

CONTRACT AMENDMENT #3

FOR

AGREEMENT BETWEEN

**STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS, EXECUTIVE OFFICE OF HEALTH AND
HUMAN SERVICES**

AND

FREEDMAN HEALTHCARE, LLC

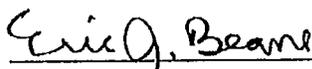
The Agreement, including addenda, originally entered into on October 1, 2015, by and between the State of Rhode Island acting by and through the Executive Office of Health and Human Services (hereinafter referred to as "the Executive Office"), and Freedman HealthCare, LLC (hereinafter referred to as "the Contractor"), is hereby revised as follows:

1. **TIME OF PERFORMANCE:** The Agreement is hereby modified by extending the TIME OF PERFORMANCE one additional performance year until September 30, 2019.
2. **SCOPE OF WORK:** The Agreement is hereby modified by adding the attached AMENDED SCOPE OF WORK, to "Addendum 1-Scope of Work" of the original contract. The work defined in AMENDED SCOPE OF WORK will enhance and expand the existing Rhode Island All Payer Claims Database (HealthFacts RI) by integrating additional state data. This will enable state analysts to access all state data sources within the same tool and support enhanced analytics and reporting as specified in the "HealthFacts RI Module Implementation and Advanced Planning Document (IAPD)" approved by CMS on March 30, 2017. These analytic activities will allow the State to fulfill Medicaid Program business needs.
3. **BUDGET:** The Agreement is hereby modified by adding the attached AMENDED BUDGET to "Addendum 2- Budget" of the original contract, bringing the total contract value to a sum not to exceed \$1,857,605. This AMENDED BUDGET reflects the extended TIME OF PERFORMANCE and the AMENDED SCOPE OF WORK.
4. **All Other Terms and Conditions:** Except as otherwise amended herein, the parties agree that the Agreement is hereby affirmed and continues in full force and effect. All reference to the "Agreement" shall be deemed to be references to the Agreement as amended by this Amendment. In the event of any inconsistency between the terms of this Amendment and the Agreement, the terms of this Amendment shall control.

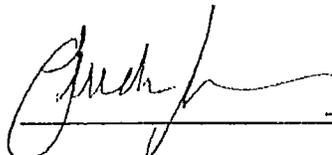
IN WITNESS WHEREOF, THE PARTIES HERETO HAVE SET THEIR HANDS AND THIS AGREEMENT MADE LEGALLY BINDING AS FOLLOWS:

State of Rhode Island
Executive Office of Health and Human Services

Freedman HealthCare, LLC



Eric J. Beane, Secretary



Linda Green, Vice President

AMENDED SCOPE OF WORK

Scope of Work - the scope and deliverables are amended to include the following:

TASK 1: PROJECT MANAGEMENT FOR APCD IMPLEMENTATION

- Revise task title to "Project Management and Subject Matter Expertise" to reflect the recent integration of HealthFacts RI as a module within the Medicaid IT Enterprise Environment (also known as the "Data Ecosystem") and other subject matter expertise tasks being performed.
- HealthFacts RI UAT Testing: Coordinate and perform Systematic Scenario-Based User Acceptance Testing (UAT) at baseline and with every quarterly data refresh, to ensure data quality. This work will begin by focusing on Medicaid data, and then expand to include Commercial data. As part of this work, FHC will:
 - Work collaboratively with EOHHS and submitters to develop validation measures that data submitters can easily tie out to.
 - Run measures against the fully-processed data within the Power BI environment;
 - Produce UAT reports and coordinate validation with data submitters.
 - Report back to EOHHS staff on the status and outcome of the UAT.
- Project Management for Additional Data Source Integration: Provide seventeen (17) months of project management for the continued development, implementation, and integration of other state data sources into the HealthFacts RI module.
 - Meet with the Data Ecosystem Project Team to determine expectations and develop project plan(s) to meet specified goals. Manage and support the implementation and execution of approved project plan tasks. Regularly inform project stakeholders on the project's status, roadblocks, and risks. Update and expand the project plan as necessary based on approved sprints and new project endeavors.
 - Facilitate regularly occurring and ad-hoc meetings with the Data Ecosystem Executive Board, Data Ecosystem Project Team, Project Advisory Group, Data Governance and Security Team, and data aggregator. This includes scheduling meetings, developing agendas to include all key activities and decision points, distributing meetings minutes, maintaining group decision logs, and tracking activity via follow-up email updates.
 - Serve as the Data Ecosystem liaison for other state and external initiatives. This includes attending meetings and conferences in which the Ecosystem is a stakeholder, such as the AISP Learning Community, preparing briefing documentation for these meetings, and serving as a liaison between the Ecosystem Project Team and other programs, as requested by the state.
 - Manage the Ecosystem project budget.
 - Oversee the integration of the Data Ecosystem into the HealthFacts RI module.
 - Draft internal and external documents and presentations, including memos, emails, presentation and other internal or public-facing documents, as appropriate.
 - Manage analytic and reporting projects. Oversee the submission, prioritization, and fulfillment of requests and projects in coordination with the Ecosystem Project Team and the project's analytic leads.
 - Develop content for Medicaid's Implementation Advanced Planning Document (IAPD).

- **Analytic Resource Assessment:** Perform a Resource Assessment to identify the extent to which existing state resources have the necessary time and skills to meet the future data and analytic needs of the state.
 - Facilitate a kick-off meeting to confirm the goals of the project, identify the participating agencies, define the skill sets necessary to meet data and analytic needs, and develop a communication strategy. Provide summary of EOHHS' articulated goals.
 - Conduct an in-depth environmental scan to determine the analytic resources other similar programs have, nationwide.
 - Produce final Resource Assessment by September 30, 2018, including overview of current staff skills and knowledge, opportunities to enhance current staff capabilities and, if indicated, suggested skills for additional resources. The Resource Assessment will also provide suggestions for how to maintain organizational analytic agility and optimize subject matter expertise, and identify areas in which EOHHS has disproportionate resources.

TASK 2: MANAGEMENT OF DATA RELEASE PROCESS

- No Changes

TASK 3: DEVELOPMENT AND REFINEMENT OF REPORTING SPECIFICATIONS AND MEASURES

- **Analytic Platform Development and Technical Expertise:** Provide technical expertise on the HealthFacts RI analytic platform (Power BI) and its capabilities to EOHHS, Medicaid, and state staff as requested. As part of this work, FHC will:
 - Collaborate with Medicaid analysts and state staff to design an analytic platform that optimizes analytic functionalities for reporting.
 - Collaborate with State staff to optimize the way in which the data is configured to promote efficient and accurate mapping of the HealthFacts RI data to Power BI.
 - Develop and lead state staff and agency onboarding to the analytic platform.
 - Provide oversight to the ecosystem data analyst.
 - Provide technical assistance for ad-hoc questions received from Power BI users via the Power BI Sharepoint Discussion Board.
- **Analytic Support:** Provide one full-time analyst (IFTE) to fulfill data requests using the state analytic data platform:
 - Design, test, and produce data reports and products, as requested by the State, to support performance management, quality improvement, and evidence-based decision making among EOHHS and partner agencies.
 - Provide technical assistance and research support to assist in the determination of feasibility and requirements of potential reports and data products.
 - Provide ad-hoc analytic support, as directed by the State.

UNBUDGET

Task	Act/Hy	Fully loaded hourly rate	Subject Matter Expert Hilda Grant	250	Technical Expert Elizabeth Ellis	230	Project Director Tanya Bernstein	ISS	IOS Project Manager Jessie Jole	ISO	Project Manager Alyssa Harrington	105	Project Associate Brian Boates	125	Ua Rubico Illalyst	SO	Hours	Cost	Total
1 Project Management and Subject Matter & expertise Health Facts NJ Project Management				10			500				350					860	\$	116,750.00	
Health Facts RJ UAT Testing				130														29,900.00	
Project Management for Additional Data Source Integration				15				200										306,000.00	
Analytic Resource Assessment								27										20,000.00	
2 Management of Data Release Process							10				465							60,375.00	
Oversee and Manage Data Release Process																			
3 Develop/Refine Reporting Specifications and Measures				10	400		270				455							184,125.00	
Analytic Platform Development and Technical Expertise																		147,350.00	
Analytic Support				30	545		780		2067		1270								
TOTAL PERSONNEL HOURS			\$	7,500.00	\$	125,350.00	\$	120,900.00	\$	310,050.00	\$	133,350.00	\$	20,000.00	\$	147,350.00		864,500.00	
TOTAL PERSONNEL COSTS																		864,500.00	
TOTAL BUDGET			\$	7,500.00	\$	125,350.00	\$	120,900.00	\$	310,050.00	\$	133,350.00	\$	20,000.00	\$	147,350.00		870,620.00	

Fully loaded hourly rate includes fringe benefits, overhead, and other associated cost

MEMO

To: David Francis and Nancy McIntyre, Department of Purchases
From: Kim Paull, Director of Analytics
Date: XXX
RE: RI APCD/Freedman Healthcare Contract Amendment Request

The project management and analytic support for the Rhode Island All-Payer Claims Database (also known as the HealthFacts RI module) is carried out through a contract with Freedman Healthcare - PO Number 3439661. The original contract was for October 1, 2015 – September 30, 2016, with three optional extension years. Since that time, two of the three optional extension years have been executed, with the last amendment extending the contract through September 30, 2018.

We are now requesting permission to execute the final optional extension year (extending the contract through September 30, 2019) and to integrate additional state data sources into the recently developed HealthFacts RI analytic platform. The amount of this request is more than 10% of the original PO, and thus we are requesting the ability to exceed the 10% threshold. In the memo below, we describe how the proposed amendment supports our original scope of work and why the work is required to meet the goals of the contract.

A. Background and Original Goals

As part of its efforts to promote healthcare transparency and provide RI state agencies with the necessary data to inform policies and decision-making, EOHHS oversees the implementation of HealthFacts RI - a sophisticated database that collects, aggregates, and makes available insurance enrollment, medical claims, pharmacy claims, and provider information. Data submission to HealthFacts RI began in the fall of 2014. Since then, HealthFacts RI has continued to expand with the addition of new data submitters and years of data and now contains data for roughly 95 percent of insured RI residents.

Freedman HealthCare (FHC) has served as the project management vendor and technical expert for HealthFacts from the very beginning of the project. In 2010, the RI Department of Health selected FHC to provide strategic planning and subject matter expertise for the development of HealthFacts RI (then called the RI-APCD), laying much of the ground work for the first Project Management contract awarded to the firm in 2012. Since that time, FHC has shown proven value to the State, delivering exploratory analyses, technical and subject matter expertise, and on-the-ground project management as the program embarked on its aggressive timeline to collect and aggregate enrollment, claims, and provider data from public and private payers. With FHC assistance, the RI-APCD achieved all statutory and operational milestones required to begin full implementation by 2013 and data collection in 2014. In 2015, Freedman HealthCare was again selected, through a competitive procurement process, as the HealthFacts RI Project Management Vendor.

B. Original Contract Goals:

The original contract awarded to Freedman Healthcare on October 1, 2015, included the following goals and tasks:

- 1) Project management for HealthFacts RI Implementation, including:
 - a. Support for the Interagency Staff Workgroup;
 - b. Oversight of data collection efforts;
 - c. Oversight of vendors;
 - d. Drafting all public-facing documents and presentations;
 - e. Leading sustainability discussion and identifying future funding sources.

- 2) Management of data release process, including:
 - a. Support and facilitation of Data Release Review Board;
 - b. Support production, transmission, and payment for data products;
 - c. Marketing and promoting use of data products.

- 3) Develop and refine reporting specifications and measures, including:
 - a. Develop and refine reporting strategy;
 - b. Facilitate training of state employees on the analytic platform;
 - c. Oversee the development of public reports.

C. Revised Project Goals

On March 30, 2017, CMS approved the HealthFacts RI project for enhanced Federal Financial Participation (FFP) through an Implementation and Advanced Planning Document (IAPD). This significant financial award (~\$7.5M over 5 years) was predicated on the conversion of HealthFacts RI into a MITA-compliant, Medicaid analytics platform whose primary purpose is to support Medicaid operations, business, and reporting needs. The IAPD outlines the following new project goals as a condition of award:

- Promoting State analytic interoperability, by allowing analysts to access HealthFacts RI in the same environment as other state data sources (e.g. MMIS, Rhode Island Bridges, and Human Services Data Warehouse) and using the same tools (e.g. SAS, SQL, and Business Intelligence software).
- Providing access to data and analytic capacity to support federal reporting requirements;
- Creating efficiencies by streamlining state user trainings for only one tool, and allowing an expanded analyst team to access all data through the same easy-to-use analytic platform.

The IAPD award explicitly included contracted project management services to support the above goals. As such Freedman HealthCare's contract was amended last year to include the following:

- 1) Manage the day-to-day tasks required to convert HealthFacts RI into a MITA-compliant, Medicaid module, including:
 - a. Facilitating meetings with the Interagency Staff Workgroup and state staff, as needed, to discuss conversion plans and reporting capabilities;
 - b. Manage project budget and oversee vendors;
 - c. Manage tasks related to data collection, data management, and BI tool maintenance;
 - d. Manage tasks related to system testing and data quality checking;
 - e. Manage tasks related to building and testing the system's analytic capabilities;
 - f. Provide subject matter and technical expertise on optimizing HealthFacts RI for analytics
 - g. Draft all public-facing documents and presentations, related to HealthFacts RI.

- 2) Management of data release process, including:
 - a. Support and facilitation of Data Release Review Board;
 - b. Support production, transmission, and payment for data products;
 - c. Marketing and promoting use of data products'
 - d. Ensure that use of the database by other state agencies is limited to supporting Medicaid purposes;
 - e. Ensure that use of the database by outside entities is appropriate and processed correctly.

- 3) Develop and refine reporting specifications and measures, including:
 - a. Develop and refine reporting strategy;
 - b. Facilitate training of state employees on the analytic platform;
 - c. Oversee the development of public reports;
 - d. Provide subject matter expertise on how to design and build analytic capabilities for Medicaid reporting.
 - e. Oversee the development of the Medicaid analytics platform.
 - f. Communicate with EOHHS and other agency leadership to refine their vision for a future Medicaid analytics state and a fully integrated data ecosystem.

D. Requested Amendment to Augment the HealthFacts RI Project:

Since the IAPD award, Freedman HealthCare has been able to provide the revised project management services (that reflected the IAPD stipulations), at minimal additional annual cost. This was mostly because analytics and reporting slowed significantly as the database was being converted into a Medicaid module and supplemental analytic support was being provided by the state.

However, now that the conversion is mostly complete and the analytics platform has been developed, HealthFacts RI is poised to begin expanding its capacity and meeting its revised goals. In addition, the state no longer has the bandwidth to fulfill all reporting and analytic requests in-house. As such, the following additional project management services are being included as part of this amendment request:

New Services:

- **Project Management for Additional Data Source Integration:** Provide seventeen (17) months of project management for the continued development, implementation, and integration of other state data sources into the HealthFacts RI module.

- **Analytic Resource Assessment:** Perform a Resource Assessment to identify the extent to which existing state resources have the necessary time and skills to meet the future data and analytic needs of the state.

- **Analytic Support:** Provide one full-time analyst (1FTE) to fulfill data requests using the state analytic data platform:

These three new services are aligned with the three tasks already in the Freedman contract. In other words, we are proposing these new services enhance the already existing and approved project management tasks.

Justification of Proposed Amendment:

The integration of additional state data sources into the HealthFacts RI analytic platform will create a comprehensive data repository necessary to inform state policies and decision-making, and will provide new analytic and reporting capabilities that would otherwise be unavailable. The integration of currently fragmented state data sources is explicitly included in the HealthFacts RI Module Implementation and Advanced Planning Document (IAPD)" approved by CMS on March 30, 2017, as it directly supports Medicaid program operations and allows the state to meet federal reporting requirements.

Proposed Budget for Amendment

The three new proposed services are highlighted in orange in the proposed budget below. These services would be for a 17-month period. All other services are already included in the current Project Management Budget and are for a 12-month period only (since they are already being provided through 9/30/2018).

AMENDED BUDGET

Task	Activity	Subject Matter Expert <i>Linda Green</i>	Technical Expert <i>Elizabeth Ellis</i>	Project Director <i>Tanya Bernstein</i>	IDS Project Manager <i>Jessie Hole</i>	Project Manager <i>Alyssa Harrington</i>	Project Associate <i>Brian Boates</i>	Alyssa Rubiero <i>Analyst</i>	Total
	Fully loaded hourly rate*	250	230	155	150	105	125	50	Hours
		Cost	Cost	Cost	Cost	Cost	Cost	Cost	Cost
1	Project Management and Subject Matter Expertise								
	HealthFacts RI Project Management	10	130	500		350			860 \$ 116,750.00
	HealthFacts RI UAT Testing				2040				2040 \$ 299,000.00
	Project Management for Additional Data Source Integration	10	15		27		80		2040 \$ 306,000.00
	Analytic Resource Assessment								\$ 20,000.00
2	Management of Data Release Process			10		465	80		555 \$ 60,375.00
	Oversee and Manage Data Release Process					455			1155 \$ 184,125.00
3	Develop/Refine Reporting Specifications and Measures			270					1155 \$ 184,125.00
	Analytic Platform Development and Technical Expertise	10	400						0 \$ 147,350.00
	Analytic Support	30	545	780	2067	1270	160	2947	1135 \$ 184,125.00
	TOTAL PERSONNEL HOURS	7,500.00	125,350.00	120,900.00	310,050.00	133,350.00	20,000.00	147,350.00	\$ 864,500.00
	TOTAL PERSONNEL COSTS								\$ 864,500.00
Travel									\$ 6,120.00
	TOTAL FREEDMAN BUDGET	\$ 7,500.00	\$ 125,350.00	\$ 120,900.00	\$ 310,050.00	\$ 133,350.00	\$ 20,000.00	\$ 147,350.00	\$ 870,620.00

* Fully loaded hourly rate includes fringe benefits, overhead costs, administrative fees and other associated costs