

## ATTACHMENT A – KEY PERSONNEL REQUIREMENTS

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## 1 KEY PERSONNEL REQUIREMENTS

### 1.1 General

The Respondent shall provide candidate names for each Key Personnel Profile. All candidate Key Personnel shall meet the mandatory requirements for the proposed position.

The Respondent shall present a Key Personnel Profile Summary for each Key Personnel candidate. Key Personnel Summary Profiles shall be identically structured in format and layout for content.

#### 1.1.1 Key Personnel Profile Completion Information

The underlined texts serve as the Key Personnel Profile Summary completion guidelines.

1. Candidate Professional References: Respondent shall provide at least three professional references per proposed candidate. Less than three professional references **must** be explained. The State may reject the candidate if less than three professional references are submitted.
2. Education and Training: Respondent shall list the relevant education and training of the proposed candidate and demonstrate, in detail, how a candidate's education and training relates to their ability to properly and successfully perform the intended duties and obligations in this RFP.
3. Required Experience and Qualifications: The Respondent shall complete this section to show how the proposed candidate meets the experience requirements for the position.

For each proposed candidate, the Respondent **must** provide the following profile information:

- Full NAME of project or engagement
  - Contact Information
  - Date(s) of Experience
  - Description of Duties
4. Resume: The resume **must** support the candidate's education, training, experience, and qualifications outlined in the Key Personnel Profile section above.

#### 1.1.2 Additional Completion Guidelines

##### 1.1.2.1 Professional References

The Respondent shall provide the following information for each candidate's professional references:

1. Contact name, including title
2. Phone number
3. Email address
4. Company name
5. Mailing address

The proposed candidate's reference shall be an individual within the client's organization having proper authority on the referenced account or Product project, not a co-worker or a contact within the Respondent's organization, subsidiaries, partnerships, and so forth.

#### **1.1.2.2 Experience Dates**

The Respondent shall provide a beginning month and year and an ending month and year; specific to the time that the candidate performed in the position title or category of experience being described, technical or otherwise. It is not sufficient to provide only the length of time the proposed candidate worked for the client or the Respondent Company in general terms.

The State will not consider overlapping months of experience for a candidate as meeting or exceeding the Key Personnel Summary Profile "Mandatory Experience." It is acceptable to the State that the Respondent's proposed candidates for this RFP collectively meet or exceed the "Mandatory Experience" outlined in the tables below. If the Respondent fails to submit a candidate as Key Personnel that can fulfill the Mandatory Experience, the Respondent's Proposal may be rejected as non-responsive.

#### **1.1.2.3 Description of Duties**

The Respondent shall customize the description to substantiate the proposed candidate's qualifications. Relevant experience should be clearly described.

The State will not assume that all skill set attributes or requirements descriptions provided relate identically to every technical skill set requirement. The candidate's work experience must be listed separately and completely each time it is referenced and demonstrate that it meets a particular skill set or requirement. Failure to provide this information or providing information that is inaccurate or out of date, or citing a client experience that is not applicable, may result in the State not including the proposed candidate's client reference in the evaluation process or rejecting the Respondent's Proposal as non-responsive.

#### **1.1.2.4 Resume**

The Respondent must provide a Curriculum Vita (CV) or resume for all individuals proposed as Key Personnel. The State is not imposing a format for the CV; however, the CV must be no more than 4 pages long, in the same font size as that used for the body of the technical proposal.

#### **1.1.2.5 Exclusion of Sensitive Personal Information**

It is the affirmative responsibility of the Respondent submitting a Proposal to remove all personal confidential information (such as home addresses and social security numbers) of Respondent staff and/or of any Sub-Vendor and Sub-Vendor staff from resumes or any other part of the Proposal package.

Following submission to the State, all Proposals submitted become part of the public record. See Section 1.17 Proprietary Information.

## 1.2 Non-Key Personnel

All personnel assigned by the Respondent to the performance of services under this RFP will be fully qualified to perform. The Respondent must demonstrate its significant expertise in the remaining positions (non-Key Personnel) necessary to fulfill the requirements of this RFP.

## 2 KEY PERSONNEL POSITIONS

The State identified a set of key personnel to be associated with this contract. The positions described in this section are recommended, based on the anticipated demands and the complexity of the solution. Due to the importance of these positions, the State must approve in writing the assignment of a specific resource to these positions. The Respondent may not reassign or replace a named individual from a key position without the pre-approval of the State.

DHS requires the Vendor to provide highly qualified and Medicaid-experienced personnel. The appropriately skilled staff will reduce project risk. The key positions identified below must be the actual person who must fulfill the obligations of the terms of the RFP.

DHS recommends these positions for the scope of work contained in the RFP. The identified positions are the key positions and do not necessarily identify all positions necessary for the scope of work. A position may be filled by more than one individual. **The DMO shall recommend to the State the Key Personnel that will be needed in order to fulfill the requirements outlined in the RFP.**

Additional Key Personnel positions may be recommended by the Respondent. In those cases, the Respondent must describe the general responsibilities associated with the position and the qualifications of the position based on best practice and current experience. Respondents may also nominate candidates for these positions. The State will not evaluate or score the recommended additions to the Key Personnel positions.

### 2.1 Project Director

The Project Director is generally responsible for the following:

1. Lead teams and managers in all aspects of a project
2. Develop, track, and evaluate programs to help achieve State goals and objectives
3. Schedule and provision resources
4. Present all formal DMO communication and correspondence to the State

The list above generalizes the responsibilities of the Project Director and is not intended to be all-inclusive. All qualifications listed in Table 1 are required of the individual assigned to the Project Director position. The Project Director must be dedicated full-time to this project and cannot serve in any other position on this or any other contract or project.

The DMO **must** designate in writing, and the State must pre-approve, an alternate for the Project Director. Designation of an alternate is required before Project start-up. The alternate will serve as the Vendor's primary representative in the absence of the Project Director and be expected to respond to the State, as necessary, when performing as the Project Director.

**Table 1: Project Director Qualifications**

Project Director Qualifications
<ol style="list-style-type: none"> <li>1. Possess a minimum of five (5) years' experience in managing or in a key management position for a large-scale healthcare IT development project that encompasses the full system development life cycle from initiation through post-implementation.</li> <li>2. Previous experience following a standard Project Management methodology and using various project management tools in developing project plans, delivering tasks, and tracking timelines and resources.</li> <li>3. Must have excellent communication skills, writing skills, small group facilitation skills, and formal presentation skills.</li> <li>4. Previous Medicaid experience is required.</li> <li>5. Proven ability to lead project meetings and lead teams to maintain high-quality work</li> <li>6. Current Project Management Professional (PMP) Certification is required.</li> <li>7. The Project Director <b>must</b> maintain a physical office in Pulaski County, Arkansas.</li> </ol>

## 2.2 Provider Relations Director

The list below generalizes the responsibilities of the Provider Relations Director and is not intended to be all-inclusive. The Provider Relations Director is generally responsible for the following:

1. Strengthen relationships with key providers and group practices
2. Lead all aspects of Provider Relations to include provider relations and operations to support provider service, provider education, and product and market expansions
3. Demonstrate an in-depth knowledge of the provider network
4. Lead, develop, and train staff to educate key individuals in provider groups regarding new approaches, products, reimbursement methodologies, appropriate coding including risk scores, quality measures and policy standards changes.

All qualifications listed in Table 2 are required of the Provider Relations Director.

**Table 2: Provider Relations Director Qualifications**

Provider Relations Director Qualifications
<ol style="list-style-type: none"> <li>1. Bachelor's degree or equivalent experience in Business Administration, Healthcare Administration, or related field. MBA/MHA preferred. 5+ years of experience in customer service and provider relations in a health care or managed care environment.</li> <li>2. Previous management experience, including responsibilities for hiring, training, assigning work and managing performance of staff.</li> <li>3. Strong interpersonal and collaborative skills.</li> <li>4. Demonstrated experience and knowledge of Centers for Medicare &amp; Medicaid Services (CMS) managed care contracting requirements.</li> <li>5. Experience working in a consensus building and matrix environments a plus.</li> <li>6. Previous health plan and provider representative experience preferred.</li> <li>7. Previous Medicaid experience is required.</li> <li>8. The Provider Relations Director <b>must</b> maintain a physical office in Pulaski County, Arkansas.</li> </ol>

## 2.3 Dental Director

The list below generalizes the responsibilities of the Dental Director and is not intended to be all-inclusive. The Dental Director is generally responsible for the following:

1. Supervise dentists and hygienists and providing clinical direction to the Dental Assistant Manager and clinical outreach staff
2. Develop, maintain, and implement formal clinic policies and procedures
3. Guide dentists and professional staff to deliver consistent standards of care according to policies and ensuring clinical practices are above reproach and of the highest quality
4. Evaluate the professional staff to ensure performance goals related to production, clinical quality, and regulatory compliance are met

The Dental Director **must** be dedicated full-time to this project and cannot serve in any other position on this or any other contract or project. All qualifications listed in Table 3 are required for the Dental Director.

**Table 3: Dental Director Qualifications**

Dental Director Qualifications
<ol style="list-style-type: none"> <li>1. Possess a minimum of five (5) - eight (8) years of hands-on dentistry experience; up-to-date knowledge of regulations, methods, trends, and equipment; and professional dental association membership(s); adequate malpractice insurance</li> <li>2. Possess a current State of Arkansas dentistry license</li> <li>3. Previous Medicaid experience is required</li> <li>4. Previous upper-level dental field management experience in a busy environment is required</li> <li>5. Excellent clarity and accuracy of writing and verbal presentation and interpersonal communication skills</li> <li>6. A team-player with demonstrated dedication to excellence</li> <li>7. The Dental Director <b>must</b> maintain a physical office in Pulaski County, Arkansas</li> </ol>

## 2.4 Chief Financial Officer

The list below generalizes the responsibilities of the Chief Financial Officer and is not intended to be all-inclusive. The Chief Financial Officer is generally responsible for the following:

1. Work with senior managers to efficiently develop budget proposals, provide access to project finance information, and ensure contract/grant compliance and reporting
2. Research revenue opportunities and economic trends, analyze internal operations, and identify areas for cost reduction and process enhancement
3. Perform risk management through analysis of company liabilities and investments, and evaluate and manage capital structure and fundraising initiatives
4. Oversee HR operations by coordinating with external service providers (ex: payroll, benefits, recruitment) and internal staff responsible for other aspects of HR
5. Monitor business performance with tracking tools, establish corrective measures as needed, and prepare detailed reports for earnings calls and management team
6. Managing finance personnel and overseeing financial IT systems, ensure compliance with relevant regulatory entities (ex: Financial Accounting Standards Board, Internal Revenue Service, state attorneys general)

The Chief Financial Officer **must** be dedicated full-time to this project and cannot serve in any other position on this or any other contract or project. All qualifications listed Table 34 are required for the Chief Financial Officer.

**Table 4: Chief Financial Officer Qualifications**

Chief Financial Officer Qualifications
<ol style="list-style-type: none"> <li>1. Possess a minimum of eight (8) to ten (10) years' experience in the finance industry and proven leadership and management experience</li> <li>2. Possess a bachelor's degree in accounting, Finance or Economics</li> <li>3. Possess a master's degree in business administration, Accounting, or Finance</li> <li>4. Certified Public Accountant designation preferred</li> <li>5. Possess excellent interpersonal and communication skills with the executive presence to work with senior management, investors, and external stakeholders</li> <li>6. Excellent management and supervisory skills</li> <li>7. Excellent analytical and organizational skills</li> <li>8. Proficient in database and accounting computer application systems</li> </ol>

## 2.5 Information Technology Director

The list below generalizes the responsibilities of the Information Technology Director and is not intended to be all-inclusive. The Dental Director is generally responsible for the following:

1. Lead development and implementation processes for the organization's IT systems and department
2. Develop and implement business continuity protocols to minimize disruption to business operations in the event of emergency situations or data loss
3. Establish efficiency and efficacy standards, provide recommendations for improvement of IT infrastructure
4. Analyze IT infrastructure and systems performance to assess operating costs, productivity levels, upgrade requirements, and other metrics and needs
5. Oversee security of systems, networks, and enterprise information
6. Facilitate IT security audits or investigations
7. Develop and maintain relationships with external IT vendors and service providers

The Information Technology Director **must** be dedicated full-time to this project and cannot serve in any other position on this or any other contract or project. All qualifications listed in Table 5 are required for the Information Technology Director.

**Table 5: Information Technology Director Qualifications**

Information Technology Director Qualifications
<ol style="list-style-type: none"> <li>1. Possess a minimum of ten (10) years' experience managing an IT department</li> <li>2. Possess excellent communication skills, including writing skills</li> <li>3. Understand IT and practical applications to support the State of Arkansas' goals</li> <li>4. Proficient in latest technology for IT systems and management</li> <li>5. Excellent organizational skills and attention to detail</li> </ol>

Information Technology Director Qualifications
6. Excellent analytical and management skills
7. Excellent interpersonal skills

## 2.6 Outreach and Education Coordinator

The list below generalizes the responsibilities of the Outreach and Education Coordinator and is not intended to be all-inclusive. The Outreach and Education Coordinator is generally responsible for the following:

1. Administer, coordinate, develop, implement, and evaluate all aspects of the assigned programs, including staffing, advertising, communications, public outreach, education, facility maintenance, procurement, technical assistance, and/or training
2. Serve as the designated spokesperson, liaison, or information source to provide education and timely, relevant information to the public
3. Coordinate, direct, and train assigned staff, peers, and volunteers
4. Identify and leverage resources in the community and other agencies to assist with program expenses, promotion, or partnerships
5. Coordinate programs between departments and the public, including school district personnel, community groups, businesses, and/or non-profit or other agencies
6. Produce a wide range of materials, communication campaigns, web and social media content, classes, or presentations in various formats
7. Schedule facilities and guest speakers, instructors, or consultants for meetings, training sessions, events, or other activities

The Outreach and Education Coordinator must be dedicated full-time to this project and cannot serve in any other position on this or any other contract or project. All qualifications listed in Table 6 are required for the Outreach and Education Coordinator.

**Table 6: Outreach and Education Coordinator Qualifications**

Outreach and Education Coordinator Qualifications
1. Possess a minimum of three (3) years of experience in a related field, including one year of lead work or supervisory responsibilities, or any combination of education, experience, and training that demonstrates possession of the knowledge, skills, and abilities as listed, and ability to perform the essential job functions
2. Bachelor's degree from an accredited college or university in communications, public relations, business or public administration, recreation, education, natural resources, or a related field
3. Must have a valid Driver's license
4. The Outreach and Education Coordinator must maintain a physical office in Pulaski County, Arkansas

## 2.7 Quality Assurance Coordinator

The list below generalizes the responsibilities of the Quality Assurance Coordinator and is not intended to be all-inclusive. The Quality Assurance Coordinator is generally responsible for the following:

1. Create and implement the State's quality standards
2. Accomplishing quality assurance objectives by monitoring, reviewing, and enforcing policies and procedures
3. Train and motivate employees to ensure that quality standards are met
4. Achieve quality assurance operational objectives by contributing to information analysis
5. Develop quality assurance plans by conducting hazard analyses and monitoring procedures

The Quality Assurance Coordinator must be dedicated full-time to this project and cannot serve in any other position on this or any other contract or project. All qualifications listed in Table 7 are required for the Quality Assurance Coordinator.

**Table 7: Quality Assurance Coordinator Qualifications**

Quality Assurance Coordinator Qualifications	
1.	Possess a minimum of two (2) years of professional experience or equivalent relevant experience
2.	Possess a bachelor's degree from an accredited University or College
3.	Knowledge of quality assurance procedures or programs
4.	Knowledge of and ability to interpret state and federal laws and agency standards concerning quality assurance
5.	Ability to communicate information and provide technical assistance to agencies regarding quality assurance
6.	Ability to plan, organize, and oversee the work of subordinates
7.	Ability to research, analyze, and evaluate information and prepare reports
8.	Ability to conduct audits of agencies' operations, investigate problems, and gauge quality of service

## 2.8 Compliance Officer

The list below generalizes the responsibilities of the Compliance Officer and is not intended to be all-inclusive. The Compliance Officer is generally responsible for the following:

1. Implement and manage an effective legal compliance program
2. Develop and review company policies
3. Advise management on the company's compliance with laws and regulations through detailed reports
4. Create and manage effective action plans in response to audit discoveries and compliance violations
5. Regularly audit company procedures, practices, and documents to identify possible weaknesses or risks
6. Assess company operations to determine compliance risk
7. Ensure all employees are educated on the latest regulations and processes
8. Resolve employee concerns about legal compliance

The Compliance Officer **must** be dedicated full-time to this project and cannot serve in any other position on this or any other contract or project. All qualifications listed in Table 8 are required for the Compliance Officer.



Table 8: Compliance Officer Qualifications

Compliance Officer Qualifications
<ol style="list-style-type: none"><li>1. Possess three (3) to five (5) years' experience in a compliance officer role</li><li>2. Possess a bachelor's degree in law, finance, business management, or a related field</li><li>3. Knowledge of legal requirements and procedures</li><li>4. Excellent oral and written communication skills</li><li>5. Highly analytical with strong attention to detail</li></ol>