience with SOM.
    - Project 1: Adequate correlation with current RFP, EPMO
    - Project 2: Good correlation with current RFP, Medicaid related EPMO
    - Project 3: Good correlation with current RFP, Medicaid related EPMO
  - Evidence of experience in Project Management
2. *Subcontractors*
  - None listed
3. *Organizational Chart*
  - No job descriptions or qualifications. Org chart provided.
  - Core team listed as 4 based on org chart
4. *Litigation*
  - None listed
5. *Financial Viability*
  - Included
6. *Certificate of Insurance*
  - Included

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** HealthTech Solutions LLC

**DATE:** October 16,2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>50</b>	<b>37</b>

**Evaluation Team Comments:**

*Appendix F:*

A. *Project Management (PM)*

a. *General PM Support:*

- Primary PM has 9 years direct experience with Medicaid agencies and systems
- Response was good. Was detailed and comprehensive.
- Experience with submitting CMS project report and federal funding requests

b. *Liaison to Implementation Vendor:*

- Response was good.
- Using lessons learned from past projects to support the implementation vendor.
- Referenced developing testing plan based on CMS’s testing lifecycle template.

c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*

- Response was Good. Cites working with other IV&V vendors on different projects.

d. *Inclusion of Additional Technical Services Activities:*

- Response was adequate.

B. *Organizational Change Management (OCM)*

a. *OCM Plan*

- Response was adequate.
- Has access to a LMS system if desired, not part of main bid.
- The OCM plan demonstrates an understanding of OCM yet does not demonstrate previous experience with OCM.

b. *Training Plan*

- Response was adequate.

C. *Reports*

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** HealthTech Solutions LLC

**DATE:** October 16,2024

- Sample project plan was Strong. Actual client PM Plan for a MES EPMO engagement. Has separate comprehensive and detailed Governance plan.
- Sample Risk Management Plan was adequate.
- Sample OCM Plan was weak. The provided document was a configuration change management plan. Did not match OCM plan outlined in Section B.
- Sample Stakeholder Analysis was good. Provided actual client stakeholder analysis Detailed and comprehensive.
- Sample Communication Plan was good. Actual client comms plan with comms matrix.
- Staffing Plan was good.
  - 4 core team members, no mention of support staff/SME's
  - Provided comprehensive breakdown of skills, task per role; as well as resumes.

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** HealthTech Solutions LLC

**DATE:** October 16,2024

**EVALUATION OF SECTION IV  
Cost Proposal**

---

Lowest Submitted Cost Proposal	,	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>\$1,845,500</b>	,	<b>\$1,845,500</b>	<b>x</b>	<b>25 points</b>	<b>=</b>	<b>25</b>

**Evaluation Team Comments:**

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** KPMG LLP

**DATE:** October 16, 2024

**SUMMARY PAGE**

**Department Name:** Department of Administrative and Financial Services

**Name of RFP Coordinator:** Ryan Newman

**Names of Evaluators:** Crystal Vaughn, Jennifer Lane, Ian Miller, Roger Widner

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
<ul style="list-style-type: none"> <li>• At least five (5) years' experience in the last seven (7) years managing the implementation or major upgrade of a large Medicaid or other health care information technology system</li> </ul>	<b>X</b>	
<ul style="list-style-type: none"> <li>• If the bidder their subsidiaries, or contractors are awarded the Internal Verification and Validation contract for the MES HPAS Modernization</li> </ul>	<b>X</b>	
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>14</b>
Section III. Proposed Services	<b>50</b>	<b>27</b>
Section IV. Cost Proposal	<b>25</b>	<b>8.54</b>
<b><u>Total Points</u></b>	<b><u>100</u></b>	<b><u>49.54</u></b>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** KPMG LLP

**DATE:** October 16, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Pass

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** KPMG LLP

**DATE:** October 16, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>14</b>

**Evaluation Team Comments:**

1. *Overview of the Organization*
  - 20 years of experience with SOM. Worked in 30 states/territories. Has experience with MES modernization project in 5 states with Gainwell.
    - Project 1: Strong correlation with current RFP, both PM and OCM
    - Project 2: Good correlation with current RFP, has direct experience with CMS
    - Project 3: Adequate correlation with current RFP
  - Evidence of experience with healthcare systems
2. *Subcontractors*
  - eSense, Inc, includes references for subcontractors.
3. *Organizational Chart*
  - Org Chart and resumes included, inadequate job descriptions.
  - Core team of 6 based on org chart.
4. *Litigation*
  - None listed
5. *Financial Viability*
  - Included, but not able to open file imbedded in PDF
6. *Certificate of Insurance*
  - Included, but not able to open file imbedded in PDF

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** KPMG LLP

**DATE:** October 16, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u> <u>e</u>	<u>Points Awarded</u> <u>d</u>
Section III. Proposed Services	<b>50</b>	<b>27</b>

**Evaluation Team Comments:**

*Appendix F:*

A. *Project Management (PM)*

a. *General PM Support:*

- Experience in SOM with Medicaid, SNAP eligibility.
- Using lessons learned from other projects to help future projects with MMIS.
- Proactive approach to risk.
- Lead for project is unclear, file 2 states an overall project lead with a different primary project manager in the general PM support section.
- Direct experience working with CMS reports and federal funding requests
- Response was good. Response was tailored to Maine and the RFP

b. *Liaison to Implementation Vendor:*

- Experience with implementation vendor
- Experience with helping clients with test plans and testing activities.
- Response was Strong, called out other like projects with other state agencies.

c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*

- Experience as an IV&V vendor for MMIS projects.
- Response was strong.

d. *Inclusion of Additional Technical Services Activities:*

- Adequate response.

B. *Organizational Change Management (OCM)*

a. *OCM Plan*

- “Make It” methodology
- Shows evidence of understanding of OCM and OCM practices.
- Response was good.

b. *Training Plan*

- Uses training model “Target Learning Model”



**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** KPMG LLP

**DATE:** October 16, 2024

- Gives example of other large scale training efforts for Medicaid expansions.
- Response was Strong.

C. *Reports*

Unable to access documents imbedded in document.

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** KPMG LLP

**DATE:** October 16, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

---

Lowest Submitted Cost Proposal	÷	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>\$1,845,500</b>	÷	<b>\$5,400,000</b>	x	<b>25 points</b>	=	<b>8.54</b>

**Evaluation Team Comments:**

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Kyndryl

**DATE:** October 16, 2024

**SUMMARY PAGE**

**Department Name:** Department of Administrative and Financial Services

**Name of RFP Coordinator:** Ryan Newman

**Names of Evaluators:** Crystal Vaughn, Jennifer Lane, Ian Miller, Roger Widner

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
<ul style="list-style-type: none"> <li>• At least five (5) years' experience in the last seven (7) years managing the implementation or major upgrade of a large Medicaid or other health care information technology system</li> </ul>		<b>X</b>
<ul style="list-style-type: none"> <li>• If the bidder their subsidiaries, or contractors are awarded the Internal Verification and Validation contract for the MES HPAS Modernization</li> </ul>	<b>X</b>	
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>n/a</b>
Section III. Proposed Services	<b>50</b>	<b>n/a</b>
Section IV. Cost Proposal	<b>25</b>	<b>n/a</b>
<u>Total Points</u>	<u>100</u>	<u>Fail</u>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Kyndryl

**DATE:** October 16, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Appendix D states that business reference name, reference contact, and reference contact information was needed for submittal. Kyndryl censored the name of the companies and provided references that were internal to Kyndryl, instead of providing the name of the organization and a reference contact from that organization. Due to this, we are unable to say whether the experience is applicable as we have no way to reference the individual projects.

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Public Consulting Group

**DATE:** October 16, 2024

**SUMMARY PAGE**

**Department Name:** Department of Administrative and Financial Services

**Name of RFP Coordinator:** Ryan Newman

**Names of Evaluators:** Crystal Vaughn, Jennifer Lane, Ian Miller, Roger Widner

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
<ul style="list-style-type: none"> <li>• At least five (5) years' experience in the last seven (7) years managing the implementation or major upgrade of a large Medicaid or other health care information technology system</li> </ul>	<b>X</b>	
<ul style="list-style-type: none"> <li>• If the bidder their subsidiaries, or contractors are awarded the Internal Verification and Validation contract for the MES HPAS Modernization</li> </ul>	<b>X</b>	
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>19</b>
Section III. Proposed Services	<b>50</b>	<b>47</b>
Section IV. Cost Proposal	<b>25</b>	<b>20.73</b>
<b><u>Total Points</u></b>	<b><u>100</u></b>	<b><u>86.73</u></b>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Public Consulting Group

**DATE:** October 16, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Pass

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Public Consulting Group

**DATE:** October 16, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>19</b>

**Evaluation Team Comments:**

1. *Overview of the Organization*
  - 37 years experience in public sector
    - Project 1: Strong correlation with current RFP
    - Project 2: Strong correlation with current RFP
    - Project 3: Good correlation with current RFP
  - Evidence of experience with healthcare systems
  
2. *Subcontractors*
  - None Listed
  
3. *Organizational Chart*
  - Core team of 5 based on org chart
  - Org Chart and bio included, inadequate job descriptions.
  
4. *Litigation*
  - None that will impact proposed services.
  
5. *Financial Viability*
  - Included
  
6. *Certificate of Insurance*
  - Included

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Public Consulting Group

**DATE:** October 16, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>50</b>	<b>47</b>

**Evaluation Team Comments:**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*
    - PM will be supported by team with member past experienced in Medicaid.
    - Each workstream lead by a SME.
      - Each workstream lead is a SME for the workstream’s main task/topic
    - Experience with CMS reports and federal funding requests
    - Response was good. Detailed and Comprehensive
  - b. *Liaison to Implementation Vendor:*
    - Experience with other like implementation vendors
    - Demonstrates strong understanding of customization remediation efforts.
    - Response was strong.
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
    - Experience as IV&V vendor
    - Gave strong example of past IV&V effort.
      - Gave evidence of strong understanding of the IV&V process and the interactions of IV&V and PM.
    - Response was strong.
  - d. *Inclusion of Additional Technical Services Activities:*
    - Response was good.
- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
    - Experience with OCM in the SOM
    - Direct experience providing OCM for MES within multiple states and provided examples of each.



**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Public Consulting Group

**DATE:** October 16, 2024

- Examples show strong evidence of providing OCM for other MES projects that experience is directly applicable to the RFP.
- Approach includes a strategic OCM Playbook.
- Response was strong.
- b. *Training Plan*
  - Strong understanding of the training process.
    - Strong integration of training through entire proposal, with a dedicated OCM/Training Lead
  - Response was strong.
- C. *Reports*
  - Sample project plan was good. Provided comprehensive template.
  - Sample Risk Management Plan was strong. Provide comprehensive template
    - Calls out CMS Expedited Life Cycle federal template
    - Risk identification process was strong, trend analysis
  - Sample OCM Plan was good. Provided template
  - Sample Stakeholder Analysis was good. Comprehensive legend for analysis.
  - Sample Communication Plan was good. Provided template.
  - Staffing Plan was adequate.
    - Includes Bios, resumes
    - 5 core members.

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Public Consulting Group

**DATE:** October 16, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

---

Lowest Submitted Cost Proposal	,	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>\$1,845,500</b>	,	<b>\$2,225,200</b>	<b>x</b>	<b>25 points</b>	<b>=</b>	<b>20.73</b>

**Evaluation Team Comments:**

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Trigyn

**DATE:** October 16, 2024

**SUMMARY PAGE**

**Department Name:** Department of Administrative and Financial Services

**Name of RFP Coordinator:** Ryan Newman

**Names of Evaluators:** Crystal Vaughn, Jennifer Lane, Ian Miller, Roger Widner

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
<ul style="list-style-type: none"> <li>• At least five (5) years' experience in the last seven (7) years managing the implementation or major upgrade of a large Medicaid or other health care information technology system</li> </ul>	<b>X</b>	
<ul style="list-style-type: none"> <li>• If the bidder their subsidiaries, or contractors are awarded the Internal Verification and Validation contract for the MES HPAS Modernization</li> </ul>	<b>X</b>	
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>15</b>
Section III. Proposed Services	<b>50</b>	<b>29</b>
Section IV. Cost Proposal	<b>25</b>	<b>9.76</b>
<b><u>Total Points</u></b>	<b><u>100</u></b>	<b><u>53.76</u></b>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Trigyn

**DATE:** October 16, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Pass

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Trigyn

**DATE:** October 16, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>25</b>	<b>15</b>

**Evaluation Team Comments:**

1. *Overview of the Organization*
  - 10 years experience in Medicaid projects across 10 state governments.
    - Project 1: Strong correlation with current RFP, Restart of Project 2.
    - Project 2: Adequate correlation with current RFP, the project was paused by CMS.
    - Project 3: Adequate correlation with current RFP, central office PMO
  - Evidence of staff experience with healthcare systems
2. *Subcontractors*
  - None Listed
3. *Organizational Chart*
  - No named resources, no job descriptions, inadequate response
  - Org chart lists 8 core team members
4. *Litigation*
  - None listed
5. *Financial Viability*
  - Included
6. *Certificate of Insurance*
  - Included

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Trigyn

**DATE:** October 16, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>50</b>	<b>29</b>

**Evaluation Team Comments:**

*Appendix F:*

A. *Project Management (PM)*

a. *General PM Support:*

- Does not mention named primary PM for this effort
- Does not demonstrate previous experience providing PM services.
- Copies scope of services from RFP without telling us how they can achieve each section request. Did not describe the methods and resources to be used.
- Response was inadequate.

b. *Liaison to Implementation Vendor:*

- No mention on how other team members is involved, only the PM. Further Coping Scope of service from RFP without elaborating on how it will be achieved.
- Noting the PM is the liaison
- Response was inadequate.

c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*

- Noting the PM is the liaison.
- Response was adequate.

d. *Inclusion of Additional Technical Services Activities:*

- Detailed and comprehensive.
- Response was good.

B. *Organizational Change Management (OCM)*

a. *OCM Plan*

- Roles are unclear, they list an OCM manager in the org chart, but the PM is in charge of OCM plan.
- No noted methodology shared.
- Response was adequate.

b. *Training Plan*

- Roles are unclear, they list a training lead in the org chart, but the PM is in charge of training.
- Mentions using tracking metrics to measure attendance.

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Trigyn

**DATE:** October 16, 2024

- Response was weak.

C. *Reports*

- Sample project plan was good. Draft Plan for MMIS provided.
- Sample Risk Management Plan good. Draft Plan for MMIS provided
- Sample OCM Plan was good.
- Sample Stakeholder Analysis was Strong. Demonstrates understanding of stakeholders analysis
- Sample Communication Plan was adequate. Template provided.
- Staffing Plan was inadequate.
  - Core team of 8. No named key team members or resumes. May need to recruit for the project if selected.
  - Shows understanding of the different roles.
  -

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER:** Trigyn

**DATE:** October 16, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

---

Lowest Submitted Cost Proposal	,	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>\$1,845,500</b>	,	<b>\$4,728,000</b>	<b>x</b>	<b>25 points</b>	<b>=</b>	<b>9.76</b>

**Evaluation Team Comments:**



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez & Marsal

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

1. *Overview of the Organization*

- *In Business 40 years, headquarters in New York*
- *20 years – A&M Public Sector Services with 130+ previous state government leaders, health practitioners and SMES.*
- *Expanded expertise and capabilities to support over 30 states, including Maine*

2. *Subcontractors*

- *xScion Solutions – Organizational Change Management, Agility, Project Management and enterprise modernization projects.*

3. *Organizational Chart*

- *Included but job descriptions were not included.*

4. *Litigation*

- *None*

5. *Financial Viability*

- *Included - Low to Moderate overall Business Risk*

6. *Certificate of Insurance*

- *Included*

**Section III**

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez & Marsal

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*
    - i. *Over 30 Years experience including design, development and implementation of Medicaid eligibility and enrollment in multiple states.*
    - ii. *Approach is rooted in PMI (PMBOK)*
  - a. *Liaison to Implementation Vendor:*
    - i. *First point of contact with Implementation vendor, functioning as one team*
    - ii. *Participate in meetings, representing the departments interests*
    - iii. *Establish Clear roles and responsibilities – using RACI*
  - a. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
    - i. *Work with IV&V vendor to turn findings into actions / updates to the PM Plan*
  - b. *Inclusion of Additional Technical Services Activities:*
    - i. *Acknowledges and expects changes will occur*
- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
    - i. *Develop, execute and update the OCM plan*
    - ii. *Establishes the foundation for Org alignment, driving new cultural norms and behaviors and helps team members have the tools and training to succeed in the new environment*
    - iii. *Identifies 6 key areas of focus*
  - b. *Training Plan*
    - i. *Support Gainwell in development and execution of training plan*
    - ii. *Logistical support for training scheduling*
- C. *Reports*
  - i. *All 6 attachments were provided*

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez & Marsal

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** BerryDunn

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

1. *Overview of the Organization*
  - *In Business 50 years*
  - *Over 35 years served Medicaid and other HHS Agencies.*
  - *Over 20 years' experience with IV&V, PM, QA and Advisory Services including OCM.*
  - *Worked with over 400 state, local, and quasi-governmental clients*
2. *Subcontractors*
  - *Gantec Corporation – Technical Lead*
  - *Technology Results, LLC – MES Subject Matter Expert (SME)*
  - *Michele Saffer Blevens – Project Manager ( to be onboarded upon contract award) .*
3. *Organizational Chart*
  - *Included, provided titles and personnel job description for this project as well as previous experience and resumes.*
4. *Litigation*
  - *Currently involved in two cases unrelated to consulting services.*
5. *Financial Viability*
  - *Included - Low to Moderate overall Business Risk*
6. *Certificate of Insurance*
  - *Included*

**Section III**

*Appendix F:*

- A. *Project Management (PM)- - Very thorough and detailed*
  - a. *General PM Support:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** BerryDunn

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

- i. *Designated one PM, but states will provide additional staff necessary to meet the full scope of the services*
    - ii. *PM plan provided is*
      - a. *Liaison to Implementation Vendor:*
      - b. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
      - c. *Inclusion of Additional Technical Services Activities:*
- B. *Organizational Change Management (OCM) Very thorough and detailed*
- C.
  - a. *OCM Plan*
    - i. *Develop, execute and update regularly*
  - a. *Training Plan*
    - ii. *Detailed methodology provided*
- D. *Reports – Detailed Reports provided - Very thorough and detailed*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Crowe LLP

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Failed – Project III does not meet criteria*

**Section II**

1. *Overview of the Organization*
2. *Subcontractors*
3. *Organizational Chart*
4. *Litigation*
5. *Financial Viability*
6. *Certificate of Insurance*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*
- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Crowe LLP

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** CSG Government Solutions

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

1. *Overview of the Organization*
  - *CSG has worked with the State of Maine since 2014 providing PM and OCM with SOM DOL*
  - *Worked with DHHS since 2017 – OFI and on Aces Modernization and OMS on MIHMS*
2. *Subcontractors*
  - *No Subcontractors will be utilized for this project*
3. *Organizational Chart*
  - *Included org chart with job description*
4. *Litigation*
  - *One Civil litigation*
5. *Financial Viability*
  - *Included – Low Risk*
6. *Certificate of Insurance*
  - *Included*

**Section III**

*Appendix F:*

- A. *Project Management (PM) – Management is broken down into One primary PM and an OCM Lead / scheduler and analyst*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** CSG Government Solutions

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

- c. Liaison to Independent Verification & Validation (IV&V) Vendor:*
      - d. Inclusion of Additional Technical Services Activities:*
    - B. Organizational Change Management (OCM) – Included and understands requirements.*
      - a. OCM Plan*
      - b. Training Plan*
    - C. Reports – detailed reports with clear methodology and approach included.*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Deloitte

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

1. *Overview of the Organization*

- *history of our organization dates back to the merger of Deloitte, Haskins & Sells (founded in 1845) and Touche Ross (founded in 1947) in 1989.*
- *Employs 457,000 people to provide audit, consulting, financial advisory, risk management, and tax services to selected clients*

2. *Subcontractors*

- *Deloitte does not plan to team with any subcontractors to provide the services*

3. *Organizational Chart*

- *Included Org Chart, title and job description as well as Resumes*

4. *Litigation*

- *One dispute with Avnet in connection with a contract for implementation of enterprise application software package. no determination made in any case that we have defaulted on any of our obligations*

5. *Financial Viability*

- *Included – Low to Moderate Risk*

6. *Certificate of Insurance*

- *Included*

**Section III**

*Appendix F:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Deloitte

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

- A. *Project Management (PM)* – Solid understanding of requirements, solid approach and methodology provided.
  - a. *General PM Support:*
    - i. *Experienced -*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*
- B. *Organizational Change Management (OCM)* – Response demonstrated knowledge of SOM processes and clear understanding of requirements.
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports* – Solid detailed plans included in response.

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

1. *Overview of the Organization*
  - *Overview of the organization was provided in detail*
2. *Subcontractors*
  - *netlogx, LLC (netlogx)*
3. *Organizational Chart*
  - *Included Org Chart, Job description and details resumes and qualifications*
4. *Litigation*
  - *a party to a variety of legal proceedings that arise in the normal course of our business. While the results of these legal proceedings cannot be predicted with certainty, we believe that the final outcome of these proceedings will not have a material adverse effect, individually or in the aggregate, on our results of operations or financial condition.*
5. *Financial Viability*
  - *Included - Moderate Risk*
6. *Certificate of Insurance*
  - *Included*

**Section III**

*Appendix F:*

- A. *Project Management (PM) – Details provided to support experience and complete understanding of requirements.*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

- c. Liaison to Independent Verification & Validation (IV&V) Vendor:*
- d. Inclusion of Additional Technical Services Activities:*
- B. *Organizational Change Management (OCM)* – Solid submission and demonstrates understanding of scope.
  - a. OCM Plan*
  - b. Training Plan*
- C. *Reports* – detailed reports were submitted.

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** HealthTech Solutions

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

1. *Overview of the Organization*
  - *founded in July of 2011*
2. *Subcontractors*
  - *HealthTech will not be utilizing any subcontractors for this engagement.*
3. *Organizational Chart*
  - *Org chart provided, no job description or qualifications*
4. *Litigation*
  - *no litigation*
5. *Financial Viability*
  - *Included – Low - Moderate*
6. *Certificate of Insurance*
  - *Included*

**Section III**

*Appendix F:*

- A. *Project Management (PM) – Provided experience and clear understanding of PM, Liaison role and IV&V requirements.*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** HealthTech Solutions

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

- c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
- d. *Inclusion of Additional Technical Services Activities:*
- B. *Organizational Change Management (OCM) – demonstrated understanding of requirements*
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports – example plans provided with relative data*

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** KPMG

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

1. *Overview of the Organization*
  - *Included – Professional relationship with Maine spans nearly two decades*
2. *Subcontractors*
  - *eSense, Incorporated*
3. *Organizational Chart*
  - *Included Org Chart and Resumes – Job descriptions not included*
4. *Litigation*
  - *Has professional indemnity insurance program in place to insure against such risks.*
5. *Financial Viability*
  - i. *Included, but unable to open document*
6. *Certificate of Insurance*
  - i. *Included, but unable to open document*

**Section III**

*Appendix F:*

- A. *Project Management (PM) – demonstrated previous experience and knowledge, strong response with details.*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** KPMG

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

- B. *Organizational Change Management (OCM) - demonstrated previous experience and knowledge, strong response with details.*
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports – unable to open attached reports (embedded in PDF)*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Kyndryl

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

1. *Overview of the Organization*
  - *Included in Appendix D*
2. *Subcontractors*
  - *No subcontractors will be used to complete this project*
3. *Organizational Chart*
  - *Org Chart and job descriptions included*
4. *Litigation*
  - *Kyndryl is not aware of any legal action to which it is a party that would impact its ability to perform the services outlined in this RFP response.*
5. *Financial Viability*
  - *Included – Moderate Risk*
6. *Certificate of Insurance*
  - *Included*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Kyndryl

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

- d. Inclusion of Additional Technical Services Activities:*
- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Public Consulting Group

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

1. *Overview of the Organization*
  - *Founded in 1986 and headquartered in Boston, Massachusetts, PCG*
  - *servicing the public sector for more than 37 years*
2. *Subcontractors*
  - *PCG does not plan to use subcontractors for this project; all resources are full-time employees.*
3. *Organizational Chart*
  - *Included Org Chart and No Job descriptions*
4. *Litigation*
  - *There are no pending or past civil proceedings that would compromise PCG's ability to perform the work described in this proposal*
5. *Financial Viability*
  - *Included – Low to Moderate Risk*
6. *Certificate of Insurance*
  - *Included*

**Section III**

*Appendix F:*

- A. *Project Management (PM) – Previous experience*
  - a. *General PM Support:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Public Consulting Group

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

*Strong understanding of requirements*

- b. *Liaison to Implementation Vendor:  
Responded and understood needs*
- c. *Liaison to Independent Verification & Validation (IV&V) Vendor:  
Understood requirements*
- d. *Inclusion of Additional Technical Services Activities:  
Acknowledged*
- B. *Organizational Change Management (OCM)  
Strong understanding of requirements for both OCM and Training*
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports – comprehensive reports included*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Trigyn Technologies

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

1. *Overview of the Organization*
  - *Medicaid projects in ten (10) state governments*
2. *Subcontractors*
  - *No subcontractors are included in this bid.*
3. *Organizational Chart*
  - *No names in Org Chart and no Job description included*
4. *Litigation*
  - *None*
5. *Financial Viability*
  - *Included – Low Risk*
6. *Certificate of Insurance*
  - *Included*

**Section III**

*Appendix F:*

- A. *Project Management (PM)-  
No PM named, not methodologies noted*
- B. *Organizational Change Management (OCM)  
Minimal information on approach or planned resources*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Trigyn Technologies

**DATE:** 09/27/2024

**EVALUATOR NAME:** Jennifer L Lane

**EVALUATOR DEPARTMENT:** Project Management Office

**C. Reports**

*all reports submitted, Stakeholder Analysis plan was comprehensive.*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez and Marsal

**DATE:** 09/30/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization – Provided – Adequate project experience*
2. *Subcontractors - xScion Solutions LLC*
3. *Organizational Chart – provided – no job descriptions – appears to be 4-5 FTE*
4. *Litigation - provided*
5. *Financial Viability - provided*
6. *Certificate of Insurance - provided*

**Section III**

*Appendix F: all provided*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez and Marsal

**DATE:** 09/30/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Berry Dunn

**DATE:** 09/30/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS - OMS

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization – provided - Positive*
2. *Subcontractors – Gantec Corporation, Technology Results LLC, Michele Saffer Blevins*
3. *Organizational Chart – provided – former Maine MIHMS Operations Manager is on the team- overall P*
4. *Litigation - provided*
5. *Financial Viability - provided*
6. *Certificate of Insurance - provided*

**Section III**

*Appendix F: Provided- Positive*

- A. *Project Management (PM) -*
  - a. *General PM Support: -*
  - b. *Liaison to Implementation Vendor:*



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Crowe LLP

**DATE:** 09/30/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization - Provided*
2. *Subcontractors – Optimity Advisors*
3. *Organizational Chart - provided*
4. *Litigation - provided*
5. *Financial Viability - provided*
6. *Certificate of Insurance – provided with exceptions*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Crowe LLP

**DATE:** 09/30/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** CSG Government Solutions

**DATE:** 09/30/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

*Overview of the Organization – provided - Maine IV&V*

1. *Subcontractors - NA*
2. *Organizational Chart - provided*
3. *Litigation - Q*
4. *Financial Viability – provided*
5. *Certificate of Insurance - provided*

**Section III**

*Appendix F: provided*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** CSG Government Solutions

**DATE:** 09/30/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Deloitte

**DATE:** 10/1/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization – provided - Positive*
2. *Subcontractors - NA*
3. *Organizational Chart - provided*
4. *Litigation - provided*
5. *Financial Viability - provided*
6. *Certificate of Insurance - provided*

**Section III**

*Appendix F: Positive*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Deloitte

**DATE:** 10/1/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse

**DATE:** 10/1/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization*
2. *Subcontractors – netlogx LLC*
3. *Organizational Chart - provided*
4. *Litigation - provided*
5. *Financial Viability - provided*
6. *Certificate of Insurance – Provided*

**Section III**

*Appendix F: pass*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*
- B. *Organizational Change Management (OCM)*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse

**DATE:** 10/1/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

- a. *OCM Plan*
- b. *Training Plan*
- C. *Reports -*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Healthtech SOLUTIONS LLC

**DATE:** 10/2/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization - provided*
2. *Subcontractors – N/A*
3. *Organizational Chart - provided*
4. *Litigation – N/A*
5. *Financial Viability - provided*
6. *Certificate of Insurance - provided*

**Section III**

*Appendix F: pass provided*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*
- B. *Organizational Change Management (OCM)*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Healthtech SOLUTIONS LLC

**DATE:** 10/2/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

- a. *OCM Plan*
- b. *Training Plan*
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** KPMG LLC

**DATE:** 10/2/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization*
2. *Subcontractors – eSense, Incorporated*
3. *Organizational Chart -*
4. *Litigation - provided*
5. *Financial Viability – missing*
6. *Certificate of Insurance – missing*

**Section III**

*Appendix F: missing attachments*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*
- B. *Organizational Change Management (OCM)*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** KPMG LLC

**DATE:** 10/2/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

- a. *OCM Plan*
- b. *Training Plan*
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Kyndryl

**DATE:** 10/2/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass - Yes to question 3*

**Section II**

1. *Overview of the Organization - provided*
2. *Subcontractors – N/A*
3. *Organizational Chart - provided*
4. *Litigation - provided*
5. *Financial Viability - provided*
6. *Certificate of Insurance - provided*

**Section III**

*Appendix F: N*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Kyndryl

**DATE:** 10/2/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Public Consulting Group LLC (PCG)

**DATE:** 10/2/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization - provided*
2. *Subcontractors – N/A*
3. *Organizational Chart - provided*
4. *Litigation - provided*
5. *Financial Viability -provided*
6. *Certificate of Insurance - provided*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*
- B. *Organizational Change Management (OCM)*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Public Consulting Group LLC (PCG)

**DATE:** 10/2/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

- a. *OCM Plan*
- b. *Training Plan*
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Trigyn Technologies

**DATE:** 10/2/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization - provided*
2. *Subcontractors – N/A*
3. *Organizational Chart - provided*
4. *Litigation – N/A*
5. *Financial Viability - provided*
6. *Certificate of Insurance - provided*

**Section III**

*Appendix F: provided*

- A. *Project Management (PM)*
  - a. *General PM Support:*
  - b. *Liaison to Implementation Vendor:*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
  - d. *Inclusion of Additional Technical Services Activities:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Trigyn Technologies

**DATE:** 10/2/2024

**EVALUATOR NAME:** Ian Miller

**EVALUATOR DEPARTMENT:** DHHS-OMS

- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan*
  - b. *Training Plan*
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez & Marsal Public Sector Services, LLC

**DATE:** 9/30/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II—**

1. *Overview of the Organization* – Founded in 1983, 20 years of public sector services (PSS). PSS is a separate division in the organization, comprising of former state gov't leaders, health practitioners and SMEs- has HHS team of experts who have held high level cabinet and senior positions in public human services realm—report have leading SMEs in MMIS and other HHS services.
  
2. *Subcontractors*- Only one subcontractor xScion (WOSB) – for Org Change Management Expertise. Have worked with DVA, and recognize modernization affects people, processes, and technology.
  
3. *Organizational Chart*-
  
4. *Litigation*- No litigation noted- stated no litigation that relates to or otherwise would affect ability to provide the services under the solicitation.
  
5. *Financial Viability*- Paydex summary not available
  
6. *Certificate of Insurance*- Attached

***Note: in cover letter noted would like to use terms and conditions consistent with previously negotiated with the State in Contract # ADS-24-9866***

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez & Marsal Public Sector Services, LLC

**DATE:** 9/30/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:* Designee is a PM with over 30 years for experience in design, development, and implementation of Medicaid eligibility and enrollment programs in multiple states – including leading large -scale PMO and OCM initiatives.  
*-follow PMI and PMBOK*
  - b. *Liaison to Implementation Vendor:*
    - *First Poc w/ impl vendor; functioning as one team*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*
    -
  - d. *Inclusion of Additional Technical Services Activities:*
    - *Change control board process and approval*
- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan- Prosci ADKAR methodology*  
*-Detailed with some artifact examples and examples of what work has been done with other states*
  - b. *Training Plan-*
    - *Work with gainwell to support training plan*
- C. *Reports*

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology- <span style="background-color: yellow;">Attached</span> – Noted PMO roles
Two (2)	Sample Risk Management Plan- <span style="background-color: yellow;">Attached</span>
Three (3)	Sample OCM Plan-

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez & Marsal Public Sector Services, LLC

**DATE:** 9/30/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

Four (4)	Sample Stakeholder Analysis-
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead -



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Berry Dunn

**DATE:** 10/1/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS; Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization- 35 years of providing PM and OCM services to Medicaid agencies – AL,AR,IA, ME, MA, MI, NH, NJ, NJ ,VT, HI, WV, PR . Have experience in Medicaid and HHS agencies for IV&V, PM, OCM, and MMIS implementation*
  - *OMS Collaborative Medicaid Leadership Training (Maine)*
  - *Several positive references*
  - *Offices in Maine in proximity to Augusta*
  
2. *Subcontractors*
  - a. *Gantec Corporation ( noted in org chart as TECH lead)*
  - b. *Technology Results LLC ( noted in org chart at MES SME)*
  - c. *Michele Saffer Blevens\* if awarded will be a contractor. PM with 30 yrs of experience in MMIS, data warehouse development, analytics, data architecture, and data management - Noted in org chart as technical SME*
  
3. *Organizational Chart - 8 Project members including PM/ Engagement lead located in Maine*
  
4. *Litigation- 2 noted in RFP, noted unrelated to consulting services offered.*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Berry Dunn

**DATE:** 10/1/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS; Project Management Office

5. *Financial Viability*

6. *Certificate of Insurance-  
Attached*

**Section III**

*Appendix F:*

a. *Project Management (PM) ( from RFP Designate a single individual to act as primary project manager and provide additional staff necessary to meet the full scope of the services to be provided) Ryan Wisley identified as Engagement/ Project Manager ( Currently working on several other projects, noted in resume)*

a. *General PM Support: proposed Project Team – 6 PMPs. Org has larger Medicaid team of 75 pmps, 1 OCM practitioner with experience in supplying OCM services for MMIS modernization efforts, 33 OCM practitioners for collaboration w/ internal OCM community or practice*

*-experience supporting at least 13 Gainewell states, including Maine*

b. *Liaison to Implementation Vendor:*

*-Seek Understanding of Gov structures, roles, and responsibilities*

*-Align team to the project goals*

*-Identify and understand collaborative tools needed and available for the project*

*-*

c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*

d. *Inclusion of Additional Technical Services Activities:*

B. *Organizational Change Management (OCM)*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Berry Dunn

**DATE:** 10/1/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS; Project Management Office

a. *OCM Plan-*  
*Proactive about stakeholder analysis and identification*

b. *Training Plan*  
- *Comprehensive ,*

c. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology-
Two (2)	Sample Risk Management Plan- attached
Three (3)	Sample OCM Plan – attached ADKAR model developed by Prosci
Four (4)	Sample Stakeholder Analysis- attached
Five (5)	Sample Communications Plan- attached
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead – attached

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Crowe LLP

**DATE:** 10/01/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization- around for 82 years, global accounting, consulting, and technology firm, --- can pull from experience through out agency to support project.*

*Public sector specialization*

2. *Subcontractors- Optimity stated as a partner for this project ;*

3. *Organizational Chart*

4. *Litigation- policy not to discuss, reported none will result in significant lose or impact ability to perform required services*

5. *Financial Viability*

6. *Certificate of Insurance- Attached certificate and exceptions with **proposed amendments to Rider B-IT***

**Section III**

*Appendix F:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Crowe LLP

**DATE:** 10/01/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

- A. *Project Management (PM)*
  - a. *General PM Support: align with PMBOK*
  - b. *Liaison to Implementation Vendor: utilizing a PM other than identified project PM as liaison to implementation vendor*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor: utilizing optimity*
  - d. *Inclusion of Additional Technical Services Activities:*
  
- B. *Organizational Change Management (OCM)*
  - a. *OCM Plan- Utilize SHIFT OCM framework*
  - b. *Training Plan*
  
- C. *Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan Noted having experience in low stakeholder buy- in, lack of SME availability, Inadequate executive participation / support , poor communication planning and execution
Three (3)	Sample OCM Plan- comprehensive, no note of SHIFt framework stated in the high level project plan proposal
Four (4)	Sample Stakeholder Analysis – Sample excel , easy to read, comprehensive
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** CSG Government Solutions

**DATE:** 10/3/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization- Provided at a glance docs to highlight experience. Has established relationship with Maine sine 2014 – provided PM and OCM for DOL, since 2017 with OFI on ACES modernization and OMS on MIHMS Fund allocation assessment.*
2. *Subcontractors- No subcontractors to be used*
3. *Organizational Chart- attached, Includes detailed resumes and staff experience*
4. *Litigation- Noted 2017 UI litigation – settled to avoid ongoing legal expense*
5. *Financial Viability-*
6. *Certificate of Insurance- attached*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*  
*-Comprehensive and detailed response*

-

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** CSG Government Solutions

**DATE:** 10/3/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

*b. Liaison to Implementation Vendor:*

*c. Liaison to Independent Verification & Validation (IV&V) Vendor:*

*d. Inclusion of Additional Technical Services Activities:*

*-acknowledge changes will happen. Change request process outlines*

*B. Organizational Change Management (OCM)*

*a. OCM Plan-*

*-Noted practices followed ( ex. Change management professionals standards)*

*b. Training Plan*

*C. Reports*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan—Uses TeamCSG Risk assessment Model
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead  - Core Team of 4 resources , including primary PM ,OCM lead , and BA. seems more hands- on with leads and implementation vendor- seems like communication and decision may be more efficient

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Deloitte

**DATE:** 10/3/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS. Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization- Established relationship with the State of Maine, has been working with OMS since 2005*
2. *Subcontractors- does not plan to utilize any subcontractors*
3. *Organizational Chart-  
Named roles and responsibility, resumes attached*
4. *Litigation-*
5. *Financial Viability*
6. *Certificate of Insurance- attached*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support: -  
-primary PM, exec sponsor, tech lead, Business process/ OCM lead ( looks to be part time) , 5 listed advisors and 4 listed representative staff*



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Deloitte

**DATE:** 10/3/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS. Project Management Office

*-Utilize MES playbook that is designed specifically for Medicaid clients aligned to PMBOK and BABOK, MITA 3.0 and CMS's IT XLC*

*-Comprehensive, able to articulate and explain plan to execute required items of Project management plan in the RFP*

*-Will utilize agreed upon shared site such as Sharepoint or MS Teams*

*b. Liaison to Implementation Vendor:*

*-Propose utilizing RACI ( Responsible, Accountable, Consulted, Informed) Framework .*

*-participation in kick-off meeting led my implementation vendor ( may have already started), willing to supplement meeting contact , materials or other project artifacts as requested by DHHS*

*-will review impl. Vendor PM plan and project schedule and recommend changes to align with DHHS plan- create 1 integrated master schedule ( IMS)*

*- for DED prefers to utilize MS Teams planner to track deliverables in Kanban board*

*- Test execution plan, notes state ultimately responsible*

*-works with impl vendor to plan and facilitate streamlined modular CMS certification process.*

*c. Liaison to Independent Verification & Validation (IV&V) Vendor:*

*-states prepared to liaison with and has significant experience working with*

*d. Inclusion of Additional Technical Services Activities:*

*-via the PM*

**B. Organizational Change Management (OCM)**

*a. OCM Plan*

*b. Training Plan- Comprehensive; notes that appropriate evaluation techniques are in place such as knowledge checks during training and post training survey*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Deloitte

**DATE:** 10/3/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS. Project Management Office

*C. Report*

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology – attached and thorough
Two (2)	Sample Risk Management Plan- attached
Three (3)	Sample OCM Plan- attached
Four (4)	Sample Stakeholder Analysis ( part if OCM plan)
Five (5)	Sample Communications Plan – attached
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead – submiteed

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse Inc.

**DATE:** 10/7/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS; Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization 2016/2018 – ‘ young’ company some previous work with Maine , has worked with Gainewell in other state*
2. *Subcontractors- Netlogyx, LLC – woman owned – provides IT Project management support utilizing lean six sigma testing*
3. *Organizational Chart*
4. *Litigation- Settled May 2024 False Claims Act suit related to NY Emergency Rental Assistance Program. Noted settled not due to fault, but to avoid lengthy and expensive litigation.*
5. *Financial Viability-*
6. *Certificate of Insurance- attached*

*Noted -request made to Appendix E 10. Compliance*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse Inc.

**DATE:** 10/7/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS; Project Management Office

**Section III**

*Appendix F:*

A. *Project Management (PM)*

a. *General PM Support:*

*Utilize Guidehouse project management and change management methodologies (proprietary TruePMO) and (revision)*

*- Comprehensive explanations to overall project approach*

*-planned PM to be on project has background in MMIS*

*implementations, previously worked for Molina ( Gainewell) as*

*Financial Business Architect on Maine’s former HPAS system,*

*-experienced in supporting states with CMS project reports and*

*additional requests for federal funding – provided specific examples.*

-

b. *Liaison to Implementation Vendor:*

-

c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*

d. *Inclusion of Additional Technical Services Activities:*

B. *Organizational Change Management (OCM)*

a. *OCM Plan- Human Centered Design*

b. *Training Plan-*

*-able to provide specific example of training plan success for Harris County*

C. *Reports*

Required Attachments Related to Proposed Services	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology—comprehensive template with samples attached

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse Inc.

**DATE:** 10/7/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS; Project Management Office

Two (2)	Sample Risk Management Plan-
Three (3)	Sample OCM Plan- attached
Four (4)	Sample Stakeholder Analysis- attached
Five (5)	Sample Communications Plan – attached
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead – attached

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Health Tech Solutions

**DATE:** 10/8/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization- 13 years exp with over 20 state Medicaid agencies providing tech consult, pmo, cert support..... relate to MES. Has worked with Maine.*
2. *Subcontractors- no subcontractors planned*
3. *Organizational Chart*
4. *Litigation- no litigation*
5. *Financial Viability*
6. *Certificate of Insurance- attached*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*
    1. *1Overall Project Manager (fte)*
    2. *1Deputy Project manager ( fte )*
    3. *1OCM lead (FTE)*
    4. *1 training lead ( FTE)*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Health Tech Solutions

**DATE:** 10/8/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

*Sees PM resources as part of overall DHHS team for delivery of services and implementation support- noted similar to how they have operated services in Colorado*

*-experience w/ APD for over 15 state clients,*

*b. Liaison to Implementation Vendor:*

*-will start with participate in initial kick- off, will recommend a review of existing project docs and will review existing docs and artifacts.*

*-in line with PMI standards*

*--had specific testing plan recommendations: white box, black box, positive, and negative testing an recommend that plan aligns, as applicable to CMS eXpedited Life Cycle – noted not developing plan but will share experience and insights with vendor to make sure plan covers all components*

*\*restated many of the RFP requirements back as the plan in several sections*

*c. Liaison to Independent Verification & Validation (IV&V) Vendor:*

*-able to work with, willing to coordinate meetings with and willing to coordinate to modify project templates as needed ,*

*d. Inclusion of Additional Technical Services Activities:*

**B. Organizational Change Management (OCM)**

*a. OCM Plan- availability of COTS, and LMS – description of OCM services in narrative do not seem align with sample attached which seems to be more about change control process.*

*b. Training Plan- will review training plan developed by the implementation vendor – will identify stakeholders*

**C. Reports**

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology – attached – good chart with escalation plan and escalation threshold , checklist pictorials,
Two (2)	Sample Risk Management Plan

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Health Tech Solutions

**DATE:** 10/8/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

Three (3)	Sample OCM Plan- attached- Enterprise Governance model , noted change requests processes, change control board **
Four (4)	Sample Stakeholder Analysis- attached
Five (5)	Sample Communications Plan- attached
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead---



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** KPMG

**DATE:** 10/9/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization- previous and current experience with PMO and OCM over sight of Gainwell MES modernization efforts in several states, -has previously had Ct with Maine ACA compliance and ACES Business Rules Engine Modernization project ( worked with DHHS and OIT- stated implantation was ontime and within budget). Prior Hx w/ SoME include assisting with implementation of and HRMIS and consultation .  
- in addition to proposed team resources and bench of talent that are able to pull from for support.*
2. *Subcontractors- eSense, will provide PMO/ oCM analyst to assist w/ general PMO/OCM support , be a liaison to implementation and IV and V and assist with prep of OCM materials*
3. *Organizational Chart*
4. *Litigation-*
5. *Financial Viability- embedded, need link*
  
6. *Certificate of Insurance- embedded, need link*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** KPMG

**DATE:** 10/9/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

*-utilize proprietary KPMG and PPM methodology, 360 perspective know MMIS from PM/ OCM, Systems integrator, IV&V, and certification perspective*

*-risk based, forward looking and focus on high priorities approach*

*b. Liaison to Implementation Vendor:*

*c. Liaison to Independent Verification & Validation (IV&V) Vendor:*

*d. Inclusion of Additional Technical Services Activities:*

**B. Organizational Change Management (OCM)**

*a. OCM Plan*

*'make it' methodology*

*b. Training Plan- Targeted Learning Model*

**C. Reports**

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology—embedded need link
Two (2)	Sample Risk Management Plan - embedded need link
Three (3)	Sample OCM Plan -embedded need link
Four (4)	Sample Stakeholder Analysis- embedded need link
Five (5)	Sample Communications Plan- embedded need link
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead embedded need link

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Kyndryl

**DATE:** 10/9/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: says plans to accept IVV if awarded.*

**Section II**

1. *Overview of the Organization-  
Limited information about agency Hx in overview- referred to appendix D ,  
Experience with healthcare industry . MES, CMS experience not jumping out*

2. *Subcontractors- non planned*

3. *Organizational Chart*

*Initial Org chart appears heavy on OCM*

4. *Litigation- noted none that would impact. Referenced quarterly SEC report  
Not easy to access*

5. *Financial Viability*

6. *Certificate of Insurance- attached*

**Section III**

*Appendix F:*

A. *Project Management (PM)*

a. *General PM Support:*

*-refer to Program Management Framework - with PMI, PMP, PRINCE2, ITIL , Agile and scrum master certs*

*-recommend waterfall w/ agile elements*

*-provided initial proposed timeline*

b. *Liaison to Implementation Vendor:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Kyndryl

**DATE:** 10/9/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*

d. *Inclusion of Additional Technical Services Activities:*

**B. Organizational Change Management (OCM)**

a. *OCM Plan- 30 + years exp, ( Prosci ADKAR, Kotter, change management practitioner certifications.*

*Will “right size” their OCM framework to meet needs:*

*Provided detailed examples/ lists of activities that would be completed throughout the process*

*Provided proposed timeline for OCM to overlap with implementation*

*Did not address CMS reporting ,*

b. *Training Plan*

*Detailed about how will assess current state to get to mastering after modernization and implementation*

*-will leverage existing training material from system integrator as foundation*

**C. Reports**

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology – sample was pictoral, process, flow limited examples
Two (2)	Sample Risk Management Plan-
Three (3)	Sample OCM Plan- detailed with examples of forms
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Kyndryl

**DATE:** 10/9/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead
---------	---

*\*\* Overall heavy on OCM , does not appear to have direct MES experience.*

*Noted direct client partner will act as primary point of contact and advisory for UMS Exec sponsor*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Public Consulting Group

**DATE:** 10/10/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: pass*

**Section II**

1. *Overview of the Organization*
  - *Founded in 1986, primarily services public sector ,Boston, company had 4 service areas ( Human services, health, tech consulting, education)*
  
2. *Subcontractors- reported not planning to utilize*
  
3. *Organizational Chart*
  
4. *Litigation- multiple pages of listed litigation*
  
5. *Financial Viability*
  
6. *Certificate of Insurance- attached*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*
    - will handpick project team with with domain experts In Medicaid, tech modernization, OCM, and regulatory compliance.*
    - listed the usual PM project plans and milestones*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Public Consulting Group

**DATE:** 10/10/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

*b. Liaison to Implementation Vendor:*

*-hold kick off meeting and regular status meetings- will be the driver of the meetings, integration of project plans,*

*\*\*\*customization remediation-will assess customizations to assess if needed to reduce number needed.*

*c. Liaison to Independent Verification & Validation (IV&V) Vendor:*

List having a project team member as specific liaison to IV&V; Note long-standing reputation for providing IVV services to others. \*\*ensuring objective oversight of the IVV vendor and will “help” direct them if headed in wrong direction.

*d. Inclusion of Additional Technical Services Activities: -*

**B. Organizational Change Management (OCM)**

*a. OCM Plan-* Includes Strategic OCM Playbook, aligned to Prosci 3-phase processes. Starts with Vision Interview Template to understand the sponsors vision for the change

- *ADKAR Blue print template*

- *Provided examples of OCM for several states including one Medicaid modernization program*

*b. Training Plan- Focus on developing tailored training materials, reviewing training materials, identifying trainees, and managing the logistical aspects.*

**C. Reports**

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology—attached 3-5-3 approach  -template attached
Two (2)	Sample Risk Management Plan- attached comprehensive
Three (3)	Sample OCM Plan- attached template

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Public Consulting Group

**DATE:** 10/10/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

Four (4)	Sample Stakeholder Analysis- attached template
Five (5)	Sample Communications Plan- attached
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Trigyn Technologies, Inc.

**DATE:** 10/10/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

**Individual Evaluator Comments:**

**Section I**

*Pass or Fail?: Pass*

**Section II**

1. *Overview of the Organization- supported Medicaid projects in 10 state govnt' – launch of ACA and CMS  
NJ – example noted for legacy system to modernized platform*
2. *Subcontractors- none included in the bid*
3. *Organizational Chart*
4. *Litigation- none listed as current or closed in the last 5 years*
5. *Financial Viability*
6. *Certificate of Insurance- attached*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:  
Noted what will do, not how  
Did not describe methods and/or resources utilized to achieve outcomes.-*
  - b. *Liaison to Implementation Vendor:  
Did not describe methods or resources utilized to achieve outcomes,*
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:  
More descriptive than above sections.*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Trigyn Technologies, Inc.

**DATE:** 10/10/2024

**EVALUATOR NAME:** Crystal Vaughn

**EVALUATOR DEPARTMENT:** DAFS, Project Management Office

- *Will incorporate findings into the PM plan – focusing on action items or risk mitigation the could improve the project’s likelihood of success*

*d. Inclusion of Additional Technical Services Activities:*

- Assess and define scope of additional services*
- Incorporate activities into overall PM plan*
- Ensure coordination with existing project activities*
- Monitor and track progress*
- Manage risks and issues*
- Facilitate acceptance and integration*

*B. Organizational Change Management (OCM)*

- a. OCM Plan- will provide milestone based, no methodology noted*
- b. Training Plan- will create a training database to track required attendees, progress, etc.*

*C. Reports*

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology- attached methodology of waterfall and agile ,*** noted procurement management to select vendors for system dev, integration and other services
Two (2)	Sample Risk Management Plan- attached draft plan,
Three (3)	Sample OCM Plan- attached
Four (4)	Sample Stakeholder Analysis- attached
Five (5)	Sample Communications Plan- attached
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead-positions named, not people

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez & Marsal

**DATE:** September 30, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

*1. Overview of the Organization*

- MMIS experience, claims to have participated in supporting more than a dozen states' CMS modular certification efforts, MES strategy and procurement and managing IT implementations.
- Project 1: to "advise and assist the state in the planning and oversight of developing a modular MMIS and transitioning to a MES environment", for New Hampshire. Based on project description and A&M role, this project is directly applicable experience.
- Project 2: The Maine DHHS experience at OADS is a plus. The project itself (subject area, systems involved, work performed) has limited to no applicability to this project.
- Project 3: Management Consulting Support for Maryland Developmental Disabilities Administration (DDA) for an LTSS systems project. Worked with the "LTSSMaryland IT vendor" (not named). Based on project description and A&M role, there are elements of this project that are applicable to ours (case management, service authorization, provider billing/reimbursement).
- Other Relevant Experience:

*2. Subcontractors*

- xScion is subcontractor to provide OCM expertise. No relevant experience with Health and Human Services organizations or projects is included. No specifics, other than the claim that they offer "expertise in Organizational Change Management, Agility, Project Management, and technology driven areas...."

*3. Organizational Chart*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez & Marsal

**DATE:** September 30, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

- Concerned that Kari Dingman is named both “Project Director, Senior Director”, and “PM Lead, Senior Director” in the org chart. Based on what is presented they are proposing 4 or 5 individuals on the project team.

**4. *Litigation***

- The RFP requests all current litigation. The response states “A&M is not aware of any litigation that relates to or otherwise would affect our ability to provide services...”. Unclear if this is somewhat nonresponsive.

**5. *Financial Viability***

- *No comments*

**6. *Certificate of Insurance***

- *No comments*

**Section III**

***Appendix F:***

**A. *Project Management (PM)***

**a. *General PM Support:***

Overall, PM methodology and approach appear appropriate for the scope and complexity of this project. Risk management approach is a positive. Content demonstrates a good level of expertise in general project management and specifically for a CMS funded effort.

**b. *Liaison to Implementation Vendor:***

I like the language “functioning as one team to support the Department’s goals of a smooth and stable transition”. Solid approach for developing a “master schedule” that include Gainwell,

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez & Marsal

**DATE:** September 30, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

State and IV&V input and considers OCM plan/milestones.  
Responsive on all elements, no significant concerns.

- c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*  
Response indicates previous experience working with an IV&V vendor. Seems to understand the role of the IV&V vendor and their work to support that vendor. No specifics included.
- d. *Inclusion of Additional Technical Services Activities:*  
Response outlines a typical change management process. No concerns.

**B. Organizational Change Management (OCM)**

In the introduction, I like the language "... do not independently create behavior change" which demonstrates the understanding that the goal of OCM is to change behavior.

**a. OCM Plan**

Positive that they reference a defined model (Prosci). The methodology includes impact assessment tools and measures. Their planning process assumes that there will be resistance that needs to be managed.

**b. Training Plan**

Response indicates previous experience in developing and executing training plans. Language is consistent with the PMO/OCM vendor being in a supporting role to Gainwell. Approach includes soliciting and acting on feedback on an ongoing basis.

**C. Reports**

Responsive to the RFP requirements.

Required Attachments Related to Proposed Services	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Alvarez & Marsal

**DATE:** September 30, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

PM Plan:

No concerns. Plan document seems to be appropriate for the example project (statewide EHR implementation)

Risk Management Plan:

No Concerns

OCM Plan:

We specifically asked for “a milestone-based OCM plan that supports...”. The sample OCM plan provided does not identify specific milestones. It does present several phases, but does define milestone deliverables and dates.

Stakeholder analysis:

No Concerns

Communications Plan:

No Concerns

Staffing Plan:

Concern regarding Org Chart, have one individual, Kari Dingman, assigned to 2 roles on the project team. Positive that she is a former Deputy Medicaid Director with 30 years of healthcare experience.

Positive that the Executive Sponsor is a former Medicaid Director in Wisconsin.

In general, the plan samples provided don't appear to be “real world” and were likely created for the RFP response.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Berry Dunn

**DATE:** September 30, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

*1. Overview of the Organization*

- Headquartered in Maine is a positive. Direct experience working with HealthPAS is a positive. Experience includes strategic planning (including procurements), PMO for implementation and support, CMS funded projects, leadership and org development.
- Project 1: West Virginia. Long term involvement with Molina/Gainwell and HealthPAS is a plus. PMO work includes MMIS, EDS (data warehouse) and E&E (eligibility and enrollment). Work is directly applicable to our project.
- Project 2: Hawaii, organizational transformation project for member eligibility/client services. Scope seems applicable and in alignment with our OCM needs.
- Project 3: Puerto Rico MMIS Phase II. Scope includes MITA self-assessment and CMS certification. Directly applicable experience, long term engagement.

*2. Subcontractors*

- All subcontractors appear to be additional staff augmentation.

*3. Organizational Chart*

- Org chart identifies a project team of 10, including PM, deputy PM, 7 SMEs and 1 project coordinator. Rick Hayward is one of the SMEs. Included a table that identifies each team member's years of experience with Gainwell, HPAS, MES, OCM, PM and Medicaid. It's extensive
- They included resumes for all individuals named in the proposal.

*4. Litigation*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Berry Dunn

**DATE:** September 30, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

- Responsive. Cases don't appear to be related to this work or that it could affect this project.

5. *Financial Viability*

No comment

6. *Certificate of Insurance*

No Comment

**Section III**

*Appendix F:*

A. *Project Management (PM)*

a. *General PM Support:*

Assigned PM has multiple years of Medicaid, MMIS and Gainwell experience in WV and Puerto Rico. Positive

Good that the project management plan specifically calls out accountability and monitoring.

PM methodology and sample materials presented are comprehensive, detailed, and tailored to our project.

I like the philosophy of building quality into the process – prevention over detection. Positive that they include an arbitration process as part of risk management.

Approach for monitoring and assisting in state action items appears solid. Positive

CMS reporting section addresses current CMS required reporting for both DDI and ongoing operations. Section on federal funding requests reflects expertise in that subject area and the proposed methodology and toolkit reflects an enterprise “center of excellence” viewpoint.

Positive.

I like how they added the Berry Dunn resources assigned to each requirement in each section. Positive



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Berry Dunn

**DATE:** September 30, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

*b. Liaison to Implementation Vendor:*

Berry Dunn has over 35 years of experience providing PMO/OCM services to Medicaid agencies in multiple states.

Focus on establishing roles, responsibility and governance along with shared goals early in the project is a plus.

In their response to requirements definition, I like that they identify areas of concern and discuss focused UAT for those areas. Their plan lays out a process that include document research, fact finding, and internal meetings before attending joint requirements meetings with the implementation vendor. Also, their proposed project team includes a number of SMEs that will cover participation in those sessions. Positive

Berry Dunn lists several completed CMS certifications (SCM and OBC) for multiple States. Positive.

Berry Dunn has provided a comprehensive response to each requirement listed in this section. Positive.

*c. Liaison to Independent Verification & Validation (IV&V) Vendor:*

Berry Dunn has extensive experience as an IV&V for multiple state Medicaid projects.

Response indicates a depth of knowledge of the IV&V role and process due to their experience. They have provided a comprehensive and detailed response to each requirement in this section.

*d. Inclusion of Additional Technical Services Activities:*

*Responsive to RFP requirements.*

*B. Organizational Change Management (OCM)*

*a. OCM Plan*

Berry Dunn's OCM approach is based on Prosci ADKAR methodology. The methodology provides a structure for OCM plan development and includes artifacts and tools for managing organizational change. Positive.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Berry Dunn

**DATE:** September 30, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

In the business process redesign section, I like that they start with defining what is meant by business process, and focusing on a common definition amongst stakeholders.

They have provided a comprehensive and detailed response to each requirement in this section.

*b. Training Plan*

They have provided a comprehensive and detailed response to each requirement in this section.

*C. Reports*

Berry Dunn describes their document preparation, QA review and delivery process in detail. Responsive to the RFP requirements.

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**PM Plan**

Berry Dunn has provided a draft project management plan for this project. The plan aligns with PMBOK and is comprehensive and detailed. Positive.

**Risk Management Plan**

Berry Dunn has provided a draft project management plan for this project. The plan aligns with PMBOK and is comprehensive and detailed. Positive.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

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**DATE:** September 30, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**OCM Plan**

The plan includes an overview of their methodology and highlights the advantages of having a consistent set of artifacts and templates for all change management activities throughout the project.

**Training plan**

Meets requirements

**Communication Plan**

Meets requirements

**Staffing Plan**

In addition to providing the roles and experience for assigned project staff, the staffing plan presents an approach to developing the team and providing appropriate staffing levels throughout the project.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Crowe LLC

**DATE:** October 1, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

*1. Overview of the Organization*

- No specific mention of work with any other State Medicaid Agency.
- Project 1: University of Virginia Medical Center. Not a State agency and not a payer. Unclear if the project has any relationship to medical claims processing.
- Project 2: Jefferson University Hospital. Not a State agency and not a payer. Unclear if the project has any relationship to medical claims processing.
- Project 3: California State Controller's Office. Not a healthcare related project.

No Medicaid experience. No documented experience in medical claims processing systems – from either the provider billing side, or the payer side.

Negative

*2. Subcontractors*

- Optimity Advisors – included a project summary for a Pharmacy Benefits Management system. Client listed is Eastpointe, don't know for sure where that is.

*3. Organizational Chart*

- Proposing a team of 5 individuals.

*4. Litigation*

- Not responsive.

*5. Financial Viability*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Crowe LLC

**DATE:** October 1, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Response is a single page, and the company name is not on the screenshot. Is this responsive?

6. *Certificate of Insurance*  
Provided, no comment

CONCERN: They submitted requested updates to the State's Rider B.

**Section III**

*Appendix F:*

A. *Project Management (PM)*

a. *General PM Support:*

Designated PM has 1, 4 year Medicaid related project (ICD 10, 2011 – 2014).

PM methodology aligns with PMBOK.

Concern: Risk management response does not describe how the risk management plan will be developed or how risks are evaluated / ranked.

Facilitate internal meetings – concern: every meeting will have an assigned scribe... Does not say that the PMO will assume this responsibility. No response to “Follow up on DHHS Action items” (file 3, page 11).

Response to CMS reporting and funding requests does not demonstrate subject matter knowledge/expertise.

b. *Liaison to Implementation Vendor:*

Named individual assigned to be the liaison to the implementation vendor does not have any experience in Medicaid – concern.

No response to b. participate in kickoff meeting, f. schedule and facilitate internal meetings on and capture key decisions related to requirements gathering – concern.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Crowe LLC

**DATE:** October 1, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

*c. Liaison to Independent Verification & Validation (IV&V) Vendor:*  
No concerns, responsive.

*d. Inclusion of Additional Technical Services Activities:*  
No concerns, responsive.

*B. Organizational Change Management (OCM)*  
They have their own OCM framework, based on generally accepted practices from the association of Change Management Professionals, and “incorporates insights from Prosci”. Positive  
Goal / focus is on changing behaviors. Positive

*a. OCM Plan*  
They approach business process review and redesign using the “Business Analysis Body of Knowledge” methodology. Positive.  
The resume for the OCM lead, Sharon Nelson, indicates some Medicaid experience. Both OCM assigned staff are Prosci Certified. Positive

*b. Training Plan*  
Proposed approach appears pretty generic and does not reference supporting the implementation vendor who is primarily responsible for training. Concern.

*C. Reports*

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Crowe LLC

**DATE:** October 1, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead
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PM Plan

The example presented is focused mostly on project organization, roles and governance. The example project is an HR systems implementation.

Risk Management Plan

OCM Plan

Stakeholder Analysis

Communications

The samples are all comprehensive and detailed and address RFP requirements.

Staffing plan.

The Staffing plan presents an org chart (6 team members), brief summary of project team experience, and resumes.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** CSG Government Solutions

**DATE:** October 1, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

*1. Overview of the Organization*

- CSG presents significant depth of experience in Medicaid, healthcare, and public sector projects – positive. They have previously performed work for both OMS and OFI, as well as Dept. of Labor – positive.
- Project 1 – Idaho MMIS: Project and experience is directly related to our project – Positive.
- Project 2 – Ohio: Project is related to ours; scope focused on strategy, procurement and test management, not implementation. Q – I believe Ohia is also implementing Gainwell CEF. Not sure if Gainwell is one of the vendors that CSG is involved with on this project.
- Project 3 – South Carolina: Project emphasizes OCM work – positive.

*2. Subcontractors*

- NA

*3. Organizational Chart*

- Proposing a core team of 4 individuals. Added Norm Curtis in an advisory role. (Norm is a former Molina/Gainwell employee who worked on the Maine account for several years) - positive
- PM has experience on multiple MMIS implementation projects and was deputy Medicaid Director in South Dakota – positive.
- Lead BA – before joining CSG, worked as a manager for Health and Welfare in Idaho, including work on HealthPAS – positive.
- OCM Lead – Prosci certified change management lead, 20 years working with state governments, including in Georgia Family and Children’s services. Positive.
- Project Coordinator – work on Medicaid system implementation projects in Connecticut and Idaho. Positive



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** CSG Government Solutions

**DATE:** October 1, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

- Project Sponsor – multiple Medicaid and other HHS system projects. Experience working with Maine. Positive.

4. *Litigation*

- Responsive, no concerns.

5. *Financial Viability*

- Responsive, no concerns.

6. *Certificate of Insurance*

- Responsive, no concerns.

**Section III**

*Appendix F:*

A. *Project Management (PM)*

a. *General PM Support:*

Like that their risk assessment tool includes a set of potential risks that they have accumulated over time. Positive

Like that they highlight work with States with programs of similar size.

Project Management Plan – approach appears to be comprehensive, logical, and includes appropriate stakeholder involvement.

Demonstrated experience with CMS reporting and funding request processes and requirements. positive

b. *Liaison to Implementation Vendor:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** CSG Government Solutions

**DATE:** October 1, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Prior systems implementation project experience with Gainwell – positive.  
CSG – participate in requirements review and validation meetings. Need to assess their staffing level and the number of sessions that could be happening simultaneously – potential concern.  
Testing management and support response is comprehensive – positive.  
Like that they have an “Operational Readiness Library” available for developing the Operational Readiness Plan. Positive  
Response indicates they have experience with the current CMS streamlined certification process. Positive  
Response to this section is comprehensive and complete. positive

- c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*  
CSG has an MMIS IV&V practice – positive  
Responsive to requirements.
- d. *Inclusion of Additional Technical Services Activities:*  
Responsive to requirements.

**B. *Organizational Change Management (OCM)***

Like that their methodology was developed based on combining “research and theory with our collective experience gained through many years of working”. Positive.

Focus on measuring individual behavioral change – positive.

**a. *OCM Plan***

Information only – responses to sub-bullets D. and E. are out of order (pages 51-53).

Responsive to requirements.

**b. *Training Plan***

Responsive to requirements.

**C. *Reports***

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** CSG Government Solutions

**DATE:** October 1, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

PM plan.

The sample PM plan provided is for an MMIS modernization project. The plan is comprehensive and detailed. Positive.

Risk Management Plan

Like that they start the Risk Management plan with an initial set of risks identified at project startup. The plan is comprehensive, detailed, and aligns with standard risk management practices. Positive.

OCM Plan

Like that they start the organizational change process with a readiness assessment phase and report.

Stakeholder Analysis

No concerns

Communications Plan

No concerns

Staffing Plan

Staffing plan includes org chart, roles and responsibilities, and qualifications. The plan also references the internal CSG organizations that provide support to the core project staff.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Deloitte

**DATE:** October 3, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

**1. Overview of the Organization**

- Prior experience with OMS, Gainwell, and HealthPAS during the original implementation of MIHMS is a plus. Current experience with Gainwell CEF also a plus
- Deloitte has significant experience with the implementation of Medicaid eligibility and enrollment systems, including in Maine.
- Also support OCFS (Katahdin) and DAFS
- Recently provided business consulting services and currently provide UAT testing, rate setting, and IBNP services for OMS. Positive
- Project 1 - Florida: Project experience is directly applicable to our project. Positive
- Project 2 – Pennsylvania: Project experience is directly applicable to our project. Scope includes CMS certification. Positive
- Project 3 – Massachusetts: Project experience is directly applicable to our project. Emphasis on Delivery System Reform program implementations similar to what is done in OMS (ACO). positive
- 

**2. Subcontractors**

- None included.

**3. Organizational Chart**

- Deloitte is proposing a core team of 3 plus an executive sponsor with support from their PMO Team, workstream leads and advisors. Executive sponsor and project manager have considerable experience with OMS and MIHMS.

**4. Litigation**

Responsive, no concerns

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Deloitte

**DATE:** October 3, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

5. *Financial Viability*  
Responsive, no concerns
  
6. *Certificate of Insurance*  
Responsive

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*

PM has prior experience with OMS and extensive Medicaid background. positive  
They did not include a project support staff member in their core team. concern  
PM methodology is specifically structured to support MES. Includes a standardize WBS for MES Project as a starting point for plan development. Also includes lessons learned from previous MES projects for risk identification and remediation. Positive  
Prior experience with CMS reporting and funding request processes.
  - b. *Liaison to Implementation Vendor:*

Deloitte has experience working with multiple MMIS implementation vendors, in multiple states including with Gainwell and in Maine. Response indicates a deep understanding of their role as liaison and focus on defining roles, responsibilities and expectations.
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*

Deloitte has worked with multiple IV&V vendors on multiple MMIS implementation projects.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Deloitte

**DATE:** October 3, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

- d. *Inclusion of Additional Technical Services Activities:*  
Meets requirements.

**B. Organizational Change Management (OCM)**

a. *OCM Plan*

Response to this section is comprehensive and detailed and presents a solid approach for OCM. Deloitte conducted our last MITA State self assessment and will leverage the work and experience gained in the project. Positive

b. *Training Plan*

The training approach presented addresses RFP requirements. No concerns.

**C. Reports**

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**PM Plan**

The sample is a draft PM plan for our project. The plan example is comprehensive and detailed, and aligns with PMBOK.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Deloitte

**DATE:** October 3, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Risk Management**

The example is comprehensive and details, and follows normal risk management practices for a large scale IT project.

**OCM Plan**

The sample is a draft OCM plan for our project. The plan example is comprehensive and detailed.

**Stakeholder Analysis**

Attachment 4 in Deloitte's submission is a sample Weekly Project Status Report. There is a section within the OCM plan entitled 3.1 Project Level Stakeholder Analysis. There is no separate Stakeholder Analysis.

**Communication Plan**

Deloitte's submission of a sample communications plan is brief and includes 2 sections: Communications Roles (by project team member position) and a plan in the form of a table that lists the communications activities and relevant information for each activity.

**Staffing Plan**

The staffing plan includes the org chart, team members and their role and responsibilities. The plan also includes a table that lists other involved Deloitte Teams that will support the project in addition to the core team members.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

*1. Overview of the Organization*

Company history refers to Price Waterhouse Coopers (PwC) and Grant Thornton. It is unclear in their project history, which projects were associated with which prior company. Informational

Project 1: Electronic Health Records (EHR) for the VA is certainly a large and complex healthcare related project, but is not Medicaid (even though they indicate as such in Table 1 on page 10. Client listed as Oracle, rather than VA – maybe they were a subcontractor?

Project 2: Louisiana: Integration project between the State’s financial system and their MMIS. Not an MMIS implementation project.

Project 3: Arkansas: The project description indicates this is “monitoring and recommending modifications of the MMIS”. This is not an MMIS implementation project.

*2. Subcontractors*

Netlogx LLC: One of the named individuals within the proposal works for netlogx. The individual is not on the core team.

*3. Organizational Chart*

Guidehouse is proposing a core team of 4 individuals.

PM, Robert Fitch, has previous MMIS project experience (multiple) and Gainwell experience – former employee. Positive

Sr. Analyst, Adrian Lee, lists previous work with OMS in a rate setting capacity. Not sure who he was working for at the time. Multiple state Medicaid projects, primarily focused on data / analytics.



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

OCM Lead, Harrison Markell, has no prior Medicaid / MMIS experience listed – Negative.

Analyst, Connor Brown, lists one prior Medicaid related assignment.

Other named staff include Lina Hashem, Engagement Director, who is currently on the IV&V team for the DAFS HRMS implementation project.

4. *Litigation*

Responsive, no comments.

5. *Financial Viability*

Responsive no concerns

6. *Certificate of Insurance*

Responsive no concerns

Guidehouse added language under a section they refer to as Reservation of Rights. On page 77 they refer to an existing contract with the State of Maine Contract # 18B 20230125000000001955 executed by Guidehouse and the Client on January 14, 2023. They also requested that the State consider striking language from a contract term.

**Section III**

*Appendix F:*

A. *Project Management (PM)*

a. *General PM Support:*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Comprehensive response to all requirements. Bring their own PM and OCM methodologies.

*b. Liaison to Implementation Vendor:*

Response to subsection a) states “, our team is experienced and familiar with Gainwell Technologies’ Health PAS solution. I’m finding limited reference to any direct experience with HealthPAS in their project list provided in File 2. Concern.

Their response to subsection d) integrate implementation vendor’s plan and schedule into an overall PM plan sounds almost like they are writing their own plan and defining milestones.

Response to subsection h) ... remediation of all existing system customizations... misses the mark and doesn’t address the requirements and expectations. Negative.

Response to subsection i) ... work with implementation vendor to develop RTM.... Includes language referring to MMIS RFPs. This RFP clearly describes the project as an upgrade of the current system and there is no MMIS RFP issued by Maine. Concern. No mention of prior direct experience with CMS outcomes based certification. Response says “The Guidehouse project manager will maintain awareness of all changes to the CMS certification process and checklists by attending CMS MMIS webinars” indicating a lack of prior experience.

*c. Liaison to Independent Verification & Validation (IV&V) Vendor:*

Responsive to RFP requirements

*d. Inclusion of Additional Technical Services Activities:*

Responsive to RFP requirements.

*B. Organizational Change Management (OCM)*

Proprietary methodology has been certified by Association of Change Management Professionals. Positive.

Change Management Community of Practice – positive

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

- a. *OCM Plan*  
Responsive to RFP requirements.
  
- b. *Training Plan*  
Responsive to RFP requirements

C. *Reports*

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**PM plan**

The PM Plan attachment is essentially a generic template that could be used to develop a plan for this project. It is not a sample PM plan generated for an actual project performed by this vendor.

**Risk Management Plan**

The Risk Management Plan attachment presents a comprehensive plan and approach, and includes standard practices for risk management.

**OCM Plan**

The OCM Plan attachment presents a comprehensive plan and approach.

**Stakeholder Analysis**

No Concerns

**Communications Plan**

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Guidehouse

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

The sample communications plan seems limited to the OCM activities related to the project. I think our expectation was to get an overall project communications plan.

Staffing Plan

Includes the Org chart for the core team. No mention of additional support functions or services to be provided for the project. Concern about adequate coverage.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** HealthTech

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

*1. Overview of the Organization*

HealthTech mentions previous work with OMS on an HIT “Promoting Interoperability”, aka Meaningful Use, 2013 – 2023. Need to find out who from OMS was overseeing this work.

Project list includes their work in Kentucky, from their proposal: “The scope of this project includes oversight and management of a similar change from an existing Gainwell MMIS to a updated implementation of the CEF” CEF is our target upgrade platform. However, did not reference that as one of their 3 required projects (maybe too early?).

Project 1 – Connecticut Enterprise PMO: Previously in File 2, Connecticut EPMD project refers to Medicaid Enterprise System (MES), but does not in the Project 1 form. Project is applicable to our work. Positive

Project 2 – Colorado Enterprise PMO for the COMMIT project, which is a Medicaid Enterprise System implementation effort. Project is applicable to our work. Positive

Project 3 – Wisconsin Enterprise PMO, Medicaid Enterprise project portfolio. Scope of work focused on creating a project portfolio management tool and dashboard. Do not seem to be directly involved in system module implementation work. Note: Granted CMS access to the project portfolio dashboard system to facilitate monthly CMS status reporting requirements. Positive.

*2. Subcontractors*

- None

*3. Organizational Chart*

HealthTech is proposing a core team of 4 individuals:

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INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** HealthTech

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Did not include job descriptions or resumes.

4. *Litigation*

- None listed

5. *Financial Viability*

*Responsive, no concerns*

6. *Certificate of Insurance*

*Responsive, no concerns*

**Section III**

*Appendix F:*

A. *Project Management (PM)*

a. *General PM Support:*

PM assigned is Stephanie Breckel. Her resume lists 9 separate projects in 9 years, which raises a concern. She does have Medicaid experience, but does not appear to have been involved in a full scale MMIS modernization project as the PM.

PM Plan response highlights the challenges and risks associated with multiple system interfaces with the MMIS. Positive.

Response for developing the project management plan addresses requirements. However, HealthTech does not seem to bring an established project management methodology to the project.

Same for Risk Management, they seem to view their primary responsibility for developing and executing a risk management plan is dependent on what the State's process is. Concern.

Response includes experience with CMS project reporting requirements in multiple states – Positive.

Response highlights experience requesting federal funding from CMS via the APD process for multiple states. Positive

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

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**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

- b. Liaison to Implementation Vendor:*  
Response to integrate the implementation vendor project schedule into the overall DHHS schedule places emphasis on dependencies on other projects, and an approach geared more towards a multi-vendor implementation. Concern.  
Response to test plan development references CMS XLS testing methodology/template. Positive.  
Overall response to this section addresses RFP requirements and demonstrates subject matter expertise in Medicaid, implementation project phases, testing and CMS related work (reporting, funding, ORR and certification).
- c. Liaison to Independent Verification & Validation (IV&V) Vendor:*  
*HealthTech does cite prior experience working with IV&V vendors on other Medicaid related projects. Positive.*  
*Response does not include specifics on how they would “ensure appropriate access to project materials for the IV&V vendor.*
- d. Inclusion of Additional Technical Services Activities:*  
Responsive to requirements in the RFP.

*B. Organizational Change Management (OCM)*  
Response does not emphasize an OCM methodology.

- a. OCM Plan*  
Response to business process redesign references alignment with MITA. Positive.  
In general, the proposal response addresses the requirements outlined in the RFP.
- b. Training Plan*  
In general, the proposal response for this section addresses the requirements outlined in the RFP.

*C. Reports*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** HealthTech

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**PM Plan**

The sample project management plan as provided is separated into multiple documents, E-PMO PM Plan (8 pages), MES Project Governance Plan, MES Project Governance Methodologies/Standards....., The documents together appear to provide a comprehensive and detailed project management plan and approach.

**Risk Management Plan**

The sample included is a plan template that could be used to create a project specific risk management plan. The template includes standard practices for risk management.

**OCM Plan**

The sample OCM plan presented appears to address a project change request process include process steps, governance, prioritization and approval. This is not really an Org Change Management plan intended to guide an organization through a major systems project and address communications, training, consensus building and overcoming resistance. Negative.

**Stakeholder Analysis**

No Concerns

**Communications Plan**

No Concerns

**Staffing Plan**



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** HealthTech

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

In addition to the staff assignments and qualifications (bio, skills, assigned tasks), the staffing plan also describes the staffing approach that HealthTech uses for onboarding. The plan does not identify any additional support resources that may be utilized on our project.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** KPMG

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

*1. Overview of the Organization*

KPMG highlighted their work with Maine DHHS on two prior projects 1) implementation of the OPA rules engine within ACES, and 2) a modernization effort to support and comply with the ACA and implementation of MAGI Medicaid eligibility rules.

Project 1 Tennessee Medicaid: This project is directly applicable to our project.

Project 2 CMS office of Minority Health: This project is healthcare related, involves Medicaid data and subject matter expertise. It is not related to MMIS implementation at the State level.

Project 3 Rhode Island Pandemic Response: This is healthcare related and likely involved the State's Medicaid agency and systems, but that is not specifically called out in the proposal.

*2. Subcontractors*

eSense is named as a subcontractor and will supply a "PMO/OCM analyst to assist with general project management support".

*3. Organizational Chart*

KPMG is proposing a core team of 6 individuals, 5 of which are named in the proposal with resumes provided.

- Overall Project Lead, Michael Poulshock was the business rules architect and test lead for the ACES business rule engine modernization project.

Positive

- PMO Lead, Laura Mathews PMP served as PMO for a modular MMIS replacement project in Connecticut. Positive

- OCM Lead, Margaret McIntyre prior work includes participation in Tennessee Medicaid Modernization. Positive

- PMO Analyst, Max Verhey lists some prior experience with MMIS (NC) and Medicaid eligibility (RI).

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

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**BIDDER NAME:** KPMG

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

- OCM Analyst, Anna Blythe list only one prior project in NC with a start date of June 2024.
- PMO/OCM Analyst, not named (subcontractor from eSense). Concern, why does KMPG need to subcontract for this position?

**4. *Litigation***

- KPMG admits to having pending litigation, but does not provide specifics. KPMG has insurance against such risks and have no pending litigation that would “materially affect the firm’s operations or ability to perform services...”

**5. *Financial Viability***

*D&B report provided as an embedded link to a PDF file. I can’t get it to open.*

**6. *Certificate of Insurance***

*Insurance certificate provided as an embedded link to a PDF file. I can’t get it to open.*

**Section III**

*Appendix F:*

**A. *Project Management (PM)***

**a. *General PM Support:***

PM identified in response to this section (Laura Mathews) appears to have the knowledge and background to act as Project Manager. However, the individual named in their File 2 response identifies

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** KPMG

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Michael Poulshock as the "Overall Project Lead". Response is inconsistent.

Project management methodology, approach and tools outlined in their response are comprehensive and address the RFP requirements.

- b. Liaison to Implementation Vendor:*  
Experience working with Gainwell on other States' projects. Start with defining roles and responsibilities. Positive.  
KPMG did not offer any additional support to help the State reduce and minimize customizations; work with the implementation vendor to track it. Informational.  
Experience supporting multiple States' to complete CMS Streamlined Modular Certification / outcomes based certification processes. Positive.
- c. Liaison to Independent Verification & Validation (IV&V) Vendor:*  
KPMG has experience performing as an IV&V vendor on New Jersey's MMIS project, as well as experience with other IV&V vendors on other projects. Positive.
- d. Inclusion of Additional Technical Services Activities:*  
Responsive to RFP requirements.

**B. Organizational Change Management (OCM)**

The proposal presents KPMG's OCM methodology.

- a. OCM Plan*  
In general, the response to this section addresses RFP requirements.  
No mention of how KPMG would identify and address stakeholder resistance to change. Concern.  
No reference to Prosci methodology.
- b. Training Plan*  
Response to this section highlights their training methodology and addresses RFP requirements.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** KPMG

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

They reference their project role in Pennsylvania, providing training services for 8 years. Positive.

- C. *Reports*  
Responsive to the RFP requirements.

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

KPMG Assumptions:

#6 – 10 business days after project initiation, KPMG wants the State to agree on a Deliverable Expectation Document outlining the scope, format, content, acceptance criteria, and acceptance procedure for each project deliverable. This may be aggressive depending on the agreed to number of contractual deliverables.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Kyndryl

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Individual Evaluator Comments:**

**Section I**

*Pass*

**Section II**

1. *Overview of the Organization*

- *Kyndryl's response is very generic. There is little to no reference to our specific project.*
- *Their PM methodology appears to be comprehensive and addresses the requirements in the RFP.*
- *Project 1. No client organization named. Project is healthcare related, not public sector and no reference to Medicaid. Limited to no applicability to our project.*
- *Project 2. No client organization named. Project is healthcare related, not public sector and no reference to Medicaid. Limited to no applicability to our project.*
- *Project 3. No client organization named. Project is healthcare related, not public sector and no reference to Medicaid. Limited to no applicability to our project.*
- *Project summaries provide are effectively non-responsive since they do not name the "healthcare organization" involved and provide limited details regarding the business application system involved. Negative*

2. *Subcontractors*

- None

3. *Organizational Chart*

- Kyndryl is proposing a team of 4 individuals including their executive sponsor
- They provide a brief description of the role / responsibilities of each role, but do not provide qualifications or experience for the team members – Negative
- 

4. *Litigation*

- Response included, no concern

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Kyndryl

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

- 5. *Financial Viability*  
*D&B report included, no concerns*
  
- 6. *Certificate of Insurance*  
*Included, no concerns*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*  
Response presents a professional PM methodology and approach. No specific references to other project successes or how prior experience would be applied to our project. Very generic.
  - b. *Liaison to Implementation Vendor:*  
Generic response. No mention of prior work with Gainwell or any other MMIS vendor. Negative
  - c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*  
No mention of prior working experience with any IV&V vendor.
  - d. *Inclusion of Additional Technical Services Activities:*  
.Responsive
  
- B. *Organizational Change Management (OCM)*  
Proposal mentions years of OCM experience and cites credentials (Prosci and other certifications)
  - a. *OCM Plan*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Kyndryl

**DATE:** October 7, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Generic response. No mention of bring Medicaid business or MMIS systems experience / subject matter expertise to the project  
Negative.

*b. Training Plan*

Generic response, no mention of providing MMIS training on other projects..

*C. Reports*

Responsive to the RFP requirements.

<b>Required Attachments Related to Proposed Services</b>	
<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
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Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** PCG

**DATE:** October 9, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Individual Evaluator Comments:**

**Section I**

Pass

**Section II**

1. *Overview of the Organization*

*Organizational focus and expertise geared towards public sector clients in multiple practice areas is a plus. Positive*

*Project 1 – Nebraska DHHS. Consulting and project management for a number of Medicaid program related initiatives. Includes MITA SS-A, EVV implementation, T-MSIS. 7 years, active. Positive*

*Project 2 – Kentucky Medicaid. PMO for Medicaid Modernization Program. Included multiple modules (EVV, PBM, FFS, Claims admin and financials). 5 years, ended 2023. Positive.*

*Project 3 – Pennsylvania DHHS. Planning services, systems include eligibility and enrollment, child welfare, child care & early learning, MA waiver. Services include SLDC, business architecture and business process redesign. 12 years, active. Positive.*

2. *Subcontractors*

None listed

3. *Organizational Chart*

PCG is proposing a core team of 5 individuals, not including the project sponsor. PM Shibad Salil – multiple Medicaid transformation projects, 18 years experience  
Liaison to Implementation vendor – Sr. PM Kristina Hearn – majority of career with DDI of MMIS

Liaison to IV&V vendor – Sylvia Mitchem, a director in their IV&V practice. Lists Maine as one of the States where why has worked. Experience includes CMS certification.

Project Coordinator – Devin McManus. Worked in the PMO in Kentucky.

OCM / Training Lead – Dr. Bonnie Harris

Proposal states the team has collaborated with Gainwell on numerous projects.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

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**BIDDER NAME:** PCG

**DATE:** October 9, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

4. *Litigation*  
Responsive with a long list.
  
5. *Financial Viability*  
*D&B provided, no concerns*
  
6. *Certificate of Insurance*  
*Certificate provided, no concerns.*

**Section III**

*Appendix F:*

- A. *Project Management (PM)*
  - a. *General PM Support:*

The proposal response describes a comprehensive project management methodology. Each subsection was addressed. Response to subsection d. Risk Management – focused on the risk management process, but did not describe the development of a risk management plan.  
Team proposed appears to have deep experience with the work expected on our project. Positive.
  
  - b. *Liaison to Implementation Vendor:*

The proposal response describes a comprehensive approach for partnering with the implementation vendor methodology. Each subsection was addressed. Positive  
Staffing Plan included does not identify any additional support or SMEs for coverage of subsection g. Participation in Requirements Gathering. There is potential for multiple sessions occurring

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

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**DATE:** October 9, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

simultaneously, and can they cover participation with the core team.

- c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*  
Proposal states PCG has a “long standing reputation for excellence in providing IV&V services across state and local government”.  
Positive  
Will use their experience in IV&V and Medicaid to provide guidance to the IV&V vendor. Positive

- d. *Inclusion of Additional Technical Services Activities:*  
Response to this section describes a solid approach for including additional technical services activities within the project scope and plan. Positive.

**B. Organizational Change Management (OCM)**

- a. *OCM Plan*  
PCG presents their “Strategic OCM Playbook” as the guide for their methodology and approach, which is “aligned to Prosci 3-phase Processes”.  
They provided a list of supporting tools for their OCM playbook. Seems comprehensive. Positive  
PCG lists several multi-year Medicaid projects where they have provided OCM services. Positive
- b. *Training Plan*  
Response to this section describes a solid approach for developing and executing a training plan to address RFP requirements. Positive.

**C. Reports**

**Required Attachments Related to Proposed Services**

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** PCG

**DATE:** October 9, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

<b>Attachment #:</b>	<b>Attachment Name:</b>
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**PM Plan:**

Sample plan is comprehensive and detailed, and in alignment with PMBOC. The plan appears to be based primarily on a standard PM plan template. There are limited to no details for a specific sample project.

**Risk Management Plan**

Sample plan is comprehensive and detailed, and in alignment with PMBOC. The plan appears to be based primarily on a standard Risk Management plan template. There are limited to no details for a specific sample project. I like the idea of risk trending analysis outlined (File 3, page 91)

**OCM Plan**

The OCM sample is presented as a template. The plan does make mention of MITA which is Medicaid specific, and use of the Prosci methodology.

**Stakeholder analysis:**

The sample presents a matrix to be completed as the results of stakeholder analysis activities. The process steps to complete the matrix are not identified in this attachment.

**Communications Plan:**

The OCM sample is presented as a template. The document makes reference to PMBOK and appears comprehensive and appropriate.

**Staffing Plan**

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** PCG

**DATE:** October 9, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Core team of 5 named individuals. PM has 18 years of experience, including with State Medicaid agencies. 2 other team members are identified as Sr. PMs. Staff resumes included, well qualified. No additional support staff identified in plan.

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Trigyn

**DATE:** October 9, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

**Individual Evaluator Comments:**

**Section I**

Pass

**Section II**

1. *Overview of the Organization*

*Trigyn lists ten states where they have been involved in Medicaid related projects.*

*Their response describing how they address system customizations in New Jersey reflects an understanding of our expectations for this project.*

*Project 1 – New Jersey DMAHS (Medicaid): Trigyn was brought in to “manage the design, development and execution of DMAHS Modular Modernization Program. Based on interactions with NJ Medicaid leadership over the last several years, the prior project (Project 2 below) that was paused was with Gainwell (Molina at the time).*

*Project 2 – New Jersey DMAHS: Trigyn provided Project management Services for NJ R-MMIS 2015 – 2020. R-MMIS effectively failed to deliver a solution into production to replace their legacy MMIS (based on what’s in Project 1). It’s a positive that NJ chose to keep Trigyn on board following the decision to “paus” R-MMIS.*

*Project 3 – New Jersey DHS: Trigyn helped NJ DHS establish a “Central Office PMO”. This included program management over 12 projects from several DHS offices. This experience is relevant from a public sector / PMO experience perspective, but not directly related to Medicaid.*

*Trigyn lists 10 states where they have “played key roles in Medicaid project”, but did not include a project from any state other than NJ in their 3 project summaries. Nor did they include any brief summaries of these projects anywhere in File 2. Based on this, their only recent Medicaid project is in NJ.*

2. *Subcontractors*

No Subs

3. *Organizational Chart*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

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**BIDDER NAME:** Trigyn

**DATE:** October 9, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Trigyn is proposing a team of 8 individuals. No job descriptions or name individuals are included in this section. Job descriptions (Role and Qualifications) are provided in the Staffing Plan included in File 3. No resumes. Negative.

4. *Litigation*  
None listed

5. *Financial Viability*  
*D&B report included, No concerns.*

6. *Certificate of Insurance*  
*Included*

**Section III**

*Appendix F:*

A. *Project Management (PM)*

- a. *General PM Support:*  
*Trigyn does not identify their assigned Project Manager and did not include a representative resume to assess the individual's background and experience as related to our project. Negative. Response to this section offers very brief and general descriptions of how they would address the individual RFP requirements. No*

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

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**EVALUATOR DEPARTMENT:** OMS

*discussion about how prior project experience would inform their execution of these responsibilities. Negative.*

- b. *Liaison to Implementation Vendor:*  
*Response to this section offers very brief and general descriptions of how they would address the individual RFP requirements. No discussion about how prior project experience working with Gainwell or other implementation vendors would inform their execution of these responsibilities. No mention of how the other Trigyn team members would contribute to achieving these requirements. Negative.*
  
- c. *Liaison to Independent Verification & Validation (IV&V) Vendor:*  
*Response to this section offers very brief and general descriptions of how they would address the individual RFP requirements. No discussion about how prior project experience working with other IV&V vendors would inform their execution of these responsibilities. No mention of how the other Trigyn team members would contribute to achieving these requirements. Negative..*
  
- d. *Inclusion of Additional Technical Services Activities:*  
Response to this section is comprehensive and addresses RFP requirements..

**B. Organizational Change Management (OCM)**

- a. *OCM Plan*  
*Response to this section offers very brief and general descriptions of how they would address the individual RFP requirements. No discussion about how prior project experience to develop and execute OCM plans would inform their execution of these responsibilities. No mention of how the other Trigyn team members would contribute to achieving these requirements. No mention of an OCM approach or methodology based on industry practices (Prosci for example). Negative*



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

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**DATE:** October 9, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

*b. Training Plan*

*Response to this section offers very brief and general descriptions of how they would address the individual RFP requirements. No discussion about how prior project experience to develop and execute training plans would inform their execution of these responsibilities. No mention of how the other Trigyn team members would contribute to achieving these requirements. Negative*

*C. Reports*

Required Attachments Related to Proposed Services	
Attachment #:	Attachment Name:
One (1)	Sample PM Plan, including Project Governance and PM Methodology
Two (2)	Sample Risk Management Plan
Three (3)	Sample OCM Plan
Four (4)	Sample Stakeholder Analysis
Five (5)	Sample Communications Plan
Six (6)	Staffing Plan, including named key team members, such as Executive Sponsor, Overall Project Manager, and OCM Lead

**PM Plan:**

Sample plan is effectively an early draft of the PM plan for our project – mostly an outline, but language included for Medicaid/MMIS specifics (alignment with MITA, MMIS upgrade objectives, scope elements).

**Risk Management**

Sample plan appears to be based on a standard risk management template. Mostly an outline. Meets requirements.

**OCM Plan**

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202406125

**RFP TITLE:** Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process

**BIDDER NAME:** Trigyn

**DATE:** October 9, 2024

**EVALUATOR NAME:** Roger K. Widner

**EVALUATOR DEPARTMENT:** OMS

Sample plan is comprehensive and addresses key areas. The plan does not reference Prosci or any other change management methodology. Meets requirements.

**Stakeholder analysis**

The plan presents a solid approach for identifying project stakeholders and completing a Stakeholder analysis. Response indicates some familiarity with the State's organization and potential stakeholders for this project.

**Communications Plan**

The plan is comprehensive and includes key steps and tasks. Like that they included a proposed phased schedule and address evaluation and feedback for plan effectiveness.

**Staffing Plan**

Significant concern that they don't provide named individuals to be assigned to the project, an indication that they may have to recruit team members upon award. They are proposing a project team of 8 not including the project sponsor.



STATE OF MAINE  
DEPARTMENT OF ADMINISTRATIVE  
AND FINANCIAL SERVICES

Janet T. Mills  
Governor

Kirsten Figueroa  
Commissioner

AGREEMENT AND DISCLOSURE STATEMENT  
RFP #: 202406125

RFP TITLE: Project and Organizational Change Management for Medicaid Enterprise  
System Health PAS Modernization Process

I, Crystal Vaughn accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Administrative and Financial Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

I have not advised, consulted with or assisted any bidder in the preparation of any proposal submitted in response to this RFP nor have I submitted a letter of support or similar endorsement.

I understand and agree that the evaluation process is to be conducted in an impartial manner without bias or prejudice. In this regard, I hereby certify that, to the best of my knowledge, there are no circumstances that would reasonably support a good faith charge of bias. I further understand that in the event a good faith charge of bias is made, it will rest with me to decide whether I should be disqualified from participation in the evaluation process.

I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.

Signed by:  
*Crystal Vaughn*  
E08AEEB54194473...

9/27/2024

Signature

Date



STATE OF MAINE  
DEPARTMENT OF ADMINISTRATIVE  
AND FINANCIAL SERVICES

Janet T. Mills  
Governor

Kirsten Figueroa  
Commissioner

AGREEMENT AND DISCLOSURE STATEMENT  
RFP #: 202406125

**RFP TITLE: Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process**

Ian Miller  
I,

accept the

offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Administrative and Financial Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

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**I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.**

DocuSigned by:  
*Ian Miller*  
A3D178B9FD90402...

9/27/2024

Signature

Date



STATE OF MAINE  
DEPARTMENT OF ADMINISTRATIVE  
AND FINANCIAL SERVICES

Janet T. Mills  
Governor

Kirsten Figueroa  
Commissioner

AGREEMENT AND DISCLOSURE STATEMENT  
RFP #: 202406125

**RFP TITLE: Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process**

Jennifer Lane  
I,

accept the

offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Administrative and Financial Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

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**I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.**

Signed by:  
*Jennifer Lane*  
9EF769999F884F1...

10/7/2024

Signature

Date



STATE OF MAINE  
DEPARTMENT OF ADMINISTRATIVE  
AND FINANCIAL SERVICES

Janet T. Mills  
Governor

Kirsten Figueroa  
Commissioner

AGREEMENT AND DISCLOSURE STATEMENT  
RFP #: 202406125

**RFP TITLE: Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process**

Ryan Newman  
I,

accept the

offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Administrative and Financial Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

I have not advised, consulted with or assisted any bidder in the preparation of any proposal submitted in response to this RFP nor have I submitted a letter of support or similar endorsement.

I understand and agree that the evaluation process is to be conducted in an impartial manner without bias or prejudice. In this regard, I hereby certify that, to the best of my knowledge, there are no circumstances that would reasonably support a good faith charge of bias. I further understand that in the event a good faith charge of bias is made, it will rest with me to decide whether I should be disqualified from participation in the evaluation process.

**I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.**

DocuSigned by:

*Ryan Newman*

BA8711179C7C47E

9/27/2024

Signature

Date



STATE OF MAINE  
DEPARTMENT OF ADMINISTRATIVE  
AND FINANCIAL SERVICES

Janet T. Mills  
Governor

Kirsten Figueroa  
Commissioner

AGREEMENT AND DISCLOSURE STATEMENT  
RFP #: 202406125

**RFP TITLE: Project and Organizational Change Management for Medicaid Enterprise System Health PAS Modernization Process**

I, Roger widner, accept the

offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Administrative and Financial Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

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I understand and agree that the evaluation process is to be conducted in an impartial manner without bias or prejudice. In this regard, I hereby certify that, to the best of my knowledge, there are no circumstances that would reasonably support a good faith charge of bias. I further understand that in the event a good faith charge of bias is made, it will rest with me to decide whether I should be disqualified from participation in the evaluation process.

**I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.**

Signed by:  
*Roger Widner*  
D86DB5018144436...

9/27/2024

Signature

Date