STATE OF CONNECTICUT

DEPARTMENT OF SOCIAL SERVICES

REQUEST FOR QUOTES
IN RESPONSE TO
DAS MASTER AGREEMENT#18PSX0087
INFORMATION TECHNOLOGY STRATEGIC SERVICE
RESOURCES FOR
JUSTICE-INVOLVED WAIVER
ENTERPRISE PROJECT MANAGEMENT OFFICE
PROJECT MANAGMMENT & CONSULTING SERVICES

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1. Background

The Connecticut Department of Social Services ("DSS" or the "Department") completed an initial submission of the application amendment to the Substance Use Disorder ("SUD") Demonstration Waiver pursuant to Section 1115 of the Social Security Act for Medical Coverage for Justice-Involved Population Re-entry Demonstration Initiative ("Justice-Involved" or "JI Waiver") on March 20, 2024, to the Centers for Medicare and Medicaid Services (CMS). Through the JI Waiver application, DSS proposes "a continuum of care pre-release strategy that enables robust coordination, service provision, and community connections after release", including services to address health related social needs (HRSN). The JI Waiver shall provision limited transition services 90 days prior to an individual's release, inclusive of conformities with the Consolidated Appropriations Acts of 2023 and 2024.

The JI Waiver necessitates technology systems and capacities to implement, underpinning partnering agencies' ability to provide quality and efficient services as specified within the JI Waiver application, adhering to appropriate stewardship and accountability of state and federal investments, and ensuring means to fulfill program administration requirements, such as linkages with Medicaid claiming and evaluation. Through a Planning Advanced Planning Document (PAPD), DSS in partnership ("Partnering State Agencies") with the Department of Corrections (DOC), the Judicial Branch Court Support Services Division (JBCSSD), the Department of Mental Health and Addiction Services (DMHAS), the Department of Children and Families (DCF), the Department of Developmental Services (DDS), and with the support of the Office of Policy and Management (OPM), has requested Federal Financial Participation (FFP) to develop an information technology roadmap to be presented in a subsequent Implementation Advance Planning Document (IAPD) and related contractual documentation, customized to the JI Waiver and partnering agencies, their existing operational and systems gaps, ensuring the JI Waiver population have improved access to care, continuity of care, and addressed social needs upon reentry.

The selected vendor shall provide a team of resources to provide project management and consulting services in support of the Enterprise Program Management Office (EPMO) which shall include, at a minimum, a Project Manager, a Consultant/Senior Consultant, a Business Analyst, a Technical Analyst, a Healthcare Workflow Efficiency Analyst, and a HIPAA Consultant.

DSS is seeking quotations from qualified vendors to provide project management and consulting services for the requirement documentation, planning and strategy to implement the Consolidated Cares Act and the required technology upgrades to make this possible. The selected vendor shall be responsible for collecting business and technical requirements, evaluating current and proposed system functionalities, identifying and suggesting improvements to workflow efficiency, and ensuring compliance with HIPAA standards for patient data security and delivery, and claiming.

This Request for Quote ("RFQ") is being solicited pursuant to Department of Administrative Services ("DAS") Master Agreement ("MSA") 18PSX0087, and the resulting Statement of Work

("SOW") shall be subject to the terms and conditions of that MSA. Upon close out of the submission for this RFQ, DSS shall select one (1) vendor from the responses received, and shall negotiate a SOW with that vendor. The negotiated SOW shall have to be approved and executed by DSS and approved by its federal partners before any work can begin.

2. Scope of Services

The successful respondent shall provide a team of resources to perform and support the activities described below (the "Services") in support of the EPMO. The Services provided through a fully executed SOW resulting from this RFQ shall be performed in accordance with industry best practices, DSS EPMO standards, and, if applicable, additional standards as defined by DSS.

All resources shall perform the Services at the direction of, and as directed by, the Department's EPMO director or their authorized representative.

A. EPMO Portfolio Management Project Activities

i. Provide project management ("PM") and subject matter expertise ("SME") services related to the health and human services ("HHS") field.

ii. Coordinate, manage, and facilitate meetings of the Justice Involved program groups, and their designated sub committees, as well as any additional meetings that are deemed needed by the EPMO director or their authorized representative to further enhance project/program oversight, prioritization, agency operational efficiencies, governance, and/or strategic alignment with the Department's vision.

iii. As directed by the Department's leadership team, create, in coordination with the Partnering State Agencies and provide project artifacts such as:
- Business requirements
- Cost benefit analysis
- Business executive white papers
- Technical writings

iv. Adhere to a reporting EPMO standard that reports on each of the following in accordance with DSS agreed upon definitions and standards.
- Scope
- Budget
- Vendor Burn Rates
- Resource estimation of work to be supported
- Start and End Dates
- Milestone Dates and Planned Deliverables
- High-level Risk
- Financial Performance
- Planned End Dates
- Business value being met
- Quality of deliverables being met
- Business Engagement
- Leadership and Sponsorship of all projects.

v. Identify, assess, and resolve project issues including the identification, assessment and reporting of potential roadblocks to project success.
vi. Coordinate and provide periodic project status reporting to DSS, other Partnering State Agencies, federal partners/regulators/funders and the EPMO Governance Committee, when dedicated project-level resources are not available.
vii. Consolidate and coordinate enterprise-based reporting of program/project issues and escalate to DSS leadership in accordance with the enterprise risk management needs. Where specific project resources are available, these deliverables shall leverage existing project work and documentation.
viii. Encourage, and support collaborative comprehensive enterprise-based program/project documentation, plans, and reports including meeting minutes which are aligned by approved EPMO Standards. Where specific project resources are available, these deliverables shall leverage existing project work and documentation.
ix. Provide enterprise-wide, comprehensive weekly and monthly program status reports, incorporating major activities/milestone events from all Partnering State Agencies and participants identified by the EPMO director. Where specific project resources are available, these deliverables shall leverage existing project work and documentation.
x. When state resources are not otherwise available, and when requested by the EPMO director or their authorized representative, participate, update and document executive and business requirements, continuation of operations plan, commissioner briefing books, and other related executive leadership documentation required.
xi. When requested by business owners, project management, the Bureau of Information Technology Solutions, or executive leadership, participate in groups to validate enterprise business function and strategic alignment.
xii. At the direction, and under the supervision of the EPMO Director, assist and support cross agency discussions to increase efficiencies within DSS and other Partnering State Agencies.
xiii. At the direction, and under the supervision of the EPMO director, or their authorized representative, assist and support vendor management, knowledge management, and knowledge transfer processes.
xiv. At the direction, and under the supervision of the EPMO director, or their authorized representative, establish the processes, templates, and governance for operational cost forecasting, to include cross agency and stakeholder business project management.
xv. At the direction, and under the supervision of the EPMO director, or their authorized representative, assist and support EPMO knowledge transfer for all EPMO activities, processes, repository, and documentation for new state staff that are onboarded.
xvi. Maintain an organized repository for all related project documentation and artifacts.
xvii. Conduct stakeholder interviews to gather business needs, and system requirements from DSS and Partnering State Agencies.
xviii. Document workflow requirements for Partnering State Agencies and their systems.
xix. Identify gaps in the current systems and desired functionalities.
xx. Document and maintain business requirements documents that shall be used for implementation advanced planning document
xxi. Provider business writing support of the IAPD.
xxii. Assess the capabilities of current systems versus the proposed system.
xxiii. Define data migration strategies and integration requirements with existing platforms.

xxiv. Identify infrastructure needs, including hardware, software, and network specifications.
xxv. Ensure interoperability with third-party applications and regulatory compliance.
xxvi. Analyze current medical treatment workflows and identify inefficiencies and recommend best practices for care delivery in an incarcerated operational model.
xxvii. Provide recommendations to optimize processes in preparation of system implementation.
xxviii. Develop user-friendly workflows to enhance staff productivity and patient experience.
xxix. Ensure all processes align with HIPAA regulations.
xxx. Implement safeguards for protecting patient information.
xxxi. Conduct risk assessments and recommend best practices for data security.
xxxii. Assist with the preparation, support, and management of the DSS APD, RFQ, Memorandum of Agreement creation, and provide updates, and responses where business teams are incorporating details for federal agency submission.
    1. Create and lead meetings to gather content, create content, assist with budget tables, manage stakeholders.
    2. Assist with federal planning documents.

B. EPMO Portfolio Management Project Resources

To support the Justice Involved Project activities identified above, the successful respondent shall provide, at a minimum, the following project positions:

- Project Manager
- Consultant/Senior Consultant
- Business Analyst
- Technical Analyst
- Healthcare Workflow Efficiency Analyst
- HIPAA Consultant

The minimum required experience for each of these positions are provided below.

i. Project Manager

Skills/Experience required:

- Bachelor's degree or higher.
- 8+ years' experience in project management with a minimum of 4 years' experience as project manager for local, state, or federal government.
- Strong oral and written communication skills.
- Must have Portfolio Management Professional and Project Management Professional certifications. Additional project management certifications a plus.
- Experience using project management tools and tracking (Microsoft Project, Monday.com).
- Familiarity with JIRA ticketing system.
- Familiarity with Microsoft ("MS") office suite (PowerPoint ("PPT"), Excel, Word, and usage of macros), Visio.

ii. Consultant/Senior Consultant

Skills/Experience required:

- Bachelor's degree or higher in Computer Science, Computer Engineering, or related field.
- Minimum 8 years of experience working on or consulting for health and human services related initiatives.
- Strong oral and written communication skills.
- Familiarity with Microsoft ("MS") office suite (PowerPoint ("PPT"), Excel, Word, and usage of macros), Visio.

iii. Business Analyst

Skills/Experience required:

- Minimum of 4 years' experience with state eligibility systems and programs. E.g., Medicaid.
- Strong functional experience in all aspects of health and human services eligibility, to include eligibility systems, benefit delivery methods, and customer and user experience.
- Experience in federal/state projects.
- Able to interact with diverse groups to understand the business, regulatory and reporting requirements from multiple stakeholders.
- Able to identify, diagnose and solve complex problems.
- Experience in Health and Human Services, Judicial and Department of Corrections.

iv. Technical Analyst

Skills/Experience required:

- Minimum of 4 years' experience with electronic health records implementation, and system interoperability in care delivery models.
- Strong functional experience in all aspects of system analyst, IT infrastructure, cloud and on-premise solutions.
- Experience in federal/state projects.
- Networking and infrastructure experience.
- Hands-on experience working with enterprise IT systems and cross-functional teams
- Experience in working with compliance, security, and regulatory frameworks
- Able to identify, diagnose and solve complex problems.

v. Workflow Efficiency Analysis

Skills/Experience required:

- Minimum of 4 years' experience within health care environment focusing on evaluating and implementing care delivery models.

- Experience in care delivery models and inpatient / outpatient establishments
- Electronic health records implementation, and system interoperability in care delivery models.
- Experience in creating user friendly workflows to enhance patient journey
- Experience of incarceration environments and care delivery.

vi. HIPAA Compliance Consultant

Skills/Experience required:

- Minimum of 4 – 6 years' experience within health care environment focusing on evaluating and/or implementing HIPAA compliance policies and procedures.
- Experience evaluating existing care delivery models and determining level of HIPAA compliance and creating mitigation plans
- Experience with producing finding reports and communicating to senior leadership findings and mitigation plans.

vii. Other Areas

Additional support that shall be included in the submission:

In addition to proposing resources for the roles identified above, respondents shall include a blended hourly rate for additional resource needs that may come up during the term. The blended rate shall be inclusive of any resource type identified in this RFQ.

3. Response Format

a. Prospective respondents shall include, at a minimum, the following information in their responses:

- Cost: Pricing based on time & materials (rates shall be inclusive of all costs).
- Staffing: Proposed staff to fill the role and experience with resumes.
- Organization's experience: Corporate experience with similar projects.
- Service Delivery.

Quotations must be responsive to all positions identified, and pricing must be broken out by resource. Quotations that do not include all the specific resources identified above shall not be considered.

b. Proposed Schedule:

The Department may amend the following schedule, as needed. Any change shall be made by means of an addendum to this RFQ and shall be notified via email to the vendor participating in this procedure, and through the Department of Social Services' RFP Web Page at http://www.ct.gov/dss/rfp

Milestones	Due Dates
RFQ Released	May 16, 2025
Vendor Questions Due	May 23, 2025; 4:00 PM EST
Answers to Vendors Questions Due*	May 28, 2025; 4:00 PM EST
Response submission Due	June 6, 2025; 4:00 PM EST
(*) Start of Statement of Work ("SOW")	Upon approval from Federal Partners

(*) target dates only.

The response must be submitted electronically to DSS.Procurement@ct.gov on or before 4:00 PM Eastern Standard Time ("EST") on June 6, 2025.

The subject line of the email must read: **RFQ 05.16.2025: JI Waiver EPMO Project Management & Consulting Services.**

The Department bears no responsibility for the cost of preparing a response to this RFQ.

4. Key Information

- **Term:** The total project duration is estimated to last twenty-four (24) months from the execution of the resulting SOW.
- **Work Schedule:** All work shall be performed between the hours of 7:30 AM and 5:00 PM EST, Monday to Friday, excluding State holidays. Number of hours per week per resource may fluctuate, as needed, to meet the needs of the Department.
- **Location:** Vendor resources are expected to be available to be physically present on-site at DSS's Central Office, located at 55 Farmington Ave, Hartford, CT. Contracted rates under the MSA are for local, Connecticut-based resources. Quotations that include full or partial remote staff residing out of state must identify a discounted rate for such resource(s).
- **Equipment:** The Department shall provide the resource(s) the necessary VPN access, and other IT resource access necessary to complete the work.
- **Deliverables:** The descriptions under "Scope of Work" form a guide to the anticipated work, as it is currently envisioned. These tasks may be adjusted, reduced, or expanded as the project progresses through various phases. The vendor is expected to maintain and provide written documentation on any work performed in conjunction with this engagement.
- **State Resources and Oversight:** The State shall provide support and guidance to the vendor selected for this project. A manager shall be responsible for coordination of resources and services with consultant.
- **Background Checks:** All vendor resources must undergo a criminal background check at the vendor's expense, and quotations must identify (1) date and status of last criminal background check, and (2) e-Verify status.

- **Security/Privacy Considerations:** Information accessible by the vendor(s) may be sensitive, confidential, or subject to the Privacy Act and/or HIPAA. The vendor must be familiar with and comply with the provisions of appropriate regulations and/or instructions. Signing of a confidentiality agreement and taking the mandatory DSS security and compliance online training shall be required. The display of an access badge shall be always required when the vendor is present in the facility.
- **Performance Expectations:** Any resources provided through this RFQ shall be subject to the Department review and evaluation at any time throughout the term. Resources that fail to perform as expected shall be replaced at the Department request, and the Department may reject payment for the resource's billable hours from when the issue was first identified.

5. Notices

The Department has designated the individual below as the Official Contact ("OC") for purposes of this Request for Quotes ("RFQ"). The Official Contact is the only authorized contact for this procedure and, as such, handles all related communications on behalf of the Department. All communication must be in writing and addressed via email to the OC.

NAME: Nelson Tereso
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