

**Request for Resume (RFR)
CATS+ Master Contract
All Master Contract Provisions Apply**

Section 1 – General Information			
RFR Number: (Reference BPO Number)	M00B7400407		
Functional Area	Functional Area 10 - IT Management Consulting Services		
Labor Category/s			
<i>A single support staff or support groups of up to five members may be engaged for up to six months without renewal options. Awards for Major IT Development Project (MITDP)/Program Manager/Deputy PMs may have tenure of one base year with up to two optional years, or through the end of the project within the Master Contract term. An RFR is limited to only labor categories defined in the CATS+ RFP.</i>			
<i>Enter the labor category/s to be provided:</i>			
1. Subject Matter Expert			
Anticipated Start Date	January 2, 2017		
Duration of Assignment	6 months		
Designated Small Business Reserve?(SBR): (Enter "Yes" or "No")	Yes		
MBE Goal, if applicable			0 %
Issue Date:	11/4/2016	Due Date: mm/dd/yyyy	11/30/2016
		Time (EST): 00:00 am/pm	2:00 pm Local Time
Place of Performance:	Department of Health and Mental Hygiene (DHMH) Office of Information Technology - Applications Division 201 W. Preston St. Baltimore, MD 21201		
Special Instructions: (e.g. interview information, attachments, etc.)	Interviews, which are a type of oral presentation, will be performed, for all Offerors meeting minimum qualifications. At the Procurement Officer's discretion, an interview via the web, e.g., Skype, GotoMeeting, WebEx, may be held in lieu of an in-person meeting. All candidates shall be interviewed in substantially the same manner. The Procurement Officer shall, for each round of interviews, determine whether phone or in-person interviews will be utilized. In the event that more than five (5) qualified proposals are received, the Procurement Officer may elect to follow a down-select process per the following guidelines. The Procurement Officer will notify the Offeror at time of scheduling initial		

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	<p>interviews whether subsequent rounds of interviews are required. The type of interview will be at the discretion of the Procurement Officer. When used, the down-select procedures to be followed by the Procurement Officer are as follows:</p> <ol style="list-style-type: none"> 1. An initial interview will be performed for all proposals meeting minimum requirements. 2. A technical ranking will be performed for all proposals based on the initial interview. Proposals will be ranked from highest to lowest for technical merit based on the quality of the proposals submitted and interview results. 3. The top five (5) proposals identified by the technical ranking will be notified of additional interviews. <p>All other Offerors will be notified of non-selection for this RFR.</p>
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Security Requirements (if applicable):	Candidates will be issued a temporary ID badge after showing proof of identification. (e.g., driver’s license)
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Invoicing Instructions	
<ol style="list-style-type: none"> 1. After the end of each month, the Master Contractor shall submit timesheets (for hourly invoicing) and activity reports (for both hourly and annual invoicing) to the Agency Task Order Manager (TO Manager) for review prior to submitting an invoice. 2. The TO Manager shall review, sign, and return to the Master Contractor the timesheets (for hourly invoicing) or the activity reports (for annual invoicing). 3. The Master Contractor shall send a copy of the signed timesheets or activity reports with an invoice to the Agency TO Manager, who is Phil Hemler. 4. The Master Contractor shall invoice as follows: <ol style="list-style-type: none"> a. Annual Labor Rate: Task Orders awarded at the Annual Labor Rate shall be invoiced monthly for 1/12 the Annual Labor Rate. 5. Hourly Labor Rate: Task Orders awarded at the Hourly Labor Rate shall be invoiced monthly for actual hours x Labor Rate. 	

Special Invoicing Instructions:	None
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Section 2 – Agency Procurement Officer (PO) Information

Agency / Division Name:	Department of Health and Mental Hygiene (DHMH) / Office of Procurement and Support Services (OPASS)		
Agency PO Name:	Denise Coates	Agency PO Phone Number:	410-767-5981
Agency PO Email Address:	dcoates@maryland.gov	Agency PO Fax:	410-333-5958
Agency PO Mailing Address:	DHMH-OPASS 201 W Preston Street , RM 416 Baltimore, MD 21201		

Section 3 – Scope of Work

Agency / Project Background

The objective of this RFR is to obtain one (1) qualified Subject Matter Expert (SME) for development of a strategy, design, justification and proposal for an Electronic Health/Medical Record (EHR) system

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for State agencies that operate facilities delivering healthcare services. Foremost among these agencies are the Department of Health and Mental Hygiene (DHMH) and the Department of Public Safety and Corrections (DPSCS). The SME will be a key member of a team composed of representatives from these two agencies. The team will be coordinated and managed by a Project Manager (PM) to be secured under a separate RFR procurement. The SME will need to demonstrate experience with EHR systems and skills in solution design.

The Maryland Department of Health & Mental Hygiene, (DHMH), Office of Information Technology (OIT), will lead this effort and is issuing this RFR to obtain PM Services for the new statewide EHR system. The EHR system will eventually require the issuance of a separate Request for Proposals (RFP) for a commercial off-the-shelf (COTS) hospital management information system to support twelve (12) facilities operated by DHMH in Maryland plus those operated by DPSCS.

The mission of DHMH is to protect the public's health. For which, DHMH administers public health programs that include operation of the aforementioned facilities for mental health, developmental disability and chronic/long term care. These facilities are located throughout the state and have populations ranging from approximately 20 to 400 with an aggregate population of approximately 2,000 individuals. Staff at the facilities who would be users of the new system when fully implemented could exceed 3,500 persons, including more than 2,700 in direct care positions (doctors, nurses, therapists, etc.).

DHMH currently operates a legacy Hospital Management Information System (HMIS) consisting of census and billing modules serving all twelve facilities and a pharmacy module in use at seven (7) psychiatric facilities. The EHR system envisioned to replace the legacy HMIS will consist of at least the following five modules: 1) Census, 2) Billing, 3) Pharmacy, 4) Electronic Medical Record (EMR), and 5) Computerized Provider Order Entry (CPOE).

The project under this RFR will define requirements, identify vendors (via research and RFI), develop a justification ("business case"), and draft an RFP document for replacing the legacy hospital-management systems at DHMH, DPSCS, and potentially other agencies.

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Job Description/s	
Labor Category/s (From Section 1 Above)	Duties / Responsibilities/Tasks
<i>Subject Matter Expert</i>	<p>The SME for Electronic Health Records (EHR) / Electronic Medical Records (EMR) will bring experience and expertise in:</p> <ul style="list-style-type: none"> a. Definition of requirements and workflows relating to EHR systems, with prior experience preferably from both behavioral and clinical hospital environments; b. Recommendation, evaluation, and/or selection of an EHR system for implementation, preferably for a public-sector facility or organization; c. Implementation and support of a modern EHR system; and d. Presentations and recommendations for executive-level decision-makers. <p>For the project planned under this RFR, the SME will:</p> <ul style="list-style-type: none"> a. Analyze existing hospital-management systems at DHMH and DPSCS, plus those of other organizations as may be decided by the Executive Sponsors; b. Perform marketplace research, including collaboration with the PM in development, issuance, and summary of an RFI to be distributed to selected EHR vendors; c. Be responsible for the EHR-specific content in the project deliverables under "Subject Matter Expert TASKS"; d. Support the PM in the development of content in the project deliverables that is not EHR-specific; e. Develop trusted-advisor relationships with senior stakeholders at DHMH and DPSCS; f. Demonstrate clarity, brevity, and courtesy in written and verbal communications; and g. Respond to requests from the project executive sponsors, who are the CIOs of DHMH and DPSCS, as reasonably requested in relation to the deliverables and activities for this project. <p>The SME will be located primarily at the DHMH headquarters in downtown Baltimore and will visit State facilities as appropriate.</p> <p>Subject Matter Expert TASKS include:</p> <ul style="list-style-type: none"> 1. Engage in an accelerated "discovery" process to become familiar with existing analyses, past procurements, organizational structures, and procurement processes. 2. Be responsible for EHR-specific content in the following project deliverables while supporting the Project Manager on the non-EHR-specific content:

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- a. Requirements Document: Collection, refinement, organization, assessment, reconciliation, and prioritization of functional and non-functional requirements for behavioral and clinical EHR within DHMH, DPSCS, and other designated agencies, if any.
 - b. Stakeholders and Personae Analysis: Definition of key stakeholder groups and end-user personae for a modern EHR system.
 - c. Use Case and Workflow Diagrams: Development of use cases and workflow diagrams to promote the definition and understanding of system and non-system requirements.
 - d. RFI Document: Preparation and distribution of an RFI document in accordance with approved templates and procedures relating to State procurements.
 - e. RFI Findings Document: Organization of the results of the RFI process, including the results of marketplace research, into a single document that includes an executive summary. This document shall not contain recommendations regarding particular vendor solutions.
 - f. Candidate Solution Architecture Document: Description and depiction of the applications and technologies that compose a candidate solution architecture for meeting the captured and documented requirements.
 - g. EHR Justification Document: A description of cost drivers and value drivers for a modern EHR system, with quantification of costs and benefits as practicable.
 - h. Draft RFP Document: Draft of RFP document(s) to serve as basis of procurement(s) to realize the candidate solution architecture, using approved State templates.
3. Develop the foregoing deliverables by engaging stakeholders, going through iterations, and responding to requests from the Project Manager and Executive Sponsors.
 4. Perform site visits to build relationships and develop understanding of requirements.
 5. Collaborate effectively with all project stakeholders and sponsors, including the Project Manager that is to be secured via a separate RFR procurement.
 6. Escalate issues expeditiously and appropriately.
 7. Conduct all meetings and workshops with advance preparation and due professionalism.
 8. Demonstrate clarity, brevity, and courtesy in all written communications, deliverables, and reports.
 9. Demonstrate accountability and ownership for successful development of a quality RFP for a statewide EHR solution.
 10. Adhere to guidelines, procedures, and requirements relating to State procurements and ethics.
 11. ***See Attachment 3 for a detailed description of duties, responsibilities and deliverables.***

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Minimum Qualifications

For minimum qualifications, see the labor category description in the CATS+ RFP for the subject RFR labor category. In addition, qualified candidates must meet the minimum qualifications specified below. **Candidates that do not meet minimum qualifications will be deemed not reasonably susceptible for award and will not progress to full evaluation.**

Labor Category/s (From Section 1 Above)	Minimum Qualifications
a) Subject Matter Expert	<p>Education: Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline.</p> <p>General Experience:</p> <p>Must have seven (7) years of experience relating to selection, implementation, enhancement, and/or support of IT systems.</p> <p>Specialized Experience:</p> <ul style="list-style-type: none"> a) At least five (5) years of experience relating to selection, implementation, enhancement, and/or support of EHR systems for behavioral or clinical hospitals. b) Demonstrated experience at engaging with senior stakeholders to promote understanding and facilitate decisions relating to EHR systems. c) Demonstrated ability to work across multiple organizations. d) Demonstrated excellence at preparing written documents and presentations.

Preferred Qualifications

The additional Experience/Knowledge/Skills listed below are preferred by the State.

a) Subject Matter Expert	<p>Education: Preferred to have a relevant Master's Degree.</p> <p>General Experience:</p> <ul style="list-style-type: none"> a) Demonstrated four (4) years or more of experience in IT solution design, for example as a Business Analyst. b) Demonstrated experience with authoring or evaluating two (2) or more procurements relating to EHR systems. c) Demonstrated experience at a senior level with full-lifecycle implementation of a modern EHR system for a large-scale organization, for example as a workstream leader or solution architect.
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Section 4 - Required Submissions

NOTE:

- Master Contractors may propose up to two (2) candidates for each position requested.
- Master Contractors electing not to propose in response to the RFR must submit a "Master Contractor Feedback Form" via the "Master Contractor Login" on the CATS+ web site.
- Master Contractors proposing in response to the RFR must submit the documents below as separate files contained in two separate emails as follows:

Email 1 of 2 with "Technical": Master Contractor Name, RFR number, & candidate name in the subject line

- Resume for each labor category described in the RFR (Attachment 1)
- Three (3) current references that can be contacted for performance verification of the submitted consultant's work experience and skills. Telephone number and email address of reference is needed.
- Copies of educational/training and professional certifications
- Company references

Email 2 of 2 with "Financial": Master Contractor Name, RFR number, & candidate name in the subject line

- Price Proposal (Attachment 2)
- Conflict of Interest Affidavit (Attachment G in the CATS+ RFP)
- Living Wage Affidavit (Attachment I in the CATS+ RFP)
- Certification Regarding Investments in Iran (Attachment to this RFR)

Section 5 – Evaluation Criteria

Candidates meeting the Minimum Qualifications listed in Section 3 above will be evaluated for overall best value, as follows:

1. The overall experience, capability and references for the proposed candidate, as described in the Master Contractor's RFR Technical Proposal.
2. Interview
3. Preferred Qualifications
4. Price

Basis for Award Recommendation

The Agency PO will recommend award to the Master Contractor whose proposal is determined to be the most advantageous to the State, considering price and the evaluation factors set forth in the RFR. In this evaluation technical merit is considered to have greater weight. The Agency PO will initiate and deliver a Task Order Agreement to the selected Master Contractor.

Master Contractors should be aware that if selected, State law regarding conflict of interest may prevent future participation in procurements related to the RFR Scope of Work, depending upon specific circumstances.

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**ATTACHMENT 1
RFR RESUME FORM
RFR # M00B7400407**

Instructions: Enter resume information in the fields below; do not submit other resume formats. Submit only one resume per Labor Category described in Section 1 of the RFR. If the RFR requests multiple Labor Categories, use a separate resume form for each proposed candidate.

Labor Category: *Subject Matter Expert*

Candidate Name:

Master Contractor:

A. Education / Training

Institution Name / City / State	Degree / Certification	Year Completed	Field Of Study
<add lines as needed>			

B. Relevant Work Experience

Describe work experience relevant to the Duties / Responsibilities and Minimum Experience / Knowledge / Skill described in Section 3 of the RFR. Starts with the most recent experience first; do not include non-relevant experience.

[Organization] *Description of Work...*
[Title / Role]
[Period of Employment / Work]
[Location]
[Contact Person (Optional if ...)]

[Organization] *Description of Work...*
[Title / Role]
[Period of Employment / Work] **[Location]**

<add lines as needed>

C. Employment History

List employment history, starting with the most recent employment first

Start and End Dates	Job Title or Position	Organization Name	Reason for Leaving
<add lines as needed>			

D. References

List persons the State may contact as employment references

Reference Name	Job Title or Position	Organization Name	Telephone / Email
<add lines as needed>			

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LABOR CATEGORY PERSONNEL RESUME SUMMARY

(ATTACHMENT 1 CONTINUED)

*"Candidate Relevant Experience" section must be filled out. Do not enter "see resume" as a response.

Proposed Individual's Name/Company:	How does the proposed individual meet each requirement?
LABOR CATEGORY TITLE – Subject Matter Expert	
Requirement	Candidate Relevant Experience *
<p>Education: Bachelor's Degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline.</p>	<p>Education:</p>
<p>General Experience: Must have seven (7) years of experience relating to selection, implementation, enhancement, and/or support of IT systems.</p>	<p>General Experience:</p>
<p>Specialized Experience: a) At least five (5) years of experience relating to selection, implementation, enhancement, and/or support of EHR systems for behavioral or clinical hospitals. b) Demonstrated experience at engaging with senior stakeholders to promote understanding and facilitate decisions relating to EHR systems. c) Demonstrated ability to work across multiple organizations. d) Demonstrated excellence at preparing written documents and presentations.</p>	<p>Specialized Experience:</p>
<p>Preferred Experience: Education: Possession of relevant Master's Degree a) Demonstrated four (4) years or more of experience in IT solution design, for example as a Business Analyst. b) Demonstrated experience with two or more procurements relating to EHR systems. c) Demonstrated experience at a senior level with full-lifecycle implementation of a modern EHR system for a large-scale organization, for example as a workstream leader or solution architect.</p>	<p>Preferred Experience:</p>
<p><i>Describe additional professional experience, knowledge, and skills required for this position.</i></p>	

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**ATTACHMENT 2
PRICE PROPOSAL**

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(This form is to be filled out by Master Contractors - Submit with the Financial Response)

	A	C	D
Subject Matter Expert	Fully Loaded Hourly Labor Rate	Evaluation Hours	Evaluation Price (A x C)
(Enter the proposed resource name)	\$	1000	\$

Authorized Individual Name

Company Name

Title

Company Tax ID #

The Hourly Labor Rate cannot exceed the Master Contract rate, but may be lower. Proposed rates must be fully loaded, all inclusive, and shall include all direct and indirect costs for the Master Contractor to perform under the TOA. Evaluation Hours are for evaluation purposes only and do not represent actual hours to be worked or invoiced.

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ATTACHMENT 3

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1. SUBSTITUTION OF PERSONNEL

A.

DIRECTED PERSONNEL REPLACEMENT

- A. The TO Manager may direct the Master Contractor to replace any contractor personnel who, in the sole discretion of the TO Manager, are perceived as being unqualified, non-productive, unable to fully perform the job duties, disruptive, or known, or reasonably believed, to have committed a major infraction(s) of law or Department, Contract, or RFR requirement.
- B. If deemed appropriate in the discretion of the TO Manager, the TO Manager shall give written notice of any personnel performance issues to the Master Contractor, describing the problem and delineating the remediation requirement(s). The Master Contractor shall provide a written Remediation Plan within three (3) days of the date of the notice. If the TO Manager rejects the Remediation Plan, the Master Contractor shall revise and resubmit the plan to the TO Manager within five (5) days of the rejection, or in the timeframe set forth by the TO Manager in writing. Once a Remediation Plan has been accepted in writing by the TO Manager, the Master Contractor shall immediately implement the Remediation Plan.
- C. Should performance issues persist despite the approved Remediation Plan, the TO Manager will give written notice of the continuing performance issues and either request a new Remediation Plan within a specified time limit or direct the removal and replacement of the contractor personnel whose performance is at issue. A request for a new Remediation Plan will follow the procedure described in Paragraph B.
- D. In circumstances of directed removal, the Master Contractor shall provide a suitable replacement for TO Manager approval within fifteen (15) days of date of the notification of directed removal, or the actual removal, whichever occurs first. However, if the TO Manager determines that the State's best interests require removal of the contractor personnel with less than fifteen (15) days' notice, the TO Manager can direct removal in shorter timeframe, including immediate removal.
- E. Normally, a directed personnel replacement will occur only after prior notification of problems with requested remediation, as described above. However, the TO Manager reserves the right to direct immediate personnel replacement without utilizing the remediation procedure described above.
- F. Replacement or substitution of contractor personnel under this section shall be in addition to, and not in lieu of, the State's remedies under the RFR or which otherwise may be available at law or in equity.

B.

SUBSTITUTION OF PERSONNEL PRIOR TO RFR EXECUTION (AND UP TO 30 DAYS AFTER RFR EXECUTION)

Prior to Task Order Execution or within thirty (30) days after Task Order Execution, the Offeror may substitute proposed candidate only under the following circumstances: vacancy occurs due to the sudden termination, resignation, or approved leave of absence due to an Extraordinary Personnel Event, or death of such personnel. To qualify for such substitution, the Offeror must describe to the State's satisfaction the event necessitating substitution and must demonstrate that the originally proposed personnel are full-time employees with the Offeror (subcontractors, temporary staff or 1099 contractors do not qualify). Proposed substitutions shall be of equal caliber or higher, in the State's sole discretion. Proposed substitutes deemed by the State to be less qualified than the originally proposed individual may be grounds for pre-award disqualification or post-award termination.

An **Extraordinary Personnel Event** – means Leave under the Family Medical Leave Act; an incapacitating injury or incapacitating illness; or other circumstances that in the sole discretion of the State warrant an extended leave of absence, such as extended jury duty or extended military service.

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C.	<p><u>SUBSTITUTION AFTER 30 DAYS POST RFR EXECUTION</u></p> <p>The procedure for substituting personnel after RFR execution is as follows:</p> <ol style="list-style-type: none"> 1. The Master Contractor may not substitute personnel without the prior approval of the Agency TO Manager. 2. To replace any personnel, the Master Contractor shall submit resumes of the proposed individual specifying the intended approved labor category. Any proposed substitute personnel shall have qualifications equal to or better than those of the replaced personnel. 3. Proposed substitute individual shall be approved by the Agency TO Manager. The Agency TO Manager shall have the option to interview the proposed substitute personnel and may require that such interviews be in person. After the interview, the Agency TO Manager shall notify the Master Contractor of acceptance or denial of the requested substitution. If no acceptable substitute personnel is proposed within the time frame established by the Agency TO Manager, the TO Agreement may be cancelled.
2. WORK HOURS	
A.	The SME will work an eight-hour day between the hours of 7:00 AM and 6:00 PM, Monday through Friday except for State holidays and Service Reduction days or other office closures, or an alternate work schedule with prior approval of the Agency TO Manager.
B.	Alternatively, at the sole discretion of the TO Manger, the SME may follow DoIT's compressed work week schedule.
C.	Duties also may require some evening and/or weekend hours billed on actual time worked at the proposed hourly rate.

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ATTACHMENT 3 - CERTIFICATION REGARDING INVESTMENTS IN IRAN

Authority: State Finance & Procurement, §§17-701 – 17-707, Annotated Code of Maryland [Chapter 447, Laws of 2012.]

List: The Investment Activities in Iran list identifies companies that the Board of Public Works has found to engage in investment activities in Iran; those companies may not participate in procurements with a public body in the State. “Engaging in investment activities in Iran” means:

- A. Providing goods or services of at least \$20 million in the energy sector of Iran; or
- B. For financial institutions, extending credit of at least \$20 million to another person for at least 45 days if the person is on the Investment Activities In Iran list and will use the credit to provide goods or services in the energy of Iran.

The Investment Activities in Iran list is located at: www.bpw.state.md.us

Rule: A company listed on the Investment Activities In Iran list is ineligible to bid on, submit a proposal for, or renew a contract for goods and services with a State Agency or any public body of the State. Also ineligible are any parent, successor, subunit, direct or indirect subsidiary of, or any entity under common ownership or control of, any listed company.

NOTE: This law applies only to new contracts and to contract renewals. The law does not require an Agency to terminate an existing contract with a listed company.

CERTIFICATION REGARDING INVESTMENTS IN IRAN

The undersigned certifies that, in accordance with State Finance & Procurement Article, §17-705:

- (i) it is not identified on the list created by the Board of Public Works as a person engaging in investment activities in Iran as described in §17-702 of State Finance & Procurement; and
- (ii) it is not engaging in investment activities in Iran as described in State Finance & Procurement Article, §17-702.

The undersigned is unable make the above certification regarding its investment activities in Iran due to the following activities:

Name of Authorized Representative: _____

Signature of Authorized Representative: _____

Date: _____ Title: _____

Witness Name (Typed or Printed): _____

Witness Signature and Date: _____